



**City of Annapolis**  
**BOARD OF SUPERVISORS OF ELECTIONS**  
 c/o City Clerk's Office  
 Regina C. Watkins-Eldridge, MMC City Clerk  
 160 Duke of Gloucester Street, 1<sup>st</sup> Floor  
 Annapolis, MD 21401-2517

[Elections@annapolis.gov](mailto:Elections@annapolis.gov) • 410-263-7929 • Fax 410-280-1853 • TDD use MD Relay or 711 • [www.annapolis.gov](http://www.annapolis.gov)

**Task Force to Study the City Municipal Election Law  
 Member Application**

**(Deadline for Submission: December 28, 2022, 4:30pm)**

**Personal information**

Name Scott Gibson  
 Address 166 Cardamon Dr  
 City Edgewater ST MD Zip 21037  
 Phones Home 410-688-8388 Other \_\_\_\_\_  
 E-mail scott.t.gibson@gmail.com

**Statement of interest - Explain your interest in being appointed to this task force and what you can bring to the group. List your experience and/or expertise in election law and/or election procedures.**

Annapolis faces a number of challenges: (1) lack of candidates - each of the last 4 elections has had uncontested general elections and in 10 cases candidates were totally unopposed (i.e., no primary or general); (2) in each of the last 4 elections a significant portion of seats were decided by a primary effectively disenfranchising voters that do not belong to that party, and (3) low voter turnout likely due in part to the lack of competition. Many of these challenges can be addressed by looking at how Annapolis's election procedures are structured. For example, today's party nomination system makes ballot access easier for Democratic and Republican candidates than it does for unaffiliated or third-party candidates (and we know that 1 out of 3 Annapolitans identify as neither a Republican nor a Democrat). I bring a unique perspective to this task. I have been both a candidate and a campaign treasurer, but perhaps more importantly I was an adjunct professor of political science at Mount St Mary's where I taught a course that included a comparative study of how state and local governments in the US conducted elections, analyzing the similarities and differences.

Are you a resident of the City of Annapolis?  Yes  No  
 Are you an employee of the City of Annapolis?  Yes  No  
 If yes, please state your job title, department & duties.

Do you do business with the City of Annapolis?  Yes  No  
 If yes, please detail.

Are you currently serving on any city boards or commissions?  
If yes, please list board(s).

Yes  No

Are you a registered voter in the State of Maryland?

Yes  No

What is your political affiliation? (check one)

Democrat

Republican

Unaffiliated

Other (specify) \_\_\_\_\_

**Work experience (titles and duties) - Resume or CV can be attached in lieu of listing.**

See attached resume

**Educational background (certificates, diplomas, degrees, seminars, etc) - Resume or CV can be attached in lieu of listing.**

Senior Executives in State and Local Government Program, Harvard Kennedy School of Government, 2013.

Master of Governmental Administration, University of Pennsylvania, 2006.

Bachelor of Arts, Mount Saint Mary's University, 2004.

**Other experience (volunteer experience, memberships etc.) - Resume or CV can be attached in lieu of listing.**

Twice appointed by Governor Larry Hogan to the Community Health Resources Commission (2017 and 2021), which manages the State's investment in healthcare access and equity. Asked by Mayor Gavin Buckley to serve on the Public Works Maintenance Facility Task Force, where I chaired the Finance Subcommittee. President of the Admiral Heights Improvement Association from 2018-2021. Served in the cabinet of Harford County Executive David R. Craig from 2007-2013, where I served as a counselor to the County Executive, advising on policy, the County's budget, financial management and intergovernmental relations. Served in various roles in State Government from 2002 through 2007 including Deputy Director of the State Racing Commission and Legislative Staff to Maryland State Senators Hooper and Colburn.

**References**

Name Fred Parone Phone 443-223-8769  
Address 47 Williams Dr

Signature  Date 12/13/22

E-mail electronically completed form to [Elections@annapolis.gov](mailto:Elections@annapolis.gov). Paper copies may be faxed 410-280-1853 or mailed to the Office of the City Clerk at the address above, attention Regina Watkins-Eldridge, City Clerk.

# Scott T. Gibson

## ACCOMPLISHED NONPROFIT & PUBLIC SECTOR EXECUTIVE

contact Overview

(410) 688-8388



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~~143 Williams Dr., Annapolis,  
MD 21401~~



Linkedin.com/in/stgibson



Results-driven executive, with more than 10 years of experience providing enterprise wide management of organizations with 1,000+ employees and operating budgets in excess of \$100MM. Effective strategist, who manages innovation from ideation through execution. Knack for developing and leading teams in the implementation of strategies to improve productivity while meeting operating (i.e., mission) and revenue targets. Adept at leveraging public support and forging strategic partnerships.

### Highlighted Achievements

- ✓ Leveraged Public-Private Partnerships to launch new lines of programming to prepare people with disabilities for today's most in-demand jobs.
- ✓ Managed the strategic planning process for a \$100MM+ organization with myriad stakeholders; ultimately developing an innovative 5-year plan without using significant external resources.
- ✓ Led personnel and operational due diligence analysis for a merger and acquisition deal valued at \$15MM, ultimately leading the integration of Human Resources and Program Operations.
- ✓ Developed and implemented Harford County's response to Governmental Accounting Standards Board Statement 45; innovative, proactive approach credited as significant factor contributing to County's upgrade to AAA status.

### Skills & Competencies

- Enterprise Human Resources
- Generating Process Improvement
- Leading Cost Containment Strategies
- Engaging with Elected Officials and Other Stakeholders
- Expertise in Public-Private Partnership
- Message and Proposal Development
- Startups/Launching New Programs
- Delivering Presentations

### Education

MGA, PUBLIC ADMINISTRATION  
*University of Pennsylvania  
Philadelphia, Pennsylvania*

BA, POLITICAL SCIENCE  
*Mount Saint Mary's University  
Emmitsburg, Maryland*

### Faculty Appointments

Mount Saint Mary's University  
*Emmitsburg, Maryland*  
2007 – 2019

Harford Community College  
*Bel Air, Maryland*

2009 – 2013

### Awards

The VIP List (2017)  
*The Daily Record  
Baltimore, Maryland*

# Executive Experience

**Melwood Horticultural Training Center, Inc.**

**Upper Marlboro, Maryland**

*With a budget in excess of \$100MM and a staff of 1,600, Melwood serves more than 1,900 people with disabilities in the greater Washington, DC area each year. A demonstrated record of success and achievement at this organization is marked by a promotion to a position of increased influence, authority, and accountability.*

**Chief Strategy Officer**

**2020 – Present**

Reporting directly to the CEO, fulfills a critical leadership role charged with helping to formulate, facilitate and communicate an Melwood's strategic initiatives and future goals. Developed a comprehensive, inclusive strategic plan and growth strategy by collaborating with the CEO, senior leadership and the board of directors.

**Senior Vice President, People & Programs**

**2017 – 2020**

Fulfills a critical leadership role overseeing the enterprise-wide human resources strategy while also directing the operations of the \$20MM Human Services Programming segment. Serves as fiduciary for \$35MM in retirement funds as well as an 8-figure VEBA Trust, overseeing the implementation and administration of the Investment Policy. Directs two vice presidents with authority over total headcount of 275 employees. Directly reports to the CEO.

Key Achievements:

- ✓ Unilaterally managed the organization-wide strategic planning process, ultimately developing a 2019-2023 Strategic Plan without using significant external resources saving the organization \$250K when compared to its cost to develop the 2013 – 2018 strategic plan.
- ✓ Launched an innovation and idea management process to provide a framework for how the organization prioritizes and executes on ideas. This tool fostered the creation of a thought-leadership culture in which every employee contributed to developing efficiencies and innovations.
- ✓ Credited with the development and implementation of the *AbilIT* program, which prepares people with disabilities to enter the world of cybersecurity by providing career exploration services as well as professional development and technical training. Secured partnerships with industry executives as well as public sector workforce development agencies.
- ✓ Reorganized programming around outcomes versus funder, employing a strategy of blending and braiding funding to drive down the cost of service.
- ✓ Collaborated with labor unions to develop a solution for balancing the rehabilitative nature of Melwood's supported employment work with the rights and protections generally afforded by collective bargaining. These agreements were formed at the same time that other similarly-situated nonprofits were spending 6-figures in legal fees fighting unions and facing picket lines and negative press coverage.

**Vice President, Human Resources**

**2013 – 2017**

Effectively managed three directors, four HR business partners, and an overall headcount of 35 professionals to carry out the modernization of the organization’s human resources strategy. Served as fiduciary for \$35MM in retirement funds as well as an 8-figure VEBA trust, overseeing the implementation and administration of the Investment Policy. Early successes resulted in the role being broadened to include oversight of Vocational Support Services, Melwood’s largest program serving nearly 700 people each year. Identified and mentored top performers to position them for promotions resulting in two promotions of staff to the Executive Team and three promotions of staff to the Senior Management Team.

**Key Achievements:**

- ✓ Instrumental in changing a Maryland state law that allowed employers to pay people with disabilities less than minimum wage, writing op-eds and securing meetings with key decision-makers in the Maryland General Assembly and the Lieutenant Governor to form a coalition in support of abolishing the antiquated practice of subminimum wage.
- ✓ Led the Operations Team’s efforts to increase efficiencies, particularly in administrative support services. Dramatically reduced benefits costs without affecting quality by chipping away at brokerage and administrative costs. Efforts resulted in an operational surplus of more than \$1MM, shattering initial forecasts of \$50K.
- ✓ Served on the business development team. Drafted significant portions of all business proposals, including but not limited to the personnel sections of business proposals. Leveraged network and networking opportunities, to identify and cultivate prospective business opportunities, both commercial and governmental. Successfully turned prospects to contracts with values up to \$1MM annually.
- ✓ Spearheaded regulatory audits and drafted responses to inquiries in the wake of fraud investigations into AbilityOne and SourceAmerica; achieved the highest performance audit rating in the history of the organization.
- ✓ Facilitated the flow of key information between the organization and the Board of Directors, and staffing the Human Resources Committee.

<b>Harford County Government</b>	<b>Bel Air, Maryland</b>
<i>A local government organization comprising of approximately 1,500 employees dedicated to providing a diverse array of constituent services including, but not limited to: transportation, construction, water &amp; sewer, legal services, financial services, emergency preparedness, and public safety.</i>	

**Director of Human Resources**

**2007 - 2013**

Led vision, strategy, and execution for all facets of Human Resources on behalf of Harford County, overseeing organizational development, strategic planning and execution, recruitment and staffing, benefits administration, employee and labor relations, and performance management for a base of 1,500 employees. Directed a team of eight HR professionals with accountability for a \$135MM personnel budget. Served as a Counselor to the County Executive, advising on the County’s budget, financial management and intergovernmental relations.

### Key Achievements:

- ✓ Developed and implemented the County's response to Governmental Accounting Standards Board Statement 45 (i.e., GASB 45). Efforts included transitioning to a defined contribution benefit, and creating a Post-Employment Benefits Trust. Served as a fiduciary of the 8-figure Harford County Other Post-Employment Benefit Trust, overseeing the development and implementation of its Investment Policy. The innovative, proactive approach was credited as a significant factor contributing to County's upgrade to AAA status.
- ✓ Managed healthcare spending to decrease costs without compromising plan quality, achieving \$1.5MM in first-year savings.
- ✓ Directed a reduction in force and reorganization, sustaining the momentum of business operations and maintaining all citizen services. Led a comprehensive examination of all County functions to identify opportunities for increased efficiency and avoid future staff reductions.

### Maryland Racing Commission

Baltimore, Maryland

*The Maryland Racing Commission (a division of the Dept. of Labor, Licensing, and Regulation) oversees and regulates the horse racing industry. The Commission ensures proper distribution of wagering dollars, proper remittance of state tax and regularly reviews the financial statements of the racing associations. The Commission is a revenue generating agency, which is self-funded.*

### Deputy Director

2006 - 2007

Serving in the last year of the Ehrlich Administration, led administrative operations including personnel management, budget (P&L) management, and licensee auditing. Managed a \$4 million budget. Audited weekly and quarterly financial statements from pari-mutuel gambling licensees to ensure compliance, proper tax payment, and solvency. Represented the commission in front of the press, industry organizations, legislative bodies and other external groups.

### Key Achievement:

- ✓ Upon assuming the position, resolved issues surrounding financial irregularities at a licensing office and developed accounting procedures that improved accuracy and generated an audit trail.

## Early Career

Interim Chief of Staff

*Maryland State Senator Richard Coburn*

Legislative Director

*Maryland State Senator J. Robert Hooper*

## Boards & Commissions

- MD Task Force to Study Transportation Accessibility (2019-Present)
- Public Works Facility Task Force (2019-Present)
- Community Health Resources Commission (2017 – Present)
- MD Hall for the Creative Arts Fund Development Committee (2015-2018)
- Chesapeake Therapeutic Riding, Inc. (2009 – 2013)
- Harford United Charities, Inc. (2007-2013)
- Harford County Sheriff's Office Pension Plan (2007 -2013)