



Section 7

David D. Molgaard

*Belle Isle City Manager
Candidate Report*

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Cover Letter and Resume

DAVID D. MOLGAARD

PHONE: 304.389.2011

EMAIL: davidmolgaard23@gmail.com

244 Whispering Woods Rd
Charleston, WV 25304

To the Honorable Mayor Fouraker and Members of City Council
City of Belle Isle, Florida
Via email: Recruit24@cb-asso.com

May 5, 2023

Dear Mayor Fouraker and Members of City Council:

I am excited to express my interest in being the next city manager for the City of Belle Isle, Florida. As an accomplished results-driven professional with over 15 years of experience as the city manager for the City of Charleston, West Virginia, I am confident I have the skills, knowledge, and experience necessary to excel in this role.

Charleston is the largest municipality in the State of West Virginia and, as the seat of state government and commerce, its day-time population swells far beyond its residential population. Consequently, so does the challenges and demand for city services. I am happy to say that I have had a great working rapport with our mayor and city council. We navigated our challenges well together and our performance led to the longest serving mayoral administration in the city's history (four terms).

As Charleston's city manager, I oversaw a general fund budget of \$100 Million, a workforce of 800, and an organization with approximately 30 departments and departmental sub-units. I developed and supported talent from within the organization and together we worked to create efficiencies in service delivery, improve working conditions for our employees, creatively address budgetary cost drivers, advance strategic planning initiatives, and implement impactful public work projects. I sat as the financial advisor to the Charleston Sanitary Board and regularly interfaced with other governments, agencies, and boards to advance our common causes and build cooperative relationships. I served on the legislative committee of the West Virginia Municipal League and held leadership roles, including that of president, in the West Virginia City Management Association, an affiliate of ICMA.

I am educated and trained as an attorney and I practiced law in the private sector before moving into public service. Over the last four years I have been facilitating organizational change initiatives within a private sector law firm in a chief administrative role. I am eager to return to my passion of local government service with a renewed enthusiasm for efficient and sustainable community building.

Additional details about my background are contained in the accompanying resume, but I would welcome the opportunity to discuss my qualifications more fully. Thank you for your time and consideration.

Sincerely,



David D. Molgaard

DAVID D. MOLGAARD

PROFILE

Experienced city manager and operations administrator.

Skilled in organizational leadership, budgeting and strategic planning, financial reporting, managing complex funding sources, policy analysis and formulation, contract negotiations, project administration, consensus building and public relations.

Also skilled in proposal development, grant administration, governmental contracting, human resources, employee relations, talent development, personnel supervision and performance evaluation, property acquisition and development, facility management, information systems and technology, cost-containment, risk management, and insurance matters.

CONTACT

PHONE:
304.389.2011

EMAIL:
davidmolgaard23@gmail.com

LINKEDIN:
[linkedin.com/in/david-molgaard-0810559](https://www.linkedin.com/in/david-molgaard-0810559)

EDUCATION

J.D., Juris Doctorate
The College of Law
West Virginia University
1988

M.S., Industrial Labor Relations
The College of Business and Economics
West Virginia University
1990

B.A., English
The College of Arts and Sciences
West Virginia University
1985

WORK EXPERIENCE

Chief of Staff and Firm Administrator
Bailey & Glasser, LLP
2019-2023

Recruited to facilitate administrative and organizational change initiatives for a multi-jurisdictional law firm concentrating in complex litigation and corporate transactional work.

Provided business, administrative, and integrative leadership support through a restructuring and period of significant growth for the firm: 70% increase in attorney and staffing levels and the addition of 8 new office locations (from 11 to 19) over four years.

- Oversaw human resource functions, including supervision of department director, office managers, recruitments, on-boarding and training, and welfare benefit plans and procurements (including migration to a high retention captive healthcare plan).
- Supervised paralegals and other non-legal staff; conducted performance and compensation reviews.
- Helped guide and oversee Diversity, Equity, and Inclusion initiatives resulting in Mansfield Rule Certification for Mid-Sized Law Firms.
- Oversaw IT functions: directed Helpdesk and vendor managed IT services; facilitated selection and implementation of case management and document management systems and projects to migrate data from on-prem to cloud-based platforms.
- Developed gap policies and procedures and managed audit activities to obtain SOC 2, Type 1, certification relative to the Trust Services Criteria for Security and Confidentiality for a service organization.
- Negotiated leases and managed office build-outs and set-ups; implemented remote work protocols.
- Performed risk management assessments and activities including procuring appropriate policies of insurance.
- Oversaw training and mentorship programs.
- Trained and served as an Adizes Methodology Integrator.

DAVID D. MOLGAARD

REPRESENTATIVE BOARDS & AWARDS

**West Virginia City Management
Association (ICMA Affiliate)**

President, Vice President,
Secretary/Treasurer

West Virginia Municipal League

Legislative Committee
Ins. Pooling Project Steering Comm.

Charleston Civic Center Board

Board Member

Charleston Sanitary Board

Financial Advisor

Regional Intergovernmental Council

Kanawha-Putnam Metropolitan
Planning Organization/ WV Region 3
Mayoral Board Representative

Charleston City Council

Ward 5 Councilmember

Committee assignments:
Finance
Rules and Ordinance
Employee Relations (Vice Chair)
Parks & Recreation
Healthcare Task Force
Task Force on Charleston Housing
Watt Powell Park Blue Ribbon Com.

Highland Hospital Association, Inc.

Board Member

West Virginia Association of

Rehabilitation Facilities

Board Member

Servant Leader Award

Charleston Area Alliance

Caperton Award of Excellence 2014

Awarded for Excellence in Workplace
Healthcare and Wellness Initiatives

Charleston Main Streets

**Chairman's Brick Urbanite Award
2017**

WORK EXPERIENCE

City Manager

City of Charleston, West Virginia

2003-2019

Chief Appointed Administrative Officer serving the state's capital city and largest municipality. Managed a General Fund Budget in excess of \$100 Million with a workforce of 800.

**Provided vision and mission focused leadership with effective
organizational management. Representative examples:**

- Provided executive direction and oversight to approximately 30 city departments and sub-units; led department head meetings, cross-functional teams, and annual retreats which helped break down organizational silos and facilitated better communication resulting in more efficient and effective service delivery;
- Prepared and presented annual budgets, revenue forecasts, and fiscal reports to the mayor and city council; consistently presented a balanced budget and ended fiscal cycles with carry-over surpluses;
- Consolidated department-wide procurement and grant administration functions which eliminated wasteful spending and conserved resources through bulk-purchases;
- Coordinated master planning initiatives and renovated facilities to create a one-stop-shop for economic development;
- Created a Department of Strategy Management dedicated to researching, evaluating, and recommending intra-departmental efficiency measures for service delivery and inter-departmental cooperation; implemented strategic realignments of duties, responsibilities, and staffing levels;
- Commissioned a compensation and classification study; directed an overhaul of pay structures and redrafting of the Personnel Code; directed implementation of a performance management framework focused on core competencies and professional development;
- Created an in-house construction crew to timely address maintenance and workplace safety issues and to help raise employee morale and productivity by remodeling and revamping dismal and inefficient spaces and working conditions within City Hall and other city-owned facilities;
- Directed the city to a self-insured healthcare program and proactively managed costs and services through a multifaceted approach which included: an in-house wellness center staffed by licensed clinicians; coordination of third-party medical claims and pharmaceutical benefits administrators; negotiated discounts with area hospitals; service relationship with the University of Charleston Pharmacy Program faculty for prescription drug maintenance counseling;
- Regularly interfaced with non-profits, community groups, and represented the city administration before other governmental agencies and boards.
- Led a delegation to Banska Bystrica, Slovakia, to formalize our sister city relationship and develop regional contacts for economic, educational, and cultural exchanges.

DAVID D. MOLGAARD

Creatively developed financial funding plans and initiatives to meet operational needs and address program priorities.

Examples include:

- A new pension contribution methodology which was adopted into state law to arrest and reverse growing trends in unfunded pension liabilities for municipal uniformed services;
- The city's first Stabilization Fund (i.e., Rainy Day Fund) to cover unforeseen budget contingencies;
- Drafted and guided implementation of the city's first City Service Fee ("User Fee") providing funds for a robust paving and street maintenance program and to support police services;
- Proposed and implemented creation of a TIF (Tax Incremental Financing) District and implementation of a new half-cent sales tax to secure funds for the Charleston Civic Center renovation and expansion project;
- Designed and/or implemented Municipal Home Rule initiatives addressing procurement of design services, design-build project delivery, urban deer hunts, on-the-spot citations for building and zoning enforcement, liens on property for repairs to dilapidated structures or sidewalks, relief from certain DNR and DEP permitting requirements, and streamlining the disposition of City property, to name a few;
- A Healthcare Reserve Fund with accumulated reserves in excess of \$9 Million (over one year of budgeted program funding) to meet future healthcare cost contingencies.

Accomplished in planning, financing, and implementing successful construction and public works projects. Representative projects:

- Charleston Coliseum and Convention Center Expansion and Renovation Project. \$109 Million Design-Build project funded through Property Tax TIF and Revenue Bonds supported by City-wide half cent sales tax. Substantial completion: Sept. 2018.
- Charleston Ballpark Project. City owned Professional Minor League Baseball Stadium. \$23 Million. Completed April 2005. Construction Manager at Risk delivery method.
- Other notable projects: Haddad Riverfront Park Renovation and Court Street Overlook; City Hall Renovations; City Service Center Build-out (to create one-stop shop for development services); Fire Station Replacement Project; Spring Hill Cemetery Administration and Maintenance Facility (designed and built with in-house crews); Kanawha Trestle Pedestrian and Bikeway Project; Slack Plaza and Brawley Walkway Renovation Project.

ADMISSIONS TO PRACTICE LAW

Supreme Court of Appeals of West Virginia. 1988

U.S. District Court for the Southern District of W.Va. 1988

U.S. District Court for the Northern District of W.Va. 1988

U.S. Court of Appeals for the Fourth Circuit. 1994

OTHER WORK EXPERIENCE

Business Law Adjunct Instructor
West Virginia University Institute of Technology

Montgomery, WV

1997–2003 Taught business law survey courses to college students.

Lawyer

1988 – 2003

Experienced litigator in private practice with concentration in employment law, administrative law, personal injury, business matters, and insurance matters. (Various firms--available upon request).

Candidate Introduction

DAVID MOLGAARD

EDUCATIONWest Virginia University, Morgantown, WV:

Doctor of Jurisprudence (J.D.), The College of Law	1988
Master of Science (M.S.) Industrial Labor Relations, The College of Business and Economics	1990
Bachelor of Arts (B.A.) English, The College of Arts and Sciences	1985

EXPERIENCE

Chief of Staff and Firm Administrator, Bailey & Glasser, LLP	2019 – 2023
City Manager, City of Charleston, West Virginia	2003 – 2019
Financial Advisor, Charleston Sanitary Board, WV	2004 – 2019
City Council Member, City of Charleston, WV	1999 – 2003
Attorney in private practice	1988 – 2003
College Adjunct Instructor, Business Law, West Virginia University Institute of Technology, Montgomery, WV	1997 – 2003

BACKGROUND

My most recent employment has been as Chief of Staff and Firm Administrator for a multi-jurisdictional law firm founded and headquartered in Charleston, West Virginia. I was heavily recruited to facilitate administrative and organizational change initiatives for the firm after serving over 15 years as City Manager for the City of Charleston. This opportunity to step back from public service for a period to hone my business, administrative, and integrative leadership skills in the private sector has given me an opportunity to reflect and gain new and transferable skills and perspectives that I am eager to bring back to local government administration.

Charleston, West Virginia, is the capital city and largest municipality in the State of West Virginia. Sitting at the confluence of three interstate highways and two rivers, Charleston's vision is to be the Cultural, Recreational, and Business Capital of the Appalachian Mountains. The city has under 50,000 full time residents, but it serves a much larger base as its population swells daily with state and service workers and the many visitors it attracts to its governmental, commercial, meeting, and entertainment offerings. Nevertheless, it has managed to maintain its small-town charm through strategic planning initiatives, the hospitality of her people, and the service culture of the 800 employees (18 who reported directly to me as the city manager) who are focused upon being the most efficient and effective municipal organization at meeting the reasonable needs and expectations of core constituents.

When I left the position of City Manager in 2019, Charleston was operating through a General Fund of just over \$100 Million. This did not include the enterprise funds that support the Parking

DAVID MOLGAARD

System or the Coliseum and Convention Center operations, which were an additional \$5 Million. Nor did it include funding for major projects, such as the \$109 Million Coliseum and Convention Center Expansion and Renovation Project which we substantially completed under my guidance in September 2018 after three years of construction while the facility stayed open for business. Through prudent management and resource allocations, we were able to put aside additional funds that could be drawn upon to meet unforeseen and/or planned contingencies: over \$6 Million in a Healthcare Reserve, \$4 Million in a Stabilization Fund, and over \$14 Million in a Pension Reserve Fund that continues to build.

The three most significant issues facing Charleston when I left were:

- Unfunded Uniform Pensions. Charleston's Police and Fire Pensions were poised to lead the city into bankruptcy with unfunded liabilities over \$280 Million until we implemented an innovative financial solution. In 2010 I devised a new contribution methodology which was adopted by our state legislature with minor modifications that, among other things, allowed the city to close and conserve the assets of the deficient funds, start making benefit payments directly out of our general funds for certain beneficiaries, and begin to build up unrestricted reserves to meet future pension obligations. This program was working as expected when I left and should completely eradicate the city's unfunded pension liabilities over the next 30 years—if subsequent administrations stay the course and administer the program as devised.
- Aging and vacant structures. Although the Charleston Building Commission has taken down hundreds of deficient and uninhabitable houses over the last decade, many more need to come down. Many are owned by absentee landlords and have become havens for a transient population that perpetuate criminal and illegal drug activity.
- Downtown commercial redevelopment. In the 1980's, Charleston undertook a massive urban redevelopment program that included the construction of a downtown mall with four anchor tenants—all but one of which (JCPenney) have now closed. To top it off, the mall owners defaulted on a \$100 Million loan which put the mall into receivership. Although the property was subsequently sold at a substantial discount to new owners, they have continued to lose tenants and have done little to bring in new ones. Additionally, while several other large commercial office and retail buildings in the downtown have recently been renovated into downtown residential units, and the community has just completed renovations and an expansion of the downtown library, there are still numerous street level store fronts and vacant lots in the downtown area which have yet to attract viable projects.

GENERAL, MANAGEMENT STYLE AND EXPERIENCE

As a practicing attorney (over 15 years), I regularly counseled my clients and helped lead them to successful outcomes. This experience translated well to my role as city manager where I was able to use my considerable training, analytical skills, and listening abilities, to formulate and

suggest innovative solutions to the mayor, council, and community at large with respect to both pressing and mundane problems and issues. Using my position and leveraging my technical and managerial abilities, I was able to guide and direct staff, and/or collaborate with others, to successfully implement agreed upon strategic initiatives and, where appropriate, proactively initiate direct action that was aligned with stated goals and objectives of the governing body.

Belle Isle appears to be in a good place right now and not facing any major challenges. Building upon the current structure, addressing infrastructure and quality of life issues, and being prepared to meet inevitable and unanticipated change is a challenge facing all the best run municipalities. Climate change, land development/redevelopment, and technological advances, particularly as it relates to automation, Artificial Intelligence (AI), and the Internet of Things (IoT) through “Smart City” initiatives, will require particular and close attention—and especially for those, such as Belle Isle, which are substantially land locked with limited options for growth. Regardless of the situation, I have always found it valuable as a manager to be flexible in approach and to be asking the following questions when facing operational issues: 1) why are we doing it this way; and 2) is there a more efficient and effective way to do it and meet our objectives.

A sound strategy is important, but I believe structure and process must precede and come before a successful strategy. They can be the most resource dependent, but need not be bureaucratic—in fact, it is best if they are not. Moreover, it is necessary to pay attention to what feeds the process—and as often as not it is human capital. To that end, as a manager and organizational leader, I look to: develop and improve core competencies within the organization; deploy and leverage appropriate technologies; strategically align duties and responsibilities; identify, develop and retain leaders; reform work environments and incentives to facilitate mission; and collaborate with others, both inside and outside of the organization. I believe all of the people who have worked under my direction could give multiple examples of how I have advanced these objectives and how they have made their performance and that of the organization more effective.

Over the course of my career, I have taken almost every personnel action possible, both positive and punitive, except for mass lay-offs or reductions in force due to budgetary constraints. To me, it is not only important to get the right people on the bus, but to also get them in the right seats on the bus. Consequently, I will try where possible to develop or move people within the organization before giving up on an individual with potential. Unfortunately, there have been times where I have had to separate persons from employment—but these have always been where performance or effort has been clearly lacking after progressive discipline or performance counseling, or the employee’s actions or performance have been such as to warrant immediate termination.

The elected officials I have served would likely say that I am competent, responsive, and resourceful in running the organization and effectively advancing and effectuating their vision and policy initiatives. In fact, they (26 members + a voting mayor) unanimously passed a

DAVID MOLGAARD

resolution to recognize my outstanding performance and efforts to that effect upon my exit. I served a four-year term as a city councilman before becoming city manager and that experience provided an invaluable perspective that informed my performance over my tenure of 15+ years. With every issue, bill, or resolution, I try to anticipate the level and depth of analysis I would want or need to make a policy decision, take a public stand, or cast a vote, and I try to provide or present the relevant information and/or my findings to the council before the question is raised. Consequently, I believe the councils under which I served have been able to have and make informed debates and decisions and to advance the interests of our community in an efficient, civil, and collegiate manner. I direct and execute implementation with equal vigor.

I believe one of my greatest strengths is my understanding of place and place making—both in terms of people and the built environment. While organizationally I place a strong emphasis on structure, process, and inputs, most people outside of the organization would probably commend my talent and ability to plan, develop, and construct successful public work projects and events that have significantly impacted the quality of life in our community. They might, for instance, point to our \$23 Million minor league ballpark project, which kept professional baseball in Charleston. Through my direction on that project we saved an existing historic warehouse which provided additional and unrelated commercial program space and enhanced the economic development dynamics of the project. Or they may point to the innovative Haddad Riverfront Park improvements which included the construction of a retractable canopy over an existing seating bowl, a new stage reminiscent of the sternwheelers that plied our working river, and a boat dock. And they might also note my involvement in developing our 15-week long free concert series (Live on the Levee) that takes place at that park and caters to residents, boaters, and visitors while enhancing our downtown business climate on weekends. . . to name just a few.

When I first stepped into the role of city manager in Charleston, I found an organization that was very siloed, with strong lines of delineation that were inefficient and that worked against inter-departmental collaboration. I am happy to say that we drastically changed that culture. We started at the department head level and we were making great strides in cascading managerial initiative and accountability down to the middle managers and frontline supervisors throughout the organization when there was a change in administration. My biggest regret and failure is not being able to move quicker and to complete the transformation of structural changes in performance management, measures, and reporting that we started—and for which we were making great progress—before I left the position.

In terms of weaknesses, I realize I am not always diligent in purging or cleaning up old files, notes, and accumulations of projects that were investigated but were not pursued or for projects that have long been concluded. I believe this is largely because I am intently focused on the immediate issues at hand and in anticipating future contingencies. I don't micro-manage, but I do like to be actively involved in the projects for which I am responsible. I can't say that this has ever caused a problem in my performance. These accumulations are more personal work product notes and files than anything, but it can be a distraction when I run out of file space or when vacating an office. I am committed to doing better—and I have been delegating custody of more

DAVID MOLGAARD

material to an assistant for record management when possible—but there is something about the dynamics of economic development and the creative process that seems to compel a need for a certain amount of immediate access and retention of written thoughts and analysis for me.

While from a local government perspective I am coming from a much larger organization on paper, I entered that arena from much smaller professional work environments—a contrast that has served me well. I welcome the challenge of directing a smaller, more nimble organization while bringing a larger perspective to dealings and collaborations with adjacent and/or controlling jurisdictions. My experiences, training, and education, while perhaps unique, will align perfectly with a city council that values competency, organizational excellence, and a collaborative effort of service and place making.

During the first six months my efforts will involve:

- Meeting with elected officials and community groups, including the officials of adjacent communities, and county and state government representatives. While I intend to review as much material as I can get my hands on before taking office, and will have met with as many community leaders as time allows, I will renew my efforts and circle back with the council, community leaders, and civic groups to get as clear an understanding as possible as to what the community needs and expects from an effective city manager and the city itself.
- Meeting with staff—including your out-going city manager—and understanding structure and the current state of the organization. I look to build upon the successes of the organization and not to make radical changes without a clear purpose or direction from the council.
- I will assess the city's current financial position once again, review the comprehensive plan again, and review all contracts and performance initiatives, including mutual aid and public safety contracts, and any other service agreements that might affect city operations.
- At the conclusion of my investigations and at regular intervals thereafter, I will make reports to the council of my findings and explore any other avenues that the council may suggest or desire.

Charleston is served by three local television news organizations, several radio stations, and during most of my tenure two newspapers which as I was leaving merged into one but with two editorial staffs. I worked well and extensively with the media (most had my cell phone number and used it). While I generally deferred to the mayor and his staff to issue press releases and conduct news conferences—the fact is, I was frequently called upon to provide the specifics of administration and council action, and I was no stranger to providing everything from succinct and relevant background information to in-depth media analysis regarding projects or municipal action or events.

DAVID MOLGAARD

In my spare time, I enjoy reading: mostly literary classics, philosophy, and job relevant non-fiction works. I also like to spend time with my wife and participate in outdoor activities. We look forward to spending more time with our only child and his new wife, who live and work in Orlando.

SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF

Competent
Proactive
Creative Out-of-the-box Thinker
Responsive
Accountable
Highly Ethical Leader and Mentor

REASON FOR DEPARTING CURRENT POSITION

Technically, I retired from the City of Charleston after 19+ years: 15 years and 8 months as city manager and 4 years as a councilman. But as a practical matter, I was given notice that the newly elected mayor—who has the ability under our charter to appoint her own city manager with confirmation by the council which has historically always given its consent to an incoming mayor—made known that she would be appointing her own city manager as well as 11 other key operational department heads. The mayor and most of the council leadership under which I served chose not to run again, but among their last acts honored me with a unanimous resolution recognizing my contributions and effective service.

My subsequent employment, as a law firm chief of staff and firm administrator, came to an end as a result of a realignment of duties within the management structure of the firm.

MOST RECENT RELEVANT SALARY

My final base salary with the City of Charleston was \$168,504, with an additional \$5,000 coming from the Charleston Sanitary Board for my service as Financial Advisor.

Section 7

CB&A Background Checks

**Background Check Summary for
DAVID "DAVE" DUANE MOLGAARD**

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County Kanawha County, WV	No Records Found
State West Virginia	<i>Records Maintained by County. See Above.</i>

Civil Records Checks:

County Kanawha County, WV	No Records Found
Federal West Virginia	No Records Found

Motor Vehicle

West Virginia	No Records Found
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Credit	Excellent
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Personal Bankruptcy	No Records Found
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Sex Offender Registry	Not Listed
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Education	Confirmed
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Employment	Confirmed
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Social Media	Nothing of Concern Found
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**Background Check Summary for
DAVID “DAVE” DUANE MOLGAARD**

Under the Fair Credit Reporting Act, 15 U.S.C. 1681-1681Y, credit and bankruptcy information are very sensitive and should not be used in the consideration of hiring. The information is included for each candidate because we do not want you to be surprised if third parties raise what they consider to be a concern. Also, some states have limited the reporting to seven years, so any records older than that will not be available in those states. In addition, motor vehicle reports are limited to three to seven years, depending on the state.

**Background Check Summary for
DAVID "DAVE" DUANE MOLGAARD
Personal Disclosure**

Personal Disclosure Questionnaire

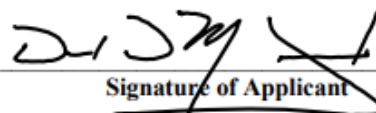
Name of Applicant: David Molgaard

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any yes answers on a separate sheet of paper.

1. Have you ever been charged or convicted of a felony?
Yes ☐ No ☒
2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?
Yes ☐ No ☒
3. Have you ever declared bankruptcy or been an owner in a business that did so?
Yes ☐ No ☒
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?
Yes ☐ No ☒
5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?
Yes ☐ No ☒
6. Have you ever been charged with driving while intoxicated?
Yes ☒ No ☐
7. Have you ever sued a current or former employer?
Yes ☐ No ☒
8. Please list links to all your social media accounts (Facebook / Instagram / LinkedIn / Twitter, etc.) and your personal web page if you have one.
See Attached
9. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?
Yes ☐ No ☒
10. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.

Attested to:


Signature of Applicant

Please email this form via PDF DOCUMENT to Monique@cb-asso.com or via fax to
(561) 621-5965 **no later than 5:00 PM MST 05/15/2023.**

(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

**Background Check Summary for
DAVID "DAVE" DUANE MOLGAARD
Personal Disclosure Explanation**

Personal Disclosure Questionnaire

Name of Applicant: David D. Molgaard

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any yes answers on a separate sheet of paper.

Have you ever been charged with driving while intoxicated?

I was charged with DUI sometime in or about April 1984 while I was a college student. My driver's license was revoked for a period and then reinstated. I have not had any issues since.

Please list links to all your social media accounts (Facebook / Instagram / LinkedIn / Twitter, etc.) and your personal web page if you have one.

<https://www.linkedin.com/in/david-molgaard/>

<https://www.facebook.com/david.molgaard>

<https://twitter.com/DMolg>

<https://www.instagram.com/dvdmlgrd/>

CB&A Reference Notes

Reference Notes David Molgaard

Jack Harrison – Former Council Member, Charleston, WV 304-545-1530

Mr. Harrison first met Mr. Molgaard in 2003 when the latter became the City Manager. They worked together until January 2019 when they both left the organization.

Mr. Molgaard was a fantastic City Manager who allowed the mayor to do his job and not be shackled with the daily operations of the city. One of his biggest strengths was overseeing projects and seeing them through to fruition. For example, their \$23 million minor league ballpark would not have gotten done without his project management skills. Additionally, they just completed a \$100 million upgrade to the civic center that was completely funded with city dollars and no outside sourcing.

When it comes to dealing with personnel, Mr. Molgaard did very well. He understands how things work with his staff at all levels of the organization from the department directors to the police officers. He knows how to get things done by keeping his people focused and looking towards the prize.

In terms of finance Mr. Molgaard is very astute at projecting and managing pension debts and he provided guidance to the Council on managing those unfunded liabilities. He is very knowledgeable with a law background and understands contracts and municipal finance very well. That is not to say that he made all those types of decisions in a vacuum. He was interested in learning about, talking, and discussing issues, and embraced the ideas of others.

By nature of being the City Manager, Mr. Molgaard was required to interact on a regular basis with the public at large. He wore countless hats and was involved in various groups within the community getting their buy in for projects and new processes.

Communicating with the Council was key for Mr. Molgaard. He knew that in order for him to accomplish anything at the city he would need the Council's approval. He ensured they had a constant flow of information back and forth. He communicated everything with them whether it was negative or positive, ensuring that they would be prepared on every subject matter.

Mr. Harrison does not know of any controversial issues caused by or involving Mr. Molgaard. He has no knowledge of anything from Mr. Molgaard's background that would be construed as embarrassing to any future employer. Any organization would be fortunate to have him on their team. He is a class act and Mr. Harrison highly respects his intellect and good judgement.

Words or phrases used to describe David Molgaard:

- Smart,
- Energetic,
- Easy to get along with, and
- Willing to listen.

Reference Notes David Molgaard

Strengths: An exceptional manager who accomplished a great deal while in their city.

Weaknesses: None identified.

Mary Jean Davis – Planning Committee Chair, Charleston, WV 304-546-5902

Ms. Davis met and started working with Mr. Molgaard in 1998. They first worked together when he was serving on the Council and then when he became the City Manager. She has a great deal of respect and trust for him.

Ms. Davis has never seen such a talent as Mr. Molgaard. Before he came on the Council he was a good attorney and since that time he has become a master of all trades. His work ethic is unbelievable and one she has never seen the like of in anyone else. He ensures that the ball does not get dropped on any project. He is constantly monitoring the status of things but does not get in the way of the work being performed.

When it comes to decisions, Ms. Davis has never known Mr. Molgaard to make a bad one. When he speaks people know it is from a place that has been studied and examined thoroughly. From pension plans to project management he knows what he is doing and has incredible judgement. It was his talent for budget control, design, and knowledge that made their new ballpark possible.

Ms. Davis would characterize Mr. Molgaard as someone who is innovative, a change agent, and someone who maintains the organization at a high performance level. He is an attorney by profession and all three of those attributes fit him. He is extremely thorough when he is working on a project, and he does his research. When he is given a job to do, no matter what it is, he will get it done and get it done right.

Dealing with the public is another area where Mr. Molgaard shines. He has extensive experience with the community and works with them extremely well. He is also just as attentive to the elected officials and keeps them well informed about what is happening in the city. If something is not working, he will inform those involved. Additionally, he deals very well with stress, especially when he is in the public eye. Their former mayor had a difficult personality and sometimes it was stressful dealing with him, however, Mr. Molgaard did a fine job of working with him without becoming stressed out.

Ms. Davis is not aware of anything controversial or embarrassing involving Mr. Molgaard that would come to light if the press were to investigate his history. He has a plethora of fine attributes and anywhere he lands the people in the organization will be pleased with him.

Reference Notes David Molgaard

Words or phrases used to describe David Molgaard:

- Educated,
- Friendly,
- Compassionate,
- Trustworthy,
- Loyal, and
- Admired.

Strengths: An extremely hardworking individual who is highly intelligent and thorough.

Weaknesses: Can be hard for him to delegate.

Andy Richardson – Former Council Member, Charleston, WV 304-549-5597

Mr. Richardson worked with Mr. Molgaard between 2011 and 2019 when the latter was City Manager. During that time, they worked on several important projects together. Mr. Molgaard was an excellent City Manager. He was very thorough and able to manage multiple projects simultaneously. He had a way of knowing when to bring others into a decision and when to move forward and make the decision on his own. He is both an effective leader and an effective manager.

Mr. Molgaard directed a huge project to redo the Colosseum and convention center. Mr. Richardson served on the board and worked closely with Mr. Molgaard in that capacity. Mr. Molgaard acted as the city government liaison on the project and oversaw the renovations with impressive acumen. He also oversaw the construction of a new baseball stadium with a similar approach and results.

Mr. Molgaard was instrumental in the development of two items which were game changers in the downtown area. The first was developing a program to encourage local restaurants to embrace sidewalk dining, and the second program was to modernize the parking meters so patrons could use either coins, mobile apps, or a card to pay. These two initiatives were wildly successful and helped bring more life to the downtown area.

Mr. Molgaard is innovative. He is a problem solver and solution oriented. He possesses a good amount of vision associated with his work. He is active in the community and available for comments from the public. He prefers operating on a schedule and does not waste time, either his own or others. At the same time, he is cognizant of taking care of himself and taking time to recharge away from the bustle of his city duties. He takes time to go to his cabin out of town to create a functional work/life balance. Because he takes the time to care for himself, when he is present in his position, he is fully active and engaged and ready to go to work and be productive.

Reference Notes David Molgaard

Mr. Molgaard was an excellent City Manager for Charleston and will continue to excel wherever he chooses to go. Mr. Richardson highly recommends him for a manager position.

Words or phrases used to describe David Molgaard:

- Conscientious,
- Man of great integrity,
- Intellectual,
- Savvy judgment,
- Enthusiastic, and
- Innovative

Strengths: Thoroughness and driven.

Weaknesses: He is better at managing projects than managing people. He was effective at both, but he preferred dealing with the complexities that come with projects rather than dealing with the individual personnel issues that come up in being a manager.

Greg Stone – Reporter, Charleston Gazette-Mail, WV 304-348-5124

Mr. Stone considers Mr. Molgaard a friend. They have known each other since the late 1990s. They attended the same church together, and Mr. Molgaard even represented Mr. Stone free of charge during his divorce. It was an unfortunate situation, but under the circumstances, it was a huge help. It was very charitable and generous of Mr. Molgaard to offer his services in this manner.

Mr. Molgaard is honest in his dealings with Mr. Stone and everyone else with whom he associates. He was a long-time City Manager for Charleston and was very respected in that position by the city council members and citizens at large. Mr. Stone covered City Council meetings occasionally and was impressed by the sincerity and professionalism Mr. Molgaard showed.

Being a lawyer, Mr. Molgaard was on top of the legal aspects of various projects in the city. He was industrious and saw all the projects through to the end. He was especially instrumental in completing a bike trail project on the West side of the town. It turned out to be such a successful project that the administration is currently looking at options to extend and increase the trails.

Mr. Molgaard was involved in everything. While the Mayor was a popular and entertaining individual, it seemed to Mr. Stone that Mr. Molgaard did most of the heavy lifting behind the scenes. He made sure all day-to-day items were taken care of so the mayor could focus on other items more suited to his position.

Reference Notes

David Molgaard

Mr. Molgaard knew how to stretch a dollar in productive and appropriate ways. He was savvy about where to allocate certain funds and had a good idea of how long money would last. He knew how to apply for grants and made the budget last. He has not been involved in anything controversial or potentially embarrassing to a future employer. He will be an excellent Manager wherever he goes.

Words or phrases used to describe David Molgaard:

- Alert,
- Energetic,
- Fluent in his speech,
- Sharp,
- Focused,
- Friendly, and
- Helpful.

Strengths: Highly competent, familiar with every part of his job description, always on top of things, actively engaged and takes pride in doing a job well done.

Weaknesses: Could be a bit bolder at times, although in his position as a city manager, instead of a mayor, perhaps boldness is not the quality one looks for in that position.

Miranda Rutledge – Former Assistant Manager, Charleston, WV 304-539-1011

Ms. Rutledge worked with Mr. Molgaard as Assistant Manager and Assistant Director of Human Resources between 2008 and 2019. He was her direct supervisor during that time. She is currently the HR Specialist with the Kanawha County Schools.

Mr. Molgaard was one of the best people for whom Ms. Rutledge has ever worked. He was very good at giving constructive criticism and helping others grow in their careers. She feels very fortunate to have worked under him for so many years.

Mr. Molgaard is a strong leader. He expects excellence from his employees, and they rise to the occasion. He makes quality decisions and has a good decision-making process. If there is a problem, he listens to everyone, gathers input, and then ultimately makes the final decision on what is best for the organization. He has a direct communication style. He did not let stressful situations get the better of him. He compartmentalizes the tasks and accomplishes what needs to be done.

Mr. Molgaard is innovative. He was often out in the community so he could understand where the real issues were and what needed to be addressed. There is nothing embarrassing or controversial in his background. Ms. Rutledge would hire him if she had the option and would work for him again if the opportunity arose. He will be a great city manager anywhere he goes.

Reference Notes David Molgaard

He has much experience and growth in that arena and should be strongly considered for the position.

Words or phrases used to describe David Molgaard:

- Creative,
- Caring,
- Strong,
- Good leader,
- Customer service oriented,
- Experienced, and
- Listener.

Strengths: Leadership and ability to get the right people into the right positions. He is in tune with finding people's strengths.

Weaknesses: Can be a little intimidating at first, but only because he is a confident and highly productive individual.

Charlie Loeb – Former Council Member, Charleston, WV 304-340-1298

Mr. Loeb has known Mr. Molgaard since 1998. They worked together as fellow Council Members until Mr. Molgaard became the City Manager in 2003. Mr. Loeb continued to work with him as a Council Member until the former retired in 2007. The two gentlemen continued to work together extensively with Mr. Loeb representing his clients on behalf of some real estate developments in the city until Mr. Molgaard left his position in 2019.

Mr. Loeb has nothing but the greatest praise for Mr. Molgaard's abilities intellectually, but also because he gets things accomplished. He rates an A+ for everything that he does. Even when he takes a strong position on issues he listens and knows how to resolve issues without letting his ego get in the way.

Mr. Molgaard makes good decisions, and he is well suited in demeanor and intellect to be a fantastic City Manager. In addition, he is innovative in terms of financing projects, and he has certainly maintained a high level of performance at the city. He has not been in a position to exercise any actions where Mr. Loeb would determine him as a change agent, but that does not mean he could not be one.

Charleston has a fairly large council with 27 members where Mr. Molgaard had to relate to each one on a regular basis both privately and publicly. He always dealt with everyone professionally and in a matter-of-fact manner. He does not beat around the bush in his communication but is extremely direct.

Reference Notes David Molgaard

Mr. Molgaard has not been involved in anything controversial. He left the city because a new mayor came on board after several decades of the same mayor and she wanted her own people brought in. It is a great loss to the city and Mr. Loeb hoped he would land someplace close. He has a passion for urban planning and how successful cities have evolved over the years. Whoever hires him will be bringing a wonderful person on to their team.

Words or phrases used to describe David Molgaard:

- Effective,
- Straight forward,
- Intelligent, and
- Insightful.

Strengths: An intelligent professional who listens to others and gets things accomplished.

Weaknesses: Some people would say that he took on or controlled too much as the City Manager, however, Mr. Loeb would respond that their city is thinly staffed so he had numerous responsibilities pushed onto him.

Cari Morris – Former Assistant to the City Manager, Charleston, WV 304-687-6551

Ms. Morris first met and began working with Mr. Molgaard in 2003. She began working directly for him as his assistant in 2016 until he left the city in January 2019.

Mr. Molgaard was a phenomenal manager and boss who Ms. Morris hated to see leave. He is the absolute best person she has worked with. He is charismatic and the kind of leader who inspires others. He inspired her to go back to school and pursue higher education. He is also quite personable and always knows everyone's name. He went the extra mile and was dedicated to his job.

One of Mr. Molgaard's strong points is decision making. Everyone in the city always came to him for advice on issues whether large or small. He also did well when it came to hiring personnel. He worked in conjunction with the department heads and the Human Resources Director to make the best hires possible.

Mr. Molgaard is very experienced in terms of interacting with the public. He is the type of person who when he walked around in the community, everyone knew him and who he was. He was always interested in people and kept mental notes about the people in his community.

One thing that Ms. Morris liked about Mr. Molgaard was his innovative side. Whatever problem was presented to him, he mulled it over and came up with an out of the box solution that no one else had thought about. Once the solution was settled, he communicated it to his staff and then brought it to fruition.

Reference Notes David Molgaard

In terms of finances, Mr. Molgaard is extremely well versed. He worked closely with the Finance Director dealing heavily with the budget and ensured that it was always balanced. He was successful in reducing the cost of healthcare for the employees and was conscientious about getting them the best coverage for their money.

In stressful situations no one even knew if Mr. Molgaard was being affected. His personality is even keeled and professional. Ms. Morris never heard him raise his voice at an employee or anyone for that matter.

Ms. Morris is not aware of Mr. Molgaard having any embarrassing items in his background that would come to light if the press were to investigate him. He has not been involved in any controversies to her knowledge. When the new mayor and her team came on board he was very compliant and helpful throughout the entire transition. If Ms. Morris had the chance to hire him she definitely would.

Words or phrases used to describe David Molgaard:

- Smart,
- Innovative,
- Charismatic,
- Caring,
- Self-starter, and
- Responsible.

Strengths: An inspiring leader who is personable, charismatic, and dedicated to doing the best job he can.

Weaknesses: Sometimes loses track of time and spends too much time on projects and has to readjust his timeframe. It is not to the extent that he ever misses deadlines, but it is something that he and Ms. Morris continually worked on together.

Bobby Reishman – Former Finance Committee Chair, Charleston, WV 304-546-8632

Mr. Reishman first met Mr. Molgaard prior to him becoming the City Manager in approximately 1998. Mr. Reishman has worked as a Council Member since 2003.

Mr. Molgaard is talented, organized, and tremendously hardworking. Mr. Reishman was amazed at how quickly he picked up new things and ran with them. Charleston was successful because of Mr. Molgaard.

Mr. Molgaard makes good decisions, is innovative, and maintains the organization at a high-performance level. He was always involved in all the city's issues as well as the social aspects of

Reference Notes David Molgaard

the community. He was successful dealing with the public in general and was always communicative with them as well as the elected officials.

Mr. Molgaard was a leader in the sense that he took the organization's vision and rallied the employees around it. He worked well with the employees and involved the department heads more than they ever were before he was the manager.

Mr. Reishman is not aware of any controversies involving Mr. Molgaard. He would be shocked if the press found anything in Mr. Molgaard's background that proved to be embarrassing.

Words or phrases used to describe David Molgaard:

- Dedicated,
- Hardworking, and
- Competent.

Strengths: A talented and hardworking professional who worked well with the employees, the elected officials, and the general public.

Weaknesses: None identified.

Tom Lane – Former Council President, Charleston, WV 304-347-1111

Mr. Lane has known Mr. Molgaard since 1999 when he was serving on Council. They continued to work together when he became the City Manager in 2003 until he left that position in 2019.

From the time that Mr. Lane met Mr. Molgaard as a fellow Council Member he recognized how diligent he was at reading contracts and how his background as an attorney helped them tremendously in that respect. He was well versed in contracts and always had a constructive comment and a critical view of them to ensure that the best interests of the city were being considered. Few people put as much time as he did into looking at all the issues when he was serving on Council.

Mr. Molgaard's law degree gave him a unique benefit and he was much better at understanding the workings of the city than others. His education gave him a strong base from which to work. He also had a tremendous ability to communicate and articulate complicated issues in a very clear manner so that others could understand them. He always offered explanations to the Council, ensuring that everyone understood what they were doing.

In terms of decisions, Mr. Molgaard had excellent judgement. As a Council Member he was called upon to make judgements as a city official and as a City Manager he was the decision maker on numerous issues. He and the Mayor made a fine team as the mayor was more of a big

Reference Notes

David Molgaard

picture person and Mr. Molgaard took care of the daily operations decisions unless it involved a policy change.

Mr. Lane would characterize Mr. Molgaard as innovative, especially at putting things into place that were new and creative which provided great benefit to the community. He was always one who was constantly thinking outside the box. Early on when he became the City Manager, he and the Council had a planning meeting where he fully embraced the goals set forth by the Mayor and Council. He then drilled those goals down through the ranks of the organization ensuring that everyone caught the vision.

One goal that Mr. Molgaard accomplished was to make the city run more efficiently and be more user friendly to the residents. He came up with the idea of a one-stop shop making all the city's services available in one location for the convenience of the users.

Another issue that Mr. Molgaard tackled was that of the ever-increasing costs of healthcare for the city's staff. That was an issue that predated him and no matter what they did they continued to struggle with how to maintain and control those costs. When they were in the process of building the new ballpark, they had an excess space where they decided to use it as a health clinic for city staff. Everyone on the city's health plan now receives a basic yearly health test as well as primary care through the clinic. When that was put into place the cost of healthcare decreased. They were able to save money as well as document some individuals who had some serious health issues that needed attention. It not only helped the budget, but it also helped to save people's health. They now always come under budget in that regard and have \$5 million in reserve for medical care expenses.

Mr. Molgaard is a people person. He does well in both one on one settings as well as in large groups. He is quick on his feet and speaks well in front of an audience. When stressful situations arose, he remained objective and was calm, cool, and always responded in a measured manner.

Mr. Lane does not know of any controversies involving Mr. Molgaard. He knows of nothing remotely embarrassing in his background that would be uncovered if the press were to go digging. He is quite familiar with him both professionally and personally, and if something were there he would have found out years ago.

Words or phrases used to describe David Molgaard:

- Disciplined,
- Analytical,
- Thoughtful,
- Creative,
- Diplomatic, and
- Rock solid under pressure.

**Reference Notes
David Molgaard**

Strengths: A tremendously dedicated and intelligent individual who works and communicates well with others.

Weaknesses: None identified.

Mark Baldwin – City Manager, Martinsburg, WV 304-264-2131 Ext. 277

Mr. Baldwin met Mr. Molgaard through the various professional City Manager associations at conferences and meetings in 2003.

Mr. Baldwin always finds Mr. Molgaard to be engaging and knowledgeable in many aspects of city management. He is in tune with what is going on and is always accommodating to Mr. Baldwin and his questions.

Even though the two gentlemen have only met and talked a handful of times per year, because Mr. Baldwin keeps up with the surrounding municipalities in his area, he keeps up with what has happened with Mr. Molgaard. He knows that he has done a fine job managing Charleston and that he makes good decisions when it comes to his community.

Mr. Baldwin would characterize Mr. Molgaard as someone who is innovative and someone who maintains the organization at a high-performance level. If the organization is working well, he will not rock the boat, however, he has been innovative with restructuring to make it more efficient. He is good at keeping up with the times and moving the city forward. Lasting as long as he did with the previous Mayor shows that he did something right.

Mr. Baldwin is not aware of anything controversial involving Mr. Molgaard. He has no knowledge of any embarrassing information that would come to light if the press were to investigate Mr. Molgaard's history. He would hire Mr. Molgaard if he had the opportunity.

Words or phrases used to describe David Molgaard:

- Knowledgeable,
- Engaged,
- Proactive,
- Innovative, and
- Creative.

Strengths: An experienced and knowledgeable administrator who moves his community forward.

Weaknesses: None identified.

Reference Notes David Molgaard

Joe Estep – Former Finance Director, Charleston, WV 304-549-5425

Mr. Estep first met Mr. Molgaard in 1999. They knew each other and worked together on the Finance Committee when Mr. Molgaard was an elected official. Mr. Estep came on board with the city as the Finance Director in 2004 and reported to him until Mr. Molgaard left his position in 2019.

Mr. Molgaard did a fantastic job for Charleston. He had such vision, but also the wherewithal to bring ideas to fruition by using his team in the right manner. He has done some tremendous things for the city.

Mr. Molgaard pays particular attention to details and uses his people in a smart manner. He expects them to generate results, but he also keeps on track with what is happening in the organization. He held weekly meetings to effectively communicate with the staff the happenings of the organization and the city. He has excellent written skills particularly with contracts and policies.

In a professional manner Mr. Molgaard was the type of manager who was out and about in the community. He was a member of the Board of Directors for the civic center and was a vocal person in the media representing the activities going on in Charleston. He was an excellent communicator which stemmed from his 20-plus years as an elected official and City Manager.

When Mr. Estep brought a situation to Mr. Molgaard the first thing he did was listen and filter through what he was hearing. He then took the time to evaluate the situation before going forward with a solution. He was not a reactionary problem solver, but a thoughtful and deliberate one.

Mr. Estep is not aware of anything in Mr. Molgaard's background that would be thought of as unflattering or embarrassing. He left because the new Mayor wanted her own staff. If Mr. Estep were an elected official he would absolutely hire Mr. Molgaard to manage his city.

Words or phrases used to describe David Molgaard:

- Visionary,
- Intelligent,
- Good communication skills both internally and externally,
- Excellent written skills, and
- Absorbs and retains information very well.

Strengths: A tremendously talented and hardworking individual who has an incredible memory and vision for his organization.

Weaknesses: None identified.

**Reference Notes
David Molgaard**

Paul Sheridan – Community Member & Attorney, Legal Aid of West Virginia, Charleston, WV 304-543-6557

Mr. Sheridan's primary involvement with Mr. Molgaard has been with their work with their sister city in Slovakia. He has known him for many years starting in approximately 2009.

Mr. Molgaard was the representative for the City of Charleston with their sister city in Slovakia and established a very important relationship in that regard. His interactions in that regard have been exceptional and he interacts with the people of that city extremely well.

In terms of doing his job as the City Manager, Mr. Molgaard seemed to do a fine job. He appears to be well organized and focused. He strikes Mr. Sheridan as someone who deals with important items keeping meetings and endeavored to keep the city focused and on track. He did a good job of walking the line between city and non-city functions.

Mr. Molgaard has a stellar reputation in the area and as a City Manager he was well respected by his peers as well as the residents. He was the central person in the development of the beautiful civic center that was completed. He knows what he is doing at his job and he does it well.

Mr. Sheridan is not aware of anything controversial or that would be detrimental to Mr. Molgaard's character. If Mr. Sheridan were in a position to hire Mr. Molgaard, he certainly would consider Mr. Molgaard very seriously. If a firm was looking for someone to run the show, he is a strong candidate.

Words or phrases used to describe David Molgaard:

- Focused,
- Organized, and
- Personable.

Strengths: Well organized and focused.

Weaknesses: None identified.

**Matt Ballard – Former President & CEO, Charleston Area Alliance, Charleston, WV
304-356-3165**

Mr. Ballard first met Mr. Molgaard in 2005 when he came into his role at the Alliance. The two gentlemen worked on matters pertaining to Economic and Community Development for the city until Mr. Molgaard left his position in 2019.

Reference Notes David Molgaard

Mr. Molgaard did an amazing job for Charleston. He is professional, serious minded, and a hard worker. He is always courteous and responsive to Mr. Ballard, the latter has enjoyed working with him, and has had nothing but a positive experience working with him.

Mr. Molgaard is a sound decision maker. He is logical and does not let much emotion play into his decision-making process. He bases them on facts, research, and data. He led the entire process of the \$90-\$100 million civic center renovation. Additionally, the three or four projects he has led in his thirteen years as City Manager will leave a positive mark on the area.

In his role in the city, Mr. Molgaard cannot avoid working and dealing with the public. He has fantastic customer service skills and works well with people in the community. At times the manager had to say no to residents, but they always left his office satisfied even if they did not get the answer for which they had originally hoped.

Mr. Ballard does not know of any controversial situations involving Mr. Molgaard. He knows of nothing negative from his past that would be uncovered if he were to be scrutinized by the press. He would definitely hire Mr. Molgaard if he had a role that fit his skill set. He was a good City Manager for them, and he will do well serving another municipality.

Words or phrases used to describe David Molgaard:

- Hardworking,
- Professional,
- Fair, and
- If presented with a vision he will make it happen.

Strengths: An excellent manager who is professional and accomplishes the goals of his organization.

Weaknesses: None identified.

Prepared by: Amanda Jenkins and Heather Linares
Colin Baenziger & Associates

CB&A Internet Research

**Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)**

[CB&A Note: We asked Mr. Molgaard about this case, and this was his response:

During my tenure as City Manager, I was named, by virtue of my office, as a Trustee with respect to certain forgivable home loans issued by/through the city. Apparently the taxes on this property were not paid by the owners and this is a notice to redeem. I, along with anyone else who was associated with this property, received this notice. I contacted the relevant persons at the City to be sure their interest was protected and was told I need do nothing and to not worry about this.]

<https://wvlegals.com/legal-notices-13546/>

Charleston Gazette-Mail
January 24, 2023

Legal Notices

Author: Unknown

NOTICE TO REDEEM TO: GLENN FORD, SHANNON FORD, STATE OF WEST VIRGINIA STATE TAX DEPARTMENT, CITY MANAGER OF CHARLESTON WV, **DAVID MOLGAARD** TRUSTEE, CITY OF CHARLESTON MOECD, CITY OF CHARLESTON, STATE OF WEST VIRGINIA WVDHHR, CHILD SUPPORT ENFORCEMENT SERVICE KEISHA MONIQUE AMOS, KEISHA MONIQUE AMOS, OCCUPANT, IRS ATTN ADVISORY CONSOLIDATED RECEIPTS WV STATE TAX DEPARTMENT, or heirs at law, devisees, creditors, executors, administrators, trustees, attorney in fact, representatives, successors or assigns, co-owners, occupant, other parties having undivided interest in the delinquent property, and other parties that may have interest in the subject property.

You will take notice that WVTJ LLC the purchaser of the tax liens on the following real estate: LTS 223-224 BEECHWOOD ADN RED OAK ST 1408 located in CHAS W District, Kanawha County, West Virginia, which was returned delinquent in the name of FORD GLENN & SHANNON and for which the tax lien(s) was sold by the Sheriff of Kanawha County at the sale for delinquent taxes made on the 15th day of November, 2021, as requested that you be notified that a deed for such real estate will be made to him on or after the first day of April, 2023, as provided by law unless before that day you redeem such real estate.

The amount you have to pay to redeem on the last day, March 31st, will be as follows:

Amount paid at Sheriff sale \$360.98 Interest to March 31st \$61.37

Amount of taxes paid on property since the sale \$0.00 Interest to March 31st \$0.00

Amount paid title examination (including interest) \$575.00

Amount paid for notices \$54.00

Amount paid for services \$125.00

Amount paid for first class and certified letters \$174.02

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Amount paid for publication \$300.00

Amount due Sheriff of Kanawha County \$1650.37

Amount due County Clerk (Cert. Of Redemption fee) \$35.00

TOTAL (cash, cashier's check or money orders) \$1685.37 (No personal checks will be accepted)

You may redeem anytime before March thirty-first by paying the above total less any unearned interest. Given under my hand this 9th day of NOVEMBER, 2022 Vera J. McCormick, Clerk of the County Commission of Kanawha County, West Virginia Cert. Of Sale # 21-S-0720 Sheriff and County Clerk payments must be separate. Payments remitted to the Kanawha County Clerk Attn: Record Room 409 Virginia Street East Charleston, WV 25301. Phone 304-357-0240 LC-145143 01-24,31 2-07;2023

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

<https://www.facebook.com/david.Molgaard/>
March 20, 2020

David Molgaard

It's hard to believe I have been with Bailey & Glasser for a little over a year now--and I couldn't be working with a finer group of people.

With the closing of dine-in restaurants, many of our neighboring businesses on and around Capitol Street have had to cease business--but there are a few that have chosen to stay open and provide carry-out dining for as long as they can.

As a way to support these neighboring establishments who are trying to make a go of it, Bailey & Glasser is encouraging our employees to patronize them by picking up their lunch tabs. It's also a nice way of saying thank you to our employees (both those who are required to report to the office and those who are doing their part to create social distance by working from home), for helping us to stay operational during this difficult time.

No one knows how long this situation will last, but true community is about helping each other through difficult times. I am happy to have landed in a place that understands that--and I hope you are in that kind of place as well.

**Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)**

Charleston Gazette-Mail (WV)
July 17, 2019

No one has crossed the bridge in 30 years and likely never - will again

Author: Rebecca Carballo Staff writer

Not one train or person has crossed the rail trestle that extends over the Kanawha River on the West Side of Charleston since the 1980s. Charleston Urban Renewal Authority board members inquired during a June meeting why the rail trestle hadn't been repurposed or demolished. It turns out the trestle has a host of structural issues that would need to be addressed before it were to be used again.

In 2003, the city of Charleston began talks about repurposing it as a bike trail. City Council had several studies and reports done on the trestle, and a coalition called The Friends of the Kanawha Trestle Trail formed in support of it. However, after a report came back saying necessary construction would cost \$17.5 million, the proposal died.

It came up again when the West Side Community Renewal Plan was presented to CURA in June. But James Yost and David Gilmore, the consultants working on the plan, said they don't recommend to use the trestle itself. Instead, they suggest creating a trail underneath the trestle using its right-of-way. However, Yost said these are all suggestions and that he has not been in talks with CSX.

During the presentation, Charleston City Council member and CURA board member Keeley Steele asked: "If it has all these structural problems, are we going to just leave it there? However, there isn't anything the city can do about it because CSX, a railroad company, owns the bridge. CSX did not provide comment after multiple inquiries from the Gazette-Mail.

The railroad company in 2006 offered to give the trestle to the city and to sell its 5 1/2 acres under fair market value. However, the city never acquired the trestle after the structural report came out. "The river piers are made of poor quality concrete by today's standards and are deteriorated significantly, according to the report. Inspectors found spalls (flakes) up to a foot deep, cracks and no evidence of steel reinforcement in the massive piers. There was also some damage underwater, according to a previous Gazette-Mail article.

The bridge was in fair condition, according to the final report, which the Gazette-Mail obtained through FOIA. But due to its large size, small repairs over the entire length add up to about \$13 million. If the city decided to paint it the grand total would be \$17.5 million. Earlier estimates indicated a much smaller price tag of \$3.2 million. A total of \$6 million was raised with state and federal grants and contributions from the city and businesses, said Dennis Strawn, a long-time supporter of the project.

The bridge was built in 1907, and 1956 was the last time any construction was done on it. Strawn said he believes this was recent enough. "The bridge was rehabilitated during or before all of the

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

major wars, Strawn said. "The federal government was throwing money around to make sure it was on good footing. There's minimal deterioration of that bridge. They built them to last.

If the bridge were to be converted to a trail, it would carry a much lighter load than it was initially designed. Originally it was built to carry 568,000 pounds over a distance of 104 feet, according to one of the several reports done on the bridge. This is six times more weight than the estimated amount needed for it to become a bike trail. But the reports indicated enough work needed to be done on it. The final price tag was just too high, City Engineer Chris Knox said. "It was just cost prohibitive, and it would cost even more now, Knox said. "I'd like to see it demolished or rehabilitated, but I don't think the City of Charleston will ever fund a \$20 million project there.

Strawn said the city did not need to pay to have all the repairs done at once. "We were going to open it up section by section, Strawn said. "The way these projects work is you put your foot in the door get public support and apply for grants, then ask for more and you get more.

However, then-city manager **David Molgaard** said it would be ill-advised and ultimately a large liability for the city. "It's not Charleston's issue; we never took possession of the bridge, and I think it would be foolhardy to do so without sufficient funding to rehabilitate it to the point we could actually use it for pedestrian or bicycle use, **Molgaard** said earlier this month. "Quite frankly, if we just acquired the bridge and try to piecemeal it then in my opinion, we would be faced with a very large liability.

If the City of Charleston acquired the bridge and could not come up with enough funding to rehabilitate it, then it would be responsible for the demolition, which could cost about \$7 million, **Molgaard** said.

Molgaard added that the trestle was supposed to be a part of a larger trail system. Instead of losing the grant money, they allocated it toward the bike and pedestrian trail along the Kanawha Boulevard, ultimately contributing to a trail system. "I think we made every effort we could to secure funding to make that project work, **Molgaard** said. "It just wasn't going to happen in the time frame we had available to use the money we had secured.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
December 18, 2018

Charleston police chief, 11 others, out as Goodwin - transition takes shape

Author/Byline: Rebecca Carballo

At Charleston Mayor Danny Jones' final full City Council meeting, he announced a list of 11 people who will not be joining the next administration. He also announced that Charleston Police Chief Steve Cooper will be the new manager of the Charleston Sanitary Board come January.

The following people will be leaving with Jones: City Manager **David Molgaard**;

Mayor-elect Amy Goodwin plans to make announcements regarding some of the replacements over next few days, said Matt Sutton, Goodwin's chief of staff. Some positions won't be filled immediately. "We want to be able to get a sense of what the needs are as we look to create a more efficient city government, Sutton said.

This means some positions may be combined and even eliminated. However, positions cannot be completely eliminated until a new budget is drafted in fiscal year 2020 because that would take a budget amendment.

The changes in city leadership did not have anything to do with the individuals' job performance, Sutton said. "It was about finding people the mayor-elect knows and trusts to head Charleston in a new direction, Sutton said.

Outgoing City Manager **Dave Molgaard** said he knew of his status on Thursday. He said he wasn't surprised. "I met with her four times since the election, and I never got any indication that she was going to keep me, **Molgaard** said.

He doesn't know what he plans to do next, but said he looks forward to the future. "We're dusting off the sails, and I'm going to see where the wind takes me, **Molgaard** said.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
October 18, 2018

\$110M renovation is completed at capital city's former - Civic Center

Author/Byline: Rebecca Carballo

For the past 18 months, the Charleston Coliseum & Convention Center has been relying on two large customized tractor-trailers as kitchens. But now the facility, formerly known as the Charleston Civic Center, has a new state-of-the-art kitchen that is three times larger than the original. Operating out of a tractor-trailer was one of the many tactics the facility's staff used to stay open during the three years of construction. The renovations have been a long time coming for the 60-year-old staple of Charleston. The public will get to see the upgraded building Friday at a ribbon-cutting ceremony. The latest construction began in summer 2015, and the facility was slated to be finished six months ago. John Robertson, the general manager, said staying open was part of the reason for the delay. "We didn't have the luxury to close, Robertson said. "In Charleston, West Virginia, we have too many state and local groups that depend on us. If we close, they have nowhere to go.

Built in 1958, the last time any construction was done was in 2000, when the ice arena was removed from the then-Civic Center. Prior to that, no updates had been done since the coliseum opened in 1980. Charleston Mayor Danny Jones said the renovations were necessary and a long time coming. "Hotel operators have done a lot of remodeling and expansion here, so there was pressure to do something about the Civic Center, Jones said. "It was functional but, aesthetically, it looked more like a regional jail than a convention center. The renovations primarily focused on the convention center. There were 25,000 square feet added on for a ballroom, which can now seat up to 1,400 people. Before the ballroom could be built, though, the exhibit area would have to be transformed into a makeshift dining hall for banquets or black-tie events. This would involve rolling out carpet to cover the gray floor and putting up curtain walls to give it a more formal appearance.

Other aesthetic renovations and upgrades were made throughout the facility, including new furniture, carpet, outdoor space for cocktail parties and artwork, some of which was commissioned by West Virginia artists. There also have been some technical upgrades. The facility is now completely computer controlled, for functions like lights, heating and air conditioning. There also is more bandwidth for Wi-Fi. In some areas of the building, it will be free, but, in other areas, there may be a charge.

Another aspect of the renovations was creating a new lobby for the coliseum that is separate from the convention center lobby. "You can have monster trucks going on in the coliseum and a black-tie function in the convention space, City Manager **David Molgaard** said. "We called it the suits and the rowdies. The goal of the lobby was to separate two crowds. A common misconception about the renovations is that the coliseum went untouched, **Molgaard** said. There was no space added onto the coliseum part of the facility, but technical upgrades were made. "We did improvements on the lighting and sound system, **Molgaard** said. "We did a lot of things

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people don't see, which is why some people think we didn't do anything. He said there was no market research indicating that the coliseum needed to be expanded. It was the convention center that needed extra space. "We were losing a lot of meetings because it wasn't up to industry standards, and we didn't have the capacity, so they had to go other communities, **Molgaard** said. **Molgaard**, Jones and City Council members saw renovating the facility as a way to bring economic growth to the capital.

In February 2013, The Charleston Gazette Opinion page published an editorial in favor of renovating the facility, calling it an "economic engine that brings in an estimated \$580 million a year. It also said the facility lost about \$28 million in bookings because it can't accommodate some groups. "I think there was a clear recognition that the facility looked tired and dated, **Molgaard** said. "More importantly, there was a recognition that we could bring more people into Charleston and that this could be an economic driver for our community, if we were able to expand and update it.

In 2003, the City Council began to have "visioning sessions. One of the exercises was to imagine what they would want the newspaper headlines to be 10 years down the road. Renovations on the Civic Center made the top of most everyone's list. After doing some market research, it was determined that the facility would need 20,000 square feet of ballroom space and at least 5,000 square feet of meeting space. Silling and Associates came up with a rough estimate of \$20 million to add on a ballroom. The city discovered after more research that this was a modest estimate. There were about \$30 million in updates for the ventilation system alone, **Molgaard** said.

The city set up a design contest with three teams. The budget was expanded to \$60 million. **Molgaard** said this number was slightly optimistic, but a necessary benchmark. "If you didn't give them a target, who knows what they would be designing to, **Molgaard** said. "They could've designed the Taj Mahal, made out of marble and gold. Local firms BBL Carlton and ZMM Architects and Engineers, along with Atlanta-based firm tvsdesign, won the bidding with an estimated budget of \$72 million. **Molgaard** said this was the lowest cost of all the teams, but also the best design.

The facility was financed through a Tax Increment Financing (TIF) district and a half-percent sales tax. As of now, the total cost of the project is \$110,377,046.87. **Molgaard** said there were some unanticipated costs along the way, but those costs were funded completely by the city. "In the old days, you could have gotten outside money from grants, or from the state, Jones said. "But those days are over. So, we had to do it ourselves.

Robertson said the renovations were an investment worth making. They will help attract more conventions to the city and bring in more tourism. "The city already recognized what [the Convention Center] was, what it contributed to the community, Robertson said. "They realized what it would bring in, and this was probably the biggest bang for its buck.

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David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Danville Register & Bee (VA)
April 23, 2018

As health insurance costs increase, city of Danville eyes clinic for employees

Author/Byline: John Crane

David Molgaard, city manager for Charleston, West Virginia, said his city has an off-site clinic for its employees run by a third-party provider, which saves Charleston more than \$500,000 per year. The city started it about a decade ago due to rising health care costs, **Molgaard** said. "We wanted to take a more pro-active involvement in trying to contain rising health care costs and also to provide benefits to our employees," **Molgaard** said. "We saw it in our best interest to create an environment where we could have a healthy workforce." An employee visit to the city's clinic — or wellness center — cost Charleston \$56.63 while a visit to a doctor outside the clinic cost \$121.01 in 2016, **Molgaard** said, citing the most recent figures for the city. Those costs have likely gone up, he added.

Molgaard said the city set up its plan so that employees could go to its wellness center during work hours without subtracting from their annual or sick leave. "It really helps our bottom line in terms of employee productivity," he said. "There's no billing involved. Our employees are not charged a co-pay or deductible and so that is a benefit to our employees." There's no overhead in terms of billing insurance, he added. It's covered by the city. "We're self-insured," **Molgaard** said. The city has about 98 or 99 percent usage and is looking to add hours because it's so well used, he said.

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David Molgaard
(Articles are in reverse chronological order)

State Journal, The (Charleston, WV)
April 9, 2018

Changing course: Officials, business leaders look for ways to battle Capital City's shrinking population

Author/Byline: Rusty Marks

From 2016 to 2017, Kanawha County lost more than 2,800 people, according to a recent report from the U.S. Census. Of all the counties in the nation, Kanawha had the 10th highest population loss during that time period. That many people leaving the county means Kanawha lost about 1.5 percent of its 2016 population, which Census data show was estimated to be 186,097.

Christiadi, a research associate from West Virginia University's Bureau of Business and Economic Research who goes by one name, says Kanawha County's population loss is nothing new. "The population loss has been taking place since at least 2000, with one or two years of exemption," Christiadi said. "But more importantly, in the last three years the county has experienced a loss of more than 1 percent of its population each year. That's a big loss."

Continuous losses in population have created difficult situations for county and city governments, particularly the state's capital city. Charleston City Manager **David Molgaard** said the city's business and occupation taxes have remained stagnant for the past several years, hovering around \$40 million a year, and officials have been relying on one-time monies to help balance the city's budget.

Changes are also starting to appear in city employment. **Molgaard** said the city service fee — a \$2.50 weekly payroll deduction for people who work inside Charleston — is also bringing in less money than in the past. He said city officials had been estimating the fee based on a figure of 52,000 full-time workers in Charleston, but have revised that number down to 49,000. He's not sure if the drop in service fee revenue is due to people moving out of town or fewer people working because of the bad economy.

Longtime Charleston businessman Brooks McCabe, who is a columnist and consultant for The State Journal, said he is also seeing the results of a poor economy and shrinking population. "You can see it almost immediately in the city's budget," McCabe said. He said Charleston officials are caught in a cycle of decreasing revenue and an increasing need for city services. As more and more people lose jobs or become homeless, "they go where the services are, and the services are here," McCabe said. More people on the streets also mean more money spent on police.

Christiadi said Kanawha County's recent population change has coincided with the larger trend of the state's population decreasing. He said the majority of the county's population loss can be blamed on outmigration. This means there are more people leaving the county than there are coming into it. Some of those people, Christiadi explained, have gone to other nearby counties like Putnam and Jackson. Whether people move back into the area in the future "depends mainly

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David Molgaard
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on what happens to the economy," Christiadi said. "We only rely on migration for a population increase, based on the age structure, because we are so high on the elderly population. In terms of natural growth, we continue to see the number of deaths outweigh the number of births. That's going to last for a while." "We've kind of got the double-whammy here in Charleston," McCabe said. Bad economic conditions combined with a shrinking population have created the worst of both worlds, he said. But McCabe sees that's changing. "What is happening right now is we've hit bottom and we're rebooting," he said. "This is an exciting time for anyone who has the perseverance to jump in and make a go of it."

Molgaard said Charleston needs to replace its aging housing stock and take advantage of its downtown to attract new residents and keep young people from leaving for other opportunities. "I think we have an eminently walkable downtown, with great entertainment venues and retail establishments," **Molgaard** said.

What the city doesn't have — and what many cities have successfully created — is downtown living space. "I've sat in on a lot of focus groups," **Molgaard** said, adding that, according to a 2015 study, Charleston needs to create affordable downtown housing. "People want to live downtown," he said. "They want cool apartments, and we don't have that in Charleston." **Molgaard** thinks adding a residential component to downtown Charleston will be one of the missing pieces to attracting new residents and convincing young professionals to stay in the area.

McCabe sees the promise of major growth on the horizon for Charleston and Kanawha County. He said an expansion of the Charleston Civic Center, set to be finished next year, will have a major impact on the city's image. A new library is supposed to open the following year. And McCabe expects hotels and office buildings to follow. "We're going to get through 2018. We will struggle through 2019. But 2019 will be the turn-around," he said.

In 2019 through 2025, McCabe said, the new petrochemical industry, based on the state's vast Marcellus and Utica Shale reserves, will really take off, and the region can expect to see a revived chemical industry, ethane crackers and a natural gas liquids storage hub come to fruition. "I'm optimistic," McCabe said. "I think the next 20 or 30 years, West Virginia and Charleston will experience growth faster than the rest of the U.S. The time to invest is when there are storm clouds. Now is the time for opportunity."

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
March 21, 2018

Council approves \$100M budget

Author/Byline: Lori Kersey

In a special meeting Tuesday, Charleston City Council approved the city's \$100 million budget for the 2018-19 fiscal year beginning in July.

With revenue declining, the city is balancing the budget using \$3.8 million that had been put aside for the EDGE project with the Charleston Urban Renewal Authority. The project is on hold, City Manager **David Molgaard** said. The project, aimed at bringing young talent to town and providing them with affordable housing, would have meant renovating the long-vacant Dupont Hotel property at the corner of Summers Street and Brawley Walkway. CURA owns the property.

The second and third floors were to be used for the EDGE project, while the first floor was to be leased for retail and restaurant space. EDGE stands for Early Dynamic Guided Engagement. Under the program, sponsors could have subsidized rents at the facility for their employees while they participate in a three-year community leadership program.

The new budget also includes a \$3 increase in the city's refuse fee, which Council approved with a 21-6 vote at its regular meeting Tuesday. While Mayor Danny Jones has said the fee increase is needed in order for the city to continue distributing trash bags to residents each year, some council members have argued that the fee increase is needed regardless of whether council decides to continue buying the trash bags. The city last increased its refuse fee from \$10 to \$15 per month in 2002. Councilman Jerry Ware said if the city raised the fee just to keep up with inflation, the fee would be \$20.41 per month today.

Molgaard said the city's health care cost projections are up from \$13.1 million last year to \$17 million in this budget. Business and occupation tax revenue is down this year from \$45 million to \$43.5 million.

This year's budget also includes about \$1.5 million less for capital maintenance like paving and facility maintenance than last year, **Molgaard** said. The budget does not include raises for city employees but also does not include an increase in health care premiums, **Molgaard** said. The budget also includes adding a fifth ambulance for about \$473,000, **Molgaard** said.

Council will meet again at a special meeting in April to set the property tax levy rates, **Molgaard** said. **Molgaard** said the state must also approve the city's budget.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
May 2, 2017

City taps health care reserve to cover police, fire - benefits

Author/Byline: Ali Schmitz

The city of Charleston will dip into its health care reserve fund to pay for police and fire retiree health benefits. Charleston City Council voted Monday night to amend the city's 2016-2017 general fund budget to pay for \$2 million worth of retiree health benefits. Police retirees will receive \$1.2 million out of the fund, while fire retirees will receive the remaining \$800,000. The move brings the amount of funds in the reserve fund, which was created in 2005 after an increase in health claims, from \$9.7 million to \$7.7 million, City Manager **David Molgaard** said.

The city may also propose another similar budget amendment in excess of \$1 million.

Molgaard said the city pays about \$225,000 a week for health care claims. The city also has had to pay some significant claims over the past few months, including one \$800,000 claim, **Molgaard** said. He said that's not typical for the city. He said currently the active employee costs appear to be within the current fiscal year budget, but with 10 more weeks remaining in the fiscal year the city may have to dip into the reserve fund again.

The city budgeted nearly \$2 million more for health benefits for the next fiscal year. Benefit costs have gone up and down over the last decade, and **Molgaard** said it's hard to predict if claims will rise in the next budget year. If this is a spike and it goes back down, we should be in good shape, **Molgaard** said. If it's another year where these numbers start staying more constant, we're in a position to make a mid-year adjustment.

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David Molgaard
(Articles are in reverse chronological order)

Times West Virginian (Fairmont, WV)
April 25, 2017

Charleston works on homelessness issue

The issue of homelessness in Charleston has become evident to residents and the city's leaders say they are struggling to solve it. The Charleston Gazette-Mail reports Mayor Danny Jones said Charleston is a mecca for people who have "taken over our streets." His comments came during a recent city council finance meeting and he has continued to discuss the topic on his local radio show.

City Manager **David Molgaard** says the goal is to improve Charleston and that the city isn't looking to cut funding for social services or hurt the homeless. One local nonprofit director has said Jones' comments were irresponsible and misguided. In January 2016 Jones ordered the dismantling of "Tent City" near the Spring Street Bridge where about 20 to 30 people lived in an encampment.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
March 22, 2017

Council OKs \$96.2 million city budget

Author/Byline: Unknown

In a minutes-long special meeting with no discussion, the Charleston City Council on Tuesday unanimously approved the city's budget for next year. The \$96.2 million budget, which the council's finance committee chairman has called "modest, is up more than \$1.6 million from the current budget.

Most of those increased expenditures will go toward resolving health care claims, most of which were filed by retired employees, according to City Manager **David Molgaard**. According to previous reports, of all the expenditures under personnel services, which include health care, retirement, wages and salaries, the total increase going into the 2017-18 fiscal year is about \$1.2 million. The spike in health care costs will be offset by about \$582,000 in wage and salary savings.

Molgaard said last week that the city previously budgeted employee positions at the top of the pay scale, but that it's no longer doing that. Instead, about \$400,000 will be set aside in a compensation initiative fund for considering future salary adjustments according to the city's performance management system.

There isn't much projected change in the city's business and occupation tax revenues, but the city is expecting property tax revenue to increase by nearly \$692,000.

The council will meet again at 7 p.m. on April 3.

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David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Gazette-Mail (WV)
January 18, 2017

Jones seeks pay raise for next mayor, City Council

Author/Byline: Elaina Saube

Another budget amendment for \$95,000 in revenue is coming from a settlement between the city and Ohio Valley Spray Foam, a company that the city sued in 2015 after numerous leaks were found at the North Charleston Community Center and the Martin Luther King Jr. Community Center, resulting in widespread water damage. Ohio Valley installed spray foam roofing at the centers in 2006 and 2007.

The city also recognized funds it received from the America's Best Communities competition after it failed to advance to the final round last year. "They actually gave us \$25,000 as a consolation prize for getting as far as we did in the competition, City Manager **David Molgaard** said.

The Charleston Area Alliance is receiving \$15,000 to go toward expenses for street fairs on Capitol Street. The city will put the remaining \$10,000 toward developing a strategy to market the EDGE project concept to prospective participants, **Molgaard** said.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
November 8, 2016

City Council shores up police, fire pensions

Author/Byline: Elaina Sauber

Charleston City Council voted Monday to allocate a portion of leftover money from the last fiscal year to help fund police and fire pensions. After learning earlier this year that the unfunded liability for uniformed police and fire employees hired before June 1, 2011 had increased by \$40 million from the previous year, the city went into crisis mode, Finance Director Joe Estep said. The Gazette-Mail reported on the increase last month when an actuarial study prepared by Gabriel, Roeder, Smith and Company estimated the plan's shortfall jumped from \$277 million to \$318 million. When city administrators began to close out the books for the previous fiscal year's budget, however, it became clear that enough money was left over to help supplement the city's contribution to the pension plans.

In a budget amendment that Council passed Monday, \$457,253 was allocated to the Charleston Police Department for pensions, and \$384,533 was transferred to the Fire Department for employee pensions. "We're fortunate that we had money to reallocate, because we basically manage very conservatively throughout the year in terms of how we budget, our pay scales, and that type of thing, City Manager **David Molgaard** said Monday evening.

A major reason for the jump in unfunded liability is because the company that prepared the actuarial study used updated information to gauge employee life expectancy. That data table hadn't been updated since 1994, Estep said. Because life expectancy is higher now than it was 20 years ago, it can be assumed the number of people receiving retirement benefits exceeds the number of those contributing to the plan, causing the estimated shortfall to increase. Also on Monday, Dr. Michael Brumage, executive director of the Kanawha-Charleston Health Department, gave an update to City Council's Finance Committee on the progress of the county's harm reduction program. The program provides clean needles to drug addicts who bring in their used needles for safe disposal, Brumage said, but that is just one aspect of the program.

Since the program began in December 2015, it has provided services to more than 1,200 people, Brumage said. They see about 20 new patients every week. "That returned needle is currency for them, for which they get new needles, Brumage explained. "Our patients tell us that they've actually seen the number of needles disappear from public spaces, because they pick them up and bring them in to use them for currency. On Monday evening, Jim Strawn presented this year's Live on the Levee 50-50 raffle contributions to five local charities. Covenant House, Manna Meal, the Religious Coalition for Community Renewal, Roark Sullivan Lifeway Center and the YWCA each received a check for \$1,528.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
October 24, 2016

SUSTAINABILITY IN CHARLESTON City has no set goals, - but still is taking significant steps

Author/Byline: Elaina Sauber

Unlike the nine cities profiled in a recent report from the National Academies of Sciences, Engineering and Medicine, Charleston doesn't have a clear set of goals or methods to help improve sustainability in the future. The report, which includes cities such as Pittsburgh, Philadelphia and Chattanooga, Tennessee, studied the different efforts they've made to bolster environmental, economic and social sustainability. While there's no cookie-cutter approach to making a city more sustainable, the report recommends cities should at least develop a plan that highlights their unique characteristics and adapt strategies that have worked in other places with similar traits.

Pittsburgh has not only an office of sustainability but also a climate action initiative that's been in place since 2008. The action plan outlined goals of a 10 percent energy use reduction in city-owned buildings by 2015 and a 50 percent reduction by 2030. Pittsburgh also buys 15 percent of its electricity from renewable energy sources, including solar, on its facilities.

But just because Charleston doesn't have a tenable plan or specific goals to increase sustainability doesn't mean it's not making efforts to be more energy efficient, City Manager **David Molgaard** said. "We do focus on, and are cognizant in everything we do, of the need to do things efficiently, **Molgaard** said. "If we can do that, that translates into being sustainable. One example of that, he said, is the ongoing massive renovation project on the Civic Center, the largest city-operated facility. The design-build for the nearly \$90 million project ensures the facility will be 30 percent more energy efficient, **Molgaard** said.

The city is also pursuing LEED certification, which stands for Leadership in Energy and Environmental Design, for the Civic Center once the renovation is complete. The certification is outlined in the report as one of the indicators of social sustainability. Charleston's efforts to improve energy efficiency aren't just limited to the Civic Center. Clarence Terry, a maintenance supervisor for the city's facilities, has helped implement various improvements to energy use in city-owned buildings. "[Terry] and his crew have been replacing [heating and cooling] units throughout the city with more efficient units, **Molgaard** said. They also replaced the boilers in City Hall with units that are up to 50 percent more energy efficient and updated the boilers at the Appalachian Power Park building at 601 Morris St.

In addition, **Molgaard** said the city is in the process of changing out all its light fixtures to light-emitting diodes (LED), which cut energy use by roughly 80 percent. The city has looked into transitioning its street lighting, but most of Charleston's street lamps are leased through Appalachian Electric Power, **Molgaard** said.

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David Molgaard
(Articles are in reverse chronological order)

Another major piece of the sustainability report looks at improved stormwater infrastructure. Like many older cities, Charleston has a combined sewer system, which means buildings' sewage and used water is served by the same pipe system that collects surface runoff during rain events. Combined sewage overflows can cause serious water pollution issues, and the Charleston Sanitary Board is in the process of replacing the combined systems throughout the city. But that solution is expensive and takes years to complete. Cities can take advantage of shorter term "greening solutions that help retain rain water from overwhelming their sewer systems.

Philadelphia has made major strides to improve stormwater infrastructure. The city installed devices that allow stormwater to percolate into the soil whenever possible. Instead of non-porous surfaces that simply collected water, Philadelphia invested in vegetated basins to retain water, wetlands, planters, rain gardens and other devices. Over the past half-decade, Philadelphia "greened thousands of vacant lots and planted more than 120,000 trees to manage stormwater.

Molgaard said the upcoming one-mile bike lane that's planned for Kanawha Boulevard between Patrick Street and Magic Island will have "bioswales, or a green buffer that separates motor vehicles from the bike lanes. "They'll be engineered in a way to retain some of the water, he said. The area's clay-heavy soil also adds to drainage issues, **Molgaard** said.

Like many other cities, Charleston is also aggressively pursuing a "complete streets initiative to make city streets more accommodating to pedestrians and cyclists. The city of Pittsburgh, for example, has created a network of bike lanes around the city to encourage cycling, which means fewer emissions from motor vehicles. Chattanooga offers bicycles for people to rent, with pickup and drop off locations around the city.

Over the next decade, **Molgaard** said improving the city's bike network will be a major focus. "I think probably the most visible thing we'll be doing is implementing the pedestrian and bike master plan. That involves identifying and creating dedicated facilities for [those] activities throughout the city. In the long run, **Molgaard** said he hopes to see improved bicycle connectivity to Kanawha State Forest and South Charleston.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
October 18, 2016

Council to refinance Power Park bonds

Author/Byline: Elaina Sauber

Citing a drop in interest rates, Charleston City Council voted to refinance the city's bonds with the West Virginia Economic Development Authority on Appalachian Power Park during its meeting Monday. City Manager **David Molgaard** said the city is roughly halfway through its 20-year lease for the bonds. "By refinancing, we can save probably \$400,000 to \$450,000 over the remaining life of these bonds, he said. West Virginia Baseball, LLC., which owns the West Virginia Power, also makes payments on the bonds through a sublease with the city. The company asked to borrow additional money to update the ballpark's digital scoreboard. Those upgrades would cost between \$700,000 and \$800,000. "The team will actually be paying for the debt service on those additional moneys over the next 10 years, **Molgaard** said. The agreement also extends the city's lease with the team. "They wanted to make sure they were in that stadium for an additional five years beyond our 20-year lease with the team, **Molgaard** said. The team's lease payments for those five years will be reduced from \$250,000 to \$200,000, "but by that time, we'll have paid off the bonds, he added. "It's really a win-win for everybody, **Molgaard** said. The team's lease payments to the city primarily are used to pay off the bonds, which were granted in 2004 and used to pay for the ballpark's construction. **Molgaard** also discussed a change order to the Charleston Civic Center design-build project on Monday. The majority of a \$130,000 change order that Council approved is going toward streetscape changes on Clendenin Street outside the Civic Center. **Molgaard** said Clendenin Street will be reduced from four lanes to two lanes, with curb bump-outs installed on the side nearest to Charleston Town Center mall. A bump-out is an extension of a sidewalk into the street and is commonly used to shorten pedestrian crossing distances. **Molgaard** said workers will also install an elevated crosswalk, also known as a speed table, for pedestrians walking to the Civic Center from the mall. Another piece of the change order is for upgrades to the facility's air conditioning system, which was completed ahead of schedule due, in part, to the upcoming Garth Brooks concerts. "We had a choice of either expending money to make repairs on an old system that was going to get replaced in a few months, or spending that money to accelerate it by paying overtime for them to get the work done early for this concert, so we elected to just ... get it done early, **Molgaard** said.

Also on Monday, City Council voted to approve a \$23,000 purchase to Reviewsnap, a web-based performance management system that will be used to track and evaluate city employees. Charles Thompson, the city's Human Resources director, said the program "puts a mechanism in place to where our supervisors and managers can basically establish expectations and monitor the performance of their employees throughout the course of the next year. As the city works to bring the program online over the next few months, it will develop the criteria by which to evaluate employees. "The goal is to sit down with every employee and outline the criteria and expectations for the upcoming year so they're well informed about what's expected of them, **Molgaard** added.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Gazette-Mail (WV)
October 17, 2016

CHARLESTON City gives big raises after study

Author: Elaina Sauber

After the conclusion of a monthslong compensation study completed by an independent consultant, some city department heads received raises of more than \$20,000. City Manager **David Molgaard**, among those who received a significant pay raise, said he thinks the increases are warranted, based on the consultant's suggestions that many positions were underpaid. "We weren't keeping up with what the market would demand," he said. The compensation study, completed by Management Advisory Group International, LLC at a cost of \$43,000, sought to determine an "appropriate classification and compensation system and pay plan based on current compensation levels for similar public sector employers, municipalities, and local market competitors, according to the report's executive summary. Nearly all of the city's roughly 450 employees received some sort of raise after the study concluded.

The city had set aside roughly \$1.5 million, before the current budget was approved, to be allocated to respective positions pending the results. "Knowing this study was moving forward, we didn't know what the exact results were going to be, so we were committed to tailoring whatever outcomes that might have come out of that ... based upon funds we set aside, **Molgaard** said. About 12 percent of the total amount spent on raises went to 25 city department heads. **Molgaard** said the consultants determined new pay ranges based on what the positions are paid in the marketplace in other comparable cities, using a formula that took into account the new pay ranges and the years of tenure to help develop how much each employee's raise should be.

Civic Center General Manager John Robertson received the largest raise - \$32,600 -with a new salary of \$140,759. "His position experience was over 30 years, so that takes him automatically up to the top of the [pay] scale, **Molgaard** said. Robertson is the only department head who received the proposed maximum salary recommended by the consultant. **Molgaard** and City Attorney Paul Ellis each received raises of more than \$21,000. Their salaries are now \$168,500 and \$129,900, respectively.

Charleston Mayor Danny Jones said he doesn't take issue with any of the raises. "I think [**Molgaard**] would be impossible to replace," the mayor said Friday. "If you look around the country, he's a very active city manager and runs a big government in a capital city, and I have no problem with that." Jones added, "The more you pay people, the better people you get." **Molgaard** said originally, his position was not part of the compensation study. The consultants were asked to add it later on, rather than depending on market benchmarks provided by the International City Manager Association. "I felt it would be better if the consultants made that call," **Molgaard** said. "What we put in place is good for everybody ... based upon rational facts

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

and analysis." None of the raises were based on performance, **Molgaard** said, but they will be in the future. At the consultant's recommendation, the city is moving to an open range pay structure for non-uniformed employees. An open range structure gives raises based on performance as opposed to a step plan structure, which gives raises based on tenure.

When asked whether open range pay structures might be too subjective, **Molgaard** said the city's human resources department is looking into programs that would track and manage employees' performance throughout the year. "We will sit down with each employee and identify criteria by which they'll be judged, he said. That won't happen until early next year, and any future raises for employees are "at least a year away, he added.

Jones said that he also doesn't think performance-based raises will cause issues. "I'll be here two more years - I'll address any problem that comes from people if there's really a concerted effort to try to make changes, he said. The study marks the first time the city has adopted major changes to its pay plan and salary adjustments since the mid-1990s.

City department head raises

Most of the city's 25 department heads received raises following the conclusion of a compensation study done by Management Advisory Group International. The city set aside roughly \$1.5 million dollars from the budget's general fund pending the results of the study. Last month, City Council approved budget amendments to the general fund reflecting pay raises to each respective department. About 12 percent of the \$1.5 million went to raises for department heads.

Department	Name	Max. proposed	Original salary	New salary
City manager	David Molgaard	\$198,062	\$147,486	\$168,503

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
August 22, 2016

Workshop to focus on universal design in Charleston

Author/Byline: Elaina Sauber

As city planners and community organizers search for ways to make Charleston a haven for both its aging residents and younger visitors, a set of concepts will drive that conversation at an upcoming workshop. Create West Virginia and Partnerships in Assistive Technologies (PATHS) are partnering with the RL Mace Universal Design Institute to host a two-day workshop on how Charleston and residents can benefit from adopting universal design concepts in construction and renovation projects.

Universal design is outlined in seven broad concepts that encourage infrastructure, buildings and environments that are accessible to everyone, including aging populations and those with disabilities. Those principles include equitable use of facilities (curb ramps), flexible use (accommodating right- and left-handed users), and low physical effort (door handles instead of door knobs).

The idea was first coined by architect Ronald Mace, describing it as making all products and the built environment aesthetic and usable "to the greatest extent by everyone, regardless of their age, ability or status in life. Sarah Halstead, co-founder of Create WV, said those principles can be used in Charleston and across West Virginia "to guide us as we prepare places, people and products for 21st century markets. "That will keep us authentic in our development and keep us from making mistakes other places have made, she said. The free workshops will run from 9:30 a.m. to about 5 p.m. on Aug. 30 and 31 at Taylor Books.

But the main goal of the sessions is to prepare Charleston for a collaborative conference at the Civic Center in May 2017 called Universal Design: Live and Learn. City **Manager David Molgaard**, who plays a major administrative role in many of Charleston's construction and infrastructure projects, is among those who will attend the workshop.

Molgaard said when he first read about universal design, "I was intrigued and struck with how similar it is to the things we've been moving toward with our vision for the city. **Molgaard** used City Hall as a prime example of where universal design could be used. To get to **Molgaard's** first-floor office via walker or wheelchair, a person must go around to the back of the building near the police department and take an elevator to the third floor to gain access to another elevator back down to the first floor.

But universal design goes beyond Americans with Disabilities (ADA) compliance. "It also takes into consideration the adaptability of environments ... it's not just designing for one group of people, it's designing for everyone, she said.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
March 23, 2016

City Council OKs \$94 million budget

Author/Byline: Elaina Sauber

The 2017 fiscal budget is the strongest **David Molgaard** said he has seen since he began as city manager more than a decade ago. "We've had a number of good budgets, but this one is right up there, he said. It took City Council less than five minutes to pass the next year's budget on Tuesday, which outlines a \$5.6 million revenue increase from business and occupation taxes, the increased city service fee and sales tax hike. With a \$94 million budget for the next fiscal year, the city is anticipating a nearly 23-percent increase in user fee revenues, or an additional \$1.25 million. The total \$6.7 million generated from the user fee goes toward street projects and police services. The half-cent sales tax increase to help fund police and fire pensions will generate another \$2.6 million. That increase left enough money in the current general fund for the city set aside in a pending account as it waits for the results from a compensation assessment.

While last year's budget included a 4 percent across-the-board raise for city employees, **Molgaard** said the city hired Virginia-based Management Advisory Group International to lead that assessment in September. The city paid the firm \$43,000 to complete the assessment, which included giving non-uniformed employees questionnaires to understand what their positions entailed, benchmarking those positions with comparable cities and then making recommendations with regard to salaries and pay ranges amid current market conditions, **Molgaard** said.

Once the assessment's recommendations are finalized, the city will amend the FY 2017 budget and allocate the \$1.9 million in its pending account to the appropriate departments. "When pay ranges aren't broad enough, people rise to the top of the pay scale, with nowhere to go except for applying for another position internally or leaving our employment for [somewhere else] that pays market rates, **Molgaard** said.

The city also is projecting more than \$45 million in B&O taxes in FY 2017 - a 2.5-percent increase from last year. City Finance Director Joe Estep said B&O taxes, which are collected from gross revenues on a quarterly basis, comprise nearly half of the entire budget. Utilities such as electric, natural gas and water companies pay the highest B&O tax rates, between 3 and 4 percent, Estep said. The city also is paying nearly \$240,000 less into its Public Employees Retirement System due to a lower required contribution rate. The retirement system's board specifies annually how much the city must contribute to its retirement fund for non-uniformed employees, Estep said. That rate, which was 14.5 percent this year, was lowered to 12 percent for fiscal 2017. Mayor Danny Jones said the bolstered budget is the result of good planning by city officials. "We feel like an oasis of financial tranquility, he said.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette-Mail (WV)
January 5, 2016

User fee hike to bring \$1.3M more to city

Author/Byline: Elaina Sauber

The recent increase to Charleston's city service fee is projected to add more than \$1.3 million in revenue in the next fiscal year. City Council's Finance Committee voted Monday night to amend the fiscal 2016 budget to reflect a 50-cent increase to the city service fee. The service fee, also known as a user fee, will now charge \$2.50 per week to everyone who works in the city limits, regardless of residency.

City Manager **David Molgaard** said at the meeting that the amendment will budget about \$620,000, or six months worth of that increase for the remainder of the fiscal year ending June 30. About \$18,000 of that will go toward replacing a police vehicle that was totaled in an accident, **Molgaard** said. The user fee, which previously brought in more than \$5 million in annual revenue, may only be used for street maintenance projects or police services.

City Finance Director Joe Estep explained after the meeting that roughly \$1.65 million is allocated from user fee collections and placed into a capital outlay projects fund. That money is used for the city's annual paving program as well as retaining wall and slip repairs. "If any of these things affect the stability of the road, then it [comes from] the user fees, Estep said.

The user fee also covers the cost of smaller projects such as potholes and curb repairs, as well as purchasing salt and snow removal. "We pay \$450,000 to buy salt every year, and last year it cost us \$200,000 in manpower to put it down, Estep said. The remaining money from user fee revenue stays in the general fund and is meant to offset expenses relating to street maintenance or police services.

Estep said when he puts together the fiscal 2017 draft budget, the increased user fee revenues will likely project around \$6.7 million. "Then, council will decide how they want to divvy that up, he said.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Daily Mail (WV)
March 18, 2015

Charleston Area Alliance's community awards announced
Author/Byline: Unknown

Fourteen businesses, groups and people were honored by the Charleston Area Alliance at the eighth annual "We Love Our Community awards.

"We are honored to shine a spotlight on the best of Charleston, said Susie Salisbury, the alliance's vice president of community development. "These awards highlight outstanding community commitment and showcase exemplary development projects. Their work and dedication helps build a more vibrant community and prosperous economy.

The awards are sponsored by City National Bank. Winners include:

* Servant Leader Award: **Dave Molgaard** was honored for his outstanding leadership as a public servant in the Kanawha Valley. **Molgaard** has served as Charleston's city manager for more than 10 years and spearheaded many economic development projects for the city, most recently the EDGE project which focuses on attracting young talent to the city.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
March 10, 2015

CHARLESTON CITY COUNCIL Council passes \$89 million - budget

Author/Byline: Matt Murphy

Charleston city council passed the city's \$89 million budget for fiscal year 2015-16 Monday night, but first discussed budget amendments concerning pay raises, Main Street groups in the city and libraries. Council ultimately voted to go along with the mayor's administration's pay raise option, which will give all regular city workers a 4 percent raise - the first raise since 2012. The other option, introduced by East End Democratic Councilman Robert Sheets, would have given every employee a flat \$1,600 wage increase.

Sheets said that increase was meant to provide a greater financial boost to workers who make less money and commented that many city administrators make more than higher-ups at the county and state levels. In addition, as the cost of living increases, lower-income workers are affected more than people who make more money. "It hurts those who don't have very much income he said. However, City Manager **David Molgaard** said across-the-board percentage raises allow the city to be competitive in keeping and retaining talent. The city uses a pay grade classification system for employees. "Our philosophy is pay grades reflect skill level and duty level, he said. **Molgaard** also said the city is below the national median for wages for various positions, ranging from refuse workers to its traffic engineer, though **Molgaard** also said that doesn't factor in other factors like cost-of-living.

Council's Finance Committee voted down Sheets' proposal. Also in Finance Committee, West Side Democratic Councilman Ed Talkington wanted to give West Side Main Street and East End Main Street equal funding to the tune of \$50,000 for each organization. Currently, West Side Main Street receives \$30,000 from the city, while East End Main Street receives \$50,000. The contribution is higher for East End Main Street because West Side Main Street can receive funding through West Virginia State University. However, both organizations are in the middle of a possible merger, and West Side Main Street President Adam Krason said his organization isn't requesting any more funding for the time being as the merger moves forward. In addition, Mayor Danny Jones said he will be asking the Charleston Urban Renewal Authority to start contributing more to both organizations. "I think it's time CURA ponied up, he said. "CURA's got the money. We don't. The extra funding for West Side Main Street ultimately was killed along neighborhood lines in Finance Committee, with Talkington and West Side Democrat Joe Deneault voting for the extra funding and South Hills Republican Bobby Reishman, South Hills Democrat Jack Harrison, At-Large Democrat Jerry Ware, South Hills Republican Susie Salisbury and At-Large Republican Tom Lane all voting against. Council also voted to give an extra \$3,200 to the county library system in light of the receipt of a new valuation report from the Kanawha County Assessor's Office, which affects the formula used to determine the city's contribution to the library.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
November 4, 2014

CHARLESTON CITY COUNCIL Sales tax hike approved - Rate will increase by one-half cent beginning on July 1 \$%

Author/Byline: Matt Murphy

The sales tax rate in Charleston will go up next summer after city council passed a one-half cent tax increase Monday night. Earmarked for the city's pension liability, the new tax will take effect July 1. At that time, the effective sales tax rate in Charleston will be 7 percent - the 6 percent state sales tax, a one-half percent city sales tax for renovations to the Charleston Civic Center and the new one-half percent sales tax for pensions.

The tax wasn't without dissent. Eight council members voted no to the tax. They are at-large Republican Chris Dodrill, West Side Republican Adam Knauff, South Hills Democrat Sam Minardi, West Side Democrat Mike Nichols, South Hills Republican Courtney Persinger, East End Democrat Robert Sheets, East End Independent Cubert Smith and Oakridge Democrat Shannon Snodgrass. Republican Susie Salisbury and Democrat Mike Clowser, both of whom represent South Hills wards, were absent.

City Manager **David Molgaard** and Mayor Danny Jones said if the tax was not passed, the city would end up seeing major service cuts in the future. "Without any new or other sources of revenue, we would have to cut expenses somewhere, **Molgaard** said, going on to add, "I believe that if you didn't pass this tonight, we might be able to ... finagle this for the net three years ... but it's going to hit you that much harder.

Charleston has been struggling to find revenue to pay for an estimated \$287 million pension liability. The city is currently enrolled in a "conservation method to meet its pension obligations the fourth proposal introduced by the state government in the last three decades to enable local governments to fund their pensions. The city already pays about \$10.8 million annually to fund existing pension liability. That obligation will end in 2047, when the trust fund is fulfilled for pensions created before the city began its current funding method, city finance director Joe Estep said.

However, that payment won't cover future pension obligations. "Everybody who's retired since the conservation methodology, the sales tax will cover those benefits, **Molgaard** said. The tax is expected to generation \$6.3 million in the first fiscal year it's enacted, and is currently projected to cover pension costs through 2027. At that point, the city will likely need to find an addition funding source unless the sales tax ends up pulling in more revenue than projected. "I don't want to say at this point this is the silver bullet, but it could be, **Molgaard** said. Elsewhere in West Virginia, Wheeling is following the lead of Charleston as its council considers a similar tax increase for pension obligations.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

State Journal, The (Charleston, WV)
October 31, 2014

WV Supreme Court finds in favor of City of Charleston in dispute over overtime pay calculations for firefighters

Author: Unknown

The City of Charleston was within its rights to change the way it calculates overtime pay for firefighters, the state supreme court said. The opinion, authored by Justice Margaret Workman, noted that the firefighters had not provided the court with evidence suggesting the city was contractually bound to calculate overtime compensation in a particular manner or using a certain formula. “This Court has thoroughly reviewed the information provided in the record, and we discern no legitimate basis upon which to conclude that the mathematical formula previously used to divide annual salary into hourly wages created a contractual obligation to use that same formula into perpetuity,” she wrote.

The case stems from a change the city made in its overtime calculations in 2011 after City Manager **David D. Molgaard**'s determined they had been using the wrong baseline hourly rate to calculate overtime “and had actually been compensating the firefighters at a higher overtime rate than required.” According to his calculations, the city had overpaid as much as \$1.4 million.

The Firemen's Civil Service Commission declined to intervene on the firefighters' behalf, saying their powers are limited to disciplinary proceedings, while a federal judge rebuffed the city's bid for a declaratory judgment, saying there was no controversy under the federal Fair Labor Standards Act.

The firefighters then appealed to Kanawha County Circuit Court, which in June 2013 ruled against them. On Oct. 30, the supreme court upheld the lower court's decision, citing legal precedents that state “a municipality's past practice relating to calculation of overtime pay does not create a contract; that such calculation could be unilaterally altered, with notice; and that the municipality is permitted to revoke or alter policies.”

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Daily Mail (WV)
October 7, 2014

**CHARLESTON CITY COUNCIL Council OKs funds for new - field Funding for Power
Park project comes from unforeseen tax - revenue in June %**

Author/Byline: Matt Murphy

In other business, council:

* Heard during the Finance Committee meeting about the city's efforts to collect unpaid refuse and fire fees by listing owed fees online. City Manager **David Molgaard** said the city is owed about \$2.6 million in refuse fees and about \$500,000 in fire fees. The city has posted the names of the worst offenders on its website after sending letters to those debtors. **Molgaard** said the city will begin filing liens and taking legal action against the biggest debtors. In addition, he said, the city plans to ask the state Municipal Home Rule Board to allow the city to require liens be paid whenever a property is transferred.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
August 18, 2014

Councilman wants to amend higher sales tax bill

Author/Byline: Rachel Molenda

One Charleston city councilman warns that revenue from a proposed increased sales tax could be used for projects other than funding the city's unfunded police and fire pension plans. However, City Manager **David Molgaard** says that's not the case.

East End Councilman Robert Sheets submitted an amendment to a proposed bill that would increase the city's sales tax to 1 percent. Sheets said one section of the bill would provide a "loophole for the city to eventually divert funds from the planned uniform pensions reserve fund to the general fund as it pleases. "My thing is they eliminate that whole clause so that all of it goes to pay what they purport they are doing it for, is to pay down the unfunded pension liabilities, said Sheets of his amendment, which asks to strike the clause in question.

Molgaard addressed questions and concerns regarding the language in an email to council members last week. In his memo, **Molgaard** said the bill allows for the city to use excess revenue from the fund "when the closed plans are fully funded and the City's only remaining obligation is for contributions to the new plan for the new hires after June 2011 & **Molgaard** added that those funds must be used to cover the city's contributions for the new plan before it could be diverted for other uses. Mayor Danny Jones proposed raising the city's half-cent sales tax at the Aug. 4 City Council meeting in order to save money for its unfunded fire and police pension plans.

The Gazette reported last week that council members will have only one chance to make amendments to the bill. It will be considered and voted upon by the Finance Committee tonight and then sent to the state's Home Rule Board for approval. The process doesn't sit well with Sheets. "They've done it so that & even council members can't touch it unless they're on the finance committee. The only way the finance committee's going to change is if enough people call them and say they want all this money to go to the unfunded pension liability, Sheets said. But Sheets acknowledged that potentially missing the July 1, 2015, implementation date while waiting for the bill to be passed by full council would be problematic. "If we stop and add this now we lose out for another year or something on it. And they'll vote for it not adding this amendment, Sheets said.

Molgaard told city officials the state's tax department starts new city sales taxes on July 1 every year, and a delay on the bill could mean a year of lost revenue. There is nothing in state code that requires cities to vote on a proposed bill before submitting it to the board, which **Molgaard** said "might be a defect in the process that should probably be addressed at some point, because a late amendment could delay any ordinance's passage. The Finance Committee meets tonight at 6:30 p.m. in the AV Conference Room, on the third floor of City Hall.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Daily Mail (WV)
June 17, 2014

CHARLESTON CITY COUNCIL Decade of late taxes to go to - projects

Author/Byline: Matt Murphy

A Charleston firm has paid up after failing to pay business and occupation taxes for 10 years, and city officials plan to use the money to pay for facility maintenance and other projects. In all, the business, which city officials would not identify, has paid the city \$3.8 million. About \$1.5 million was penalties and interest. City Manager **David Molgaard** said two tax audits revealed the unpaid funds. He would not give much information about the business in question, saying that the business could be easily identified if just a few details were given.

City code Sec. 110-85 prohibits the city from publicly releasing individual business and occupation tax returns. "It was something that we found that wasn't on our radar, he said. "It was somebody that wasn't paying at all . . . it's a peculiar case - a very unique one.

Molgaard proposed putting the lump sum into the facility maintenance fund for specific projects. Council members voted unanimously in favor. "We want to spend it for one-time needs, **Molgaard** said. He said funds could be used to re-sod the field at the city-owned Appalachian Power Park or to help jumpstart the Edge housing project.

Championed by **Molgaard**, the Edge project is a proposed mixed-use building downtown that would provide housing to young professionals who would also be enrolled in a city leadership program. "That piece of that chunk will help us get to the next step, **Molgaard** said. "I think it stands a good chance of happening.

In other business, council:

* Approved budget amendments, which included the \$3.8 million B&O tax sum and a new employee for **Molgaard's** office. The employee will be an "executive projects administrator who will receive a salary of \$89,116, or \$117,140 if the cost of benefits is included. **Molgaard** said the employee is needed because of the large amount of projects the city is undertaking. He said the city has greatly increased efficiency in operations over the last few years, which helps justify the new employee. "There's just not enough hours in the day for everything coming at us, he said, later adding, "It's a good problem to have.

At-large Councilman Jerry Ware, a Democrat, said he was initially skeptical of the hire, but supported the new employee after talking to **Molgaard** earlier Monday. "When I saw it on (the agenda), I questioned it big time, he said. "I really feel comfortable about this.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
May 5, 2014

City catalyst: EDGE project moving forward

Author/Byline: Rachel Molenda

The construction of the Charleston EDGE building could be part of the redevelopment efforts on the North end of Capitol Street, a recommendation of the Imagine Charleston downtown plan. City Manager **David Molgaard** said it "could really serve as a catalytic project. "We've done a great job over the last 20, 25 years with Capitol Street from Washington Street to the river. It's the first place you take a visitor when you bring them to Charleston, **Molgaard** said. "But, by the time you get past the Daniel Boone, there's just a lot of vacant lots.

The EDGE - Early Dynamic Guided Engagement - project focuses on attracting young talent to the city and providing them with affordable downtown housing. Sponsors could subsidize rents at the facility for their employees while they participate in a three-year community leadership program. **Molgaard** said the idea is to get young people to come up with a high-impact project they would implement over the course of that time. "You're not only living downtown, but you're living downtown with a purpose, **Molgaard** said. "You're making things happen, and you're contributing in a way that isn't available right now in any organized fashion at least. There's a value to that.

The project, which has a grant from the Greater Kanawha Valley Foundation for design and cost estimates, outlines new construction for the housing complex on Donnally and Capitol streets. The building would contain 35 units - seven of which could be two-bedroom apartments - along with program and meeting space, a fitness area and an amenity deck that sits atop ground-level parking. It would be within walking distance of many of the city's anchors, including the Capitol Market, Appalachian Power Park, the levee and the Civic Center. It's also two blocks away from some of the city's popular restaurants and nightlife.

Not counting land costs, the project's development costs are estimated to be \$10.4 million. Rents would have to be more than \$1,300 per month. "When you add utilities, renters' insurance, sewer and garbage & you're looking at number of around \$1,730 a month, **Molgaard** said. But, **Molgaard** said that's all the more reason for the city to "buy down or have sponsors that would subsidize some of those costs. "It might be doable for the middle-aged attorney or doctor in this market, but people around here aren't conditioned to those type of rents, **Molgaard** said. That also proves to be challenging when it comes to developing the building, **Molgaard** said. ZMM's analysis showed Charleston's land costs are high. Buildings like the one conceptualized appraise lower than their construction costs, "so you're already upside-down when you're building one of these things. At a presentation of the project's latest plans, some Generation Charleston members who aren't from the Charleston area weren't phased by a \$1,300 rent, **Molgaard** said. Those who were from the area were looking for lower rents around \$800 or \$900, "which is what we expected, **Molgaard** said.

Internet – Newspaper Archives Searches**David Molgaard*****(Articles are in reverse chronological order)***

The next phase of the project includes approaching potential sponsors that could be businesses, individuals or foundations looking to bring young talent to the city. Recruiters like the "stickiness of the idea, **Molgaard** said. "[They like the idea of] attracting people and finding something to keep them here, instead of having this be their first job and then they're off to the big city after they get a little experience, **Molgaard** said. "If you find a way to ground them in the community, it's more likely that those young people will stay here.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
March 11, 2014

Stabilization fund helps city cushion '15 budget

Author/Byline: Rachel Molenda

In the wake of a projected \$2.9 million shortfall at the end of this fiscal year, the city of Charleston is dipping into its stabilization fund to increase projected revenue in 2015. That money - nearly \$1.1 million - will act as a kind of cushion for next year's budget, which was reviewed Monday evening during a special Finance Committee meeting. "It could be that we never have to use the stabilization fund," City Manager **David Molgaard** said.

Prior to having the stabilization fund, the city balanced its budget by having an "opening balance," which assumed there would be a certain amount of money left over at the end of the year that could be used for the one following, **Molgaard** said. "That was starting to look like a dangerous game, because you might end up in a situation like we're in this year ... as the money that we had rolling over starts dwindling," **Molgaard** said. "Now we're at least in a position where we've got the money in the bank." The city last did this in 2013 when it used \$1,544,000 from the fund, which holds about \$5.2 million in emergency funds for the city. This year's proposed transfer accounts for about 20 percent of the fund.

City Finance Director Joe Estep told committee members the city's top 10 revenue sources have fallen flat this fiscal year with only 0.9 percent growth over 91 percent of the city's revenue stream. The city's business and occupation tax - its number one revenue stream - is projected to be about \$1.9 million under budget. The Gazette reported earlier this month that B&O collections, which are based on money businesses in the city take in, have been flat all year.

Property values are lower than expected, which has lead to low revenues from the city's property tax. The city depends on several hundred thousand dollars that property tax - its second largest revenue source - goes up each year. The proposed budget accounts for increased revenue from property taxes, which the city is allowed to increase by 3 percent without holding a public hearing, Estep said. Property tax is the city's second largest revenue source. The tax rate for residential properties would increase from 16.22 cents per hundred dollars of assessed value to 16.98 cents. "On our typical example of a \$100,000 appraised property, which gets assessed at \$60,000, this would increase the annual taxes \$4.66," Estep said. Annual taxes for a Class IV or business property would be about \$9 under the proposed increase. Hotel occupancy taxes - its third-highest revenue stream - are projected to fall short by about a half-million dollars.

Estep's proposed budget takes into account some cutbacks, most of which are in professional services. The Storm Water Management Department found ways to scale back spending for 2015 by about \$300,000 while still being in compliance with federal guidelines. The City Manager's office managed to reduce its budget by \$200,000. 2015 is a big spending year for the city, Estep told The Gazette. The proposed budget addresses increased expenses, such as \$400,000 for city elections, \$500,000 for uniformed pension plans and \$400,000 for its employee health clinic.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

But, additional money spent on the city's employee health clinic to expand hours are expected to be balanced by decreasing health insurance claims, **Molgaard** said. The proposed budget doesn't include raises for city employees this year, but **Molgaard** told committee and council members who attended Monday's meeting that finding revenue for raises needs to be addressed. City employees have received a raise once in the last five years, **Molgaard** said.

A five-year projection showed a 3 percent raise for each city employee would require the city to come up with nearly \$6 million in additional revenues. But spending is expected to increase by more than \$17 million by 2019. "If we don't keep up 3 percent across the board, at some point we're going to turn around and give a 9 percent or 12 percent raise just to catch up," **Molgaard** said, of a historical analysis of city wage raises during revenue droughts. A projection without raises showed less of a daunting cumulative gap between spending and revenue, but **Molgaard** said it wouldn't bode well for operations. "This would take us out another five years, and there's just no way you're going to operate 10 years without raises for employees," **Molgaard** said.

City officials might have to consider raising city fees to make up for low revenues. **Molgaard** said several significant city fees haven't been raised in a number of years, such as fire fees in 1988 and refuse fees in 2004, despite city code that says Council should raise fees in order to cover service costs. Individuals and entities would have to be charged \$5 more - a 33 percent increase in fees - in order to cover the city's current costs, **Molgaard** said.

"Unfortunately, I think everybody thinks what they're paying is what it costs, and it's not," Finance Committee Chairman Bobby Reishman said. "We're just going to have to look at it, but we're going to have to be reasonable."

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
October 23, 2013

Revenue falling short of projections, Council transfers - funds to close gap

Author/Byline: Rachel Molenda

A budget analysis by City of Charleston Finance Director Joe Estep shows the city's budget turning up about \$500,000 short of what was expected, according to City Manager **David Molgaard**. A budget amendment was passed at Monday night's City Council meeting that allowed \$540,000 of unassigned funds to be transferred to the city's stabilization account, a decision **Molgaard** described as "prudent" should revenue continue to decline. Last year, the city chose to use its unassigned funds for across-the-board raises for its employees, **Molgaard** said

While Estep's budget projections showed an increase in revenue for this fiscal year, the numbers aren't showing through. "In the face of declining revenue compared to last year and raising the budget this year, we've obviously created a shortfall," Estep said. In addition to low general revenue, **Molgaard** said the city's business and occupation tax has brought in fewer funds this year when compared to April through June of 2012. Estep said it is down about \$144,000 by comparison. "At the same time, it's down \$591,000 compared to the current budget," Estep said.

B&O taxes are paid by individuals and entities, which do business in the city, and make up about half the city's \$87 million budget, according to Estep. The amount collected is based on gross revenue, Estep said. If business isn't booming, neither is B&O revenue. "People aren't spending their money," **Molgaard** said.

The majority of B&O tax revenue comes from retail, services and contractors sectors, Estep said. The service sector - professions such as doctors, lawyers and accountants - brought in \$215,000 less revenue than in 2012, contributing to the shortage, according to Estep. The financial outcome of the B&O tax is difficult to gauge at this point, Estep said. "Because that's a quarterly, self-reported tax, we're not going to be able to tell how the July, August, September business period went until we collect those taxes," Estep said. "It'll be mid- to late November before I have any feel of what this quarter's going to look like." Hotel/motel tax revenue in Charleston is also falling short by about \$140,000 compared to June through August of last year, according to Estep.

Molgaard said the city is looking to long-term solutions to low revenue issues by continuing "to monitor our revenue situation, but we are also closely looking at our expenditures." "We know our obligations are going to increase," **Molgaard** said, making reference to the city's unfunded liability to police and fire pensions. "We're going to have to do business more efficiently and effectively to meet our obligations." This shortfall in revenue could be temporary, but, for now, the city is playing it safe with its finances, **Molgaard** said. "We don't know if it's just a dip that will correct itself or that it will continue," **Molgaard** said. "Right now, I think we've got enough room in our current budget to absorb this current downturn."

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
January 1, 2013

THE SHAPE WE'RE IN 'We knew we had to move to - prevention' Old city insurance was almost bankrupt

Author/Byline: Kate Long

In 2005, "Charleston's insurance plan was going bust," said City Manager **David Molgaard**. Employees had filed a million dollars more in claims than the city's insurance company had predicted. The next year, employees got a raise, but also got hit by an insurance premium hike that almost wiped out their raise. "We analyzed the claims," **Molgaard** said. "Most were connected to preventable illnesses, such as diabetes and heart disease, so we knew we had to move to prevention." They decided to get creative: start their own employee clinic and pair it with an aggressive wellness program. They dropped Wells Fargo, became self-funded and contracted with Healthstat, a company that provides workplace clinics. They started requiring employees to get checkups. "The first year we required risk assessments, we found six people who didn't know they had diabetes," **Molgaard** said.

In 2009, they added lower-cost pharmacy and mental health benefits. They cancelled the city's \$400,000-per-year stop-loss insurance and put the money in a medical reserve fund instead. They limited claims to \$750,000. "We've never had one that big," **Molgaard** said. By 2010, their claims were below the national average. Claims and administration costs per employee decreased 2 percent in Charleston while the national average increased 24 percent, according to Aon-Hewitt, employee benefits consultant. "But we know it would only take a small transplant to blow our numbers out of the water," **Molgaard** told the Gazette in 2011. In 2012, it happened. Nineteen employees filed large claims, mainly for cancer, of over \$100,000. "Any plan will hit a spike in claims," **Molgaard** said. "The question is, how prepared are you? We got through this year without having to dip into our medical reserves. That's good. Over time, we'll still beat the national average."

With the big claims, Charleston is over the national average per employee for 2012. But without them, the city is still below the national average. "The underlying basics are working," **Molgaard** said. "In the long haul, we'll pay less." "Our pharmaceuticals went up just 4 percent. You want an increase. That means people are taking their insulin and medicine. It costs a lot less than the alternative."

Since 2010:

- Employees are given a steep discount (24 percent) if they visit the clinic as often as required. "That's a real incentive," **Molgaard** said.
- They can schedule consults with a pharmacist through the University of Charleston's PharmUC Patient Care Clinic.
- The city offers options such as gym, yoga, zumba, and Weight Watchers.
- Unnecessary ER visits are now slapped with a co-pay.

Internet – Newspaper Archives Searches**David Molgaard*****(Articles are in reverse chronological order)***

Construction manager George Farley likes the emphasis on fitness. "This is the first place I've ever worked where the management cared whether I was in shape or not," he said. "I spent a lot of years in the coal industry, which has good insurance, but they'll give you a pill and send you down the road. They don't do a lot of assessment of how good a shape you're in. They don't talk to you about what you can do for yourself. And that's important to me now."

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
August 23, 2012

Official outlines plan to attract younger workers to city - Molgaard says having employers pay subsidy for apartments keeps - rent low, allows for house loan

Author: Paul Fallon

Building an apartment complex on the site of the former Holley Hotel would be just one part of City Manager **David Molgaard's** plan to attract young professionals to downtown Charleston. **Molgaard** outlined his plan for members of the Greater Kanawha Valley Foundation during a luncheon meeting Wednesday. "This is about the Holley Hotel and so much more," he said.

The plan calls for businesses to recruit young professionals who want to move to Charleston and live in the downtown area. They would live in two-bedroom apartments in a complex that would be built where the Holley Hotel used to stand along Quarrier Street, near the present day Quarrier Diner. "Younger people are saying it would be great to live downtown but the rent is just too high," **Molgaard** said.

To keep rent affordable, employers would pay a \$10,000-per-year subsidy per employee under **Molgaard's** plan. The employee would be asked to pay what **Molgaard** called "fair market rent" for the apartment. The rent amount would probably be around \$700 a month, he said. Half of the employer subsidy would help cover the rent and pay for maintenance of the apartment complex. The other \$5,000 would be placed into an account that would build up over three years. Employees would stay in their apartments for a maximum of three years so the account would accrue \$15,000 per employee, **Molgaard** said.

This \$15,000 then would be loaned to the employee to help pay for the purchase of a house in Charleston, he said. The loan would be forgiven if the employee lived in the house for three years, **Molgaard** said. If the employee moved out of the house, the loan would have to be repaid, he said. Employees would be required to sign leases every year of the three-year period. Neither the employee nor the employer would be penalized if the employee left the company before the three years were up. The businesses could explore whether the subsidy would be considered part of the employee's salary, **Molgaard** said.

New restaurants and shops have opened downtown, and events like the Live on the Levee concert series and SportsFEST add to the city's attraction, he said. "There's a lot happening," he said. "But we need to get more people downtown to take this to the next level. After hours we don't have that critical mass of people downtown."

The plan is being drafted, and **Molgaard** did not have specific details, including how much the apartment building would cost to construct or how big it would be. He estimated it would cost \$120 to \$200 a square foot to construct. **Molgaard** said the city could enter into a public/private partnership with a developer to construct the building. The city could look into selling low-interest revenue bonds to borrow money for construction, **Molgaard** said. "The bonds would be

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

backed by the employers' sponsorships and the rent," he said. **Molgaard** envisions an apartment complex with 40 to 60 two-bedroom units. The city is also submitting an application for grants from the Bloomberg Foundation, founded by New York City Mayor Michael Bloomberg, to help cover the cost of the program. The Bloomberg Foundation will award a \$5 million grant and four \$1 million grants to cities that come up with innovative plans to address issues such as how to make government work better, how to solve a serious problem in a city or how to improve city life.

The grant application is due Sept. 14, and the recipients should be announced in January or February. The grant could be used to help cover the cost of constructing the apartment complex or operating the program, he said. However, the project may move ahead regardless of whether Charleston receives any of the grants. "I think we can make this work without the grant," he said.

Molgaard believes businesses have a vested interest in attracting young professionals to the city. "And the businesses would probably spend \$10,000 on recruiting employees anyway," he said. The employees would participate in a three-year program that would foster community activism and get them engaged in the process of making citizens' lives better.

For example, during the first year, the employees would participate in leadership classes like those offered by the Greater Kanawha Valley Foundation, he said. The employees also would participate in the city's community policing program. During the second year, the employees would study social issues such as poverty and drug abuse affecting the city, he said. During the third year, the employees would work on a project to better the lives of city residents, **Molgaard** said. "These people will be the next philanthropists," he said. "They'll be the people we go to for help in the future."

Greater Kanawha Valley Foundation Chairman Ron Potesta believes the program could be very beneficial. "I think this is very exciting," he said. "I think something like this could work." Potesta told **Molgaard** he would approach the board to ask them to work with the city to get the program implemented.

Mayor Danny Jones is also excited about the project. "As a city we need to gear our thinking around young people," he said. "I hope this helps bring young people to the valley."

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
April 26, 2013

OUTDOOR DINING City offers fence, for fee - Under proposed bill, city would maintain fencing on sidewalks \$%

Author/Byline: Travis Crum

Under a proposed planning bill, the city of Charleston would buy and maintain fencing for restaurants that want to offer outdoor dining to customers. Members of Charleston City Council's planning committee met Thursday night to tweak the regulations they passed a year ago that govern outdoor dining in the city's central business district. So far, only two restaurants along Capitol Street offer fenced-in outdoor dining - Bar 101/Ichiban and Adelphia Sports Bar & Grille. There would be more if the cost of installing the fencing weren't so high. So City Planner **David Molgaard** came up with a compromise. The city agrees to purchase, install and maintain fencing for restaurants if the restaurant owners agree to pay an annual \$500 administrative fee. "We don't want to discourage people because of the cost, but we want to make sure they have some skin in the game," **Molgaard** said. Restaurants that want outdoor dining, but no fencing, would only pay \$50 a year. The city's goal is not to recoup costs with the \$500 fee but to ensure that the restaurants make use of their outdoor dining areas, **Molgaard** said. The city would ensure that the fencing is uniform throughout downtown and creates a standard, signature look. Councilman Courtney Persinger said he's currently looking at different fencing and would have some options to choose from before the bill goes before the Finance Committee. It would cost about \$4,000 to \$5,000 per fence, but that does not include the cost of labor or regular maintenance. "We can cover these costs in our budget," **Molgaard** said. Also in the proposed bill is a requirement to widen the minimum 36-inch-wide free sidewalk area between the fence and curb to 42 inches. The Americans with Disabilities Act requires at least 36 inches for wheelchair accessibility. The proposed bill also adds language that bans smoking in outdoor dining areas, as required by the Kanawha-Charleston Health Department's clean indoor-air regulation. "This creates a very bright line prohibiting smoking in these areas," **Molgaard** said.

During the meeting, Deno Stanley, owner of Adelphia, and Scott Miller, owner of Bar 101/Ichiban, spoke in its favor. They both plan on keeping their outdoor dining areas for years to come. However, Miller asked why he had to pay the \$500 required administrative fee when he already invested more than \$2,000 to put his own fencing up last year. "That's \$2,000 worth of fencing that I won't be able to use," he said. Councilman Andy Richardson agreed, saying it wouldn't be fair to charge Stanley and Miller fees for 2013 since they were the city's test subjects. "If it weren't for these two men then there would be no outdoor dining in Charleston," he said. **Molgaard** also agreed and drafted an amendment to waive the \$500 administrative fee for any restaurant offering outdoor dining in 2012, which would cover both Bar 101/Ichiban and Adelphia. Stanley later asked about his liability if a customer were to be injured on the sidewalk or near the fencing. The city would only accept liability for issues that arise when it comes to installing or maintaining the fencing, **Molgaard** said. The proposed bill will be presented to council's finance committee for final approval before it's put up to a vote before city council next month.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
March 14, 2012

City-county tax snafu came with little notice After - discovery of decimal error, officials figuring amount owed

Author/Byline: Jim Balow

Charleston leaders learned they had to repay \$1.5 million in property taxes to the county just hours before members of City Council's Finance Committee voted on the 2012-13 budget Monday evening, City Manager **David Molgaard** said. But the total amount due back to the county may be less than originally thought because the county has been underpaying Charleston for excess levy taxes collected since July 1, 2011, said Allen Bleigh, Kanawha County chief tax deputy. Bleigh said he and an assistant spent much of Tuesday recalculating how much the city should have been paid each month from tax collections in the Charleston North tax district. The area includes North Charleston and a swath across the northern edge of the city to Wertz Avenue.

Although city Finance Director Joe Estep had alerted them about higher than expected tax payments since last fall, county tax officials were not even sure there was a problem until Monday, Bleigh said. "We had serious discussions Thursday with Mr. **Molgaard** and Mr. Estep," Bleigh said. "They were working on the budget and said they had concerns about property taxes. "I didn't think there was much to it until [Monday] morning. I saw what looked to be a typo, a formula error within the spreadsheet. "When I realized that wasn't it, that it was a more serious problem, that's when I looked into it further." Bleigh determined there was an error in the Charleston North district. "I had a second meeting ... and said yes, I can confirm there is a problem, but I can't confirm where it is." That was around 1:30 p.m. Monday.

Molgaard and Estep, meanwhile, had been making contingency plans with a final Finance Committee budget meeting looming Monday evening. By Friday, Estep knew there was a problem with the property taxes and projections for the 2012-13 budget, **Molgaard** said. Monthly property tax payments from the county had been consistently running about 25 percent higher than a year ago, which didn't make sense, Estep said.

"Joe and I got together Sunday afternoon to fully evaluate the situation and map out a plan," **Molgaard** said. "We also brought in Steve Duffield from the [county] assessor's office. We went back and forth on what [the problem] could be. All the numbers seemed to reconcile, and yet it seemed clear there was a problem. "I put off a revision to our budget until I met with Allen, [but] Joe and I had put a plan in place." After the afternoon meeting, he emailed the budget revision to council members.

Back in his courthouse office, Bleigh called Software Systems, the county's tax software vendor. Together they pinpointed the source of the problem - "the dreaded decimal point." A tax clerk had entered a decimal point incorrectly for calculating the city's share of property taxes from Charleston North, giving the city 10 times the proper amount, Bleigh said. He notified **Molgaard**

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David Molgaard
(Articles are in reverse chronological order)

and Estep. "It was like 4, 4:30 [p.m.]. I went over and told them face to face." He stayed for the 5:30 finance meeting and explained the mistake to council members.

Now he's trying to figure out the right numbers. "I have to go back and recalculate all the tax distributions there have been this year, one a month - eight, from July to February," Bleigh said. "The rate was corrected yesterday. But where there was an overpayment on the Charleston current [property tax], there was an underpayment on Charleston excess [levy]. It's not going to totally compensate. I don't know if it's going to be \$10,000 or \$100,000."

Bleigh said he plans to let an accountant check the new figures before he sends them to the city for repayment. "I'm 99 percent sure they're correct." For one month alone - February - Charleston should have been paid \$2,269,907 instead of \$2,793,308, he said. That's an overpayment of \$523,401, or 23 percent.

Molgaard said he's not worried about repayment. "We're content in letting [Bleigh] go through the numbers and do the reconciliation. We'll have discussions at that point and on how this will be repaid. We may forgo some remittance. I have no doubt we'll work very well together. I don't expect they'll say, 'Pay us tomorrow.' "I have not sat down with our people to understand the cash flow situation," **Molgaard** said. "Our [current] budget wasn't affected by this, so it should not be a problem paying it back."

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
January 13, 2012

Special city tax district approved Consent will allow - Charleston to cover \$31 million Civic Center revamp \$%

Author/Byline: Paul Fallon

The West Virginia Office of Economic Development on Thursday approved Charleston's application to create a tax increment financing district in the downtown area. The approval will allow the city to finance millions of dollars worth of Civic Center renovations. "We're really pleased about this," Mayor Danny Jones said. The city wants to spend nearly \$31 million on the aging Civic Center, City Manager **David Molgaard** said. The special tax district is projected to generate enough revenue over 30 years to repay \$20 million borrowed via a bond sale, he said.

A tax increment financing district, also called a TIF district, is a specially designated area for which the property tax revenue that results from increases in assessments is diverted from the typical recipients to a specific project. Property tax revenue for this district was frozen as of July 1, 2011. All revenue from higher assessments of property in the district after that date will go toward paying off bonds for the project, **Molgaard** said. Taxes on property in the area will not increase because of the creation of the district, he said. Charleston Council members unanimously voted to apply for permission to create the district during a Dec. 19 meeting. The city sent the application to the state office on Dec. 22, **Molgaard** said. The West Virginia Economic Development Office had 60 days to approve or deny the request, he said. Jones said the speed at which it was approved is a testament to the project itself. "I think the state government wants to see the capital city have a good Civic Center as much as we want to have one," Jones said.

Molgaard was also pleased the application was approved. "It makes sense on many different levels for them to approve this," he said. Renovating the Civic Center has been a goal for some time, he said. "This is the first hurdle. Our efforts will now turn toward the design of the project and obtaining the additional funds needed for the project."

Bonds will be issued in two phases, **Molgaard** said. The first bond issue is anticipated to be \$7.9 million, he said. The second phase will be for about \$12 million and will come at a later date. The city will have to come up with an additional \$11 million or adjust the scope of the project, **Molgaard** said. City leaders are looking at revenue streams including lottery revenue distributed to all cities to pay off the bonds not covered by the district. Hotel/motel tax revenue also could be used to help fund the project January 13, 2012 said.

Preliminary estimates run from \$16.2 million to \$28.3 million, depending on the type of renovations. Another \$2 million in contingency funds also is needed. The TIF district is now official, and the city will start setting aside money generated from any improvements, **Molgaard** said. The city will not be able to begin issuing bonds for the project until revenue has accumulated, he said. "Obviously, we're going to have some lag time before we can start issuing

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David Molgaard
(Articles are in reverse chronological order)

bonds," he said. A total of 89 parcels of land will lie in the district, according to the city's application. The rectangular district would run along Kanawha Boulevard from Capitol Street to the Elk River; along the Elk to Washington Street East; east on Washington to Court Street; south on Court to Virginia Street; and east on Virginia to Capitol Street.

Molgaard said city leaders wanted to incorporate only properties that would directly benefit from Civic Center renovations, such as hotels and restaurants. "It's limited to the area that we might think of as our visitors and convention district," **Molgaard** said. City leaders expect a lot of action in this district in the coming years, **Molgaard** said. There are improvements planned for several buildings, and construction of a new hotel is slated for one of the parcels inside the district.

Improvements to the Chase Tower, the downtown Marriott, the Ramada Inn Charleston on Kanawha Boulevard and the Charleston Town Center mall will help fund the renovations. A Marriott Courtyard Hotel, an office building and a parking garage are to be constructed at the confluence of the Elk and Kanawha rivers.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
August 23, 2011

FIRE DEPARTMENT Holiday pay plan snuffed Retiring - Charleston firefighters were paid \$%in advance for holidays that - hadn't yet occurred \$%

Author/Byline: Paul Fallon

To save money and reduce the city's pension liability, Charleston officials have ended the practice of paying retiring firefighters for holidays they have not yet worked.

Last January, City Manager **David Molgaard** discovered something that seemed amiss about the lump-sum payments that in previous years had been made to firefighters upon retirement. The final checks had included pay for holidays for the remainder of the calendar year in which they were retiring even though they had not yet worked those days. "Apparently this has been going on for years," he said.

Like all other city employees, firefighters are deemed to have earned vacation time for the full year on Jan. 1. If they leave before the year is out, they are paid for that time. All firefighters receive extra compensation for working holidays - 108 hours in a non-election year and 132 in election years. This is because fire stations must be manned 24 hours a day, 365 days a year, including holidays. Firefighters, like other public employees, get 12 holidays in a non-election year. They also get holidays for election days, which are determined by what days the elections fall on, Finance Director Joe Estep said. Firefighters must schedule their vacation time, along with the days they are taking off for holidays, at the beginning of the year, **Molgaard** said.

In previous years, those who waited until the beginning of the year to retire - and many apparently have - would turn in not only their unused vacation time, but also the upcoming holiday hours, for a lump sum payment. The city would have had to pay a total of \$12,489 to the five firefighters for the unused holiday compensation time, City Finance Director Joe Estep said. "We just finished Christmas 2010, and we were two weeks into January, and they were wanting us to pay them for Christmas 2011," **Molgaard** said. "These certainly weren't earned holidays because the holidays hadn't occurred yet." The pay for holidays not worked not only increased the size of the lump-sum payment, but also boosted firefighters' pension payments during a time when the city is struggling with millions of dollars of unfunded liability in the police and fire pension plans, he said.

One of the factors in the formula used to calculate pensions is firefighters' total pay, not just their base salaries. **Molgaard** said payment for unworked holidays for the lowest paid firefighters retiring at the beginning of 2011 would have increased their pension payments by \$40 or \$50 a month. "That equals a pretty significant amount of money for the city to pay over time," he said.

Mayor Danny Jones said the payments never should have been allowed. "You should only get paid for holiday leave for days that you actually work," he said. City officials noticed the practice at the beginning of 2011 when five retiring firefighters turned in their paperwork

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claiming the upcoming holidays for payment. One of the five was Timothy McKown, 50, of Jackson County, a paramedic/firefighter for Charleston for 21 years. McKown believes the retiring firefighters were wronged when they were denied payment for the upcoming holidays. He filled out his retirement paperwork claiming payment for vacation time and holiday time and submitted it to city hall before his final shift on Jan. 2. Two weeks later, he discovered he would be paid for the unused vacation time but not the upcoming holidays. McKown said he was upset because firefighters who had retired in past years were compensated for both. "I was upset because the city decided to deny it two weeks after I retired," he said.

Fire Chief Chuck Overstreet said he sees both sides. He understands the city is struggling to keep up with pension payments and the over \$99.1 million unfunded liability in the firefighter pension plan. But he also understands the firefighters' frustration because those who retired in the past had been paid for the upcoming holidays. Overstreet said the city could have told firefighters that payments for upcoming holidays would cease after the 2011 group had retired. "I just question the timing of it," he said. The mayor's response was to say, "It never should have been paid for all those years. It's completely inappropriate and they're not entitled to it."

Overstreet said the city's decision has caused some animosity. "Some of the guys had a frictional type of relationship with the city," Overstreet said. "They took it personally." The issue went before the Charleston Civil Service Board last spring, and the firefighters' grievance was thrown out. McKown said he would not be pursuing the issue any further.

However, City Attorney Paul Ellis said his office was contacted by local attorney Marvin Masters on behalf of the retirees a couple of months ago. Ellis said the recently retired firefighters have taken no legal action so far. A secretary for Masters conferred with the attorney and said he was not involved in the case.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
July 20, 2011

Charleston receives \$50,000 NEA grant

Author: Unknown

The City of Charleston announced on July 12 it will receive an Our Town grant from the National Endowment for the Arts, one of only 51 grants awarded nationwide. Charleston will obtain \$50,000 to create public art policies, guidelines and promotional programs. Our Town is the NEA's latest investment in "creative placemaking," through which partners from both public and private sectors come together to strategically shape the social, physical and economic character of a neighborhood, town, city or region around arts and cultural activities.

The Charleston Public Art Project will entail four key outcomes including development of policies and guidelines for public art, a complete inventory of current public art including any short-term and long-term maintenance needs, outreach and promotions to market public art and establishing a local government arts development initiative to oversee implementation of policies and guidelines, future public art projects and encourage new public art installations.

"Communities across our country are using smart design and leveraging the arts to enhance quality of life and promote their distinctive identities," said NEA Chairman Rocco Landeman. "In this time of great economic upheaval, Our Town provides communities an opportunity to reignite their economies."

"Over the past decade, Charleston has taken several important steps to create a more vibrant community for the arts and culture with the creation of FestivALL, monthly Art Walks, opening of the Clay Center, investments in several public art projects and greater promotion of art and artists in our city," said Charleston Mayor Danny Jones. "This grant — and the \$100,000 partnership it creates — will help us get a deeper understanding of our current inventory of art and chart a course to build on our recent successes." The competitive grant application process was led by City Manager **David Molgaard**, City Purchasing Manager Shannon Milroy and Susie Salisbury, vice president of community development for the Charleston Area Alliance. Matching funds and in-kind resources have been provided by Charleston Urban Renewal Authority, City of Charleston, Charleston Area Alliance and Clay Center for the Arts and Sciences West Virginia.

"Art is an essential element in creating a thriving community and can play a significant role in economic development," said Alliance President/CEO Matt Ballard. "We congratulate all who contributed to securing this major grant, which will advance the city's strong commitment to the arts and strengthen it as an attractive and inviting place in which to live, work and play. It's a win-win for the arts community, citizens and business alike."

"Public art not only makes a statement about the community, it enriches the lives of those within it. This grant from NEA will provide needed funds to promote our public art to our community and visitors. It will also serve as a catalyst to protect these wonderful community assets and to

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

encourage installation of others,” said Judy Wellington, president and CEO, Clay Center for the Arts and Sciences West Virginia.

“Everyone who has contributed or hopes to contribute to public art in Charleston is excited about this National Endowment for the Arts grant which will help to preserve and publicize our public art works. FestivALL joins many other organizations in thanking the NEA and congratulating Susie Salisbury and the Charleston Area Alliance for obtaining it,” said Larry Groce, executive director of FestivALL Charleston.

“As the capital city of West Virginia, it is our responsibility to showcase and preserve the cultural hub of the state by establishing public art guidelines and sustainable maintenance plans. By setting this example, perhaps we can inspire other cities and communities to develop their own guidelines,” added Naomi Bays, chair of the Arts Council of Kanawha Valley.

The National Endowment for the Arts was established by Congress in 1965 as an independent agency of the federal government. To date, the NEA has awarded more than \$4 billion to support artistic excellence, creativity and innovation for the benefit of individuals and communities. The NEA extends its work through partnerships with state arts agencies, local leaders, other federal agencies, and the philanthropic sector.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Daily Mail (WV)
July 5, 2011

New Council to tackle pension funding Elected members - agree solving pension problem is biggest challenge city faces \$%

Author/Byline: Paul Fallon

Just a few weeks ago, eight new members were sworn into their seats on Charleston's City Council. Already they agree that figuring out how to fund firefighter and police pension plans is the biggest challenge facing the city they've been elected to serve.

Because Charleston has millions of dollars in unfunded liability for both plans, officials recently opted to close the old plans to new hires, offering them a new plan instead. But to move forward with that new pension plan, the city must come up with \$1.7 million on top of the \$6.2 million it already allocated.

One new member, Republican Courtney Persinger, who represents the city's 15th Ward in the South Hills community, thinks Mayor Danny Jones and City Manager **David Molgaard** have done a good job addressing the situation. "But this is a big chunk of money the city has to come up with," he said.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
June 7, 2011

POLICE, FIRE City predicts \$21M pension cost by 2031

Author/Byline: Jim Balow

Yearly pension costs for city police and firefighters could reach \$21 million by 2031, Charleston City Manager **David Molgaard** said Monday. Unfortunately, that's the good news. If the city hadn't adopted a new "conservation methodology" for newly hired police and firefighters earlier this year, those pension costs would have risen to more than \$30 million a year under the old "alternative plan," **Molgaard** told members of City Council's Finance Committee.

Molgaard unveiled new 20-year projections of city finances Monday, and gave newly elected council members a crash course in the complicated problems the city faces in trying to pay off the under-funded pension plans for its uniformed employees. Finance Director Joe Estep estimated trends in property taxes and revenues for the next 20 years, **Molgaard** said. "We see anticipated revenues in 2021 of \$104 million and in 2031, \$142 million." The current budget is just over \$80 million.

This year, salaries, pensions and other costs for the police and fire departments make up more than 43 percent of the total city budget, he said. But in 20 years, because of the rising pension costs, those two departments will represent almost 53 percent of the total budget. "Growth in the fire department will consume what we spend on parks and recreation," **Molgaard** said. "I'm not saying we'll do that, but we'll have to do something." A consultant's study of fire department efficiencies should be ready in two weeks, he said.

But according to preliminary results, "we might be spending twice as much as any comparably-sized city east of the Mississippi River per capita" on fire protection, **Molgaard** said. "It looks like we may have the ability to look for ways to save money. Somehow other communities are finding other ways of dealing with the challenge."

Councilman Harry Deitzler said each retiree gets more than \$40,000 a year through his or her pension. "If they live 20 years, that's \$1 million. Every man on the truck, that's a million-dollar liability."

Mayor Danny Jones said fixing the pensions will be council's challenge for the next four years. "It's tough. There will be voices out there. They don't want to change. So what's your plan? Anyone can say they don't like something."

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
March 18, 2011

Charleston City Council passes \$81.95 million budget - Jones says he is happy legislation provides another way to cover - unfunded liabilities

Author/Byline: Paul Fallon

Charleston City Council passed an \$81.95 million budget by a unanimous vote during a short special meeting Thursday. The upcoming fiscal year's budget represented many challenges and was one of the hardest he has undertaken, said Mayor Danny Jones. "I'm proud we balanced our budget."

Jones also said he was very happy that a bill giving cities an alternate way to fund firefighter and police pensions passed the Legislature during the recent session. This passage opens the door for the city to hire three new police officers to fill vacancies, he said. "It's a process to hire new officers," Jones said. "But hopefully we'll be able to do this in a month." The three new officers would bring the force to 176. A temporary freeze on the hiring of new officers was put in place by Jones last March due to the massive unfunded liability in the city's police and firefighter pension funds. Jones said the bill eventually would allow the city to cover about \$200 million in pension liabilities. "But it's going to be a long, slow, expensive road," he said. "But it will save the city from bankruptcy."

The city will not begin hiring new firefighters until a study of fire station deployment is completed, City Manager **Dave Molgaard** said. "We're waiting until we get that study back before we talk about hiring any new firefighters," he said. One of the issues to be studied is what to do with the outdated Oakwood Road fire station. It has structural problems, **Molgaard** said. One solution would be to consolidate the Oakwood station with the Bridge Road fire station, he said. The report should be returned to city council around the end of April, he said.

For a second consecutive year, the upcoming fiscal year budget does not include any across-the-board raises for city employees. The budget grew by about \$1.5 million over the current fiscal year. It includes a \$100,000 cut in funding to the Kanawha-Charleston Health Department, bringing the city's total contribution to \$100,000. The city expects an increase of about \$180,000 in property tax revenue next year. Business and occupation tax revenue is expected to rise by about \$792,000.

The increased revenue will cover rising costs, such as retirement benefits, **Molgaard** said.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Daily Mail (WV)
January 19, 2011

Majority of landlords owe city money Payments on - either fire, refuse or taxes on at least 2,300 units are late \$%

Author/Byline: Billy Wolfe

City leaders also received a report at Tuesday's meeting on the annual audit conducted by the state Auditor's office. The city was given a mostly clean report, with just two exceptions, said Audit Manager John Jones. The city was out of compliance last fiscal year regarding its policies on clothing allowances for public safety workers and allowing Clay Center officials to "make checks payable to cash" in order to pay event promoters, Jones said.

Public safety employees were not being told to show receipts for clothing allowances. They also were not being required to list the clothing as "taxable income" on their annual W-2 statements, Jones said. City Manager **David Molgaard** said that the problem has been corrected. Employees will now be required to list uniforms as taxable income with the IRS, he said.

Discrepancies with check payments at the Clay Center also have been resolved, Jones said.

Jones and other officials with the auditor's office who attended the meeting declined further comment to news media after their presentation.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
November 16, 2010

City health-care situation better, manager reports - Retirement liability costs a 'monster' to be 'mastered'

Author/Byline: Jim Balow

At a time when almost everyone is paying more for health care, Charleston's health-care costs have gone down, City Manager **David Molgaard** said Monday. As a result, the city could meet some of its unfunded retiree health obligations that seemed out of reach a year ago, **Molgaard** told City Council members.

"It may be this OPEB [other post-employment benefits] monster can be mastered," **Molgaard** said. "I think we can fully fund our liability for the last two years. We're getting there." City officials cited the OPEB liability - \$130 million in unfunded future health-care costs for current and future retirees - last spring as one of the main reasons they couldn't give employees an across-the-board pay raise as usual this year.

The city budgeted about \$4.5 million last year for current health-care costs. But under new accounting rules, it was supposed to set aside another \$5.2 million for future OPEB costs. "We presented new data to our actuaries, and they recalculated," **Molgaard** said. The obligation was much less - about \$2 million this year, \$3 million next year, he said. At the same time, through a series of wellness measures, the city has been able to slow the normal inflation in costs, he said. Instead of the 11 percent increase predicted each year by a consultant, the city's health costs rose just 4 percent in 2009. So far this year, the costs are down 10 percent, **Molgaard** said.

Those savings were reflected in a series of budget revisions council members approved Monday to close out the books on the 2009-10 city budget. "This is the year-end stuff we do about this time each year," **Molgaard** said.

Council transferred \$2 million in budgeted but unspent health-care funds, and another \$2.34 million of other unspent money from the general budget, into the city's health-care reserve - a total of \$4.34 million. Another \$200,000 was set aside to help a draft a new comprehensive plan for the city's Planning Department. The current plan is about 15 years old.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
September 9, 2010

City wins design grant EPA award pays for - consultants to give Slack Plaza a makeover
Author/Byline: Rivard

The U.S. Environmental Protection Agency will pay for a team of consultants to redesign Slack Plaza, the city of Charleston's maligned transit mall. The EPA announced Charleston as one of five state capitals that are meant to benefit from the agency's "Greening America's Capitals" program. The federal agency will pay for a team to come up with a plan for the plaza. It will not provide the city with money to turn blueprints into reality, something that could end up costing hundreds of thousands of dollars.

In announcing Slack Plaza as its choice, the EPA said, "The city itself acknowledges that the area lacks any green space, has no real sense of place and is challenged by poor signage and safety issues." The other sites are in Boston; Jefferson City, Mo.; Hartford, Conn.; and Little Rock, Ark. Thirty-eight of the 50 states applied.

Slack Plaza is the site of a bus station that serves thousands of riders a month and is the main crossroads for downtown foot traffic. But it's also "barren, hot and unattractive," according to an application submitted to the EPA by Charleston City Manager **David Molgaard** and Susie Salisbury, the vice president of the Charleston Area Alliance. They said the transit mall is a stop for more than 640 bus trips a day but the riders, many of them low-income and without a car, have said they don't like the plaza because of its design, poor security and blight. "In addition, a lack of green space has resulted in an area this is barren, hot and unattractive. Citizens and visitors have expressed concern with the targeted area, and the statistics show that in the past two years, over 1,000 calls to Metro Emergency 911 have been logged in the immediate area we are proposing to redesign," the application said.

The EPA said one goal in Charleston is to "establish a common vision for Slack Plaza that could transform it into a multi-modal transportation hub and well-used town square. Adding public art, trees, and redesigning the pedestrian corridors to serve a range of users will continue Charleston's efforts to foster a more beautiful and sustainable community." The agency's help doesn't come with any money outside the fees to be paid to the consultants, who have yet to be hired. Design consultants can be costly.

Molgaard said in an interview Wednesday that the master plan for the city's riverfront cost \$120,000. Once the city has the design provided by the EPA-hired consultants, it would have to find the money to do the work. That could cost \$1 million or more, **Molgaard** said. The city would likely seek grant money and donations.

Molgaard suggest problems at the plaza have been endemic since it was constructed more than 20 years ago. He said the original design was "somewhat deficient." "Certainly it's tired looking after the last 20 or 25 years," he said. "But even the design itself constituted a gauntlet that

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David Molgaard
(Articles are in reverse chronological order)

required people who were using it as a thoroughway to pass other users who were sitting and whiling away the time but would oftentimes cause problems for those who wanted to get from one end of the walkway to the other."

Some of the nicer touches in the original design are useless today. Some of the trees that were planted were cut down when they matured and became a safety hazard. A fountain in the plaza's center would get clogged with trash and people would bathe in it. It's been turned off. There have been several attempts to fix the plaza's problems, though they have been occasionally beset by controversy. A few years ago, for instance, the city installed "loafer rails" - otherwise known as spikes - on low walls where people had been sitting. The goal was to prevent loitering.

Last year, **Molgaard** said he applied for an \$800,000 grant to pay for a redesign that was drawn up in-house, but the city didn't get the grant. He said having the comprehensive plan drawn up with the EPA's help could help the city attract money.

City officials will meet with the EPA to talk about the project in coming weeks. After that, there will be some type of bidding process to hire the consultants, he said. That process may favor bringing in out-of-state consultants. "I don't think there's an intention to favor local versus outsiders, but the goal is to hire people who have significant experience with urban design and the goals of providing sustainable, green, innovative benefits," **Molgaard** said.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
March 5, 2010

Committee submits city budget tight on new spending

Author/Byline: Billy Wolfe

Charleston's proposed budget for the upcoming fiscal year contains just \$123,000 in new spending. City Finance Director Joe Estep told members of the city's finance committee Thursday that this is one of the smallest growths in spending he's seen. From 1999 to 2008, the city saw a 25 percent increase in spending. The budget increased by about 5.8 percent last year alone.

The \$80.4 million budget presented to committee members contains no raises for city employees for the first time since Mayor Danny Jones took office in 2003. Last year, an across-the-board 3 percent pay increase cost the city about \$1.1 million, city manager **Dave Molgaard** said. Officials plan to eliminate one cashier position in the city collector's office, thanks to what **Molgaard** called "increased efficiency." Four lieutenant positions in the fire department also will be converted to lower paid firefighter positions, **Molgaard** said. He expects those cutbacks, as well as other position changes, to save the city more than \$40,000 next year. He said no employees are being laid off, but that the cutbacks will be implemented as employees leave their jobs.

Jones also has proposed consolidating the fire stations on Oakwood and Bridge roads. The consolidation is not yet reflected in the proposed budget, **Molgaard** said. "My understanding is that the mayor intends to form a committee to study the best location for the new station," **Molgaard** said. "It's still too early to budget for that."

Another big cut to spending came Wednesday morning, when the state Consolidated Public Retirement Board reconsidered an earlier decision to increase public sector employer pension contributions by 6 percent of an agency's total payroll. That decision would have increased the city's contribution by more than \$950,000, officials estimated. The board reconsidered that decision, following an outcry from elected officials across the state. The board voted Wednesday to set the increase at 1.5 percent, meaning Charleston will instead contribute about \$239,000 more to pensions — a savings of about \$717,000.

Jones also wants to put a temporary hiring freeze on the police and fire departments, and wants the savings from those cutbacks set aside in a pension stabilization fund. The city is currently underfunding police and firefighter pensions by about \$129 million, and that figure is expected to climb to \$185 million over the next 20 years.

The only budgeted increase to city staff will be three property maintenance inspectors, two of which will be brought on board to enforce the yet-to-be-passed controversial landlord ordinance. Vehicles and laptop computers will be purchased for the new inspectors as well, **Molgaard** said. The combined estimated cost for the new inspectors' salaries and the new equipment will be

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David Molgaard
(Articles are in reverse chronological order)

about \$214,000. An additional \$20,000 has been budgeted for property demolitions in the city, **Molgaard** told finance committee members.

In addition, Estep said he budgeted for a 4 percent increase to employee health care costs, but said the city is poised to come in \$1.8 million under budget for the current year. **Molgaard** said he is working to implement significant changes in employee health care plans. Right now, employee premiums are tied to income, and **Molgaard** said that system creates some unfairness. Under the current plan, an employee who makes less than \$30,000 a year can insure a whole family for less than a single employee who makes \$40,000 a year, **Molgaard** has said. “In essence, our single employees are subsidizing our employees who have children,” he said. His ultimate goal is to formulate a plan where the city would subsidize about 60 percent of all city workers' health plans. Non-tobacco users would receive an additional 15 percent discount under that plan, he said. **Molgaard** also is working to change the city's policies so that unused sick leave can no longer be converted to premium health care coverage, he said.

Surprisingly, officials say they expect revenues to climb by about \$2.2 million in the upcoming fiscal year. Estep has budgeted for a \$2.2 million increase in revenues, and he said the vast majority of the new money will come in the form of property taxes. Estep said he budgeted for about \$9.1 million in property tax collections for the current fiscal year, but that collections have already topped \$9.9 million.

The city also has paid off the debt incurred on its 1989 general obligation bond. Estep said that means an additional \$1.4 million that was normally used to pay off the debt will now go into the city's general fund.

The city also has budgeted for about \$500,000 less in business and occupation tax collections, but Estep said that figure might be too extreme. He said the tax collections have been showing improvement in the last six months.

The whole of council will hold a special meeting at 6 p.m. March 18 to vote on the budget.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
June 29, 2009

City still allows employees to trade sick days Charleston has an unfunded health insurance liability of \$129.7 million

Author/Byline: Cara Bailey

Eight years after state government stopped the practice for new hires, the city of Charleston continues to let employees trade unused sick days for health insurance premiums in retirement. And despite the fact that the city, like the state, has a hefty unfunded liability for health insurance promised to its retirees, City Manager **David Molgaard** says the city comes out ahead by using the incentive. "The city has not cut off conversion of sick days like the state has because the analysis of relative benefits versus costs suggest that the city continues to benefit from this arrangement," he said. A recent actuarial study shows the city has an unfunded liability of \$129.7 million for health insurance promised to its retirees.

Like the state, the city highly subsidizes health insurance for all its retirees, not just those who trade in sick days. City employees with unused sick days, like state employees, also can opt to trade those days for service credit when they retire and, thus, inflate their pensions. Many public employees find they are ahead to trade their unused sick leave for higher pensions because the pension increase exceeds the cost of the health insurance premiums. State officials decided in 2001 not to let employees hired after that point trade in sick days for health insurance premiums in retirement.

In a study commissioned by former Gov. Bob Wise, nearly 67,000 people covered by the public retirement programs had built up 7.4 million sick days. If all those employees were to trade sick leave for insurance premiums upon retirement, it would cost the state between \$919 million and \$1.5 billion, the study said. The state eliminated the option for employees hired after July 1, 2001. The Governmental Accounting Standards Board now requires political subdivisions to reflect the amount of retirement liabilities in their financial reports. Both state and local governments are struggling to meet the new reporting requirements, which are forcing controversial decisions and even benefit cuts. However, **Molgaard** says the city comes out ahead by using the incentive to cut down on active employees' use of sick leave. Of the 374 retirees currently enrolled in the city's health care plan, only 62 are not paying premiums after trading in sick days, said Finance Director Joe Estep.

The city's cost for each employee varies according to when they were hired and whether they have dependents who need coverage. However, **Molgaard** said calculations of the value of sick days for those 62 employees added up to more than \$1.9 million while the total cost of their health insurance premiums was \$862,000. In his view, that gave the city a savings of \$1,038,000. "When we looked at those numbers in and of themselves, the city is coming out ahead in terms of value of services versus value of premiums," **Molgaard** said.

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David Molgaard
(Articles are in reverse chronological order)

The city grants 12 sick days a year to civilian employees. Firefighters and police officers receive a certain number of hours of sick leave each month based on the hours they worked. The unused sick days do not expire when the year ends, so employees who miss little work can build up significant numbers of days over time. Those who opt to trade their unused sick time for health insurance premiums can receive one month of coverage for every two days if they are single and one month for every three days if they need family coverage.

Molgaard said Charleston has maintained the sick-day conversion policy to encourage people not to take off unless they are actually ill. The ability to convert sick days after retirement is a bonus for the employees, and the city cuts down on the loss of productive work time. "The fact of the matter is - and maybe it's human nature - there are some people who feel sick days are an entitlement, and as soon as they get one, seem to take it," **Molgaard** said. "We encourage people to save their sick days so they don't take off, so the city doesn't lose that value."

Molgaard said the value of premiums being obtained through sick-day conversion is less than 6 percent of the cost of the city's yearly premiums. "We're not really giving up a lot in terms of dollars on a yearly basis as it relates to health care costs," he said.

Lisa Dooley, the executive director of the West Virginia Municipal League, said Charleston is not the only city that has declined to follow the state's lead on this issue. In an informal survey she conducted via e-mail recently, she found no other cities in the state that had made the change. However, she expects the issue to come up at the Municipal League conference in August. "We know that the day of reckoning is coming, even though the state is saying cities can book entries," Dooley said. "Once the state has to reckon with this liability, they'll pass the burden to the political subdivisions."

Molgaard said he does hope to address the issue when city officials look at the personnel code, which could receive some revamping. **Molgaard** said his goal is to have the overall health care plan, including liabilities, addressed before Jan. 1.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Gazette (WV)
May 9, 2009

Smiles and scowls
Author/Byline: Gzedit

To City Manager **David Molgaard** and other Charleston officials who streamlined City Hall bureaucracy and saved \$372,000 in salaries without laying off any employees.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
March 20, 2009

\$80M budget breezes through council

Author/Byline: Jim Balow

In a meeting in which the business at hand lasted barely longer than the invocation, City Council members approved Charleston's \$80.3 million budget for the fiscal year that starts July 1.

Unlike past years, there was no debate, no issue, no controversy over this year's budget-making process, which began about a month ago. No questions about how to give pay raises (everyone except elected officials gets 3 percent more), no hand-wringing about whether to cut funding for the health department.

That may reflect the rather bland nature of the 2009-10 budget, which looks a lot like the current one except for necessary increases in pension payments, health-care costs and prices of supplies such as gasoline and road salt. And it may reflect the relative health of the city economy, which continues to bring in more and more revenue despite the national recession.

City Manager **David Molgaard** and Finance Director Joe Estep predict business and occupation tax revenues will rise by \$3.65 million over their estimate at this time last year - which accounts for most of the \$4.47 million increase in the overall budget. They attribute that to the recession-resistant fact that the city is full of doctors, lawyers and accountants. The service segment of the B&O tax brings in more than twice as much money as retail sales, Estep says.

Property tax estimates are also up \$744,000 over last year. Part of that includes a tiny increase in the levy rate. A typical homeowner with a \$100,000 house will pay \$1.68 more in real estate property taxes next year, **Molgaard** has said.

Council members will set the new levy rates during a special meeting at 5:30 p.m. April 21. That meeting, like the one Thursday, is expected to be a brief affair.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
July 22, 2008

City Council settles suit by former collector

Author/Byline: Jim Balow

Charleston City Council members agreed Monday to settle a 2003 lawsuit filed by former City Collector Jim Jones, who alleged that former Mayor Jay Goldman wrongfully fired him in 2001.

Under the settlement, Jones will receive \$50,000 and give up all claims against the city, City Manager told members of the council's Finance Committee earlier Monday evening.

Although Jones was a department head, an at-will employee who could be let go at any time, he alleged in his lawsuit that Goldman fired him because of his attempts to collect back taxes from City National Bank, **Molgaard** said. Goldman was a member of the bank's board of directors. "As you'll recall, the city received a sizable settlement from the bank," **Molgaard** said. "We vigorously defended this. There was a trial in Judge Walker's court. It was a hung jury."

City officials weighed the potential costs of a second trial and decided it made more sense to settle the case, **Molgaard** said. "We were going to spend \$50,000, one way or another. This brings closure. We are not admitting liability. I don't feel it's a win for the plaintiff."

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
April 2, 2008

Agency's \$1.4 million reserve at issue Mayor Jones says health department's fund is much too large

Author/Byline: Matthew Thompson

Charleston Mayor Danny Jones is questioning a \$1.4 million reserve account that the Kanawha-Charleston Health Department maintains. Jones says that's much too large for a reserve fund and contradicts the health department's contention that a reduction in funding contemplated by the city would cause people to suffer. "Their stance that people will suffer without our money is a falsehood," Jones said.

The state Division of Health requires that local health departments keep a cash reserve "equal to at least the past three months' operating expenditures." Lolita Kirk, the health department's director of administrative services, said the agency's annual budget is \$3.2 million. According to state guidelines, the reserve fund should contain at least \$800,000. However, Kirk said, "'We usually go into each year with \$1.5 million.' 'We have that when we start the year over again. We try to stay between \$1.2 and \$1.5 million. 'That is actually our cash. That's our money. It's the total sum of what we have on hand.' She said the department tries not to dip into the fund. 'That's too big for a rainy day fund,' Jones said. 'That'd be comparable to us having an \$18 million fund.' The city budget for the fiscal year beginning on July 1 is \$75.8 million.

According to the city's analysis of health department financial information, the reserve fund has increased by \$100,000 each year since 2004. The analysis also shows that the health department has no debts and has net assets of more than \$2.4 million. The city has contributed \$200,000 annually to the health department in recent years. But last month, at Jones' urging, council voted to cut the allocation in half. The cut was in response to what Jones and others have contended was a lack of cooperation from the health department in a plan that would have had the agency moving to a new location. That would have enabled developers to build a hotel on prime property close to the Civic Center now occupied by the agency. Backers of the plan noted that new jobs and tax revenue would have resulted.

The proposal was scrapped Monday after Angela and Kelsey Harding, who wanted to build the hotel, announced they no longer wanted to go forward. The couple said they had run out of patience because it was taking the health department too long to find new quarters. The Hardings own and operate Harding's Restaurant in Mink Shoals and Sleep Inns in Mink Shoals and Cross Lanes. Jones said it's possible that council could reconsider the reduction in funding for the health department now that plans for the hotel have been scrapped. But the size of the reserve fund suggests the department would be able to easily withstand the cut, he added.

City Manager **David Molgaard** said the administration has decided to require regular oral reports on financial conditions from representatives of agencies that receive city funding. The reports would be presented to council's Finance Committee, **Molgaard** said. He said he's not

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David Molgaard
(Articles are in reverse chronological order)

sure how often the agencies would have to give their reports. "We want to see them from all the entities we give contributions to," **Molgaard** said. "We want them to occur on a semi-regular basis."

Meanwhile, Kanawha County Commission President Kent Carper said talks are still ongoing for a possible relocation of the health department. The county owns the health department property. Carper said he has spoken with Charleston Area Medical Center to help find the department a new home. By finding the health department a new home first, Carper said more developers could show interest in the Lee Street property. "That could happen," Carper said. "We need to clear out the atmospherics first."

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
March 25, 2008

Budget takes big jump in decade Rising costs of utilities, gasoline are cited as part of the reason for hike in Charleston spending

Author/Byline: Matthew Thompson

Charleston's budget has jumped by more than \$25 million over the past decade. When the city approved its budget for the 1999-2000 fiscal cycle, the total budget was \$50.4 million. Last week, the City Council approved a \$75.8 million budget for the next fiscal year, which begins July 1. The figure is up from the \$69.8 million budget that was approved the previous year. City Manager **David Molgaard** said many increases are the result of the rising costs of utilities and gasoline. "It's just a sign of the times," **Molgaard** said. "We had to increase utility costs just like everyone else did."

Contractual items in the budget, which include utilities and professional services, went from \$9 million to \$10 million. Commodity items, which includes gas, oil, and road salt, went from \$3.3 million to \$3.6 million. "We have police officers on duty 24/7, we have fire, garbage, salt trucks and refuse. We have a fleet running that delivers essential services," **Molgaard** said. Fee revenue will go up significantly next fiscal year.

Last year, the city budgeted \$10 million in total fee revenue. This year, the city has budgeted \$14 million. The figure jumped after the City Council upped the \$1 user fee to \$2 last fall. The user fee, paid by anyone who works in the city, is used to pay for police officers added to the force a couple of years ago and for street paving. "We haven't increased anything else in the general budget," **Molgaard** said. "We have not changed any rates." But the Charleston Sanitary Board plans to raise sewer rates by 42 percent next fiscal year. But **Molgaard** said the sanitary board is a separate entity and not included in the city's budget.

Joe Estep, the city's finance director, said many factors have increased the budget since he began with the city in 2006. During his tenure, the total budget has gone up \$12.5 million. It's a total increase of 19.8 percent. He said more than half of that cost, \$7.3 million, is for employee costs such as wages and salaries, retirement and health care. Estep said the growth is made up of \$4.1 million in increased wages and salaries, \$1 million in police and fire pension costs and \$1.8 million in healthcare increases.

In the next fiscal year, the city is planning to open a new health clinic for city employees. The clinic will offer city employees free primary health care services. It will serve about 1,144 employees and retirees currently on the city's health plan. The clinic will be on the second floor of the Appalachian Power Park office building at 601 Morris St. City officials hope employees will take advantage of the new clinic, helping curb costs of doctor's visits and decreasing the amount of time workers miss for doctor's appointments and illness. "The clinic will cost a little bit in the first year or two," **Molgaard** said. "But based on what we have seen from similar programs, it will be a big payoff for us down the line." **Molgaard** said the next fiscal year's

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(Articles are in reverse chronological order)

budget was easier to prepare as compared to past budgets. He said the city used to rely on time-consuming paper spreadsheets. Now the city uses computer models that offer more precise estimates, he said. "It's easier this year because we have learned lessons from the past," **Molgaard** said. "We keep getting more efficient and further ahead of the game every year."

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
January 7, 2008

\$1 increase in city's user fee goes into effect

Author/Byline: Matthew Thompson

The increase in Charleston's user fee has officially kicked in. Anybody who works in the city will have \$2 taken out of his or her paycheck this week, up from \$1. In November, an overwhelming majority of city council members voted to double the fee, which first took effect in 2004. The increase took effect Sunday night. City officials say the added revenue will help offset projected budget deficits.

The \$1-a-week fee was raising about \$3 million a year, mostly for street maintenance and police services. Those costs make up about 34 percent of the city's annual budget. But the fee was adding up to only about 24 percent, city manager **David Molgaard** said. "With the costs of living and health care and other benefits, it's clear it's going to be increasingly challenging to maintain the force we have now, without some additional revenue to help us," he said.

"If we look out over the next four to five years, it's clear based upon projections that we're going to be facing budget deficits," **Molgaard** said. "We want to keep our current services at the current level without any revenue loss." A five-year budget projection, prepared by the city manager's office, shows expenses climbing to \$83 million a year by 2012, with the city taking in only \$73 million in revenue. The annual budget now is about \$69 million.

Molgaard has said by 2009 the city could begin facing budget deficits — even with the user fee increase. The user fee has been a controversial issue since it was originally adopted in 2004. The fee was challenged in court, and the state Supreme Court ordered the city to put the issue before voters. In July 2006, city residents approved the user fee by a 3-1 margin.

Mayor Danny Jones proposed doubling the fee not long after he was re-elected this year. He was the first mayor in 20 years to be returned to office for a second term. In November, only two of the city's 26 council members — Cubert Smith and John Miller — voted against raising the fee. Miller, who represents Ward 18 in Kanawha City, voted against the fee when it first came before council in 2004, but supported it when it was put on the ballot in July 2006. Miller said he now thinks the fee is going to strain the finances of working families. "It's going to affect the working poor and people on minimum wage," Miller said. Miller said city officials should have cut expenses instead of relying on citizens to balance the budget. "It's just going to be an additional hardship and burden for people to deal with," Miller said.

Although the fee is taken out of every employee paycheck, employers only remit the money to the city every three months. The added revenue won't show up in the city budget until April.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
July 24, 2007

Mayor says bargaining bill is bad news Federal legislation would require cities to negotiate with public safety unions

Author/Byline: Jake Stump

Charleston Mayor Danny Jones fears that a collective bargaining bill moving through Congress would create dissension between his administration and the city's police and firefighters. The U.S. House last week passed the Public Safety Employer-Employee Cooperation Act of 2007 by an overwhelming 314-to-97 vote. The legislation grants collective bargaining rights to public safety officers employed by states or local governments. West Virginia state employees, including state police officers, do not enjoy collective bargaining rights. For at least 40 years, organized labor has unsuccessfully tried to push bills through the Legislature that would force the state and its municipalities to recognize public employee unions and bargain with them.

However, a few West Virginia cities, including Huntington, have passed ordinances on their own granting collective bargaining rights to their employees. City of Charleston public safety employees currently do not have collective bargaining rights. Under the House-passed bill pending in the U.S. Senate, states and municipalities would be required to have representatives negotiate with unions to achieve contracts dictating wages, benefits and working conditions. "We would go on the defense," Jones said. "We'd lose control of our budgeting process. I'll deal with whatever is sent down from the federal government, but I don't understand the compulsion for the federal government to get into local affairs when they can't manage their own."

All three West Virginia House members - Republican Shelley Moore Capito and Democrats Alan Mollohan and Nick Rahall - voted in favor of the bill. The mayor questioned why Capito would vote with the Democratic majority last week. Collective bargaining is historically an issue backed heavily by Democrats. A spokesman for Capito did not respond to inquiries Monday.

Under the federal legislation, employers and employees would submit to an arbitration process for resolving an impasse in negotiations. That's one of the biggest turnoffs for Jones. "I'm against delegating the budgeting process to an outside arbitrator who doesn't live in the state of West Virginia," he said. Jones believes his administration has taken good care of its public safety workers, particularly firefighters and police officers, without collective bargaining. "Our firefighters are the highest-paid in West Virginia," the mayor said. "Firefighters and police have received a raise every year since I've been in office and I hope to continue that."

Charleston Police Lt. Steve Neddo acknowledges that the Jones administration has fairly accommodated employees. But future Charleston mayors may not be as generous to the city's public safety officers, Neddo said. "Collective bargaining gives us the right to sit down and talk," said Neddo, president of Fraternal Order of Police Capital City Lodge No. 74. "I don't see it as an adversarial type of situation. "The current administration has treated us well, but I've seen times when other mayors would throw us a bone and tell us to be happy." Capital City Lodge No. 74

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David Molgaard
(Articles are in reverse chronological order)

represents officers in the cities of Charleston, Belle and Nitro, and has 350 active members. Neddo, a Charleston Police veteran of 24 years, said he recalls one mayor who literally turned his back to a group of officers asking for a pay increase. He remembers another instance, in the 1980s, when council members demanded the firing of uniformed officers seeking a pay raise.

Neddo said collective bargaining has remained a top agenda item for the national Fraternal Order of Police for several years. "Whatever they give us is what we get," he said. "If we want more than that, we go into collective begging. "Right now, I'm not complaining. Danny Jones has taken care of us. The problem is that we could run into a different administration that won't even talk to us."

Charleston public employees received a 3 percent pay raise this year. In previous years under Jones' reign, the city had given \$1,000 raises across-the-board annually. Of the city's \$70 million yearly budget, \$14.3 million is allocated for firefighters while police get \$12.8 million.

Jones isn't the only city official concerned about the potential passage of the collective bargaining bill. City Manager **David Molgaard** said the legislation could impose another unfunded mandate upon local governments. "This could leave council and the mayor to come up with ways to provide funding," **Molgaard** said. "There are only two ways to do that. You can take funding away from other priorities in city government or find a way to raise taxes or fees."

Molgaard is also opposed to the arbitration component of the bill. "In the worst case scenario, an independent arbitrator would resolve a dispute," he said. "That takes the spending prerogative away from the representatives voted into office who are charged with overseeing the budget. The stewardship of the taxpayers' coffers is taken away."

The bill now awaits Senate action. A similar bill is also expected to be introduced by Sen. Judd Gregg, R-N.H.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
September 25, 2006

City pays average \$640,000 in claims

Author/Byline: Justin D. Anderson

Since 2001, citizens have filed an average of 118 personal injury and property damage claims every year against the city of Charleston. The city and its insurer have paid out a yearly average of \$640,000 on them, according to information compiled by the city attorney.

Here's the anatomy of a typical claim:

Margaret Mullins and her daughter-in-law, Patricia, were on their way back from an afternoon trip to the Capitol Market on Aug. 22. Patricia was driving Mullins' Buick Century to her Kenwood Road residence and had just crossed over the South Side Bridge on her way to Loudon Heights Road. A truck was rolling down Loudon Heights painting yellow lines on the pavement. "We got over as far as we could," Mullins said. "He just came down through there. He didn't realize he had sprayed our car." Now the driver's side of the car has a yellow stripe. Because the Mullinses believe the city of Charleston should have stopped traffic while the road lines were being painted, they filed a claim to pay for the damage to their paint job.

Over the last five years, a total of 592 claims have been filed. The numbers of claims filed annually against the city stayed pretty consistent over that time, except for 2003 when widespread flooding destroyed or damaged about 200 homes in Kanawha County. In all, 222 claims were filed against the city that year, the majority against the city engineer and street department. The city ended up forking over \$289,194 in property damage claims. "Many of those, I think, we handled without a lawsuit being filed," said City Manager **David Molgaard**. A lot of the cases were folks who filed affidavits for claims against the city that were later handled by the Federal Emergency Management Agency, he added.

Charleston's insurance policy currently requires the city to pay out of revenue anything up to \$300,000. For valid claims under \$15,000, city officials or the city's third party administrator usually just cut a check. Anything over \$15,000 must be approved by City Council. **Molgaard** said the city's insurance policy is somewhat unique in that it allows the city to assume more of the risk to keep the premium payments down. "We almost become a small insurance pool ourselves," **Molgaard** said. "It's worked very well for us."

Claims usually are the result of instances like people tripping over bricks on a downtown sidewalk, or a garbage truck backing into a vehicle. Sometimes, the incidents are more serious, as when former police officer Brandon Tagayun, on his way to a domestic violence call in Kanawha City, collided with a pickup truck driven by Patsy Sizemore, who was killed. The city ended up settling with the Sizemore family in July for \$1.8 million, the largest single payout in recent years. The city was responsible for paying \$300,000 of that amount.

Internet – Newspaper Archives Searches**David Molgaard*****(Articles are in reverse chronological order)***

The police department has been responsible for the bulk of the claims the city has had to pay. Over the last five years, claims filed against the police department have cost \$539,006 in personal injury and property damage. The city ambulance service is next, costing \$350,000 on one claim for personal injury in 2001 and \$4,530 in property damage. The street department rounds out the top three, responsible for \$88,555 in injury claims and \$248,185 in property damage.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
December 21, 2005

Budget has no real surplus, Molgaard says Revisions totaling \$11 million represent funds already committed to projects, purchases

Author/Byline: Justin D. Anderson

If the city of Charleston had nearly \$11 million to spread around in its budget, some may wonder why it can't just wipe out the user fee. City Manager **David Molgaard** said it's not that simple. The budget revisions passed Monday by city council dealt with money that was previously committed to projects or not yet dedicated to various accounts. A lot of the money was directed to initiatives meant to further the city's vision for vibrant tourism, increased revenue collection and quality of life issues, **Molgaard** said. "You can't say that we have a surplus, or excess funds sitting around," he said. "They're spoken for."

The state Supreme Court of Appeals this month ordered the city to hold an election on the user fee. City leaders have said street paving and police protection would suffer if citizens did not approve the fee, which amounts to a dollar a week for those who work in the city. The fee brings in an estimated \$2.5 million a year. The budget revisions included an additional \$800,000 in hotel/motel tax revenue after the council doubled the percentage it collected when a new state law went into effect over the summer. All of the money for the revisions was available in part because of conservative budgeting practices, **Molgaard** said. For example, the city budgets as if city workers make the maximum salary set for their positions. And it under-budgets for various revenue sources. The city also has \$4.2 million set aside for things that are budgeted but whose bills are not due yet. For instance, money is set aside for a fire engine the city ordered and budgeted last year, though it is not ready yet.

About \$1.3 million in user fee revenue was dedicated to street maintenance and police training by recognizing it in the budget. It was user fee revenue that had been collected, but not yet spent, city finance director Joe Estep said. About \$383,519 was dedicated to the city's lease and purchase program handled by the city manager. Another \$1.5 million was put into the general maintenance fund account to pay for infrastructure projects such as slips and sidewalks repair. "We did not budget anything for our general maintenance fund in this budget," **Molgaard** said. "We could have, but the more prudent thing to do would be to see where you end up. "We never run out of things to do around here. It's a matter of having funding to do it."

Council took into consideration about \$4 million in undedicated revenues from last financial year, of which an additional \$631,845 was added to cover anticipated increases in fuel and utilities costs. **Molgaard's** \$15,247 raise also came from these revenues. So did \$204,485 in salary and benefit expenses for eight new positions within five departments. The money will fund these positions for six months with the intent to make them full-time positions. "We've been very judicious in creating and not creating positions within the city," **Molgaard** said. "If you look at the positions we created, almost all of them are designed to bring in revenue. "Ultimately, they should pay for themselves."

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David Molgaard
(Articles are in reverse chronological order)

About \$1 million was transferred to general maintenance, some of which will pay for improvements to City Hall, such as exterior cleaning and windows upgrades. Council dedicated \$33,000 to build a wall in Kanawha City to separate a residential area from a business district. To provide a \$1 million cushion for bad years in health care claims, council shifted \$200,000 into a reserve fund. "This year we had a very good year," he said. "Our claims were probably \$1 million less than what was projected."

The city had already committed itself to an aerial mapping project in conjunction with the Charleston Sanitary Board and had to dedicate \$175,000 to the project. Another \$300,000 was set aside for future design on the riverfront development master plan. Another \$82,500 was dedicated to the city's various festivals. "It's a matter of setting priorities to make Charleston a more attractive place to bring visitors," **Molgaard** said. "At the end of the day, we could close all the swimming pools and the recreational centers . . . We could just really scrimp by and come up with \$2.5 million, but who wants to live like that?"

By law, the city had to divvy up the additional hotel/motel tax revenue in a way that gave half to the Charleston Convention and Visitors Bureau and the rest to tourism-related items in the city. Council gave the bureau \$440,000 and divided the rest among various festivals and the mayor's office to help them attract convention guests. **Molgaard's** office was provided with \$60,000 to pay for a previous evaluation of the bureau's performance and design work for a canopy at Haddad Park.

**Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)**

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Daily Mail (WV)
December 15, 2005

Views varied on city manager's raise Council finance panel agrees hike is warranted, but members disagree on the appropriate amount

Author/Byline: Justin D. Anderson

Tom Lane, Charleston City Council president and finance committee member, said a \$51,000 raise for City Manager **David Molgaard** would be justified. "I think the city has to be able to afford to pay people what their positions are worth," Lane said Wednesday. "If we don't, we will not be able to attract well-qualified people. "Our existing revenue sources are growing enough that we should be able to accommodate additional salaries in our top positions."

Other council members on the finance committee were not so generous in what they're willing to suggest for **Molgaard's** raise, though all agreed his position deserves a higher salary. The committee will take up the issue as early as Monday and may eventually take up raises for all managerial positions with the city.

Molgaard's salary has gotten particular attention because he has said he's been courted by other cities willing to pay him more. **Molgaard** currently makes \$79,000 a year.

Councilman John Miller said the city manager deserves a raise, but nothing exorbitant. And he doesn't believe the manager should make more than the mayor. For the current financial year, council approved an \$80,000 annual salary for the mayor. Miller at first said he could see **Molgaard** being bumped up to \$100,000, but then he changed his mind. "If that's the case, then the mayor would want a raise too," Miller said. "If you have that, you have a domino effect."

Councilman Bob Reishman, who chairs the finance committee, said any raise for the city manager would have to be within reason, no matter what other comparable cities are paying their managers. "I don't think we can always compete with other cities," Reishman said.

Reishman said **Molgaard** has been an asset to the city. "The city has benefited greatly from his work and dedication," Reishman said. "I certainly think it's important to do what we can to keep him."

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
October 25, 2005

City may shift drug benefit, Charleston officials hope to transfer \$401,000 - in liability to the federal government

Author/Byline: Justin D. Anderson

Charleston City Manager **David Molgaard** said he plans to eliminate current retiree prescription drug coverage for former city employees in favor of a new federal Medicare benefit available by the first of the year. In doing so, the city hopes to shift about \$401,000 in plan liability to the federal government by 2010 while the pool of eligible retirees rises from 340 to 495. An actuary completed analyses for two scenarios for retiree drug coverage by examining the various participants' costs should the city retain its current coverage and accept a federal subsidy or eliminate current coverage and help retirees pay their Medicare Part D premiums. "The analysis came back and showed that the federal government would actually be contributing a lot more to prescription drug benefits," **Molgaard** said of the latter scenario.

The new drug program was developed as part of the federal Medicare Modernization Act. Under the provisions of the act, employer subsidies were authorized equal to about 28 percent of retirees' prescription drug costs. "I think at the very least, it's understood that the city's going to pick up the premium for the federal government's plan by reducing the premium that the employees pay for the other health care coverage" offered by the city, **Molgaard** said.

If the city held its current course and accepted the federal subsidy, they city would be responsible for paying \$866,000 toward drug claims during the year 2010; the federal government would pay \$428,000; and the estimated 495 eligible retirees would pay \$834,000. By eliminating the prescription drug coverage and going with the federal benefit, the city's costs fall to \$284,000 while the federal government's costs rise to \$829,000 and retirees' to \$1.01 million.

Molgaard said by reducing premiums retirees pay for other health care coverage, the \$181,000 increase under the new drug plan could be offset. The effect on retirees by changing their prescription drug coverage will "basically be a wash" because of this offsetting process, **Molgaard** said. The details of how to proceed are still being worked out. "I don't think, as I understand it, everybody's going to see a deficit," **Molgaard** said. "The good, obviously, is there's \$400,000 neither the city nor the retirees are going to have to come up with by 2010 to cover prescription drug costs."

To compensate an anticipated "gap" in drug coverage apparently inherent to the federal plan, the city will be looking at other health care products to fill in the gap, **Molgaard** said. "This is something that's coming about all over the country," **Molgaard** said of the federal program. "I think as people learn about it and understand the significance, there's likely to be some questions."

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
October 15, 2004

City slashes workers' comp costs,
Author/Byline: Brian Bowling

* Officials focus on teaching employees ways to avoid injuries

Lifting with the knees instead of the back has helped Charleston cut its workers' compensation costs by more than half in the last three years, state and city officials said.

Bob Bess, director of safety and loss control for the Workers' Compensation Commission, said the city incurred an estimated \$815,244 from 168 injury claims in fiscal year 2001. By comparison, the 110 injury claims filed in fiscal year 2004 have an estimated cost of \$375,057. Most of the change was due to a \$533,255 drop in what the city's self-insured workers' comp program paid in wages to employees whose injuries caused them to miss work.

Tim Campbell, the city's safety coordinator, said each city department now has a risk management coordinator who conducts monthly safety training. The training focuses on each department's highest priority safety issue. Frequently, the highest priority is proper lifting. "Probably our biggest injury creator was improper lifting," Campbell said. "We probably had more back injuries than anything."

Bess made his report to a committee of the Workers' Compensation Board that oversees the disability insurance program's risk management efforts. Lisa Teel, the commission's director of employer services, said after the meeting that the reduction in lost-time wage payments shows the city has effectively decreased the severity of employee accidents.

David Molgaard, Charleston's city manager, said the city has implemented a risk management program that includes regular meetings and training on workplace safety. The program reviews accidents and assesses the layout of design of city workplaces. "We've been working with risk managers that have been provided by commercial insurance services," he said.

The company's self-insured workers' comp program is administered by CompManagement Inc. of Dublin, Ohio.

Campbell said getting employees to think about potential safety hazards, such as heavy loads, accounts for much of the improvement the city has seen in its workers' comp liabilities. "That's helping a whole lot," Campbell said.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
November 10, 2003

Ex-collector sues city over firing , Man claims action was retaliation for taxing bank

Author/Byline: Kris Wise

Charleston's former city collector has filed a lawsuit against the city, alleging he was fired after trying to collect business and occupation taxes from a bank on whose board former Mayor Jay Goldman served. James Jones, who served 18 years as city collector until his termination in November 2001, is asking for his job back, alleging he was wrongfully terminated because he helped initiate action that resulted in City National Bank having to pay more than \$1 million to Charleston in business tax.

A lawsuit filed last week in Kanawha County Circuit Court claims that once Jones "notified (Mayor Goldman) that he was going to attempt to collect the millions of dollars owed by City National Bank, the mayor began to act with hostility and indifference," toward Jones, the lawsuit states. Jones claimed he helped jumpstart an investigation that found City National Bank was withholding business taxes in many West Virginia cities, such as Charleston and Beckley, where it had branches. The bank claimed it was exempt from paying those cities' business and occupation taxes because it processed financial transactions elsewhere. In November of 2001, the Raleigh County Circuit Court ordered the bank to pay taxes for its branch in Beckley. The ruling helped set a precedent for the bank to pay up for all its locations in the state. Jones says he was fired "without cause" two days after the ruling was announced.

Goldman, who served as mayor from 1999 until June and still serves on the board of directors for City National Bank, said the lawsuit is without merit and Jones' firing was a direct result of his performance on the job. "We had has so many complaints from that office and we would get conflicting numbers so often," Goldman said today. "I was very concerned as to where the city was going as to its revenue and I wasn't getting the right answers."

An audit of the collector's office, done in October 2001 by Gibbons & Kawash, found more than 3,600 missing computer or paper files in Jones' office and collection mistakes that eventually forced the city to pay back about \$300,000 in overcollected business taxes and fees. Goldman said many city leaders and officials were involved in discussions about the office's disorganization, and "these decisions (to fire Jones) were not done in haste and the issue was not taken lightly." "He was there long time, he's a nice individual but I was very much performance-based," Goldman said. "The audit was not accusing anybody or even questioning their truth or veracity, but the operations of that office. The audit clearly identified what problems there were."

City Manager **David Molgaard** said based on allegations and complaints outlined in the lawsuit, "It doesn't appear to me the lawsuit has merit." "The decision to by the (city's) finance committee and counsel to let the employee go had a lot to do with the audit that was conducted," **Molgaard** said. Goldman, who still serves on the board of directors for City National Bank, said he was always careful throughout the investigation into the bank's tax issues to separate his duties as

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David Molgaard
(Articles are in reverse chronological order)

mayor from his responsibilities as a board member. Goldman said Jones did mention the city's attempts to collect taxes from City National, but the city manager and city attorney mostly handled the issue. "Anytime that came up, I would walk out of the room," Goldman said. "You know those are the type of issues you have to stay away from." The mayor also said the main investigation into the bank's tax-paying practices originated in Beckley, not Charleston.

Jones claims that problems in the audit "were of a housekeeping nature." He said prior to his attempts to collect taxes from City National Bank, "he had been held in high regard" by his employers. He also is suing the city for compensatory damages relating to his lawsuit and for attorney's fees. City records show that before his termination, Jones' annual salary as city collector was \$49,570.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
July 8, 2003

Charleston city manager gets raise, Molgaard is highest-paid official aside from mayor

Author/Byline: Josh Hafenbrack

David Molgaard has been Charleston's city manager for only three weeks, but he's about to get his first pay raise. At Mayor Danny Jones' request, Charleston City Council, in its first meeting Monday night, bumped the top pay grade for city manager to \$77,000 from \$70,000. Also, City Council approved combining two clerk-level positions into one higher-paying job in the city manager's office and raised the pay of another of Jones' department heads.

After the 27-1 vote, the city manager is now the highest-paid person in city government aside from the mayor, who makes \$80,000. Previously, the city manager, Civic Center manager and the police and fire chiefs all made \$70,000. Jones said he plans to pay **Molgaard** "in the low to mid-70s." But, Jones adds, he hopes the city manager makes more than the mayor by the end of his term.

Archie Chestnut was the only council member to vote against the raise, saying it was too early in the term. "You're supposed to give raises to people who perform," Chestnut, a 10th Ward representative, said. "It shouldn't work like this. We must be in the Land of Oz. In the real world, it's not done like that."

Jones, though, said the city needs to pay a wage competitive with the private sector to the city manager, who manages the city's 800-person work force and \$55 million budget. "The time to do it is in the beginning," the mayor said. "We want to keep (**Molgaard**) and show him we're willing to make an investment in him. "It's a reasonable amount."

In an effort to streamline the city manager's office, council also voted to eliminate the senior clerk and staff assistant positions, which pay \$23,107 and \$32,595, for the position of operations coordinator. The operations coordinator will make \$46,865. **Molgaard** said the operations coordinator will function as an assistant city manager, overseeing purchasing and bidding.

In the final pay-scale change, council approved increasing the pay of the human rights manager to \$58,962 from \$52,830. Jones said he requested the change to keep Brian King's salary the same as it was under the previous administration, when King was the parks and recreation director.

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
June 3, 2003

Great expectations, Molgaard, his colleagues confident he can do a good job as city manager

Author/Byline: Josh Hafenbrack

ASK his City Council colleagues about the kind of job they expect **David Molgaard** to do as Charleston's city manager and you'll get nothing but effusive optimism. The 40-year-old Republican is ending only his first term on council, but he has earned the deep respect of his brethren for his sturdy dedication and lawyer-trained eyes. He lost his re-election bid, but **Molgaard** ended up with the city's highest non-elected position as City Hall's No. 2 man. He will run the nuts and bolts of city government and manage the \$55 million budget under Republican Mayor-elect Danny Jones. "Given my background, my experience, my education - (being city manager) seems to be something that my life work has been leading to," **Molgaard** said. **Molgaard** was appointed to the \$70,000-a-year job by Jones, and he'll take over the post after the outgoing council, on which he serves, has its final meeting June 16.

A local lawyer, **Molgaard** once considered running for mayor himself but instead settled on trying for a second term as the West Side's 5th Ward representative. He lost in the Republican primary to Teresa "Tricky" Reed. **Molgaard**, though, quickly distinguished himself on council for delving in-depth into some of the city's most pressing issues. He became one of a handful of council members intensely involved in negotiations for Charleston's \$23 million baseball stadium and was part of Mayor Jay Goldman's famous - or infamous, depending on one's point of view - "inner circle." "David is an incredibly talented individual," said Republican Minority Leader Tom Lane. "He has...gained the respect of the current council as much as any first-term member I have ever seen." **Molgaard's** popularity stretches across party lines. "He is very smart, patient and even-tempered in his ways in council, and that proved to be very effective," said Democratic Majority Leader Charlie Loeb. "He commanded respect from all members on council for the intelligence and the fairness he brought."

As city manager, **Molgaard** will be on the other side of the administration-council divide. City managers have typically divided their duties into two areas: managing the city's day-to-day affairs and communicating the city's financial position to council. Mayor Jay Goldman has used his city manager, Sherry Risk, as a spokeswoman for his administration, but that role will likely be taken on by the media-inclined Jones and top aide Rod Blackstone. Since **Molgaard** just rose from the ranks of council, he's in a good position to communicate with the 27-member body, council leaders say. "He knows right off the bat where the major issues are that need to be addressed, and he'll also know a lot of the internal debate, how to handle those kinds of issues," Loeb said.

Added **Molgaard**: "I know how things come about, how they progress. I have seen how City Hall works, particularly from the council side of it. It's important to have a strong working relationship with members of council. They are the checks and balances on any administration."

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David Molgaard
(Articles are in reverse chronological order)

As city manager, **Molgaard** will sit in on finance committee meetings - where most council decisions are made - and field questions on everything from why certain streets aren't paved and potholes aren't fixed to the city's most crucial financial questions. "They have to have an encyclopedic knowledge of all the things that are taking place," Lane said.

Jones said the chief reason he picked **Molgaard** to run City Hall was his experience, both on the finance committee and as a lawyer. "He is a young lawyer, he thinks legally, and I like to think I do, too," Jones said.

A Northern Panhandle native, **Molgaard** earned an undergraduate degree in English, a graduate degree in industrial and labor issues and a law degree from West Virginia University. He moved to Charleston in 1990 and has run a solo law practice, focusing on employment-related and personal injury law, since then. **Molgaard** has a wife, Amy, and a 9-year-old son, Ian.

"I'm going to approach my present position as I did with my first term on council - to assume that I might not have another opportunity to contribute to city government," he said. "I'm going to do the best job I can with this administration."

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
March 10, 2003

D.C. group attacks city wards' ethnic diversity

Author/Byline: Greg Stone

A civil rights group based in Washington, D.C., says it may sue the city of Charleston over what it says are racial inequities in city council wards. In a letter dated Feb. 24, the Lawyers' Committee for Civil Rights Under Law says it intends to file a complaint "to challenge the current system of elections for Charleston City Council." The committee's attorney, Cara Fineman, did not return a phone call. In the letter, she says she is representing REDEEM - a black advocacy group headed by Romona Taylor-Williams - plus the Charleston branch of the NAACP and several black residents of Charleston.

Of the 78 City Council candidates on Tuesday's primary ballot, 12 of them - 15.3 percent - are black. According to the 2000 U.S. census, 8,048 black residents are included among Charleston's 53,421 people, 15.3 percent of the city's population. "I guarantee you, this is the most [ever]," City Council candidate Cubert Smith said of the number of black candidates. "I've lived in the city 30 years." Smith, one of the 12 black candidates, is running as a Democrat in the 8th Ward on the West Side.

City Council has 20 ward representatives and six at-large members, who do not represent a specific ward. Last year, a special committee appointed by Mayor Jay Goldman and headed by Councilwoman Linda Nielsen added a 21st Ward to better equalize ward populations. Some council observers think 27 members is excessive for a city of 53,000, although the addition of the 21st Ward did not cause a particular uproar among council members. The D.C. group advocates a plan that would create 27 single-member wards that are "compact and not bizarre in shape," according to Fineman's letter. Some of Charleston's current wards are indeed unorthodox in shape, including the West Side's 4th Ward, which snakes out to take in the Orchard Manor housing project, and the East End's 11th Ward, which includes both a section of valley floor and the eastern hill along Greenbrier Street.

The group's plan would eliminate council's at-large positions and further shrink the size of wards. "The current redistricting plan splits African-American communities and although African-Americans comprise 15 percent of the city of Charleston, there is not one majority African-American precinct in the 21-district plan," the letter says.

Councilman **David Molgaard** sat in on a series of meetings in December, as Nielsen's committee dissected numbers and looked at several redistricting plans. The focus seemed to be on pure numbers, juggling some precincts from one ward to another to redistribute population. But the new ward it created, the 21st, is a mostly white, wealthy area above Kanawha City. "There might not be one majority African-American precinct, but there are two African-Americans representing wards," said **Molgaard**, an attorney. The council's two black members are Kenneth McKnight in the 4th Ward and Jim Harris in the 12th Ward. "We must be doing

Internet – Newspaper Archives Searches
David Molgaard
(Articles are in reverse chronological order)

something right. They're getting elected out of wards that don't have a majority of minorities," **Molgaard** said. "I just don't see how our redistricting could've been anything other than it was." Both **Molgaard** and Smith point out that the state Legislature a few years ago carved out the 31st Delegate District in the middle of Charleston, in hopes of attracting minority representation. Since it was created, the district has been represented by Nelson Sorah, Mark Hunt and Carrie Webster, all of whom are white.

Black candidates running for City Council include Democrats McKnight and Geneva Foster and Republican Braxton Broady in the 4th Ward; Democrat Pamela Gwinn Minimah in the 6th Ward; Smith in the 8th Ward; Independent Janet Thompson in the 9th Ward; Democrat Charles Ellis in the 10th Ward; Harris in the 12th Ward; and Republican John Miller in the 18th Ward.

Charles Minimah and Jerry Ware, both black, are among 11 Democrats vying for six at-large nominations. Republican Tony Jackson is also an at-large candidate.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
December 20, 2002

Renewal proposals blasted - Black residents say city targeting their communities

Author/Byline: Josh Jafenbrack

Most of the several dozen speakers who addressed city officials in Charleston City Hall's council chambers had one resounding message: They don't want the Charleston Urban Renewal Authority in their neighborhoods. At a two-hour public forum Thursday evening, two controversial proposals that would expand the authority's powers to combat run-down parts of town were presented to the public for the first time.

One proposal is to create a "scattered sites" urban renewal plan, which would allow the agency to condemn individual, dilapidated homes and tear them down. The city would then use federal funds to rebuild homes on the properties. The other, more contentious, idea is to create a "community preservation district," which ultimately would allow the authority to target the 36-block area in the East End for new projects by using eminent domain. No action was taken on either proposal.

Minorities at the racially polarized meeting said the agency is trying to destroy African-American neighborhoods. About a dozen East End residents who vehemently oppose the authority wore buttons that had the words "Eminent Domain Abuse" encircled with a red line drawn through it. They also held up signs that said things like: "Is it urban renewal or black folk removal?" and "CURA: stop targeting the black community." Another sign, invoking the controversy that has engulfed U.S. Sen. Trent Lott, R-Miss., over his remarks about segregation, said, "Introduced by America's Greatest Dixiecrats."

Allowing the authority to create the community preservation district drew the most heated response. The plan is similar to one that was shelved earlier this year when a fury erupted over the agency's plan to tag the East End area north of Washington Street as "slum" and "blighted." This proposal doesn't use either of those words, instead saying that it would allow the agency to pursue projects that could spruce up the neighborhood before it further deteriorates. Nevertheless, the plan was harshly criticized by about 20 black residents who said it is an attempt to displace minority communities.

Shelise Taylor, 32, said her grandparents were uprooted by an urban renewal project similar to the one Charleston is considering. "Now my parents are going to be forced out with the exact same thing," she said. Robert Hardy said, "We used to call it Urban Move the Brothers. I have seen the displacement of our community, and it has scattered our people."

Some people supported the community preservation plan, which has been approved by the agency. John Hicks said he lives in an area of the East End that would be included in the community preservation district. He said his property values are half that of homes a block away,

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and he's for any idea to fix-up neglected parts of town. "There has to be a force; there has to be some help," he said.

Councilman **David Molgaard**, who helped craft the community preservation proposal, said the issue is being mischaracterized. If City Council passes the community preservation district, it would not authorize any specific action, but only endorse the idea. Specific uses of eminent domain or any new projects would go through their own set of public hearings and must be approved by the agency and City Council, during which time residents could voice their opinions. "There's a gross misunderstanding as to what this resolution does," **Molgaard** said.

Meanwhile, the "scattered sites" plan garnered more sedate debate but was still met with skepticism. Several residents said if the city were to enforce the housing standards on the books, it wouldn't need the new proposal. The scattered sites plan, modeled after similar programs in other West Virginia cites, would allow the city to create a list of run-down homes that the authority would use eminent domain to take over and demolish. The agency would invest \$100,000 into a revolving fund that would be used for the property acquisition and demolition. Then, the city would rebuild on the properties using federal funds.

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David Molgaard
(Articles are in reverse chronological order)

Charleston Gazette (WV)
December 6, 2002

Councilman Molgaard won't seek mayor's job, he says

Author/Byline: Greg Stone

Charleston City Councilman **David Molgaard** became the latest local politician to pass up a bid for mayor. At a media conference at City Hall Thursday, **Molgaard** said he would not seek the Republican nomination against Danny Jones. No other Republicans have announced their candidacy.

Those who had urged him to run flattered him, **Molgaard** said, but ultimately his decision seemed to weigh most heavily on two factors: his relative lack of experience in government and the heavy name recognition of Jones and Democrat Chris Smith. "It might be better to take the time to mature, learn the ropes and develop more relationships," said **Molgaard**, 39, a private attorney. **Molgaard** had never held political office before running for council in 1999.

On council, he has quickly developed a reputation as an innovative problem solver, one willing to listen to a broad range of opinions, and as an astute observer on matters of finance. He was particularly instrumental in insisting on a "second chance" for offending city employees when council passed random drug testing earlier this year. **Molgaard** also served as an integral part of the negotiating team that worked out a new baseball stadium lease deal with Charleston Alley Cat owner Tom Dickson.

Molgaard said he would again run for council in his 5th Ward, part of which lies in the Edgewood section of the West Side. He did not rule out a later run for mayor, perhaps in 2007. "Hold that thought," he said Thursday of people who urged him to run this time around.

"I thought he was going to run," said fellow West Side council member Henry Knauff. "I think he's very well qualified for the job. If Mayor Goldman has a weakness, it's that he has never served on council." Knauff said council experience would make a mayor more sensitive to seeing that his department heads respond to the requests of council and the public.

"I'm glad he's going to wait," said **Molgaard**'s wife Amy, accompanied by their son Ian. "I think it's in his best interest, but I do hope to see him run in four years instead of eight or 12. "We made the right decision. We want to win."

Another potential Republican candidate for mayor, Councilman John Charnock, said he would probably announce whether he would run next week

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
October 9, 2002

City after lawyers to pay up - Council hires attorneys to find way to collect business tax
Author/Byline: Josh Hafenbrack

Mayor Jay Goldman's thinking was simple: hire lawyers to go after lawyers. Lawyers, more precisely, who don't pay business and occupation tax revenues. Many out-of-town attorneys who descend on Charleston for mass litigation like the ongoing asbestos trial, city officials said, never fork over B&O taxes from their winnings. So Charleston City Council hired lawyers of its own to go after the transient attorneys who win settlements in Charleston-based trials. On Monday, City Council hired two Charleston firms, The Tinney Law Firm and George and Lorensen, to research the issue and set up a system by which city officials can track non-resident lawyers who try cases in the capital city. This would allow the city to take its share of the earnings, they say. "I think there's a tremendous potential for this thing," said Goldman, who has been working on the project for several months. The city could collect from both plaintiffs' attorneys, who primarily work on a contingency fee basis, and defense attorneys, who mostly earn at an hourly rate, Goldman said. The B&O collection argument is grounded on sound legal footing, said John Tinney, one of the lawyers representing the city. All business earnings in city limits, including lawyer contingency fees, are subject to B&O taxes, he said. "It's a fairly straightforward position," he said. "All of the West Virginia lawyers have been paying (B&O taxes) for years." In fact, once a system is in place to collect the overdue money, the city can go back up to three years - the statute of limitations - and collect B&O taxes from lawyers whose cases have long since been settled, Tinney said. But Tinney did, however, acknowledge there is no precedent in West Virginia for a case like this, and a legal challenge from out-of-state attorneys is all but inevitable. The city's take would come from lawyer contingency fees, not overall settlements. For example, if a jury handed down a \$1 million award, the portion gobbled up by attorney fees could be 40 percent, or \$400,000. The city charges a 1 percent service fee, so it would be entitled to \$40,000 of that pot, Tinney said. Goldman said with high-profile cases coming through the seven circuit courts and several federal courts located downtown, the city could see a "tremendous" windfall in B&O revenue.

The plan has broad-based support from City Council, but several council members are worried the city might rack up lawyers' fees of its own before it sees any benefit. The two law firms are charging the city both on an hourly basis, ranging from \$85 to \$200 per hour, and a 25 percent contingency fee. Goldman appointed a council oversight committee of four lawyers - **David Molgaard**, Tom Lane, Larry Roller and Charlie Loeb - to make sure money isn't being wasted. **Molgaard**, a Charleston attorney, said the \$200-per-hour charge is pretty steep, even for modern-day lawyers. "That's a pretty healthy rate," he said. Tinney, a senior partner at his self-titled law firm, said all of the lawyers discounted their rates out of deference to the city government. The city can get out of its agreement with the two law firms at any time if they are not proving advantageous, Goldman said. "We want to be sure that we're not overpaying the attorneys," the mayor said. "We don't want to ramp up all these legal fees and find out we really don't have a case. If the costs are getting prohibitive, we'll cut them loose."

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David Molgaard
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Charleston Daily Mail (WV)
September 25, 2002

West Side - A stronger police presence must be part of the answer

Author/Byline: Dmedit

WEST Virginians have few expectations left. They expect the hills to be there tomorrow. They expect the rhododendron to bloom in the spring. They expect the crime rate to be low. This year, life on the West Side of Charleston got the unexpected. Gunmen were shooting people. One 30-day period this summer saw 10 shootings.

Police took action. They determined that drugs and prostitution led to many of the shootings. And so police cracked down on these "victimless" crimes. The police used reverse drug stings, in which undercover officers sell drugs and arrest the buyers. K-9 foot patrols were put on the street in the evenings to discourage prostitution.

A police presence alone will not solve the crime problem, Councilman **David Molgaard** said. "This summer has been worst than most in the past," **Molgaard** said. "I do believe that we need to be looking at other alternatives and change some of the elements that cause these incidents. And we have to look at maybe more non-traditional ways of doing that other than throwing police at it."

The Tiskelwah Center now provides alternative activities to crime. **Molgaard** said the center will help restore community pride. In the long run, perhaps this will turn the West Side around. Until then, however, the police are properly giving the West Side special attention. The people of the West Side have a right to live in peace, without fear and trepidation. Charleston should not put up with anything less.

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David Molgaard
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Charleston Gazette (WV)
October 2, 2001

City OKs new policy for drug testing

Author/Byline: Greg Stone

Thanks to relatively impassioned crusading from Councilman **David Molgaard** Monday night, City Council passed a "second chance" drug-testing policy. Council approved **Molgaard's** amended version of the drug bill 14-11, despite sharp opposition from colleagues Ed Talkington, Ditty Markham and others.

Molgaard has argued for months during the bill's formation in council's rules and ordinances committee, that the about 800 city employees to be tested should not be automatically terminated upon a positive urine test.

Both the amended section of the bill and the total bill passed. The city's drug policy will take effect in five days, City Manager Sherry Risk said. Under the amended version, employees will keep their jobs when they test positive if within 48 hours they waive their right to a hearing before any applicable board.

Further, the employee must pay for a treatment program and submit to unannounced testing of six or more tests in the following 12 months. He must agree that the city be privy to details of his treatment. A substance-abuse professional may certify that the person is fit to return to work.

"I think the city may be facing a liability nightmare for not firing a person the first time," Talkington said. Charlie Loeb, majority leader and rules and ordinances chairman, agreed. "I'm concerned for the man on the street," Loeb said. **Molgaard**, a lawyer, conferred with City Attorney Jill Harlan, who said she doubted the city would be liable for damages inflicted by an employee. Councilman Larry Roller shook his head in disagreement.

Firing a person upon the first positive test only creates an unemployed person who probably won't be able to find another job, **Molgaard** said. "We're not addressing the problem," **Molgaard** said. "Are we really doing anything? No, not unless we give the person a second chance."

Molgaard pointed to a Sept. 4 proclamation by Mayor Jay Goldman declaring "Drug and Alcohol Recovery Week" and extolling the work of substance-abuse therapists. Council President Howard Quick supported **Molgaard's** amendment. "I don't how many of you go to church," Quick said, "but the Lord gives us more than two chances."

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David Molgaard
(Articles are in reverse chronological order)

Charleston Daily Mail (WV)
April 3, 2000

Actually, one vote can count - Elections have been decided by single person

Author/Byline: Brad McElhinny

- EDITOR'S NOTE: With the hope of educating and motivating readers to vote, the Daily Mail will feature articles every Monday between now and the May 9 primary on the electoral process in West Virginia.

Who says your vote doesn't count? One vote made the difference in **David Molgaard's** primary race for Charleston City Council. The same goes for Eleanor Mayor John Harris, who tied in a race for Town Council several years ago and conceded the seat. Joyce Abbott won her seat on Bancroft Town Council after a tie. St. Albans resident Rick Adkins won a Town Council race by one vote and earned the nickname "Landslide."

"You'd be surprised the number of people who come up to you and tell you they just didn't make it to the polls that day," **Molgaard** said. "That was definitely a classic civics lesson as to how every vote counts. Don't miss an election."

The odds of being the determining factor in a national presidential race are astronomical. But in a local election, where few votes are cast anyway, there's a chance your vote might decide a race.

"When you're just one vote shy," **Molgaard** said, "you think of one more thing that could have been done, one more person you could have called, someone else's problem you could have listened to."

In his 1999 City Council primary race to represent the Edgewood area of Charleston's West Side, **Molgaard** actually lost by one vote when the results were calculated on election night. But then one challenged ballot was added to the total two days later. That vote turned out to be for **Molgaard**. The Republican Party's executive committee voted for **Molgaard** to represent the party in the general election, which **Molgaard** won.

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David Molgaard
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **David D. Molgaard** is listed below.]

Charleston Daily Mail (WV)
March 13, 1999

Final election tally changes outcome in council race

Author/Byline: Todd C. Frankel with contributions by Kristen Young

A final tally of Tuesday's city election changed the outcome in a West Side council race in which two Republican candidates were separated by just one vote. In the city's closest race, Teresa A. Moore had been proclaimed winner of the 5th Ward council seat, edging out **David D. Molgaard** by only a single vote, 84-83. But **Molgaard** picked up one vote after the addition of uncounted ballots on Friday. The race is now a tie. A total of 132 ballots remained to be counted following Tuesday's citywide primary election.

The votes had been challenged, or excluded from the count, by poll workers for a variety of technical reasons. Friday, in the Kanawha County Voters Registration Office, the city's board of canvassers prepared to announce a final tally. "This is not something I wanted to see," Moore said of the results. "But I knew there were challenged ballots. I knew this was a possibility when I went in." But **Molgaard**, back in the race, is relieved. "Obviously, I'm very pleased that I'm still in the running," **Molgaard** said. "I'm happy our hard work and effort has not been for not just yet."

The situation was unusual enough situation to require City Clerk Fred Fisk to dig deep into the City Code for a resolution. He said the tiebreaker would be decided in a runoff vote by the 20 members of the Republican Executive Committee. But before that takes place, **Molgaard** plans to ask the other candidates to join him in requesting a recount. A third Republican candidate in the race, Edgell Turley, followed Moore and **Molgaard** by only three votes. "It makes more sense to come together and ask for a recount," **Molgaard** said this morning. "If it's still a tie, we'll have to see what state provisions ask for." Candidates must request a recount within 48 hours of the canvass, and must post a \$300 bond, **Molgaard** said.

Moore said she won't support a recount. "We all worked hard, and you can see it in the results," Moore said. "Now, whoever wins, wins." Moore said she'll "keep her fingers crossed and hope for the best." After five hours of tabulating new ballots, the board of canvassers, made up of three city councilmen, declared the election official on Friday. Forty-eight hours following their decision, which came at about 2:30 p.m. Friday, the election will be certified. Ceremonial certification will take place at a special council meeting on Tuesday.

The day of canvassing was not without its challenges. Tuesday's election presented a special problem because the threat of inclement weather and a mini-epidemic of the flu caused more than 50 emergency poll workers to be called in to work.

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Regular poll workers had been instructed to vote with an absentee ballot, but the last-minute workers did not have that opportunity. If they worked at a poll outside their precinct, their vote was not initially counted. The votes of emergency poll workers made up the bulk of the 123 new ballots counted on Friday. The remainder consisted of other scenarios, like change-of-address requests that had not yet been processed. No other races were changed because of the new ballots.

Research Compiled by: Nicole Simkins
 Colin Baenziger & Associates