1. Briefly describe your understanding of and desire to enter into public service as a professional manager. Include why you believe this is an appropriate career choice for you, how you would develop within the profession, and what you see the Andrews Fellowship contributing toward your plan.

2. 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. Your current revenues match your current expenditures each year in the plan, and 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 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 financial issue.

3. Growsalot is a diverse city of 40,000 people with an administrative 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 of the Mayor and Council. You are beginning your job just as the new budget preparation cycle is getting under way and the community is in the middle of recruiting for a new police chief.

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

4. Two years after your appointment as City Manager in Growsalot, the City Council wants to know how well the City is doing in terms of the services they provide to residents.

How would you approach developing an answer to their question? On what data might you rely?