




**Office of the Mayor**  
**Diane Wolfe Marlin**

**City of Urbana**  
400 South Vine Street  
Urbana, IL 61801  
Office: (217) 384-2456  
dwmalin@urbanaininois.us

March 29, 2018

To: Urbana City Council Members Maryalice Wu, Eric Jakobsson, Aaron Ammons, William Brown, Dennis Roberts, Dean Hazen and Jared Miller

From: Diane Wolfe Marlin 

Re: **Appointment of Carol J. Mitten**

I am pleased to recommend appointment of Carol J. Mitten as City Administrator. Ms. Mitten has served as a Deputy County Manager, Arlington, VA County Government since 2015. Prior to that, she worked for U.S. Department of Homeland Security, the National Park Service, AMTRAK, District of Columbia Government and Mitten and Reynolds, Inc. She holds an MBA and BA from The Ohio State University. Ms. Mitten's resume is attached.

Pursuant to Section 2-43 of the Urbana City Code, I am recommending that Ms. Mitten be appointed for the remainder of this municipal year, specifically from June 4, 2018 through June 30, 2018.

Subsequent to the Council's consideration and vote on that appointment, I am recommending that the Council consider appointment of Carol J. Mitten as City Administrator for the following municipal year, specifically a one year term commencing July 1, 2018, and ending June 30, 2019.



## **PROFILE**

- Highly effective leader of organizational innovation and mission-focused work culture in both public sector and private sector settings
- Proven skill in leading multi-disciplinary teams to deliver property-related services to customers and to use real estate in efficient and creative ways
- Proficient in creating customer-focused organizations providing services in a dynamic and challenging environment as a trusted partner of both internal and external stakeholders
- 33 years of experience in designing real estate strategies and negotiating transactions, both in government and the private sector

## **PROFESSIONAL EXPERIENCE**

### ***Deputy County Manager 2015-Present***

OFFICE OF THE COUNTY MANAGER, Arlington County Government (salary: \$197,000)  
Oversee two departments: Department of Environmental Services (\$97 million annual budget, 400 FTEs), which builds and maintains the physical infrastructure of the County, and Arlington Economic Development (\$9 million annual budget, 57 FTEs), which builds and maintains the economic and cultural infrastructure of Arlington. I represent the Manager in all aspects of operating these departments including budget development and execution, personnel management, strategic planning, cross-departmental initiatives, community engagement, and Board coordination.

#### **Accomplishments:**

- The Department of Environmental Service (DES) is an organization composed of several formerly independent departments. They have struggled to create a cohesive leadership team capable of realizing the efficiencies and flexibility that motivated the merger in the first place. I guided the Director of DES through a reorganization of senior staff to leverage existing talent across the department, make selective new hires, increase transparency and better serve the community. My involvement during the past few years has empowered the DES director to make hard decisions about the best alignment of responsibilities among the division chiefs, opportunities for internal advancement of outstanding employees, selective terminations where warranted, and better coordination around a common mission.
- A new Director of Arlington Economic Development (AED) joined the County at the same time I did. The County was suffering from a historically high office vacancy rate that had basically doubled during the previous two years. Although the declining office occupancy was attributable largely to external factors, the County had taken no steps to avert a continuing decline. The new AED Director developed a strategy to build on strengths the County already had and create a "tech ecosystem" in order to attract companies in specific growth sectors. I have been responsible for socializing this strategy with the Board and explaining the

importance of selective financial incentive grants to attracting important drivers of the tech ecosystem. The Board is reluctantly supportive of these grants, but has trusted that we have structured the performance agreements properly to protect the County's interests. Since this strategy has been implemented about two years ago, the office vacancy rate has fallen more than two percentage points.

- Historically, the culture of certain parts of the County government has been to suppress discussion about performance weaknesses (whether caused by lack of funding, economic forces, misalignment of staff skills, etc). Instead, under my leadership, both AED and DES have become more open about the challenges they face and what assistance they need from me, the Manager, and/or the County Board to address those challenges. My "no surprises" approach stems from the belief that I cannot help fix a problem that I do not know exists. Among the positive results of this attitudinal shift has been: substantially increased resources for a chronically underfunded streetlight program, more engineering staff for a highly-valued neighborhood-centric capital program, Board support for strategic incentives to attract new businesses to the County, and Board willingness to devote County land to unpopular (but necessary) support uses (e.g., salt storage, construction lay-down).

### ***Executive Director for Urban Affairs and HQ Consolidation 2011-2015***

MANAGEMENT DIRECTORATE, U.S. Department of Homeland Security

Supported the consolidation of the Department of Homeland Security (DHS) Headquarters (HQ) in the National Capital Region through internal strategy development and maintaining external relationships. Led the Workplace Transformation initiative within the Management Directorate to align the human capital, IT, and facility-related policies and tools to promote a mobile workforce that is less reliant on fixed real estate.

#### **Accomplishments:**

- In response to the negative perceptions about the Department in the District of Columbia, both around the St. Elizabeths campus and DHS's existing HQ, I improved relationships with local District of Columbia agencies, political representatives, and community organizations. Better communication converted adversaries to allies and developed a reputation for DHS as a good "corporate citizen" of Washington, DC.
- Severely reduced funding for the St. Elizabeths campus, expiring leases, and pressure to reduce the real estate footprint necessitated a new plan for the DHS HQ consolidation. I led the effort to refine the new HQ consolidation strategy, focused on reducing the number of HQ locations from more than 50 to fewer than 10 across a portfolio of 9 million square feet and affecting 28,000 employees. Rather than simply imposing consolidation targets, my team developed innovative approaches to foster workforce mobility, which will lead to lower real estate utilization rates per employee. This initiative was informally branded as "Workplace Transformation," and was truly an organizational development effort. My team became a sought-after resource for DHS offices seeking to manage their workspace in new ways. Our Workplace Transformation Guidebook became a vital reference for dozens of organizations seeking to change their culture to one of enhanced collaboration and resilience.
- The targeted efforts within the Management Directorate to implement Workplace Transformation required leadership across the lines of business, and those efforts had to be responsive to unique customer requirements. I provided

strategic focus and gave tactical direction to a cross-functional team of CxO representatives that made demonstrable progress toward mission-centric mobility. Pilots implemented by this team are informing other efforts throughout DHS.

***Chief of Land Resources Program Center 2010-2011***

NATIONAL CAPITAL REGION, National Park Service

Led a team of real estate professionals charged with developing and implementing land acquisition strategies for the National Capital Region (NCR), comprised of fifteen Park Maintenance Units in three states and the District of Columbia. Managed requests for, and compliance with, a portfolio of thousands of use and right-of-way permits throughout the NCR.

Accomplishments:

- In order to expand Park boundaries to protect natural areas or sensitive historic areas, and to enhance visitors' experiences, each Park Maintenance Unit has a priority list for new acquisitions. As their centralized expert for real estate, my office negotiated, managed and directed all NCR fee simple and easement acquisitions, from initial expression of interest to closing. Some of the transactions were straightforward, whereas others involved third parties or multiple jurisdictions. I regularly communicated with prospective sellers, external stakeholders, municipal officials, park superintendents, and regional staff to ensure transparency and currency of information.
- Individual Parks were routinely confronted with requests for right-of-way and other types of permits that require special real estate expertise. Typically, these permits have the potential to detract from the Park experience if negative effects are not properly mitigated. My team negotiated and coordinated environmental, historic preservation, and archeological resource compliance for all right-of-way permits in order to ensure that the Parks were protected. Because use and occupancy fees were returned to the General Fund, to the maximum extent possible, we negotiated in-kind mitigations that would accrue to the benefit of the affected Park.
- Notwithstanding the significant demand to acquire additional parkland, the resources for doing so were quite limited. I leveraged alternative resources for land acquisitions outside of the annual Land and Water Conservation Fund appropriations, including the national In-Holding Fund, Emergency and Hardship Fund, third-party involvement, and exchanges of interest. In so doing, the stewardship role of the National Park Service was enhanced.

***Project Manager, Moynihan Station 2007-2009***

STRATEGIC PARTNERSHIPS, Amtrak

Represented Amtrak on the multi-billion dollar Moynihan Station Project in New York City. The scope of the proposed project included an expanded Penn Station, a new rail station across 8<sup>th</sup> Avenue (Moynihan Station), relocation of Madison Square Garden, and a massive private-sector overbuild. A baseline requirement of the project was that Penn Station, which serves an average of 500,000 passengers per day, would remain fully functional throughout the project. My duties included: coordinating internal stakeholders (legal, operational, financial); recommending positioning, messaging, and collaboration to advance Amtrak's interests; advising senior management regarding financial terms and structure; communicating and coordinating with stakeholders;

leveraging external relationships; establishing work plans and budgets; and managing consultants.

**Accomplishments:**

- At the start of the project, Amtrak was viewed as a necessary evil – to be ignored, at best, and at worst, to be forced into compliance with the proposed plan. Through my involvement (building internal and external relationships, forging a unified message, making responsiveness imperative), I altered both the perception and the role of Amtrak in the project. I established a reputation for Amtrak as a credible and sophisticated partner, and the company became an active and engaged collaborator. The resulting design created opportunities for Amtrak to improve its riders' experience and grow well into the next century.
- In order to protect Amtrak's interests in the New York area, I negotiated binding agreements between Amtrak and New Jersey Transit, most notably a right-of-way agreement related to the Access to the Region's Core Project, a \$9 billion transportation project that would have been constructed (prior to being defunded), in part, on Amtrak's Northeast Corridor right-of-way. Prior to my involvement, the engineering division was responsible for negotiating Amtrak's operating and right-of-way agreements. The engineers, through no fault of their own, did not view Amtrak's right-of-way as a piece of real estate, nor did they recognize that each of the property rights had value. By bringing my private sector experience and perspective into these activities, I created more than \$15 million of value for Amtrak.
- As a result of my contributions in New York, my portfolio of responsibility was expanded to include representation of Amtrak on matters related to Washington Union Station, including the planned overbuild in the air rights north of Union Station (Burnham Place); the planned reconfiguration of retail spaces within Union Station by the master tenant; and the Intermodal Transportation Center Study of Union Station and the surrounding area. In each case, I made certain that Amtrak's positions were understood and protected, and that opportunities to create value for Amtrak were fully realized.

***Director, 2003-2006***

OFFICE OF PROPERTY MANAGEMENT (OPM), District of Columbia Government  
Led the cabinet agency responsible for most of the operating real estate portfolio of the District of Columbia Government, including both leased and owned space (totaling more than 8 million square feet). Oversaw 250 employees (supporting a government workforce of more than 30,000) within five major divisions within the agency: portfolio management, facilities management, capital construction, facilities operations and maintenance (fee-for-service), and protective services (building security).

**Accomplishments:**

- OPM was in crisis when I became Director, following the resignation of the Director and the Deputy Director that resulted from a pattern of mismanagement and criminal activity. The staff was demoralized and there were outstanding lawsuits that needed to be resolved. I recruited a new senior management team and reinvigorated the workforce. I successfully reversed a pattern of decentralization that resulted from a lack of confidence in OPM's ability to

perform by developing a customer-oriented culture toward client agencies. I coordinated the full spectrum of real estate-related functions (e.g., financial, IT, security, property management) into an integrated, self-starting team. I negotiated settlements in several lawsuits in order to limit the District's exposure to future losses, as well as to get past the transgressions of former agency leadership.

- I developed a long-range strategy for managing the portfolio of three million square feet of leased space and of five million square feet of owned space occupied by the District of Columbia government. I centralized and consolidated long-range planning for facilities throughout the District government to align with Executive priorities, gain efficiencies, and promote economic development.
- The size and complexity of the portfolio meant that some actions were especially significant, and the impacts of leases needed to be considered. During my tenure, I negotiated leases for more than one million square feet of office space, including the District as lead tenant for the Waterfront project (awarded Real Estate Deal of the Year 2006 for Best Urban Office Lease by the *Washington Business Journal*). I used the skills of my team to manage the acquisition of 14 acres of privately-owned land for the new Washington Nationals Ball Park, including due diligence, valuation, and relocation within an accelerated 12-month period. The short time frame for stadium construction was a requirement of Major League Baseball, and meeting the site-control deadline ensured that baseball could return to the District.
- Among the areas where client agencies had lost faith in OPM was capital construction. I oversaw project management for capital projects with an aggregate value in excess of \$500 million, ranging from simple office reconfigurations to ground-up construction of complex special purpose buildings. It became critical to winning back our customers that we completed projects on-time and on-budget, consistent with client agency requirements. My success in doing that led to agencies returning to OPM for project management. Today, the successor agency to OPM (the Department of General Services) handles capital construction for the entire District government, including schools.
- Another area in which we were able to promote better customer service is cost savings in client agency operating budgets. My team advised agencies regarding efficiencies for working capital fund activities under OPM control (i.e., rent, security, utilities, maintenance, and janitorial services). By promoting improved communication about the nature of these costs and opportunities to save money, client agencies had more confidence in these charges while finding ways to reduce their costs.

***President 1992-2003***

MITTEN AND REYNOLDS, INC., Washington, D.C.

Owned and operated a profitable small business through prudent hiring decisions and careful financial management. Maintained operations through a period of significant industry-wide upheaval (post-S&L crisis certification and licensing of appraisers). Built an appraisal practice around conventional assignments as well as highly specialized customer needs for unconventional valuation services.

## Accomplishments:

- To meet the need for conventional valuation assignments, I performed appraisals of commercial real estate of all types, including office buildings, shopping centers, hotels, vacant land, and special purpose properties.
- For clients with unusual historic properties, both in the District and around the country, I specialized in the valuation of historic properties, both in Washington, D.C. and nationwide, including the White House complex, St. Elizabeth's West Campus, Rosedale, Evermay and the Heurich Mansion. I testified regarding inverse condemnation claims and other specialized valuation matters arising from historic designations.
- I distinguished my firm as one of the premier sources of expert testimony on real estate valuation issues in Washington, D.C. As such, I provided valuation expertise for eminent domain acquisitions involving, among other projects, Metrorail, MCI (now Verizon) Center, and the Washington, D.C. Convention Center.
- I advised both property owners and taxing authorities regarding valuation and methodologies to achieve equitable and accurate *ad valorem* assessments.
- Through my teaching activities, I garnered a reputation as a popular seminar instructor for The Appraisal Institute (formerly The American Institute of Real Estate Appraisers) between 1993 and 2003.

## **Staff Appraiser 1984-1992**

REYNOLDS AND REYNOLDS, INC., Washington, D.C.

Before acquiring the firm worked as an appraiser analyzing complex real estate problems, writing reports, and eventually assumed complete management responsibility for the firm, which became Mitten & Reynolds, Inc.

## **EDUCATION**

MBA (Real Estate) The Ohio State University

BA (English) The Ohio State University

## **PROFESSIONAL AFFILIATIONS**

Member, District of Columbia Zoning Commission (1999-2007)

Chairman, District of Columbia Zoning Commission (2000-2007)

Member, Lambda Alpha (Land Economics Fraternity)

## **COMMUNITY ACTIVITIES**

Board Member, Blues Alley Jazz Society (2013-2016)

Board Member, Neighbors, Inc. (2012-present)

Board Member, Capital City Public Charter School (2009-2012)