

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING

Section 7

Willie A. Hopkins

*Lake Worth Beach City Manager
Candidate Report*

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Cover Letter and Resume

WILLIE A. HOPKINS, JR.

Wahop2@live.com, (678) 266-7102
1513 Brunswig Lane, Emeryville, CA 94608

15 June 2021

Mr. Colin Baenziger:

I am interested in the position as City Manager of Lake Worth Beach. I have extensive municipal government experience as a senior executive who has worked as a visionary and collaborative leader in a diversity of military, private and public sectors.

As my resume reflects, I function as a Senior Leader in all sectors of my career. During these periods I also served, at the corporate level, reporting directly to the Chief Executive and/or the Board and also in an acting capacity as Chief Executive on occasions.

I have always been responsible for overseeing a diverse portfolio of administrative and operational functions. Organizationally-wide strategic influence including, Finance Administration, Facility Maintenance & Operations, Information Technology, Procurement & Supply Management, Risk Management, Public Works, Redevelopment and General Services to name a few.

As a key strategic partner to the Board and Chief Executive and the executive team, I was a vital participant in the development and implementation of policies and strategic initiatives, ensuring that the initiatives were both fiscally prudent and were aligned with the organization's overall mission, goals and objectives.

I would appreciate the opportunity to discuss further how my skills and professional experience are a good fit to work effectively with Lake Worth Beach Commission, management team, local officials and community stakeholders.

Thank you for your consideration. I look forward to hearing from you.

Best regards,

Willie A. Hopkins, Jr.
678-266-7102
Wahop2@live.com

WILLIE A. HOPKINS, JR.

1513 Brunswig Ln • Emeryville, CA 94608 • (c) 678-266-7102 • wahop2@live.com

EXECUTIVE PROFILE

Strategic Leadership • Construction / Project Management / Operations • Economic Development

High-performance, results-driven senior executive with a solid career history of demonstrating visionary leadership and expertise in Logistical Operations, Capital Planning, Infrastructure Operations & Maintenance, and Fleet & Transportation Public and private sector operations experience. Strong Financial record of accomplishments with functional management experience in all disciplines of administration and operations. A catalyst for change, combining tactical execution of strategic initiatives with strong leadership of cross-functional staff and development of key alliances to capture and enhance overall quality, productivity and bottom-line financial performance and service delivery.

Career Highlights

- Successfully delivery of \$1billion in capital construction projects within budget and on time. [Alameda County Government]
- Manage the procurement and negotiation for the General Contractor to build the Atlanta Braves Stadium. [Cobb County Government]
- Successful restart of the city's home rehab program after the lost funding for policy violations. Completely obligated \$4.3 million of Neighborhood Stabilization Program (NSP) to purchase foreclosed homes. [City of Pompano Beach]
- Produced two operating and capital budgets and continue to move steadily towards performance-based budgeting. [City of Pompano Beach]
- Saved \$9 million by optimizing resources and skillfully managing more than \$83 million of capital construction on time and under budget. [Fulton County Government]
- Shift of fleet procurement to a new municipal fleet lease program to save more than \$3.5 million per year. [Fulton County Government]
- Increase of multi-site profit margins from -4.8 percent to 23.0 percent in less than one year by streamlining operations and implementing cost-cutting initiatives. [Exel Inc.]
- Ending a five-year streak of unprofitable operations; generated record-setting profit improvement of 33 percent in less than 12 months. [Ashland Distribution Company]

Areas of Expertise

- | | | |
|--|--------------------------------------|-------------------------|
| • TIF/TAD Program Management | • Emergency Management | • Fiscal Responsibility |
| • Operations & Project Management | • Business Plans / Operating Budgets | • Economic Development |
| • Consolidation / Organization Improvement | • Board and Community Relations | • Government Compliance |
| • Labor Relations / Contract Negotiations | • Continuous Process Improvements | • Strategic Planning |

PROFESSIONAL SUMMARY

ALAMEDA COUNTY GOVERNMENT

Oakland, California

A \$3.5 billion county government operation; over 9,000 employees.

Agency Director, General Services Agency

12/2015 - Present

Manage the General Services Agency (GSA) consisting of three major operational departments of Capital & Construction Programs, Facilities Maintenance, and Supply, Maintenance, & Transportation. Five administrative departments of Finance, Human Resources, County Procurement, Real Property, and Sustainability. The agency incorporates 13 functional areas with an authorized staff in excess of 425 employees and an annual operating budget of almost \$140 million, a capital program budget of nearly \$1.5 billion, and procurement administration of over \$1.6 billion in grants, and goods & services.

- Recruited by the County's Board of Supervisors to build a new stadium for the Oakland Raiders, finish the construction of a \$688 million Acute Care Tower, and begin \$160 million County Court House.
- Revamp of the Small Local and Emerging Business (SLEB) guidelines to increase procurement opportunity for local small business.

- Create a homeless encampment abatement team.
- Establish a Public-Private-Public-Partnership (P4) forging a commitment from existing and future county vendors to partner with community to drive local economic and social change.
- Ranking with National Fleet status of # 3 in Best 100 Fleets, and #8 Green Fleets.
- Secured State grant funding of nearly \$200 million to construct new facilities to support troubled juveniles, inmate health and transit parking.

COBB COUNTY GOVERNMENT

Marietta, Georgia

The fourth most populous county government operation; over 4500 employees.

Agency Director, Support Services Agency

07/2013 - 12/2015

Manage diverse operational departments of the Government Services Centers, Fleet Management, Information and Records Services, Procurement, Property Management, and Tax Assessor's Office. Lead Support Services departments in developing, coordinating and maintaining services that support the overall County's mission and business strategy. Plan and organize and provide management direction to assigned departments to increase their efficiency and effectiveness, direct the preparation of plans and annual work objectives, and accountable for a budget over \$40 million.

- Manage the \$670 million procurement and negotiations with General Contractor for the new Atlanta Braves stadium.
- Held diversity seminars attract DBE participation on the stadium project.
- Obtained 100% local vendors participation on the stadium construction.
- Enhance the "Keep It Cobb" program to attract more local business to do business with Cobb County, by adding the Cobb County School District and increasing the local opportunity base.
- Prepared a successful \$750M SPLOST to complete major capital projects to include new Public Safety Headquarters and Training facility, 400 additional Safety Vehicles, new libraries and many other County facilities and road projects.

CITY OF POMPANO BEACH

Pompano Beach, Florida

A local city government operation; over 1200 employees.

Assistant City Manager – Community Services

09/2008 - 07/2013

Serve on the City's executive team and manage the community service departments including: Airport Operations, Public Works, Fire, Building Maintenance, Fleet Operations & Maintenance, Utilities, Housing and Engineering departments. Manage \$100 million budget of a \$215 million General fund budget and the entire Enterprise fund budget.

- Introducing job order contracting to the city, increasing response time and efficiency while reducing expense.
- Establishment of key performance indicator (KPI) tracking program for all community service departments.
- Reorganization of city departments to reduce operating cost with consolidations and reduce redundancy.
- Lead and initiative to restore the integrity and public trust in the Parks and Recreation Department after loss equipment and illegal activities with community leaders.
- Aggressively sought Federal Stimulus funding and quickly expended those funds enhance city facilities with energy savings projects valued at \$15.5 million.
- One of the first cities in South Florida to completely obligate Neighborhood Stabilization Program (NSP) funding for foreclosed homes in the city.
- Use Community Development Block Grant (CDBG) funding and Community Redevelopment Agency (CRA) funding enhance streetscape redevelopment in Old Downtown Pompano Beach.
- Open the city's Home Rehab program and created new Façade Enhancement Grants programs.
- Establish a Revolving Loan Program to stimulate existing businesses that were not located in CRA.

FULTON COUNTY GOVERNMENT

Atlanta, Georgia

A \$1.2 billion county government operation; over 6,000 employees.

Director of General Services

08/2003 - 09/2008

Manage all logistical services operations including: Airport Operations, Capital Construction and Engineering, Land, Contract Administration, Customer Service, Reprographics & Mail/Courier Service, Fleet Management, Supply Warehousing and Distribution, Building Maintenance and Cleaning, and Transportation operations. Manage 400 employees: accountable for \$33 million annual operating budget.

- Consistently record an operating budget surplus: \$3.2 million (2003), \$3.5 million (2004) and \$2.7 million (2005).
- Spearheading a \$375 million Library Bond Referendum to construct 10 new libraries, 2 expansions and 25 renovations of existing library facilities.
- Increase of customer service by 30 percent – the highest percentage in the government – by consolidating operations, restructuring personnel and eliminating 69 positions.
- Elimination of the standard 120-day procurement delay by implementing a job order contractor program.
- Finding \$12 million in equipment not listed on the asset register by conducting a thorough audit of all inventory.
- Modification of fleet needs and reduced fleet size by 20 percent and generated an annual savings of \$5 million.

EXEL INC.

Westerville, OH

➤ *A \$12 billion logistics company specializing in warehousing and distribution; company operates in 120 countries.*

➤ **General Manager**

07/2001 - 08/2003

- Oversaw the daily operations of third-party logistics distribution centers supporting the consumer, automotive, and chemical sectors; managed a 1 million-square foot facility and 150 employees. Negotiated and administered contracts in accordance with service agreements.
- Significantly improved overall SKU throughput from 12 million pounds per month to 14.5 million pounds per month in less than five months; reduced total operating expense by \$500,000 within six months and secured renewal of a \$35 million contract.
- Successfully negotiation of labor contracts and defeated a second union campaign.
- Obtained and sustained 99.98 percent inventory accuracy, setting a first-time company record.

ASHLAND DISTRIBUTION COMPANY

(04/1996 – 07/2001)

Various Locations

➤ *A \$4 billion division of a \$9 billion specialty chemicals company; distributes chemicals, plastics and composites in North America and thermoplastic materials in Europe.*

Operations Process Manager, Corporate Office – Dublin, Ohio

2000 - 2001

- Recruited through Ashland's military officer recruiting program; managed entire scope of distribution operational strategic plan for distribution centers in North America. Spearheading the overhaul of the distribution network; realignment of the private fleet to increase distribution center capacity/fleet utilization. Managed SAP implementation for all distribution businesses. Developed policy and procedures to standardize the operating protocol for all distribution plants.
- Securing \$12 million in rebates from suppliers by developing purchasing agreements to leverage corporate spending.
- Consolidating operations and reduced the number of distribution locations by a total of 14.
- Improve overall inventory accuracy by implementing a cycle-counting program throughout the distribution centers.
- Improve operational efficiency by spearheading the SAP implementation for all distribution businesses.

Plant Manager, Distribution Operations – St. Louis, Missouri **1997 - 2000**

- Managed the day-to-day operations of a 300,000-square foot distribution center and 3.1 million gallon tank farm plant supported by unionized hourly and administrative associates. Directed fleet and transportation operations within a four-state area and facilities located throughout North America. Exercised full P&L responsibility for a \$40 million annual budget. Recruited, hired and mentored staff. Standardized all operational practices; created operations manual.
- Elevation labor efficiency from 68 percent to 92 percent by utilizing performance measures and process mapping.
- Save \$275,000 per year and improve customer delivery time by implementing a fleet maintenance program.
- The division Vice President Choice to join the companywide process improvement team.

Warehouse Manager – Little Rock, Arkansas **1996 - 1997**

- Manage a warehouse operation for a 40,000-square foot hazardous warehouse facility; exercised full P&L responsibility for a \$12 million annual budget. Implemented policies/procedures to improve operations and increase customer service.
- Improve total customer service quality by 35 percent.
- Achieve a 33 percent increase in profits in 1996 and a 46 percent jump in 1997 – the highest gains companywide.
- Recognized by management for ability revitalize several failing business units and consolidate into a larger operation; promoted to plant manager in less than one year.

UNITED STATES ARMY

Various Locations

Supply Distribution Officer, Quartermaster Corp.

1986 - 1996

- Manage entire scope of supply chain operations; oversaw the transition from manual to automated operations. Write logistic policies and procedures to increase inventory management for print and dissemination in multiple distribution operations, including hazardous and non-hazardous products.
- Increase operational efficiency by 48 percent by designing and implementing a traffic center for an automated high-velocity distribution center for repair parts.
- Improve inventory accuracy from 45 percent accountability to 98 percent accountability by streamlining the unit's requisitioning system and eliminating redundancy in the ordering process.
- Successfully manage the operations of five distribution centers and four maintenance facilities.
- Receiving coveted Distinguished Instructor accolade from colleagues.

EDUCATION

Bachelor of Business Administration ♦ Alcorn State University ♦ Lorman, Mississippi
Distinguished Military Graduate ♦ United States Army Logistics Officer Basic and Advanced Course Graduate
Matriculated in the Top 5% of Class

Candidate Introduction

WILLIE A. HOPKINS, JR.

EDUCATION

Bachelor of Science, Business Administration, Alcorn State University, Lorman, MS
Combine Arms and Staff School, Fort Leavenworth, Kansas
Command and General Staff College, Fort Leavenworth, Kansas

EXPERIENCE

General Services Agency Director, Alameda County, CA	2015 – present
Support Services Agency Director, Cobb County, GA	2013 – 2015
Assistant City Manager, Pompano Beach, FL	2008 – 2013
General Services Director, Fulton County, GA	2003 – 2008
General Manager, Exel Incorporated, Buffalo, New York	2001 – 2003
Process Manager, Ashland Chemicals, Dublin OH	2000 – 2001
Plant Manager, Ashland Chemicals, St. Louis, MO	1997 – 2001
Warehouse Manager, Ashland Chemicals, Little Rock, AR	1996 – 1997
United States Army (later Army Reserve 1997 – 2005)	1985 – 1996

BACKGROUND

Alameda County is in the San Francisco Bay occupying most of the East Bay area. The 2020 census, place the population at approximately 1,800,000, making Alameda the 7th most populous county in California, and 20th most populous nationally. Alameda County is in the top 2% of most racially diverse populations in the United States.

Alameda County is part of the San Francisco–Oakland–Berkeley, CA Metropolitan Statistical Area, and the San Jose–San Francisco–Oakland, CA Combined Statistical Area. Alameda County is home to the 4th busiest port nationally, home to the University of California, Berkeley. I-80 runs the western boundary of the county and I-880, I-580, and I-680 runs East to West across the County. The East Bay is home for the corporate offices of Apple, Google, Facebook and many major technology companies. The continuing growth of corporations like the aforementioned supports the population growth and demand for housing that cannot currently be met. The County is home to Alameda Health System (AHS) a County funded health system and Kaiser Permanente which corporate offices are located in Alameda County. In recent years Alameda County and the City of Oakland lost two major sport teams. The ability to replace the teams has been overshadowed by need for affordable housing. Homelessness and a major need for mental health services continues to challenge the County in every way. Although unemployment is at an all-time low. Local minimum wage of \$15.00 is not sufficient to afford a one-bedroom apartment in the Bay Area.

Alameda County's General Fund budget comprised \$3.1 billion and the total budget was \$3.5 billion in 2021. This does not include Capital Improvement budget of \$1.2 billion of new and on-going major capital projects. Alameda County has approximately 10,000 employees. The majority of the workforce is unionized. There are 12 Labor Organizations and Bargaining Units within Alameda County's workforce. The Agency has nearly four hundred (400) employees and I directly supervise seven (7) employees.

The three most critical challenges facing Alameda County are:

- Revenue reductions/loss. Nearly Two Thirds of Alameda County's General Fund Revenue is program revenue (grant funds) from the Federal and State Governments. Changes in state law continues to reduce the amount discretionary revenue yearly. The state's Education Augmentation Revenue Fund has reduced the county's budget \$2.3 billion dollars since 1993. Revenue from Federal and State sources are constantly in jeopardy given the fluctuating political climates within those governments.
- Affordable Housing/Homelessness. Like many municipal governments in northern California. Alameda County is approximately 50 years behind in housing development. The gap in development of affordable housing is even wider. Over the last five (5) years 90 % of new housing development is market rate housing. Homelessness continues to increase rapidly without any significant effort locally or nationally prior to COVID -19 pandemic. The acquisition of hotel with CARES and state funding established a solid foundation to slow the homelessness increase. More funding and programs are needed to shelter the unsheltered with additional mental health services to provide the needed impact.
- Lack of Development/Redevelopment sites. To compound the issue of the shortage of affordable housing, is the shortage of developable land. California is the most difficult state to successfully develop. California Environmental Quality Act (CEQA). Allows nearly any resident to delay if not successfully stop construction of new development. In addition, the Hayward Fault a major branch of the San Andreas Fault to the west, runs through the most populated parts of Alameda County, while the Calaveras Fault runs through the southeastern part of the county. Available land that appear buildable is typically not buildable because of soil suitability or proximity to a fault line. Property value is extremely high for uncontaminated buildable site which hinders the project pro forma from yielding a return on the investment if it is not a market rate project. California is the most difficult state to successfully develop or redevelop.

WILLIE A. HOPKINS, JR.

GENERAL, MANAGEMENT STYLE AND EXPERIENCE

Alameda County is a leading and cutting edge government, setting the example in Sustainable practices and many other areas. We have been nationally recognized multiple times for our innovative energy savings, renewable energy initiatives and success with our green building.

I am trained and work collaboratively with the community. Transparently articulate all plans and actions in keep with the Board's mission, vision and values. California state laws requires a more direct control over construction, procurements, and labor when tax dollars are involved. I manage to create innovate procurements to minimize the time it takes to provide needed services. I created procurement programs across multiple governments leveraging the collective total spend for better pricing. I have also increase the use of local vendors to keep the local tax dollars at home. I have brought many programs forward for small local business of every type. I believe my overall success has been that I attend all community meetings to hear firsthand from the community. I follow up during the next meeting listing the subject and the action or plan to address the issue. Most important I think is shows the community that I am available and accessible.

I define my management style as situational/participative. I believe in creating an environment that is conducive to the employees wanting to come to work. I am committed to providing clear guidance to the leadership team so no one is guessing how I feel in any given circumstance. Leaders will experience two basic methods of doing things. The first is when Leaders are empowered to deal with the accomplishment of tasks as assigned. Provided both task and purpose are clearly defined, the Leader will have the freedom to execute operations in the way they see fit rather than being told how to do it (Policy Rules!). In some instances, given sensitive and complicated situations when a great deal of control is required to ensure synchronization, the Leader may be told what to do, when to do it, and sometimes how to do it. I will minimize the use of the second method unless forced to do. My core belief is to simply treat people the way I want to be treated.

The manner that I manage employees. I can say I have not had to deal with an adverse action that was a surprise to the employee. Employees terminate themselves, I only make it official. My mother often told me to learn from others mistakes. I have had the opportunity to work for and with very good managers at every level of my career and I have learned a great deal. I have also work for a couple that I learned a few things that I should not do for the sake of my career and the organization.

All current and former elected officials will say I get things done! I am proactive and in my planning and my decision making is all inclusive of the organization in total. Staff will first say that I always say, "please and thank you," with each assignment whether given verbally or in writing. They will say, they like that my door is always open for guidance or advice.

WILLIE A. HOPKINS, JR.

The most frequent comment is that I never get upset and calmly coach them through errors the first time. Often the other comment, is that I make the work environment fun. My visioning and forethought has been key in preventing infrastructure failure. I presented multiple alternative financing opportunities to address nearly \$500 million in deferred maintenance. Introduced Public Private Partnerships (3P) as means to keep the capital program on track while addressing other critical needs. Pursued performance based contracts resolve some unfunded maintenance needs. Lastly, all parties have great appreciation for my leadership.

My greatest strength is leadership and teambuilding. I work towards creating a fun competitive environment that not only forge collaborative consensus building internal but also externally. My approach is to finalize the internal team objective and approach before presenting it publicly or to other critical stakeholders. A recent project involved modification of existing jail space for medical and mental health services. I work with Health and Mental Health Services to show lack of and the need for inmate services. I then coordinated to the sheriff's office to show there was a reduction in beds not an increase. The activist understood and agreed halted protest of a jail expansion.

In terms of weaknesses, I am not confrontational at times when I should be. I remain silent publicly and choose to resolve issues without an audience. I have learned over time it sends the wrong message. If a public comment is not true, I should say so but, not engage in public debate.

The Alameda Health Systems Acute Care Tower is my biggest achievement. Although many will look at Atlanta Braves Stadium complex as a great success, and I agree. However, the service provided by Alameda Health healthcare service to thousands of uninsured citizens in the Bay Area. Is the reason I have a passion for public service. It was a costlier project and difficult to construct because the old tower was operational as the new tower was under construction. The old tower was demolished in pieces because we could not implode it sitting in the middle of a community. The hospital will service the community for another hundred years.

My biggest regret not being able to convince Fulton County Commissioners to build a new county jail. Although I was able to get the county out of the facility portion of a federal consent because of the jail conditions. The cost of a new jail was \$200 million dollars. The commission was against the idea of a new jail and outsourced inmates while the occupied jail was renovated. Every effort to convince the commission was rejected, and unfortunately \$220 million was spent outsourcing inmates.

The challenges I see facing the City of Lake Worth Beach are:

- Development/Redevelopment – Ensure the development is in keeping with the community desires.
- Infrastructure - Devise a plan to sustain existing infrastructure while making sure new development does not stress existing physical capabilities.

WILLIE A. HOPKINS, JR.

- Explore other financing options to delay major capital outlay until projected revenue is available.
- Growth Management – Ensure services planning matches the growth, so the community and public service capabilities are not overwhelmed. Consistent communication with all stakeholders to keep them informed. Quarterly review of all city plans for compliance.

During the first six months my efforts will involve:

- Meet the Commissioner individually to understand their vision, immediate needs and other areas of concern. Meeting with staff, other elected officials, citizen groups, and lobbyist.
- Evaluate the City’s financial and operational position. Explore possible changes to increase operational efficiency. I want to create a proactive, staff that increasing the trust and confidence in city staff.

I am taking the opportunity to train the entire leadership in media response to ensure there is a consistent message release to the public. The city’s Facebook and/or Twitter should be used to get good communicate positively with residents. I would create a score card for residence to see how we are performing operationally.

I do not anticipate anyone contacting the City with negative contacts about me with the possible exception of a community activist and grant recipient that did not want to be reimburse per city policy. The activist insisted on a lump sum disbursement. I denied the request because it was against city policy.

I like classic cars. I own 5 classic cars, so during my spare time, I tinker with one my cars. I am walk and bike daily for health reasons. I do spend a time with my adult children and with my family.

SIX ADJECTIVES OR PHRASES I WOULD USE TO DESCRIBE MYSELF

- Creative
- Proactive
- Accessible
- Knowledgeable
- Highly Ethical
- Visionary

WILLIE A. HOPKINS, JR.

REASON FOR DEPARTING CURRENT POSITION

I was recruited to build a new stadium. I accepted my current position to gain further experience in very large redevelopment projects. Having experience with the Atlanta Braves stadium redevelopment, Alameda County Board of Supervisors wanted my negotiation and capital redevelopment experience for the Oakland Raiders negotiation and future stadium project. That project did not come to fruition as the Raiders decided to relocate before my arrival. I believe in keeping my word so I fulfilled my agreement. I have been looking for the right opportunity in South Florida for many years. I return to South Florida multiple times each year. I enjoy seeing the growth and redevelopment in Pompano Beach. It excites me because I laid the foundation many years ago convincing the City Manager to pursue a Section 108 Loan. The loan proceeds were used to make infrastructure enhance to entice developers to consider Old Downtown Pompano for development. Pompano has seen much redevelopment within and outside of its two CRA's. That is the kind of projects that drives my passion for this profession. I have fulfilled my contractual agreement with Alameda, and I have stayed longer to train an interim Director and allow for the recruitment of a new Agency Director. Lake Worth Beach is one the most attractive cities with the opportunity for the growth and redevelopment capacity to become a rival destination to work, live and play in Palm Beach County. Furthermore, Lake Worth is the perfect size to embrace the community and work with the Commission to build and nurture personal and professional relationship for the greater good of the city long term.

CURRENT / MOST RECENT SALARY

My compensation at Alameda County is \$238,965, excluding vehicle allowance.

Section 7

CB&A Background Checks

**Background Check Summary for
WILLIE A. HOPKINS**

Education

Confirmed

Employment

Confirmed except for
Alameda County (2015 – Present)

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.

From: w hopkins [mailto:wahop2@live.com]

To: Lynelle Klein

Subject: RE: Background Checks Records Found that Require an Explanation

Ms. Klein:

The Crooked Creek Homeowners Association (HOA) civil case was created by my ex wife. Attached are the legal actions I have taken to resolve the issue and the claim I have filed against my ex wife. I have also attached a copy of the settlement offer, indicating this will be closed by 30 November.

Explanation: My ex wife did not pay the HOA assessment, nor did she notify me of any pending legal actions. Also she did not pay the mortgage payments on the home as required which has negatively impacted my credit. I am in the final stage of both legal cases.

The attached documents offer a better explanation and the settlement I have reached. If required I can provide a copy of the motion against my ex-wife to recapture my legal and settlement costs.

If you need more information faster please call me @ 678-266-7102.

Have a great weekend.

WA

**Background Check Summary for
WILLIE A. HOPKINS
Personal Disclosure**

Personal Disclosure Questionnaire

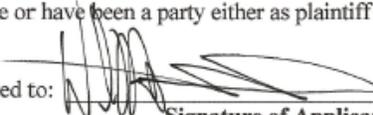
Name of Applicant: Willie A Hopkins, Jr.

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 all your social media accounts (Facebook / Instagram / LinkedIn / Twitter, etc.) and your personal web page if you have one.
Facebook: Willie A. Hopkins, Jr.
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 Lynelle@cb-asso.com or via fax to (561) 621-5965 no later than 5:00 PM PST 06/28/2021
(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

CB&A Reference Notes

**Reference Notes
Willie Hopkins**

Dr. Jackie McMorris – Former Director Public Services, Cobb County, GA 770-528-2610

Ms. McMorris worked with Mr. Hopkins from 2013 to 2015 as counterparts for Cobb County services departments. Although Mr. Hopkins is very knowledgeable in all aspects of support services, Ms. McMorris found him equally as knowledgeable in public works. As an adept leader, Mr. Hopkins possessed vast experience in working with several large County departments. He was an excellent manager: believing in team building and encouraging employee growth.

Mr. Hopkins believed in maintaining an approachable atmosphere. He encouraged his employees and department heads to come to him at any time. Willing to listen intently while keeping a calm demeanor was one of Mr. Hopkins's excellent interpersonal skills. Upon first beginning his tenure as agency director, a former colleague expressed her concern in approaching Mr. Hopkins as the new director about a possible wage discrepancy. She later expressed her confidence in Mr. Hopkins's ability to value her concerns and address them, resulting in a satisfactory solution. His capability to balance leadership with management resulted in good working relationships amongst the staff and directors of the different county agencies. He brought all together as a smoothly functioning team. He possessed the talent to express his ideas in a clear and concise manner while respecting the elected leadership's position.

Mr. Hopkins did not micromanage. Rather, he trusted in individual responsibility and accountability. Yet, he was willing to maintaining supervision where necessary. Mr. Hopkins was an innovative person who thrived on bringing change where change was due. He played an integral part in the procurement of a new library, bringing valuable ideas to the forefront while keeping in mind the legal issues involved for such a project to come to fruition.

One of the biggest projects Mr. Hopkins spearheaded was the acquisition in relocating the Atlanta Braves team to Cobb County. His expertise and innovative nature proved very valuable in the planning and implementation of those plans in building the necessary infrastructure needed to support this new acquisition. As a talented public speaker able to address any audience, Mr. Hopkins articulates information clearly while addressing concerns and questions in a manner all may understand. Ms. McMorris witnessed this talent on multiple occasions during frequent Town Hall meetings where the public openly addressed their concerns and ideas. He was a customer service oriented person: valuing input from a variety of sources. Before making decisions of any kind, he believed strongly in gathering facts and information to make the best decision possible.

Ms. McMorris valued Mr. Hopkins's talent and experience. He had been an asset to the County bringing his excellent managerial style creating a smooth functioning multi departmental team, which brought valuable change to Cobb County. As a man of integrity he was well respected by all who had the pleasure of working for him and with him. Ms. McMorris was confident he will be of equal value in any city or government setting willing to learn and work hard.

**Reference Notes
Willie Hopkins**

Words or phrases used to describe Willie Hopkins:

- Detailed oriented,
- Professional,
- Compassionate,
- Great communicator,
- Good leader, and
- Manager.

Strengths: Good listener with an approachable nature, looks at all aspects before making a decision, and well rounded leader with excellent managerial skills.

Weaknesses: Although not necessarily a weakness, but could push a viewpoint hard when he felt strongly about it.

Scott Transou – Former Assistant Director of Logistics, Fulton County, GA 404-376-4721

Mr. Transou has known Mr. Hopkins for a number of years extending as far back as 1996. From about 2003 until 2008 they worked together for the Fulton County Government. Mr. Hopkins was the Director of General Services to whom Mr. Transou reported until Mr. Hopkins resigned his position. Mr. Hopkins had extensive knowledge of facilities management and maintenance. His responsibility extended to the management of the county's fleet as well showing outstanding skill and judgment in all areas. He was an excellent leader: able to easily supervise large numbers of employees.

Mr. Transou had great respect for Mr. Hopkins's managerial style. He was an excellent communicator: clearly articulating information to any audience. His willingness to learn all he could before presenting this information demonstrated his commitment to those he served for and with. He was well liked by his peers and employees. Mr. Hopkins believed in delegating responsibilities to allow individual growth while increasing their knowledge base. This style proved successful in encouraging employee self motivation and building a smooth functioning county team which encompassed various departments. He was a hard worker and was willing to lead by example. As an approachable individual with a calm demeanor, he believed in an open door policy, which only added to employee confidence in his leadership.

As an innovative thinker with the ability to view future ramifications, Mr. Hopkins took on the extensive project of renovating the Fulton County Jail facility. It was in dire need of repair and modernizing to bring it within federal standards. His knowledge of all general services and legal issues involved gave credence to his concerns and plans when presenting the information to the county commission. It was a \$55 million dollar project entailing procurement of bids and contracts, which Mr. Hopkins handled with ease.

Reference Notes Willie Hopkins

Mr. Transou also worked with Mr. Hopkins at the Ashland Distribution Company in various capacities from about 1996 until about 2001. As a creative thinker, Mr. Hopkins successfully modernized the methods the company had been using to track their inventory. He skillfully began the challenge of converting 92 of the facilities, which provided increased inventory accountability.

Mr. Hopkins believed in customer service. He put great value in listening to the community's needs and was willing to entertain ideas presented to him by the taxpayer. As a talented communicator with an approachable nature, he showed great skill in bringing the individual's ideas or concerns to the attention of elected officials. He was an excellent mediator. Mr. Hopkins is a man of integrity: bringing vast knowledge and experience to the various positions he has held. Mr. Transou is confident Mr. Hopkins will continue to be an asset to any city or county he is employed with.

Words or phrases used to describe Willie Hopkins:

- Good manager,
- Results driven individual,
- High performance,
- Strategic thinker,
- Good leadership skills, and
- Good overall person.

Strengths: Good communicator, very disciplined, learns quickly.

Weaknesses: Good delegator, but could occasionally release responsibility more.

Eugene Martin –Fleet Manager, Fulton County Government, GA 630-605-8577

Mr. Martin served with Mr. Hopkins in the military from 1986 until 1996 as part of the division support command unit. Later (from 2007 until 2009) Mr. Martin worked for Mr. Hopkins with the Fulton County Government. Mr. Hopkins was an excellent manager with vast knowledge and experience in various general service areas. He was a people-oriented person with good interpersonal skills. Between his military background and previous leadership positions, he displayed an organized and calm demeanor in any environment.

When beginning his tenure for Fulton County, Mr. Hopkins immediately recognized the need to renovate the fleet department. As an innovative thinker, he implemented an automated system to standardize areas such as asset inventory. His willingness to research the best methods, learn them, and then clearly articulate this knowledge to his employees allowed a successful and more efficient transition to occur. Mr. Hopkins's idea to streamline the brand of fleet vehicles permitted a negotiation with Ford Motor Company to include vehicle maintenance as part of the

Reference Notes Willie Hopkins

purchase agreement. This alleviated additional stress from the fleet department. In turn, this led to a more standardized and accountable county division.

Another valuable talent of Mr. Hopkins was his ability to see the future ramifications of an undertaking. When maintaining the facilities of the county, he showed an aptitude for deciding what the best long-term solutions were, rather than utilizing quick and unsuccessful fixes. As a result of Mr. Hopkins excellent communication skills, he successfully encouraged Fulton County to increase their efforts in maintaining Fulton County Jail while remaining within a strict budget. He clearly articulated the need to follow federal mandates and presented plans to implement the changes necessary.

Mr. Hopkins had an excellent managerial style. His approachable nature allowed employees to seek his expertise and advice when needed. He believed in delegation of responsibilities while holding those involved accountable. Mr. Martin was confident Mr. Hopkins had been a mentor to many and was well respected by all who worked with him. He was compassionate: willing to listen intently to those who sought him. As a professional, he was a man of integrity who held himself and his employees to a high standard of performance, thus creating a smooth functioning entity of various departments.

Another example of Mr. Hopkins leadership and organizational ability occurred during his military service. Supervising large groups of personnel in administering relief to the Hurricane Katrina victims proved to be a challenge. Yet, Mr. Hopkins performed it with ease. He brought his teams together quickly to work as a unit in organizing all necessary assets. As a customer service oriented person, he valued input from all. This allowed greater success in his endeavors. Mr. Martin admired Mr. Hopkins past service with the Veteran's Administration in listening to and addressing veterans needs.

Mr. Hopkins led by example in every aspect of his life. He was well respected by Mr. Martin who was confident Mr. Hopkins was an asset wherever he serves. His skill and extensive experience will be of great value to any city or county.

Words or phrases used to describe Willie Hopkins:

- Good communicator,
- Experienced,
- Driven,
- Compassionate,
- Great manager, and
- Trustworthy.

Strengths: Excellent interpersonal skills and logistical knowledge.

Weaknesses: None identified.

**Reference Notes
Willie Hopkins**

Woodrow Poitier - Commissioner, City of Pompano Beach, FL 954-464-5160

Mr. Poitier worked closely with Mr. Hopkins from 2008 until 2013. Mr. Hopkins was an excellent manager possessing a broad knowledge of public works and services. His pleasant personality and open door policy promoted good working relationships with those he interacted with. Mr. Poitier was confident in Mr. Hopkins ability to efficiently handle any project or assignment given.

Mr. Hopkins chief responsibilities encompassed all utility and public works departments for the city. His extensive experience proved beneficial in keeping the daily functions running smoothly. As an innovative thinker, Mr. Hopkins brought fresh ideas with well-thought plans to council meetings. He was always willing to research and gather information beforehand. His presentations were clear and concise, displaying an aptitude for simplifying technical information to be easily understood by all. The city leadership appreciated this talent, finding Mr. Hopkins interesting and informative. He was well-respected by the Commission for his ability to be honest, even if the data given proved contrary to the desires of the city leadership resulting in the need to change a plan or project. Mr. Hopkins input proved valuable in moving the city forward in a positive direction.

Mr. Hopkins was an innovative thinker: able to see the future ramifications of a project. His talents proved valuable in renovating the old original high school building into a historic museum. He adeptly negotiated with many agencies and individuals and gained their support for the plan. It is now a valuable piece of city history.

Mr. Hopkins possessed excellent interpersonal skills. When one of his directors in the housing and urban development department experienced continual frustration with her language barrier, he stepped in and smoothly assisted. His capacity to motivate employees and encourage personal growth created high-performance departments. As a customer service oriented person, he was always willing to give of his time to anyone seeking his attention. Those under his leadership gained respect and appreciation for his ability to direct. He remained firm, yet approachable.

Due to a change in the city manager, Mr. Poitier was confident Mr. Hopkins resignation was not for any performance issues. He was a valuable commodity for the city: bringing fresh ideas and talents to the city leadership. His knowledge and extensive experience will benefit any city or county services department. In addition, Mr. Hopkins excellent leadership and managerial talents make him a perfect candidate for leadership positions.

**Reference Notes
Willie Hopkins**

Words or phrases used to describe Willie Hopkins:

- Trustworthy,
- Honest,
- Timely,
- Truthful,
- Good communicator, and
- Good with people.

Strengths: Excellent foresight, honest and quick on his feet.

Weaknesses: None identified.

Joe Tommie – Purchasing Director, Cobb County, GA 770-528-8435

Mr. Tommie was part of the interview team that hired Mr. Hopkins in 2013. The team was very impressed at the time of the interview with Mr. Hopkins's extensive knowledge in facilities maintenance and management, fleet management, and various additional County services. Mr. Tommie had great respect for Mr. Hopkins's managerial style and leadership abilities.

Mr. Hopkins oversaw the various general service departments for Cobb County consisting of more than 300 personnel. He displayed a calm and caring nature to his employees, encouraging approachability. Believing in mentoring and motivating an individual to greater success allowed respect from both peers and subordinates. His managerial style with an additional belief in team building established excellent relations between departments. Mr. Hopkins did not believe in micromanaging, but rather delegated responsibilities efficiently while putting trust in his directors and employees. As a director, Mr. Tommie appreciated this opportunity to grow through Mr. Hopkins's leadership.

As an innovative individual, Mr. Hopkins identified the need for a capital improvement budget to allow for improvement of operations within facilities. While working with the fleet, one such change identified was the need to standardize the purchasing of the vehicles to include vehicle maintenance (thus alleviating internal drain). His talent in viewing future needs and potential ramifications was of great value in streamlining operations of the various departments. His excellent communication skills was also of value when presenting information to the areas involved with a potential change. He was articulate, clear spoken, and always well prepared.

Mr. Hopkins was a humble individual willing to research and seek input from knowledgeable individuals before making a decision. As part of an interviewing team, Mr. Tommie witnessed the successful hire of an Information Technology Director. He was confident in Mr. Hopkins thorough job with the interview process, gathering all opinions from those involved before

**Reference Notes
Willie Hopkins**

making the best possible choice. This resulted in the hiring of a knowledgeable and talented individual.

Mr. Tommie respected and appreciated Mr. Hopkins's vast knowledge. His extensive leadership experience and innovative nature brought positive change to the County agencies. Mr. Hopkins is a man of integrity: leading by example in all aspects of his life. His calm and humble demeanor encouraged approachability from all. He was an asset to Cobb County and Mr. Tommie is confident Mr. Hopkins will be of great value to any city or county he is employed by.

Words or phrases used to describe Willie Hopkins:

- Team player,
- Organized,
- Good communicator,
- Articulate,
- Good leader, and
- Excellent manager.

Strengths: Good communication and interpersonal skills.

Weaknesses: None identified.

Steve White – Tax Assessor, Cobb County, GA 770-528-3106

Mr. White met Mr. Hopkins in 2013 and enjoyed working with him. As the County tax assessor, Mr. White interacted with Mr. Hopkins about once a week and then again in the monthly status meeting held by the County leadership. Mr. Hopkins was a professional in all aspects: making an outstanding representative for the county. He was an excellent communicator, able to articulate clearly in front of a variety of groups. His experience and knowledge base of general services was extensive.

Mr. Hopkins was excellent with people. He was approachable and always willing to listen to all ideas and input from his employees and directors. Mr. White appreciated Mr. Hopkins ability to humbly gather all information and then diligently work with those involved to come to an agreeable decision. He was calm and fair in his dealings. His outgoing demeanor allowed him to smoothly intermingle with all types of people.

As an innovative individual, Mr. Hopkins brought fresh ideas to the County. His vast knowledge and experience made him an asset. He gained respect from the public and elected officials. For example, laws pertaining to firearms were of great concern for Mr. White as the County Tax Assessor. When these concerns were brought to the attention of Mr. Hopkins he showed excellent understanding and skill in analyzing the possible consequences for County facilities.

**Reference Notes
Willie Hopkins**

He proficiently presented the issue to the County Manager along with a plan. This resulted in the implementation of key card access to at risk facilities and security measures for government parking structures.

Although Mr. White did not have the privilege of daily interactions with Mr. Hopkins, he respected his professionalism and knowledge. Mr. Hopkins was a man with integrity with excellent interpersonal skills. He was a benefit to Cobb County and will be an asset to any city or county position he holds.

Words or phrases used to describe Willie Hopkins:

- Professional,
- Good guy,
- Willing to work hard for anyone,
- Approachable,
- Calm, and
- Understanding.

Strengths: Professional in all aspects of his life, outgoing and approachable.

Weaknesses: None identified.

Donna Zigler – Legal Counsel, Alameda County, CA 510-272-6706

Ms. Zigler met Mr. Hopkins when the County hired him in 2015. They work together as colleagues.

Mr. Hopkins is very committed to his job. He has a take-charge attitude that helps him accomplish tasks. For example, during the initial outbreak of the COVID-19 pandemic, he was available at any hour of the day or night. He led his team in a mass sanitizing effort. He was able to execute without becoming bogged down in the bureaucracy.

When Mr. Hopkins was hired to work for the County, he was placed in charge of a department without consistent leadership. Many people resigned. Yet, Mr. Hopkins was able to stabilize the workforce. Despite the difficulties, he has been unflappable in delivering good service. He keeps his team together and keeps them moving. In general, he makes good decisions.

Mr. Hopkins focuses heavily on customer service. He is effective and professional in building relationships with individual board members. Additionally, he seems to enjoy being in the community. The public trusts him.

Reference Notes Willie Hopkins

Although Mr. Hopkins can be a very direct communicator, he can also accept the direction he receives. In stressful situations, he does not lose his cool. When the Board creates stressful environments, he communicates clearly with the Board and does not allow himself to become bogged down.

Ms. Zigler is unaware of anything that might be deemed controversial or embarrassing involving Mr. Hopkins. Although Mr. Hopkins has a broad skillset, Ms. Zigler is unaware of his budget skills. For this reason, she hesitates to say if he would be a good Municipal Manager. However, based on all his other skills, she would give him a great endorsement. Mr. Hopkins operates from a leadership point of view. He is able to effectively manage various teams and divisions in numerous areas.

Words or phrases used to describe Glenn Cullen:

- Achiever,
- Effective,
- Direct,
- Hard worker, and
- Listener.

Strengths: Does not get bogged down in bureaucracy and politics, and moves to execute decisions.

Weaknesses: There is a great deal of politics and bureaucracy to navigate in the County. The size and extent of the bureaucracy can become frustrating to Mr. Hopkins because he is a man of action. When he does become frustrated, he does not manifest anger or rude behavior. Rather, he uses Ms. Zigler as a sounding board.

Vincente Thrower – Community Activist, Pompano Beach, FL 954-601-7788

Mr. Thrower met Mr. Hopkins in 2009 when Mr. Hopkins was the Assistant City Manager. Mr. Hopkins was an excellent administrator who cared about the community. Working to resolve community issues was part of his leadership style. When making decisions, he tried to always do what was best for the City and the community. Due to that, he generally made good choices.

When it comes to hiring personnel, Mr. Hopkins drew on his military background to hire competent people. He did not believe in nepotism or doing favors for a friend. Rather, he sought to hire the best candidate.

When facing stressful situations, Mr. Hopkins was cool, calm, and collected. He never raised his voice and was very disciplined. For example, at one point Mr. Hopkins's boss left employment. Although Mr. Hopkins applied for the open position, he was not selected to fill the vacancy. Nevertheless, he still gave full effort to his work.

Reference Notes
Willie Hopkins

Mr. Hopkins's calm demeanor helped him earn the trust of the black and white communities in the City. He gave all his energy to building bridges and helping the black community trust the system. Determination to build consensus is one of his strongest traits.

Mr. Thrower is unaware of anything in Mr. Hopkins's past or current behavior that might cause a reasonable person concern. Furthermore, Mr. Thrower is unaware of anything in Mr. Hopkins's past that might cause a future employer embarrassment. He is a good family man who is a good role model for his children. If given the opportunity, Mr. Thrower would hire Mr. Hopkins because he is a good leader who loves his country.

Words or phrases used to describe Glenn Cullen:

- Committed,
- Loyal,
- Responsible,
- Cares for others, and
- Is a great leader.

Strengths: He is able to build consensus between the community and the City.

Weaknesses: Although this is not always a weakness, Mr. Hopkins does not know how to say "no." This is mainly due to his desire to make changes for the better in a community.

Prepared by: Beth Nestman and Emily Dayton
Colin Baenziger & Associates

CB&A Internet Research

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

Berkeley Voice (CA)
May 8, 2020

OFFICIALS AXE PLAN TO HOUSE HOMELESS IN BERKELEY HOTEL
Project unravels amid dramatic accusations

Author: Marisa Kendall

A plan to turn 113 Berkeley hotel rooms into much-needed homeless housing during the coronavirus pandemic has fallen apart in a dramatic fashion just one day before dozens of people were set to move in. With most of the hotel rooms Alameda County had reserved for the homeless under "Project Roomkey" already filled, officials last month announced they would turn La Quinta Inn on University Avenue into additional pandemic housing for people who are vulnerable to COVID-19 and have nowhere to self-isolate. The contract, worth between \$1 million and \$1.2 million, was approved unanimously April 28 by Alameda County supervisors. But two days later, officials pulled the plug on the deal, citing problems with the hotel owner. "The city of Berkeley and Alameda County decided together to terminate the contract because the property owner could not comply with the terms of Project Roomkey," county spokeswoman Jerri Applegate Randrup wrote in an email. The deal imploded the day before 48 residents of a homeless shelter operated by the Berkeley Food and Housing Project were scheduled to move in, according to city of Berkeley spokesman Matthai Chakko.

Willie Hopkins Jr., director of the county's General Services Agency, terminated the agreement Thursday in a letter that accused the hotel owner of everything from renegeing on his end of the deal, to behaving in a sexist manner to female county and city of Berkeley employees. But the owner, Pradeep Khatri, who also goes by Peter Khatri, denies all those allegations and has said he and his staff have already done the work needed to get his hotel ready to help, including asking other guests to move out. "I am still able and willing to offer you the Hotel immediately or as soon as the County is ready to take it over," he wrote Monday in a letter to **Hopkins** that he provided to this news organization. "The County needs this hotel to house the homeless and others." Khatri has said he will get his lawyer involved if county officials won't work with him to get the deal back on track.

Through Gov. Gavin Newsom's Project Roomkey initiative, counties around the state - including in the Bay Area - have secured thousands of hotel rooms to use as quarantine housing for homeless residents infected by or exposed to COVID-19, or at high risk of developing serious symptoms if infected. The Federal Emergency Management Agency will reimburse 75% of the cost of rooms.

As of last week, the 393 rooms leased by Alameda County at the Comfort Inn and Radisson Hotel in Oakland were at maximum capacity, Colleen Chawla, director of the county's Health Care Services Agency told county supervisors. The Board of Supervisors approved leases with two other hotels in addition to La Quinta - the Quality Inn in Oakland (98 rooms), and the Marina Village Inn in Alameda (51 rooms). But Chawla said she expects the county will need about 1,200 rooms. The failure to add La Quinta's rooms highlights the difficulties officials

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around the region are facing as they rush to try and get thousands of hotel rooms ready for vulnerable unhoused residents to move in. "It is unfortunate that the County is unable to use your Hotel as part of its COVID-19 response, but it cannot waste time, money and precious resources dealing with your behavior and repeated breaches of the Agreement during this time of emergency," **Hopkins** wrote in the letter to Khatri.

Points of tension included Khatri's worry that residents wouldn't leave the hotel at the end of the agreed-upon lease term, and his refusal to allow use of his hotel's breakfast area and second-floor ballroom, according to the letter. **Hopkins'** letter claims Khatri attempted to back out of the agreement multiple times, telling officials "I will NOT have the facility ready for you," and "I do not wish to engage with you anymore please have your legal department contact me." But Khatri says those disagreements have been cleared up. He suggested the problems stemmed from the hurried nature of the negotiations - he was allowed just 30 minutes to review the initial contract before signing, he wrote in his letter to **Hopkins**.

Khatri also cited the large amount of work he had to do to get the hotel ready to participate. He and his staff turned each room into a single-occupancy room by removing the second bed, stopped all online reservations and asked current guests to move out by April 30 - including one who had lived at the hotel for several years.

But in an allegation that the county seems to view as insurmountable, **Hopkins** accused Khatri of displaying sexism during his interactions with city and county staff. When a group of five female city and county employees visited the hotel last week, **Hopkins** alleges Khatri's behavior - which included taking one of the women alone into a separate room to negotiate terms of the contract - made them uncomfortable and afraid for their safety. After that, Khatri asserted he would speak only with male county employees, according to **Hopkins**. Khatri denies those claims. "To the extent anyone believed that I was being sexist, that was not my intent," he wrote in his reply to **Hopkins**, "and I have already apologized if any comment I made was perceived in that manner."

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[CB&A Note: Only the information relevant to **Willie A. Hopkins, Jr.** is listed below.]

San Francisco Chronicle: Web Edition Articles (CA)
September 29, 2019

Alameda County jail is empty, but the air conditioning is on — at \$83,00 a month

Author: Phil Matier

Taxpayers are shelling out \$83,000 a month to keep the heat and air conditioning running at a downtown Oakland jail that has no inmates and has been closed for months. "That's the bill we are getting every month from the county," said Alameda County Sheriff Greg Ahern. And taxpayers will probably keep paying the \$1 million-a-year utility bill for the 20-story Glenn Dyer Detention Facility for some time to come as Alameda County officials decide what to do with the empty jail. Here's the story. Opened in 1984, the 800-bed facility was mothballed in June as a cost-cutting measure amid rising expenses and a county inmate count that had dropped to 400. Earlier this year the last of the Dyer inmates, most of whom were on federal detention, were transferred to Santa Rita Jail in Dublin. But when the jail, which is located at Sixth and Clay streets, was closed the heating and air conditioning stayed on.

"Providing adequate ventilation to the interior is critical to maintaining the facility regardless of occupancy," said Alameda County General Services Agency Director **Willie A. Hopkins Jr.** "The lack of ventilation will expedite mold and mildew growth," Hopkins said of the nearly windowless high-rise. Plus, mechanical systems like air conditioners can fail if not operated," **Hopkins** said. Another complication is that the jail's utility system is linked to the adjacent Wiley W. Manuel Courthouse, which is in use. "Unfortunately, the design of the aforementioned facilities prevents deactivation of the central plant," said **Hopkins**, who also noted that "by definition, mothballing is the deactivation and preservation of equipment or a facility for possible future use."

In July, mayors from 14 cities in Alameda County, including Oakland and Berkeley, floated the idea of repurposing the jail as a homeless center. The Alameda County Board of Supervisors agreed and offered to lease the jail, which has a own laundry, and food service and medical facilities, to Oakland for \$1 a year. "The thought was that people could have their own rooms and live with dignity," Alameda County Supervisor Scott Haggerty said. The mayors were given a tour, but the homeless shelter idea died quickly when homeless advocates said housing people in a former jail would be inhuman. "It was seen as being too traumatic," Alameda County Supervisor Nate Miley said. The supervisors said they were never told about the high price of keeping the lights on. "But I have budgeted \$1 million for the year," Ahern said. The supervisors are now trying to decide what to do with the empty building. "I'm for tearing it down. It's never going to be used as a jail again, and we are never going to use it again," Haggerty said. "We can't go on with this situation indefinitely," Miley said. "It's going to cost too much, and that money could be used for other services."

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[CB&A Note: Only the information relevant to **Willie A. Hopkins, Jr.** is listed below.]

South Metro Neighbor (Forest Park, GA)
June 1, 2018

Stockbridge Main Street program gets third accreditation

Author: Neighbor Staff

The 3-year-old Stockbridge Main Street program recently received its third annual designation as an accredited Main Street America program. According to a news release, it had to meet 10 performance standards set by the National Main Street Center, a subsidiary of the National Trust for Historic Preservation.

Main Street programs receive accreditation for commitment to preservation-based economic development and community revitalization.

"The Stockbridge Main Street Program has remained laser-focused on its mission of designing an identifiable downtown historic district that promotes economic vitality, encourages cultural enrichment and nurtures community spirit," program Manager Kira Harris-Braggs said in a statement. "With the assistance of our Main Street advisory board and dedicated staff, we have maintained our status as a national Main Street accredited program and have garnered support for our work on both a local and statewide basis. It is truly an exciting time for our downtown."

Its advisory board is, **Willie Hopkins,**

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Willie Hopkins, Jr.
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Oakland Tribune, The (CA)
May 25, 2018

RAISING SALES TAX ON ALAMEDA COUNTY BALLOT

Author: Peter Hegarty

A June ballot measure would raise the sales tax in Alameda County by a half-cent, with the money going to assist low-income families with child care and preschool costs. Measure A, which will appear on the June 5 ballot, would impose a 30-year, half-cent jump in local sales tax, an increase that would fund scholarships for families to get early education for their kids. If approved, the measure would mean that shoppers in some cities — Hayward, San Leandro, Union City and Albany — would pay a sales tax of 10.25 cents for every dollar. Those in other cities in the county would see the sales tax go up from 9.25 percent to 9.75 percent. The ballot measure also would raise pay to at least \$15 an hour for those employed at organizations that work with the county to provide such services. The measure is projected to generate about \$140 million annually. It needs a two-thirds majority to pass.

Among those who signed the ballot in support of Measure A are Clarrisa Doutherd, executive director of Parent Voices Oakland, and Scott Moore, executive director of Fremont-based Kidango, which offers preschool, behavioral health and other services. "Many families cannot afford childcare or spend years on waiting lists," the argument on the ballot that supports the measure says. "Parents are forced to work two jobs to make ends meet. Mothers are more likely to leave the workforce to care for children, contributing to gaps in their income and careers." The argument notes that a child's brain develops most dramatically during the first five years of life. Just Marcus Crowley, described on the ballot as a citizen and voter, is listed as an opponent. "A special tax must state a few specific purposes," the opposition argument says. "The listed benefits of this childcare measure are so vague that the new sales tax could be spent in practically anything, making accountability impossible."

If voters approve raising the tax, the funds would be administered by First 5 Alameda County or a similar organization, according to county officials. A citizen's oversight committee and a planning and advisory council are also proposed. Proceeds from the proposed tax cannot be used for kindergarten through 12 grade programs, except for expanding transitional kindergarten eligibility for 4-year-olds. County supervisors voted unanimously in February to place Measure A on the ballot after holding eight community meetings. In addition, an advisory panel of 48 child care and early education providers met on three occasions to provide feedback.

Two telephone surveys of 600 likely voters also showed that 73 percent of them would support it, **Willie A. Hopkins Jr.**, director of the county's General Services Agency, told the board Feb. 27, when he urged supervisors to place it on the ballot. "The proposed measure will help to mitigate the scarcity and cost of child care and early education within Alameda County, especially for low- and middle-income families and vulnerable populations," **Hopkins** said.

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(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **Willie A. Hopkins, Jr.** is listed below.]

<https://content.govdelivery.com/accounts/CAALAME/bulletins/1e8595f?reqfrom=share>

Alameda County GSA, Vendor Forum District 3

April 17, 2018

Alameda County sent this bulletin at 04/09/2018 11:49 AM PDT

Dear Vendor,

You are invited to the following event: **VENDOR FORUM District 3 Presented by the Alameda County General Services Agency**

Please join us for this **FREE** networking event! Maximize your business with Alameda County and take this opportunity to meet with County agencies and departments. Learn about contracting opportunities, meet and network with other vendors and become familiar with the County's Small Local Emerging Business (SLEB) Program. **Willie A. Hopkins, Jr.**, Director, Alameda County GSA, will be the Speaker.

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Willie Hopkins, Jr.
(Articles are in reverse chronological order)

Daily Review, The (Hayward, CA)
December 29, 2017

SHERIFF'S SUBSTATION OLD BUT SAFE, COUNTY SAYS

Author: Darin Moriki

There is no denying that the Alameda County Sheriff's Office substation for Eden Township above Interstate 580 could use a little work, although county administrators estimate it could cost at least \$21.4 million to upgrade the facility.

The two-story, 64-year-old substation, at 15001 Foothill Blvd., does not meet current building or seismic codes and is on the county's list of buildings that need to be upgraded, replaced or relocated in the near future, General Services Agency Director **Willie Hopkins Jr.** said. He insisted, however, that the building does not pose a safety threat to Alameda County Sheriff's Office personnel. "The building is in an acceptable physical condition for its age, but it is outdated and constrained in its space," **Hopkins** said at the Dec. 6 Unincorporated Services Committee meeting, where the issue was discussed. "The building structure does not meet current seismic code; however, an upgrade to current code to complement it is voluntary unless the building is deemed essential to services," he said.

Cherryland resident Mike Baratta disagreed, saying that the Eden Township substation's age and close proximity to the Hayward fault puts it at risk of being damaged or destroyed in an earthquake. Instead, the Eden Township substation should be relocated to a 2.6-acre lot at the corner of Mission Boulevard and Maddox Road in Cherryland, he said. "They're going to be impacted by sitting on that precipice; it's negligent to not even consider that," Baratta said.

Buildings that can provide essential services after a disaster are required under state law to be designed and constructed "to minimize fire hazards" and resist, to a practical extent, "the forces generated by earthquakes, gravity and winds." These requirements apply to fire stations, police stations, emergency operations centers, California Highway Patrol offices, sheriff's offices and emergency communication dispatch centers, along with any buildings that can have those uses.

The substation is close to the Hayward fault but has not sustained any structural damage, **Hopkins** said. Alameda County facilities are exempt from local building and zoning codes but "must work with local fire departments to comply with fire safety codes associated with upgrades and changes," **Hopkins** said.

Overall building improvements and retrofitting the Eden Township substation's second floor could cost Alameda County taxpayers up to \$21.4 million, based on 2016 estimates, Hopkins said. Those projected costs are expected to rise by a little more than \$1 million annually to account for inflation rates. The problem, however, is that no funding has been set aside to pay for upgrades or improvements to the Eden Township substation, Alameda County Supervisor Nate Miley said. "I think the sheriff's office would like to have a new facility, but at the moment, there has been neither land nor location chosen for a new Eden Township substation," Miley said.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

"Should that site be located, then there's the question of funding associated with building a new Eden Township substation. The bottom line at this point of time is all of that is ideal, but the existing facility is OK for the Sheriff's Office to occupy," he said. The 26,000-square-foot substation was built in 1953 to accommodate medical and health services but was significantly remodeled in 1977 for the Sheriff's Office.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

Daily Review, The (Hayward, CA)
August 4, 2017

VETERANS TO TURN OLD LIBRARY INTO CENTER
CASTRO VALLEY BUILDING HAS BEEN VACANT SINCE 2009

Author: Darin Moriki

A pair of veterans groups with no solid place to put down roots soon may have a new home inside the old Castro Valley Library building on Redwood Road. The Castro Valley Municipal Advisory Council, by a unanimous 7-0 vote, designated the old Castro Valley Library building as a Veterans Memorial Hall at its July 24 meeting. The advisory board also recommended Alameda County forge lease agreements with American Legion Post 649 and Veterans of Foreign Wars Post 9601, naming them as the facility's main tenants. "Honestly, this is huge for this community; this is a big, big deal," Castro Valley MAC Chair Marc Crawford said at the meeting. "What to do with this building has been a concern for a long time, along with figuring out how to pay for it. I can't think of a better use," he said.

Though details have not been hammered out, Alameda County owns the old library building and could lease it to the veterans groups for at least 20 years, county General Services Agency Director **Willie Hopkins** said. The lease must be brought back to the Castro Valley MAC to review and approve, although the county board of supervisors will have final say. Plans for the 10,239-square-foot library building at 20055 Redwood Road include creating a permanent headquarters for American Legion Post 649 and Veterans of Foreign Wars Post 9601, along with office space for both organizations. The two veterans service groups currently hold many of their events and meetings at the Hayward-Castro Valley Moose Lodge on Rutledge Road in Castro Valley.

"Our main purpose is just to have a meeting place where veterans can meet, set up some other things for veterans to do and all of that," American Legion Post 649 Commander Larry Ames told the Castro Valley MAC. The Veterans Memorial Hall also would serve as a meeting place for the Golden Gate Young Marines and USS Hancock Sea Cadet unit, both based in Hayward, along with various Boy Scout, Cub Scout and Girl Scout troops.

Some space also would be set aside for Friends of the Castro Valley Library, which has used the building to store books that are brought out during three annual weekend book sales at the current library on Norbridge Avenue.

Apart from its use as storage space, the old library building has sat vacant since 2009, when it closed and the current library opened near the Castro Valley BART station. The selection process for a new tenant began in June, when a Castro Valley MAC subcommittee started vetting proposals for the building. Those included one from the Castro Valley Unified School District to expand the Castro Valley Virtual Academy, a college prep high school program; add more career and technical education classrooms at Castro Valley High; expand the school district's preschool program; or create a child development center focused on technical and career education. The

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
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school district proposed the plan to the Castro Valley MAC in April but withdrew it shortly afterward, said Candi Clark, assistant superintendent of businesses services.

That left the Veterans Memorial Hall proposal as the only one on the table, Castro Valley MAC member Linda Tangren, a subcommittee member, said at the meeting. "In the proposal that was submitted by the two veterans organizations, you will see that their intent is to use this building as a meeting and conference area, which is much needed in Castro Valley, so we really felt that we were moving in the right direction," Tangren said.

The old library building will likely require Americans with Disabilities Act-compliant upgrades and the removal of hazardous materials, although county supervisors could allocate money to pay some of those expenses, **Hopkins** said. The cost of those fixes, however, has not been determined. "Once they fully understand the scope of what you're trying to do, I feel somewhat confident they will allocate the funding for me to take care of the (Americans with Disabilities Act) issues, and that way it will mitigate the liability for the organizations going forward," **Hopkins** said at the meeting. "From a county perspective, I don't see any limitations that will limit the ability to go forward in utilizing a veterans nonprofit organization," he said.

Castro Valley resident Sylvia Griggs said she and her husband, Steve, live near the old library and support plans for a Veterans Memorial Hall but worry about possible noise impacts, along with the facility's hours of operations. "It's a wonderful cause, and Steve and I both agree that, of all the things to go in there, this is the most worthy," Griggs said at the meeting.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

East Bay Times (CA)
August 4, 2016

COUNTY EYES NEW JAIL MEDICAL PROVIDER
SUPERVISORS SCHEDULE VOTE ON A NEW THREE-YEAR HEALTH CARE
CONTRACT

Author: David DeBolt

Alameda County appears close to cutting ties with Corizon Health, a company that has provided health care services at county jails for about two decades but has been criticized for its handling of medically vulnerable inmates. The Alameda County Board of Supervisors on Tuesday scheduled a special meeting at 10:30 a.m. Friday to vote on a new contract with California Forensics Medical Group, a company favored by the National Union of Healthcare Workers. The new, three-year contract is estimated to be worth at least \$90 million. The shift in the lucrative contract comes amid outcry over Corizon's handling of medical services at Santa Rita Jail in Dublin. The company was sued this year by the family of Mario Martinez, 29, of Hayward, who died of an asthma attack while in custody last year. Also last year, Corizon, along with the county, settled a \$8.3 million lawsuit over the death six years ago of Martin Harrison, 50, of Oakland, while he was in custody at the jail. As part of the record-setting settlement, only registered nurses and not licensed vocational nurses are allowed to conduct assessment screenings. Corizon has since been criticized for firing 49 licensed vocational nurses in January and 16 more in February, who together represent nearly 50 percent cut in the county jail system's nursing staff.

The supervisors on Tuesday rejected a recommendation from Sheriff Gregory Ahern **and Willie A. Hopkins Jr.**, director of the county's General Services Agency, to extend Corizon's contract another six months while the contract is rebid. California Forensics Medical Group was selected as the top bidder for the new contract, but that decision was appealed by Corizon.

County Auditor-Controller Steve Manning, who reviewed Corizon's appeal, requested the bidding do-over after finding flaws in the process related to cost proposals and a preference for hiring local companies. Manning, however, noted that Corizon's chances of winning the contract were not hurt as a result of the process. Sal Rosselli, president of the National Union of Healthcare Workers, opposed extending Corizon's contract and threw his support to California Forensics Medical Group, which has agreed to hire more nurses. The medical group offers health care for correctional facilities in 27 counties and has also faced lawsuits over substandard care. "Extending Corizon's contract is unfathomable," Rosselli said in a statement. "The company's record of inmate deaths, expensive lawsuits, and mass layoffs of nursing staff has clearly demonstrated the company's incompetence and recklessness." Corizon spokeswoman Martha Harbin said the company is reviewing its options. "We care deeply about this community, believe we're best suited to continue this hard work, and are committed to maintaining the continuity of care on which our patients depend," she said in a statement. The county has about 2,300 inmates at Santa Rita Jail and 300 at Glenn E. Dyer Detention Facility in downtown Oakland.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **Willie A. Hopkins, Jr.** is listed below.]

https://www.independentnews.com/news/valley_roundup/new-department-heads/article_263cb19e-7e42-11e5-b5fd-e311fe1331a4.html

The Independent
October 29, 2015

New Department Heads

The Alameda County Board of Supervisors announced the appointment of two new department heads.

Willie A. Hopkins, Jr. will lead the General Services Agency (GSA) as its Director, effective December 7, 2015. He is currently the Director of the Support Services Agency for Cobb County, Georgia. He recently served as the Assistant City Manager of Pompano Beach, Florida, and, prior to that, as Director of General Services in Fulton County (Atlanta), Georgia.

“We are pleased to announce the appointments of **Willie Hopkins** as our GSA Director and Phyllis Nance as Director of Child Support Services. Both are experienced local government leaders with a commitment to customer service and innovative programs,” said Scott Haggerty, President of the Board of Supervisors.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

Marietta Daily Journal (GA)
May 4, 2013

COUNTY BEAT:

Willie Hopkins Jr. will assume the duties of Cobb support services director as of July 22, reports Commission Chair Tim Lee. **Hopkins'** hiring had been halted after he was unable to produce a copy of his college diploma in time for his originally planned April 15 start date. But the county obtained a copy from **Hopkins'** alma mater, Alcorn State University, where he had obtained a bachelor's degree in business administration, Lee said.

The July 22 start date also will allow **Hopkins** to take care of his son for the first 90 days after his son's recent heart surgery, as doctors had recommended, Lee said. "We think he will be a strong asset to the team, so we were willing to extend his start date," Lee said. "We feel real strongly about him."

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

Marietta Daily Journal (GA)
April 27, 2013

Diploma difficulties have Lee, county ...Waiting on Willie

COBB COMMISSION Chairman Tim Lee announced last month that the county was hiring Pompano Beach assistant city manager **Willie Hopkins Jr.** to succeed Virgil Moon as the county's new support services director. His expected start date was April 15. But that date is now two weeks in the rearview mirror and Moon's old desk is still empty. So what's up? "He's having a hard time finding a copy of his college diploma," Lee explained on Friday.

Hopkins, a retired Army major, reportedly has a bachelor's degree in business administration from Alcorn State University in Mississippi, according to the MDJ story about his hiring. Lee said he doesn't think there's anything amiss. "He has given us permission to get it directly from the college, which we're doing," the chairman said. "Why would you sign a release for me to get your college certificate if you didn't have one?" If he fails to produce the document, **Hopkins** won't be allowed to start, Lee said. "But we have no reason to believe it can't be produced," Lee said. **Hopkins**, 49, didn't start on time because he is taking care of his son, who is undergoing open-heart surgery, Lee said.

The support services director manages a staff of 320 and is in charge of property management, information services, purchasing and government service centers. He also is the liaison with the tax assessor's office. The job has a salary range of \$96,800 to \$157,000. Moon, who retired in September to become the chief financial officer at Cobb and Douglas Public Health, was earning \$146,700. **Hopkins** is expected to notify the county on Monday as to what his plans are, Lee said.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

MDJ Online
March 26, 2013

Cobb plans to hire new support services director

Author: Jon Gilloly

The Cobb Board of Commissioners is expected to hire **Willie A. Hopkins Jr.**, the assistant city manager of Pompano Beach, Fla., as the county's new support services director during tonight's meeting. Virgil Moon held the position until he retired in September to become the chief financial officer at Cobb and Douglas Public Health.

The support services director oversees a staff of 320 people who manage the property management, information services, purchasing and government service centers. He also serves as the liaison to the tax assessor's office.

County spokesman Robert Quigley said 104 people applied for the job, which comes with a salary range of \$96,803 to \$157,809. Moon received a salary of \$146,702.

Hopkins, 49, was born in Chicago and raised in Mississippi. He holds a bachelor of business administration degree from Alcorn State University in Mississippi, and served in the U.S. Army from 1986 to 1996, where he was a supply distribution officer before retiring as a major.

Prior to his job in Pompano Beach, **Hopkins** was director of general services for Fulton County.

"If you assess metro Atlanta, I would have to say that Cobb is the premier county," **Hopkins** said. "There were a lot of practices and procedures utilizing Cobb County that I borrowed in my previous role at Fulton County because I just see what we used to say in the military — it's a lean, efficient government, and that's what I come from, that's what I want to be a part of."

Another plus about working for the Cobb government is the tenure of David Hankerson, who has been county manager since 1993, **Hopkins** said. "For me, that's a good thing because it speaks to the stability of the county as well as the competency of the manager, and that's something I want to learn from," he said.

County Chairman Tim Lee explained why he believes **Hopkins** is the right person for the job. "He comes with an extraordinary amount of experience and expertise in the area of which he's going to be managing," Lee said. "He's seasoned. He seems to have some visioning capabilities in terms of looking beyond the future and how to better improve things."

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

Pelican, The (Pompano Beach, FL)
February 8, 2013

Abandoned homes being saved with HUD funds amounting to \$4.4 million; so far, 58 homes have been rehabbed or rebuilt

Author: Judy Wilson

Pompano Beach - Using \$5.9 million in Department of Housing and Urban Development [HUD] funds, this city has "rescued" and sold 58 homes, a notable step in removing the urban blight caused by foreclosures. The money is administered by the city through HUD's Neighborhood Stabilization Program [NSP], initiated to get abandoned homes off the streets. The first grant, \$4.4 million, has all been allocated, Assistant City Manager **Willie Hopkins** said. NSP 3, \$1.5 million, is 60 percent committed and unlike the first grant where homes could only be rehabbed, use of this money is more flexible: houses can be torn down and rebuilt.

So far, 19 families are enjoying completely rebuilt homes. One on Northeast 18 Avenue was dedicated last week. Built for around \$100, 000, the two bedroom, two bath home is the next generation of a new construction technique using poured concrete. According to **Hopkins**, it is a less expensive way to build and is more energy efficient.

Dist 2 Commissioner Charlotte Burrie was at the ribbon-cutting for The Highlands home and was impressed. "I am so glad NSP money is available and working for us eliminate slum and blight. It is has made a noticeable impact on our community." NSP 3 funds can only be spent in Cresthaven, The Highlands and Kendall Green, areas that came to the top by using a complicated formula. This restriction will make these neighborhoods about equal to the number of homes rehabbed in the northwest part of the city where, previously, all NSP funds were spent.

Not long ago the city commission recognized a dozen residents who had bought rehabbed or new housing. **Hopkins** said the projected sale price on 18 Avenue was \$115, 000. This week he did not have the exact selling figure, but said the city likely made a small profit which goes back into the program. Over the years, this profit has generated "significant" income, he added, extending the life of the federal grants. "We can make a profit. I think so far it is about \$1.5 million," **Hopkins** said. Selling the homes is no problem. "Once we acquire a house, we have a buyer," he said. When the HUD funds were first released, cities had a hard time bidding against investment buyers, but banks are now giving the cities the upper hand, **Hopkins** said. To his knowledge, none of the 58 homes have gone into default.

In 2010, HUD allocated \$40 million to Broward County. Pompano Beach is one of four cities, out of the 13 that received NSP funds, to fulfill its obligation by allocating all its funds. Fort Lauderdale, the recipient of \$2.1 million, has performed the most poorly, allocating none of its NSP dollars according to HUD figures. In Deerfield Beach, where \$1.1 million was granted, only \$297, 812 has been obligated and only \$19, 000 has been spent. The city is playing catch-up according to Donna DeFranzo who took over the community development division in 2010 after the department was re-organized By March, 50 percent of the NSP 3 funds have to be obligated

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Willie Hopkins, Jr.
(Articles are in reverse chronological order)

and DeFranzo believes she will meet this goal. "We are trying our best," she said this week. "We are moving ahead to extend funds, closing on properties and selling them. And we are looking for buyers." Community Redevelopment Associates has been contracted to help with the process. In January, the city commission approved an amended plan for NSP 3 which now includes \$770,000 in purchase assistance money and \$850,000 to acquire and rehab seven homes.

Previously, NSP money could only be spent in neighborhoods bordering the Dixie Highway corridor. Now, DeFranzo said, the target areas have been expanded to include the entire city. Also available come Feb. 19 are funds for home repair projects. Anyone wishing to apply for this funding should call 1-877-648-3321.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

[CB&A Note: Only the information relevant to **Willie A. Hopkins, Jr.** is listed below.]

Pelican, The (Pompano Beach, FL)
January 4, 2013

Plaques give local history a boost
Author: Judy Vik

Five structures were recently added to the city's Local Register of Historic Places. At a recent city commission meeting, Mayor Lamar Fisher presented bronze plaques recognizing the historic designation to be placed at The Blanche Ely House, Pioneer Monument, Kester Cottages #1 and #2 and the Sample McDougald House.

Fisher thanked members of the volunteer Historic Preservation Committee for their efforts, noting, "Because of the success of the committee you made the local registry a reality. We're truly saving our history and saving these community structures that have gone through the process to be [declared] historic."

Blanche Ely House

Willie Hopkins, assistant city manager, accepted the plaque for The Blanche Ely House at 1500 NW Sixth Ave. The building was the home of Blanche and Joseph Ely, educational and civic pioneers in Pompano Beach's black community. The building houses the Ely Educational Museum featuring artifacts and documents relating to the Elys and education in the black community.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

South Florida Sun - Sentinel - Fort Lauderdale, Fla.
January 31, 2011

EX-STAFFER FIGHTS FIRING AT EMBATTLED DEPARTMENT

Author: Larry Barszewski

A former employee challenging his firing from the city's troubled Office of Housing and Urban Improvement is finding himself being blamed for many of the problems that have surfaced in the department. The office, which oversees housing programs that receive state and federal grant money, has been under intense scrutiny since its last director, Richard Bowman, was forced to resign in July 2009. The office is the subject of a critical forensic audit released in October, which was requested by the city because of continuing complaints.

The city has forwarded the audit to the Broward State Attorney's Office and federal housing officials to investigate whether any criminal wrongdoing has occurred by staff, grant recipients or others. Against that background, Alex Medina, the office's former administrative coordinator, is appealing his August termination. As the city makes its case before the Employee Board of Appeals in an ongoing hearing, testimony has linked Medina to many controversies in the department.

Assistant City Manager **Willie Hopkins Jr.** testified this month that he would have fired Medina at the same time he forced out Bowman, but said he was concerned about reducing the office's already limited staff. The office's interim director, Miriam Carillo, testified that she hoped Medina's work and attitude toward her would improve but said that didn't happen in the year after she took over for Bowman.

Witnesses testified that Medina didn't enter federal loans disbursed by the office into the city's database in a timely manner, with dozens not recorded six months or more after their closing. Witnesses also said Medina failed to conduct the required monitoring of nonprofit groups that were sub-grantees of federal money.

Officials said Medina also deleted documents from city computers and sat for six months on a check to the city for \$5,942 that was then returned due to insufficient funds. Last week, the president of the firm hired by the city to do the forensic audit testified that Medina was prying and "trying to steer me down different roads than what I was looking at." Auditor Michael Kessler, head of Kessler International, also testified that Medina's program files were a mess. "The record-keeping was shoddy, to say the least," Kessler said. "That was a recurrent pattern I saw across files."

Medina said witnesses he plans to call in the hearing will rebut what has been alleged and put perspective on how he approached the job, trying to prioritize items when there were so many fires that needed putting out. Medina isn't the only fired employee from the Office of Housing and Urban Improvement to challenge his or her termination. In November, former office

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Willie Hopkins, Jr.
(Articles are in reverse chronological order)

assistant Jennifer Johnson won her case against the city - even though she admitted awarding two scholarships using federal grant money to ineligible recipients. The scholarships were supposed to be awarded by the Broward Education Foundation based on a committee's recommendations.

Johnson skipped over other scholarship candidates ranked by the committee, officials said. However, the arbitrator said Bowman, the office's former director, bore some responsibility. "It was his department, it was under his watch that the scholarships were given to persons who did not meet the basic requirements," arbitrator Lawrence Hammer wrote in his opinion in November. Hammer ordered the city to rehire Johnson, with back pay and benefits. She now works for the Public Works Department.

**Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)**

Pelican, The (Pompano Beach, FL)
January 21, 2011

City's case against Medina focuses on negligence in handling funds

Author: Judy Wilson

Pompano Beach – Testimony that portrayed Dr. Alex Medina as either an incompetent or an unwilling city employee was heard Monday night by the city's Employees Appeals Board. Medina was fired in August from his job as administrative coordinator for the Office of Housing and Urban Improvement, or OHUI. He had worked there for eight years. In presenting the city's case, labor attorney Paul Ryder Jr., told the appeals board, "A lot of money is involved here."

OHUI manages \$9 million annually in state and federal housing grants awarded to provide services for low- income families. Medina was in charge of accounting for that grant money and documenting expenditures. Medina's questionable work record came to light in 2009 according to Assistant City manager **Willie Hopkins** when the Director of OHUI, Richard Bowman, was asked to resign. Although "his incompetence was revealed then," **Hopkins** said Medina was retained because of his knowledge of several programs and because the department had only three employees.

Interim OHUI Director Miriam Carillo said in order to bring Medina along she gave him a good performance review in the fall of 2009, but by March of 2010 she had a different opinion. "Essentially, Medina wanted to do what he wanted to do when he wanted to do it," she testified. "The mistakes he was making overflowed into other departments." Carillo said when she came to the department, it had "staff issues, monetary issues and no policies... Money wasn't being properly spent." Nor was it being properly handled. A \$1 million reimbursement due the city from the government had not been processed, nor had about 300 loan documents Medina was supposed to enter into OHUI's accounting system. Carillo said she had to hire people to do this work. There was also the matter of a \$6,000 check Medina failed to deposit until the bank account it was written on was closed.

Hopkins said Medina's excuse was that he was too busy. Another of Medina's duties was to monitor the department's sub-grantees, nonprofit organizations that provide community programs. According to Carillo, Medina did not perform the once- a -year site visits to assure compliance as required. At one point, Medina promised he would change, but after two weeks, "He became Alex again," Carillo said. "He never came in on time. He was smoking outside all day long." Carillo also spoke of Medina changing reports without proper approval and of erasing his "H" drive which contained a master list of the department's financial information. By February 2010, Medina had "Boxes and boxes of files waiting to be entered into the department's system," Carillo said. It was at the end of that month that his "H" [hard] drive was erased. In March 2010, Medina received a poor performance evaluation which he refused to sign and he took a personal leave. When he came back in June, his work became an issue again, Carillo said. In a memo written August 2, 2010, Carillo sent Medina the notice of his discharge, citing eight infractions. Under the city code, Medina has the right to appeal. The Appeals Board hearing continues Monday, January 24, 5 p.m. in city commission chambers.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

Pelican, The (Pompano Beach, FL)
December 10, 2010

Homeless due to foreclosure? Help could be on the way

Author: Judy Wilson

Pompano Beach – The city has \$500,000 in federal stimulus money to relocate people living in foreclosed properties, but to date has spent only about \$150,000. In order to get full use of the funds, \$15,000 has to be given away each month for the next two years, Assistant City Manager **Willie Hopkins** said this week. Failure to spend the money means it goes back to the federal government. So far, **Hopkins** said, he has sent about 2,000 people to the county for assistance, but only a few have received the financial aid which is administered through the Broward Regional Health Planning Council. Applicants often don't follow through because they don't want to provide the required documentation, **Hopkins** said.

Now, because all cities are having trouble dispensing the Homeless Prevention and Rapid Rehousing Program, or HPRP, funds, the federal government is easing some of the restrictions which may make it easier to be a successful applicant, he said. A successful case involved six families, one a mother and her newborn, living in a foreclosed property. With the help of the HPRP, all of them were relocated, "I am sorry we couldn't administer the grant from here," **Hopkins** said, "But we just don't have the staff to do that." **Hopkins** said the application process "Is fairly easy" but a phone call to 211, Broward's helpline and the number applicants must first call, did not go quickly. When someone did answer, the call was forwarded to someone else who referred this reporter to someone else - who was unavailable.

HUD funds can help buyers of rehabbed homes

The city also received stimulus money from the Department of Housing and Urban Development (HUD) to rehab homes in the target areas of Cresthaven and the Highlands. Some \$4.3 million was granted for the Neighborhood Stabilization Program (NSP) and to date 26 homes have been renovated. Sixteen of them are under contract. The city's website shows a listing of available properties which go at bargain prices because HUD does not allow the city to make a profit on the resales.

The homes are offered to individuals with low to moderate incomes. For instance, a family of four with an income of \$91,800 would be eligible for a NSP home and could receive up to \$55,000 to help them make the purchase. As with any financial transaction, the paperwork can be daunting.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

Sun Sentinel: Web Edition Articles [TCA] (Fort Lauderdale, FL)
November, 21, 2010

Pompano Beach to repossess computers from program it says violated grant rules

Author: Larry Barszewski

The city awarded the Small Biz Community & Economic Development Corp. \$56,000 last year through a federal economic development grant program, but the city has not reimbursed any of the group's expenses so far and has only provided it with \$10,000 in computers and other equipment. Now the city wants those computers and equipment back, and the nonprofit organization has threatened to lock its doors rather than let the city take away the equipment it says it needs to continue serving minority businesses in the city.

The showdown comes as the city tries to resolve problems within its Office of Housing and Urban Improvement, some of which were included in a critical audit released last month. Assistant City Manager **Willie Hopkins** said the Small Biz group violated numerous grant rules, the most serious being that Mary Phillips wrote the grant and was president of the board of directors at the same time she was a paid employee of the organization. More than \$36,000 of the grant money was slated to go to her in the form of salary and benefits. "Had the city disbursed funds to pay her salary, she would be in a much worse position at this point, because then it's a federal situation and it's against the law," **Hopkins** said.

Phillips, wife of former City Commissioner Ed Phillips, said she withdrew as president of the board in May when informed about the conflict and filed the appropriate paperwork with the state. But **Hopkins** said the only way to resolve the conflict would be for Phillips not to receive any salary because of her involvement in setting up the grant.

A forensic audit completed for the city last month was rife with instances where rules weren't followed, or grant awards seemed to show favoritism. The Small Biz center was one of the programs targeted by auditor Michael Kessler. Phillips said if her group was out of compliance, it was partly the city's fault. She said the Small Biz center did not hide any information from the city and has tried to correct violations brought to its attention. While the city's response to the audit admitted that previous Office of Housing and Urban Improvement managers "failed to properly administer the technical requirements" of the programs, Phillips said it was those same managers that organizations like hers relied on for guidance. "The city staff is not taking any responsibility for anything," Phillips said. "Did the staff instruct us on the regulations? They had all of our documents. They knew who was in charge."

Hopkins said the conflict-of-interest rules were clear and listed in the contract signed by Phillips. **Hopkins**, who terminated the agreement with the Small Biz center earlier this month, said the computers and equipment will be given to another grant program when recovered by the city. He also said if the city had disbursed money to the Small Biz center, federal officials would have required the city to reimburse the federal government because of the violations.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

South Florida Sun - Sentinel - Fort Lauderdale, Fla.
June 24, 2010

POMPANO BEACH TO CONDUCT AUDIT OF HOUSING, DEVELOPMENT PROGRAM; RATIONALIZING THESE PRICEY E-GADGETS

Author: Linda Trischitta

Pompano Beach hired the same auditor that Deerfield Beach is using to review its housing and development programs.

Consultant and auditor Michael Kessler was awarded a \$40,000 contract plus \$5,000 in expenses Tuesday night by the Pompano City Commission to review its Office of Housing and Urban Improvement.

Several annual audits by the city and its external auditors found that different programs within the city agency did not conform with U.S. Department of Housing and Urban Development regulations and guidelines, City Manager Dennis Beach said Tuesday before the commission vote. "There were problems with documentation and record keeping that HUD needs to determine if you've been doing it properly," Beach said. "This predates existing staff."

The city had to return approximately \$600,000 to HUD in 2007 after the state attorney investigated the department in 2006 for mismanagement of state and federal housing programs, according to backup documents for the proposed Kessler contract.

Assistant City Manager **Willie Hopkins Jr.** wrote that the reasons for the forensic audit include, "... to identify oddities, irregularities and possible corruption ..." in federal and state funded programs.

Kessler is also under contract with Deerfield Beach for up to \$100,000. His firm has examined the operations of Deerfield's Community Development Division, where two employees were put on paid administrative leave after Kessler issued his report, as well as the Deerfield Beach Housing Authority.

Internet – Newspaper Archives Searches
Willie Hopkins, Jr.
(Articles are in reverse chronological order)

Sun Sentinel (Fort Lauderdale, FL)
May 6, 2010

FUNDING STOPS FOR YOUTH JOB TRAINING PROGRAM

Author: Rebecca Dellagloria

Under the hot morning sun, Jessica Haygood thinks she might have trapped a tilapia in her net. However, this time it was a false alarm after catching two earlier in the morning. Haygood, 19, has been working every day since February at the Collier City Aquaculture/Hydroponics Complex in Pompano Beach. She arrives each morning at 8 a.m. at the first job she has ever had. Before that, she was homeless. "I wake up in the morning, ready to come here," said Haygood, smiling. "I was sleeping at the park, so I called my sister and she said I could stay with her if I stay in this program. This program paid for my GED, my Social Security card, my iPod."

At this urban fish farm off Powerline Road, once-unemployed young adults like Haygood have been learning basic job skills while helping to build a sustainable environment to raise tilapia and hydroponic vegetables. In addition to the farm work, the trainees receive assistance in creating resumes, going on job interviews, discipline and team building.

This week, the group of young adults was scheduled to transition from job training to working full-time at the farm, which is run by 77-year-old Dorothy Jones. Jones has made it her mission to find employment for young adults in the city. She was awarded a \$146,000 grant through the Office of Community and Economic Development in February. The city has temporarily stopped funding the program until Jones submits a new budget to city, according to Pompano Beach Assistant City Manager **Willie Hopkins**. **Hopkins** said Jones is legally prohibited from paying salaries to trainees but can pay full-time employees. Full-time employees must earn at least \$35,000 annually.

The grant money comes from funding allocated by the U.S. Department of Housing and Urban Development, and the regulations on how the money can be spent are strict, **Hopkins** said. According to **Hopkins**, Jones must submit a revised budget to the city indicating how she will allocate the money.

For Jose Lugo, a formerly unemployed worker from Boston, finding work has been difficult. With a background in the technology field, Lugo said he has been told by prospective employers that he was overqualified. "[Dorothy Jones] didn't tell me I was overqualified," Lugo said. "This is a wonderful program where people are given the opportunity to learn skills beyond just working in the field."

The farm was created in 2000 by Nova Southeastern University as a research project for graduate students. Jones and her late husband, Sid, were hired by the university to help operate the facility. Since 2002, Jones has been running the farm. Jones' grandson, Michael Adderly, the site manager, said the farm also provides workers with the opportunity to learn how to grow

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hydroponic vegetables such as broccoli, cauliflower, mustard greens and cabbage. "We grow all this stuff from scratch," Adderly said.

In addition to submitting a revised budget, **Hopkins** said, Jones is not allowed to pay a salary to her grandson after HUD found it would be a conflict of interest. "We think [the farm] is a good idea. It's what the community wanted to see based on the advisory committee," **Hopkins** said. "It's just that we are required after the fact to monitor the program. These things popped up, and they have to be corrected."

So far, Jones has received \$11,714 of the \$146,000 grant from the city. "I love the kids, I love helping people," said Jones, who says she has paid her workers with some of her own money. "But if there's no money to pay the kids, I can't dig in my pockets."

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Atlanta Journal-Constitution, The (GA)
October 1, 2008

Clayton avoids crisis; fuel found

Author: Megan Matteucci

Clayton County narrowly escaped a public safety crisis and will be able to respond to every emergency call after all, thanks to a delivery of 9,000 gallons of fuel expected this morning. The state tracked down gas for Clayton from Mansfield Oil on Tuesday afternoon. "I called and begged," said Jill Stuckey, director of the Georgia Environmental Facilities Authority's Energy Innovation Center. Stuckey has helped locate gas for several local governments and schools systems, but none were as extreme as Clayton's situation, she said Tuesday.

Most metro counties reported having sufficient supplies at midweek. But several school systems have run into fuel supply trouble, according to Bert Brantley, spokesman for Gov. Sonny Perdue. At one point Tuesday, rumors ran through some school systems that Perdue would cancel classes around Georgia on Thursday and Friday to save fuel -- but Brantley denied that. On Friday, 18 Georgia school systems sought state help. Clayton school officials said they have plenty of gas to run the district's 727 buses and support vehicles.

As of late Monday, the Clayton County government had only enough gas to last throughout the weekend, County Commission Chairman Eldrin Bell said. But if it didn't get this delivery, Bell said, the county was facing the need to make serious cuts in services. "Public safety will be our last restriction," Bell said. Clayton officials said they will continue to conserve to make sure every 911 call is answered. Last week, Bell ordered police to stop using county vehicles for off-duty jobs, except for patrols at school sporting events and other after-school activities. He also ordered county workers to stop mowing grass.

Governments throughout the metro area have also implemented conservation plans, although none seem to be as stringent as Clayton's.

- Cobb County's municipal fleet gas supplies are at 75 percent, with fuel shipments coming in as scheduled. County spokesman Robert J. Quigley said employees are being encouraged to conserve as much fuel as possible on county business.
- Gwinnett County has had a slight decline in operations, but is not near a crisis stage, said Michael Lindsey, fleet management director. "There's been a slowdown, but there hasn't been a shortage," he said. "We've had enough fuel to do what we need to do."
- Fulton County is in "very good shape" with more than 50 percent capacity, said **Willie Hopkins**, Fulton's general services director. The county has an emergency reserve locked away in the event that the gas shortage drags on several more weeks, he said.
- Fayette County has about a three-week fuel reserve, said Capt. Pete Nelms, Fayette's emergency management coordinator.
- Henry County is in good shape as of Tuesday, said spokeswoman Julie Hoover-Ernst, with another gas shipment expected today.

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Atlanta Journal-Constitution, The (GA)
September 10, 2005

Panel: Security still lax in courts

Author: Rhonda Cook, Beth Warren

Six months after the March 11 killings, there are still not enough sheriff's deputies at the Fulton County Courthouse and needed repairs haven't been made, a commission looking into security lapses said Friday. "Here we are, months later, and we're still talking about the same thing," State Court Judge Penny Brown Reynolds told members of the Fulton County Courthouse Security Commission. "We can't even get a definitive answer about whether cameras are working," Reynolds said, raising her voice. "We have a dead judge. How much more of a squeaky wheel do we need?"

Atlanta police Chief Richard Pennington, another member of the task force, said the safety of the building was compromised by bureaucratic power struggles, communication problems and the failure of any one person -- including Sheriff Myron Freeman -- or any agency to take the lead in improving conditions. "The things we need for security aren't getting done," Pennington said. Cameras and distress buttons in some courtrooms don't work and a secure door has yet to be installed in a key hallway leading to judges' chambers.

The commission, created by Freeman a month after the courthouse killings, had expected to complete its work Friday. But several loose ends remained, and so it will have at least one more meeting, Oct. 7. The group was created because of allegations that apathy and security failings allowed rape suspect Brian Nichols to overpower a sheriff's deputy and kill Judge Rowland Barnes, court stenographer Julie Ann Brandau and sheriff's Sgt. Hoyt Teasley. Nichols is also accused of killing U.S. Customs agent David Wilhelm before surrendering March 12. Nichols, who would face the death penalty if convicted, has pleaded not guilty.

Friday's hourlong meeting was heated and spirited at times as task force members complained it was taking too long to improve security at the downtown courthouse. They also expressed concern about conflicting information from the Fulton County Sheriff's Department and the county's General Services Department, which is responsible for repairs and maintenance of county buildings. "The difficulty is it's a 'he said, she said,' " said U.S. Marshal Richard Mecum, chairman of the commission.

Pennington, chairman of a commission subcommittee focusing on security issues, reported in July that a majority of the Sheriff's Department's repair requests to General Services had been ignored. In an interview, General Services Director **Willie Hopkins** disagreed with that contention. "I don't know what he's talking about," **Hopkins** said Friday. He said all requests for repairs had been completed and "90 percent" of \$750,000 in improvements recently approved were "in the works." He said some of that work involved courtroom cameras and scanners to unlock doors with key cards. "Everything on their priority list has been completed," **Hopkins** said. Pennington, however, said he has asked General Services for the documents showing the

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work had been done, but that agency officials "have not got back with us. We stand by our report." **Hopkins** said he had responded.

Mecum said he recently counted four courtroom cameras that were not operating. "They [General Services] said they put it on priority, but that was at least four months ago," he said. Fulton County Superior Court Judge T. Jackson Bedford Jr. said he's not sure who is responsible for not improving security before March 11, but "a fire needs to be built under somebody." Neither Freeman nor his chief of staff, John Croslan, could be reached for comment.

The commission planned to report on four areas by Friday: security deficiencies, staffing at the courthouse, deputies' performance on March 11 and the sheriff's policies and procedures. A fifth area, focusing on deputy training, was added at the end of the meeting. So far, only two reports have been completed: one Friday dealing with staffing and another earlier in the summer on deputies' performance. The commission said there were not enough sheriff's employees at the courthouse and those assigned to the complex, and the jail, were not properly deployed. Staffing also is hindered by the county's employment practices, which the commission said were cumbersome and time-consuming.

While the commission was charged with reviewing courthouse staffing, the jail was also included in its analysis because both sites sometime share the same employees. The commission found that the Freeman needs at least 200 more deputies to provide security at both sites. "A 30 percent increase in personnel to perform the same functions as now -- that's a significant percentage to be without," said Monroe County Sheriff John Carey Bittick. The department already is trying to fill 50 vacancies that are not included in the larger figure.

The commission suggested the county change its hiring requirements to give the sheriff the ability to hire deputies directly rather than waiting for the county's personnel office to screen applicants. "The money is allocated, and it's taken away [by the county] because of the bureaucracy," said DeKalb Sheriff Thomas Brown, a commission member. Fulton, however, contends Freeman has complete authority to hire when he needs to and make other staffing changes.

In an interview, Commission Chairwoman Karen Handel said the sheriff had the authority to reclassify positions to convert high-ranking positions to deputies. "The sheriff's office is top heavy and they need to redeploy individuals," Handel said. "We've all been requesting a staffing strategy from the Sheriff's Department, and that has yet to come."

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Atlanta Journal-Constitution, The (GA)
July 9, 2005

Courthouse review cites lying, apathy
Investigators find security was lax, warnings ignored

Author: Rhonda Cook, Ty Tagami

Sheriff's deputies at the Fulton County Courthouse ignored specific warnings that a prisoner was dangerous, failed to turn on a key security monitor, and lied to investigators looking into security breaches after a fatal shooting spree in March, a special commission has found. A detailed report on the March 11 shootings at the courthouse in downtown Atlanta show that mistakes made by deputies were much worse than previously reported.

Several deputies interviewed during an internal affairs investigation lied about some aspect of their activities on the day Brian Nichols allegedly beat up a deputy, took her gun, killed a judge and his court reporter and another deputy, then fled, later killing another man. The report by a committee of the Fulton County Courthouse Security Commission, which was empaneled to investigate how the courthouse shooting spree occurred, paints a picture of sloppy record-keeping, bumbling security procedures, and high-ranking officers failing to do their duty. The investigators document a pattern of incompetence, lying, absenteeism, lax security and failed leadership in the Sheriff's Department. The long-awaited report shows that the deaths, or at least the suspect's escape, might have been prevented had different decisions been made.

Fulton Sheriff Myron Freeman, who appointed the investigative commission, said he would review the findings over the weekend and make a decision within a few days about any changes needed. He said he would pay close attention to his officers's actions as outlined in the report, which was issued Friday. "If I do need to get rid of them, they will be gone," Freeman said.

Among the findings:

- Inmates brought into the courthouse from the jail were routinely asked to raise their shirts and pants legs to be "visually searched," not patted down, in direct violation of policy. That was how Brian Nichols entered the courthouse with heavy pieces of metal fashioned into weapons and hidden in his shoes two days before the shooting spree.
- High-ranking courthouse security officers failed to take any follow-up action after the weapons were found on Nichols. Nor did they act on information that his mother had warned a deputy her son might try to overpower his guards if the verdict in his rape trial did not go his way.
- The deputy who was supposed to be watching monitors from the holding cells, including the one where Deputy Cynthia Hall's gun was taken after she was beaten, left the central control room during several critical minutes, then lied about his whereabouts.
- At the same time, the cameras in the holding cells were not transmitting to monitors in the control room anyway.
- The judgment of some deputies was clouded by personal relationships with Nichols or opinions they had concerning the suspect, who was on trial at the time for allegedly raping his former girlfriend.

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- At least one ranking deputy knew Nichols had told his mother he planned to take a deputy's gun but did not pass along a specific warning. The sergeant instead told colleagues that Nichols might "act up." Sgt. Jerome Dowdell used his position as a deputy to gain access to Nichols so they could pray together, investigators reported. "His conduct was in direct conflict with his duties," said DeKalb County Sheriff Thomas Brown, chairman of the internal affairs subcommittee that prepared the report.

Investigation continuing

The report showed that a number of deputies failed to use standard procedures and at least five lied when they were first interviewed. Several failed lie detector tests and later admitted to failing to tell the truth, investigators said. Most law enforcement agencies consider it a firing offense to lie in the course of an internal investigation. Investigators said apathy that had apparently infected the Sheriff's Department allowed the events of March 11 to unfold as they did. "These are good people, but somewhere along the line they lost interest," said U.S. Marshal Richard Mecum, chairman of the Courthouse Security Commission. "There's a culture that's being fostered. It's very lackadaisical and security isn't the No. 1 issue."

The commission has not completed its work. Three other subcommittees are looking into the department's policies, procedures and staffing, and what security changes are needed. But the internal affairs committee findings had been eagerly awaited by people shocked that Judge Rowland Barnes and court reporter Julie Ann Brandau were gunned down in their courtroom and that sheriff's Sgt. Hoyt Teasley was shot dead on the street just outside the courthouse. Nichols disappeared into the metro area, surfacing several hours later in Buckhead after he allegedly killed Immigration and Customs Enforcement agent David Wilhelm. He was captured in Gwinnett County the next morning after holding a woman hostage in her apartment for several hours.

Security fixes found tardy

The sheriffs of DeKalb, Monroe and Cherokee counties and the chief deputy of Cobb made up the internal affairs committee. Virtually all the interviews in the investigation were conducted by seven internal affairs investigators from various law enforcement agencies. The commission was highly critical of the Fulton County government's lack of response since January 2004 to requests from the Sheriff's Department for security-related repairs or upgrades. Atlanta Police Chief Richard Pennington, who led that part of the commission's review, found that the majority of requests to the county's General Services Administration were ignored. For example, Pennington said the county did not respond to 22 of 34 requests to fix alarm problems, to 34 of 50 requests to fix broken doors, and to 19 of 25 requests to fix broken locks. Mother warned of trouble

GSA Director **Willie Hopkins Jr.** said the requests were not made properly. "They don't understand the system," he said. He characterized requests from the Sheriff's Department as upgrades and not repairs, and said upgrades have to be approved as a budget item.

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The internal investigation spread a wide net. Investigators reviewed a series of e-mails from Nichols' mother, Caritha Nichols, who was in Africa at the time of the shootings, and examined Deputy Hall's firearms training. They created a detailed timeline stretching back to August, when Nichols was arrested and charged with rape. They probed absenteeism in the Sheriff's Department and security problems in Barnes' courtroom. By far the most damning portions of the report concerned the actions of sheriff's deputies.

For example, Sgt. Dowdell, who was assigned to training for the department, got a phone call in late February from Otis White, minister at Shiloh Baptist Church, where Dowdell and Nichols' mother were members. The pastor told Dowdell that Caritha Nichols had sent him an e-mail warning that her son "had made statements leading her to believe that if his trial verdict did not go well he would overpower a deputy and take the officer's weapon." Dowdell told a detention officer that Nichols might "act up," but he made no mention of the possibility he might try to get a deputy's gun, the report said.

Dowdell arranged to see Nichols when the suspect was brought to the courthouse. "He told Nichols that he had parents who loved him and a church that supported him and asked him not to do anything foolish," the report said. "Sgt. Dowdell then had prayer with inmate Nichols. Sgt. Dowdell stated that he was meeting with Nichols in his capacity as a deacon of the church although he utilized his position with the sheriff's office to gain access to the inmate," the report said.

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Atlanta Journal-Constitution, The (GA)
January 5, 2004

City flushes out old debtors. Untapped fortune? Atlanta records show about \$50 million in uncollected water and sewer bills.

Author: Ty Tagami

As Atlanta City Council weighs whether to triple base water and sewer rates today, the city has yet to tap one possible source of revenue for a massive sewer project: customers who don't pay. City officials say their records show as much as \$50 million in uncollected water and sewer bills from several thousand accounts, but they also acknowledge the records are shoddy and likely inaccurate. No. 1 on Atlanta's delinquency list is the Fulton County Jail, which owes nearly \$1.5 million, according to the city's computerized billing database. But Jack Ravan, the man who runs the city's water and sewer operation, says there are too many questions about the jail's account to compel payment. For one thing, the county complained that the meter was broken.

Atlanta is hiring a contractor to overhaul high-volume meters and then monitor them to establish a typical consumption rate. The old bills will be adjusted based on that rate. But many of the alleged debtors are smaller residential users and businesses that racked up tens of thousands of dollars in unpaid bills. The city will have to sift through those accounts to determine who owes what. That will be difficult because in many cases the bills are inaccurate, owing to a broken meter and a billing system that was based on estimating water usage instead of actually reading meters. Then comes the nettlesome task of collection. Ravan, who is commissioner of the Watershed Management Department, said the city has brought in a private collection company and has begun a water turnoff policy for people who don't pay. The estimated millions have gone uncollected even as city officials are asking paying customers to dig deeper for a massive upgrade of the city's pipes and treatment plants. Mayor Shirley Franklin also wants to spend more money hiring and training staff.

Franklin has asked for a tripling of the base water and sewer rates. Even some Wall Street bond analysts wonder whether that much is collectable given the city's poverty rate: 24 percent among individuals and 21 percent among families. The higher rates would cover the debt on more than \$2 billion in construction and provide money for Watershed Management operations. The debt accumulated because the water contractor, United Water Services Unlimited Atlanta, was unwilling to shut off service when it knew people didn't pay, said Melinda Langston, director of customer and government relations at Watershed Management. United Water averaged a collection rate of 94 percent, Langston said. That compares with the 98.5 percent Atlanta maintained before handing control to United Water in 1999, she said. Langston acknowledged that the city could have a hard time collecting from customers who have canceled service and moved away -- and no longer fear a shutoff. "It's not realistic to think we can collect all of that," Langston said. "We're not even at a point where I can guess how much we can get, or even collect, out of that 50 [million dollars]. But we're going after every bit of it." To succeed, the city will have to squeeze money from debtors such as financially strapped Morris Brown College, which lost its accreditation last year. City billing records show the college started falling behind

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on payments four years ago, yet its water service was never shut off. As of Dec. 31, it owed \$121,694. Unlike many large accounts, the records for Morris Brown show no evidence of a billing dispute. But so many large accounts are disputed that Atlanta officials can't say how much of the paper debt is real. Fulton County officials say they are paid up in full and that they have the records to prove it. "We really want to resolve this with the city, but at this particular point we don't have a whole lot of confidence in the reports that they send us," said Rod Cantrell, financial systems manager in the county's General Services Department.

The county sends a lump payment for its water and sewer bills, and the city has misapplied the money, said **Willie Hopkins**, the county General Services director. The city overpaid some accounts and underpaid others, he said. One county property that uses an average of \$17,000 a month in water showed a credit of \$29,000 on the most recent bill, **Hopkins** said. Another property, an undeveloped piece of land near Charlie Brown Airport, owes \$30,000, though it doesn't use water, he said.

The city allowed a reporter to inspect a handful of accounts at a city computer terminal. A review of five selected at random from a list of the 200 biggest debtors showed mistaken or disputed bills with three. There were notations showing broken meters on two accounts. In a residential account that showed an \$80,309 debt as of Dec. 2, there is a notation indicating that an inspector recently realized the property no longer exists. The bill was for a house on Longleaf Drive in Buckhead. Not only is the house gone, the whole block has been redeveloped into a subdivision. The meter hadn't been read since Dec. 15, 1999, and all the bills since then were estimated by the computer. Water officials recently adjusted the bill back to the \$7,581 balance that had accrued by that date, and sent a message to the city finance department to file a lien against the property. It's unclear whether the customer can ever be made to pay, since the city apparently doesn't know who the person was. The name field in the account was blank. Ravan said he and his staff can't vouch for the data because, "No. 1, we weren't here when it was created."

United Water left more than eight months ago, and at some point city officials will have to take responsibility for the system's problems, said Councilman Derrick Boazman. He is among the eight council members who oppose Franklin's water and sewer rate increases. The councilman said he recently got a call from a constituent who hadn't received a bill in five months. "I have not seen any changes. We still have brown water running into people's houses. We still have meters that take months to install. And we still have a collection rate that I understand hasn't improved," the councilman said. Atlanta officials say they are making improvements, but say it'll be difficult to make much progress without money for new computer equipment. That is why the rate increases must take place, they say. Langston said the city recently hired staffers to turn off water service for delinquent accounts. "We have a fairly aggressive termination policy in place," Langston said. "We're terminating water service every day."

Research Compiled by: Cara Slade and Shannon Farr
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