

DAVID D. MOLGAARD

Charleston, West Virginia

PROFILE

Seasoned operations administrator with substantial local government and legal experience.

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

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

CONTACT

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EDUCATION

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

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

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

PROFESSIONAL EXPERIENCE

Bailey & Glasser, LLP
Chief of Staff and Firm Administrator

Charleston, WV
2/2019-2/2023

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

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

General Management, Staffing, and Administrative Support.

- Supported and advanced Adizes Methodology accelerated change initiatives as a Participative Organizational Council (POC) Administrator and trained Adizes Integrator.
- Liaised with practice group leaders, management committees, and attorneys to optimize operational support and effectiveness.
- Supervised paralegals and other non-legal staff; conducted performance and compensation reviews.
- Procured and negotiated service agreements for court reporters, talent recruiters, and other support services.
- Provided oversight and administrative support for Marketing and Business Development functions and activities.
- Oversaw training and mentorship programs.

Human Resources Administration

- Oversaw human resource functions, including supervision of department director, office managers, recruitments, on-boarding and training, and procurement and administration of welfare benefit plans (including migration to a high retention captive healthcare plan).
- Provided guidance and oversight to Diversity, Equity, and Inclusion initiatives resulting in Mansfield Rule Certification for Mid-Sized Law Firms.

Technology Administration

- Developed and administered IT Budget.
- Oversaw IT functions: directed Helpdesk and vendor managed IT services.
- Managed procurement of computer hardware and selection, contract negotiation and implementation of software services including MS Office 365, case management and document management systems, CRM, legal research services, and associated projects to migrate data from on-prem to cloud-based platforms.
- Developed gap policies and procedures and managed audit activities to obtain SOC 2, Type 1, certification relative to the Trust Services Criteria for Security and Confidentiality for a service organization.

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REPRESENTATIVE BOARDS & AWARDS

West Virginia City Management Association (ICMA Affiliate)

President, Vice President, Secretary/Treasurer

West Virginia Municipal League

Legislative Committee
Ins. Pooling Project Steering Comm.

Charleston Civic Center Board

Board Member

Charleston Sanitary Board

Financial Advisor

Regional Intergovernmental Council

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

Charleston City Council

Ward 5 Councilmember

Committee assignments:

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

Highland Hospital Association, Inc.

Board Member

West Virginia Association of Rehabilitation Facilities

Board Member

Servant Leader Award

Charleston Area Alliance

Caperton Award of Excellence 2014

Awarded for Excellence in Workplace
Healthcare and Wellness Initiatives

Charleston Main Streets

Chairman's Brick Urbanite Award
2017

Office/Facility Administration and Risk Management

- Negotiated leases and managed office build-outs and set-ups; implemented remote work protocols.
- Performed risk management assessments and activities including procurement and administrative oversight of appropriate policies of insurance.
- Developed business continuity and continuation of operations plans.
- Negotiated copier leases and oversaw procurement of library and office supplies.

City of Charleston, West Virginia City Manager

Charleston, WV
6/2003-1/2019

Chief Administrative Officer and business agent for the capital city and largest municipality in the State of West Virginia.

- Population: 51,400 (2010)
- Area: 32.64 square miles.
- General Fund: \$100M
- Budgeted Full-time Workforce: 800

Primary Duties and Responsibilities:

- Responsible for turning policy directives into organizational action through the supervision and control of the executive work of the city departments as directed by the mayor and the 27-member city council, and as provided by the city charter and city code.
- Represented the mayor, council, and the municipal government in the community and before other governments, agencies, boards, associations, the media and at public events.
- Negotiated and made contracts for labor, supplies, insurance, and professional services.
- Exercised hiring authority and setting wages and salaries of non-uniformed employees subject to annual budget appropriations and the Personnel Rules and Administrative Policies adopted by Council.
- Responsible for the maintenance and management of all real property owned by the city.
- Directed the development and presentation of annual budgets for all general governmental and proprietary funds of the city, including capital improvement planning and projects, and oversaw the efficient execution of adopted budget plans.
- Provided performance, financial, and legislative reporting and analysis to the mayor and council.

Representative examples of Performance:

Operational Leadership

- Provided executive direction and oversight to 30 city departments and sub-units; led department head meetings, cross-functional teams, and annual retreats which facilitated better communication and the breakdown of organizational silos.
- Consolidated department-wide procurement and grant administration functions to eliminate wasteful spending and conserve resources.
- Designed a parking efficiency study and implemented data-based initiatives to address high demand parking pressures, activate under-utilized capacity of on-street and garage spaces, and effect cost savings and efficiencies through technology and reprogramming of garage operations.

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- Pursued and implemented Municipal Home Rule initiatives addressing procurement of design services, design-build project delivery, urban deer hunts, on-the-spot citations for building and zoning enforcement, liens on property for repairs to dilapidated structures or sidewalks, relief from certain DNR and DEP permitting requirements, and streamlining the disposition of City property, to name a few.
- Led a delegation to Banska Bystrica, Slovakia, to formalize our sister city relationship and develop regional contacts for economic, educational, and cultural exchanges.

Employee Relations and Staffing Initiatives

- Implemented strategic realignments of duties, responsibilities, and staffing levels based upon internal efficiency studies.
- Directed an overhaul of pay structures and redrafting of the Personnel Code based upon a commissioned compensation and classification study.
- Directed implementation of a performance management framework focused on core competencies and professional development.
- Created an in-house construction crew to timely address maintenance and workplace safety issues and to help raise employee morale and productivity by remodeling and revamping dismal and inefficient spaces and working conditions within City Hall and other city-owned facilities.

Innovative Financial Stewardship

- Directed the city to a self-insured healthcare program and proactively managed costs and services through a multifaceted approach which included: an in-house wellness center staffed by licensed clinicians; coordination of third-party medical claims and pharmaceutical benefits administrators; negotiated discounts with area hospitals; service relationship with the University of Charleston Pharmacy Program faculty for prescription drug maintenance counseling; and a Healthcare Reserve Fund with accumulated reserves from savings that reached in excess of \$9 Million (over one year of budgeted program funding) to meet future healthcare cost contingencies.
- Proposed a new pension contribution methodology which was adopted into state law to arrest and reverse growing trends in unfunded pension liabilities for municipal uniformed services.
- Proposed the city's first Stabilization Fund (i.e., Rainy Day Fund), funded through efficiency savings and budget surpluses, to cover unforeseen budget contingencies.
- Drafted and guided implementation of the city's first City Service Fee ("User Fee") providing funds for a robust paving and street maintenance program and to support police services.
- Directed the creation of a TIF (Tax Incremental Financing) District with the implementation of a new half-cent sales tax to secure funds for the Charleston Civic Center renovation and expansion project.

Project Management: Economic Development, Infrastructure, and Public Works Projects.

- Developed and managed the Charleston Coliseum and Convention Center Expansion and Renovation Project. \$109 Million Design-Build project funded through Property Tax TIF and Revenue Bonds supported by City-wide half cent sales tax. Substantial completion: Sept. 2018.
- Developed and managed the Charleston Ballpark Project. City owned Professional Minor League Baseball Stadium. \$23 Million. Completed April 2005. Construction Manager at Risk delivery method.

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- Developed long-term multi-year plan and budget for rehabilitation and scheduled maintenance of bridges and city parking structures to avoid costly repairs necessitating borrowing.
- Other notable projects: Haddad Riverfront Park Renovation and Court Street Overlook; City Hall Renovations; City Service Center Build-out (to create one-stop shop of city departments responsible for business and development services); Fire Station Replacement Project; Spring Hill Cemetery Administration and Maintenance Facility (designed and built with in-house crews); Kanawha Trestle Pedestrian and Bikeway Project; Slack Plaza and Brawley Walkway Renovation Project; Cato Park Soccer Fields construction and rehabilitation.

OTHER PROFESSIONAL WORK EXPERIENCE

West Virginia University Institute of Technology Montgomery, WV
Business Law Adjunct Instructor 8/1997–12/2003

Taught business law survey courses to college students.

- Topics covered included the legal environment of domestic and international law; torts, crimes, and business ethics; contracts; intellectual property, internet law, and electronic commerce; agency law; employment and labor law; an introduction to the general principles of business law, with emphasis on the Uniform Commercial Code (UCC); sales transactions; commercial paper; secured transactions; business organizations, such as partnerships and corporations; property law, including landlord tenant, transfer and leases; bankruptcy.

Lawyer 5/1988 – 6/2003

Experienced litigator in private practice with concentration in employment law, administrative law, personal injury, business matters, and insurance matters.

David D. Molgaard, Attorney at Law

Principle of law practice concentrating in employment, administrative, business, and insurance law matters including insurance defense litigation and subrogation (1996–2003).

Heavens & Molgaard

Partner in litigation practice with a concentration in insurance and employment law (1995–1996).

McQueen & Brown, L.C.

Shareholder and Department Head over Personnel (1993-1995). Associate Attorney (1990–1993). Primary practice concentration in insurance defense and employment law litigation.

Bordas & Bordas

Associate trial lawyer. Primary practice concentration in plaintiff personal injury litigation (1988–1990).

Second Judicial Circuit of the State of West Virginia.

Law Clerk to the Hon. Richard A. Warmuth (1986). Primary duties: research and writing.

ADMISSIONS TO PRACTICE LAW

Supreme Court of Appeals of West Virginia. 1988

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

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

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