

**Marvin Andrews Fellowship  
Application Supplement Fall 2019 Cohort**

**Applicant Name:**

**Directions:** Your application for the Marvin Andrews Fellowship in Urban Management requires your response to each of the following questions. Answers should be no more than 500 words for each question, double spaced, using 12-point font.

1. Briefly describe why you are interested in entering into public service as a professional manager. Include why you believe this is an appropriate career choice for you, how you wish to develop within the profession, and how you see the Andrews Fellowship contributing toward your plan.
2. You recently joined the Town of Dontrustatall as the Assistant to the City Manager. You immediately realize there is a lack of interaction between the community and elected officials and staff. What recommendations would you provide to the Manager to improve trust, interaction, confidence, transparency, and inclusion of the community in their local government?
3. You are Assistant Manager in a large city with an operating budget of \$3.3 billion, which includes a General Fund budget of \$1.27 billion. The current year budget was adopted as balanced, with revenues matching expenditures. You have a small contingency fund of \$34.2 million. The fiscal year begins July 1 and ends June 30.

In early January, you are informed that the estimated amount of General Fund revenue for the current year is expected to be \$100 million less than budgeted. You must end the year with your expenditures matching your revenues, even though half the year has passed. You need to take immediate action to reduce the expected deficit.

You also learn that the next year's revenue budget is expected to be \$170 million lower than even the revised current fiscal year.

How would you approach managing this problem? Outline your communications and action plan and key activities regarding this issue.

4. Growsalot is a diverse city of 40,000 people with a staff of 225, located in the Southwestern United States. The city is part of a growing metropolitan area made up of 28 highly innovative and competitive cities and towns.

You have just been appointed as the new City Manager of Growsalot by a 5 to 2 vote by the Mayor and Council. You are beginning your job just as the new budget preparation cycle is getting under way. During your job interview, the panel asked about not only costs of services, but performance in delivering services. The community is also in the middle of recruiting for a new police chief.

What are your plans and priorities for the first 90 days of your administration?

5. Shortly after you started in Growsalot, you became aware of employees and directors who were approaching elected officials directly and responding to their requests, as well as advocating for their departments and interests. How are you going to approach this ethical challenge and manage the organization?