

Dr. Larry D. Calhoun
910 Morningside Drive
Johnson City, Tennessee 37604

October 1, 2018

Mayor Tomita
Vice Mayor Brock
Commissioner Fowler
Commissioner Wise

Dr. Ralph Van Brocklin is NOT replaceable. I have been privileged to observe his commitment to Johnson City on many occasions. He has left a legacy of dedication and served our city through his 7 years of making well-informed and careful decisions as a Commissioner that will benefit our city for generations to come. He will be missed.

Johnson City has been very good to my family. I was born and raised in Carter County but have lived most of my adult life and chose to raise my family in Johnson City. I have a passion to see our city grow and its citizens prosper. At the encouragement of many friends who I trust and with the support of my employer and my family, I have decided to submit my name for your consideration to complete the service of Dr. Van Brocklin's term. I view this as an opportunity to give back to the community that has been so supportive of both me personally and the faculty, staff and students of the Bill Gatton College of Pharmacy.

Experience and Qualifications

I currently hold the position of Dean Emeritus in the Bill Gatton College of Pharmacy and Special Assistant to the President and Vice President at the East Tennessee State University. Prior to serving in these roles I was fortunate enough to be selected as Founding Dean of the College of Pharmacy. The College is one of the nations only privately funded Colleges of Pharmacy that resides in a state institution. Our story is well documented in that we receive no state support and we are successful based on a pro forma based business model. Elements of this decentralized budget model have subsequently been adopted by the University at large. I am proud to say that the faculty, staff and students have been recognized regionally, nationally, and internationally for their success.

Other positions that I have held include President of Wilson Pharmacy and Home Health; CEO of Unicoi County Memorial Hospital; Vice President at Mountain States Health Alliance; along with various positions in the pharmacy practice field including two years of international work for the Arab American Oil Company in Dhahran, Saudi Arabia. In each of these positions I have been responsible for both significant revenue generation; budget development and adherence; strategic plan development and the various elements of human resources. Financial responsibility has been a critical component of each of my positions. (Revenue generation ranging from \$3M to \$250M and FTE responsibility ranging from 50 to 650) Additionally, I have

held leadership positions in the state Pharmacy organization with responsibility for political advocacy.

Civic and Public Service

Community service is recognized at ETSU as an important component of leadership responsibility. I have been fortunate enough to be supported by the University throughout my tenure at ETSU to serve in various roles. I have participated for a number of years on both the Board of Directors and Foundation Board of Directors for the Johnson City, Washington County and Jonesborough Chamber of Commerce; serving as Chairman of the Board in 2013. This role has provided me significant insight into the operations of city government.

Other areas of service include the United Way Board of Directors, serving as allocations committee chair; City of Johnson City Sesquicentennial Commission; Ronald McDonald House Board; Hands On Board; Milligan College President's Executive Council; Ballard Washington County Community Board; Niswonger Children's Hospital Community Advisory Committee; First Christian Church Board and First Tennessee Bank Advisory Board.

Vision for Johnson City

In a word, I feel that Johnson City is "poised" for growth. In reviewing the City Commission Goals, it is obvious that a focus on a growth agenda is paramount in the eyes of current leadership. My vision for Johnson City would be that we will be recognized as a destination for people to visit, work, and live. That means that we need to be about developing sustainable strategies for population growth and economic development.

Summation

I am confident that the Commission will receive letters from many volunteers to complete Dr. Van Brocklin's term. The profiles of these individuals will certainly be varied. Hopefully you will receive this letter in the spirit in which it is written. If my experience and qualifications fit the profile of someone you are looking for to fill this role, I would be honored to serve our city as a citizen legislator.

The Chamber of Commerce produced a "Candidates Survey" in 2016. I have provided my response to these questions as an attachment.

Sincerely,

Larry D. Calhoun, Pharm D
Dean Emeritus Bill Gatton College of Pharmacy
Special Assistant to the President and Vice President ETSU

**Johnson City Commission
Chamber of Commerce
2016 Candidate Survey
Larry D. Calhoun
October 1, 2018**

What are your three key reasons for seeking a seat on the City Commission?

To serve the community that has provided a wonderful place to live and raise my family; facilitate the growth agenda for Johnson City; participate in city governance

How would you contribute to the work of the Board of Commissioners?

I would bring significant strategic planning and budgeting experience to add to the current commission expertise in these areas.

How will you work to achieve more collaborations between the city, county and town?

Seek opportunities to communicate and listen to the challenges each entity faces

How will you work to achieve more collaboration in the region? The Chambers of Commerce, business and community leaders, and other stakeholders are working hard to move the needle in this regard. At this point in the evolution of "regionalism", keeping the City involved and engaged in these conversations is the greatest need.

What should the City do to foster existing business expansion and recruit new business?

We have to support the various entities at the state and local level who are focused on economic development while paying attention to and addressing the issues that either promote or prevent people looking to work and live in Johnson City. The City must continue to support business development by judiciously considering tax relief and other financial incentives.

What distinguishes you from other candidates?

As noted in my letter, I have significant experience in community and corporate leadership, budget development and management, and strategic planning. If my

qualifications and experience compliment the composition of and fit the current needs of the Commission, I would be honored to serve.

Please describe your understanding of the role of a City Commissioner.

A Commissioner's role is to represent the best interests of the citizens; to listen and make informed decisions to best of his or her ability.

Please describe your understanding of the role of a City Manager.

The City Manager is essentially the CEO of the organization. The CEO answers to the Board (Commissioners) to carry out the agreed upon strategies, policies and procedures.

What improvements would you seek to bring to Johnson City's government?

I would advocate for and support a more focused strategic direction for a growth agenda.

In a highly publicized situation, the Board of Commissioners voluntarily de-annexed a portion of the Gray community that had been annexed a few years prior. Do you support further voluntarily de-annexations and if so, why? If not, why not?

While there are few absolutes, I would have to see significant reasoning to support de-annexation.

What circumstances must be in place for you to raise property taxes?

Raising taxes should never be a solution to a problem or situation where all other avenues have not been explored. It is the responsibility of the Commission to assure the citizens that those avenues have been thoroughly investigated.

What will you do to continue the collaborations between the Chamber and the Commission.

The Chamber of Commerce and the City are both focused on the same outcome; the well being and growth of Johnson City. While there may be disagreements on the appropriate approach to growth, open communication between the two entities is critical.