



CALLED CITY COUNCIL MEETING AGENDA

Tuesday, August 25, 2026 at 6:30 PM

Council Chambers

1. CALL TO ORDER

2. PRESENTATIONS

[A.](#) Hiring Firm Presentations - City Manager Recruitment

3. ADJOURNMENT

*Denotes Non-Budgeted Items subject to Reserve Funds

The Mayor and Council may choose to go into executive session as needed in compliance with Georgia Law.

The City of Loganville reserves the right to make changes to the agenda as necessary. Any additions and/or corrections to the agenda will be posted immediately at City Hall.

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING



**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR
THE CITY OF LOGANVILLE, GA**

Volume I: Proposal

Submitted on: August 15, 2026

Colin Baenziger & Associates

Contact Person:

G. Scott Krim, Managing Partner

Colin Baenziger & Associates

Phone: (801) 628-8364

e-mail: ***Scott@cb-asso.com***

Fax: (561) 621-5965

...Serving Our Clients with a Personal Touch...

PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

August 15, 2026

The Honorable Mayor Branden Whitfield and Council Members Keith Colquitt, Bill DuVall, Wes Johnson, Lisa Newberry, Melanie Long and Patti Wolfe
Attn: Ansley Pope, HR Director
apope@loganville-ga.gov
City of Loganville
4303 Lawrenceville Road,
Loganville, GA. 30052

Mayor Whitfield and Council Members Colquitt, DuVall, Johnson, Newberry, Long and Wolfe:

Colin Baenziger & Associates (CB&A) would like to thank you for the opportunity to submit this proposal to assist in finding your next City Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested across the country and found to be extremely effective.

CB&A is a municipal recruiting firm with a national reach. We have conducted assignments from Florida to Alaska and Maine to California. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and selection. We also offer one of the better warranties in the industry.

Nationally we have found City Managers for Albany, GA; Chamblee, GA; Doraville, GA; Savannah, GA; Ankeny, IA; Bellevue, WA; Doraville, GA; Fayetteville, NC; Portland, ME; Roanoke, VA; Scottsdale, AZ; Tacoma, WA; and Winchester, VA. We have also found the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia) as well as County Managers for Dougherty County, GA; Fulton County, GA; Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

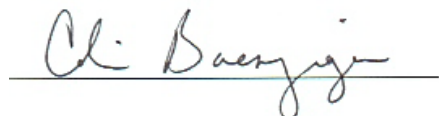
COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING

Some of our current searches include City Managers/Administrators for Montverde, FL and Sunnyside, WA. We are also assisting the City of Charleston, SC with searches for their Chief Information Officer, Section Chief for Planning Permitting and Engineering, Section Chief for Public Works and Public Service, and Section Chief for Parks and Recreation. We are also assisting the City of Grand Junction, CO with a search for their City Attorney.

Those authorized to bind the company are partners Colin Baenziger and Scott Krim, as well as Lynelle Klein, Senior Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact us at (801) 628-8364.

Sincerely,



Colin Baenziger
Senior Partner



G. Scott Krim
Managing Partner

...Serving Our Clients with a Personal Touch...

The Firm, Its Philosophy, & Its Experience

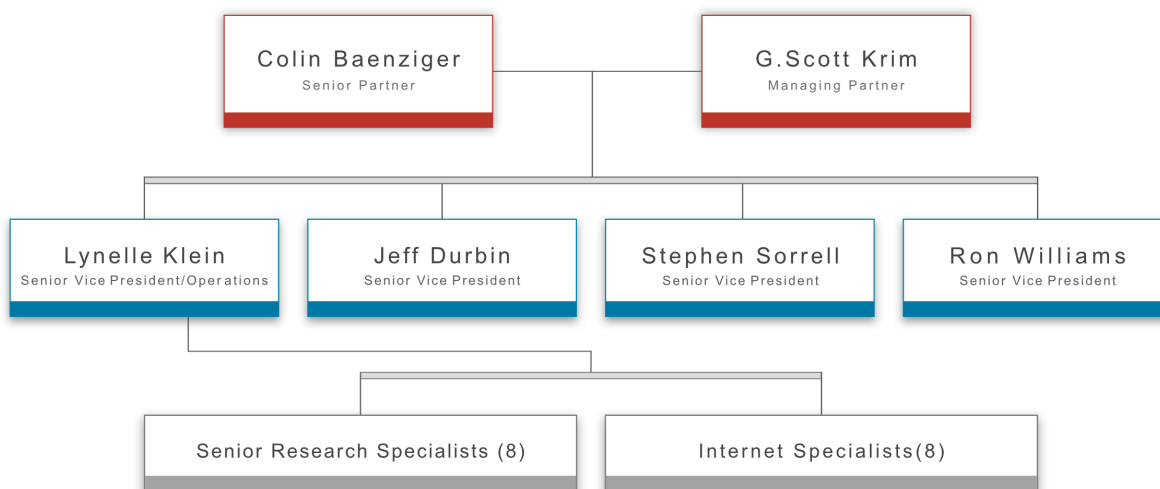
Colin Baenziger & Associates (CB&A) is a nationally recognized firm which began executive recruiting in 1998. The firm has offices in Daytona Beach Shores, FL, Grand Junction, CO, Pensacola, FL, and Weber County, UT.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Further, our work is not done until you are fully satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our action plan. When we do so, we do not ask for more than the originally quoted price. We feel you are hiring us as your experts, and once a contract is signed, we have an obligation to fulfill its requirements with excellence, on time, and within budget. We operate on the principle that all contingencies can and should be anticipated.

Since beginning our executive search practice, we have worked for clients in thirty-seven states. Overall, we have conducted more than 420 searches overall, with over 230 of them being for CEOs for cities, counties, and special districts. More importantly, the basic approach outlined herein has been refined to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 28 years, and its effectiveness has led to our success and national reputation. Our work has focused on Executive Search, and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



What Makes us Unique

What sets us apart is more than just experience, it's our unwavering commitment to prioritize clear communication and mutual trust, while tailoring our approach to meet your specific needs. Our work focuses on recruiting top-level roles in local government, and we do not implement a one-size-fits-all process.

A cornerstone of our process is the rigor we apply to candidate screening. We dedicate the necessary time and resources to conduct comprehensive background checks and produce **detailed candidate reports before you select your finalists**. This ensures that when the elected body moves forward with interviews, they do so with full confidence—knowing each recommended candidate has already been thoroughly and professionally vetted.

Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what circumstances may develop. ***We have never requested anything beyond the originally quoted price, even in cases where we were probably entitled to do so.*** That guarantee remains in place today.

Completion of Projects on Schedule

Colin Baenziger & Associates delivers results—fast. Most assignments are completed within 90 days, and since launching its recruitment services, **the firm has never missed a major milestone**. That kind of reliability means you can count on CB&A to keep your project on track and on time.

Women and Minorities

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that since 2012, 40% of the candidates hired in our recruitments have been females and/or minorities. Some years that number has been as high as 65%.

Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

Insurance

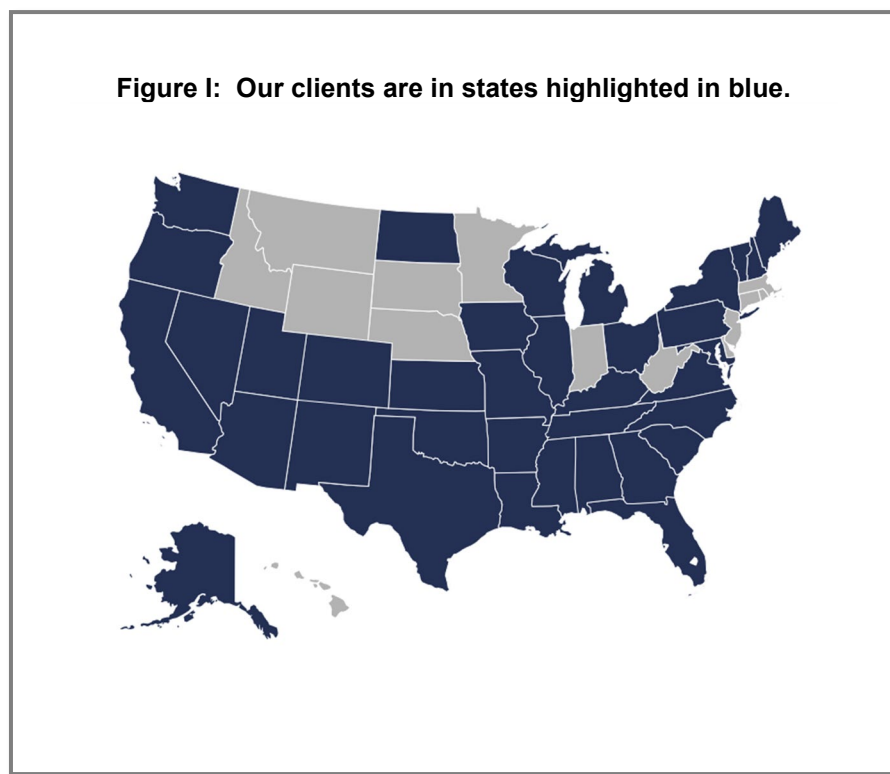
To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$2 million per occurrence, (2) automobile liability insurance of \$1 million per occurrence, (3) professional liability insurance of \$1 million per occurrence and (4) Cyber and Data Risk insurance of \$250,000 per claim. Further, we carry the required workers compensation insurance for our employees.

Clientele

Our clients are almost exclusively local governments, and they make the hiring decision. We do not accept payment for any services from candidates; we feel that would be a conflict of interest.

Geographic Reach

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. We have conducted assignments in 37 states, see Figure I below. A complete list of our searches can be found in Appendix A.



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The following search methodology has been refined over the past twenty-eight years and is virtually foolproof. That said, we will integrate any ideas you have into the process to the extent possible. Our goal is to ensure you have the right people to interview as well as all the information you need to make the right decision.

Phase I: Information Gathering / Needs Assessment / Brochure Preparation

Task One: Needs Assessment

An important part of the recruiter's work is promoting the community to the very best candidates (including those who are not actively looking for their next job) while providing an honest portrayal of the community and the opportunity. As such, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Gather information from the jurisdiction, its website and other sources;
- Interview the elected body and other key parties (such as City staff). Our goal is to develop a strong sense of your organization, its leadership, its short- and long-term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will include experience, longevity, education, personality, demeanor, skills, and achievements as well as other items you and the community consider important;
- Determine a reasonable compensation package; and
- Finalize the timeline with the City so both the elected body and the candidates will know when the interviews will be held and when they need to be available.

If the City wishes, we will gladly incorporate meetings with other stakeholders (such as the business community, non-profit organizations, the religious community, and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will develop a comprehensive recruitment profile for your review. We will incorporate any suggestions you have, before we finalize the document. As part of this effort, we will conduct a salary study, comparing similar municipalities, and recommend a market-based range for use in recruiting candidates. A sample profile is included as Appendix B. Other examples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for your position. We say people (and not person) because our goal is to provide you with six to twelve outstanding semi-finalists. You then select the top five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- **Networking:** The best approach is diligent outreach. We will network with potential candidates and consult our database of government professionals. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers.
- **Advertising:** In addition to networking, we incorporate professional associations and the trade press into our sourcing strategy to ensure no strong candidate is missed. These might include the International City/County Management Association, Georgia City-County Management Association, Georgia Municipal Association, Georgia City Managers Association, related state associations, LinkedIn, the National Association of Cities, and sites aimed at female and minority candidates.
- **CB&A Website:** We will also post the recruitment on our website, www.cb-asso.com, which many candidates consult regularly.
- **Email:** We will e-mail the recruitment profile to our database of approximately fourteen thousand managers and professionals who are interested in local government management positions. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward our information to someone else who may be interested.

We generally do not use local newspapers, national newspapers, or generic employment websites because, while they produce large numbers of applications, they generally do not produce the caliber of candidates we are seeking. Consequently, if the City would like to place ads in these venues, the City will facilitate the job placement, and bear the cost.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from forty to sixty applicants. We will use the information we developed in Phase I to narrow the field. Selecting strong candidates is, in reality, more of an art than a science and a mixture of in-depth research and subjective evaluation. While we consider standard ranking factors, our recommendations to you will be those candidates whom we feel will be an outstanding City Manager and a great fit with your community.

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will conduct a detailed screening of each resume to determine the six to twelve, highest-quality candidates.

Step Two. Screening Interview. Our lead recruiters will interview each of the top candidates. Using what we learned in Phase I, and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whom to consider further.

Step Three. Evaluate the Best Candidates. We will conduct thorough research into the backgrounds of the best candidates. Specifically, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We ask the candidates to answer a series of questions about themselves as an adjunct to their resumes

and cover letters. By so doing, (1) the candidates can tell their story *in their own words*, and balance the negativity that is so often characteristic of the press, and (2) the City can evaluate the candidates' written communication skills.

- **Interviews of References:** We provide the candidate with a list of references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people per candidate and prepare a written summary of each conversation that is approximately one page long.
- **Legal Checks:** Through our third-party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state, and national level; civil records for litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the NCIC database (the gold standard for criminal records), our vendor has developed a very reliable substitute.
- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every community has some form of print and/or electronic media with an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation. Further, we will review the candidate's social media accounts.
- **Verification of Education and Work History:** We will verify all stated educational credentials, as well as the candidate's work history for the past 15 years to ensure the candidate has been completely forthright.
- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

As part of our efforts, we will crosscheck sources, search for discrepancies, and resolve them. When sensitive or potentially embarrassing items are discovered, they will be thoroughly researched. Depending on what we discover, we may remove the candidate from consideration, or present them with an explanation.

Note: We firmly believe that all background work and checks should be completed prior to recommending any candidates to you. That way you know the individuals you select to interview are all top performers and do not have anything embarrassing in their work history and / or backgrounds that might come to light later. It also means that once you have made a selection, you can move promptly, negotiate a contract and announce your selection.

Task Five: Preparation and Presentation of Candidate Materials

CB&A will select six to twelve candidates and present them for your consideration as finalists. We will provide you with a complete electronic report for each recommended candidate which will include: the candidate's cover letter, resume, introduction, references, background checks and internet / newspaper archive search results. A sample candidate report is included as Appendix C. We will also provide advice on interviewing, a series of questions the elected officials may wish to ask (as well as outlining questions that are not appropriate to ask), and some logistical information.

Task Six: Finalist Selection

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to select finalists (ideally five with an alternate) to be invited to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the finalists by telephone and give them the opportunity to ask additional questions. Additionally, we will provide them with information concerning the interviews and travel arrangements.

Further, we will contact those not selected to be interviewed. Part of the notification will include advice concerning their application materials. Thus, even though they were not advanced, they will have gained something valuable for their next employment search.

Phase IV: Coordinate the Interview Process and City Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an evaluation process including mechanisms to assess the candidates' communication skills, interpersonal skills, and decision-making skills. Typically, we suggest the governing body observe the finalists in three settings: a social setting (since the selected candidate will frequently represent the City at community functions), one-on-one interviews with the elected officials, and a formal interview with the governing body as a whole. Our process is outlined below.

Day #1: The finalists are given a tour of the community by a knowledgeable staff member or resident. Municipalities often also include a reception with the City's senior staff at this point.

Later that day, the City can host a reception for the candidates. Its purpose is to allow the elected officials to observe how the finalists respond to a social situation. As noted, your next City Manager will represent your local government in a variety of venues. It is thus important to know how the individual will respond to your citizenry. The reception also serves as an icebreaker whereby the elected officials and the candidates get to know one another informally.

Day #2: The next morning, the finalists will interview individually with each Council Member for approximately 40 minutes. These meetings will provide you with an opportunity to assess how the candidates are likely to interact with you on an individual basis. Ultimately, Managers succeed or fail based on their interaction with the Council and its individual members. One-on-one interviews are an excellent way to test that interaction.

After lunch, the Council, as a group, will interview each finalist one at a time for approximately 30 minutes. Part of the interviews might include a PowerPoint presentation, so the Council can observe the candidates' presentational skills.

We recommend you invite the finalists' spouses to the interviews, so they can become familiar with the community.

Finally, if it would make you feel more comfortable, we can recommend several third-party management and personality assessment tools that the City can use to provide additional input. They are generally not costly and are not included in our fee.

Task Nine: Debriefing and Selection

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to the selection of your next Manager.

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

If requested, we will assist in the employment agreement negotiations. Generally, a member of the elected body or staff and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use with the selected candidate. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates, and the candidates have been thoroughly vetted, we expect prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new City Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. We simply feel it is part of our job to ensure a successful relationship.

Communication: Once the process begins, we will provide weekly emails reporting on the status of the search. At significant milestones we will discuss the process and results with each of you personally. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers, and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We are, in addition to being exceptional recruiters, students of local government, and can often offer insights as well as names of parties who are familiar with a wide variety of issues, often with innovative solutions. We strive to be responsive and to assist in any way we can.

The City's Obligations

The City will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The City will also be responsible for reimbursing the candidates (and spouses, if invited) for all expenses associated with their travel, meals, and incidentals for the interview process.

Proposed Project Schedule

The following is the schedule we would suggest and assumes CB&A is selected to complete the search by September 1st. It can be adjusted based on the availability of the Mayor and Council.

Phase I: Needs Assessment / Information Gathering

- September 9th: CB&A begins meeting with the Council Members and other stakeholders to understand the job and its challenges.
- September 22nd: CB&A submits the draft of the full recruitment profile to the City for its review.
- September 29th: The City provides comments on the recruitment profile.

Phase II: Recruiting

- October 2nd: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to approximately 14,000 local government professionals.
- October 23rd: Closing date for submission of applications.
- October 28th: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- December 1st: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background, and Internet/newspaper archives/social media checks.
- December 8th: The City selects approximately five finalists and an alternate to interview.

Phase IV: Interview Process Coordination and City Manager Selection

- December 17th: The City holds reception for the finalists.
- December 18th: One-on-one and full Council interviews and selection of City Manager.

Phase V: Negotiation, Warranty & Continuing Assistance

- Post-Selection: CB&A works with City representatives and the selected candidate on an employment agreement.

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Project Team and Involvement

Colin Baenziger & Associates has assembled an outstanding project team to serve your needs.

Colin Baenziger, our Senior Partner, has spent ten years in local government as a senior manager and over 30 years as a consultant. In addition to his 28 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and the Marriott Corporation. Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He has also been active in the International City Management Association and the Florida City and County Management Association.



G. Scott Krim, Managing Partner, has 20 years' experience in the public and private sectors and offers an abundance of managerial and analytical experience. He is a versatile leader with proven expertise in executive search, operations optimization, personnel retention, and internal / external stakeholder relationships. Prior to joining our firm, Scott worked for five years in Utah's District Courts. He is a member of the International City / County Management Association, the Association for Public Policy Analysis & Management, the Society of Human Resource Management, and the American Communication Association. Scott has a Master of Public Administration (emphasis in state and local government) from Southern Utah University, and a Bachelor of Science in Organizational Communication from Weber State University in Ogden, Utah. Scott is a certified Professional and Technical Writer.



Lynelle Klein, Senior Vice President for Operations, is a skilled professional with extensive expertise in executive search. Starting as a research assistant with CB&A 12 years ago, she has now firmly established herself as the number three person at CB&A. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an associate degree from Brigham Young University in Rexburg, Idaho. She currently resides in Mesa County, CO.



Stephen Sorrell, Senior Vice President, brings over 35 years of management and technical experience in municipal, county, state, and special district agencies in addition to his work with Colin Baenziger & Associates (CB&A). Some of the leadership positions Steve has held include serving as Executive Director, Emerald Coast Utilities Authority in Pensacola, Florida, and as City Manager, Director of Public Safety, Assistant City Manager, and Director of Finance, all for Hamilton, Ohio. He is a P.E. and earned a Bachelor of Science in Civil Engineering Degree from the University of Dayton, Ohio, and Master of Public Administration Degree from the University of Cincinnati, Ohio. He is or has been a member of the International City/County Management Association, Florida City/County Management Association, Florida Finance Officers Association, American Water Wastewater Association, President of the Exchange Club, President of the Safety Council, Chairman of the Neighborhood Watch Program, and served on the Board of Directors for Senior Services and the Chamber of Commerce. One day, he hopes to slow down – just not yet.



Ron Williams, Senior Vice President. While Mr. Williams has had a long relationship with CB&A. In fact, he worked with the firm in its infancy and helped develop the operating methodology that has led to our growth and success. His public sector career began as a budget analyst for the City of Miami and culminated as the City Manager for Palmetto Bay (an affluent suburb of Miami, FL with 24,000 residents) and then for Live Oak (a rural city of 7,000 about 100 miles west of Jacksonville, FL). Along the way, he served in high level positions in juvenile justice, public works, and general services. What excites him now is finding the people you need to fill your key positions, and he is exceptionally good at it. Ron has a Bachelor of Science in Management and a Master's Degree in Public Administration from the University of West Florida. He has also taught at Miami Dade College and in the County's public school system.



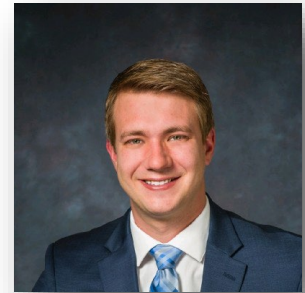
Jeff Durbin, Senior Vice President. With over 30 years of leadership experience in local government and recruiting, he has seen it all and done most of it. He brings notable expertise in organizational change, fiscal challenges, and disaster management. Prior to joining CB&A, he served as an Interim Town Manager, and previously held the position of Town Manager for 16 years in Fraser, CO. He has a Master's Degree in Urban and Regional Planning from Michigan State University, and a Bachelor's Degree in Environmental Design from the University of Colorado. Mr. Durbin is proud to have achieved Credentialed Manager Status and is an active member of the International City/County Management Association, the Colorado City and County Management Association, and the Florida City and County Management Association.



City Administrator, Crestwood, MO (population 12,295)

Contact: Mayor Scott Shipley at 314-623-9837, or
sshipley@cityofcrestwood.org

Crestwood is a well-established community just 14 miles southwest of downtown St. Louis. This dynamic suburb blends classic homes, local shops, and the calm of true neighborhood living. We began work in March 2026. We worked with the elected body to determine the characteristics and qualifications of the ideal candidate and then created the recruitment materials. Through our targeted marketing and outreach efforts, we were able to bring an excellent pool of candidates to the Town. *David Weidler, then the Interim CAO / Assistant CAO for the City of Kirkwood, MO* was selected in early July 2026. Mr. Weidler remains with the City.



City Manager, Doraville, GA (population 8,500)

Contact: Mayor Joseph Geierman at 770-330-5345, or
joseph.geierman@doravillega.us (email preferred)

Doraville changed its charter in 2012 to become a city manager form of government. Although contracted to do just the **City Manager** search, we also assisted the City in preparing the implementing ordinances. Our work included scouring the nation to find the right person for the position, interviewing the candidates, conducting thorough background checks, and recommending finalists for the city to interview. *Mr. Shawn Gillen, City Administrator for Grand Rapids, MN*, was selected on January 14, 2013. Mr. Gillen became the City Manager for Tybee Island, GA in June of 2017. Our firm was hired to find his replacement. Ms. Regina Williams-Gates was hired in July of 2017 and she resigned in 2019 to pursue other opportunities. We were hired once again to find her replacement and *Chris Eldridge, former County Administrator for Horry County, SC*, was selected in May of 2020. Mr. Eldridge left Doraville to be the County Manager of Bulloch County, GA in fall of 2025.



County Manager, Dougherty County, GA (population 84,364)

Contact: Commissioner Clinton Johnson 229-291-0121 or CJohnson@dougherty.ga.us
County Attorney Alex Shalishali (706) 256-5301 or
alexshalishali@gmail.com

CB&A began the search for Dougherty County's next **County Manager** in February 2024. As part of our work, we interviewed the County Commissioners to determine what they were looking for in a manager, ran a salary comp survey so we could recommend an appropriate salary range for the region, thoroughly researched the candidate's backgrounds, provided the material to the County and then coordinated the interviews. The process was elongated at the County's request. *Deron King, formerly the City Manager for East Point, GA*, was selected on September 10, 2024. Mr. King remains with the County.



City Manager, Hopewell, VA (population 22,944)

Contact: Former Interim City Manager Michael Rogers at 248-910-0608, or michaelcharlesrogers@outlook.com

Tucked along the bluffs where the James River meets the Appomattox River, Hopewell is less than 23 miles south of Richmond and about 80 miles west of Norfolk. CB&A was hired in early October 2025 to find Hopewell's next **City Manager**. We searched the nation for just the right person. Our efforts included extensive outreach, and we found an excellent group of high-quality candidates. We then performed background checks, coordinated the interview process, and assisted the Town in selecting *Vincent Jones, formerly Deputy County Administrator for Loudoun County, VA*, in March 2026. Mr. Jones remains with the City.



City Manager, Pascagoula, MS (population 21,330)

Contact: City Attorney Michael Moore at (228) 762-6631 or michael@bnsch.com

CB&A began work in May 2024 to find Pascagoula's next **City Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending eleven finalists for the city to interview. After careful deliberation, the City selected the internal candidate *Justin Larsen, Human Resources Manager and Acting City Manager*, in August 2024. Mr. Larsen remains with the City.



City Manager, Seminole, FL (17,800)

Contact: Mayor Leslie Waters at ((727) 430-7553, or lwaters2@myseminole.com

Colin Baenziger & Associates was asked to conduct Seminole's **City Manager** Search in early April 2015. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place on June 25th and 26th. On June 30th, *Ann Toney-Deal, a past City Manager of Haines City, FL*, was selected. Ms. Toney-Deal remains with the City and in 2020 the Council was so pleased with her performance that they gave her an 8% salary increase.



Candidate References

While it is important to deliver what the City expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from five of those candidates.

Placement	Recruited To Be	Contact at
Dale Martin <i>Former City Manager for Winchester, CT</i>	City Manager, Fernandina Beach, FL <i>Appointed September 2015. He left in February 2023 and is currently the City Manager of Flagler Beach, FL.</i>	(904) 557-5047 dallmartin@yahoo.com
Eden Freeman <i>Former Assistant City Manager for Sandy Springs, GA</i>	City Manager, Winchester, VA <i>Appointed June 2014, she left in March 2020. She returned to Sandy Springs as the City Manager in January 2022.</i>	(404) 683-4816
Bryan Hill <i>Former Deputy Administrator for Beaufort County, SC</i>	Administrator, James City County, VA <i>Appointed July 2014. Hired as the Fairfax County, VA, CEO in January 2018.</i>	(843) 368-7458
Chris Morrill <i>Former Assistant City Manager for Savannah, GA</i>	City Manager, Roanoke, VA <i>Appointed December 2009. Hired as the Executive Director of the Government Finance Officers Association in 2017.</i>	(843) 368-7458
Raymond "Boz" Bossert, Jr. <i>Former Village Administrator for Port Edwards, WI</i>	General Manager, Sun 'N Lake of Sebring Improvement District, FL <i>Appointed July of 2023 and remains with the District.</i>	(706) 215-4567

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Fee

CB&A offers a firm, fixed price of \$32,500, which includes all the expenses we will incur. The only other expenses the City will incur are those associated with bringing the finalists (and spouses, if invited) to interview with the City (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

Requested Services	
Phase I: Needs Analysis / Information Gathering	\$ 4,000
Phase II: Recruiting	14,000
Phase III: Screening	12,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Warranty	1,000
Firm, Fixed Fee Total	\$32,500

Please note, as previously stated, we have never billed nor requested additional funds beyond our originally quoted fee – even when circumstances suggested we were entitled to them.

Warranty

We proudly stand behind our work with one of the more notable warranties in the industry, underscoring our commitment to quality and integrity. Our warranty includes the following:

1. Once the City employs our recommended candidate, we will not approach the selected City Manager for any other recruitment as long as the individual is employed by the City.
2. Should the selected individual leave for any reason other than an Act of God within the first year, CB&A will repeat the search for the reimbursement of our costs only. (Act of God defined as: unexpected health conditions occurring to themselves or close family members, total incapacitation, or death).
3. If, after the final events and interviews, the City determines that the candidates presented do not meet the desired standards or are not an outstanding fit, CB&A will repeat the search process at no additional cost.
4. All services outlined in our proposal are covered under a guaranteed, all-inclusive fee. This fee will not be exceeded, except under the conditions listed.

This warranty is effective provided the City adheres to the following guidelines:

- The City follows our recommendations and the agreed upon 90-day project schedule, including all components of each phase (Phase I - V inclusive); and
- The City selects from the recommended candidates officially presented by CB&A.

We recognize that unique circumstances may arise. In such cases, CB&A is willing to engage in good faith discussions with the City to explore potential solutions, or alternative options, even if they fall outside the formal bounds of this warranty.

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING



**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR
THE CITY OF LOGANVILLE, GA**

Volume II: Appendices

Colin Baenziger & Associates

Contact Person:

G. Scott Krim (801) 628-8364
Colin Baenziger & Associates
e-mail: ***Scott@cb-asso.com***
Fax: (561) 621-5965

...Serving Our Clients with a Personal Touch...

**PROPOSAL TO BE THE CITY'S
EXECUTIVE RECRUITING FIRM**

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Appendix A

***Searches by
Colin Baenziger & Associates' Staff***

Governmental Search Assignments

Current Searches

Town Manager, Montverde, FL (population 2,249)

City Manager, Sunnyside, WA (population 16,414)

Section Chief for Parks and Recreation, Charleston, SC (population 160,965)

Section Chief for Planning, Permitting, and Engineering, Charleston, SC (population 160,965)

Section Chief for Public Works, Charleston, SC (population 160,965)

City Attorney, Grand Junction, CO (population 73,036)

Searches Completed in 2026

City Administrator, Cedar Falls, IA (population 41,593)

City Administrator, Crestwood, MO (population 12,161)

City Administrator, Davenport, IA (population 101,724)

City Administrator, Fort Smith, AR (population 22,944)

City Manager, Hopewell, VA (population 22,944)

Chief Administrative Officer, Kirkwood, MO (population 29,348)

Chief Information Officer, Charleston, SC (population 160,965)

Governmental Search Assignments (continued)

Completed Searches Prior to 2026

Completed Searches – City/Town/Village Manager/Administrator

City Manager, Albany, GA (population 75,600) in 2011
 City Manager, Ankeny, IA (population 45,600) in 2013
 City Manager, Ashland, KY (population 21,000) in 2013
 City Manager, Auburn, AL (population 58,582) in 2017
 City Manager, Aventura, FL (population 37,724) in 2017 and 2018
 Village Manager, Bal Harbour, FL (population 3,300) in 2013
 City Manager, Bartow, FL (population 16,000) in 2007 in 2017 and 2022
 Town Manager, Bay Harbor Islands, FL (population 5,628) in 2007, 2012 and 2020
 City Manager, Belle Isle, FL (population 7,344) in 2023
 City Manager, Bellevue, WA (population 122,400) in 2014
 City Administrator, Bradenton, FL (population 60,888) in 2021
 City Manager, Brighton, CO (population 41,254) in 2020
 Town Manager, Buckeye, AZ (population 32,000) in 2006
 City Manager, Burien, WA (population 55,188) in 2017
 City Manager, Cape Canaveral, FL (population 10,200) in 2010 and 2025
 City Manager, Cape Coral, FL (population 194,570) in 2012 and 2020
 City Manager, Carnation, WA (population 1,873) in 2017
 City Manager, Casselberry, FL (population 25,000), in 2005
 City Manager, Chamblee, GA (population 17,000) in 2011
 City Manager, Clewiston, FL (population 7,270) in 2019
 City Manager, Cocoa Beach, FL (population 11,200) in 2012, 2015, 2016, and 2025
 City Administrator, Connell, WA (population 4,200) in 2014
 City Manager, Cooper City, FL (population 32,000) in 2008 and 2023
 City Manager, Coral Gables, FL (population 43,000) in 2009
 City Manager, Cottonwood Heights, UT (population 34,000) in 2004
 City Manager, Covington, VA (population 5,802) in 2016
 City Manager, Crescent City, FL (population 1,542) in 2020
 City Manager, Crystal River, FL (population 3,485) in 2024
 Town Manager, Cutler Bay, FL (population 35,000) in 2006
 City Manager, Dania Beach, FL (population 28,000) in 2009
 City Manager, Danville, VA (population 43,000) in 2016
 City Administrator, Davenport, IA (population 101,724) in 2024
 City Manager, Deerfield Beach, FL (population 78,000) in 2019
 City Manager, Delray Beach, FL (population 64,100) in 2014
 City Manager, Deltona, FL (population 83,000) in 2006, 2008, and 2024
 City Manager, Destin, FL (population 12,000) in 2003 and 2011
 City Administrator, Dickinson, ND (population 22,300) in 2018
 City Manager, Doral, FL (population 24,000), in 2004
 City Manager, Doraville, GA (population 10,896) in 2013, 2017 and 2020
 Town Manager, Dundee, FL (population 3,000) in 2006 and 2009
 City Administrator, Eagle Mountain City, UT (population 63,689) in 2024
 City Manager, Ellensburg, WA (population 18,350) in 2014
 City Manager, Elmira, NY (population 29,200) in 2014
 Village Manager, Estero, FL (population 26,600) in 2015

Governmental Search Assignments (continued)

Completed Searches – City/Town/Village Manager/Administrator (continued)

City Manager, Fairborn, OH (population 33,200) in 2017
 City Manager, Fayetteville, NC (population 208,000) in 2012
 City Manager, Fernandina Beach, FL (population 11,000) in 2006, 2015, 2023 and 2024
 City Manager, Fife, WA (population 8,700) in 2010
 City Manager, Fircrest, WA (population 7,215) in 2023
 City Manager, Flagler Beach, FL (population 5,458) in 2023
 City Manager, Fort Myers, FL (population 68,190) in 2016
 Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008
 City Manager, Fort Pierce, FL (population 41,900) in 2012
 City Manager, Fort Smith, AR (population 87,650) in 2016
 City Manager, Fort Walton Beach FL (population 20,879) in 2023 and 2025
 City Manager, Fruitland Park, FL (population 4,100) in 2013 and 2025
 City Manager, Gainesville, FL (population 133,857) in 2016 and 2019
 City Manager, Greensboro, NC (population 259,000) in 2009
 City Manager, Groveland, FL (population 12,493) in 2018
 City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012
 City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)
 City Manager, Homestead, FL (population 62,000) in 2010
 City Manager, Indianola, IA (population 15,108) in 2015
 Village Manager, Islamorada, FL (population 7,500) in 1999, 2005, 2021 and 2022
 City Manager, Jacksonville Beach, FL (population 23,387) in 2018
 Town Manager, Juno Beach, FL (population 3,600) in 2005, 2023, and 2025
 Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011
 City Manager, Key West, FL (population 24,600) in 2012
 City Manager, Kodiak, AK (population 5,287) in 2025
 Town Manager, Lady Lake, FL (population 15,954) in 2021
 City Administrator, Lake Forest Park, WA (population 13,059) in 2018
 City Manager, Lake Helen, FL (population 2,871) in 2024 and 2025
 Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
 City Manager, Lake Worth Beach, FL (population 38,010) in 2003, 2007 and 2021
 Town Manager, Lantana, FL (population 9,600) in 2000 and 2021
 City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002
 City Manager, Leesburg, FL (population 20,390) in 2013
 City Manager, Longview, WA (population 37,722) in 2025
 City Manager, Madeira Beach, FL (population 12,300) in 2011
 Town Manager, Mangonia Park, FL (population 1,400) in 2001
 City Manager, Marathon, FL (population 11,500) in 2002 and 2004
 City Manager, Marco Island, FL (population 15,000) in 2014
 City Manager, Mascotte, FL (population 5,873) in 2021
 City Manager, Medina, WA (population 3,000) in 2013
 City Manager, Melbourne, FL (population 72,500) in 2012
 City Manager, Miami Gardens, FL (population 101,000) in 2004
 City Manager, Mill Creek, WA (population 18,828) in 2015 and 2022
 City Manager, Miramar, FL (population 122,000) in 2013
 City Manager, Monroe, NC (population 33,500) in 2013
 City Manager, Montverde, FL (population 1,675) in 2020
 Town Manager, Mooresville, NC (population 41,995) in 2019

Governmental Search Assignments (continued)

Completed Searches – City/Town/Village Manager/Administrator (continued)

City Manager, Mount Dora, FL (population 12,000) in 2005
 City Manager, Mount Pleasant, MI (population 26,000) in 2014
 City Manager, Mountlake Terrace, WA (population 20,700) in 2014 and 2016
 City Manager, Naples, FL (population 21,800) in 2018
 City Manager, New Smyrna Beach, FL (population 23,000) in 2009
 City Manager, Nome, AK (population 3,695) in 2025
 City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015
 City Manager, North Miami, FL (population 62,000) in 2010 and 2014
 City Manager, North Myrtle Beach, SC (population 20,767) in 2025
 Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012
 City Manager, North Port, FL (population 55,800) in 2011
 Town Manager, North Topsail Beach, NC (population 734) in 2018
 City Manager, Norwich, CT (population 40,500) in 2016
 Town Manager, Oakland, FL (population 5,400) in 2023
 City Manager, Oakland Park, FL (population 42,800) in 2014
 City Manager, Ocala, FL (population 52,000) in 2008 and 2015
 Town Manager/Finance Director, Ocean Ridge, FL (population 1,830) in 2023
 City Manager, Opa-Locka, FL (population 2,180) in 2019
 City Manager, Orange City, FL (population 10,000) in 2010 and 2016
 City Manager, Orange Park, FL (population 9,100) in 2010 and 2025
 City Manager, Oviedo, FL (population 33,000) in 2008
 City Manager, Palm Bay, FL (current population 101,000) in 2002 and 2015
 City Manager, Palm Coast, FL (population 71,000) in 2006
 Village Manager, Palmetto Bay, FL (population 24,000) in 2003
 City Manager, Panama City Beach, FL (population 12,776) in 2012 and 2019
 City Manager, Parkland, FL (population 30,177) in 2017
 City Manager, Pascagoula, MS (population 21,330) in 2024
 City Manager, Petersburg, VA (population 32,701) in 2017
 Village Manager, Pinecrest, FL (population 19,300) in 2011
 City Manager, Pompano Beach, FL (population 101,000) in 2007
 City Manager, Port Orange, FL (population 67,494) in 2021
 City Manager, Port Richey, FL (population 2,869) in 2020 and 2023
 City Manager, Port St. Lucie, FL (population 174,100) in 2016
 City Manager, Portland, ME (population 65,000) in 2011
 City Manager, Prosser, WA (population 5,802) in 2016
 Chief Administrative Officer, Renton, WA (population 100,953) in 2021
 City Manager, Riviera Beach, FL (population 37,000) in 2009
 City Manager, Roanoke, VA (population 98,465) in 2009 and 2017
 City Manager, Sammamish, WA (population 64,548) in 2019
 City Manager, Sanibel Island, FL (population 7,319) in 2021
 City Manager, Sarasota, FL (population 55,000) in 2012
 City Manager, Satellite Beach, FL (population 10,100) in 2013
 City Manager, Savannah, GA (population 142,800) in 2016
 City Manager, Scottsdale, AZ (population 217,400) in 2013
 City Manager, Seaside, CA (population 32,366) in 2025
 City Manager, Sebastian, FL (population 24,772) in 2018
 City Manager, Seminole, FL (population 17,800) in 2015

Governmental Search Assignments (continued)

Completed Searches – City/Town/Village Manager/Administrator (continued)

City Manager, Sequim, WA (population 6,700) in 2015 and 2021
 Town Manager, Sewall's Point, FL (population 2,000) in 2006
 Township Manager, Spring Garden Township, PA (population 12,963) in 2018
 Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016
 City Manager, St. Pete Beach, FL (population 10,000) in 2014 and 2019
 City Manager, Stuart, FL (population 17,000) in 2006 and 2017
 City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011
 City Manager, Sunrise, FL (population 84,400) in 2012
 City Manager, Sunnyside, WA (population 15,860) in 2013, 2018, and 2024
 Town Manager, Surfside, FL (population 6,000) in 2014
 City Manager, Tacoma, WA (population 200,000) in 2011 and 2017
 City Administrator, Tavares, FL (population 11,000) in 2006
 City Manager, Temple Terrace, FL (population 26,901) in 2022
 City Manager, Thornton, CO (population 144,388) in 2024
 City Manager, Titusville, FL (population 43,940) in 2014 and 2025
 City Manager, Treasure Island, FL (population 6,937) in 2017
 City Manager, Venice, FL (population 29,852) in 2025
 City Manager, Vero Beach, FL (population 16,751) in 2019
 City Manager, West Melbourne, FL (population 15,000) in 2009
 City Manager, West Park, FL (population 12,000) in 2005 and 2010
 City Manager, Weston, FL (population 70,015) in 2019
 City Manager, Wilmington, NC (population 125,895) in 2025
 City Manager, Winchester, VA (population 28,108) in 2014 and 2020
 City Manager, Winter Haven, FL (population 37,900) in 2017
 City Manager, Yakima, WA (population 91,000) in 2011 and 2012

Completed Searches – County Administrator / Manager

County Manager, Alachua County, FL (population 251,400) in 2014
 County Manager, Baker County, FL (population 27,000) in 2006
 County Administrator, Bay County, FL (population 158,000) in 2005
 County Manager, Brevard County, FL (population 536,000) in 2009
 County Administrator, Broward County, FL (population 1,800,000) in 2006
 County Administrator, Clackamas County, OR (population 383,900) in 2013
 County Manager, Clay County, FL (population 212,230) in 2005, 2011 and 2019
 County Administrator, Dougherty County, GA (population 84,364) in 2024
 Chief Administrator, El Paso County, TX (population 827,700) in 2014 and 2016
 County Administrator, Emmet County, MI (population 32,900) in 2014
 County Manager, Flagler County, FL (population 83,000) in 2007
 County Manager, Fulton County, GA, (partial search) in 2015 (population 894,300) in 2015
 County Administrator, Hernando County, FL (population 172,800) in 2012
 County Administrator, Highlands County, FL (population 98,000) in 2008
 County Administrator, Indian River County, FL (population 163,662) in 2023
 County Administrator, James City County, VA (population 69,000) in 2014
 County Manager, Lee County, FL (population 600,000) in 2009
 County Administrator, Manatee County, FL (population 422,774) in 2023

Governmental Search Assignments (continued)

Completed Searches – County Administrator / Manager (continued)

County Administrator, Martin County, FL (population 140,000) in 2005
 Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011
 County Administrator, Monroe County, FL (population 80,000) in 2004
 County Administrator, Nassau County, FL (population 60,000) in 2004
 County Administrator, Okaloosa County, FL (population 183,500) in 2013
 County Administrator, Okeechobee County, FL (population 39,000) in 2008
 County Manager, Osceola County, FL (population 235,000) in 2003 and 2007
 County Administrator, Polk County, IA (population 400,000) in 2007 and 2011
 County Manager, Seminole County, FL (population 410,000) in 2006
 County Administrator, St. Johns County, FL (population 162,000) in 2007
 County Administrator, St. Lucie County, FL (population 284,000) in 2014 and 2023
 County Manager, Union County, NC (population 198,600) in 2010
 County Administrator, Warren County, VA (population 42,721) in 2025
 County Administrator, York County, VA (population 66,269) in 2015

Completed Searches – Other Municipal CEO

Executive Director, Bartow Municipal Airport Development Authority, Bartow, FL in 2017
 Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900) in 2016
 General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016
 General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
 Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011 and 2022
 Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003
 Executive Director, South Correctional Entity (SCORE), Des Moines, WA (population served 406,000) in 2018
 General Manager, Sun 'n Lake Improvement District, FL (population served 9,000+) in 2023

Completed Searches – Community Association CEOs and Assistant CEOs

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016
 Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017
 Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017
 Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001

Governmental Search Assignments (continued)

Completed Searches – Assistant/Deputy Managers

Assistant City Manager / Operations, Corpus Christi, TX (population 308,000) in 2013
 Assistant City Manager / Utilities, Corpus Christi, TX (population 308,000) in 2014
 Deputy City Manager, Danville, VA (43,000) in 2016
 Deputy City Administrator, Dickinson, ND (population 22,300) in 2016
 Assistant County Manager, Douglas County, NV (population 49,628) in 2024
 Deputy City Manager for Community Building, Durham, NC (population 220,000) in 2009
 Assistant City Manager, Jacksonville, NC (population 72,800) in 2025
 Assistant Town Manager, Jupiter Island, FL (population 654) in 2010
 Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998
 Assistant City Manager, Lake Worth Beach, FL (population 37,000) in 2004
 Assistant County Administrator, Martin County, FL (population 140,000) in 2006
 Deputy City Manager, Sammamish, WA (60,000) in 2016
 Assistant City Manager, Tamarac, FL (population 55,500) in 2001
 Assistant City Manager, West Palm Beach, FL (population 101,000) in 2004 and 2013

Completed Searches – City or County Attorneys

County Attorney, Clay County, FL (population 196,400) in 2016
 Corporation Counsel, Davenport, IA (population 101,724) in 2024
 City Attorney, Daytona Beach, FL (62,300) in 2016
 City Attorney, Deltona, FL (population 98,528) in 2024
 City Attorney, Fort Lauderdale, FL (population 178,752) in 2018
 City Attorney, Fort Pierce, FL (population 41,590) in 2016 and 2018
 County Attorney, Fulton County, GA (population 996,319) in 2015
 City Attorney, Lawton, OK (population 94,653) in 2020
 City Attorney, Moline, IL (population 42,452) in 2024
 City Attorney firm, Naples, FL (population 22,367) in 2021
 City Attorney, Ocala, FL (population 60,021) in 2022
 Chief Labor Negotiator, Orlando, FL (population 270,934) in 2018
 City Attorney, Port St. Lucie, FL (population 185,132) in 2016 and 2019
 County Attorney, Prince William County, VA (population 438,580) in 2015
 City Attorney, Roanoke, VA (population 96,000) in 2012
 City Attorney, Sebastian, FL (population 25,703) in 2023
 Fire District Attorney, St. Lucie County Fire District, FL (population 298,600) in 2017
 City Attorney, Vero Beach, FL (population 16,751) in 2019
 City Attorney, West Melbourne, FL (population 15,000) in 2008

Completed Searches – Community Development/Growth Management/Planning

Planning and Community Development Director, Bradenton, FL (population 60,888) in 2021
 Growth Management Director, Collier County, FL (population 357,305) in 2015 and 2017
 Community Development Director, Danville, VA (population 43,000) in 2016
 Planning and Development Director, Fairfax County, VA (population 1,150,309) in 2022
 Director, Building and Development, Loudoun County, VA (population 336,900) in 2014
 Community Development Director, Miami, FL (population 408,000) in 2008

Governmental Search Assignments (continued)

Completed Searches – Community Development/Growth Management/Planning (continued)

Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012
General Manager, North Sarasota Redevelopment District, Sarasota, FL (population 53,000) in 2008
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005
Community Development Director, Tamarac, FL (population 55,500) in 2007

Completed Searches – Economic Development / Redevelopment

Growth Management Manager, Wellington, FL (population 55,000) in 2009
Executive Director, Camden County (GA) Joint Development Authority (pop. 51,400) in 2014
Economic Development Director, Collier County, FL (population 328,000) in 2012
Economic Development Director, Concord, NH (population 42,444) in 2017
Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009
Economic Development Director, Roanoke, VA (population 96,000) in 2012
Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009
Economic Development Director, Loudoun County, VA (population 326,000) in 2010
Economic Development Director, St. Johns County, FL (population 162,000) in 2011 and 2024

Completed Searches – Engineers

City Engineer, Gulfport, MS (population 90,000) in 2008
Director/Engineering/Public Works /Utilities, Hallandale Beach, FL (population 39,000) 2013
Deputy County Engineer, Martin County, FL (population 140,000) in 2006
Assistant City Engineer, Melbourne, FL (population 75,000) in 2008
City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006
Staff Engineer, Wellington, FL (population 55,000) in 2009

Completed Searches – Facilities Management

Director, Performing Arts & Convention Center, Federal Way, WA (population 92,700) in 2015
Director, Landscaping, Weston, FL (population 65,300) in 2013

Completed Searches – Finance and Budget

Finance Director, Altus, OK (population 19,800) (background check) in 2012
Finance Director, College Park, MD (population 32,256) in 2016
Procurement Director, Collier County, FL (population 357,305) in 2016
Finance Director, Danville, VA (population 43,000) in 2014
Finance Director, Daytona Beach, FL (population 31,860) in 2012
Finance Director, DeLand, FL (population 28,230) in 2016
Finance Director, Escambia County (FL) Housing Authority (population served: 302,700), 2014
Chief Financial Officer, Estero, FL (population 36,939) in 2022

Governmental Search Assignments (continued)

Completed Searches – Finance and Budget (continued)

Finance Director, Fort Walton Beach, FL (population 20,000) in 2006
 Finance Director, Gainesville, FL (population 133,857) in 2020
 Finance Director, Groveland, FL (population 12,493) in 2018
 Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012
 Manager, Office of Management & Budget, Lake Worth Beach, FL (population 37,000) in 2010
 Finance Director, Lauderdale Lakes, FL (population 32,000) in 1998
 Finance Director, Miami, FL (population 408,000) in 2013
 Treasurer, Miami, FL (population 408,000) in 2013
 Finance Director, Miramar, FL (population 130,300) in 2016
 Finance Director, Oregon City, OR (population 31,860) in 2012
 Finance Director, Petersburg, VA (population 32,701) in 2017
 Finance Director, Roanoke, VA (population 99,000) in 2014
 Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014
 Revenue Operations Director, Savannah, GA (population 142,800) in 2017
 Budget Director, St. Petersburg, FL (population 248,000) in 2009
 Finance Director, St. Petersburg, FL (population 248,000) in 2010
 Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010
 Finance Director, Surfside, FL (population 5,700) in 2012
 Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009
 Finance Director, West Palm Beach, FL (population 101,000) in 2007
 Chief Financial Officer, Winter Springs, FL (population 36,342) in 2022

Completed Searches – Fire/EMS/Dispatch

Fire Chief, Cape Coral, FL (population 154,300) in 2013
 Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999
 Executive Director, Salt Lake Valley Emergency Communications Center, UT (estimated population served 900,000) in 2024
 Executive Director, South Sound 911 (serves a population of 808,000), Tacoma, WA, in 2013
 Fire Chief, St. Lucie County Fire District, FL (population 298,600) in 2018
 Fire Chief, West Palm Beach, FL (population 101,000) in 2005

Completed Searches – General Services / Administration

General Services Director, Loudoun County, VA (population 349,700) in 2015

Completed Searches – Health and Human Services

Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010

Governmental Search Assignments (continued)

Completed Searches – Housing/Building

Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
 Building Official, Miami Beach, FL (population 91,000) in 2005
 Building Official, Sewall's Point, FL (population 2,000) in 2006
 Building Official, Tamarac, FL (population 55,000) in 2008

Completed Searches – Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
 Human Resources Director, Cape Coral, FL (population 154,300) in 2013
 Director, Human Resources, Gainesville, FL (population 125,000) in 2014
 Director of Personnel, Fulton County, GA (population 992,000) in 2010
 Director, Human Resources, Hillsborough County, FL (population 1,292,000) in 2015
 Human Resources Office, Loudoun County, VA (population 326,000) in 2011
 Human Resources Administrator, Martin County, FL (population 140,000) in 2007
 Personnel Director, North Miami, FL (population 56,000) in 2001
 Human Resources Director, St. Johns County, FL (population 334,173) in 2024
 Director, Human Resources, Sunrise, FL (population 88,800) in 2015
 Director, Human Resources, Roanoke, VA (population 99,000) in 2014
 Personnel Director, Vero Beach, FL (population 17,900) in 2003
 Human Resources Director, West Palm Beach, FL (101,900) in 2013 and 2014

Completed Searches – Information Technology

Information Services Director, Cooper City, FL (population 33,382) in 2017
 Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998
 Information Services Director, Palm Beach County Tax Collector (population 1,300,000), Palm Beach County, FL in 2012 (partial search)
 Chief Information Officer, Weston, FL (population 65,300) in 2015

Completed Searches – Parks/Recreation/Libraries

Parks and Recreation Director, Cape Coral, FL (population 179,804) in 2018
 Parks and Recreation Director, Deerfield Beach, FL (population 78,041) in 2017 and 2019
 Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,292,000) in 2015
 Director, Parks and Recreation, Hobbs, NM (population 35,000) in 2014
 District Manager, Holiday Park Recreation District, Palm Bay, FL (population 1,400) in 2007
 Libraries and Information Services Director, Newport News, VA (population 183,000) in 2017
 Library Services Director, St. Johns County, FL (population 162,000) in 2007
 Parks and Recreation Director, West Palm Beach, FL (population 101,000) in 2006
 Parks and Recreation Director, Weston, FL (population 70,015) in 2019

Governmental Search Assignments (continued)

Completed Searches – Police

Police Chief, Farmington, NM (population 45,900) in 2014
 Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
 Police Chief, Indian Creek Village, FL (population 89) in 2022
 Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)
 Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
 Chief of Police, Mooresville, NC (population 35,300) in 2016
 Police Chief, Petersburg, VA (population 32,701) in 2017
 Director of Administration – Public Safety, Ocean Reef Community Association, Key Largo, FL
 in 2016
 Police Chief, Sewall's Point, FL (population 2,000) in 2007
 Police Chief, St. Augustine Beach, FL (population 6,200) in 2012
 Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010
 Police Chief, Winchester, VA (population 27,216) in 2017

Completed Searches – Public Works

Public Works Director, Aventura, FL (population 37,200) in 2016
 Public Works and Utilities Director, Bradenton, FL (population 56,730) in 2024
 Public Works Director, Camden County, GA (population 53,044) in 2019
 Solid Waste Director, Camden County, GA (population 53,044) in 2018
 Public Works Director, Chandler, AZ (population 250,000) in 2007
 General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016
 Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL
 (population 200,000) in 2003
 Vice President, Public Works & Operations, Ocean Reef Community Association (population
 2,000), Key Largo, FL, in 2001
 Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
 Public Works Administrator, Renton, WA (population 100,953) in 2020
 Public Works Director, Sammamish, WA (60,000) in 2016
 Director/Capital Projects Manager/City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007
 Assistant Public Works Director, Sumter County, FL (107,000) in 2015
 Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
 Public Works Director, Tamarac, FL (population 55,500) in 2003
 Solid Waste Director, Tampa, FL (population 335,700) in 2014
 Director, Landscaping, Weston, FL (population 65,300) in 2013

Completed Searches – Transportation

Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900)
 in 2016 and 2022

Governmental Search Assignments (continued)

Completed Searches – Utilities

Water Resources Director, Asheville, NC (population 87,200) in 2015
 General Manager, Beaufort-Jasper & Sewer Authority, SC (population served 150,000) in 2023
 Public Works and Utilities Director, Bradenton, FL (population 56,730) in 2024
 Executive Director, Cape Fear Utility Authority, Wilmington, NC (population served 230,000) in 2021
 Utility Director, Danville, VA (population 43,000) in 2015
 Power & Light Division Director, Danville, VA (population 43,000) in 2015
 Water and Gas Director, Danville, VA (population 43,000) in 2016
 Utilities Manager, Deerfield Beach, FL (population 78,041) in 2017
 Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011 and 2013
 Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012 and 2020
 Executive Director, Emerald Coast Utilities Authority, Pensacola, FL (population served 300,000) in 2020
 Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
 General Manager, Island Water Association, Sanibel, FL in 2018
 Utilities Director, Lake Worth Beach, FL (population 37,000) in 2009
 Deputy Water & Sewer Director, Miami-Dade County, FL (population 2.706 million) in 2023
 Waterworks Director, Newport News, VA (population 183,000) in 2017
 Executive Director, Onslow Water & Sewer Authority, Jacksonville, NC (pop. 160,000) in 2009
 Utilities Director, Palm Bay, FL (population 101,000) in 2005
 Utilities Director, Panama City, FL (population 38,286) in 2017
 Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
 Executive Director, Sewerage and Water Board of New Orleans, LA (population 369,000) in 2013
 Customer Service Chief (a C Suite level position), Sewerage and Water Board of New Orleans, LA (population 369,000) in 2020
 Director, South Martin Regional Utilities, FL (population 22,000) in 2013
 Executive Director, Spartanburg Water, SC (population served 327,997) in 2022
 Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
 General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008 and 2021
 Chief Operating Officer, Tampa Bay Water, FL (population served 2,400,000) in 2022

Completed Searches – Work Force Management

Director, Office of Economic & Workforce Development, Durham, NC (pop. on 220,000), 2009

Completed Searches – Other

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016
 City Auditor, Daytona Beach, FL (population 86,000) in 2025
 Clerk to the County Commission, Fulton County, GA (population 1.02 million) in 2018

Governmental Search Assignments (continued)

Completed Searches – Other (continued)

Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998
City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998
Assistant to the City Manager, North Myrtle Beach, SC (18,790) in 2023
Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL
in 2017
City Clerk, Panama City Beach, FL (population 14,338) in 2020
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009

Appendix B

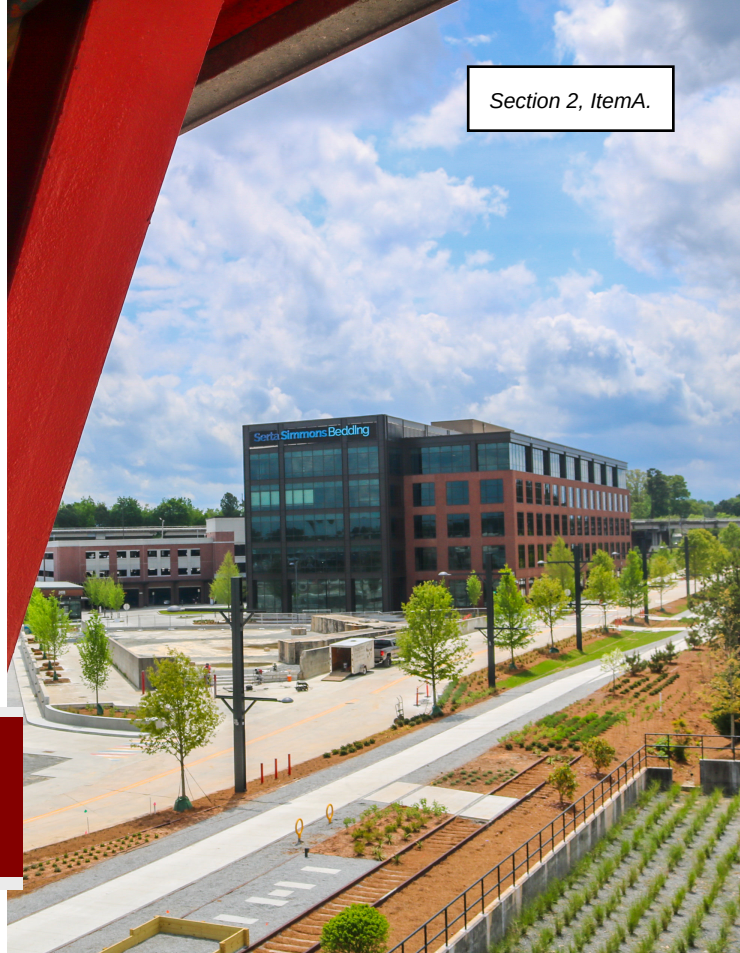
Sample Brochure: City Manager Doraville, GA



— POSITION AVAILABLE —

CITY MANAGER

Apply by April 17, 2020



Welcome to the City of Doraville

Located approximately 14 miles northeast of downtown Atlanta, Doraville is an exciting place with incredible potential and on the cusp of greatness. The city is a logistical hub and serves as the northeastern gateway to Atlanta. It is already the culinary destination for the region where you can find, for example, crawfish, Korean, Mexican, and Middle Eastern food all in the same block. The popular Buford Highway Farmer's Market is here. As development moves northeast from Buckhead (the ninth wealthiest zip code in the United States per Forbes), through Brookhaven and Chamblee (where tower cranes are everywhere), Doraville is the next stop. And it has land available! Only a small portion of the 165-acre shuttered General Motors' plant site has been redeveloped.

It's not just the economics that make Doraville vibrant—NICHE recently rated Doraville as excellent in its nightlife, diversity, health and fitness, and outdoor activities, with jobs, cost of living, commute, and environment for families not far behind. It lands solidly on the "Best Suburbs for Young Professionals in Georgia"

at #27 out of 164 and is considered a welcoming community that embraces diversity.

Doraville is a transportation center for the area. Interstate 85 forms part of its southeastern border and the City straddles Interstate 285. The two interstates meet at the Tom Moreland interchange which is just outside the city limits. The northeast spur of MARTA (Atlanta's regional commuter rail system) ends in Doraville and the station is a five-minute walk from city hall.

The quality of life is very good in Doraville and getting better. It is a small town known for its character and warmth while sitting upon a wooded landscape within the larger Atlanta metropolitan area. The community offers a variety of housing and its single-family homes generally have larger lots with old growth trees. Prices are reasonable but climbing. Recent data shows new construction of attached housing is selling for an average of \$418,000 while the average resale price of attached homes is \$228,000 and detached homes is \$274,000. The local schools are improving with a new 950 seat elementary school opening next year and with upcoming boundary realignments. Doraville is a livable, walkable community, offering a small town's cohesiveness while being part of one of the country's premier metropolitan areas. Several major universities are within a 30 minute drive.

The city is a friendly, growing and progressive community with active neighborhood associations. Doraville is ethnically diverse. At least 32 languages are spoken here, and the community cherishes its multicultural character. A stroll in a park will reveal many Asians, Pacific Islanders, and Latin Americans. Doraville has a long history of supporting youth sports and is known throughout North Georgia for its football, basketball, baseball, soccer, boxing and cheerleading programs. The city's active parks include Honeysuckle Park, Fleming Arena, the and Bernard Halpern Park. Several passive parks dot the city as well: Autumn Park, Brook Park, Chicopee Park, English Oak Park, and Flowers Park.

A short drive or ride on the MARTA rapid rail will take you to downtown Atlanta where opportunities to enjoy sports,

entertainment, the performing arts and museum are home to the NFL's Falcons, NBA's Hawks, and the MLS's Atlanta United FC. The Woodruff Arts Center hosts the Atlanta Symphony, the Alliance Theater, and touring Broadway plays. The renowned High Museum of Art is among the most visited in the world. The Georgia Aquarium is the largest indoor aquarium in the world and the Martin Luther King, Jr. National Historical Site are major venues. Others include the Atlanta Cyclorama and Civil War Museum, the National Center for Civil and Human Rights, the World of Coca Cola, and the Carter Center and Presidential Library. The Atlanta Botanical Garden and the Zoo Atlanta are also remarkable places.

If you are the outdoors type, Lake Lanier, the Chattahoochee National Forest, the foot of the Appalachian Trail, and the North Georgia Mountains are all less than two hours away. The Great Smokey Mountains are just a bit further. About four hours' drive to the east lie Savannah, Tybee Island and Hilton Head.

If you want to travel, Doraville is only 45-minutes from Atlanta's Hartsfield-Jackson International Airport—the world's busiest airport since 1998. In 2019, it served 110,531,300 passengers. Peachtree DeKalb Airport, the second busiest airport in Georgia, is located two miles to the southwest of the City limits and caters to general aviation traffic.

When you combine all the above with the plans for redevelopment, Doraville offers immense promise for the future. It is poised for greatness and presents a wonderful opportunity for its next City Manager.

History

Doraville was incorporated by an act of the Georgia General Assembly, approved December 15, 1871. Begun as a farming community, commerce soon found the city. A major railroad from Atlanta to Greenville, S.C. was built and passed through the city. During the early 1940s, Plantation Pipeline Company opened an oil pumping system and storage facility in Doraville along its petroleum transmission line that extends from Baton Rouge, LA, to Washington, DC.

At the end of World War II, General Motors discovered Doraville and opened an auto assembly plant in 1947. At its peak, the facility employed 3,100 people. The growth of Doraville then exploded from a population of 472 in 1950 to 6,160 in 1964. By then, the land area of the City was 1,722 acres (including the annexation of the Northwoods (1949) and Oakcliff (1958) neighborhoods).

The Doraville MARTA Station was built in 1992. In 2008, the community was devastated when the GM plant closed. At the time, it was producing 360 vans per day. With the country in the midst of the Great Recession, plans to turn the plant site into a mixed-use town center stalled. Since then, the city has installed many of the elements needed to support redevelopment. In the past few years, those efforts have paid off. Third Rail Studios opened a 270,000 sq. ft. facility and in May 2019, Serta Simmons opened a regional headquarters bringing 500 new jobs with an average annual salary of \$80,000. That is just the beginning!

Demographics

See Table 1 for information on Doraville’s Demographics.

Geography

Doraville covers approximately three and a half square miles and is situated on gentle, rolling hills. It lies 13 miles northeast of Atlanta at the intersection of I-285 (which it straddles) and I-85 (its southeastern boundary). The City is approximately 1,100 feet above sea level.

Climate

The climate is classified as subtropical with hot, humid summers, and mild winters. January temperatures average in the low 40s Fahrenheit while the high temperatures in July average 89°F. The area receives abundant rainfall which is relatively evenly distributed throughout the year. Severe weather events occur but are rare. Snowfalls are minimal, ice storms occur occasionally, and the Atlanta region is subject to infrequent tornados.

Table 1: Doraville Demographics

Estimated Population: 10,526			
Distribution by Race		Distribution by Age	
White	63.7%	0 to 15	24.8%
Black	9.9%	15 to 25	13.3%
Asian	14.4%	25 to 45	31.5%
Native American	2.6%	45 to 65	24.2%
Two or More Races	9.4%	65 to 85	5.5%
Total	100%	Over 85	0.7%
Hispanic Ethnicity (all races)	55.3%		

Educational Achievement (Over Age 25)	
High School or Higher	62.3%
Bachelor's Degree or Higher	25.1%

Educational Achievement (Over Age 25)	
Median Age—Doraville	30.9
Median Age-U.S.	37.8
Median Household Income	\$50,076
Poverty Rate	17.9%

Source: U.S. Census Bureau

Commerce

Modern Doraville had its roots in retail, serving as the commercial center of northeast Atlanta and the parts beyond. As the suburbs expanded to the northeast, however, the community’s major retail anchors also moved further out, leaving buildings and shopping centers that were sometimes occupied and sometimes not. The closure of the GM plant in 2008 accelerated the phenomenon. Over time, offices began to arrive as well as additional multicultural restaurants to compliment what was already here. Doraville is now the Southeast’s most prosperous immigrant-owned small business

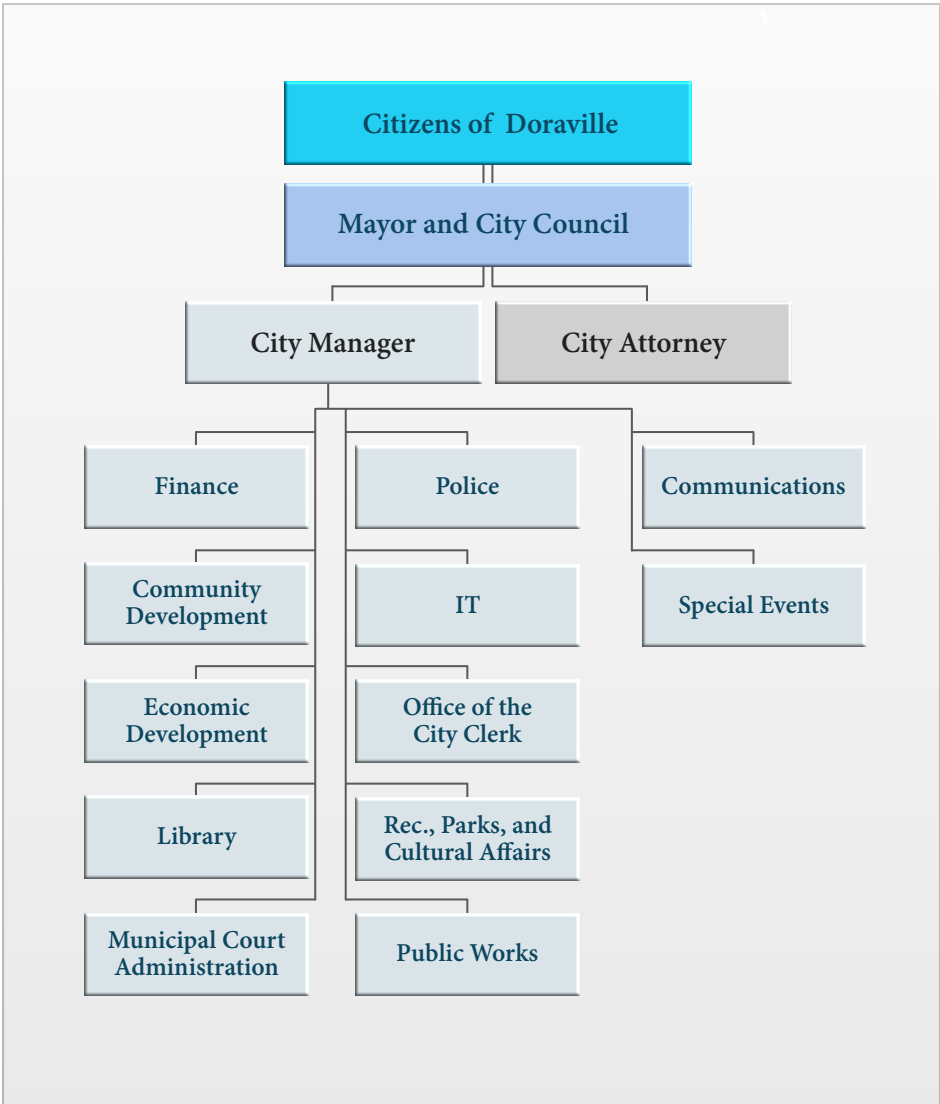


community, and a culinary hub
ethnic tastes.

At the same time, the City began to lay the foundations for its rebirth. Master plans and development structures were put in place that would encourage new businesses. A competitive tax structure, progressive leadership, and a “one-stop shop” permitting and licensing led by a lean and versatile award-winning staff has made the city more viable than ever before, opening access to a world-renowned workforce in the corporate and artisan communities.

The result is evident. The former GM plant has been reimagined as “Assembly”. Third Rail Studios located there and been very successful. It was the site of the filming Rampage with Dwayne “The Rock” Johnson. The Serta Simmons regional headquarters opened with expansive showrooms and an onsite research and innovations lab. The Assembly developer has recently announced that Ashton Woods and StreetLights Residential would, together, build 450 homes across 10.5 acres of land. The Alamo Drafthouse Cinema is scheduled to open in 2021, and Pace Properties will oversee 125,000 square feet of retail, dining, and entertainment space.

The Carver Heights neighborhood is transforming into 200 townhomes and 50 single family homes. The former K-Mart site project has been christened “Lotus Grove,” and it includes plans to add restaurants, retail, hotel, multifamily housing, and more to the site. The Village at Tilly Mill Crossing will host a mix of retail and approximately 300 apartments when completed.



The City Council is composed of a Mayor and six Council Members. The Mayor is elected at large and does not have a vote except in the case of a tie. The Council Members must reside in their geographic districts but are elected by the City’s entire population. They serve staggered four-year terms with elections in November of odd numbered years.

It is a largely new council. The Mayor, while newly elected, served two years as a council member before running for Mayor. One member has served two years. A second served a four-year term concluding four years ago, and was elected last November along with three members who have not served previously. The final seat became vacant at the beginning of March when the member resigned to run for the County Commission.

It is a good council where members treat each other with respect, and

Doraville’s future is indeed bright and rife with opportunity!

The Government

Doraville is one of thirteen cities in DeKalb County. In 2013, the strong mayor form of government was officially replaced by the city manager form. The reality is the transition has taken much longer and only now seems to be close to completion. As a signal, the new mayor elected last November has turned what was the mayor’s office at city hall into a conference room and given up his designated parking place.

genuinely like each other. That said, they are still finding their way and coming together as a collective whole. They are active, engaged, and focused on making Doraville a better place for the residents. They engage in active debate, are progressive, and fiscally responsible. Further, they like and respect city staff.

The City provides the following services: code enforcement, planning and community development, municipal court, parks and recreation, police (including dispatch), library, public works, stormwater management and animal control. See Organizational Chart 1 (above) for more information. Fire, emergency medical services and water/sewer are provided through the County.

The city government is very lean at approximately 100 employees. Aside from police and court services with 59 employees, no other functional area has more than 10. They are dedicated, professional, and excel at multi-tasking. The City's FY 2020 General Fund Budget is \$15,255,700 with an unassigned fund balance of 23.5%. Its total budget is \$19,008,000. Its millage rate is 10 and the maximum allowed by charter. The city was recognized for excellence in financial reporting by the Government Finance Officers Association for the third year in a row in 2019.

The Challenges and Opportunities

First and foremost, the City Manager will need to work with the Council to ensure the city has a vision everyone understands and a strategic plan to implement the vision—a plan to bring together all the elements needed to ensure the long term health and well-being of the community.

Second, although it has made some notable progress, Doraville is ripe for and needs more development. It is the key to the city's future. At this point, much of the GM site remains vacant. A number of other parcels are in need of redevelopment. The good news is the City Council actively supports the right kind of development. Additionally, many of the owners of these parcels are discussing options for the properties and most have at least preliminary plans in place. Finally, the development is coming. Many projects nearer to Atlanta are in construction and will be completed in the relatively near future. As a result, developers looking for land will need to come to places like Doraville. The challenges are (1) to be ready for the coming development—amending the comp plan and addressing infrastructure (particularly transportation and sewer capacity), for example, (2) to be selective (getting the right kind of development—in addition to more offices and businesses, more owner-occupied housing), and (3) then to process it quickly and efficiently.

A related challenge is, while the city welcomes redevelopment, it is committed to protecting the businesses that are here and make the city what it is. No one wants to lose the vitality its ethnic restaurants and small businesses bring. They, along with

the Farmers' Market, are a regional draw, and in Doraville wants them to stay.

In terms of finances, the City is sound, but has many unaddressed needs. Further, it has already reached its charter mandated tax cap. As more businesses and people relocate to the city, the tax base will grow, and the problem will at least be mitigated. The challenge is making ends meet while that happens. Part of the solution will be an in-depth review of the city's business processes to ensure they are as efficient and effective as possible.

Doraville has quite a few vacant positions at the senior management level. Aside from the City Manager, a new Police Chief, City Clerk, Courts Administrator, and Parks and Recreation Director will all need to be hired. In other words, the new City Manager will have a wonderful opportunity to build his/her own team!

Finally, the manager needs to work with the City Council to complete the transition from a strong mayor form of government to the council-manager plan. Much of the heavy lifting is done or well underway. It is more of applying the finishing touches.

The Ideal Candidate

Doraville is seeking an experienced manager who has demonstrated he/she is also an outstanding leader, and who is ready for a new challenge! The City Council wants someone to work with it as a partner, a supporter and a trusted advisor. The individual will be a practical visionary who realizes his/her job is to implement the Council's policies and direction. The manager will be a consensus builder yet not afraid to speak up when he/she feels a course correction is needed. The Council is not looking for a "yes" person, but someone they can count on to always provide their best professional opinion, diplomatically and in the appropriate setting. He/she will work to ensure every council member's views are being heard and considered. Communication will be frank, free-flowing, and without



surprises. The individual will be approachable, and believe strongly in transparency.

The ideal candidate will be ready to serve as an effective ambassador and promote the city. Doraville's reputation has not kept up with reality, and its story needs to be told in a new light. It is a wonderful place that people can take pride in. Yes, it has challenges, but it has a fabulous future. The manager will realize resolving many of Doraville issues will require the involvement of others—of residents, developers, regional and state agencies, and the media. The individual will have strong interpersonal skills and a track record for building partnerships and for finding win-win solutions. He/she will realize that giving the credit to others is often the best way to get things done.

The next manager will have excellent oral and written communications skills. The individual must be able to speak equally well to the economic development community as to those with limited English skills. He/she will realize that listening and showing empathy can be more important than simply giving the right answer. The manager will embrace outstanding customer service and lead by example. The customers are not always right but they do deserve a fair hearing, and an honest effort to resolve their concerns. When the city cannot solve the problem, the customer also deserves a good explanation of why. Fluency in a second language is a definite plus – ideally, Korean, Chinese or Spanish.

The ideal candidate will inspire, manage, delegate and mentor the employees. Creativity will be encouraged. Staff members need to feel

they have the freedom to try new ideas. The city manager will have high expectations for staff members while working together in developing clearly defined programs that will achieve the City Council's vision. The manager will realize he/she cannot do it all. Once plans are in place, the individual will step back, delegate responsibility and authority, and then expect results. The ideal candidate will not tolerate anything less than the employees' best efforts, and certainly will not accept insubordination. Accountability is essential, and the manager will not hesitate to make sure people do their jobs as expected.

The best candidate will be action-oriented with a sense of urgency. Much needs to be done, and the individual will not dawdle. Faced with a difficult situation, he/she will make the best decision he/she can. If a course correction is needed later, the manager will admit a better decision should have been made, make the necessary changes, and move on. The ideal candidate will realize credibility sometimes means admitting making a mistake.

The next manager will have an eye for detail and be a problem solver with outstanding analytical skills. He/she will constantly ask, "Why?" or better yet, "Why not?" "We have always done it this way," will not be an acceptable answer. It may be the best way, but the reason it is the best way will need to be explained and/or demonstrated. The best candidate will have a strong understanding of technology and its application. Not only could more internal processes be automated, Doraville's website should be better. For example, forms and applications should be on-line.

Personally, the next manager will be a doer who is positive, bold, intelligent, confident, upbeat, friendly, outgoing, organized, tenacious, high energy, involved in the community, and resolute yet flexible. He/she will definitely not be a bureaucrat.

The ideal candidate will have a bachelor's degree in a subject area applicable to local government. He/she will have at least five to seven years' experience as a city manager or assistant. That said, we are not ruling out a department head with strong

experience with redevelopment, planning, Experience working with other governmental agencies and economic development is a definite plus.

Finally, the ideal candidate will see Doraville as a diamond in the rough and a once in a lifetime opportunity. It could be the capstone to an already successful career or an opportunity to establish themselves as an outstanding, achievement-oriented manager. The City Council wants to find the right person and, once proven, will work to keep them for a very long time!

The Prior City Manager

The prior City Manager came out of semi-retirement in June 2017 to become Doraville's City Manager, after a highly successful career as the city manager of Norfolk, VA, and San Jose, CA. She retired from the city at the end of 2019.

Internal Candidates

While we do not anticipate any internal candidates, the city of Doraville is committed to finding an outstanding City Manager and will select the best person available.

Compensation

The salary range is \$140,000 to \$180,000 depending on qualifications.

Residency

Residency is not required. However, the community offers a variety of housing opportunities and is a great place to live and invest in.

How to Apply

E-mail your cover letter and resume to Recruit29@cb-asso.com by April 17, 2020. Questions should be directed to Colin Baenziger at (561) 707-3537, or Lynelle Klein at (425) 658-7025.

The Process

Applications will be screened between April 18th and May 25th. Finalists will be selected on May 26th. Interviews will be held on June 4th and 5th. A selection will be made shortly thereafter.

Confidentiality

Applications will be treated as confidential until after the candidates interview and the City Council has evaluated the finalists. At that point, under Georgia law, the names of any of the finalists who remain in the process must be announced.

Other Important Information

The City of Doraville is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

Additional Information

For additional information about the city, visit:

<http://www.doravillega.us/>

Section 2, ItemA.



COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING

Appendix C

Sample Candidate Report

[Note: The following materials are provided with the permission of the candidate.]

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Cover Letter and Resume

Karen Manila
6909 Herman Jared Dr.
North Richland Hills, TX 76182
(817) 999-0967
krmanilatx@gmail.com

May 6, 2024

To Whom It May Concern,

My name is Karen Manila and I am writing this cover letter to express my interest in the City Manager position with the City of Fruitland Park, FL. While I currently live in Texas, my husband and I will soon be relocating to Florida which provides me the opportunity to seek employment in an area that I am well suited for. With more than 30 years of experience in local government, I have the skillset needed to be a successful City Manager.

My most recent position was as Assistant City Manager for the City of North Richland Hills, Texas (population ~72,000). I served the City of North Richland Hills for 25 years, starting as the City's Budget Director before promoting into the City Manager's Office first as Managing Director then to Assistant City Manager. During my 21 years in the City Manager's Office, I had responsibility for multiple departments including Finance, Budget & Research, Information Technology, Human Resources and Municipal Court. Additionally, for a period of time I oversaw the Parks Department and Neighborhood Services which includes Consumer Health, Code Enforcement and the Animal Shelter. I also have extensive experience in budgeting having worked as a budget analyst for the City of Garland for 5 ½ years, Budget Director for the City of North Richland Hills, and oversight of the Budget Department for the last 21 years. Additionally, in my role as Assistant City Manager, I was the City's liaison with franchised utilities (electricity, natural gas, communications), a member of the City of Fort Worth wholesale water customers committee, served on the board of directors for the Texas Coalition for Affordable Power, oversaw the city's trash and recycling contract, and performed legislative analysis/tracking every 2 years when the Texas Legislature was in session.

Thank you for taking the time to review my resume. As you'll see, my experience in local government translates well to what the City of Fruitland Park is seeking in a City Manager. I look forward to learning more about this exciting opportunity and hope to speak with you in more detail soon.

Sincerely,

Karen Manila

Karen R. Manila

6909 Herman Jared Dr., North Richland Hills, TX 76182 | 817.999.0967 | krmanilatx@gmail.com

A proven leader with over thirty years of experience leading teams to achieve city council and organizational goals. Proven track record in strategic planning, team development and operational analysis. Adept at fostering a customer oriented culture of collaboration and innovation.

EXPERIENCE

2008 – 2024

ASSISTANT CITY MANAGER, CITY OF NORTH RICHLAND HILLS, TX

- Oversight of Finance, Budget, Information Technology, Human Resources, Municipal Court
- Previously oversaw Facilities, Fleet, Parks, Neighborhood Services
- Liaison with franchised utilities including Oncor, Atmos Energy, AT&T, Spectrum
- Liaison with external organizations concerning utility issues and wholesale water
- Oversight of solid waste and recycling contract
- Developed Federal and state legislative programs, tracked bills, reported to elected officials on legislation, drafted correspondence for Mayor to state and Federal officials concerning legislative impact to City
- Oversaw development of City operating and capital improvement program budgets
- Assist with revenue and expenditure projections
- Perform financial analysis of department supplemental budget requests
- Developed policy on use of natural gas drilling revenues within city limits
- Project manager for Enterprise Resource Planning replacement
- Served on board of directors for Texas Coalition for Affordable Power
- Assisted residents with complaints/concerns
- Processed invoices, p-card transactions and payroll in absence of admin assistant
- Special projects, research, other duties as assigned

2002 – 2008

MANAGING DIRECTOR, CITY OF NORTH RICHLAND HILLS, TX

- Oversight of Finance, Budget, Information Technology, Human Resources
- Oversaw development of City operating and capital improvement program budgets
- Assisted residents with complaints/concerns
- Special projects, research, other duties as assigned

1999 – 2002

DIRECTOR OF BUDGET & RESEARCH, CITY OF NORTH RICHLAND HILLS, TX

- Coordinated with departments in development of citywide operating and capital improvement program budgets
- Performed revenue forecasts, salary and benefit projections, and tracked actual expenditures to budget projections
- Reported actuals to budget to City Manager and City Council

- Trained new employees on budget process and budget software system
- Performed internal audits as needed

1994 – 1999

FINANCIAL ANALYST/SENIOR FINANCIAL ANALYST, CITY OF GARLAND, TX

- Responsible for oversight of 8 funds and 23 departments with annual budgets exceeding \$221 million
- Administration of the City’s vehicle replacement program
- Development and administration of G&A and support service allocation methodologies
- Implementation and administration of an automated budget preparation system
- Development and coordination of the annual budget instruction manual and budget training
- Participate in budget preparation meetings with City Council, City Manager, Assistant City Managers, and department heads

1992 – 1994

FINANCE DIRECTOR, CITY OF KAUFMAN, TX

- Management of office staff
- Preparation of annual budget document, assisted in its implementation and verified that departments were adhering to budget constraints
- Maintained general ledger in accordance with GAAP
- Management of accounts payable and payroll functions
- Responsible for cash management

1989 – 1992

ACCOUNTANT, MURSKI, HICKS & CO., DALLAS, TX

- Assistance with in-house and field audits
- Preparation of corporate, partnership, individual and fiduciary tax returns
- Preparation of quarterly compilations needed to meet loan covenants
- Weekly field work for clients including accounts payable, general ledger accounting and payroll activities
- Preparation of quarterly and annual payroll reports for various clients
- Miscellaneous managerial accounting duties for clients

EDUCATION

MAY 1998

MASTER OF PUBLIC ADMINISTRATION, UNIVERSITY OF NORTH TEXAS

MAY 1988

BACHELOR OF BUSINESS ADMINISTRATION, UNIVERSITY OF TEXAS AT SAN ANTONIO

30 HOURS ACCOUNTING

Candidate Introduction

KAREN R. MANILA

EDUCATION

Master of Public Administration, University of North Texas
Bachelor of Business Administration, University of Texas at San Antonio

EXPERIENCE

Assistant City Manager, City of North Richland Hills, TX	2008-2024
Managing Director, City of North Richland Hills, TX	2002-2008
Budget Director, City of North Richland Hills, TX	1999-2002
Senior Financial/Budget Analyst, City of Garland TX	1996-1999
Financial/Budget Analyst, City of Garland, TX	1994-1996
Finance Director, City of Kaufman, TX	1992-1994
Accountant, Murski, Hicks & Co., Dallas, TX	1989-1992

BACKGROUND

North Richland Hills, located in North Texas within the Dallas Fort Worth (DFW) Metroplex, is a suburb of Fort Worth and the 4th largest city in Tarrant County with a population of approximately 72,000 residents. The City of North Richland Hills serves its residents and business community with 590 full-time and 117 full-time equivalent (FTE) part-time/seasonal positions.

The total operating budget for the City of North Richland Hills for fiscal year (FY) 2024 is \$151,505,763. The two largest funds of the City are the General Fund at \$60 million the Utility Fund at \$42.8 million. While the departments I managed changed from time to time, the most recent departments reporting to me were Human Resources, Budget, Finance, Municipal Court and Information Technology. The total adopted budget for these departments for FY 2024 is \$25,726,037. I directly supervised 5 Department Directors, whose departments were made up of 60 employees. In the past I have managed more than 200 employees in the departments that reported to me. This figure includes part time/seasonal workers at the City’s water park.

The three most pressing issues facing the City of North Richland Hills are:

- Street maintenance/repairs – Street repairs have topped the list of needed improvements year after year in the biannual citizen survey. While the City budgets \$1.2 million per year for preventive street maintenance, this amount does not keep up with the declining roadway conditions. City Council appointed a Capital Program Advisory Committee in 2019 to review and prioritize the city’s infrastructure needs. The committee identified \$200 million in needed street repairs but recommended a bond election be held for \$49.8 million, the amount the city could afford without increasing the property tax rate. In 2020 voters approved \$49.8 in general obligation bonds. This was the first bond election since

KAREN R. MANILA

2003 that included funding for street reconstruction. It is anticipated another bond election for street reconstruction will be conducted in 2025.

- Traffic congestion –The city has three arterial streets that run north/south carrying large volumes of traffic from cities to the north that want to access NE Loop 820, a highway that bisects the city. Residents of North Richland Hills have repeatedly expressed frustration about the volume and flow of traffic. While the city cannot do anything to change the volume of traffic, it continuously works toward better coordination of traffic signals to improve the traffic flow. Additionally, one of the city’s two commuter rail stations is located adjacent to one of the arterial streets requiring traffic to stop for an extended period when a train is at the station. The city continues to work with the transit authority toward a resolution on the traffic arm timing.
- Population density – The City of North Richland Hills is approximately 90% built out. While there are still a few traditional single family residential developments underway, most of the development in recent years has been higher density single family homes such as townhomes and zero lot line houses, as well as apartments. While these higher density developments have been planned for several years, residents are just now taking note of them. Residents are concerned with the additional traffic high density developments bring, the increased population’s impact on the services the city provides and the impact to the school system.

GENERAL MANAGEMENT STYLE AND EXPERIENCE

When I read the brochure for the Fruitland Park City Manager position it piqued my interest because I could see where my experience aligns well with what the city is seeking in its next City Manager. First and foremost, I am a seasoned professional manager with the work experience and education to lead the organization. I have worked for two outstanding City Managers in North Richland Hills that have modeled the importance of maintaining positive working relationships with elected officials and the critical nature of gaining and maintaining their trust. They also emphasized the importance of open communication with elected officials, even when communicating information those officials don’t want to hear. I recognize the challenges Fruitland Park faces with the population growth and how important it is to find a balance between the small town feel of the city while also meeting the needs of the new residents. We have experienced that to a certain degree in North Richland Hills. From what I have read Fruitland Park is financially sound and my strong financial background will help keep the city sound for years to come. I have extensive experience working with outside entities through my role as liaison with the city’s franchised utility providers for electricity, natural gas, and communications as well as management over the city’s solid waste and recycling contract. Providing good customer service, both externally and internally, has been part of the core values I have worked under during my entire career. My extensive and varied work experience, especially with the City of North Richland Hills, has provided me the tools needed to lead Fruitland Park.

KAREN R. MANILA

During my time with North Richland Hills, I have worked beside some of the best department directors in the industry. As mentioned earlier, five department directors reported to me. Some of them were first time directors when I hired them and some I hired with many years of experience. I manage based on what each person needs from me. For the first time director, I am more structured and hands on in their day-to-day activities until they are comfortable with me backing away. With my more seasoned employees I provide them the support and tools they need to do their jobs, but I do not get overly involved in their day-to-day operations unless they need it. My employees feel comfortable coming to me to discuss issues and concerns and see me as a mentor and a coach. They know my door is always open and they are free to drop in at any time. I also drop in on them just to touch base and catch up on what's going on. I make a point of getting to know them not just as an employee, but on a personal level as well. Along those same lines, I make a point of visiting departments to chat with employees and catch up on what's going on in their lives. My staff and co-workers would describe me as fair, supportive, open and a team player.

While I've managed many excellent employees, on occasion performance issues need to be addressed. If an employee has not done anything illegal or unethical, I will work with them to help improve their performance. Most of the time counseling gets them on track but I have also had to use progressive discipline, including performance improvement plans. On several occasions progressive discipline did not work, and I had to terminate the employee. Terminating an employee is difficult, but as a manager, decisions that are in the best interest of the organization must be made.

To assist employees with staying on track and making sure they are achieving both personal and organizational goals, establishing formal sets of goals each year is part of the annual evaluation process. These goals could be of a personal nature such as gaining more knowledge about a particular topic, or they could be goals established for their department such as restructuring the department to better utilize each employee's strengths. Outside of the annual review process, goals and timelines are established throughout the year for various projects and tasks. I meet regularly with my directors to discuss their progress toward their goals.

I have worked with many city council members over the years. Most of them have recognized staff as experts in their fields and respect the work they do. The city council I most recently worked with has a lot of respect for me and see me as an ethical, strong leader who hires outstanding employees.

My greatest strength is emotional intelligence because it helps me navigate complex social situations with empathy and understanding. Emotional intelligence also helps me navigate work interactions by gaining a better understanding of people's motives and where they are coming from. It helps me foster positive relationships, improve communications, and connect on a deeper level.

While I don't necessarily consider this a weakness, something I will need to work on if appointed City Manager of Fruitland Park is delegating work instead of doing it myself. In North Richland Hills I had employees to perform tasks for me, but I still did a lot of hands-on work myself. This

KAREN R. MANILA

is not only time consuming, but it can send the wrong message to employees that you don't trust their work. It is important that I push myself out of my comfort zone and let staff do their job.

I get no greater satisfaction than seeing one of my employees grow and promote upward in their career. Thus, my greatest achievement has been developing people to help them achieve their career potential. I have hired several first-time directors, and it is satisfying seeing them go from being green in their role to having the knowledge and confidence to promote to the next level. A few years ago, I hired a budget analyst from another city that felt he was ready to make the step up to director. While he had the necessary technical skills, he was lacking in some soft skills. We discussed my concerns prior to hiring him and he convinced me to take a chance. I worked closely with him while he developed the necessary soft skills to take the next step. He is now an Assistant City Manager of a North Texas city and I take pride in knowing I helped him along his journey.

While I consider myself to have high emotional intelligence, this doesn't mean that I haven't let presumptions influence me. We hired a new Assistant Director of Finance to replace a well-loved, highly respected employee. The relationship between the new Assistant Director and staff was not good. My assumption was that staff was not being accepting of her and they were the reason things were not going well. I met with Finance staff so we could talk through the issues, emphasizing to them it was critical that they do everything they could to make it work. With time it became clear that the new Assistant Director was the issue, not staff. This situation taught me how important it is to keep an open mind and hear what is being said, not just listen.

The challenges I see for the person taking the job of city manager for Fruitland Park will be:

- Integrating into the organization. It's not just about getting to know the commission, organization, and staff, it's becoming an integral part of the team.
- It will also be imperative for the person taking the job to become a valued and respected member of the community. They will need to get involved in community organizations and get to know community members.
- As far as the challenge for the city itself, I see the greatest challenge to be planning for the population growth that is headed to Fruitland Park. This challenge includes not just infrastructure needs, but how to balance the new with the old.

During the first six months my efforts will involve:

- Get to know the commissioners, discussing with them what their vision is for the community, and what their goals and priorities are for the city.
- Getting to know the staff, boards, committees, and community and evaluating alignment with the commission's vision, goals, and priorities.
- Becoming familiar with the city's finances.
- Discussing with staff what they see as challenges and opportunities.
- Review of current operations to determine if there are any modifications needed.
- Becoming familiar with the city's code of ordinances, city charter and State laws.

KAREN R. MANILA

- Reviewing and becoming familiar with all planning documents, such as the comprehensive plan, strategic plan, etc.

In my most recent city, media contact is initiated with the city's Public Information Officer (PIO). She coordinates all responses to the media. I realize that as the City Manager of Fruitland Park there will be more personal contact with the media. I am comfortable speaking with the media as I have done this in the past prior to the PIO taking such an active role in media relations. I have had no negative contact with the media and there is no information or "dirt" out there that would embarrass the city of Fruitland Park.

While some people still get their information through printed newsletters or newspapers, more and more people are relying on social media to keep up with what is going on within their community. Posting timely and accurate information on social media platforms such as Facebook, X, Instagram and Nextdoor can go a long way toward informing residents of what is going on within the city. Information shared goes beyond what would have traditionally been issued via a press release. It includes upcoming meetings, recreation events, kudos for employees and community members, the status of projects, etc. In North Richland Hills, social media is being used heavily to keep residents up to date on the bond street reconstruction projects such as what stage the project is in, progress of construction, upcoming closures and any other information that will help the community be informed.

My husband and I have many hobbies with sailing topping the list. About 1 year ago we purchased a sailboat in Jacksonville, FL. We visit the boat as often as we can and are excited about living in Florida closer to the boat so we can spend more time sailing. When we aren't on the sailboat, we enjoy bicycling on local trails and occasionally riding in organized bicycle rallies. Another activity we enjoy and hope to do more often once we move to Florida is SCUBA. Both my husband and I are SCUBA instructors, although we are not currently teaching. We also love to travel.

SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF

- Ethical
- Knowledgeable
- Intelligent
- Dependable
- Kind
- Friendly

REASON FOR DEPARTING CURRENT POSITION

Having recently retired with full benefits from Texas Municipal Retirement System, I am taking advantage of the opportunity to seek out a city manager position where I can experience new

KAREN R. MANILA

challenges and at the same time contribute what I have learned over almost 32 years of working in local government.

CURRENT / MOST RECENT SALARY

My final compensation in North Richland Hills was \$227,700 per year including car allowance, phone allowance and deferred compensation.

CB&A Background Checks

**Background Check Summary for
KAREN RENE MANILA**

Section 2, Item A.

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Tarrant County, TX	No Records Found
State	
Texas	No Records Found

Civil Records Checks:

County	
Tarrant County, TX	No Records Found
Federal	
Texas	No Records Found

Motor Vehicle

Texas	No Records Found
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Credit	Excellent
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Personal Bankruptcy	No Records Found
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Sex Offender Registry	Not Listed
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Education	Confirmed
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Employment	Confirmed
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Social Media	Nothing of Concern Found
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**Background Check Summary for
KAREN RENE MANILA**

Section 2, ItemA.

Under the Fair Credit Reporting Act, 15 U.S.C. 1681-1681Y, credit and bankruptcy information are very sensitive and should not be used in the consideration of hiring. The information is included for each candidate because we do not want you to be surprised if third parties raise what they consider to be a concern. Also, some states have limited the reporting to seven years, so any records older than that will not be available in those states. In addition, motor vehicle reports are limited to three to seven years, depending on the state.

Background Check Summary for KAREN RENE MANILA Personal Disclosure

Personal Disclosure Questionnaire

Name of Applicant: Karen R. Manila

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any yes answers on a separate sheet of paper.

1. Have you ever been charged or convicted of a felony?
Yes ☐ No ☒
2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?
Yes ☐ No ☒
3. Have you ever declared bankruptcy or been an owner in a business that did so?
Yes ☐ No ☒
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?
Yes ☐ No ☒
5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?
Yes ☐ No ☒
6. Have you ever been charged with driving while intoxicated?
Yes ☐ No ☒
7. Have you ever sued a current or former employer?
Yes ☐ No ☒
8. Please list links to all your social media accounts (Facebook / Instagram / LinkedIn / Twitter, etc.) and your personal web page if you have one. Facebook: Karen Waddle Manila, Instagram: karenmanila, LinkedIn: Karen Manila
9. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?
Yes ☐ No ☒
10. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant. N/A

Attested to:


Signature of Applicant

CB&A Reference Notes

Reference Notes

Karen Manila

Scott Turnage – Former City Council Member, North Richland Hills, TX (817) 992-6899

Mr. Turnage has known Ms. Manila since the early 2000s, when he was elected to the City Council in North Richland Hills. He understood her decision to retire, but was incredibly sad to see her leave her position as the Assistant City Manager. They worked closely together for their 20+ years, and he trusts her explicitly. He has seen her take on a variety of tasks over the years, and he appointed her to be the liaison with him for a bond study committee. Immediately upon announcing her decision to retire, she trained her successor. She can identify the strengths of others and mentor them to reach their highest potential.

Before Ms. Manila became an Assistant City Manager, she was the Budget Director. Finance is her biggest strength, and she knows budgeting better than anyone. During their annual budget retreat, she had the answers on hand anytime they were needed. She is knowledgeable in state regulations, applying for grants and funding, and presenting budgets to the Council. In addition to budgeting, she is a highly skilled leader. The individuals that work under her clearly respect and admire as a manager, mentor, and supervisor. During her years with North Richland Hills, she oversaw many departments and city contracts. She oversaw the garbage renewal contract every 3 to 5 years, and worked with the electricity providers to manage prices and franchise agreements. She has experience helping with the expansion of roads and how it affected utilities in the area. She coordinated the departments within and outside of the city government to make the expansion successful. She has worked with their fire department, police department, and was instrumental in structuring their compensation program.

Ms. Manila worked under two City Managers while at North Richland Hills. The second, Mark Hindman, was wonderful as a City Manager, and he speaks highly of her as well. The first, Larry Cunningham, was an incredibly difficult person to work with. Her ability to thrive is a testament of her ability to work with challenging personalities. He was temperamental, and volatile, yet she handled that work environment and did her job amazingly under trying circumstances. Ms. Manila is frank, and to the point. She has a no-nonsense personality, and can handle difficult situations. There was a time that she had an employee, the manager of their fleet services department, who was creating discontent in the department, and there was a sexual harassment claim against him. Ms. Manila dealt with the situation. She put him on probation, and he had to undergo a counseling program to keep his job. She did not back down or ignore this issue.

Although she has a strong personality, Mr. Turnage has had nothing but wonderful interactions with Ms. Manila. She was professional, and always respectful. He also knows her on a personal basis through bike riding and scuba diving. Aside from those things, they both attended the National League of Cities Convention in Washington DC every year, and she was the coordinator for those trips. She has fantastic people skills, and was gracious in showing others around the area on these trips. Aside from ensuring everyone enjoyed their time in DC, she also briefed them on who they would be meeting with, and what to expect at the convention itself. At work she is focused, and in social settings she is easy to be around and a pleasant person. She is detail-oriented in all facets of her life.

Reference Notes

Karen Manila

Ms. Manila is a good decision maker, and she maintains a high-performance level. She has been part of multiple major changes. The city grew from an estimated 40,000 residents to an estimated 72,000 residents during her tenure. It has been necessary to adapt in her years working for North Richland Hills. She could think outside of the box, and helped change their procedures through the COVID-19 pandemic. She never balked at change, but took it in stride. She enjoyed being out in the community with the people she served. She is a scuba instructor, which also demonstrated her ability to handle people during stressful situations.

Ms. Manila is a highly skilled leader. The individuals who work under her clearly respect and admire as a manager, mentor, and supervisor. Her leadership style has changed over the years. Early on, she was a behind the scenes manager but has grown and evolved over the years. She can rally employees because they want to follow her lead. Mr. Turnage can easily see her in a City Manager position, she would be incredibly successful. Aside from her employees and the residents, the City Council members were her customers in a way, and he has oftentimes marveled at how much patience she has. When it comes to the public, they only spoke to her if there was an issue which she handled with grace and understanding.

Mr. Turnage has never heard anything controversial when it comes to Ms. Manila, and he would be shocked if anyone else has. He would hire her instantly to be a City Manager. If he were starting a company today, she would be one of the people he wanted on his team. He trusts her, she has an impeccable work ethic, and her judgment, values, honesty, and integrity make her invaluable to any team.

Words or phrases used to describe Karen Manila:

- Resourceful,
- Good judgment,
- Likable,
- Tenacious,
- Tough skinned,
- Detail oriented, and
- Hardworking.

Strengths: Budgeting, leadership.

Weaknesses: Frank and to the point.

Mark Hindman – Former City Manager, North Richland Hills, TX (817) 301-8100

Mr. Hindman met Ms. Manila in 1999, when he served on the interview panel for the Budget Director of North Richland Hills. He worked in another city, but was serving on the panel, and Ms. Manila was the unanimous choice for the position. He joined the city of North Richland Hills in 2009 as the City Manager, where they worked together until he retired in March of 2024. She is an excellent city employee and she understands budgeting, finance, and operations. She was the

Reference Notes

Karen Manila

Swiss army knife for their City. During vacancies in administration or management, she led the group while the search for a new employee was underway. Mr. Hindman relied on her heavily from a financial standpoint, she can sort through finances to find funding available, if there is any.

Ms. Manila is extremely skilled in financial matters, and she understands city operations well. Along with those skills, she works well with others, and is polite and likable. Mr. Hindman and Ms. Manila worked in the same office, so most of the time their interactions took place in person. However, Ms. Manila established email chains to track information as needed. She was part of the hiring process in both of her positions as the Budget Director and Assistant City Manager, and she hired well. Unfortunately, not every hire is going to be perfect, and there were times she had to train employees to be their best. When employees were not working out, she worked with them first to see if more training was needed, and to give them every chance to succeed. If an employee did not improve, she proceeded as necessary.

Ms. Manila looks at facts and numbers before making decisions, she is objective. She looks at facts first and then moves onto non-quantitative factors in making decisions. She maintains and improves the organization she is a part of. She does not make changes for the sake of change, she strives for improvement, not just change.

Ms. Manila is out in the community a fair amount, not as much as he had to be simple because he was the City Manager while she was the Assistant City Manager. She is more than happy to go to events that the City Manager is unable to attend, to ensure the community knows the city supports them, and that she is there for the citizens. She has overseen many operations for the city, one example being the water billing. Due to her overseeing the water billing, she had many opportunities to interact with the public both one on one as well as in groups. A project she worked on was implementing electronic meters, and she gave presentations to both the City Council and employee groups for this project.

Ms. Manila was skilled in staying on top of what was happening inside and outside of the organization that may affect them. She had good judgment and knew when to share information. She was his Assistant City Manager the entire time he was there, and Mr. Hindman could not have asked for anyone better. If there was an issue or when something was not working well, she worked over the details and came up with creative solutions. Another project she worked on was implementing a new ERP system, which was a three-and-a-half-year endeavor. Unfortunately, their wastewater rate structure did not fit into the module. She found the solution to make it work.

Ms. Manila is customer oriented and tries to work through customer issues while giving them the benefit of the doubt. She is empathetic with customers as well, and is motivated to find solutions. There were multiple times where she paid the water bill for someone if she was unable to work with them for a different solution. She assessed the situation and when someone could not make the cost work, she did everything to help them. She also understood they had a responsibility to the rest of the citizens, they could not subsidize customers indefinitely, but she took stock of each individual situation and came up with the best solution for the customer and the city.

There has never been an issue with Ms. Manila finishing tasks on time. If she noticed there could

Reference Notes

Karen Manila

be an issue with the time constraints, she brought it up with him and they responded accordingly. She is ahead of schedule most of the time. Mr. Hindman knows of nothing controversial in her past professionally or personally, she knows to avoid anything that could put her in a bad situation. He begged her to stay with North Richland Hills until he retired, and she did, for which he is grateful. She has the knowledge and experience necessary to be a wonderful City Manager, she is someone you can rely on.

Words or phrases used to describe Karen Manila:

- Competent,
- Intelligent,
- Likable,
- Committed,
- Reliable, and
- Trustworthy.

Strengths: Finance, operations, people skills.

Weaknesses: She did not have direct experience in city planning operations. She was involved in the background, but did not work directly in this field.

Patrick Hills – Human Resources Director, North Richland Hills, TX (817) 427-6106

Mr. Hills has known Ms. Manila since 2000, when he was hired by the city of North Richland Hills. Ms. Manila was the Budget Director at the time. When she was promoted to be the Assistant City Manager in 2008, he began reporting to her as she was over the internal services department. She was a fantastic supervisor and Assistant City Manager. She worked under two City Managers, and both relied heavily on her, because she has a tremendous amount of credibility with both the City Manager and the Council. She was important to the overall executive city management team.

Ms. Manila has amazing people skills. She knows how to understand and balance her audience. She is incredibly skilled with numbers, and the budget and finance of the city, she was the go-to person for anything financial within the city. Along with being the budget specialist, she presented financial information to both the City Council and residents. She was simply a nice person. In his position as the Human Resources Director, Mr. Hills had to deal with unpleasant situations regarding employees and she was helpful during those times. She cared for her staff and the overall treatment of employees was important to her.

Interactions with Ms. Manila have been nothing but pleasant. On the personal side, she is caring. In a city with 550 full time employees, sometimes closer to 1,000 during surges, she made it feel like a small city, and paid attention to the culture of the workplace. On a professional level, communication was excellent with Ms. Manila. She was not a supervisor who told her employees exactly what to do, she gave them direction and advice to make decisions on their own and move forward. She held employees accountable, while allowing them the ability to do their job their way.

Reference Notes

Karen Manila

if it has the desired result. They had to evolve and change in North Richland Hills to have stayed as long as they have, and she took change in stride while maintaining the performance level they are accustomed to.

Mr. Hills usually communicated with Ms. Manila over phone calls and in person. He prefers face to face over email and she knew this, so they often communicated to his preference. She has rallied the Internal Services department around the vision of the organization multiple times. Internal Services consisted of IT, the municipal court, finance, and human resources. She is a good leader, and steers her employees toward a common goal. He often sought her counsel when issues came up. For example, an important employee to the department was away for some time on medical leave, and they needed to find a way to make up for the loss. She suggested using volunteers from another department to fill in the gap.

Ms. Manila has never been late with a project they worked on together, and she handles stress well. She could not have lasted as long as she did in her position without being able to handle stress. She has never been involved in anything controversial or embarrassing, and he was upset to see her retire. She is one of the best supervisors he has been able to work for, and would be an incredible City Manager.

Words or phrases used to describe Karen Manila:

- Well liked,
- Good mentor,
- Financially competent,
- Creative,
- Collaborative, and
- Problem solver.

Strengths: People skills, finance, budgeting, presentations, leadership.

Weaknesses: None Identified.

Oscar Trevino – Former Mayor, North Richland Hills, TX (817) 312-9626

Mr. Trevino met Ms. Manila in 1999 when he was part of the City Council, and she became the Budget Director. He became the Mayor in 2002 and she became the Assistant City Manager in 2008. She is strictly business. She does a wonderful job and understands fiscal responsibility better than anyone. She takes her job incredibly seriously and there was never doubt during budget and finance meetings that she gave the correct information. She handles people extremely well, both her employees and the public.

During her time with North Richland Hills, Ms. Manila oversaw the garbage pickup, which can be a touchy subject for citizens, but she handled all situations very well. She also oversaw the water department, and dealt with the public when they felt they were not treated properly. She considered

Reference Notes

Karen Manila

their circumstances for payments and remedied situations as they arose. She had incredible financial skills, and her memory was amazing. She can recall where to find information in a large budget book, both quickly and accurately. She researched and made sound fact-based decisions.

Ms. Manila is blunt, but professional, she will tell you exactly as things are. She is not rude or crass, but she let Mr. Trevino know when he was heading in the wrong direction. They had a wonderful working relationship based on trust. If the City Manager was away for any reason, Ms. Manila was the one in charge. She is more on the side of maintaining high efficiency than creating change, but she will change when needed to make improvements. When changes were made during her time with the city, the City Manager received the credit for those changes.

Ms. Manila is a known face in the community. She is an avid bike rider, and participated in the Mayor's monthly bike ride. She also participates in the Lions Club and Chamber of Commerce lunches, as well as multitudes of other local government meetings and events. In her position over both water utilities and garbage, she dealt with many citizens one on one and in larger groups. She stays on top of information, and takes care of everything. She is an extrovert, and she leads from the front, rallying the troops. She had little employee turnover and employees were loyal to her.

Ms. Manila is a problem solver, and often solves problems before you notice there was one to begin with. Electric regulations were changing, and prices skyrocketing when she decided to lead the city in joining with other cities to create a coalition to successfully negotiate with the power company to keep their prices from rising. She understands that taxpayer dollars are something to be careful with, and she deals with unhappy taxpayers when they bring her issues.

Initially being in finance and budget, Ms. Manila is deadline driven. She had all the necessary information prior to meetings and from a Council perspective, she had answers quickly. She responds well to stress. For example, a citizen called out in a meeting, questioning where she had gotten some of her information. She took their questions in stride, looked through her info again, and stood by it while responding politely but firmly about her information sources.

You will not find anyone more personable and easier to talk to, Ms. Manila does not talk down to anyone, and would never jeopardize her position and trust from her citizens and coworkers. Mr. Trevino would happily hire her. She would make an excellent City Manager.

Words or phrases used to describe Karen Manila:

- Professional,
- Intelligent,
- Easy to talk to,
- Positive,
- Trustworthy, and
- Honest.

Reference Notes

Karen Manila

Strengths: Finance, memory, research, decision making.

Weaknesses: She is not always patient with employees. She is not tolerant of things not being done correctly, and she does not coddle people. This trait is a strength as well, she does not take kindly to anyone who cheats or lies. She is in a position of public trust, and she is not going to squander that trust.

Eric Von Schimmelmänn – Information Technology Director, North Richland Hills, TX (817) 427-6239

Mr. Von Schimmelmänn has known Ms. Manila since 2021, when he became the IT Director and began reporting directly to her. She was a great supervisor, he has been working in government for 35 years, and she was amazing to work for. She is very positive, gives great feedback, and direction. She is easily one of his best supervisors in all his years of government work.

Ms. Manila's biggest strengths are her ability to listen, her understanding of high-level tasks, and her ability to disseminate information and direction. She is extremely knowledgeable in finance. The budgeting process has been eye opening to him under her supervision. He moved from a different state, and she helped show him the rules and regulations in Texas local government.

When Mr. Von Schimmelmänn came onboard, he was initially given leadership of the department to see what he could do on his own. Ms. Manila wanted to see his management style, and then provided more clear direction. She knew his background enough to trust him to get to know the employees first and then create their direction.

Ms. Manila communicates thoroughly, and they have stayed in communication since her retirement, she continues to be a mentor. She is articulate, and reads people well. She is a good judge of character, and employees follow her lead. In his work with her, Ms. Manila has been a change agent, due to technology changing constantly. When he came onboard, she had been heading the department and was in the process of implementing new technology.

Ms. Manila is well known in the public. He has seen her at retirement parties other than her own. She is skilled in talking with her superiors, subordinates, peers, and the public. She has an open mode of communication and makes the time for people when needed. She is a leader from the front, she is open to being there for her employees and gets things done properly.

Ms. Manila recognized that the ERP system that the city had needed change. She went through the long, rigorous process and led the team before he was brought in to replace the entire system. This was a tremendous undertaking that she began while also maintaining her other responsibilities. Another problem she solved was the need for a new waste management vendor. She found the new vendor and explained the reason for the change to the city and the public. Currently the city is also implementing a new utility billing system that is customer facing, and her purpose in this was making utilities easier for the residents, she cares for their wellbeing and ease.

Reference Notes

Karen Manila

Mr. Von Schimmelmman is not aware of anything embarrassing or controversial about Ms. Manila. The only reason she is no longer working at the city of North Richland Hills is because she retired. He would absolutely hire her. After seeing how she interacts with both internal and external organizations, he highly recommends her to be a City Manager.

Words or phrases used to describe Karen Manila:

- Leader,
- Innovative,
- Caring,
- Facilitator,
- Dedicated, and
- Honest.

Strengths: Listening, disseminating information, finance, rules and regulations.

Weaknesses: He would have liked more clear direction when he was first hired.

Maleshia McGinnis – Former City Attorney, North Richland Hills, TX (972) 237-2005

Ms. McGinnis met Ms. Manila in 2016, when the former started working as the City Attorney in North Richland Hills and the latter was the Assistant City Manager. Ms. Manila was wonderful, she managed a great deal of high volume, high work level departments under her, many employees, and any issues arose during that time. She oversaw multiple public facing departments, so she dealt with citizens often. She is skilled in the management aspect of her role, and understands what is important to citizens, boards, and the City Council.

Ms. Manila's biggest strengths are understanding the bigger picture, and how to handle citizens. Usually, by the time a citizen reaches her with a complaint, they are very unhappy. She is skilled in deescalating the issues they bring in, and in helping them understand city processes and restrictions. She also works very well with City Councilmembers and relates well with everyone. They had daily interactions, as their offices were in the same building, which were always pleasant, respectful, and professional. They cultivate a family atmosphere in North Richland Hills, where they got work done but it was also pleasant to be there. Ms. Manila had a hand in hiring personnel such as the budget director after her, the finance director, and the IT director. She made good hiring decisions, and she helped to cultivate the pleasant work environment they enjoyed.

Ms. Manila makes solid decisions, after gathering details and looking at the big picture and the impact of each decision made. She maintains a high-performance level, and takes on the responsibilities of the City Manager as needed. She has attended events such as the Chamber of Commerce luncheon, and has presented to the City Council. She was also the representative for the Utilities Coalition, in which a few cities pulled together to negotiate rates for utilities in the area. She is well known to the public. She is appropriately visible in the community, given her position with the city. She can be the leader, or she can be behind the scenes.

Reference Notes

Karen Manila

Ms. Manila handles stress well, they encountered many stressful situations and she continued to get the job done. She does not dwell on the stress, but rather continues with what is needed. Ms. McGinnis is not aware of anything that could be seen as controversial about Ms. Manila. Ms. McGinnis would absolutely hire Ms. Manila to be a City Manager because she has a pulse on all three levels of service necessary to be a City Manager which are: citizens, council, and staff.

Words or phrases used to describe Karen Manila:

- Happy,
- High spirited,
- Cooperative,
- Knowledgeable,
- Customer service oriented, and
- Detailed.

Strengths: Understanding the big picture, dealing with citizens, relatability.

Weaknesses: She can be inflexible with funding.

Prepared by: Rebecca Whitman
Colin Baenziger & Associates

CB&A Internet Research

Internet – Newspaper Archives Searches
Karen R. Manila
(Articles are in reverse chronological order)

Section 2, ItemA.

<https://x.com/CityofNRH/status/1772259816796311883>
March 25, 2024



Internet – Newspaper Archives Searches
Karen R. Manila
(Articles are in reverse chronological order)

Section 2, ItemA.

<https://www.nrhtx.com/Calendar.aspx?EID=6199>
March 22, 2024

Retirement Reception

Friday, March 22, 2024

Join us in honoring retiring Assistant City Manager Karen Manila.

A retirement reception to honor Assistant City Manager Karen Manila will take place from 3 to 5 p.m. at NRH City Hall. Presentation will begin at 3:30 p.m. The community is welcome to join us as we show our appreciation for Mrs. Manila's nearly 25 years of service to the City of North Richland Hills and wish her well in her retirement.

Cards and emails are also welcome and can be sent to P.O. Box 820609, North Richland Hills, Tx 76182-0609 or communications@nrhtx.com.

Read more about Mrs. Manila's service to our community on Page 3 of our [Winter NRH Newsletter](#).

Date:	March 22, 2024
Time:	3:00 PM - 5:00 PM
Address:	4301 City Point Drive City Council Chamber North Richland Hills, TX 76180
Contact:	817-427-6126
Email:	Communications Dept.



Winter NRH Newsletter:

Assistant City Manager **Karen Manila** is retiring effective March 22, 2024 after a 32-year career in municipal finance and administration. Hired in 1999 as the Budget Director and promoted to Assistant City Manager in 2008, **Mrs. Manila** has provided leadership and guidance for many of the city's operations including budget, accounting, purchasing, utility billing, information technology, human resources, municipal court, legislative analysis, franchise utilities and the city's solid waste contract. She has been instrumental in keeping the City in exceptional financial condition and ensuring all city departments are being good stewards of the public's dollars.

"I have been blessed to serve in three Texas cities, but the highlight of my career has been serving the residents of North Richland Hills," she said. She added that NRH city staff have been a pleasure to work with. "It would be difficult to find a more dedicated and talented group who put their heart into their jobs every day serving the residents of our great city."

She also expressed appreciation to the City Council members she has worked with over the past 24 years. "Their support, respect and concern for city employees is unmatched, as is their dedication and love for the city," she said. "Their steady leadership and vision are what has made North Richland Hills such an outstanding city, one that I am proud to call home."

Trudy Lewis is being promoted to replace **Mrs. Manila** as Assistant City Manager over fiscal and administrative services. Mrs. Lewis has served as the city's Budget Director since December 2021. Before joining North Richland Hills, she served as City Administrator for the City of Hutchins and City Manager for the City of Glenn Heights. Her previous experience also included positions with the cities of Arlington and Irving.

<https://www.businesswire.com/news/home/20191217005051/en/Tyler-Technologies-to-Provide-Integrated-Enterprise-Resource-Planning-System-to-City-of-North-Richland-Hills-Texas>
December 17, 2019

Tyler Technologies to Provide Integrated Enterprise Resource Planning System to City of North Richland Hills, Texas

Solutions to manage everything from community development to finance operations

Tyler Technologies, Inc. (NYSE: TYL) today announced it has signed an agreement with the city of North Richland Hills, Texas, for a variety of Tyler solutions including EnerGov™ and Munis® as core ERP solutions, as well as Socrata Citizen Connect™, Socrata Open Finance™, Digital Health Department™ (DHD), MobileEyes®, and Tyler EAM™. The city's 20-year legacy solutions are disparate and haven't allowed for a seamless flow of data or processes from one function to the next, creating inefficiencies and reducing the value of the information stored by making it less accessible. The city selected Tyler for its fully integrated ERP solution, which will better meet the needs of the city for many years to come.

"There are many things about Tyler's solutions that are appealing to us, such as advanced reporting and the ability to find everything you might need with just a few clicks," said **Karen Manila**, assistant city manager for North Richland Hills. "This modern system will align us better with our business practices and allow us to provide better customer service for the public as well as for internal customers."

Tyler's Munis and EnerGov solutions combine fully integrated finance, payroll and HR, utility billing, asset maintenance and community development systems. Tyler's solutions will allow the city to

Operate within a modern digital government architecture where information can be easily shared across applications and functions

Access improved data analysis and reporting through intuitive, customizable reporting tools and modern analytical toolsets

Move to a system with tight integration between field electronic data collection and the backend database, so users can get instant alerts and complete workflow tasks on their smartphones in the field

Provide self-service capabilities to their employees, residents, and vendors

"We're pleased to deliver a fully integrated ERP solution to the city of North Richland Hills," said Chris Hepburn, president of Tyler's Enterprise Group. "Our solutions are designed to empower city personnel, ease the transition to improved business processes, and promote the city's self-sufficiency for long-term support of the system." The city of North Richland Hills is in the Dallas-Fort Worth Metroplex and has a population of more than 70,000.

Fort Worth Star-Telegram (TX)
May 24, 2014

Preliminary property values rise in most of Tarrant

Author/Byline: Bill Hanna and Caty Hirst; Staff writer Susan Schrock contributed to this report

The bad old days of the recession appear to be in the rearview mirror. The recovery is in full force across Tarrant County, according to preliminary values from the Tarrant Appraisal District. Almost every segment of the real estate market is seeing increases, and just about every part of Tarrant County is showing an uptick in values. Only a few cities had no significant gains. Overall, assessed property values are up 6.7 percent across Tarrant County. But the Tarrant Appraisal District and many area cities caution that these values will likely drop as some homeowners and commercial property owners protest their valuations.

Chief appraiser Jeff Law expects about 70,000 of the 1.4 million tax accounts in Tarrant County to challenge their appraisal. Property owners have until June 2 to file a formal protest, which they can do online at www.tad.org. He has advised cities and school districts to assume about a 2 percent drop from the current valuations, though he doesn't expect that significant a drop. "I can't really tell you how much to expect things to change but I would say this year, things are better than healthy," Law said.

Home prices are also helping drive the increases. Residential values are up 8 percent across the county. There has been some new construction with the addition of 5,534 residential and 201 commercial accounts. The gains reflect the pull of the local economy bringing more people to the area, Tarrant County Administrator G.K. Maenius said. "Quite frankly, it's an up market and this is reflective of that," Maenius said.

But real estate agent Lucy Puniwai, who works in the Alliance corridor, said many clients have been upset with TAD as their appraisals have jumped by \$25,000 to \$30,000. She said values are up and multiple bidders are often vying for homes but she believes that TAD is overreaching with its appraisals. "The people that have contacted me to protest taxes have recently purchased homes," Puniwai said. "Their appraisals just jumped through the roof. I don't believe the appraisal system is fair. There's just no consistency or balance in the system."

This year, TAD increased the value on about 260,000 existing accounts. Of those, 166,000 had a jump from 5 to 10 percent; 63,000 increased by less than 5 percent; and about 31,000 went up by more than 10 percent. Among commercial properties, apartments increased 25 percent, office space jumped 20 percent, retail climbed 15 percent and warehouses had a 10 percent increase. "For Tarrant County, it's pretty much been countywide," said Bill Makens, chairman of the Fort Worth Society of Commercial Realtors and an associate with the Makens Co. "You just have a lot of retailers that have become active again and DFW is an attractive market to a lot of retailers," Makens said.

Among apartment complexes, the higher-end properties — those that are considered Class A and Class B — have had the biggest increases. "For investors, it has become a lucrative investment,"

Karen R. Manila

(Articles are in reverse chronological order)

Law said. “A lot of apartment complexes are selling; values are going up. We're seeing a lot of increases across the whole county, particularly in Class A properties.” There was also a big increase in mineral interest accounts, from 404,000 to 719,000. The overall value increased by \$500 million from \$2.4 billion to \$2.9 billion.

Fort Worth expects another budget shortfall

The preliminary TAD appraisals are important to local governments because they use these numbers to start building budgets for the next fiscal year. City officials say that the numbers are encouraging and optimistic, but that they are being cautious. Fort Worth, for example, had a 7.4 percent increase in net taxable property value, which is at \$43.4 billion in the preliminary report.

Still, the city’s chief financial officer, Aaron Bovos, said Fort Worth is projecting only a 2.9 increase in revenue from property taxes and a 5 percent in the sales taxes for fiscal 2015. He expects the city to have another shortfall in the upcoming budget. “From a historical perspective, where we sit today is much better than where we have sat in prior years. There really isn’t even a comparison,” Bovos said, but he added that they are “still talking about budget reductions.” He asked each department to come up with a 2.8 percent reduction in their budgets. Based on fiscal year 2014, that is \$16.4 million in reductions for the general fund. In a “balancing act,” he also asked departments what they would do with more money.

Last year, the city initially faced a \$50 million shortfall, which was bridged with sustainable cuts, including jobs, increased property and sales tax revenue, and use of one-time budget savings. “I feel very optimistic about the revenue forecast. Does that mean we are throwing caution to the wind? No, it will never mean that for a financial planner,” Bovos said. The city also dangled the potential for 3-5 percent raises for general employees in 2015 if it found \$5 million in savings through the year to fund it. General employees have received one raise in the last five years, in fiscal 2012. Bovos could not say whether the raises will be included. “The 2015 budget is still under development and raises are under consideration,” Bovis said. “They are part of the goal and part of the financial plan, but we are still working on having all those pieces to be able to solidify what that looks like.” “When we make a decision for 2015, we need to make sure that decision is sustainable for a five-year forecast,” he said. Bovos said the city’s approach toward the fiscal 2015 budget is “a little more comprehensive than what I know Fort Worth to have done in the past,” with careful attention paid to five-year projections. He said the recommended budget will be presented to the City Council on Aug. 12.

Arlington numbers ‘encouraging’

Arlington’s taxable values, currently \$19.2 billion, rose about 3.3 percent over last May, which is what officials had projected. The city had “encouraging” growth in residential, commercial and mineral values across the board, Budget Director Mike Finley said. “Our tax base is on track with what we expected,” Finley said.

The Viridian Management District, site of the 2,300-acre master-planned Viridian development in Arlington, had an 84.5 percent gain from a year ago. While property values are soaring in that neighborhood, it is also simply a sign of new construction. The number of accounts in Viridian grew from 539 to 817. “You’re taking a small area where a lot of homes have been built,” Law

Karen R. Manila

(Articles are in reverse chronological order)

said. “A lot of that was vacant land and now it’s homes and other new stuff. They’re adding things out there all of the time.” For some smaller communities, the impact of new businesses can be significant.

Haslet, with its nearness to the sprawling Alliance development in far north Fort Worth, has seen its property values jump a whopping 35.6 percent, most of which came from the arrival of the Amazon fulfillment center. “Amazon — that pretty much says it all,” said Debbie Maness, Haslet’s finance director. “To see an increase is really good but I will say I’m pretty conservative and we won’t really know its impact until we get the final number in July.” The arrival of Amazon is another sign of growth in far northern Tarrant County. Last year, Alliance developer Hillwood reported to the city of Fort Worth that the development had a \$50 billion impact on the North Texas economy since it began in 1989.

In North Richland Hills, there are also signs of recovery.

The city issued construction permits for 189 single-family homes last year and had new commercial redevelopment along Northeast Loop 820 with the new Floor & Decor, Taco Cabana and Quick Trip. Sandlin Homes is also planning a 192-lot subdivision off Iron Horse Boulevard, Assistant City Manager **Karen Bostic** said. “It’s a positive and welcome sign for our local economy and we are hopeful that we are finally returning to a pattern of slow and steady positive growth,” **Bostic** said.

Red-hot housing market

In some parts of Tarrant County, the stories of buyers lining up to buy homes are true. Fort Worth real estate agent Scott Bailey was showing a home on Hillcrest Street in Fort Worth that was not entered in the Multiple Listing Service. “I’ve got one that everybody just walked through,” said Bailey, who had more showings scheduled that day. “I think inside the loop [locations within Loop 820] it is fantastic right now from an agent’s point of view,” Bailey said. “If you go outside the loop, there are cash buyers buying and paying cash and then turning around and leasing them out. There are good deals for investors in those areas that are saturated.”

Last month, a real estate investment trust with an Arlington address bought one of his listings along Meadowlark Drive in far south Fort Worth, shortly after buying another home in the same block. By the time the buyer closed on Bailey’s listing, a “for lease” sign was already up in front of the neighboring house. A few areas have seen more modest gains, including Edgecliff Village, the Everman school district and Dalworthington Gardens. “Some of these smaller towns don’t have the land mass to bring in new industry or have the available land for new housing,” Maenius said.

Protest deadline approaches

Time is running out to file a protest. Tarrant County property owners have until June 2. “If you’re thinking about protesting, I would go ahead and file a protest,” Law said. “That way you are protecting your right to protest. You can always drop the protest later if you choose to do so.” Once a protest is filed, residents can also call the appraisal district and talk to an appraiser about dropping their valuation, but Law warns that values are going up in most areas. “Right now, the data supports that values are up,” Law said. “We may not necessarily lower a value but it doesn’t

hurt to talk to an appraiser.” Some taxpayers have complained that appearing before the appraisal review board can be daunting.

Law said property owners need to do their homework before coming before the review board. “It shouldn’t be an intimidating process, but they do need to come prepared,” Law said. “If they think their value is too high, they may need to talk to a real estate agent. Look at listing prices and advertisements. Also, bring in photographs. There may be something we don’t know about your property. We may not know it only has one bathroom instead of two. That’s the kind of thing that can lower your value.” But homeowners need to accept that values are currently on the increase. “Right now, I think there’s a huge demand for residential properties and the supply is simply not there.”

Fort Worth Star-Telegram (TX)

May 24, 2012

DFW cities optimistic about growth in property values - Taxable values rise 2.5% for Tarrant; big cities see increases of at least 3%

Author/Byline: Bill Hanna and Darren Barbee; Staff writers Eva-Maria Ayala and Susan Schrock contributed to this report

Property values are up 2.5 percent across Tarrant County from a year ago, a jump of \$3 billion, giving some hope that the market is on the rebound. "It kind of tells me the economy has at least flattened out or is up a little bit," Tarrant County Judge Glen Whitley said. But the bounty didn't fall evenly, according to preliminary assessments from the Tarrant Appraisal District. In the largest cities, including Fort Worth, Arlington and Mansfield, taxable property values increased more than 3 percent. Grapevine's values rose 6.5 percent and North Richland Hills' rose 5.4 percent. Among smaller cities, Westworth Village saw an 11 percent jump, primarily from previously tax-exempt properties being added to the tax rolls. But Haslet and Blue Mound saw steep declines: 10.7 percent and 8.7 percent, respectively.

The results for individual properties were a mixed bag as well. About 15 percent of residential and commercial properties -- 77,400 in all -- increased in value for fiscal 2012, according to the appraisal district. However, 25 percent, 129,900, declined in value, and 59 percent, 304,300, had no change. New taxable construction represents 5,833 properties, or about 1 percent. Yet new construction lifted the county's property values by more than \$1 billion, according to preliminary statistics from Chief Appraiser Jeff Law.

New residential properties added \$840 million to the county's net taxable value, accounting for about 1.2 percent of the taxable value of all residential properties, he said. About \$608 million in commercial taxable property was added, or 1.7 percent of all commercial properties' taxable value, Law said. "There are some properties out there that have been constructed that are part of the commercial sector that are exempt," Law said. "That could be something like schools or something that the city or county owns." But "we were never going to tax those to begin with," Law said. Officials caution that the numbers are preliminary and will likely be adjusted as property owners appeal their valuations.

Rebounding values

Fort Worth's property values rose \$1.4 billion, or 3.5 percent, to \$42.8 billion. That is exactly what the city expected when it told the City Council this month that its budget gap would be \$23.7 million next fiscal year. Budget officer Horatio Porter expects about a 2 percent gain after protests are heard. "I believe we've seen property values hit bottom," Porter said. "We won't see double-digit gains like what we saw in the '90s, but it has stabilized and I think we will see slow, steady growth." The gains won't be enough to prevent difficult budget decisions. "The revenue just can't grow fast enough to keep up with all of the needs we have in the city," Porter said.

Arlington's preliminary values rose to nearly \$18 billion, up 3.8 percent. Budget Manager Mike Finley said that if the values hold until the tax rolls are certified in July, Arlington's property tax

Internet – Newspaper Archives Searches
Karen R. Manila
(Articles are in reverse chronological order)

Section 2, Item A.

revenue for next fiscal year will be \$2.1 million higher than projected. "It's better than we were expecting," Finley said. "We were expecting to be flat." Finley attributed the bump in valuations to factors such as commercial development and the transformation of a former Trinity River flood plain into residential lots for the Viridian community. The project, under construction in far north Arlington, is expected to eventually add 15,000 residents and more than \$2 billion to the property tax rolls, city officials have said. Arlington's sales tax revenue for the first six months of this fiscal year is up 5.3 percent. That's good news for the city, which is working to erase a projected \$4 million budget shortfall for fiscal 2013, which starts Oct. 1.

In Grapevine, where attractions like the Sea Life Aquarium and Legoland brought in revenue, values increased \$394 million. John McGrane, Grapevine's director of administrative services, said that he hasn't analyzed the appraisal values but that the city expects improvements from last year.

In North Richland Hills, preliminary values increased \$197 million, slightly higher than expected. Even taking into account the post-appeals drop, Assistant City Manager **Karen Bostic** said, the appraisals could put the city back at 2008 levels -- before the recession. "Hopefully it will mean we won't have to make further reductions like we did in recent years," she said.

Tough times for some

For Haslet, where preliminary values fell by \$86 million, the biggest factor was a drop in the value of mineral leases, from \$182 million to \$103 million, City Administrator Ashley Stathatos said. One of the more unusual decreases was in Blue Mound, where Mayor Alan Hooks said residents' high water bills are driving down property values. The city's water and sewer system is owned by Monarch Water Utilities. "People are not going to come out here and buy unless it's a cheap, cheap deal," Hooks said. "That's what's happening -- people are dumping these houses. It's going to be a tough budget next year. It's going to be pencil-sharpening time and time to get out our red pens." Increases in property values mean little to struggling school districts, many of which are looking to cut staff and programs amid multimillion-dollar shortfalls.

A complex state school finance system, which is being challenged in court this fall, essentially funds schools based on a weighted per-student formula. If a district's property tax revenue improves, the state reduces its aid. If tax revenue drops, the state makes up for the loss. The Fort Worth school district, for example, had the largest increase of taxable property value, about \$945.8 million. If not for the state funding system, that could have meant \$9.8 million more for schools. The district is facing about a \$40 million shortfall next school year. "We are happy to see growth in the tax rolls," said Hank Johnson, the district's chief financial officer. However, "it will have little impact on the current funding situation."

In the Grapevine-Colleyville district, the overall taxable value had one of the highest percentage increases in the county, improving 4.6 percent, or \$485.2 million. Grapevine-Colleyville, Fort Worth and many other local districts are among the hundreds suing the state over how schools are funded.

Fort Worth Star-Telegram (TX)
April 25, 2012

North Richland Hills seeks voters' OK for new municipal complex funds

Author/Byline: Jessamy Brown

Taxpayers in North Richland Hills are being asked to increase the city's debt by about 50 percent to help pay for a new municipal complex that would consolidate offices. Voters will have to decide whether that makes fiscal and logistical sense in a May 12 referendum on whether to authorize issuing up to \$48 million in bonds for the complex, which may be on Boulevard 26, at the site of the old North Hills Mall. The additional debt would prompt the first property tax rate increase in 19 years, and the city would also tap reserves and other funds to complete the \$70 million project.

The city already owes a total principal of \$95.6 million in debt, including \$71.6 million in debt supported by property taxes. "There are some that will be paid off in the next few years. We can put that money toward the new debt," Assistant City Manager **Karen Bostic** said. About \$24 million of the total debt is being paid off by other revenue sources, such as fees from users of the Iron Horse Golf Course and NRH { -2 } O water park.

Councilman David Whitson, who headed a 26-member community task force that recommended the project, said he is comfortable with the city's debt load. "I'm going to be pushing to have that debt paid off sooner than what the term is," Whitson said. The bonds would add 3 to 4 cents to the current tax rate of 57 cents per \$100 of assessed property value. That would add about \$49 a year to the tax bill for a house valued at the city average of \$122,317. The tax rate would not change for senior citizens and other homeowners whose property taxes are frozen. Besides the bonds, the city would still need an estimated \$22 million from capital reserves, plus money from selling buildings that house its current offices on Northeast Loop 820, which officials think will be attractive to commercial or retail developers.

Staffers have moved out of the city offices that housed the library and recreation center and into new facilities. The Municipal Court, parks administration and Citicable continue to operate there. That building, at Northeast Loop 820 and Rufe Snow Drive, is not on the market. But undeveloped land on the site has been sold to firms headed by Dustin Renfro of Hudson Oaks. The city sold 1.04 acres for \$800,000 for the development of a Taco Cabana and 1.17 acres nearby for \$530,000 for a future In-N-Out Burger. A 0.9-acre tract is being marketed for sale by Renfro's Gridiron Capital, which has right of first refusal to buy it. Officials also expect an unspecified amount of compensation from the state from work on the North Tarrant Express project to widen Northeast Loop 820.

The cost of the project and square-footage needs were estimated after an architectural firm performed a space analysis. The budget includes money for land, road work, furnishings and buildings. But plans are to bring the project in under budget, said Jimmy Perdue, the city's public safety director. "We're hoping and planning all along to reduce the project costs as we get into

the design," Perdue said. "We knew that we needed to know what the outside number was because the worst thing is to ask citizens for funds and come back and ask for more."

Moving in 2015

The proposal to move was prompted by state work to widen Northeast Loop 820 to 14 lanes, which will cut a third of available parking spaces, restrict access to City Hall and limit space for landscape buffers, Assistant City Manager Jared Miller said. The plan calls for city operations now in six buildings to move to a 180,000-square-foot complex by late 2015. The complex would house City Hall, parks administration, Municipal Court, the Police Department and jail, fire administration and neighborhood services.

"The different city departments are pretty spread out right now," said Mike Rigby, market president for Liberty Bank and a committee member. "I think that the structure that is proposed is reasonable. I don't think it's elaborate or a Taj Mahal."

This month, the City Council moved forward with an agreement that gives the city the option to buy up to 12 acres at the vacant site of the former North Hills Mall at Boulevard 26 and Rodger Line Drive, which would cost about \$2.6 million. That would leave about 68 acres available for development. Nearly 3,000 people come to city offices each week, and bond supporters say they hope a municipal complex would spur economic development inside the Loop.

"We hope that activity of coming to the city facilities will find it attractive to new businesses," said John Lewis, a former councilman and treasurer of NRH4U, a committee launched to support the bond proposal. The group is hosting coffees, meeting with voters and sponsoring a billboard on Davis Boulevard touting the project. No organized opposition has surfaced. The city is hosting several informational meetings to answer voter questions. One of three voters at a Thursday meeting at Green Valley Elementary School asked what might happen if the bond vote fails. Doing nothing is not an option, they were told.

Fort Worth Star-Telegram (TX)
February 27, 2012

Task force recommends new city complex for North Richland Hills

Author/Byline: Lois Norder

The city should build a \$70 million municipal complex to house City Hall, municipal courts, the Police Department and other offices, a citizens task force is recommending to the City Council. One option for location of the complex is the existing City Hall site just north of Northeast Loop 820 near Holiday Lane, which would require the city to buy out some nearby homes. The other option the Community Improvement Program task force is eyeing is south of the loop, on a portion of the former site of North Hills Mall. The recommendation will be presented to the council tonight, and a vote is expected at its March 5 meeting. If the council endorses the recommendation, a bond issue to help pay for the complex could be on the May 12 ballot. City officials are working to determine what the bond amount would be.

The 26-member task force recommended a tax rate increase of up to 4 cents per \$100 of assessed property valuation to pay for the bonds, city officials said. A 4-cent increase would mean a tax hike of about \$48 a year for a house at the city's average taxable value of \$122,317. "There would be no impact for seniors over 65 [years old]. Their tax rate is frozen," said Assistant City Manager **Karen Bostic**. The last increase in the city's property tax rate was in 1993. At 57 cents per \$100 assessed value, North Richland Hills' current tax rate falls in about the middle of the pack of other Tarrant County cities.

Still, passage of the bond issue will require a "vigorous education campaign," Mark DelSignore of Perception Insight told the task force at a Thursday night meeting. That's because about 46 percent of likely voters are not aware that work on the North Tarrant Express highway project will encroach on some of the city facilities, and 22 percent of likely voters believe that the city already has excellent facilities, according to a mid-February survey conducted by Perception Insight. But the survey also indicated likely good support for a new public safety building, and a strong perception that the city manages its money well. "A public education campaign, if done effectively, can move the needle forward," DelSignore said.

Other funding

City officials said they have worked to pare down the cost of the complex. Money to pay for it could also come from several sources in addition to the bond sale, **Bostic** said. Compensation from the Texas Department of Transportation for the impact of the work on Northeast Loop 820 could bring some money, though the amount is unknown because the city is in litigation with the department over the issue. The city could also sell the property south of the loop where the municipal courts are housed, and if it built on the North Hills site, it could also sell the existing municipal complex property. The property south of the loop was appraised in 2008 for about \$4.5 million; the municipal complex has a Tarrant Appraisal District value of just under \$6 million. The city could also draw money from its capital reserves. The city has \$7 million set aside to address facilities needs related to the loop expansion, with much of this money from gas leases and other nonrecurring sources. City Manager Mark Hindman told the task force that the

city could try to further scale back construction plans to limit the tax increase to 3 cents. That would keep the tax rate at about 60 cents, which Hindman called a "psychological threshold." But task force member Jay Garner said the city needs to consider future needs. "Don't poor-boy this," he said. The city doesn't need a "Taj Mahal, but nice," Garner said.

Economic driver

The present municipal complex, which houses City Hall and public safety facilities, was built in stages over the years, with the oldest portion of the building dating to 1975. The building was expanded in 1995, though that addition represents only about 23 percent of its total square footage. The North Tarrant Express project, which widens the highway and service roads, will eliminate what city officials say is a significant portion of the parking at that facility and at the building south of the loop that houses municipal courts. That building is a former church built in 1968 and acquired by the city in 1985.

To build a new complex at the present City Hall site, the city would expect to buy out 15 nearby houses at an estimated cost of about \$1.9 million. Buying property at the former mall site could cost an estimated \$2.5 million, with the city needing about 12 acres of the 80-acre property. That location would bring the additional benefit of helping drive economic development, said Councilman David Whitson, chairman of the task force. He said that a municipal complex there would prompt redevelopment of the entire mall property. The city has been focusing economic development efforts along the Boulevard 26 corridor. Since North Hills Mall was demolished in 2007, after sitting vacant for three years, the site has not been developed. Tax records show that the property owner lives in California. A new city complex would be the costliest project in city history.

The city is building a new recreation center in the north part of the city, close to the \$10 million library that opened in 2008. The recreation center, set to open in mid-April, has a projected cost of about \$25 million, which had been the highest price tag so far. The city issued certificates of obligation for that project, which didn't require voter approval. That debt is expected to be paid with revenues from a special tax district in the area.

Construction on the new city complex, in the best-case scenario, would begin in the summer and be completed by 2015, according to information provided by Mary Peters, the city's public information officer. In addition to City Hall, municipal courts and the Police Department, the complex would include some offices that had been housed at city facilities on Dick Fisher Drive.

Fort Worth Star-Telegram (TX)
September 11, 2011

Tarrant water limits working better than expected - Region now using 8.5 percent less water, saving 337 million gallons every 10 days

Author/Byline: Susan Schrock and Bill Hanna; Staff writers Eva-Marie Ayala, Adrian McCandless, Nicholas Sakelaris and Gene Trainor contributed to this report, which includes material from the Star-Telegram archives

Most Tarrant County residents and businesses have apparently turned off the tap on days when they're not permitted to water their lawns and landscaping. The Tarrant Regional Water District, which provides raw water to most of the county, said water usage has dropped about 8.5 percent since twice-a-week watering restrictions took effect Aug. 29. That beat the goal of reducing consumption by 5 percent, said David Marshall, the district's engineering services director. "We saved about 337 million gallons" every 10 days, about a day's consumption previously, Marshall said. With high temperatures and precious little rainfall decimating the region's drinking water supply, the district imposed restrictions on the heaviest water usage -- irrigation -- and limited sprinkler use to two specific days a week. While most customers are following the widely publicized schedules, city officials around the county said citations have been issued to repeat violators. In Southlake, for example, more than 80 citations were issued in the past two weeks, they said. Those watering on their off-days are notified about the restrictions and given at least one warning before being issued a citation, which can cost up to \$2,000 per violation.

Arlington has investigated 173 reported violations but has issued only 27 notices of violation and one citation. "We have issued notices," said Julie Hunt, Arlington's water utilities director, adding that the city's daily water consumption has dropped 5 percent or more. "We figure most people [improperly watering] didn't get the word. Somehow they hadn't heard yet." Marshall said the district has "seen a dramatic drop" of 140 million to 340 million gallons a day on Mondays, when all commercial or residential irrigation is banned. On Tuesdays, when only commercial irrigation is allowed, daily usage has plummeted about 76 million gallons, to just over 400 million. But Wednesdays and Thursdays, which are residential usage days, have seen only a drop of about 2 percent, to around 480 million gallons a day. "Folks are watering what they need to water, but now they're doing it only two days a week," Marshall said.

Encouraging early numbers

In Fort Worth, Water Department officials are trying to educate residents rather than fining them or locking them out. Since the restrictions took effect, Fort Worth's water usage dropped about 14 percent, from 333.4 million to 287.9 million gallons a day. "Early numbers are encouraging, but we will continue to track it once hotter temperatures return" this week, department spokeswoman Mary Gugliuzza said. Fort Worth received 691 complaints of violations through its website and 275 complaints by phone. Most dealt with people watering on the wrong day of the week, Gugliuzza said. So far, she said, repeat violations have been reported at three addresses. In some instances, the city's own parks department watered at improper times, Gugliuzza said. But those have been addressed. "We've had conversations with them," she said.

Gugliuzza couldn't give a breakdown of how many violations had been reported at parks and schools.

Northeast Tarrant cities

Southlake has been aggressively enforcing water restrictions since July 25, issuing more than 1,600 warnings and 298 citations. But some customers are continuing to violate the limits, and the city has issued 280 warnings and 83 citations for repeat offenders in one recent nine-day period, city spokeswoman Pilar Schank said. And the city itself suffered a lapse. Last week, a Southlake employee was disciplined for letting a sprinkler system run after 10 a.m. at the Department of Public Safety headquarters, where workers were installing a new irrigation controller.

Colleyville issued 130 warnings and four citations in the first week of Stage 1 restrictions, spokeswoman Mona Gandy said. Water consumption has gone down 22 percent since the restrictions took effect, Gandy said.

In Grapevine, water consumption has dropped 3 million to 4 million gallons a day, said Matt Singleton, public works director. Violators have gotten a knock on the door or a door hanger from the city staff as a warning, Singleton said. Grapevine hasn't issued any citations.

North Richland Hills hasn't issued any citations, either, said **Karen Bostic**, assistant city manager. However, the city has placed 129 door hangers to warn people that they are violating the restrictions. If they ignore the warnings, they could face citations, **Bostic** said.

Only one citation has been issued in Bedford, where city spokeswoman Mirenda McQuagge-Walden said warnings are typically issued for first offenses. Enforcement officers patrol Bedford to remind residents about water conservation measures, she said. Water use has dropped 20 percent since restrictions began, she added. "Most customers seem to understand the necessity to reduce water use," she said. "Most of the questions have been concerning clarification about watering by hand, drip irrigation and soaker hoses." No citations have been issued in Euless or Hurst.

Keller has seen a 5 to 15 percent drop in water use, said Greg Dickens, public works director. The city hasn't issued citations, but it has given out a few warnings, he said. Apartment complexes and businesses have been the main violators, he said. Many have simply forgotten to adjust the timers on their sprinkler systems. "After we have spoken with them, they have been more than willing to comply with the restrictions," Dickens said.

Fort Worth Star-Telegram (TX)
February 25, 2011

Customer wins dispute over water bills

Author/Byline: Dave Lieber

You can't squeeze blood out of a turnip, and, usually, you can't convince your municipal water company that its meters are bad. Water departments are notoriously stubborn. Their culture is built around the idea that water meters are supposed to be about 99 percent accurate. But what about the other 1 percent? Usually, it's a duel between homeowner and water department. The homeowner swears on a stack of skyrocketing water bills that the family didn't use nearly that much water. The water department counters that there must be a leak. Homeowner hires a plumber. That bill is often very costly, whether there's a leak or not.

How do you get a water department to listen? The Watchdog met someone who figured it out. Carolyn Fobes could teach a class on how to fight - no, make that convince - city hall. She's a four-time cancer survivor who says: "I don't give up easily. I play to win." These days, that's an art all its own. Her first student could be Letha Wood of Fort Worth, who told me last week how her monthly water bill jumped from its usual \$50 to \$104, then to \$119, \$176, \$288 and \$329. She and her husband didn't figure out until months too late that they had a leak. The plumbing repair job cost \$2,200. Fort Worth reimbursed the couple some \$180 under its leak adjustment policy. (The city credits an account for 50 percent of the excess water use for up to two months based on historical usage.)

That was a difficult experience for Wood and her husband, both almost 90 years old. Fobes can relate. Her bill jumped from \$66 to \$194 in one month. Of course, she was told that she had a leak, too. "After paying \$800 to a national plumbing company, we were told we had no leak," she recalls. "We paid the water bill, even though we believed it to be erroneous." Then her bill spiked again from one month to the next - \$61 to \$195. Guess what the water department told her? This time, she visited the water department "in person," she says. She requested a bill adjustment. Denied. She put her request in writing and was again denied. She sent her protest to the mayor and public works director, too. Since the same thing had happened twice, she reasoned that either the equipment was faulty or her meter was misread.

Two months later, she received a robo-phone call announcing that her water was going to be turned off because she hadn't made her entire payment. She called the city manager's office and requested a meeting. She was referred to North Richland Hills Assistant City Manager **Karen Bostic** who - wait for it - took her seriously. **Bostic** recalls what happened: "She did a lot to help herself. She continued paying her current bill. ... She didn't get angry and say, 'I'm not paying a dime.' 'It's easier to work with someone when you know there's no game playing. A number of people run into financial trouble and instead of calling the water department, they just stop paying bills. ... If they would just call when they start having financial problems, 99 percent of the time we're willing to work with them.' The city allows for adjustments when there is evidence of a leak and receipts can prove that repairs were made. In Fobes' case, nobody knows what happened. That didn't stop her. **Bostic** said she was impressed by Fobes' tone: "She was

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(Articles are in reverse chronological order)

Section 2, ItemA.

very reasonable and logical. She had all her information at hand. She wasn't argumentative. ... I've had people who don't have all their ducks in a row."

Good water metaphor. That's how Fobes originally got my attention. She wrote me: "I'm getting hosed." Her clear presentation of her problem is impressive. "I was a journalism major in college," she says, "but have spent most of my life in accounting. Both professions require research and organization skills." Don't forget true grit. Fobes has that - and a victory. "My tenacity has paid off," she says.

Bostic totaled Fobes' water usage for six years, deducted the highest and lowest, calculated a four-year average, then deducted what had already been paid. (Kids, see why math is important?) The city cut almost \$200 from her bill, though officials still don't know what caused the spikes. **Bostic** called them "very odd." "All is right with the world," Fobes says.

Fort Worth Star-Telegram (TX)

August 30, 2010

North Richland Hills trimming expenses to balance budget

Author/Byline: Chris Vaughn

City officials, facing another year of bleak revenue projections, have recommended that the City Council eliminate six positions, freeze salaries and pass more healthcare costs on to employees to balance the 2010-11 budget. The council, at the Sept. 13 meeting, is also expected to adopt the same property tax rate, 57 cents per \$100 of assessed value, the 18th year in a row that number hasn't changed.

Despite the cutbacks that affected virtually every department, budget officers expressed relief that they had to cut only about \$1 million from the 2009-10 budget. They had predicted a more severe drop in property values than the 4 percent announced in July by the Tarrant Appraisal District. "Even though it's bad news, we're very, very happy that it wasn't as bad as we anticipated," Assistant City Manager **Karen Bostic** said.

City officials said they hope that the city's 65,000 residents won't notice the cuts since the 533 full-time city employees will bear most of them. The goal, they said, was to trim around the edges and not cut "core services," nor did they want to dip significantly into the reserve funds to make up the difference. "We made a conscious, specific effort not to touch the reserves," said Mark Mills, the budget director. "Mark [Hindman, the city manager] preaches to make changes you can live with from this point forward. The cuts must be sustainable long-term."

The proposed general fund amounts to \$37.35 million, roughly the same as the 2007-08 budget. City officials have had to make cuts three years running. The capital projects budget for 2010-11, which provides funding for streets, drainage projects and the like, comes in at \$33.3 million. The biggest dip in revenue will come from lower property valuations, about \$835,000 less in tax revenue this year. Sales taxes are expected to remain basically flat. Other revenue sources -- franchise fees, fines, facility rentals and ambulance charges -- are also expected to be down.

The city will make up about \$350,000 of the difference through ordinary department budget reductions. The city is also eliminating six positions, though only two are filled, and freezing salaries. Additionally, the city is cutting back programs shown on Citicable and hopes to eliminate \$100,000 in overtime, which primarily comes from the police, fire and water departments.

Although the city will continue to pay 80 percent of the healthcare premiums for employees, employees will have to shoulder higher deductibles and out-of-pocket expenses. Untouched by the downturn in revenue will be the city's new recreation center, which is slated for construction this fall. Money for that capital project is coming almost entirely from the tax-increment financing district in the HomeTown NRH area.

Fort Worth Star-Telegram (TX)
August 16, 2009

North Richland Hills avoiding deep cuts

Author/Byline: Chris Vaughn

*The city will leave core services alone in next year's budget, but employees will likely feel some effects.

City planners have arranged for a nip and a tuck here and there in the proposed 2009-10 budget but are confident that residents won't notice any changes in the core services of police, fire, streets and water. The city's tax rate of 57 cents per \$100 of assessed property value will also remain unchanged for the 17th year in a row. But the city does expect to use a new state law that allows a half-cent sales tax to be applied to gas and electric bills to help fund the Police Department. The people who will definitely notice the budget cuts are the 535 city employees, who will be making do with smaller pay raises and higher premiums and out-of-pocket expenses for health coverage. In addition, a few jobs will be eliminated, though no full-time employees will be laid off.

"I wish we didn't have to eliminate any positions, and I wish we could give a 4 percent pay raise," said **Karen Bostic**, assistant city manager in charge of finances. "But what we presented to the council is reasonable and reflects where we are with the economy. It's what we had to do to have a balanced budget."

Next year's operating budget, which is scheduled for a City Council vote in September, totals \$37.6 million, a decrease of 1.6 percent from the budget approved last year. But the city has essentially been living with that lower level of funding for some months now. This year's budget had to be tightened midyear when sales tax revenue and new home starts dropped severely. Sales tax revenue is down 9 percent this year, the lowest level in the city since 2006. Property values stayed essentially flat this year, and no one expects the residential construction industry to rebound in the next year, which also cuts deeply into revenue from permits. City leaders do not expect further declines or increases in revenue in 2009-10. "We're hoping we made the cuts where the citizens won't feel the impact," Mayor Oscar Trevino said. "We didn't cut into bone or anything that is going to hurt us in the long run."

Under the proposed budget, the cuts look like this:

The elimination of six full-time positions, including the city's webmaster, wellness coordinator and a building inspector. Four of the positions are vacant. The two affected employees will be moved to vacant positions. The city also wants to eliminate four part-time positions. The savings will be \$363,000.

The suspension of wage increases based on length of service and a maximum merit pay raise of 2 percent. The savings is estimated at \$848,000. A delay in buying new vehicles, computers and other big-cost items, which would save \$850,000. A reduction in overtime by \$74,000 and cuts of \$92,000 in the training and travel budget. The elimination of several community events,

including the AARC Walk-a-Thon and Fido Fest, and the suspension of the autumn concerts in the parks and Discover Project Green. The city would also withdraw its support of two events with the Northeast Tarrant Chamber of Commerce. The savings are estimated at \$53,000.

City leaders did not make any substantial cuts in the police and fire departments, and the budget contains \$900,000 for street maintenance and \$25 million for major street overhauls. "We're continuing to spend money on street maintenance in and around the south side of town," Trevino said. "That is critical. Those are things the citizens see."

Budget highlights

Proposed tax rate: 57 cents per \$100 of assessed value, same as now. If a house is valued at \$100,000, the taxes would be \$570 a year, with no exemptions. No service cuts for residents are planned. However, several city-sponsored events have been canceled or suspended.

Inside City Hall, six full-time and four part-time positions will be eliminated, and employees will see higher deductibles, co-pays and premiums for health coverage. Employees will see merit pay increases capped at 2 percent instead of 4 percent and will receive no pay increase based on years of service. Ambulance fees will increase from \$500 to \$578.

Beginning in January, the city will collect a half-cent sales tax on gas and electric bills for use in the crime control district. That is expected to raise \$190,000. Sales taxes for the general fund and parks fund are already collected on utility bills.

Almost \$1.4 million will come to the city from the federal stimulus package. It will be spent on buying cleaner diesel vehicles, developing a trail, helping make low-income houses energy efficient and improving storm water drainage.

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(Articles are in reverse chronological order)

Section 2, ItemA.

[CB&A Note: Only the information relevant to **Karen R. Manila** is listed below.]

Fort Worth Star-Telegram (TX)
June 9, 2009

Area cities tighten belts in tough times

Author/Byline: Melody McDonald; Staff writers Chris Vaughn, Mike Lee and Susan Schrock and correspondent Robert Cadwallader contributed to this report.

*Municipalities are adjusting their budgets as tax collections and other revenue continue to slide

Call it the budget blues. City managers across North Texas have crunched the numbers, and the news is not good. Sales tax revenue is down. Building permits have dropped. Investment returns are lukewarm. Regionwide, cities are projecting significant budget shortfalls for the rest of the fiscal year and are working to compensate. Strategies include layoffs, turning off streetlights, cutting spending for libraries and eliminating pay raises. Here's a look at how some North Texas cities are faring in the down economy.

North Richland Hills

The third-most-populous city in Tarrant County projects \$1.2 million less in revenue this fiscal year, prompting officials several months ago to begin cost-cutting measures. The city, which has a \$38.9 million general fund, has delayed hiring, except for police and fire positions, and postponed several capital purchases such as vehicles and computers. The city also immediately reduced its travel and training budget and has worked to minimize overtime. "We try to avoid cutting anything that touches our citizens until later in the contingency plan," said **Karen Bostic**, assistant city manager in charge of finances. "We've already been able to achieve the \$1.2 million [in cuts], so unless something extreme happens, we don't think we'll need to make any major additional reductions." The city has been hit from three directions -- lower sales taxes, a precipitous drop in construction permits and losses in investment income. Specifically, the city is anticipating close to \$650,000 less in sales tax revenue and \$528,000 less in revenue from construction permits.

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(Articles are in reverse chronological order)

Section 2, ItemA.

Fort Worth Star-Telegram (TX)
January 18, 2009

Cities seeing lower revenue from sales tax

Author/Byline: Adrienne Nettles and Kevin Lyons

This report includes material from the Star-Telegram archives.

*The continued decline in sales tax revenue is starting to concern some Northeast Tarrant city officials.

Communities in Northeast Tarrant County are seeing less sales tax revenue, and officials say the nation's ailing economy, local business woes and a shorter holiday shopping season last year are to blame for the slump. A January report from the state comptroller's office shows a comparison of cities' sales tax collections in November 2007 and November 2008, the latest numbers available. And the numbers aren't good for many area cities. For the most part, local officials attribute the dips to the poor economy.

North Richland Hills

North Richland Hills, the largest city in Northeast Tarrant County, saw a decrease of about 13 percent in sales tax revenue for a number of reasons, Assistant City Manager **Karen Bostic** said. The city lost several businesses in 2007, including a Barnes & Noble, Broyhill Furniture, TGI Friday's, Bennigan's and Ryan's Family Steakhouse, she said. "Also, Thanksgiving fell later this year, and there were fewer shopping days in November," **Bostic** said. "I expect the December numbers to look better because that's when the bulk of Christmas shopping was done." When the economy gets tight, people tend to spend more at discount stores, which also helps sales tax receipts rebound, **Bostic** said. North Richland Hills is counting on shoppers to spend more at the city's two Wal-Marts, Target and Burlington Coat Factory. "These are stores that are a little more recession-proof," **Bostic** said.

Sales tax setbacks

Many Tarrant County cities saw a sharp decline in sales tax revenues. To check your city's information, visit www.window.state.tx.us and search for "local sales tax summary." The figures are based on sales in November 2008 compared with sales in November 2007:

Arlington: \$5.5 million, down 8.3 percent from \$6 million
Fort Worth: \$7.774 million, down 1.6 percent from \$7.90 million
Grapevine: \$2.378 million, down 13.7 percent from \$2.754 million
Hurst: \$1.119 million, down 4.9 percent from \$1.177 million
Keller: \$469,820, down 8.9 percent from \$515,952
Southlake: \$1.151 million, down 3.8 percent from \$1.197 million
Euless: \$846,072, down 15 percent from \$995,943
Bedford: \$635,667, down 13 percent from \$730,589
Colleyville: \$256,069, up 10.3 percent from \$232,022
Haltom City: \$578,549, down 4.9 percent from \$608,349
Flower Mound: \$692,696, up 35.9 percent from \$509,834

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North Richland Hills: \$895,295, down 12.9 percent from \$1.028 million
Richland Hills: \$101,795, down 28.2 percent from \$141,930
Watauga: \$298,329, down 0.73 percent from \$300,521
Westlake: \$906,656, up 175 percent from \$329,418

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Karen R. Manila
(Articles are in reverse chronological order)

Section 2, ItemA.

Fort Worth Star-Telegram (TX)
June 27, 2006

City may use revenue from drilling for sales tax slump

Author/Byline: Sarah Bahari

Revenue from gas wells on city property could be used to offset lagging sales tax revenue, pay for one-time improvements and help attract and retain more businesses. The City Council voted unanimously Monday night to adopt guidelines that will help decide how to spend the money.

The city, which has a \$33 million annual budget, should not become over reliant on these revenues because it is not known how long the money will trickle in, Assistant City Manager **Karen Bostic** said.

Last year, North Richland Hills approved drilling in the Barnett Shale, the vast underground gas field beneath Tarrant and neighboring counties. The regulations were intended to allow drilling but also to protect residents from noise and eyesores. In May, the City Council cleared the way for drilling under four city parks.

Only one park, Fossil Creek, will be allowed to have a rig on the property. Gas deposits under the other parks — Northfield, Richfield and Linda Spurlock — will be reached through horizontal drilling.

Two companies, Four Sevens and the Harding Co., will initially pay the city about \$363,409 for mineral rights. After that, North Richland Hills will receive 25 percent of royalties. That money could take months or years to trickle in, and the amount depends on the productivity of the wells, Assistant City Manager Bo Bass said.

[CB&A Note: Only the information relevant to **Karen R. Manila** is listed below.]

Dallas Morning News, The (TX)
December 3, 2004

NEWS BRIEFS

Author/Byline: Unknown

NORTH RICHLAND HILLS

Cable company wants to extend city contract

Charter Communications has requested renewal of its franchise agreement with North Richland Hills, which expires in 2007. The company provides cable TV and high-speed Internet for the majority of the city.

The city is soliciting public comments regarding the company's service and the community's cable-related needs.

Residents can make comments at the Dec. 13 council meeting. They can also submit feedback at the city's Web site at www.ci.north-richland-hills.tx.us. Mail comments to **Karen Bostic**, Managing Director, City of North Richland Hills, 7301 NE Loop 820, North Richland Hills, Texas 76180.

For information, call **Karen Bostic** at 817-427-6005.

Fort Worth Star-Telegram (TX)
July 22, 2004

North Richland Hills studies options for senior tax freeze

Author/Byline: John Kirsch

Freezing city property taxes for older and disabled residents would cost North Richland Hills nearly \$5 million over six fiscal years if those who are eligible keep their current homestead exemptions, according to a city study. The study of five tax-break options comes as residents prepare to vote Sept. 11 on whether the city should approve the senior tax freeze. Mayor Oscar Trevino said the City Council will follow the outcome of the nonbinding resolution. Under the provision, city property tax bills for residents 65 and older and those with disabilities could not increase from current levels. The tax bill would increase only if a home has a major improvement. School property taxes are already frozen for seniors and the disabled.

The study, conducted by city staff members, examined the consequences of existing and proposed tax breaks for eligible taxpayers. Under the most costly option, the city would lose \$4.7 million over six years. That option includes approving the freeze and keeping the existing \$36,000 homestead exemption for seniors and the disabled. The city's current annual operating budget is \$31.1 million. The least expensive option -- adopting the freeze and repealing the exemption -- would cost the city \$1.5 million over six years, the study reports.

Under the homestead exemption, a senior or disabled taxpayer can deduct \$36,000 from the value of a home, reducing tax bills. That is in addition to the 15 percent exemption that all eligible North Richland Hills homeowners receive. About 3,000 taxpayers receive the \$36,000 senior and disabled homestead exemption, said **Karen Bostic**, city managing director of administrative and fiscal services.

Councilman Frank Metts, who opposes the freeze, said it could force cutbacks in city services. The better option would be to increase the homestead exemption, but Metts said he does not have a specific figure in mind. Councilwoman Nancy Bielik, who favors the tax freeze, said taxes from new subdivisions would help offset money lost because of the freeze. "It's not going to bankrupt us," Bielik said.

North Richland Hills is not alone in weighing the senior tax-break issue. Of the 42 taxing entities in Tarrant County, 12 have approved the freeze, according to the city study. The Haltom City Council adopted it July 12. Richland Hills is one city that is not considering the freeze. Officials in that city are considering increasing the senior homestead exemption from \$20,000 to \$30,000. About 20 percent of Richland Hills residents are 65 or older, and officials fear the freeze would cripple the city's finances. As of April, 18 Texas municipalities, nine counties and two junior college districts had adopted the freeze, according to the state comptroller's Web site. The freeze became an option after September when voters statewide approved a constitutional amendment.

City financial impact

Cost of tax-break options for elderly and disabled taxpayers in North Richland Hills:

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(Articles are in reverse chronological order)

Section 2, ItemA.

Fiscal year 2003-04* 2004-05 2005-06 2006-07 2007-08 2008-09 6-year total Option 1 \$605,000
\$620,000 \$640,000 \$645,000 \$650,000 \$660,000 \$3.8 million Option 2 \$605,000 \$620,000
\$705,000 \$795,000 \$890,000 \$990,000 \$4.6 million Option 3 \$605,000 \$0 \$85,000 \$175,000
\$270,000 \$370,000 \$1.5 million Option 4 \$605,000 \$620,000 \$725,000 \$815,000 \$920,000 \$1
million \$4.7 million Option 5 \$605,000 \$620,000 \$695,000 \$740,000 \$780,000 \$830,000 \$4.2
million

Option 1: Do not adopt senior and disabled tax freeze, maintain existing \$36,000 homestead exemption for elderly and disabled.

Option 2: Adopt tax freeze in 2004 and repeal homestead exemption in 2005.

Option 3: Adopt freeze in 2004 and repeal exemption in 2004.

Option 4: Adopt freeze in 2004 and continue exemption.

Option 5: Increase exemption without adopting freeze.

*current fiscal year

Fort Worth Star-Telegram (TX)
June 15, 2004

City to consider tax freeze later

Author/Byline: John Kirsch

Councilwoman Nancy Bielik's effort to force a City Council vote Monday on a senior tax freeze failed after the panel agreed to proceed with plans to discuss the issue later this month. Bielik, who favors the tax break, had asked City Manager Larry Cunningham to place it on Monday's regular meeting agenda for a possible vote. Instead, Cunningham put the item on the agenda for the informal work session, where no votes can be taken. Cunningham is in charge of putting together council agendas.

In a letter Wednesday to Bielik, Cunningham pointed out that the council agreed May 24 to discuss the freeze at its second meeting in June. Bielik was elected May 15 but had not been sworn in when the council reached that decision. A majority of the council informally agreed Monday to continue with that plan. Bielik said she was unhappy with the decision not to vote but would continue working for the tax break.

At the May 24 council meeting, the panel discussed calling a nonbinding election, or straw vote, on the freeze for Sept. 11 as a way to gauge public opinion. Opponents of the election, such as Bielik, say it is unnecessary. That, she said, is because most North Richland Hills voters made their views known by voting in September for a constitutional amendment giving cities and counties the option of enacting the tax freeze. Ten local cities, including Colleyville and Southlake, have approved the tax break since September. Under the change, the dollar amount of city property taxes for qualified taxpayers would not increase for those 65 and older or disabled. Backers of the freeze say it gives a needed break to older residents who have paid rising city property taxes for years.

North Richland Hills grants a \$36,000 homestead exemption each year to taxpayers 65 and older. Critics said they are afraid that the freeze would deprive the city of property tax revenue. **Karen Bostic**, who handles budget issues for the city, said Monday that she is gathering information for a report on the freeze's effect. She will deliver the report to the council June 29. The council was to meet June 28 but voted to move the meeting to June 29 because of scheduling conflicts.

Bielik replaced Joe Tolbert in the May 15 election. Jo Cox, who also backs the senior tax break, was elected to replace Scott Turnage.

Fort Worth Star-Telegram (TX)
February 24, 2003

Few area cities show tax gains

Author/Byline: Ellena Morrison; Staff Writer Mike Lee and Correspondent Brenda Edwards
Bernet Contributed to This Report.

Grapevine posted record-breaking sales-tax revenues during the first quarter of its fiscal year, which officials say could help cushion possible economic setbacks later. Southlake and a few other communities also saw gains during the first quarter. But across the state and in other area communities, sales-tax revenues remained flat or declined. Statewide, December's sales-tax payments to communities, which were posted in February, fell by 3.5 percent compared with December 2001. December's numbers are key because they reflect holiday spending. The first quarter's receipts include sales in October, November and December. "We're not loosening the checkbook yet, but it's good news," Southlake Finance Director Sharen Elam said. In Southlake, sales-tax revenues rose 3.1 percent to \$907,364 in December 2002 from \$879,722 in 2001. City officials projected losses of \$500,000 during the current fiscal year, so even a small increase is good news. The City Council is scheduled to revise the budget in the spring, and any increase in sales taxes could be devoted to road improvements and other capital projects that have been delayed. Grapevine collected \$2.02 million in sales-tax revenues, up from \$1.74 million in December 2001 and \$1.81 million in 2000, according to the Texas comptroller's office.

Several new restaurants in Southlake and retailers such as Neiman Marcus, Casual Corner and Best Buy in Grapevine helped boost the two cities' sales-tax revenues. "We are on our way back," Grapevine Mayor William D. Tate said. "There are definitely some bright spots in Grapevine, but whether we can hold on to that increase is the question."

The growth is not enough to get excited about yet, said Patrick Fortner, spokesman for the state comptroller's office. "I wouldn't say it is statistically important yet," he said. "Any increase is good, but overall, it is statistically flat growth, which is what we have been seeing across the country."

The increases could be enough to offset some negative financial factors, such as the possibility of war in Iraq. Grapevine also had budgeted for five months of revenues from a new Wal-Mart, which is expected to open in November. "It's very good to see," Grapevine City Manager Roger Nelson said. "What we are doing this year is what, prior to Sept. 11, we thought we would do last year. It is coming back. But it is only three months out of 12."

In Hurst, sales-tax revenues are down slightly for the quarter, dropping to \$1.99 million from \$2.04 million in December 2001, according to the state comptroller's office. "Consumers are hunkering down and are not spending quite as much," Hurst City Manager Allan Weegar said. "If the trends continue, there could be a deficit. It's a concern to us because we are so heavily reliant on sales tax." Because sales-tax revenues could continue to drop, Weegar said, Hurst is not going ahead with buying some budgeted capital items, including computers, vehicles and

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equipment. City officials are also holding off on hiring employees for new and vacant positions, but no filled positions are being cut.

Other communities, such as Bedford, Colleyville and Fort Worth, also posted lower revenues than last year. North Richland Hills' sales-tax revenues dipped to \$1.44 million compared with \$1.63 million in December 2001. But the budget is conservative enough that the city should be able to weather the decline, said **Karen Bostic**, North Richland Hills' managing director. "We were down, but I think we were conservative enough that we are OK," she said. "If we have a couple of months as bad as December, we would definitely have to take action. But I anticipate sales will pick up."

Sales-tax receipts

Sales-tax revenue from the current fiscal year's first quarter, reflecting receipts from October, November and December. Dec. 2002/01 Jan. 2003/02 Feb. 2003/02

Arlington \$2.77m/\$4.75m \$2.65m/\$4.14m \$4.31m/ \$6.04m
Bedford \$607,491/\$659,289 \$569,279/\$602,620 \$912,485/\$1.09m
Colleyville \$147,784/\$161,152 \$128,774/\$147,801 \$261,234/\$306,508
Euless \$657,594/\$590,823 \$520,481/\$514,571 \$828,766/\$866,775
Flower Mound \$272,751/\$253,970 \$225,120/\$204,133 \$372,916/\$353,327
Fort Worth \$5.08m/\$5.10m \$5.10m/\$5.30m \$8.44m/\$8.73m
Grapevine \$1.13m/\$905,223 \$1.16m/\$1.12m \$2.02m/\$1.74m
Haltom City \$466,501/\$411,699 \$403,351/\$392,91 \$638,894/\$619,360
Hurst \$808,165/\$767,532 \$903,717/\$931,343 \$1.99m/\$2.04m
Keller \$258,518/\$273,457 \$250,336/\$216,527 \$425,097/\$415,992
N. Richland Hills \$880,092/\$1.38m \$925,212/\$863,535 \$1.44m/\$1.63m
Richland Hills \$106,802/\$167,429 \$97,321/\$125,520 \$125,965/\$122,947
Roanoke \$155,417/\$122,751 \$158,503/\$189,295 \$182,835/\$162,275
Southlake \$543,904/\$632,799 \$554,229/\$506,098 \$907,364/\$879,722
Trophy Club \$57,033/\$49,038 \$55,009/\$41,562 \$60,065/\$61,368
Watauga \$181,911/\$207,130 \$188,766/\$185,546 \$342,219/\$340,696
Westlake \$70,882/\$83,274 \$177,040/\$82,141 \$522,235/\$93,284

m - millions

SOURCE: state comptroller's office

Karen R. Manila

(Articles are in reverse chronological order)

Fort Worth Star-Telegram (TX)

March 23, 2003

Newcomers to Texas get sales-tax sticker shock

Author/Byline: Gene Trainor

For many of you, New Hampshire is the place that holds the country's first presidential primary. But as a former resident of that great state, New Hampshire means majestic mountains, lots of snow and low taxes. In fact, the state has NO sales tax and NO income tax. How does New Hampshire do it? In part, because it sells wine and the harder stuff at state liquor stores. You can argue the merits of a state selling alcohol, but it sure is nice to pay only the price tag when you plunk a product down at a cash register. Merchants like it, too. Shoppers from across New England flock to New Hampshire to avoid sales taxes and to stock their liquor cabinets. The state sells its booze at bargain prices.

Of course, I had to move to Connecticut, where I paid an extra 6 percent for most products bought in that state. After that came Northeast Tarrant County, where the sales tax rate is 8.25 percent in most communities. Sure, there is no income tax in Texas, unlike in Connecticut. But that's not what crossed my mind after I collected my receipt from a sales clerk. As we newcomers get ready to file our federal income tax forms, it might be time to look at the sales tax. To an extent, we and our neighbors are responsible for the fact that we pay among the highest rates in the country.

The sales tax is the state's largest source of income. It gets a 6.25 percent cut from most purchases. Only six states have higher state sales-tax rates, according to figures from the National Taxpayers Union. Texas communities can then increase the sales tax another 2 percent, according to state law. The state has about 30 categories under which all or some communities can increase the rate. In Northeast Tarrant County, the most common additional sales taxes include: crime control (police), economic development, parks and recreation, general fund and a tax to reduce property taxes. Here's where we come in. Voters must approve the local rate increases, said Sheila Clancy, a spokeswoman for the Texas comptroller's office. The rates can last for a few years, or indefinitely.

This is not to say that we don't get benefits from the taxes. Police officers, emergency equipment, parks and general services all can come from these taxes. Our property taxes also would be a lot higher without them. In Euless, for example, a 1 percent tax approved in 1970 goes to the general fund; 0.5 percent goes to economic development, parks and the library; 0.25 percent goes to crime control; and 0.25 percent goes to lowering property taxes. The latter taxes were first approved in the 1990s, city spokeswoman Lori De La Cruz said.

In North Richland Hills, 1 percent goes to the general fund; 0.5 percent goes to parks, recreation and development; and 0.5 percent goes to crime control, said **Karen Bostic**, managing director of administrative and fiscal services for the city. In Southlake, 1 percent goes to the general fund, 0.5 percent goes to crime control and 0.5 percent goes to parks and recreation, city officials said. The 1 percent general-fund tax is a big deal. The tax is expected to generate about \$9 million for

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North Richland Hills this year, depending on the economy, said **Bostic**. The property tax, the city's largest source of income, is expected to generate \$9.14 million.

In Grapevine, which has a 7.25 percent tax rate, the 1 percent general-fund tax contributed \$14.9 million to the city's budget last fiscal year, compared with \$16.7 million for property taxes, said Gary Livingston, city budget manager.

There is a downside to shifting to sales taxes to reduce our property taxes. Unlike property and state income taxes, sales taxes cannot be deducted from our federal income taxes. U.S. Sen. Kay Bailey Hutchison, R-Texas, has filed a bill that would allow Americans to deduct sales taxes from their federal income taxes. The bill is co-sponsored by Sen. Maria Cantwell, D-Washington, whose state also has no income tax. Who knows whether Congress will pass it?

So there you have it. For a cheapskate like me (I prefer the term frugal), it helps to know where the money is going. Of course, we could just follow New Hampshire's lead and have the state sell booze. Or perhaps, given this is Texas, maybe barbecue?

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Fort Worth Star-Telegram (TX)
September 10, 2002

N. Richland Hills keeps tax rate unchanged

Author/Byline: John Kirsch

The city tax rate of 57 cents per \$100 of assessed property value will remain unchanged for the fiscal year starting Oct. 1.

On Monday, the City Council voted 6-0 to adopt the budget and tax rate for fiscal 2003. The tax rate is composed of two parts: 32.94 cents to operate the city and 24.06 cents to pay off debt.

City officials have described the budget as a no-frills spending plan for the next fiscal year. The general fund, which pays for the city's daily operations, will be \$31.4 million, up from \$30.5 million. The total budget is \$79.7 million, up from \$75.3 million, said **Karen Bostic**, managing director of administrative and fiscal services. Reflecting security concerns since Sept. 11, the budget includes \$22,500 to install video cameras and metal detectors at the Municipal Court. City hiring has been frozen, and travel for city employees has been reduced.

WHAT IT MEANS TO YOU

With a tax rate of 57 cents per \$100 of assessed property value, the tax bill for the owner of an average-priced house with no exemptions would be \$684, up from \$618. The average value of a house in North Richland Hills is \$119,981, compared with \$108,341 last year.

Fort Worth Star-Telegram (TX)

August 26, 2002

New attraction to surface at NRH20

Author/Byline: John Kirsch

Family Water Park is planning a major addition to its list of attractions -- a \$2.5 million "treehouse" with slides, water cannons and other features designed to appeal to the whole family. Park manager Chris Swartz said the treehouse, scheduled to debut at the start of the 2004 season, is still being designed. It will be near the children's area, on the northeast side of the park. "The nice thing about the treehouse is that Mom and Dad can have as much fun ... as their kids," he said.

Water parks nationwide are adding the multilevel attractions, which resemble backyard treehouses, said Dave Bruschi, executive vice president of the World Waterpark Association in Lenexa, Kan. The attractions can draw more visitors and boost revenue, he said. They typically have water slides, bridges and water cannons. The largest ones have huge buckets that gradually pour 1,000 gallons of water on people frolicking below.

The NRH20 treehouse will cost \$2.5 million, the same as the Green Extreme, one of the park's most popular attractions, said **Karen Bostic**, managing director of administrative and fiscal services for North Richland Hills, which owns the park. Of that, \$2.25 million will be financed through certificates of obligation, or debt, issued by the city.

The rest will be drawn from NRH20's reserves, City Financial Director Larry Koonce said. Paying off the debt over 20 years will cost the city \$3.5 million. But officials hope to recoup that and more through increased park attendance, Koonce said. Other area water parks already have such treehouses.

Hook's Lagoon is one of the most popular attractions at Six Flags Hurricane Harbor in Arlington, publicity coordinator Melissa Pinkerton said. Competition with the Six Flags park is not a concern for NRH20 because it is marketed as a family attraction while Hurricane Harbor is aimed more at teens, said Anne Richardson, NRH20 marketing specialist.

Chisholm Aquatic Center in Hurst has a treehouse with water guns and slides, Deputy City Manager Allan Heindel said. But the facility was intended to fill a niche as a community aquatic center, not to compete with NRH20, Heindel said.

Fort Worth Star-Telegram (TX)
August 10, 2002

3 cities may raise senior tax breaks

Author/Byline: Ellen Schroeder; Staff writer Jessamy Brown contributed to this report.

Senior citizens in Euless, Haltom City and North Richland Hills may get larger property tax breaks this year. On Monday, the Haltom City council will discuss increasing the property tax exemption for people 65 and older to \$50,000 from \$40,000. The Euless City Council is scheduled to vote Tuesday on a \$5,000 increase to \$35,000. On Sept. 9, the North Richland Hills City Council will consider raising the exemption to \$36,000 from \$35,000. For North Richland Hills residents, the tax savings would be about \$205 a year, a \$6 increase from this fiscal year, if the home value is the same. In Euless, the \$35,000 exemption would save seniors \$174, an increase of \$24.86, said Loretta Getchell, director of fiscal and administrative services.

Figures for Haltom City were unavailable because staff members are working on the budget, Finance Director Pat Elfrink said. Mayor Calvin White requested that the City Council consider the higher exemption. "Seniors are really concerned about this because they don't have time to recover from a downturn in the market," White said.

Several council members said they do not want to act until they have seen a preliminary budget. The first public peek at the budget is scheduled for Aug. 23-24. "I don't have anything to base this on," Councilman John Williams said. "You don't start giving away money until you know what's coming in."

Councilman David Averitt said he favors increasing the exemption, depending on how it would affect the city's finances. "The average senior I've talked to, that hasn't been the highest priority. Some have said, 'Save the money and fix the streets,' " Averitt said. "Increasing it by another \$10,000 is not going to make that big a difference to the average senior citizen, just a few dollars a year. But anything they can save, I'm definitely in favor of that."

In Euless, 1,407 residents have applied for senior tax exemptions. The increased exemption would cost the city \$244,873, about \$35,000 more than this fiscal year. Getchell said tax bills could still increase, even with the extra exemption, depending on how much home values increase. Council members said the increase will probably be approved. "I believe everyone's for it," Mayor Pro Tem Carl Tyson said.

In North Richland Hills, granting exemptions to the 2,600 applicants would cost the city about \$521,000, \$15,000 more than last year. "We have managed the budget in such a way we can absorb it," said **Karen Bostic**, managing director of administrative and fiscal services. "We have had a lot of seniors interested in getting the tax reduced because property values have been increasing."

Budget crunches are keeping some communities from granting bigger tax breaks. In Richland Hills, where about a third of the 3,100 households qualify for the \$20,000 exemption, officials

are not considering an increase, City Manager James Quin said. Officials are concentrating on replacing about \$500,000 in annual sales tax revenue lost when Sam's Club closed on Baker Boulevard in 2000. The senior exemption costs the city about \$64,670 in annual property tax revenue, Quin said. "They would have to consider cutting services or people to offset the loss in revenue. Right now, \$64,000 is equivalent to a 5 percent tax increase or a corresponding cut in personnel or operating expenses," Quin said.

Lightening the load

Current senior-citizen tax exemptions:

- * Bedford: \$50,000
- * Colleyville: \$45,000
- * Euless: \$30,000
- * Grapevine: \$60,000
- * Haltom City: \$40,000
- * Hurst: \$35,000
- * Keller: \$40,000
- * North Richland Hills: \$35,000
- * Richland Hills: \$20,000
- * Southlake: \$75,000
- * Watauga: \$30,000

Fort Worth Star-Telegram (TX)
November 8, 2001

Cities still registering sales tax gains

Author/Byline: Gordon Dickson; Staff writers Ellena Fortner Morrison, John Kirsch, and Ellen Schroeder and correspondent Brenda Edwards contributed to this report.

Retail sales were surprisingly strong in September in Northeast Tarrant County, where communities had prepared for the worst after the Sept. 11 terrorist attacks temporarily brought cash registers to a standstill. Several cities, including Bedford, Keller, Southlake and Watauga, saw marked increases in sales tax revenue, according to figures released Wednesday by the Texas comptroller's office. Sales tax revenue in Tarrant County increased 2.7 percent in September compared with the same month a year ago. Year to date, municipalities in Tarrant County have received about \$252 million, up nearly 6 percent. Statewide, sales tax revenue increased 3.7 percent in September and 5.2 percent year to date. Some Northeast Tarrant communities felt the effects of a battered economy more than others.

Grapevine, which has experienced nearly nonstop double-digit growth for a decade, saw a 6.7 percent decline in sales tax revenue in September. But the city is way ahead of last year's record sales tax receipts, with \$14.9 million collected so far. That is a 13 percent increase from 2000. Still, Grapevine will postpone major cash purchases and nonessential expenses until the state of the economy becomes clearer, City Manager Roger Nelson said. "It's a little early," he said. "We've had only one month of reporting since the attacks. While we came out a lot better than we had prepared to be, we still don't know." Grapevine officials said they are unsure how much of the decline was caused by lost sales at Dallas/Fort Worth Airport, which was shut down for more than two days after the Sept. 11 attacks. Grapevine receives sales tax proceeds from D/FW because its terminals are in the city limits.

In Southlake, where sales tax proceeds make up 28 percent of the city budget, revenue is up 26 percent for the year and 16 percent in September. Officials say the increase comes from the continued boom in retail development, which includes new outlets such as The Container Store and Costco.

In Bedford, Administrative Services Director Beverly Queen said she is pleased by a 12 percent increase in sales tax revenue, but she declined to speculate on the reasons for the jump. The increase will not cause a spending spree because the City Council has already adopted the budget, she said.

Keller's sales tax revenue increased 22 percent, and Watauga's increased 17 percent in September. Watauga Finance Director Janina Jewell said the increase is not surprising. "For the last 14 years, our November receipts have been the highest for the calendar year," she said. September receipts of \$296,770 were 17 percent higher than the \$254,187 collected in September 2000. City revenue is up 43 percent for the year to \$2.4 million. "We did experience that 17 percent increase due mainly to the development along the [U.S.] 377 corridor," Jewell

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said. A SuperTarget recently opened at Watauga Towne Crossing, joining about 30 other tenants on 42 acres.

In North Richland Hills, lower sales tax receipts for September are not a surprise to **Karen Bostic**, director of budget and research. "It was actually a better number than I had anticipated because of the terrorist attacks," she said. "Especially for the first several days after Sept. 11, people were not out at the shopping malls. That definitely had an impact on the number." **Bostic** said she had expected flat sales tax revenue for the fiscal year, so the lower figure will not have a major effect.

In Euless, which collects sales tax from some parking facilities, toll gates and vendors at D/FW Airport, revenue declined 5 percent in September. "We expected to be down, and actually we were quite pleased it was only a 5 percent decrease. Our rough calculations were as much as 10 percent," said Loretta Getchell, Euless director of fiscal and administrative services.

In Richland Hills, where sales tax revenue was down 15 percent in September, city officials blamed some of the decline on the loss of Sam's Club, which was the largest single tax source. Year to date, revenues are down 25 percent, or about \$567,000. "We prepared for it budgetary wise and reduced expenditures," City Manager Jim Quin said. "So far, the plan is working. It doesn't mean employees aren't working more with less, but we are working hard at marketing the city." With a new gas station moving in, Handley Ederville Road construction beginning and more houses being built, city officials hope to climb out of the red in a year. "We are going to be patient and try to market the city in a way that brings in quality development," Quin said. "I feel confident it will come soon."

Hurst, which had braced for the worst after Sept. 11 because it depends on sales tax, saw increases in sales tax revenue, of 4.8 percent in September and 17.6 percent for the year. The increases will bring in an extra \$1.8 million this year compared with 2000. City officials have credited the expansion of North East Mall, where several new stores, including Nordstrom and Foley's, have opened in recent months. They also cite the addition of The Shops at North East Mall.

Other cities that had an increase in sales tax revenue in September included Colleyville (0.75 percent) and Haslet (37 percent). Communities that experienced a decrease included Haltom City (4 percent) and Westlake (49 percent).

Dallas Morning News, The (TX)
August 24, 2001

City plans to maintain tax rate, expand services With values rising, most homeowners would have higher bills

Author/Byline: Jaime Jordan

A desire to increase services and a projection that sales taxes won't increase are spurring North Richland Hills to keep the tax rate at 57 cents. The city will have a public hearing on the proposal at 7 p.m. Monday in the council chambers, 7301 N.E. Loop 820 in North Richland Hills. Even though the city isn't raising the 57 cents per \$100 of valuation tax rate, which has been in place for nine consecutive years, many homeowners are likely to see an increase in their property tax bills, said **Karen Bostic**, North Richland Hills director of budget and research.

The average homeowner's taxes are expected to increase by about \$40.90, or 8.45 percent, compared with last year's taxes, she said. The increase would occur because many homes' tax valuations went up, she said. The city gained \$109 million in new construction revenue, along with the increase in home values, but the city also is projecting a flat sales tax return in 2002, she said.

The city could lower its tax rate to 53 cents and generate the same amount of revenue it generated last year, **Ms. Bostic** said. However, the city staff is recommending maintaining the 57-cent tax rate because of the city's need for services. "We have expanded programs, and just the continued demand for additional and improved services," she said. "At this point in time it was not feasible to decrease the tax rate because the economy's pretty flat right now. We can't depend on the sales tax to help us next year."

The city expects to generate about \$8.6 million in sales tax revenue next year, the same as the city projected in the budget for the current year, she said. "Our biggest challenge for the proposed budget is the fact that our sales tax is very weak," **Ms. Bostic** said. She said other possible hurdles are the slowing economy and construction on Rufe Snow Drive.

Council member Joe Tolbert agreed it would not be financially feasible to lower the city's tax rate. "Obviously, you go into public hearings not with your mind made up but listening to people," Mr. Tolbert said. "What they presented to us is a good, solid budget. What you have to remember about a city that's growing like us, we've got to keep funding the infrastructure for continued future growth. If we can do that and maintain the same tax rate, that's fantastic."

The new budget also sets aside \$50,000 for architectural and construction fees for the expansion of Dan Echols Senior Center, Mr. Tolbert said. "They're bursting at the seams," he said. "That's part of what I'm talking about with the growth." The proposed budget and tax rate will be voted on at the Sept. 10 council meeting, **Ms. Bostic** said.

Fort Worth Star-Telegram (TX)
April 29, 2001

QUESTIONS ARE RAISED ABOUT ANTI-CRIME TAXES SOME CITIES SHIFT MONEY ONCE USED FOR POLICE

Author/Byline: Ben Tinsley and Steve Stein; Staff writer Ellena Fortner contributed to this report.

Year after year, communities in Northeast Tarrant County have touted the benefits of crime control sales taxes to area voters. More police officers, better equipment and reduced response times were among the carrots that were dangled as voters went to the polls. The tax was meant to supplement money that was already being spent. For the most part, community leaders have followed through on their promises. But as revenue from the taxes pours in, some communities are shifting money in the general fund that was once spent on police to other departments. The shift in the general fund, which pays for most municipal services, raises questions about whether the tax is paying for more than police protection. "If money that would usually go to the police is being transferred to other areas, I would be in favor of looking into the idea of lowering the crime tax and giving the citizens a tax break," Hurst Councilman Richard Ward said. "I promise to look into this."

The questions come as voters in North Richland Hills and Watauga prepare to go to the polls Saturday to decide whether to renew half-cent crime control sales taxes. In North Richland Hills, the amount of general fund revenue that goes to the Police Department decreased to 27 percent this fiscal year from about 31 percent before the tax took effect in July 1996. Police vehicles that were covered by the general fund are now paid for through sales tax revenue at a cost of \$346,000. In Watauga, the amount of general fund money that goes to the Department of Public Safety, which also includes firefighters and emergency medical workers, declined to 31 percent this fiscal year from 37 percent in fiscal 1995-1996, before the tax took effect. Hurst voters approved a five-year half-cent tax in 1995 and renewed it for 10 years last year. During fiscal 1993-1994, about 34 percent of the general fund went to police. This fiscal year, the figure is 31 percent. In Colleyville, where a half-cent sales tax took effect in 1999, the amount of general fund money that goes to the Police Department decreased to 22 percent this fiscal year from 24 percent in fiscal 1998. Police Chief John M. Young said the difference is probably being disbursed to other departments. "I think that was the way it was spread out over the general fund," he said.

Hurst Police Chief Tim Wallace said, "The entire city is making use of that. It's given to the other departments, I am sure - salary benefits, capital, whatever they need it for." **Karen Bostic**, budget and research director for North Richland Hills, agreed. "There is no way to tell you specifically where the money would have gone," she said. "It would have gone to fund all other programs in the general fund."

Some municipal officials defend the practice. Without the shift, needed services would have to be eliminated, or property tax rates would have to increase, they say. "Although not the exclusive reason, it is safe to say that it has been much easier for the city of Watauga to reduce its tax rate

each of the last five years as a result of the crime control district sales tax proceeds," City Manager Dale Cheatham said. Some communities have been careful not to shift money. Euless officials said about 34 percent of the general fund still goes to police, as it did before a quarter-cent crime control sales tax was approved in 1995. "Our decision was to limit the number of personnel paid for out of this fund if voters for some reason chose not to renew it," Deputy City Manager Gary McKamie said. In Haltom City, the amount of general fund revenue that goes to police increased to 39 percent in fiscal 2000-2001 from 37 percent in fiscal 1994-1995, when the crime tax was not in effect, interim City Manager Patrick Elfrink said.

In March 1995, Fort Worth became the first community in Texas to approve a crime control sales tax after the state Legislature allowed such elections. Fifty-nine percent of voters approved the sales tax, which stunned some experts because the proposal had been divisive. Opponents were concerned that the city would use the revenue in a shell game that sent funds to programs unrelated to crime control. The idea swept across Northeast Tarrant County. Voters in Euless, Haltom City and Hurst overwhelmingly approved crime control sales taxes in 1995. North Richland Hills and Watauga followed in 1996. Southlake approved a tax the next year. Colleyville joined the group in 1999.

The bandwagon stopped in Keller. In March 1999, voters defeated a half-cent sales tax increase for crime control by a 3-to-1 ratio. Some observers said residents questioned the amount of money proposed for the school program Drug Abuse Resistance Education and doubted whether it was effective. Even if some money might have been shifted in North Richland Hills, the \$17.8 million generated by the sales tax since 1996 has increased the money available for police protection, according to city figures. Eighteen patrol officers, three school resource officers and five civilian officers were hired largely because of the tax. Losing the tax would be damaging, officials say.

"It would not be good," said **Bostic**, the city budget and research director. "We have not sat down at this point to honestly see what would happen. We would have to consider how to reallocate revenues, come up with a way to cover expenditures."

So voters will go to the polls with questions to ponder, said Allan Saxe, a political science professor at the University of Texas at Arlington. "On the purely superficial level, you have to hope the money goes where it's earmarked to go," he said. "It's a matter of public trust. But this seems to be more open-ended than other earmarked proposals. "It's a hard question."

Dallas Morning News, The (TX)
April 2, 2000

Tax-free holiday welcomed - Area cities agree to 2nd annual sales-tax holiday

Author/Byline: Jennifer Packer; Staff writers Kendall Anderson, Tiara M. Ellis, Lee Graham and Lee Powell contributed to this report.

For the second consecutive year, back-to-school shoppers who frequent northeast Tarrant retail stores will be able to take a three-day vacation from sales taxes this summer. As of Friday - the deadline for cities to give notice if they planned to opt out of the tax-free holiday - municipalities across the area had given the thumbs-up to the annual state exemption. The shopping holiday was mandatory last year, when it was first approved by the state Legislature.

During the first weekend of August, consumers will not have to pay city or state sales tax on clothing and footwear priced less than \$100. Shoppers across the state spent \$400 million on exempted merchandise that weekend in 1999, saving \$32.6 million on the state's 6.25 percent sales tax and as much as 2 percent on city sales tax.

Officials in several northeast Tarrant cities said the good will generated by the tax break is worth the revenue losses, at least for now. "While the economy is going very well and sales are growing, and everything is looking very rosy, we will participate in it," Hurst City Manager Allan Weegar said. Hurst, home to North East Mall, took perhaps the area's greatest loss in sales tax revenues during the tax-free holiday last year - \$74,000. The mall generates 70 percent of the city's sales tax.

North Richland Hills logged sales tax losses of roughly \$33,000 during that weekend but reported an almost 7 percent overall gain in sales tax revenue for the month of August, said the city's budget and research director, **Karen Bostic**. "People's perception is that 'we're getting a great deal,' so they end up paying more than they normally would," she said.

Unlike most area cities, which agreed to participate by not putting the item up for a City Council vote, the North Richland Hills council considered the item briefly during a meeting last week. The vote to participate was unanimous. "It's an issue worthy of consideration," North Richland Hills Assistant City Manager Steve Norwood said. "Rather than us making an assumption, we thought, let's put it before the public."

The decision was easier for much smaller cities, such as Roanoke, population 3,000, which derives little revenue from retail shopping. "We just don't have many clothing vendors, apart from a resale shop," Roanoke City Manager Jimmy Stathatos said. Euless lost about \$5,000 in sales tax, city officials said. In tiny Westlake, home to about 200 people, city officials haven't discussed the matter and will participate in the sales tax holiday by default.

Colleyville City Manager Bob Stripling said his council discussed the issue last year and decided that opting out of the tax holiday would hurt local merchants by driving consumers to neighboring cities that offer the buying incentive. Officials in several other cities echoed a

similar rationale. "When all the other cities in Texas are observing the holiday, I think it's appropriate for us to go along with it," Hurst City Council member Anna Holzer said. Added Keller City Manager Lyle Drescher, "We have little choice but to recognize the holiday."

At North East Mall, Stride Rite Bootery manager Bill Craig reacted with a mix of jubilation and alarm at news that Hurst would again participate in the holiday. During the tax-free weekend last year, he was working at the company's store in The Parks at Arlington. "If you'd have been a merchant during that time, you went home frazzled and blitzed," said Mr. Craig, recalling the frenzy of activity that netted the Arlington store three days of record-breaking sales. "But in the end, when you get a chance to replenish your brain cells, you look back and say, "Wow, that was a lot of sales.' "

The Burlington Coat Factory store in Grapevine Mills mall is already planning to increase the number of clerks working during that weekend, store manager Steve Bitting said. The extra 30 employees on hand last year weren't enough, he said.

Research Compiled by: Lynelle Klein
Colin Baenziger & Associates

Appendix D

St. Johns County, FL Resolution Thanking CB&A for Its Outstanding Service

RESOLUTION NO. 2007-23**A RESOLUTION OF THE COUNTY COMMISSION
OF ST. JOHNS COUNTY, FLORIDA, THANKING
COLIN BAENZIGER & ASSOCIATES FOR ITS
OUTSTANDING EFFORTS IN CONDUCTING THE
EXECUTIVE SEARCH FOR THE COUNTY'S NEW
ADMINISTRATOR; AND PROVIDING AN
EFFECTIVE DATE.**

WHEREAS, St. Johns County retained Colin Baenziger & Associates (CB&A) to identify and recommend strong candidates to be the County Administrator;

WHEREAS, CB&A's staff worked diligently to find and produce excellent candidates, and then provided the County Commission with comprehensive materials concerning the candidates' aptitude, experience, background, complete and thorough interviews, references, extensive checks of criminal, civil and financial history, verification of employment and education, and exhaustive reviews of Internet and newspaper archives of these candidates; and

WHEREAS, CB&A's process was completely open, fair and unbiased and was extremely well received by the County Commission, county staff, the press, and the public; and

WHEREAS, the County Commission wishes to express its gratitude to Colin Baenziger & Associates for its efforts on behalf of the county;

**NOW BE IT THEREFORE RESOLVED BY THE COUNTY COMMISSION OF
ST. JOHNS COUNTY, FLORIDA AS FOLLOWS:**

Section 1: Recitals. The preceding recitals are true and correct and are incorporated herein by this reference.

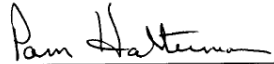
Section 2: Acknowledgement. The County Commission wishes to express its sincere appreciation and gratitude to Colin Baenziger & Associates for its outstanding work and effort in assisting the county in finding its County Administrator.

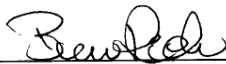
Section 3: Effective Date. This resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, Florida, this 21 day of August, 2007.

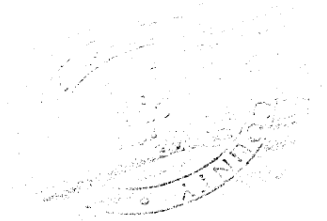
ATTEST: Cheryl Strickland, Clerk

**BOARD OF COUNTY COMMISSIONERS
ST. JOHNS COUNTY, FLORIDA**

By: 
Deputy Clerk

By: 
Ben Rich, Chairman

Rendition Date: 8/23/07



Appendix E

Comments from Dale Martin on CB&A's Vetting Process

Fernandina Observer™

A JOURNAL OF NEWS AND OPINION

Weekly comments from Dale Martin

By Dale Martin, City Manager, City of Fernandina Beach
March 18, 2016 1:00 a.m.

The vetting process employed by Mr. Colin Baenziger following my application to the City of Fernandina Beach was the most thorough review of my career, credentials, and references that I have ever experienced. In the months leading to my appointment here, I was interviewed in several other communities for similar City Manager positions. Despite getting to the interview stage in those communities, none of my references ever indicated to me that they had been contacted. As part of the selection process here, I was required to provide an exhaustive list of references, some very specific, such as my current Town Attorney, auditor, Chamber of Commerce, etc. To the best of my knowledge, every single reference provided was contacted.

The historic information provided to the City Commission for each candidate was extensive. Reading through the older newspaper articles rekindled so many memories- the personalities and issues from earlier days illustrate some peaks and valleys over the past twenty years. It has been a wonderful ride.

Note: Mr. Martin reminisces about his career for the remainder of the article. The full article can be found at:

<http://fernandinaobserver.com/2016/03/18/weekly-comments-from-dale-martin-5/#more-65218>



MERCER GROUP ASSOCIATES

Proposal for Executive Search Services City Manager



Submitted by:

Jeff Hale, Senior Associate

Alan Reddish, Senior Associate

August 10, 2026



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Attachment B - City/County Manager and Administrator Searches

Attachment C - Mercer Group Associates Sample Recruitment Brochure



VIA EMAIL: appope@loganville-ga.gov

August 10, 2026

The Honorable Mayor and City Council
City of Loganville, GA

Dear Mayor Whitfield and City Council Members:

Localgov HR Solutions, LLC dba **Mercer Group Associates** is pleased to submit a proposal to assist the City of Loganville in the search for a new City Manager. Mercer Group Associates has extensive experience in conducting executive level searches for local governments, boards, and authorities nationwide. Mercer Group Associates is a consortium of professional consultants with specialized government experience, education, and training who provide executive search and management services. Localgov HR Solutions, LLC is a member of Mercer Group Associates and was incorporated in the State of Georgia to provide those services.

Mercer Group will partner with the City of Loganville to recruit a City Manager who has the technical qualifications necessary for success; who demonstrates supportive working relationships with elected officials, department directors, staff, and the public; and who promotes quality customer service while embracing the values of the Loganville community.

Mercer Group Associates understands the unique needs of local government and the importance of the City Manager role to your community. We will employ targeted, proactive search methods to deliver a selective, highly qualified applicant pool for the Loganville City Manager position. By developing a clear understanding of the city's unique needs, we will build a tailored recruitment plan that leverages specialized public-sector platforms, the Mercer Group Associates proprietary network of local government executives and professionals, and our proven sourcing methods. This approach allows us to engage both active and passive candidates - ensuring that the City of Loganville is in a position to select a City Manager from the best leadership talent available.

Mercer Group Associates is best positioned to help the city in its search for a City Manager by virtue of our extensive experience in Georgia conducting similar searches. We have averaged 15 executive level searches per year over the last three years for local governments across the State of Georgia. The assigned Mercer team is based in the Athens, GA area and brings decades of upper-level Georgia local government management and human resource experience to your search. The following is a partial list of city and county manager/assistant searches we have successfully conducted representing a wide range of **Georgia** communities:

Cities: Columbus, Newnan, Adel, Tucker, Roswell, Bainbridge, Flowery Branch, Lawrenceville, Hinesville, Jesup, Madison, Social Circle, Valdosta, Richmond Hill, Tifton, Valdosta

Counties: Bryan, Barrow, Bryan, Glynn, Hall, Liberty, Thomas

Alan Reddish and I will be the Mercer Group Associates team assigned to your search. Our biographical information is included below for your review. Mr. Reddish will serve as the Senior Project Advisor ensuring delivery of all critical elements of the search, evaluating qualifications of applicants, interacting with City of Loganville leadership as needed, and assisting with coordination of candidate interviews. I will be the Project Manager in support all aspects of the search and will be your primary contact. This national search will be supported by the Mercer Group Associates consortium of consultants which has assisted communities nationwide with over 2,200 executive level searches. This network and national experience are important assets for attracting and encouraging highly qualified candidates to consider the Loganville City Manager opportunity.

Included in this proposal for your consideration is an overview of our firm and project team, scope of services, project timeline, guarantees, and fee structure, as well as our Professional Services Agreement. We look forward to working with the City of Loganville on this important project. If you have any questions concerning our proposal, please contact me at (706) 371-6126 or jeffhale@localgovhrs.com.

Sincerely,



Jeff Hale
Senior Associate, Mercer Group Associates



Firm Overview and Project Team

Who We Are

Mercer Group Associates is a consortium of senior level consultants who bring decades of previous experience as practitioners in local, state, and federal government, as well as institutions of higher education and municipal leagues to each engagement. Mercer Group Associates consultants have served as county and city managers, public safety leaders, risk managers, state league directors, federal legislative development officers, upper-level strategic planners, human resources directors, government legal counselors, and finance directors. We are excited to partner with you to bring this level of expertise to your project.

Mercer Group Associates provides an array of services including:

- **Executive Searches**
- Strategic Planning
- Compensation Studies
- Organizational Improvement Analysis
- Public Safety Leadership Development; and
- Financial and Budget Strategies
- Succession Planning
- Administrative Investigation



Mercer Group Associates provides high touch, responsive expertise to every project where we are committed to providing a dedicated team that is accessible and highly invested in your project. Our goal in executive search is to identify highly qualified and suitable candidates for moving your organization forward in service to your community. We are fully committed to the continued delivery of services on-time, on-budget, with highly effective, workable outcomes that build organizational health. We will provide the City of Loganville with no less.



Firm Overview and Project Team



Alan Reddish specializes in executive search for Mercer Group Associates and will serve as the Senior Project Advisor for this search. He focuses his work on the State of Georgia having completed an average of 12 to 15 Georgia local government executive searches per year since 2017. Mr. Reddish will serve as the Senior Project Advisor ensuring delivery of all critical elements of selected search services, evaluating qualifications of all applicants, interacting with city leadership as needed, and assisting with coordination of candidate interviews.

Mr. Reddish has over 35 years of experience as a local government manager serving as Manager in three Georgia communities, most recently retiring as Manager of the Unified Government of Athens-Clarke County after 15 years of service. In that capacity Mr. Reddish was responsible for an operating budget exceeding \$190 million, 1700 employees, and three capital programs totaling over \$500 million. During his tenure as Manager, Mr. Reddish conducted many national searches to recruit and hire a professional team of department directors to ensure efficient delivery of services to the Athens-Clarke County community of 123,000, which is home to the University of Georgia.

Mr. Reddish's professional career also includes three years of service as the Associate Director of the Carl Vinson Institute of Government at the University of Georgia. In that role he was responsible for the management of faculty and support staff that delivered 500 training and professional development programs annually to local and state government officials throughout Georgia.

Mr. Reddish holds a Bachelor's degree in Political Science from the University of Georgia and a Master's degree in Public Administration from Troy State University. He received the first Pillar of the Profession Award from the Georgia City/County Management Association which annually recognizes a person that has demonstrated a sustained commitment to personal and professional development along with mentoring, coaching, and counseling peers and other local government officials.



Firm Overview and Project Team



Jeff Hale is a Senior Associate with Mercer Group Associates and will serve as the Project Manager for this search. As an experienced Human Resources professional, Mr. Hale led recruitment and retention efforts throughout his 16-year tenure with the consolidated city/county government in Athens, GA, with over 1,700 employees in a community of over 128,000 and home to the University of Georgia. He served as the HR Director for seven years as a key member of the management team over government-wide human resources and risk management. Mr. Hale is an accomplished HR executive who has successfully led large, complex initiatives across a wide range of HR functions and brings a service orientation to every project. Mr. Hale has experience working closely with city management and understands the necessary expertise, traits, characteristics, and problem-solving approaches that predict success in the critical and complex role of City Manager.

Mr. Hale has led and participated in a wide variety of successful executive searches throughout his career. With Mercer Group Associates, he has demonstrated a keen ability to identify highly qualified candidates, build rapport, and communicate client needs to ensure a selective pool of applicants who might not otherwise have applied. Mr. Hale has recently helped the Town of Edenton, NC place a new Fire Chief, the City of Jacksonville, NC place a City Attorney, Greensboro ABC, NC find an Assistant General Manager, the City of Boca Raton, FL recruit a new City Manager, the City of Athens, AL find a highly qualified Public Works Director and has been integral in Police Chief selections in Minnesota, as well in CEO, Director, and CFO placements for local government risk management associations in Colorado, Kansas, Kentucky, and Nebraska.

Mr. Hale has a master's degree in American Government and Public Law from the University of Georgia and a bachelor's degree in political science from Knox College in Galesburg, IL. He has maintained professional certifications to include the SHRM-CP designation and Certified Human Resources Manager from the University of Georgia's Carl Vinson Institute of Government.



Scope of Services

Engaging Mercer Group Associates ensures that the new City Manager will be selected through a thorough, objective national search process. The Scope of Services described below will ensure that the search process is on time, within budget, and produces the best available pool of talent for consideration by the city. Leveraging Mercer's experience and reputation in executive search services builds further confidence in the integrity of the recruitment and selection process, supports equal opportunity, and provides independent professional expertise.



Position Analysis

Our process begins with understanding as we first conduct a position analysis to identify the specific KSAs, traits, characteristics, and background that will define success for the new City Manager. Mercer will review key documents and conduct individual interviews with the Mayor and Council Members and other identified stakeholders to learn about the historical and organizational context of the position; organizational needs; issues, challenges, and opportunities; as well as the preferred communication, management, and leadership styles needed in the new City Manager.

Mercer will build a highly customized profile that reflects this unique opportunity with the City of Loganville. The profile will form the basis of our recruitment efforts and will highlight your community's quality of life, resources, and attractive amenities to make a compelling case for talented professionals to consider joining your team. We will engage the marketplace of active and passive job seekers through our ever-growing national network and through targeted channels for reaching prospective candidates.

Deliverables:

- Position Analysis: interviews with leadership and stakeholders: analysis of the job description, total compensation, budget and resources, and other relevant documents
- Customized Recruitment Brochure to be approved by the city

Recruitment - The Mercer Network

Mercer will actively and continuously market the City Manager opportunity over a 30-day recruitment cycle, reaching qualified candidates nationwide but with a sensitivity to those with local, state, and regional qualifications. Mercer will make direct contact with hundreds of City/County Managers and Assistant/Deputy Managers, as well as other upper-level local government professionals to market the City of Loganville's City Manager opportunity.



We will contact potential applicants in our extensive network while identifying additional candidates based on the unique needs of the City of Loganville. Our recruitment plan will include advertisement on specialized national, state, and local websites, as well as with appropriate professional associations, newsletters, and listservs. Mercer places a premium on advertising and individual outreach efforts that invite professionals of all relevant backgrounds and characteristics to apply. We believe those efforts serve to strengthen organizations and the communities they serve.

Deliverables:

- Recruitment Plan identifying targeted recruitment channels and job site postings
- A pool of highly qualified applicants available in the current market who meet the specific needs of the City of Loganville



Scope of Services

Candidate Screening

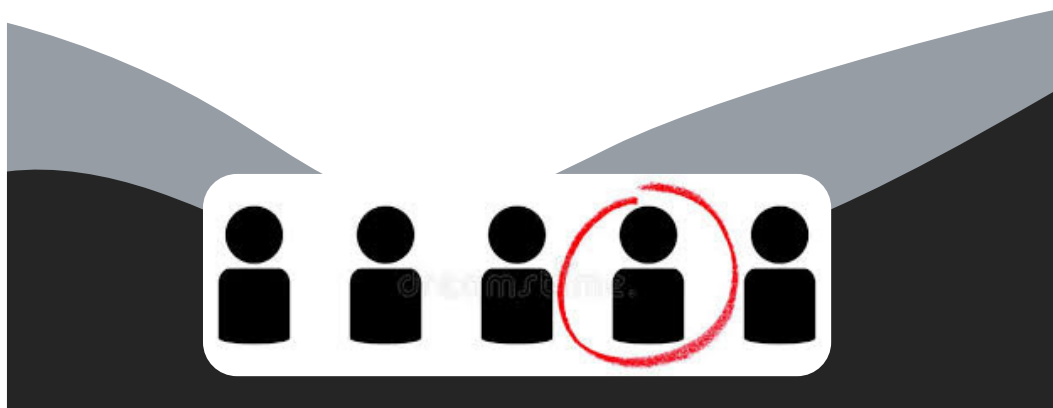
Mercer will assess the technical background, experience, education and training, management and communication styles, professional goals, and personality traits of applicants through their application materials, telephone and/or video interviews, and preliminary internet checks.

Mercer knows you are looking for a long-term employment relationship with a professional who will embrace the City of Loganville and your organizational values. We will also seek those who are most suitable for your specific role and organizational culture.

✓ Mercer will receive, track, and evaluate applications to identify a short list of candidates who most closely match position profile criteria. We will keep applicants well informed of the status of their applications and appropriately keep applicants of interest engaged.

✓ Mercer will present our recruitment efforts, a summary of the resulting applicant pool, and information known to date about our identified short-list of candidates.

➡ The City of Loganville will make all employment decisions with respect to applicants throughout the selection process beginning with the approval of a semifinalist list from a shortlist of candidates developed by Mercer. Mercer will then conduct initial background screening for those selected candidates to prepare them for a potential on-site interview. The deliverables below describe information that will be provided to City to aid you in the approval of the semifinalist list of candidates.



Deliverables:

- Recruitment Summary, Applicant Summary
- Candidate summaries, application materials, one-way video interview responses for a short list of promising candidates.
- Mercer insights to date into candidate backgrounds, goals, readiness, and motivations

Scope of Services

Background Screening

Mercer will conduct limited background screening of each semifinalist candidate selected by the city for on-site interviews. Mayor and Council Members, and other designated interview panelists selected by the city, will benefit from Mercer's preview of candidate backgrounds, goals, strengths, opportunities for development, motivations, and other information in the form of a written report. This report, along with previously gathered information will further describe candidate qualifications and suitability allowing panelists to be fully informed and prepared for the interview process.

Deliverables:

- Verification of employment and academic credentials; preliminary third-party criminal and motor vehicle records checks and credit checks; Mercer conducted reference checks and social media/internet reviews
- Candidate Background Reports

Onsite Interviews

Mercer will coordinate an interview process that best meets the needs of the city. The interview panel(s) may include subject matter experts and additional stakeholders as designated by the city. Mercer will facilitate interviews and participate in the interview process at any appropriate level as directed.



Mercer will provide suggested customized interview questions to ensure equal opportunity, to gain quality information for decision-making, and to support a job-related and defensible interview process. Mercer employs a competency/behavioral based interview approach. Questions will be designed to assess a candidate's past behaviors and experiences to gauge their ability to perform the specific competencies of the Loganville City Manager position. Our team will provide interview guidelines and best practices and will be on site to support an effective interview process. Mercer will facilitate post interview discussions with the panelists, provide observations and insights about candidates, and communicate to candidates as to their post interview status.



Deliverables:

- Interview scheduling, coordination, and facilitation of interviews
- Guidelines and briefing of interview panel(s) on best practices and compliance
- Customized competency/behavioral based interview questions
- Facilitation of post interview panel discussions with Mercer observations and insights

Scope of Services

Negotiations

At the city's request, Mercer will provide support for the negotiation of salary, benefits, and other conditions of employment for the selected candidate. Final approval of all terms and conditions of employment and the execution of any employment agreement rest with the City of Loganville. If an employment agreement with the selected candidate cannot be negotiated, Mercer will work with the city to select an alternate candidate. The selected candidate is subject to City of Loganville final and official background checks, and any other conditional offer requirements of the City Manager position in accordance with city policy and procedure. All such information should be fully reviewed and approved by the hiring authority prior to a final offer of employment.



Mercer will develop a project calendar for city approval with specific target dates and the goal of a City Manager selection within 90 days from date of notice to proceed. Such calendar approval and commitment will mitigate the risk of scheduling conflicts and delays. Mercer will provide timely responses and communications throughout the project and will depend on the same from the city to meet approved target dates. The major project activities and estimated days for completion are listed below. However, the calendar will remain flexible in order to meet the city's specific procedural and calendar needs, as well as to reduce the timeline when both possible and advisable.



1. Position Analysis/Interview Stakeholders:	14
2. Marketing Material Development and Recruitment Process:	40
3. Application Review & Candidate Screening:	10
4. Candidate Background Screening:	21
5. Interview/Selection Process:	3
6. Follow-up/Negotiate Employment Agreement:	2
Total: 90 days	



Mercer Guarantees and Fee Structure

Mercer Guarantees

Mercer Group Associates enjoys a hard-won reputation for excellence, professionalism, and the highest integrity. We are committed to the highest standards required of those of us who serve and have served in local government. We maintain that reputation in part by providing the following assurances:

- If there is not a suitable candidate in the developed applicant pool, Mercer will conduct an additional search (one-time only) and will charge the city only for the cost of additional expenses.
- If the candidate selected, hired, and onboarded leaves for any reason (including termination) during the 12-month period following the date of employment, Mercer will conduct an additional search (one-time only) and will charge the city only for the cost of additional expenses required to make the new placement.
- Mercer will not recruit candidates from the city staff for two years from the date of hire of the selected candidate without the approval of the Mayor and Council or other designated authority.
- Mercer will never recruit a candidate we placed as long as they are employed by the city without the approval of the Mayor and Council or other designated authority.



Mercer Guarantees and Fee Structure

Fee Structure

Mercer will provide executive search services as described above for a base fee of \$18,000.00 (eighteen thousand dollars). The base fee is invoiced in thirds with the second and third billing inclusive of any reimbursable direct costs as follows:

- One-third of the base fee (\$6,000.00) at the time notice to proceed with the search is issued, usually in the form of Mercer Group Associates executed Professional Services Agreement (see "Attachment A" as included below and as inclusive of the Scope of Services described above).
- The second third (\$6,000.00) of the base fee and initial expense reimbursement when applications are closed and Mercer provides a recommended list of semi-finalists to the City to be approved for more intensive review by Mercer; and
- The final third of the base fee (\$6,000.00) and final expense reimbursement when interview packages for the semi-finalists approved by the city are delivered to the city and interview dates are established by Mercer in coordination with the city.

Direct Cost Reimbursables

Costs for direct expenses for reimbursement will not exceed \$4,900.00 (four thousand nine hundred dollars) without the written approval of the city. Direct expenses may be incurred for marketing material design, advertising, initial third-party background checks, customary expenses for consultant travel, and other reasonable incidentals. The costs for candidates to travel to Loganville for interviews or other reasons approved by the city are not included in the Professional Services Agreement but may be reimbursed by the city directly to the candidates selected for interviews.



Attachment A

Professional Services Agreement

This AGREEMENT, made as of this _____ day of August 2026, by and between Localgov HR Solutions, LLC dba Mercer Group Associates and the City of Loganville, a municipal corporation of the State of Georgia.

WITNESSETH:

WHEREAS the City of Loganville, (hereinafter referred to as "City") has made a request for a final proposal from Localgov HR Solutions, LLC dba Mercer Group Associates (hereinafter referred to as "Mercer") to assist the City conducting a search for a City Manager (hereinafter referred to as "Manager"); and

WHEREAS the City selected Mercer's proposal as the proposal that best meets its needs and the City desires to hire Mercer to perform the search; and

WHEREAS Mercer desires to provide professional assistance to the City as it undertakes its responsibility of hiring a Manager.

NOWTHEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by all parties hereto, Mercer and the City hereby agree as follows:

1. Mercer agrees to work with the City to conduct an effective search process for filling the position of Manager in accordance with the Scope of Services attached and made a part of this agreement.
2. The City agrees to compensate Mercer for its services with a base fee of \$18,000 (eighteen thousand dollars). The City also agrees to reimburse Mercer for direct expenses incurred such as marketing material design, advertising, preliminary third-party background checks, approved travel, and other reasonable incidentals. Cost for direct expenses will not exceed \$4,900 (four thousand nine hundred dollars) without written approval of the City.
3. The City agrees to pay one-third of the base fee (\$6,000.00) at the time notice to proceed is given to Mercer; one-third of the base fee (\$6,000.00) when applications are closed and Mercer provides a recommended list of semi-finalists to the City to be approved for more intensive review by Mercer; and the final one-third of the base fee (\$6,000.00) when interview packages for the semi-finalists approved by the City are delivered to the City and interview dates are established by Mercer in coordination with the City. All payments for agreed upon services shall be due and payable upon submittal of Mercer invoice describing services completed.

4. The City and Mercer both agree that this Agreement shall be governed by the laws of the State of Georgia.
5. The City and Mercer agree that Localgov HR Solutions LLC, dba Mercer Group Associates is an independent contractor to the City and Mercer acknowledges that it will not be the recipient of any benefits granted to employees by the City .
6. Mercer warrants that it carries necessary and sufficient insurance coverages to protect its interests and acknowledges that municipalities are most often prevented from indemnifying third party professional services. Mercer will provide Certificate of Insurance and other documentation required to verify contractual insurance requirements.
7. Mercer confirms that the firm presently is a member of the E-Verify program and will apply the E-Verify process during the entire duration of this contract to ensure the firm does not employ or sub-contract with persons who are undocumented immigrants or who otherwise cannot legally work in the United States.
8. Mercer confirms that the firm is an equal opportunity employer and assures equal opportunity based on ability and fitness for all employees, contractors, and applicants regardless of race, color, religion, sex, sexual orientation, gender identity, pregnancy, age, marital status, past/present/future military status, national origin, disability, or genetic information. Our equal employment policy is disseminated to all applicants, employees, and contractors. The intent of this policy applies to internal operations, recruitment, and consulting activities conducted by the firm.
9. The City and Mercer both agree that in the event any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of the receipt of such notice.
10. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days written notice to the affected party. Should either party terminate this agreement, the City shall only be obligated to pay Mercer for those services rendered as of the date of termination.

Professional Services Agreement

LOCALGOV HR SOLUTIONS, LLC
dba MERCER GROUP ASSOCIATES
Jeff Hale, Senior Associate

CITY OF LOGANVILLE, GA

[Print Name, and Title]

Signature: _____

Signature: _____

Date: _____

Date: _____

**Attachment B****City/County Manager and Administrator Searches 2016 to 2026**

Aberdeen, Washington – City Administrator
Adel, Georgia – City Manager
Avondale Estates, Georgia – City Manager
Bainbridge, Georgia – City Manager
Barrow County, Georgia – County Manager
Beacon, New York - City Administrator
Bellevue, Washington - Deputy City Manager
Benson, North Carolina – Town Manager
Berwyn Heights, Maryland – Town Manager
Billings, Montana – City Administrator
Bladensburg, Maryland – Town Manager
Brattleboro, Vermont – Town Manager
Brevard County, Viera, Florida – County Manager
Brunswick, Georgia—City Manager
Bryan County, Georgia – Assistant County Administrator
Biscayne Village, Florida – Village Manager
Bowie, Maryland – City Manager
Cambridge, Maryland – City Manager
Carrollton, Georgia- Assistant City Manager
Cartersville, Georgia – City Manager
Charlotte, North Carolina – City Manager
Cheverly, Maryland – Town Administrator
City of South Fulton, Georgia – City Manager

Clarkston, Georgia – City Manager
Clayton, North Carolina – Town Manager
Cleveland, Tennessee – City Manager
Clinton, North Carolina – City Manager
Cocoa, Florida – City Manager
College Park, Maryland - City Manager
Columbus, Georgia - City Manager
Coventry, Rhode Island - Town Manager
Cramerton, North Carolina – Town Manager
Creedmoor, North Carolina - City Manager
DeBary, Florida – City Manager
Delray Beach, Florida – City Manager
Delta, Colorado – City Manager
Deltona, Florida - City Manager
Dover, Delaware – City Manager
Dunedin, Florida – City Manager
Edenton, North Carolina – Town Manager
Edmond, Oklahoma – City Manager
Emerald Isle, North Carolina – Town Manager
Fairburn, Georgia – City Administrator
Flowery Branch, Georgia – City Manager
Forest Heights, Maryland – Town Administrator
Forest Lake, Minnesota – City Administrator
Forsyth County, Georgia – County Manager
Franklin, New Hampshire – City Manager
Franklinton, North Carolina – Town Manager
Garrett Park, Maryland – Town Manager

City/County Manager and Administrator Searches 2016 to 2026

Gaston County, North Carolina – Assistant
County Manager

Glynn County, Georgia – County Manager

Goldsboro, North Carolina – City Manager

Great Falls, Montana – Deputy City
Manager

Hall County, Georgia - County
Administrator

Hallendale Beach, Florida – City Manager

Hampton, Virginia – Assistant City
Manager

Hartford, Vermont – Town Manager

Hastings, Minnesota – City Administrator

High Point, North Carolina – City Manager

Hinesville, Georgia - City Manager

Indian River Shores, Florida – Town
Manager

Indian Trail, North Carolina – Town
Manager

Isle of Palms, South Carolina – City
Administrator

Jacksonville, North Carolina – City
Manager

Jesup, Georgia – City Manager

Largo, Florida – City Manager

Las Cruces, New Mexico – City Manager

Lawrenceville, Georgia - City Manager

Lebanon, New Hampshire - City Manager

Liberty County, Georgia – Asst. County
Administrator

Los Angeles County, California – Assist.
CEO & Legislative Affairs

Madison, Georgia – City Manager

Mankato, Minnesota – City Manager

Manteo, North Carolina – Town Manager

Marco Island, Florida – City Manager

New Carrollton, Maryland – City
Administrative Officer

New Shoreham, Rhode Island – Town
Manager

Newnan, Georgia – Assistant City Manager

Norcross, Georgia – City Manager

Oxford, North Carolina, City Manager

Palatka, Florida—City Manager

Palmetto Bay, Florida—Village Manager

Pickens County, South Carolina – County
Administrator

Pocomoke City, Maryland - City Manager

Polson, Montana—City Manager

Poolesville, Maryland – Town Manager

Port Orange, Florida - City Manager

Portsmouth, Virginia - City Manager

Portsmouth, Virginia – Deputy City
Manager

Poughkeepsie, New York – City
Administrator

Powhatan County, Virginia – County
Administrator

Richmond Hill, Georgia – Assistant City
Manager

Rosenberg, Texas – City Manager

Roosevelt City, Utah – City Manager

Roswell, Georgia – City Administrator

City/County Manager and Administrator Searches 2016 to 2026

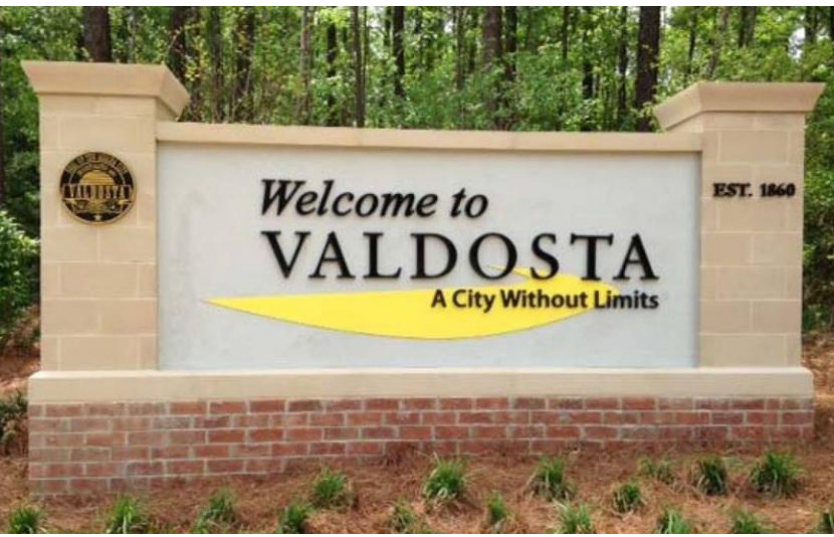
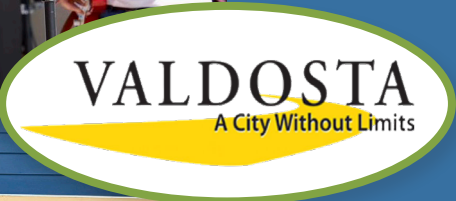
Sandy Springs, Georgia – Assistant City Manager
Scottsdale, Arizona – City Manager
Seabrook Island, South Carolina – Town Administrator
Sidney, Nebraska—City Manager
Social Circle, Georgia – City Manager
South Kingstown, Rhode Island – Town Manager
Southern Shores, North Carolina – Town Manager
South St. Paul, Minnesota – City Administrator
Smyrna, Tennessee – Town Manager
St. Cloud, Florida – City Manager
Sumter County, Georgia – County Manager
Takoma Park, Maryland - City Manager
Taneytown, Maryland – City Manager
Temple Terrace, Florida – City Manager
Thomas County - County Manager
Tifton, Georgia – City Manager
Town of Berwyn Heights, Maryland – Town Manager
Tucker, Georgia – City Manager
Tucker, Georgia – Assistant City Manager
Valdosta, Georgia – City Manager
Village of Palmetto Bay, Florida – Village Manager
Westminster, Maryland – City Administrator
West St. Paul, Minnesota – City Manager



Attachment C

Mercer Group Associates Sample Recruitment Brochure

Working with Loganville staff and other resources, a similar brochure that describes the position and Loganville community will be developed.



Inviting Applications for

CITY MANAGER

of Valdosta, Georgia



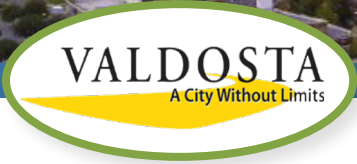
VALDOSTA
A City Without Limits

About the City

The City of Valdosta is a unique community, blending its historic past with a dynamic and high growth environment, coupled with a diversity to give it economic viability and strength. In 1860, Valdosta was incorporated as the new county government seat. With a population of 166 people, Valdosta thrived as the county government seat of Lowndes County and the inland capital for Sea Island cotton.

During the city's first 10 years, it grew 622 percent to a population of 1,999. Valdosta has seen explosive growth in the most recent decade and is now approaching a population of 60,000. The determination of the little town that moved to the railroad is still evident in today's city as it works toward a prosperous future. Valdosta provides a healthy, vibrant, safe environment where residents live, work, and play in a diverse community that values families and neighbors. Valdosta-Lowndes County is a thriving community with an economy balanced for growth, where wages are increasing at a healthy pace yet cost of living and business costs remain competitively low. Valdosta residents enjoy the scenic rural area of South Georgia along with a variety of urban shopping choices, dining, arts, and entertainment. Valdosta serves as the cultural, medical, and commercial hub for eleven South Georgia and north Florida counties.





VALDOSTA
A City Without Limits

About the Government

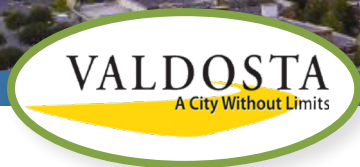
The City of Valdosta operates under a Council/Manager form of Government. The Valdosta City Council is composed of a mayor and seven council members who serve four year staggered terms. The city is divided into six single-member districts and one at-large district. The Mayor/Council is charged with setting policy, approving budgets, and other legislative duties such as adoption of ordinances.

The Mayor/Council appoints the City Manager who works at the pleasure of the Council and is responsible for the daily operations of the city with 600 employees. Department heads are selected by and report to the City Manager. The City Manager is responsible for implementing the annual operating budget (currently \$124 million) as approved by the Mayor/Council.



City Awards

- 2022 GMA Visionary Award Winner for Unity Park Amphitheater
- 2022 APWA Award for "Valdosta On-Demand Transit"
- Named one of Georgia's first "Cities of Excellence" for being one of the state's "best managed and most livable cities" for quality-of-life



About the Position

The City Manager is the Chief Administrative/Executive Officer and is responsible to the Mayor and Council for the administration of all city affairs as required by the charter.

- Manages activities of city departments by assigning priorities and objectives to department heads and professional staff; reviews/approves management reports regarding department and administrative activities.
- Oversees the preparation and administration of the annual city budget; prepares and presents an annual balanced budget to the Mayor and Council.
- Oversees the preparation of the agenda and related documentation for meetings of the Mayor and City Council. Prepares an annual report of the city's accomplishments and awards.
- Provides leadership and direction in the development of short- and long-range plans; gathers, interprets, and prepares data for studies, reports, and recommendations for decision-making purposes.
- Oversees the implementation of policies as adopted by the Mayor and City Council.
- Provides professional advice to the Mayor and City Council; provides direction to department heads.
- Attends and represents the city at local, regional and state meetings regarding policies and issues that impact the city; serves as the city's representative on a variety of boards and authorities; represents the city to a variety of state government entities.
- Communicates official plans, policies and procedures to staff and the general public; represents the city before the news media.

The Ideal Candidate

The ideal candidate will be an ethical, approachable, and open-minded leader who adopts progressive strategies and embraces positive change, while applying local government best practices proven effective in communities comparable to Valdosta. This individual will possess the capability to collaborate effectively with the Mayor and Council to define and implement a community-supported vision that upholds the city's values and fosters responsible growth.

The ideal candidate should be confident, energetic, and able to build trust with citizens. Valdosta seeks a professional City Manager who can help the Mayor and Council address community challenges effectively and compassionately.

The ideal candidate will be an attentive listener with excellent communication abilities who can interact positively with the business community, citizens from diverse backgrounds, and Valdosta's leadership team to foster trust and transparency within the city.

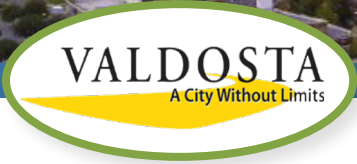
The ideal candidate will maintain a consistent visible presence within the community to foster strong working relationships with key stakeholders, including Lowndes County government, Moody Air Force Base, the Valdosta City School Board, Valdosta State University and South Georgia Medical Center.

CHALLENGES & OPPORTUNITIES

- The new Manager will be expected to develop a collaborative working relationship with the Mayor and Council that is defined by transparency, continuous sharing of information concerning government operations, regular interactions with Council members to gain understanding of specific district needs, and a willingness to develop and champion challenging recommendations for positive change. Roles and responsibilities of the Manager and of the Mayor & Council as defined by the charter must be valued, respected, and modeled by the Manager while encouraging elected officials and staff to do the same. The Manager is expected to uphold and defend the charter-defined roles of both the Manager and the Mayor & Council, while also encouraging elected officials and appointed staff to respect these same roles and responsibilities.
- The new Manager will need to focus on community transportation, pedestrian travel ways, and chronic stormwater needs with special attention given to downtown Valdosta and older residential areas of the city that have not been prioritized in the past. He/She will be expected to work with transportation partners to expedite actions for rerouting commercial traffic from the downtown area and construction of identified railroad overpasses to improve traffic flow.
- There are several major capital improvements projects that will need to be high priorities for the new Manager's work plan. Among those are: design and construction of collector roadways and interstate connection improvements being funded by the T-SPLOST program; completion of a new south side water treatment plant currently under construction along with a planned new wastewater treatment plant funded by revenue bonds; a multi-generational recreational facility; installation of a new water metering/billing system, and possible expansion of the Rainwater Conference Center.
- The City is in the final stages of completing an employee compensation study to address pay inequities and to ensure that the city can recruit and retain a quality workforce. The new Manager will be responsible for helping to manage employee expectations regarding the outcomes of the pay study and develop an implementation strategy that aligns with the city's available funding.
- The new Manager will be expected to foster an inclusive, high-performing organizational culture by building trust with employees, recognizing the expertise of existing staff, and clearly defining expectations for accountability, performance, and professional conduct. Emphasis will be placed on leadership development, succession planning, and maintaining a workforce that reflects the community it serves while delivering consistent, high-quality customer service.
- The Manager will be expected to provide leadership to address workforce housing needs by promoting strong partnerships with proven housing providers such as Habit for Humanity and the local landbank; expediting CDBG funded projects; utilizing federal tax credit programs and grants; and other housing best practices proven to be effective in other communities of similar size to Valdosta. Dilapidated/blighted houses and buildings should be addressed through consistent and objective enforcement of existing codes as well as possible housing code changes focused on utilizing more aggressive blight removal tools.

MINIMUM QUALIFICATIONS

- Bachelor's degree required in public administration, business administration, planning, economic development or related degree from an accredited college or university. A master's degree is preferred.
- A minimum of five (5) years of managerial experience in a local government as a city or county manager, deputy manager; or as an upper-level executive manager in an organization with comparable complexities to the City of Valdosta. Any equivalent combination of education, training, and experience that provides the required knowledge and skills for the position will be considered.
- Evidence of continued professional development such as ICMA Credentialed Manager designation, is a positive indicator of dedication to the profession and will be noted during the vetting process.



VALDOSTA
A City Without Limits

COMPENSATION & BENEFITS

The expected starting salary range for this position is **\$200,000 - \$225,000** (depending on qualifications of the selected candidate).

A very comprehensive benefits package is offered for this position, including:

Health, dental and vision insurance; no cost Medical Clinic – Premise Health; Basic Life and AD&D – provided by the city at no cost; Long-term disability paid by the city; Employee Assistance Program – EAP; Pension benefit – employee contributes 3%, vested in 10 years; Deferred Compensation 457 offered through Empower and Paid time off (PTO) and paid holidays.

The city offers a generous annual and sick leave program, as well as vehicle and cell phone allowances. Relocation expenses are negotiable.

HOW TO APPLY

Interested candidates must submit by email a cover letter, resume, a list of at least five job related references (with email and phone numbers), as well as salary history **no later than March 13, 2026 to lisaward912@gmail.com**.

Please direct any questions to Lisa Ward, Senior Associate, Mercer Group Associates, at 706-983-9326; or Alan Reddish at 706-614-4961.



MERCER GROUP ASSOCIATES

CITY OF LOGANVILLE, GEORGIA

REQUEST FOR INFORMATION

CITY MANAGER SEARCH

Prepared by Robert E. Slavin on July 30, 2026



3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail:

slavin@bellsouth.net www.slavinweb.com

With an affiliates in Alexandria, VA; Burlington, NC; Lake, Mary, FL; Louisville, KY; Manteca, CA and Queen Creek, AZ

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 Thomas C. Gates, Senior Project Consultant 10

 Barbara W. Lipscomb, ICMA-CM, CPM, MRP - SMC Managing Consultant 11

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EXHIBITS Sample Recruitment Profile Pro Forma Invoice Client List EEO Statement SMC Sexual Harassment Policy Minority and Female Placements

COVER LETTER

July 30, 2026

Ansley Pope
Human Resources Director
City of Loganville

P.O. Box 39

4303 Lawrenceville Rd.

Loganville, GA 30052

Via Email: apope@loganville-ga.gov



SLAVIN MANAGEMENT
CONSULTANTS

Re: Executive Search Services for City Manager

The purpose of this project is to describe the search process proposed by Slavin Management Consultants (SMC) to assist Loganville's Mayor and City Council (Client) the help the Client to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the Client, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

This important engagement will be managed by me, Robert E. Slavin. I will be assisted by and Tom GatesBarbara Lipscomb. Biographical info for both team members is provided in this proposal.

SMC is pleased to submit this proposal. We are most capable and interested in providing these services to Loganville.

Our contact information is:

Robert E. Slavin, President

Slavin Management Consultants

3040 Holcomb Bridge Road, A1

Norcross, GA 30071

E-mail: slavin@bellsouth.net

Phone: 770.449.4656

Fax: 770.416.0848

Sincerely,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

ABOUT SLAVIN MANAGEMENT CONSULTANTS

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. I am the principal and only stock holder of the firm. SMC has affiliates in Alexandria, VA; Burlington, NC; Lake Mary, FL; Louisville, KY; Manteca, CA and Queen Creek, AZ. Our Federal ID number is 58-2377-314.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector and not profit organizations nationally and offer many references as testimony of our work.

Over the years, SMC has recruited and placed more than 900 local government executives including several in Georgia where we have served the communities of Albany, Alpharetta, Bibb County, Brookhaven, Cartersville, Clarkston, Cobb County, Decatur, Lithia Springs, Duluth, Dunwoody, Fulton County, Gainesville, Glenn County, Gwinnett County, Hall County, Lawrenceville, Lilburn, Perry, Quitman, Snellville, Statesboro, Stockbridge, Tift County, Valdosta, and Whitfield County. *SMC is proud that more than 25% of our placements have been with woman and/or minority candidates.*

Our process is designed to be minimally disruptive to the City's normal activities. However, it will be critical to have the Mayor and each City Council member involvement at the beginning of the search to gather information critical to producing an accurate recruitment profile. We will meet with the Council at least two additional times - - once for an in-person progress meeting and then for finalist/Council interviews. We will need an assigned staff liaison to schedule necessary meetings and to facilitate orderly information exchange.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as the primary consultant for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Tom Gates and Barbara Lipscomb will assist with the project. All three of us have been local government executives and are all now experienced human resources consultants.

Recent SMC Chief Executive Searches

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information	Section 2, ItemA.
Buncombe County, NC	260,000	County Manager	10/29/18	1/7/19	Slavin/ Libscomb	Chair Brownie Newman (828) 243-0107 newman@buncombecounty.org	
Citrus County, FL	155,800	County Manager	7/20/22	10/18/22	Slavin/Trager	June Randall, H/R Director (352) 527-5372 june.randall@citrusbocc.com	
Corpus Christi, TX	285,000	City Manager	12/13/18	4/10/19	Slavin/ Wenbert	Mayor Paulette M. Guajardo (361) 826-3100 paulette.guajardo@cctexas.com	
Corinth, TX	20,600	City Manager	7/11/22	8/30/22	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com	
Danville, KY	17,000	City Manager	9/16/20	11/30/20	Slavin/Frank	Mayor Mike Perros (859) 238-1200 mayor@danvilleky.org	
Daytona Beach, FL	68,900	City Manager	12/08/20	03/12/21	Slavin/Lipscomb	James Sexton (386) 671-8200 sextorj@codb.us	
Dothan, AL	68,500	City Manager	7/29/24	01/06/25	Slavin	Mayor Mark Saliba (334) 615-3110 mayor@dothan.pog	
Durango, CO	19,071	City Manager	2/4/20	7/3/20	Slavin/ Krings	Mayor Mayor Gilda Yazzie gilda.yazzie@durangoCO.org	
Evans, CO	21,400	City Manager	10/4/16	1/20/17	Slavin/ Wenbert	Julie Roeder H/R & Risk Mgmt Dir (970) 475-1138 jroeder@evanscolorado.gov	
Georgetown, SC	10,000	City Administrator	3/14/19	5/31/19	Slavin	Mayor Carol Jayroe (843) 545-4175 cjayroe@cogsc.com	
Georgetown County, SC	61,000	County Administrator	11/22/19	3/11/20	Slavin/Lipscomb	Board Chair John Thomas (843) 327-3718 johnthomas@gtcounty.org	
Greenville, NC	84,500	City Manager	3/15/17	6/11/17	Slavin	Mayor PJ Connelly (252) 329-4419 amthomas@greenvillenc.gov	
Harnett County, NC	133,568	County Manager	9/15/21	11/22/21	Slavin/Lipscomb	Chair Lewis Weatherspoon (919) 306-2900 Lweatherspoon@harnett.org	
Kettering, OH	57,862	City Manager	8/16/22	10/15/22	Slavin/Krings	Jenny Smith, H/R Director (937) 296-2446	
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/ Wenbert	Former Mayor Dan Pope linkedin.com/dan-pope-95b3809	
Maplewood, MO	8,100	City Manager	3/15/21	6/14/21	Slavin	Anthony Traxler Dir of Public Works/ Asst. City Manager	

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information	Section 2, ItemA.
						(314) 646-3635 atraxler@maplewoodmo.gov	
Mount Dora, FL	12,500	City Manager	7/13/21	9/14/21	Slavin	Sharon Kraynik Fmr Human Resources Dir Current Port Orange HR Dir (386) 506-5560	
Mount Rainier, MD	8,100	City Manager	3/04/21	7/08/21	Slavin	Mayor Celina Benitz (301) 985-6585 mayorbenitez@mountrainiermd.org	
Metro/Plan Orlando	3-County MPO	Executive Director	3/23/18	6/1/18	Slavin	Mr. Jason S. Loschiavo, CPA Director of Finance & Admin MetroPlan Orlando (407) 481-5672 Ext. 310 jloschiavo@metroplanorlando.org	
Metropolitan Washington COG (D.C.)	Regional COG & MPO	Chief Financial Officer	3/23/19	9/20/19	Slavin/Frank	Mr. Clark Mercer, Executive Director (202) 962-3260 cmercer@mwcoq.org	
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/Lipscomb	Councilman Mark De Vane (229) 263-4166 mdevine@quitman.org	
Sandusky, OH	25,000	City Manager	5/5/23	7/28/23	Slavin	Richard Brady, Comm. President (419) 627-5850 rbrady@cityofsandusky.com	
Spring Hill, TN	62,000	City Administrator	03/19/25	07/11/25	Slavin/Kross	Chris Clausi, J.D. H/R Dir and Former Interim City Administrator (931) 486-2252 ext.265 ccclausi@springhilltn.org	
Volusia County, FL	550,000	Deputy County Manager	3/18/19	7/21/19	Slavin/Lipscomb	Mr. George Recktenwald County Manager (386) 736-5920 grecktenwald@volusia.org	
Winter Springs, FL	40,000	City Manager	06/12/24	09/05/24	Slavin	Mayor Kevin McCann City of Winter Springs 1126 East State Road 434 Winter Springs, FL 32708 (404) 327-5956 City Manager Search (2024) kmccann@winterspringsfl.org	

SCOPE OF SERVICES

Slavin Management Consultants (SMC) uses a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily

employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that Loganville is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Loganville. It will honor the interests of candidates to the extent possible under Georgia law.

SMC provides comprehensive and thorough executive search services to its clients which are distinguished by our on-site visits to finalist candidates. Our work is of the highest quality. The average tenure of our chief executive placements is about eight years. The national average is about five years.

We recommend a proven and comprehensive five-step process to complete this project. The steps are as follows:

- Develop job qualifications and requirements for the position -- the *Recruitment Profile*.
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

A. Develop Position Profile

We will meet with each City Council member individually and with staff and others of the Council's choosing to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Loganville to gather additional information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Client to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Loganville, the City government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely heavily on our own contacts in related fields, on our own experience and increasingly of professional web based social networking. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare and place electronic and print based advertisements with national, state and regional professional organizations. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the Client to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the Client, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will assist the Client to develop a comprehensive plan for final candidate interviews. Details will include confidentiality issues, scheduling, candidate travel, community tours, staff and community involvement. We will also determine the Client's expectations relative to interview questions that we will write as well as candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Project Completion

At this point, we will interview those semifinalist candidates whom the Client has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment (site visits). We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance.

We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct national and local criminal history, social security, sex offender, civil court records and driving record checks. At the Client's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. These optional items will result in extra cost.

We will then meet with the Client to present a group of well-qualified finalist candidates for interviews in Loganville. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of fit between the candidates and the Client and staff that should produce the final selection decision.

Our final report will be presented in a meeting with the Client. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the Client, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the Client and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of Loganville and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the Client to do so.

We will notify all unsuccessful candidates of the final decision reached. Finally, we will continue to work for the Client until a suitable candidate is recruited and hired by the City.

E. Project Schedule

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

		DAYS			
STEPS		1-30	30-45	45-60	60-360
1.	Develop Search Process, Recruitment Profile and Advertising Program for Client Approval	✓			
2.	Identify Qualified Candidates, Review Data Base, Network, Receive and Review Resumes	✓	✓		
3.	Screen & Evaluate Prospective Candidates		✓		
4.	Progress Meeting and Report		✓		
5.	Interview and Evaluate Prospective Candidates		✓	✓	
6.	Submit Final Report and Recommendations, Assist in Selection, Facilitate Employment Agreement			✓	
7.	Establish Evaluation Criteria and Follow-up				✓

F. Establish Evaluation Criteria

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the Mayor, City Council members and the new City Manager to establish mutual performance criteria and goals for the position.

G. Follow-up

We will follow-up with the Client and the new City Manager during the first year and assist in making any adjustments that may be necessary.

H. Reporting

We will keep the Client informed and involved in strategic decisions throughout the search process. We will provide frequent progress reports to the Client.

I. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the Client and the selected candidate.

J. Warranty Provisions

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the Client until the

City is satisfied with the candidates and a satisfactory candidate is selected and accepted for employment.

Section 2, Item A.

- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the Client through our efforts.
- We will never actively recruit any candidate who we have placed nor will we actively recruit any employee from a client organization for at least two years from the completion date of an assignment.

K. Statement of Equality

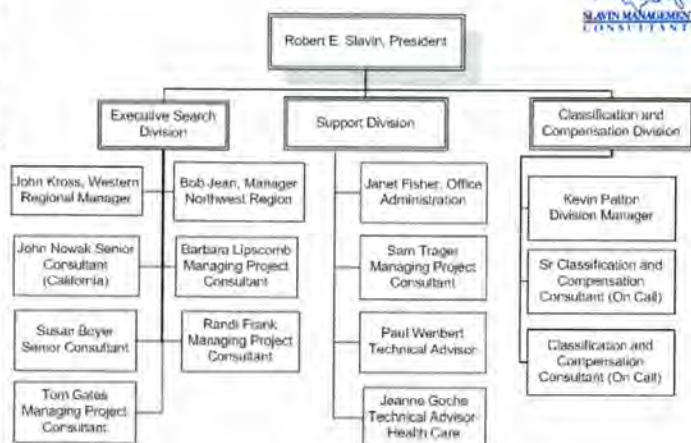
SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of age, sex, race, creed, color, national origin, disability, sexual orientation, gender expression or gender identity. SMC will take affirmative action to ensure that applicants and employees are treated fairly and legally during employment without regard to their age, sex, race, creed, color, national origin, disability, sexual orientation, gender expression or gender identity. Approximately twelve semifinalist candidates are presented to at the progress meeting. Generally, about five finalist candidates are presented for interviews with the Client.

CONSULTING STAFF

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

**SLAVIN MANAGEMENT CONSULTANTS
Organizational Chart
SEPTEMBER 2023**



Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments,

nonprofit and private sector businesses all over the United States. His experience includes assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward.

Organizations

- International City/County Management Association
- National Forum for Black Public Administrators
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Government Finance Officers Association

Thomas C. Gates, Senior Project Consultant

Mr. Gates recently retired after more than 35 years of local government experience. Most recently he served as the Deputy Executive Director of the Metropolitan Washington Council of Governments (MWCOC). His duties included directing programs and operations on support of MWCOC's twenty-three (23) member agencies - all of which are located Washington, D.C., Northern Virginia and Southern Maryland. Mr. Gates responsibilities for MWCOC included strategic planning, operational efficiency and effectiveness, and providing support to MWCOC's member agencies. He directly managed MWCOC's internal services which included finance, budgeting, human resources, information technology and procurement. He also oversaw Homeland Security, Public Safety and water related environmental issues.

Prior to MWCOG, Mr. Gates served as Chief Administrative Officer (CAO) or Deputy CAO for the following agencies:

- County Administrator — Roanoke County, VA
- Deputy City Manager and Chief of Staff — City of Alexandria, VA
- Assistant City Manager — City of Alexandria, VA
- Assistant County Administrator — Spartanburg County, SC
- City Administrator — Garden City, GA
- City Administrator — Loris, SC
- Director of Management and Budget — Greenville, SC
- Director of Budget — Spartanburg County, SC
- Budget Director — Montgomery County, MD

Mr. Gates areas of expertise include:

- | | |
|------------------------------------|---------------------------|
| • Human Resources Management | • Performance Improvement |
| • Talent Recruitment & Retention | • Strategic Planning |
| • Finance, Budgeting & Procurement | • Executive Management |

Mr. Gates career accomplishments include the development of human resources policies including flexible work hours; analysis of organizational compensation plans; administration of budgets of over \$190 million; significant community engagement activities including strategic planning and community surveys; organizational development initiatives; economic development strategies and technology planning.

Education

Mr. Gates holds a Master's degree in Public Administration from Clemson University and University of South Carolina. He earned a Bachelor's degree in Government and Politics at the University of Maryland.

Community Involvement:

- Board Member — Educational Opportunities for Alexandrians
- Board Member — Substance Abuse & Prevention Council of Alexandria
- Committee Member — City of Alexandria Budget & Fiscal Affairs Advisory Committee

Barbara W. Lipscomb, ICMA-CM, CPM, MRP - SMC Managing Consultant

Professional Summary

- Achievement oriented Certified Public Manager (Florida State University), possessing more than thirty-five years of progressively responsible experience in municipal administration at the city manager, deputy city manager and assistant city manager levels, primarily in the State of Florida
- Extensive experience with state-level leadership and mentoring of other public managers through the Florida City and County Managers Association

- Extensive experience and success with state and federal intergovernmental relations special appropriations
- Proven track record for local government and community project development/redevelopment projects
- Strong financial background, including organization downsizing, and profitability assurance

Professional Experience

City of Greenville, North Carolina

City Manager August 2012 – August 2017 (Retirement)

Greenville, North Carolina, 90,000+ population, \$131.2 M total budget, including \$82.6 million General Fund Budget, 750 full-time employees.

City of Casselberry, Florida

City Manager January 2007 – January 2012

Casselberry, Florida, 26,000 population (approx), \$40.5 million General Government Budget, including \$18 million General Fund Budget

City of Gainesville, Florida

Assistant City Manager February 2004 – January 2007

Gainesville, Florida, 120,000 population, \$212 million General Government Budget, including \$92 million General Fund Budget

Interim City Manager October 2004 – September 2005

Directed all City of Gainesville general government operations and departments

Assistant City Manager February 2004 – October 2004

City of Lakeland, Florida

Assistant City Manager

Deputy City Manager, Assistant to the City Manager May 1986 - February 2004

Lakeland, Florida, 86,000 population, \$250 million total budget

City of Grand Rapids, Michigan

Management Analyst 1982 - 1986

Grand Rapids, MI, 200,000 population, \$200 million total budget

Community Enrichment Services Group

Administrative Assistant

Education and Professional Certifications

University of North Carolina, Chapel Hill, N.C.

Master of Regional Planning

BA (Geography and Political Science)

- International City/County Managers' Association (ICMA), Credentialed Manager - 2004
- Florida State University, Certified Public Manager - 2003
- Florida Public Labor Relations Association, Certificate in Labor Relations - 2003
- National Forum for Black Public Administrators Executive Leadership Institute - 1988-89
- Florida Redevelopment Association Certified Redevelopment Administrator - 2011

REFERENCES

Mayor Robert Craft

City of Gulf Shores, AL
City Hall
1905 W. First Street
Gulf Shores, AL 36542
(251) 968-1124
City Administrator Search (2023)
mayor@gulfshoresal.gov

Mr. Jared Jones

Assistant City Manager
City of Panama City
501 Harrison Ave.
Panama City, FL 32401
City Clerk/Treasurer (CFO) Search (2021)
jjones@pcgov.org

Mr. Shawn Edmondson

City Manager
City of Stockbridge
4640 North Henry Blvd.
Stockbridge, GA. 30281
(404) 689-6538
City Manager Search (2025)
sedmondson@stockbridgega.org

Mayor Kevin McCann

City of Winter Springs
1126 East State Road 434
Winter Springs, FL 32708
(407) 327-5956
City Manager Search (2024)
kmccann@winterspringsfl.org

Guadalupe Ruiz

Human Resources Director
City of Corinth, TX
3300 Corinth Parkway
Corinth, TX 76208
City Manager Search (2022)
Planning Director Search (2021)
(940) 498-3277
gruiz@cityofcorinth.com

Bo White

Council Member
City of Hardeeville
205 Main Street
Hardeeville, SC 29927
(843) 784-2231 x1200
City Manager Search (2024)
bwhite@hardeevillesc.gov

Professional Fee

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/Prepare and Place Announcements	38		38	80	\$3,040
2. Identify & Recruit Candidate/Acknowledge all Resumes	35		35	80	\$2,800
		36	36	30	\$1,080
3. Preliminary Candidate Screening	12		12	80	\$960
		6	6	30	\$180
4. Progress Report to the Client/ Select Finalist Candidates	10		10	80	\$800
		8	8	30	\$240
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	38		38	80	\$3,040
		16	16	30	\$480
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	80	\$640
		16	16	30	\$480
8. Present Final Report and Attend Interviews	16		16	80	\$1,280
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	177	82	259		
TOTAL COSTS					\$15,820

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel; (3) SMC will comply with the current State of Georgia travel expense per diem rate schedule.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Average Advertising Costs: Normally about \$2,500. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for items identified above will not exceed 55% of the professional fee or \$8,701. Therefore, the total not-to-exceed cost for these services would be \$24,521. This proposal supports three trips to Loganville by SMC consultants. Should more than three such trips be required by the City and the cost for the additional trip(s), causes the total allowable expense costs to exceed 55% of the fee, SMC will invoice the City for this added out of pocket cost.

The cost for finalist candidates travel to Loganville for interviews is in **addition to the above not-to-exceed amount**. Such costs are impossible to forecast and vary widely depending on candidate location, spouse involvement, time required for candidates to be in Loganville, etc.

Should the City's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services. Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities. Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received

from you or developed during the work in accordance with our professional standards.

Section 2, ItemA.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered. This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Georgia.



EXHIBITS

SLAVIN MANAGEMENT
CONSULTANTS



***AN OUTSTANDING OPPORTUNITY
TO SERVE THE CITIZENS OF
CLARKSTON, GEORGIA AS
CITY MANAGER***

Visit Clarkston on the Web at www.cityofclarkston.com



Tiny Homes in Clarkston

ABOUT CLARKSTON, GEORGIA

The City of Clarkston covers approximately 1.8 square miles and is located in DeKalb County, Georgia. The population was 7,554 during the 2010 census, but two annexations in 2015 and 2016 and an increase in resettlements have increased the estimated population to 14,538. Clarkston is adjacent to the campuses of the Georgia Piedmont Technical College and Georgia State University Perimeter College Clarkston Campus.

History

Clarkston's history can be traced back to the 1830s, when Georgia Railroad constructed a rail line through the area. It connected the merchants of Atlanta with the outlets in South Carolina and Augusta. The community, originally named 'New Siding', in honor of Jake New, who was a section foreman working for the Georgia Railroad.

The City of Clarkston was officially incorporated by the State Legislature in 1882. It was named 'Clarkston' in honor of W. W. Clark, a Director of the Georgia Railroad and the Covington Railroad."

Follow the link below from PBS that focuses on Clarkston and how it has significantly changed over recent years. Watch [9/21/12: America by the numbers](#) on PBS.

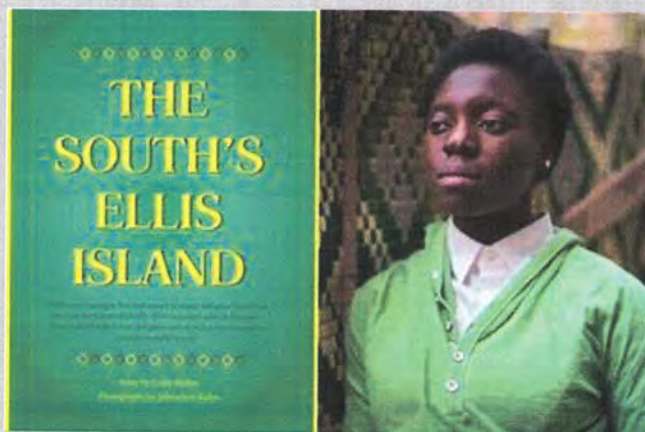
The City of Clarkston is well noted for its diversity. In the 1990s, refugee asylum programs in the United States identified Clarkston as a good fit for displaced persons of many different backgrounds. The housing market offered a wide variety of homes ranging from multi-family and cottages to large single family homes; previous residents were relocating farther out from the Atlanta urban core, and Clarkston had convenient access to public transportation and major highways. By the 2000s the local high school had students from more than 50 countries; a local mosque had 800 worshippers; and, by some estimates, half of the City population was from outside the United States. Time Magazine called Clarkston "the most diverse square mile in America". The City is often referred to as "the Ellis Island of the South."

(Continued on page 3)

(Continued from page 2)

Quality of Life Amenities

Clarkston is both a great place to visit and a great place to live. Residents and visitors enjoy a commitment to being a walking and biking community. The City fosters outdoor activities through its newly renovated Milam Park with upgraded and new playground and exercise equipment, an ADA walking trail, a new swimming pool complex, newly resurfaced tennis and pickleball courts, bike paths, a dog park and the Friendship Forest Wildlife Nature Preserve.



For Clarkston Demographic Data click on these links.

<https://data.census.gov/profile?g=160XX00US1316544>

<https://censusreporter.org/profiles/16000US1316544-clarkston-ga/>

Interesting Facts

- 21 miles from Hartsfield-Jackson International Airport
- Convenient access to MARTA, Atlanta's regional public transportation system
- 31.8% of Clarkston's population is foreign born
- More than 70 Languages are spoken in a 1.1 square mile area, That's a new language every 100 sq. ft.
- Clarkston is among America's "Top 101 cities with largest percentage of males in occupations: Physicians and surgeons (population 5,000+)"
- Clarkston is among America's "Top 101 cities with largest percentage of females working in industry: Broadcasting and telecommunications (population

5,000+)"

- Roughly 60% of houses in Clarkston were built in the 1970's and 1980's
- According to Zillow, the current average home value in Clarkston is \$290,786 up 7.1% from the past year.
- Roughly 75% of the population is under the age of 40
- Clarkston has been written about in the following best selling books: [What is the What](#) and [Outcasts United: An American Town, a Refugee Team, and One Woman's Quest to Make a Difference.](#) " –Global Frontier Mission

Things To Do in and near Clarkston

Because of location within the Atlanta region and its easy access to transportation, Clarkston is within easy reach to museums such as the Marietta/Cobb Museum of Art, the Fernbank Museum of Natural History, the Braves Museum & Hall of Fame, the Southeastern Railway Museum, the Oglethorpe University Museum of Art, the Gwinnett History Museum, the Stone Mountain State Park, the Crowley Family Mausoleum, the Malibu Grand Prix Family Entertainment Center, and Atlanta Botanical Gardens. In addition, the Zoo Tavern, Zoo Atlanta, and Georgia Aquarium are ideal destinations for a trip with family and friends.

The Little Mountain Golf Course, the Heritage Golf Club, and the Charlie Yates Golf Course are convenient local amenities.

Education

Clarkston public schools, operated by DeKalb County, spend roughly 22% more per student than the national average. The student/teacher ratio in Clarkston is 13.1 students per teacher.

Higher education is available within short driving distances to nearby DeKalb Technical College, Clark Atlanta University, Emory University, Georgia State University and Georgia Tech.

(Continued on page 4)

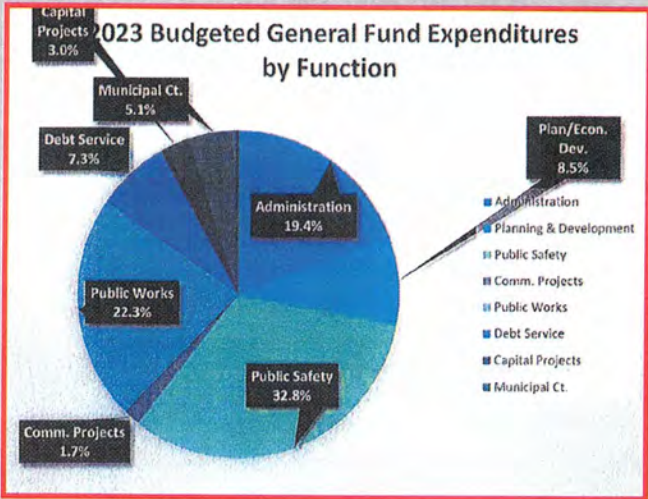
ABOUT THE CITY GOVERNMENT

The City of Clarkston utilizes the Council/Manager form of government. Accordingly, governance is vested in the Mayor and City Council which is composed of six Council members plus the Mayor. The Mayor is elected at-large and serves a four-year term. The six Councilmembers are also elected at large and serve four-year overlapping terms. The Mayor votes in case of a tie in any vote of the City Council and has the power to veto official acts of the City Council. Elections are nonpartisan and there are no term limits.

Clarkston Mayor and City Council	
MAYOR BEVERLY BURKS	
Debra Johnson	Vice-Mayor/ Councilmember
Mark Perkins	Councilmember
Yterenickia Bell	Councilmember
Jamie Carroll	Councilmember
Susan Hood	Councilmember

The City Commission appoints a City Manager who serves as the administrative head of the municipal government and is responsible for the efficient administration of all departments. The City is a full-service municipality which provides the following services: the City Manager's Office (which includes the Assistant City Manager, an Equity, Diversity and Inclusion Officer, a Special Events Coordinator, Communications and an Administrative Assistant), Police Department, City Clerk, Public Works, Planning and Development, Parks and Recreation, Finance, Court Clerk, Planning and Economic Development and Human Resources/Risk Management.

Clarkston's FY24 Expenditure Budget for all funds is \$15,883,249 of which the General Fund Operating Budget is \$9,224,065. The budget supports 51.8 FTE's.



THE CITY MANAGER

The City Charter specifies that the City Council shall appoint the City Manager, City Clerk, City Attorney and Municipal Judge. The City Manager oversees the day-to-day operations of the organization and is the Chief Administrative Officer and policy advisor to the City Council.

DESIRED POSITION REQUIREMENTS

Education and Experience

Requires a combination of education and experience equivalent to attainment of a Bachelors Degree (MPA or MBA preferred) complemented by at least 5 years of increasingly responsible management experience preferably gained in a local government. Successful non-profit or private sector management experience may be considered. Recent experience as a local government department head, assistant or deputy manager will also be considered. Although not a requirement, experience with diversity would be very helpful.

The successful candidate must have an ability to envision change as well as a background of successful leadership in providing municipal services in a multi-ethnic, multi-cultural environment and demonstrated track record in successful local government management as follows:

- Ability to work with the City Council, community

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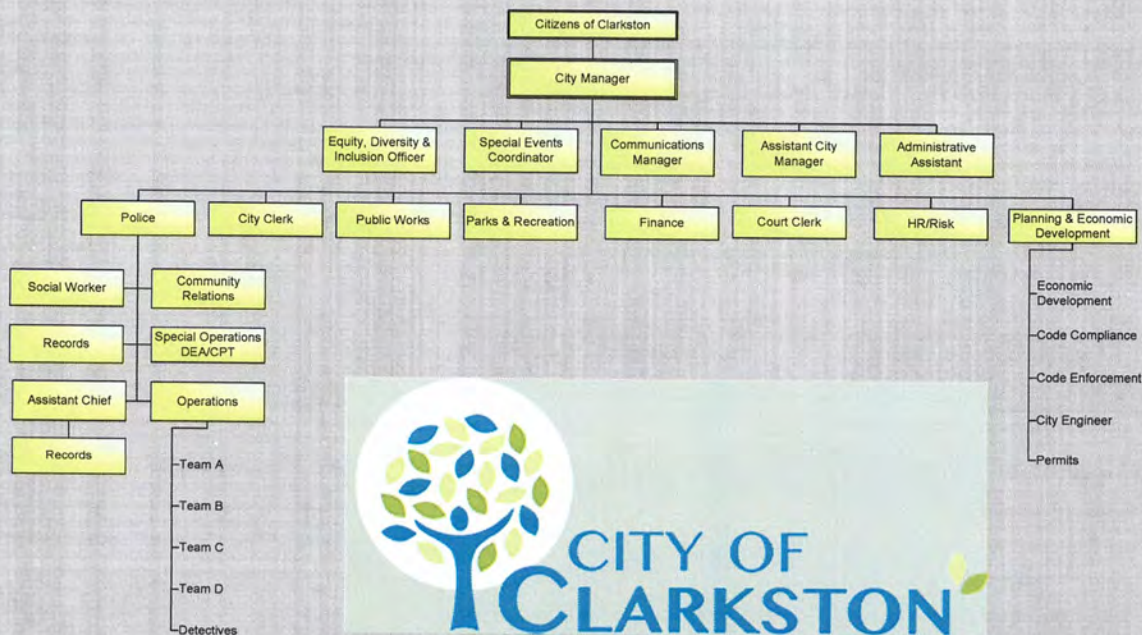
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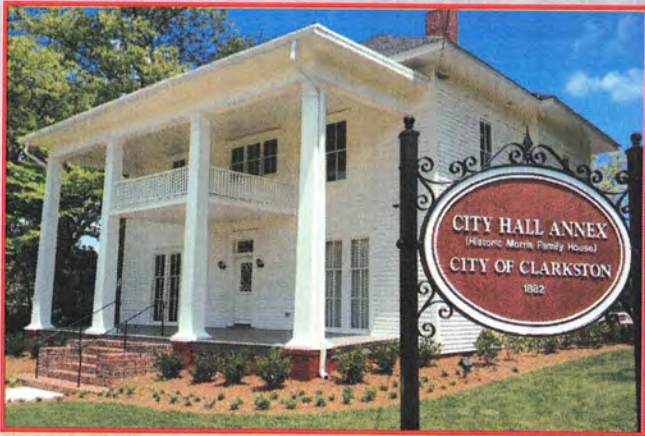
leaders, residents, and various governmental and business officials and other concerned with developing and delivering superior but practical municipal solutions (policies, programs, services, etc.) in a diverse, multi-ethnic and multi-cultural community.

- Ability to hire, motivate and develop a multi-cultural/multi-lingual staff who can provide practical and realistic policies, programs, solutions, services and activities for concerns impacting the community.
- Demonstrated ability to build, direct, and motivate a City team to work cooperatively and cohesively on the many issues and concerns facing the City and surrounding communities.
- Ability to balance the many social issues, programs, projects and other opportunities that the City faces and incorporate new ideas as new situations and concerns arise.
- Demonstrated success in working cooperatively and successfully with other governmental agencies and officials, businesses, and non-profit agencies which impact the City.
- Excellent communication skills and the ability to manage a multi-lingual community of recent immigrants requiring significant social services as well as work with a diverse staff to develop and bring forward a cohesive municipal service program.
- A track record of assertively working with various legislative, business, economic and local government entities to deliver policies, programs and services at the local, state and federal levels that support an economically challenged communities.

CITY OF CLARKSTON, GEORGIA

Organizational Chart





Clarkston Celebrates Diversity



Community Garden



Milam Park

(Continued from page 5)

COMPENSATION AND BENEFITS

Compensation for the position will be highly competitive. Beginning compensation is negotiable based on qualifications and experience. The City provides excellent employee benefits which include paid time off, medical, dental, vision, Georgia Municipal Association retirement benefits and professional development. Relocation expenses are negotiable.

APPLICATION AND SELECTION PROCESS

The recruitment will remain open until the position is filled. The first review of applications is scheduled for Monday, September 30, 2024. To apply, please email a letter of interest, a detailed résumé, and current salary to:



Robert E. Slavin or Barbara Lipscomb
SLAVIN MANAGEMENT CONSULTANTS

e-mail: slavin@bellsouth.net

www.slavinweb.com

Electronic submissions are required.



The City of Clarkston is an Equal Opportunity Employer and a Drug Free Workplace

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

(Invoice ___ of ___) \$XXXX.XX

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses \$XXXX.XX

TOTAL INVOICE **\$XXXX.XX**

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Coral Gables, FL
Albany, Georgia	Coral Springs, Florida
Alpharetta, Georgia	Corpus Christi, Texas
Altamonte Springs, Florida	Corta Madera, California
Anaheim, California	Corinth, Texas
Ann Arbor, Michigan	Creedmoor, North Carolina
Arlington, Texas	Culver City, California
Arlington Heights, Illinois	Dallas, Texas
Arvada, Colorado	Danville, Kentucky
Atlanta, Georgia	Davenport, Iowa
Atlantic Beach, Florida	Davie, Florida
Asheville, North Carolina	Daytona Beach, Florida
Auburn, Maine	Decatur, Georgia
Aurora, Colorado	Decatur, Illinois
Austin, Texas	Delaware, Ohio
Bartlesville, Oklahoma	Delray Beach, Florida
Bentonville, Arkansas	Del Rio, Texas
Bergenfield, New Jersey	Denton, Texas
Berkeley, California	Destin, Florida
Beverly Hills, California	Dothan, Alabama
Birmingham, Alabama	Dubuque, Iowa
Bisbee, Arizona	Duluth, Georgia
Blacksburg, Virginia	Dunedin, Florida
Bloomington, Illinois	Durango, CO
Bothell, WA	Durham, North Carolina
Boynton Beach, Florida	Eagle Pass, Texas
Branson, Missouri	East Brunswick Township, New Jersey
Brea, California	Edmond, Oklahoma
Bridge City, Texas	Elgin, Illinois
Bridgeport, Connecticut	Enfield, Connecticut
Broken Arrow, Oklahoma	Englewood, Colorado
Brownsville, Texas	Escondido, California
Bryan, Texas	Evanston, Illinois
Burbank, California	Fort Collins, Colorado
Camarillo, California	Fort Pierce, Florida
Carson, California	Fort Lauderdale, Florida
Cary, North Carolina	Fort Smith, AR
Casper, Wyoming	Fort Worth, Texas
Chapel Hill, North Carolina	Frankfort, Kentucky
Charlotte, North Carolina	Franklin, Tennessee
Cherry Hills Village, Colorado	Frisco, Colorado
Chesapeake, Virginia	Gainesville, Florida
Clarkston, Georgia	Gainesville, Georgia
Clearwater, Florida	Galesburg, Illinois
Cleveland, OH	Garden City, New York
Clinton, SC	Gilbert, Arizona
Columbia, Missouri	Glastonbury, Connecticut
Columbus, Georgia	Glendale, Arizona
Concord, New Hampshire	Glen Ellyn, Illinois

Golden, Colorado	Oxnard, California
Grand Rapids, Michigan	Paducah, Kentucky
Greensboro, North Carolina	Palm Bay, Florida
Groves, Texas	Palm Beach Gardens, Florida
Gulfport, Florida	Palo Alto, California
Hardeeville, SC	Panama City, Florida
Hemet, California	Park Ridge, Illinois
Hercules, California	Pasadena, California
Highland Park, Illinois	Peoria, Illinois
Hollywood, Florida	Phoenix, Arizona
Homestead, Florida	Pittsburg, Kansas
Huntington Beach, California	Pompano Beach, Florida
Independence, Missouri	Portage, Michigan
Independence, Kansas	Pueblo, Colorado
Iowa City, Iowa	Richmond, California
Jacksonville Beach, Florida	Richmond, Virginia
Jupiter, Florida	Riverside, California
Kalamazoo, Michigan	Riverview, Michigan
Kansas City, Missouri	Roanoke, Virginia
Kettering, Ohio	Rock Hill, South Carolina
Lake Worth, Florida	Rockville, Maryland
Lakewood, Colorado	Sacramento, California
Lapeer, Michigan	St. Louis Park, Minnesota
Laramie, Wyoming	Salem, Oregon
Laredo, Texas	San Diego, California
Lenexa, Kansas	San Fernando, California
Liberty, Missouri	San Francisco, California
Lillburn, Georgia	San Jose, California
Little Rock, Arkansas	San Juan Capistrano, California
Long Beach, California	Sandersville, Georgia
Longmont, Colorado	Santa Ana, California
Manassas, Virginia	Santa Monica, California
Mansfield, Massachusetts	Sandusky, Ohio
Maplewood, Missouri	Sarasota, Florida
Marshfield, Missouri	Shaker Heights, Ohio
Miami Beach, Florida	Simi Valley, California
Milwaukie, Oregon	Sioux City, Iowa
Minneapolis, Minnesota	Snellville, Georgia
Miramar, Florida	South Brunswick Township, New Jersey
Modesto, California	South Fulton, GA
Muscatine, Iowa	Springfield, Missouri
Neptune Beach, Florida	Spring Hill, Tennessee
Newark, Delaware	Steamboat Springs, Colorado
New Smyrna Beach, Florida	Stratford, Connecticut
Norfolk, Virginia	Storm Lake, Iowa
Norman, Oklahoma	Sunnyvale, California
North Las Vegas, Nevada	Sunrise, Florida
North Miami Beach, Florida	Takoma Park, Maryland
Northglenn, Colorado	Tarpon Springs, Florida
North Port, Florida	Topeka, Kansas
Norwich, Connecticut	Titusville, Florida
Oak Island, NC	Thornton, Colorado
Oberlin, Ohio	Traverse City, Michigan
Ocean City, Maryland	Topeka, Kansas
Oceanside, California	Turlock, California
Olathe, Kansas	Upper Arlington, Ohio
Oklahoma City, Oklahoma	Urbana, IL
Orlando, Florida	Urbandale, Iowa

Valdez, Alaska
 Venice, FL
 Virginia Beach, Virginia
 Waco, Texas
 Warrensburg, Missouri
 Washington, Illinois
 West Des Moines, Iowa
 West Hartford, Connecticut
 West Hollywood, California

West Palm Beach, Florida
 Wichita, Kansas
 Windham, Connecticut
 Winston-Salem, North Carolina
 Winter Park, Florida
 Winter Springs, Florida
 Worthington, Minnesota
 Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
 Alameda County, California
 Albemarle County, Virginia
 Arapahoe County, Colorado
 Beaufort County, South Carolina
 Broward County, Florida
 Brown County, Wisconsin
 Buffalo County, Nebraska
 Buncombe County, North Carolina
 Chaffee County, Colorado
 Cass County, Michigan
 Chesterfield County, Virginia
 Citrus, Florida
 Clark County, Nevada
 Cobb County, Georgia
 DeKalb, Illinois
 Dade County, Florida
 Doña Ana, New Mexico
 Dunn County, Wisconsin
 Eagle County, Colorado
 Escambia County, Florida
 Fairfax County, Virginia
 Forsyth County, Georgia
 Fremont County, Colorado
 Fresno County, California
 Fulton County, Georgia
 Georgetown County, South Carolina
 Glynn County, Georgia
 Grand, Utah
 Gunnison County, Colorado
 Hall County, Georgia
 Hamilton County, Ohio
 Harnett County, NC
 Hertford County South Carolina
 Johnson County, Kansas
 Ketchikan-Gateway Borough, Alaska
 Lake County, Florida
 Lake County, Illinois
 La Plata County, Colorado
 Leon County, Florida

Lincoln County, North Carolina
 Livingston County, Illinois
 Los Angeles County, California
 Martin County, Florida
 McHenry County, Illinois
 Mecklenburg County, North Carolina
 Mendocino County, California
 Mesa County, Colorado
 Moffat County, Colorado
 Monterey County, California
 Montgomery, Maryland
 Muscatine County, Iowa
 New Kent County, Virginia
 Orange County, New York
 Orange County, North Carolina
 Palm Beach County, Florida
 Peoria County, Illinois
 Pinellas County, Florida
 Polk County, Florida
 Prince William County, Virginia
 Ramsey County, Minnesota
 St. Louis County, Minnesota
 Saline County, Kansas
 San Diego County, California
 San Luis Obispo County, California
 San Mateo County, California
 Sarasota County, Florida
 Sedgwick County, Kansas
 Seminole County, Florida
 Sonoma County, California
 Springettsbury Township, Pennsylvania
 Spotsylvania County, Virginia
 Tazewell County, IL
 Volusia County, Florida
 Wake County, North Carolina
 Washtenaw County, Michigan
 Whiteside County, Illinois
 Whitfield County, Georgia
 Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth,
 Minnesota

Columbia Development Corporation, South Carolina
 Fresno Economic Development Commission, California
 Fresno Redevelopment Authority, California
 GoTopeka, Inc., Kansas
 Lincoln Road Development Corporation, Miami Beach, FL
 Los Angeles, California, Community Redevelopment Agency
 Mid-American Regional Council, Kansas City, Missouri
 West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency
 Jefferson County Housing Authority, Alabama
 Las Vegas Housing Authority
 Memphis Housing Authority, Tennessee
 Ocala Housing Authority, Florida
 Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
 Central Arkansas Library System
 Lexington, Kentucky Library System
 Metropolitan Library System of Oklahoma
 Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
 CDC Federal Credit Union, Atlanta, Georgia
 District of Columbia
 Fresno Employment and Training Commission, California
 Jefferson County Personnel Board, Alabama
 Local Government Insurance Trust, Maryland
 Los Angeles, California Department of Community Public Health Los Angeles,
 California Music Center Operating Company
 Los Angeles Olympics Organizing Committee
 Metropolitan Nashville, Tennessee Arts
 Mississippi Regional Housing Authority
 Southeast Mississippi Rural Health Initiative Commission
 Parkland Hospital, Texas
 Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association

Association of County Commissioners, Georgia
 Georgia Municipal Association
 International City/County Management Association
 Iowa League of Cities
 Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
 Lake Sumpter Community College, Florida
 Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
 Bay Area Rapid Transit District, Oakland, California
 Dallas Area Rapid Transit District, Dallas, Texas
 Greater Dayton Regional Transportation Authority
 Kalamazoo County Transportation Authority
 Lee County Port Authority, Florida
 Metra (Chicago Commuter Rail System)
 MetroPlan Orlando (MPA)
 Port Everglades Authority, Fort Lauderdale, Florida
 Orlando - Orange County Expressway Authority
 Port of Sacramento, California
 Riverside Transit Agency, California
 San Francisco Bay Area Rapid Transit District, California
 Sarasota/Manatee Airport Authority, Florida
 Southern California Rapid Transit District

Utilities

Columbus Water Works, Georgia
 Greater Peoria Sanitation District
 Gulf Shores Utilities, Alabama
 Metropolitan Sewer District of Greater Cincinnati, Ohio
 Orange Water and Sewer Authority (North Carolina)
 Public Works Commission of Fayetteville, North Carolina
 Rivanna Solid Waste Authority, Virginia
 Rivanna Water and Sewer Authority, Virginia
 Sacramento Municipal Utility District, California
 South Central Solid Waste Authority, New Mexico
 South Florida Water Management District
 Spartanburg Utility District, South Carolina

EEO STATEMENT

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- It is the policy of Slavin Management Consultants to provide equal opportunity to all qualified employees and applicants without regard to race, color, religion, age, sex (including gender identity, sexual preference, and pregnancy), marital status, national origin or ancestry, genetic make-up, disability status, protected veterans' status, equal pay or any other characteristic protected by law..
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

SMC SEXUAL HARASSMENT POLICY

Slavin Management Consultants (SMC) is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. Should the company determine that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

What Is Sexual Harassment?

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct; or
- The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.
- Certain behaviors, such as conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of themselves meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via e-mail;
- Verbal abuse of a sexual nature;
- Touching or grabbing of a sexual nature;
- Repeatedly standing too close to or brushing up against a person;
- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize);
- Giving gifts or leaving objects that are sexually suggestive;
- Repeatedly making sexually suggestive gestures;
- Making or posting sexually demeaning or offensive pictures, cartoons or other materials in the workplace;
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of sexual harassment can be a man or a woman.
- The victim can be of the same sex as the harasser.
- The harasser can be a supervisor, co-worker, other company employee, or a non-employee who has a business relationship with the Slavin Management Consultants.

SMC's Responsibilities Under This Policy:

If SMC receives an allegation of sexual harassment, or has reason to believe sexual harassment is occurring, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. If the allegation is determined to be credible, SMC will take immediate and effective measures to end the unwelcome behavior. SMC is committed to take action if it learns of possible sexual harassment, even if the individual does not wish to file a formal complaint.

SMC will seek to protect the identities of the alleged victim and harasser, except as reasonably necessary (for example, to complete an investigation successfully). SMC will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential sexual harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible sexual harassment. Violators may be subject to discipline.

Employees who have been found by SMC to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to

separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

Employees' Rights and Responsibilities Under This Policy

Any employee who believes he or she has been the target of sexual harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop.

If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple avenues for reporting allegations of sexual harassment and/or pursuing resolution.

Employees are encouraged to report the unwelcome conduct as soon as possible to his or her supervisor or to the President of SMC.

In addition to reporting sexual harassment concerns to a responsible SMC official, employees who believe they have been subjected to sexual harassment may elect to pursue resolution in several ways, including:

Mediation: Mediation is an informal way to resolve office problems using a trained mediator who facilitates communication between the parties to the dispute. If an employee chooses to attempt resolution through mediation, management is obligated by Company policy to send a representative to the table. If a resolution is not reached, the parties may continue to pursue their rights in any other appropriate forum.

EEO processes: All SMC employees can file an Equal Employment Opportunity (EEO) complaint with the United States Equal Employment Commission (EEOC). An employee who wishes to file a complaint under EEO procedures must consult an EEO counselor within 45 days of the alleged incident. It is not necessary for an employee to complain to his/her supervisor before approaching an EEO counselor, nor to attempt informal resolution through mediation or other means. EEOC contact Information:
<https://eeoc.com>. Phone 1 (800) 669-4000

All SMC employees are required to comply with this policy. Employees are also expected to behave professionally and to exercise good judgment in work-related relationships, whether with fellow employees, business colleagues, or members of the public with whom they come into contact in the course of official duties. Further, all employees are expected to take appropriate measures to prevent sexual harassment. Unwelcome behavior of a sexual nature should be stopped before it becomes severe or pervasive and rises to a violation of law.

SMC MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ALTAMONTE SPRINGS, FL	Finance Director		X	
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor		X	
	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BOTHELL, WA	City Manager		X	
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
	Director of Budget	X		
	911 Center Director	X		
	Drug Addiction Recovery Cntr Dir	X	X	
BOISE, ID	Chief Financial Officer		X	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
BUNCOMBE COUNTY, NC	County Manager	X	X	
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
CLARKSTON, GA	City Manager	X	X	
COLUMBIA, MO	Police Chief	X		
CORINTH, TX	Director of Economic Development		X	X
CORPUS CHRISTI, TX	City Manager Police Chief	X		X
CULVER CITY, CA	Finance Director			X
DANE COUNTY, WI	Director of Human Services		X	
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DAYTONA BEACH, FL	City Manager	X		
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURANGO, CO	City Manager			X
DURHAM, NC	City Manager City Manager Police Chief Public Works Director	X X X X	X X X X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
FRANKFORT, KY	City Manager		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT COLLINS, CO	City Attorney		X	
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager Police Chief	X X		
FORT PIERCE, FL	City Attorney		X	
FORT WORTH, TX	Auditor General Police Chief	X	X	
FRANKLIN, TN	Director of Community Development		X	
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GEORGETOWN, SC	City Administrator		X	
GEORGETOWN COUNTY, SC	County Manager	X	X	
GLASTONBURY, CT	Human Resources Director	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
GLENWOOD SPRINGS, CO	City Manager		X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X	X	
	Executive Director, Civil Service Commission			
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
MAPLEWOOD, MO	City Manager	X		
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII	Executive Director	X		
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
Oak Island, NC	Town Manager		X	
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORANGE CITY, FL	City Clerk		X	
ORLANDO, FL	Fire Chief	X		
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PANAMA CITY, FL	City Clerk/Treasurer		X	
PARKLAND, FLORIDA	City Manager		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
POWDER SPRINGS, GA	City Manager		X	
PRINCE WILLIAM COUNTY, VA	County Executive Human Resources Director Fire Chief	X X	X X X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief Economic Development Director Assistant City Manager Director of Human Services	X X	X X X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SANTA ROSA ISLAND AUTHORITY (FL)	Executive Director		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
SOUTH FULTON, GA	Finance Director	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
SE MISSISSIPPI RURAL HEALTH INITIATIVE	General Manager	X	X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
STOCKBRIDGE, GA	City Manager	X		
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
	City Attorney			X
TOPEKA, KS	City Manager	X		
	Police Chief	X		
URBANA, IL	Chief Administrative Officer		X	
VALDEZ, AK	City Manager		X	
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OHIO	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X

Recruitment Proposal City Manager



www.sumterlocalgovconsulting.com
404.535.0525

City of Loganville
4303 Lawrenceville Road
Loganville, GA 30052
Attention: Mayor Branden Whitfield

Dear Mayor Whitfield,

Thank you for the opportunity to submit a proposal for executive search services for Loganville, GA.

At Sumter Local Government Consulting (Sumter LGC), we recognize that recruiting a City Manager is a critical process that requires identifying candidates with strong leadership capabilities and administrative expertise to effectively oversee operations, personnel management, and organizational planning. This process demands more than simply matching qualifications to a job description. It requires a comprehensive understanding of an organization's financial and operational abilities and challenges and how everyday decisions influence a community's long-term stability, growth priorities, and environment. Sumter LGC specializes in helping organizations meet their operational needs.

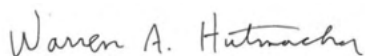
At the core of our approach is a strong respect for each community and the complexities of local communities. Here's what sets us apart:

1. We aren't just local government experts; we dedicate time to understanding your unique culture, which helps us develop a tailored candidate profile that distinguishes good candidates from the right ones for your local government.
2. We strategically advertise with innovative recruitment materials and, most importantly, actively leverage our extensive network and email database to find candidates who are not currently looking for jobs. In other words, we do much more than just place ads and sort resumes.
3. We've hired public sector leaders at all levels, acting as a bridge between candidates and your leadership. We've also been search consultants, clients, and candidates, so we know the process from every angle and consistently deliver positive results.
4. We have a comprehensive background check process that is both unique and thorough, involving extensive research to avoid surprises and provide you with meaningful information to make informed business decisions.
5. Public service is our passion, and we believe that organizations are most successful when there are strong synergies between the executive team and department heads.

With my experience as a City Manager and my team's background in city leadership roles, we have direct experience navigating complex issues such as workforce development, overseeing operations, guiding departmental leadership, and ensuring financial strategies align with community goals.

We look forward to partnering with you to identify and secure your next City Manager.

Sincerely,



Warren Hutmacher, President
Sumter Local Government Consulting

404.535.0525 • warren@sumterconsulting.com • 3480 Preston Ridge Rd., Ste. 500, Alpharetta, GA 30005

www.sumterlocalgovconsulting.com

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OVERVIEW

Sumter Local Government Consulting (Sumter LGC), which was founded in 2021, is a boutique consulting firm specializing in executive recruitment and advisory services for local governments. With a focused commitment to the public sector, our firm partners with cities, counties, and authorities to identify and place high-performing leaders who can effectively manage complex organizations and serve diverse communities.

Our team of seven consultants brings extensive firsthand experience in local government leadership, including service as City Managers and senior executives. This practical perspective allows us to understand the unique challenges facing municipalities and to evaluate candidates not only on technical qualifications, but also on leadership style, cultural fit, and the ability to work effectively with elected officials and stakeholders.

Sumter LGC has successfully led executive searches for a range of key positions, including City Managers, Assistant City Managers, and department directors. We utilize a comprehensive and tailored recruitment approach that combines targeted outreach, national networking through organizations such as ICMA, and proactive candidate engagement to ensure a strong and diverse pool of applicants.

What distinguishes our firm is our hands-on, partner-led approach. Senior leadership is directly involved throughout every phase of the search process, from strategy development and candidate recruitment to evaluation and final selection. We are committed to transparency, responsiveness, and delivering results that align with each client's strategic goals and organizational culture.

The following objectives are designed to align with Loganville's governance structure and community priorities. We seek to:

- 1. Attract and Recruit Proven Municipal Leadership**

Develop and implement a targeted recruitment strategy to attract highly qualified municipal executives from national, regional, and Georgia talent pools. Emphasis will be placed on identifying candidates with demonstrated success leading full-service municipalities, managing complex local government operations, and fostering organizational excellence.

- 2. Align Leadership with Loganville's Vision, Priorities, and Community Values**

Recruit a City Manager whose leadership style, experience, and strategic vision align with Loganville's commitment to responsible growth, fiscal stewardship, exceptional customer service, economic development, infrastructure investment, and preserving the City's unique character and strong sense of community.

- 3. Strengthen Collaboration, Transparency, and Community Engagement**

Identify a leader who values transparency, accountability, and collaborative leadership. The successful candidate will build and maintain strong relationships with the Mayor, City Council, employees, residents, business leaders, community organizations, and regional partners while fostering open communication, trust, and meaningful public engagement.

- 4. Advance Organizational Excellence and Long-Term Sustainability**

Seek an experienced executive who can enhance organizational effectiveness while positioning the City for continued success. The ideal candidate will demonstrate expertise in strategic planning, financial management, talent development, operational efficiency, and service delivery while supporting employee recruitment and retention, strengthening internal processes, and ensuring the City remains responsive to the evolving needs of the Loganville community.

The following proposal outlines our professional background and explains how we will work with you to address your needs and challenges in recruiting your next City Manager.

ABOUT SUMTER



HISTORY OF SUMTER LOCAL GOVERNMENT CONSULTING

Sumter LGC was founded in 2021 by local government industry veteran Warren Hutmacher. We provide customized management consulting services to local governments and organizations that operate within the local government sphere of influence.



PRIDE IN OUR EXPERTISE

Sumter LGC is dedicated to providing clients with executive-level assistance to solve complex problems and carefully handle important projects, leveraging years of experience and accomplishments for the benefit of our clients. Core services include management consulting, interim services recruitment, and talent recruitment.



PRIDE IN THE PERSONAL ATTENTION WE PROVIDE TO CLIENTS

Sumter LGC provides the personal attention necessary to take on tough projects, meet deadlines, and provide top-level expertise. We believe that local government consulting is a relationship business and that our reputation depends on how we treat our partners.



PRIDE IN PUBLIC SERVICE

Sumter LGC was founded by a career public servant who dedicated his career to working for the public good. Our work for local government clients is an extension of this mission. We strive in everything we do to earn the trust of our clients and the communities we serve.

WHY WE'RE DIFFERENT



We are local government professionals for local government professionals.

- Many of us have served as City Managers and other positions in local government and understand the unique challenges faced by local government leadership.
- We have been both a candidate and a client of executive search firms, as well as a consultant helping local governments with their recruitments.
- Our team has over 100 years of cumulative experience in local government.
- We have hired for every position in local government.
- In just 5 years in business, we've helped nearly 50 different local governments achieve their operational and recruitment goals.
- Our proprietary search process sets us apart, both in our technical capabilities and our human approach—our experience on all sides of the table impacts how we treat our clients, how we treat candidates, and ultimately how we focus on creating positive outcomes for all.

The bottom line is we know what we are doing, can provide excellent advice throughout the process, and can ultimately help you select a candidate that is the best fit for the City of Loganville.

HOW WE WORK

We will work collaboratively with the City of Loganville to recruit for a City Manager.

Sumter LGC will:

- Keep the client informed of key progress in the recruitment process.
- Place the client's best interest above all others.
- Provide candid and thoughtful assessments of the candidates.
- Represent the client with integrity, professionalism, and tact.



Our recruitment approach takes place in six phases:



PHASE 1

Developing the Candidate Profile & How They'll Be Assessed

The Candidate Profile

We believe that the most critical element in the recruitment process is creating an ideal candidate profile for the City Manager position. This profile will be utilized to narrow the candidate pool and focus the remaining steps of the search process on locking in on the candidate who is the best fit for the City of Loganville. This process includes challenging the client to think critically about what character traits, soft skills, and leadership abilities candidates will need to be successful.

Getting Immersed

The Qualifications Assessment process includes a site visit to Loganville to gain a thorough understanding of the unique nature of the community and organization.

During this phase, we will take a deep dive into the responsibilities of the City Manager and the issues facing the City of Loganville. Through this process, we will be able to articulate the key short- and long-term challenges and opportunities facing the next City Manager.



We spend considerable time and effort talking with the City's leadership, key staff, and anyone else the client recommends to develop the ideal candidate profile.

We will conduct interviews to:

- Understand the functions of the City of Loganville City Manager's Office.
- Articulate the expectations for success for the City Manager.
- Create a personality profile to outline the traits that will be most successful in the City of Loganville and what type of traits are to be avoided—helping to narrow the candidate pool.

Please see Exhibit "A" for an example of a candidate profile.

PHASE 2

Creating Marketing Materials That Effectively Sell Your Story

The Candidate Brochure

Sumter LGC creates a unique and informative digital candidate brochure to use in our marketing materials to catch the attention of top talent. The brochure is a storytelling opportunity and a staple in recruitment. It captures the essence of a community and articulates the value proposition for the position we are recruiting for.

Candidates can easily move through the brochure to find pertinent information and get a gut feeling for the community and the job. We have also included video in a previous brochure to stay on the cutting edge.

See Exhibit "B" for an example of a brochure we used in a previous recruitment. [Click here to view all of our current brochures on our website.](#)



PHASE 3

Building a Large, Qualified Pool of Candidates

Sound Targeting Strategies

Effective recruitment demands a large, diverse pool of qualified candidates. Our experience enables us to build large, qualified pools efficiently and effectively—helping to find the ideal candidate. We know where to post the job and how to craft an effective job posting.

- We work diligently to craft job advertisements and brochures to attract a wide range of candidates.
- We target our placements to sites where the best qualified candidates are looking.
- We also proactively recruit candidates who aren't actively looking, to deliver candidates who most closely fit the ideal candidate profile.

Equity and Diversity

The best way to achieve equity and diversity in the local government workforce is to attract a diverse candidate pool. The larger and more diverse the candidate pool is, the better the chance for an equitable hiring process.

- We use a wide range of advertising sources to enlarge and diversify our applicant pool.
- We dig deeper to advertise and recruit where diverse candidates are already looking. This is the right thing to do and reflects good business practices.

Leveraging Our Connections

Recruiting is the most effective method of attracting candidates. We spend time working our network, researching candidates, and inviting the best candidates to apply. Sumter LGC President Warren Hutmacher also attends networking events and regional conferences. There are no shortcuts to recruiting. It takes time, effort, and persistence to find the right candidates. Our proactive, energetic approach separates us from our competition, who typically rely on conventional advertising and email blasting.

Reaching Candidates

We will recruit regionally with national advertising. For your recruitment, we will focus on the following job boards:

1. International City/County Management Association (ICMA)
2. Georgia Local Government Access Marketplace (GLGA)
3. National League of Cities (NLC)

In addition, Sumter LGC will leverage our extensive email outreach network (30,644 targeted email addresses) and our LinkedIn presence to spread the word.

PHASE 4

Identifying the Short List of Candidates

Initial Resume Reviews

Resumes will be collected directly by Sumter LGC. They are reviewed against the ideal candidate profile to narrow the pool to a semi-final group considered to be qualified for the job and genuine hiring possibilities.

- Unlike other firms, your executive recruiter will be solely responsible for the task of reviewing applicants. For this assignment, Sumter LGC President Warren Hutmacher will be handling the initial review of resumes.
- Larger firms sometime use lower hourly rate assistants to sort through resumes. This can lead to good candidates being discarded because the reviewer hasn't participated in all the buildup to this phase, including the site visit, tours, and interviews conducted in Phase One. This task requires an experienced professional with good judgment to differentiate qualified candidates from those qualified candidates who are a good fit for the City of Loganville.

Semi-Finalist Identification

After the initial review, we are ready to identify 10-12 (typically) semi-finalist candidates. Some clients prefer to review and approve the semi-finalist list prior to holding initial interviews. We will honor the client's preference related to conducting initial interviews.

Initial Interviews

Once the list of semi-finalists is agreed upon, we conduct live two-way recorded initial interviews, whether in person or virtual, so the client can see what we see. We learn a great deal from body language, facial expressions, enthusiasm, and tone of voice. Clients are invited to participate.

Semi-Finalist Summary Report

After the initial interviews are completed, we will recommend a manageable finalist group for a more formal in-person interview process. To accomplish this, we provide you with a written report summarizing each of the semi-finalist candidates. The report also includes links to the recorded interviews we conducted.

On-Site Collaboration

We will set up another site visit to review the semi-finalist candidates with City leaders. Through this review, we encourage the client to narrow down the field of candidates to proceed with in-person interviews in Loganville. (Typically, the client will choose 3-5 finalists.)

PHASE 5

Meeting Your Candidates

Making the Best Evaluation

The in-person interview process can be handled in a variety of ways. We will formulate a unique interview process based on the individual needs, culture, and priorities of the City of Loganville.

- Prior to the interviews, we fully prepare you with best practices for interviewing candidates and provide suggested interview questions.
- For this City Manager recruitment, Sumter LGC recommends a full-day interview. The day will be comprised of a tour of the City of Loganville, meetings with the staff leadership team, and a lengthy interview with the City's leadership.
- Having the candidates interact with a wide assortment of people provides different perspectives on the candidate's strengths and weaknesses. In addition to the more formal activities, we will have the candidates go to lunch or for coffee with City staff to interact in a more casual setting.
- We create every opportunity to expose the candidates to everything the City of Loganville has to offer and to provide them with an accurate view of the challenges and opportunities that await them.
- This type of process affords the client multiple data points and interactions to get to know the candidate's true self.

Please see the following page for our recommended approach to the interview day.

A Four-Step Approach to the Interview Day

Step 1: Candidates will interview with the staff leadership team. This will allow candidates to get a feel for the personalities of their future colleagues and for the staff to provide feedback to the hiring manager on which candidates they believe would most effectively work with the leadership team and employees.

Step 3: Candidates meet with City staff members individually over lunch and for coffee to create a casual atmosphere to get to know the candidate's personality and character.

Step 4: Tour of Loganville by City staff to help the candidate learn more about the City and get another casual opportunity to get to know the candidate's personality and character.

Step 5: Mayor and City Council spend 75 to 90 minutes interviewing each candidate. At the end of the day, we recommend a feedback loop between City leaders and all the participants from the interview day.

Here are some additional approaches and activities the City can consider as part of this process:

- An interactive activity that the candidates participate in to allow the client to see them in action in a stressful or creative exercise. An example we have used previously is posted as Exhibit "C".
- Asking the candidates to prepare material ahead of time to present to the client/staff leadership team to gauge the candidate's presentation skills, preparation ability, critical thinking, research techniques, and attention to detail.
- Holding a meet and greet with the finalist candidates to allow them to interact with the staff.



PHASE 6

The Hiring Process

Post-Interview Process Feedback

After the interviews and activities are completed, Sumter LGC will gather the entire day's participants who interacted with the candidates to meet with the City's leadership.

- Everyone is invited to provide feedback on both substantive information and little things they believe would help to define the candidate's personality, character, style, and suitability for the job.
- This feedback loop will help add to the data the City's leadership needs to evaluate to make the final selection.
- The recruiter will sit with the Mayor and City Council after all the feedback is received. This discussion typically results in a definitive decision on which candidate to select.
- The recruiter is not the decision maker and is present to facilitate conversations, answer questions, and offer opinions only when asked.

Negotiation

Sumter LGC will work with you to formulate a term sheet with the key business terms to begin the negotiation process.

- Sumter LGC is intimately familiar with this process as both a consultant and a candidate. We are on top of industry trends and methods of finding compromises each party can agree to.
- To help the process along, Sumter LGC will provide the client with salary and benefit data relevant to the size of the City of Loganville and the marketplace in your competitive area.
- Sumter LGC will work with the Mayor and City Council and the candidate to agree on an offer letter.

Background Checks

Sumter LGC recommends performing background checks after the parties have established mutual interest and agreed to terms (subject to a background check).

- Sumter LGC will perform the requisite criminal and credit checks and education and employment verifications.
- Sumter LGC doesn't ask candidates for references, but we do fully investigate their background. We choose who we want to talk with from their professional background. We do this because candidates share only references who look upon them favorably. This limits the usefulness of the background check process.
- Sumter LGC digs into a candidate's professional background to eliminate surprises and to get a full view of the candidate's veracity and character. We believe that clients should know everything they can about candidates' backgrounds before making a final hiring decision. We have the experience and aptitude to conduct deep internet searches, looking at social media posts, blogs and other sources.

- At the discretion of the client, and only at the direct costs of travel, Sumter LGC will travel to the communities the final candidate has worked. Sumter LGC will fact check the candidate's resume and meet the people they worked with.
- Delivering this level of scrutiny gives you the best chance at knowing all you can to make a sound decision in selecting a City Manager.

Press Release

Sumter LGC will write or assist the City of Loganville in composing a press release as part of our flat fee.

- The initial press release and responses to media coverage can get the candidate and the City of Loganville off on the right foot.
- The press release tells the story of how the candidate will benefit the City of Loganville as well as explain the process that brought the candidate to the City.

Notifying Candidates Not Selected

Sumter LGC will notify candidates who were not selected.

- We are sensitive to the compassion required to handle this duty and are skilled at delivering difficult news in a constructive manner to candidates.
- We respect that the reputation of the City of Loganville is at stake, and we take every step to preserve the good name of the City during this process.

Helping Deliver Success

Sumter LGC offers a follow-up service to work with the new City Manager for the first year of employment as a mentor and resource.

SEARCH TIMELINE

We expect to move quickly once awarded this assignment.

- Our goal is a 56-day process to propose finalist candidates to the client.
- This can be streamlined by shortening the advertising period, however at least 2-3 weeks is recommended for this phase.
- Another method to streamline the process is to skip the semi-finalist process. This will cut the time for the recruitment down to 5-6 weeks.



The Initial Kick-off Meeting

This on-site meeting in Loganville includes:

- Meeting with the Mayor and City Council and any key staff they recommend talking with to gain clarity and consensus on the roles and responsibilities expected of the City Manager.
- Interviewing the City's leadership team and key staff to develop a candidate profile.
- Agreeing to a recruitment schedule and handling administrative issues.
- Gaining familiarity with the City of Loganville, reviewing expected challenges for the new City Manager, and completing a candidate profile, recruitment brochure and advertising plan.

2-week milestone

- Advertise position widely with a completed recruitment brochure

5-week milestone

- Initial review of resumes and scoring of proposed semi-finalist candidates

6-week milestone

- Selection of semi-finalist candidates (on site in Loganville)

7-week milestone

- Interviews of semi-finalist candidates by Sumter LGC

8-week milestone

- Present finalist candidate recommendations

PROPOSED FEE

Sumter LGC is proposing a flat fee for this executive search assignment, excluding expenses.

Fee proposal for professional services: \$24,000

Expenses (pre-approved by the client) to be reimbursed by the City of Loganville based on actual documented expenses:

- Consultant travel
- Advertising fees

The flat fee is broken into milestones:

- **Milestone 1:** 40% of fee – paid upon the completion of the advertising process
- **Milestone 2:** 40% of fee – paid upon the submission of the Semi-Finalist Summary Report to the City of Loganville
- **Milestone 3:** 20% of fee – paid upon the start date of the City Manager

Sumter LGC is confident in our process, and if the City of Loganville decides to start over with the recruitment due to unsatisfactory candidates, or if the chosen candidate doesn't last one year in the position for any reason, we offer a one-year guarantee. We will complete another search for the City at no charge (except reimbursable expenses).

OUR CONSULTANTS

Warren Hutmacher
President, Sumter LGC



Warren has over 25 years of leadership experience and is familiar with all aspects of municipal government. As former City Manager for the cities of Johns Creek, Dunwoody, Norcross, Avondale Estates, and Hutto, Warren was involved in key community issues, including traffic congestion, planning, neighborhood preservation, economic development, revenue expansion, and park development. Serving various municipalities throughout his career, Warren maintains a keen understanding of community issues, including how to work with a wide variety of stakeholders to establish priorities that will provide the best and most meaningful results for clients.

Experience:



Education:



Billy Grogan

Senior VP, Sumter LGC



With a long track record in local government and law enforcement, Billy has served as a Police Chief, Interim City Manager, Instructor, and Leadership Consultant. He recently retired as the first Chief of Police for the City of Dunwoody, GA.

Billy has an MPA from Kennesaw State University and is a graduate of the 193rd session of the FBI National Academy. He is an accomplished author and subject matter expert on the use of social media in law enforcement. He has a long list of accolades and accomplishments in law enforcement, including serving as the President of the Georgia Association of Chiefs of Police and board service on the International Association of Chiefs of Police Human and Civil Rights Committee.

Billy will be helping local governments solve complex problems in law enforcement and leadership as well as helping clients with executive search and staffing challenges.

Experience:



Education:



Gary La Venia

Senior VP, Sumter LGC



Gary has enjoyed a long professional career serving others through his work in local government. Gary has served as a City Manager in Florida and New Jersey. Gary earned both a bachelor's degree and a Master of Public Policy from Rutgers University. He has recently retired after a decade of service as the City Manager of Fruitland Park, FL. Gary has extensive expertise in shared services and economic development. He has relocated to South Carolina and will be investing in building relationships in South Carolina and North Carolina as well as servicing clients in Florida and Georgia. Gary will be helping local governments solve complex problems as well as aiding clients with executive search and staffing challenges.

Experience:



Education:



Jeff Jones

Executive VP, Sumter LGC



Jeff Jones brings more than 35 years of municipal leadership and public sector management experience to Sumter Local Government Consulting. Throughout his career, he has served in executive leadership roles for several high-performing and high growth Texas communities and organizations, overseeing municipal operations, strategic planning, economic development, infrastructure programs, organizational management, and the hiring and retention of executive leadership personnel.

Jeff holds a Master of Public Administration in City Management from Texas Tech University and is a graduate of the Public Executive Institute at the University of Texas at Austin's LBJ School of Public Affairs. He is a Credentialed Manager through the International City/County Management Association (ICMA) and has remained active in numerous professional and civic organizations, including service as a former Board Member of the United Way of Tarrant County and Assistant District Governor for Rotary International.

Experience:



Education:



WHO WE'VE HELPED

Client	Assignment	Year
City of Smyrna, GA	Assistant City Administrator	2020
City of Winder, GA	City Engineer	2020
City of Doraville, GA	City Clerk	2020
City of College Park, GA	City Manager	2022
City of Stone Mountain, GA	Interim City Manager	2022
City of College Park, GA	Public Works Director	2022
City of Winder, GA	Planning Leader	2022
City of College Park, GA	Chief Building Official	2022
City of South Fulton, GA	Internal Auditor	2023
City of College Park, GA	Airport Affairs Director	2023
City of Fayetteville, GA	Economic Dev. Director	2023
City of College Park, GA	City Engineer	2023
City of Pompano Beach, FL	Human Resources Director	2023
City of Winder, GA	Human Resources Director	2023
City of Social Circle, GA	Finance Director	2023
Georgetown County, SC	County Engineer	2023
City of Suwanee, GA	Public Works Director	2023
City of Clarkston, GA	Interim City Manager	2023
City of Social Circle, GA	Interim Finance Director	2023
City of Brookhaven, GA	Interim Parks and Recreation Director	2023
City of South Fulton, GA	Fire Fee Analysis	2023
City of Powder Springs, GA	Fractional Deputy Finance Director	2023
City of Doraville, GA	Interim City Clerk	2023
City of Duluth, GA	Purchasing Manual Revision	2023
City of Palmetto, GA	Budget Preparation	2023
City of College Park, GA	Assistant City Manager	2023
City of Brookhaven, GA	Interim Parks and Recreation Director	2023
City of Chamblee, GA	Interim City Manager	2024
City of Doraville, GA	Interim Accountant	2024
City of Sylvester, GA	Fractional Chief Financial Officer (CFO)	2024
City of Decatur, GA	Senior City Engineer	2024
City of Atlanta, GA	Interim Fleet Manager	2024
City of Powder Springs, GA	Agency Head - Infrastructure/Dev.	2024
City of Brookhaven, GA	Public Works Director	2024
City of East Point, GA	Interim City Manager	2024
City of Villa Rica, GA	City Engineer	2024
City of Powder Springs, GA	Deputy Finance Director	2024

City of Kennesaw, GA	Information Technology Director	2024
City of Stonecrest, GA	Chief of Police	2024
Glynn County, GA	Community Development Director	2024
City of Winder, GA	City Administrator	2024
City of New Carrollton, MD	Interim City Clerk	2024
City of Acworth, GA	Finance Director	2024
City of Acworth, GA	Deputy City Manager	2024
City of Germantown, TN	Public Works Director	2024
City of Warner Robins, GA	Finance Director	2024
City of Warner Robins, GA	City Engineer	2024
City of College Park, GA	HR and Risk Management Director	2024
City of College Park, GA	Purchasing Director	2024
City of College Park, GA	City Clerk	2024
City of College Park, GA	Economic Development Director	2024
City of College Park, GA	City Manager	2024
City of College Park, GA	City Planner	2024
City of College Park, GA	Grants Manager	2024
City of College Park, GA	Public Works Director	2024
City of Sandersville, GA	Finance Director	2024
City of Tucker, GA	Deputy Parks and Recreation Director	2024
City of College Park, GA	Interim Finance Director	2024
City of College Park, GA	Interim Purchasing Administrator	2024
City of Chamblee, GA	Assistant City Manager	2024
Spartanburg County, SC	Transportation Manager	2024
City of College Park, GA	Fire Chief	2024
City of College Park, GA	Finance Director	2024
City of College Park, GA	Executive Director - Convention Center	2024
City of East Point, GA	Finance Director	2024
City of East Point, GA	IT Director	2024
City of Sandersville, GA	Public Works Director	2024
City of Acworth, GA	Public Works Director	2024
City of Fayetteville, GA	Communications Director	2024
Town of Easton, MD	Town Manager	2024
City of Guyton, GA	City Manager	2024
City of Port Wentworth, GA	Assistant City Manager	2024
City of Warner Robins, GA	City Engineer	2024
City of Dade City, FL	City Manager	2024
City of College Park, GA	Communications Director	2024
City of Tifton, GA	City Manager	2024
Town of Ocean City, MD	Chief of Police	2024
City of Cape Canaveral, FL	Chief Building Official	2025



City of College Park, GA	Deputy Fire Chief	2025
City of Warner Robins, GA	Interim Finance Director	2025
Washington County, GA	County Administrator	2025
City of Winder, GA	Interim Finance Director	2025
City of Winder, GA	Finance Director	2025
City of College Park, GA	Interim Purchasing Administrator	2025
City of Clarkston, GA	Interim Finance Director	2025
City of Villa Rica, GA	Interim Community Development Director	2025
City of Alpharetta, GA	Interim Assistant City Clerk	2025
City of Valdosta, GA	Interim Senior Accountant	2025
St. Mary's County, MD	EMS Chief	2025
City of Chamblee, GA	Interim Planning and Development Director	2025
City of Marietta, GA	Deputy Finance Director	2025
City of North Myrtle Beach, SC	Finance Director	2025
Town of Hilton Head Island, SC	Planning Director	2025
Town of Hilton Head Island, SC	Assistant Planning Director	2025
Town of Hilton Head Island, SC	Assistant Finance Director	2025
Town of Hilton Head Island, SC	Plans Examiner	2025
City of Stone Mountain, GA	City Manager	2025
City of Woodstock, GA	Chief of Police	2025
City of Chamblee, GA	Planning and Development Director	2025
City of Stone Mountain, GA	Interim Finance Director	2025
City of Brookhaven, GA	Assistant Parks and Recreation Director	2025
City of Sarasota, FL	City Manager	2025
City of Stone Mountain, GA	Public Works Director	2025
City of Doraville, GA	City Manager	2025
City of Tucker, GA	Court Administrator	2025
City of Atlanta Department of Watershed Management	Assistant Commissioner of Technical Services	2025
City of Brooklet, GA	City Manager	2025
Glynn County, GA	Human Resources Director	2025
City of Stockbridge, GA	Economic Development Director	2025
Sumner County, TN	Finance Director	2025
City of Forest Park, GA	City Manager	2025
City of Tucker, GA	Finance Director	2026
City of Tucker, GA	Parks and Recreation Director	2026
City of Lake Worth Beach, FL	City Manager	2026
City of Senoia, GA	City Manager	2026
City of Stonecrest, GA	City Manager	2026

City of Senoia, GA	Community Development & Planning Director	2026
City of Fayetteville, GA	Deputy HR Director	2026
City of Fayetteville, GA	Deputy Public Services Director	2026
City of Fayetteville, GA	Community Development Director	2026
City of White House, TN	City Administrator	2026
City of Perry, GA	Public Works Director	2026
City of Fayetteville, GA	Water and Wastewater Director	2026
City of Stockbridge, GA	Assistant Public Works Director	2026
City of Pelham, AL	Communications Director	2026
City of Villa Rica, GA	City Manager	2026
City of Orangeburg, SC	Chief Financial Officer	2026
City of Decatur, GA	Building Official	2026
City of Social Circle, GA	Finance Director	2026
City of Conyers, GA	Public Works Director	2026
City of Mableton, GA	Public Safety Director (Assistant City Manager)	2026
City of Lake City, GA	City Manager	2026
City of Mableton, GA	Police Chief	2026
City of Perry, GA	Community Development Director	2026
City of Perry, GA	Chief Building Official	2026
City of Lake City, GA	Finance Director	2026
City of Pine Lake, GA	City Manager	2026
Town of Greeneville, TN	City Manager	2026

EXHIBIT A – IDEAL CANDIDATE PROFILE



The Ideal Candidate

- A competitive individual who knows, understands, and values the importance of being part of a team
- A leader who possesses the ability to relate to a diverse workforce
- An individual who can work with a shared community vision to see the big picture and execute the City Commission's direction to achieve that vision
- A supportive leader with the will and ability to collaborate with the staff
- A confident leader willing and able to delegate tasks that allow seasoned staff to work autonomously
- A person with exceptional communication skills
- A person of high integrity, always working to do what is in the long-term best interest of the City
- A person who can think both locally and regionally
- An individual who can respectfully and effectively help resolve problems between opposing viewpoints
- A resourceful problem solver who works to progress, without impeding the process
- A person willing to be involved with local, state, and federal officials in a continuing effort to secure the resources necessary to continue moving the City forward



EXHIBIT B – RECRUITMENT BROCHURE

RECRUITMENT

City of Sarasota, FL
City Manager



First review of resumes - December 12, 2025

Executive search
provided by:



About the Community

Sarasota, Florida, is a vibrant and culturally rich city nestled along the Gulf Coast, celebrated for its beautiful beaches, artistic vitality, and small-town charm. Consistently ranked among America's Best Places to Live by U.S. News & World Report, Sarasota offers the perfect balance of sophistication, coastal living, and community spirit.



With a population of roughly 60,000 residents, the city's vitality expands significantly during the winter months, when seasonal residents and visitors swell the community to over 100,000 people. Sarasota's lifestyle reflects a blend of laid-back coastal elegance and forward-looking innovation. Residents enjoy 251 days of sunshine each year, an award-winning performing arts scene, world-class dining, and access to the region's natural treasures—white sand beaches, tranquil bay waters, and lush parks and trails.





Cultural amenities abound. The City-owned Van Wezel Performing Arts Hall anchors Sarasota's reputation as Florida's "Cultural Coast," complemented by institutions such as the Ringling Museum of Art, Asolo Repertory Theatre, Sarasota Opera House, Florida Studio Theatre, and the Sarasota Ballet. Signature events like the Sarasota Film Festival and Siesta Key Crystal Classic draw national attention each year.

Sarasota's economy is anchored by tourism, healthcare, education, and professional services. The area's largest employers include Sarasota Memorial Hospital, the Sarasota County School Board, and Publix Super Markets, with growing contributions from the construction and tech sectors. Housing options range from walkable downtown condominiums to coastal neighborhoods and family-friendly communities inland, providing choices for every lifestyle.





A RICH AND UNIQUE HISTORY

Sarasota's roots date back to the 1500s, when Spanish explorers arrived along Florida's Gulf Coast. Sarasota was incorporated as a town on October 14, 1902, having a population of 53 residents, with John Hamilton Gillespie being sworn in as mayor and a municipal charter being created. It was later re-platted in 1912 and then incorporated as a city in 1913, with A. B. Edwards being the first mayor for the new city government.

The city's character was further shaped by visionary figures such as John Ringling, whose winter home and investments brought national attention and earned Sarasota the nickname "Circus City." Ringling's influence, along with the civic and philanthropic leadership of Bertha Palmer, who championed local agriculture and tourism, helped establish Sarasota as both a cultural and economic hub.

In 1945, the City formally adopted the Commission-Manager form of government, ensuring professional management and stable leadership as Sarasota transitioned from a small coastal town to a thriving regional center.



GOVERNMENT STRUCTURE

Sarasota operates under a Commission–Manager form of government, as established by its City Charter. The City Commission serves as the community’s legislative and policymaking body, consisting of five members—two elected at-large and three elected from single-member districts. Each serves a four-year term, with elections staggered in even-numbered years.

Each November, Commissioners select from among themselves a Mayor and Vice Mayor. The Commission appoints three Charter Officials:

- The City Manager, who serves as the City’s Chief Administrative Officer
- The City Auditor and Clerk, who acts as the official recordkeeper and internal auditor
- The City Attorney, who serves as legal counsel to the City

The City Manager oversees employees across major departments such as Police, Parks and Recreation, Public Works, Utilities, and Development Services. The City’s FY 2025–2026 total budget is \$303 million.

Sarasota’s government is guided by the principles of integrity, accountability, teamwork, and respect. This structure reflects the community’s commitment to transparent governance, professional management, and strong collaboration between elected officials and staff—values that have helped sustain Sarasota’s success for decades.



The Sarasota Experience

Sarasota is more than a place to live and work—it's a community that embraces creativity, celebrates diversity, and thrives on civic pride. Known as Florida's Cultural Coast, Sarasota offers a unique blend of coastal beauty, cosmopolitan energy, and small-town warmth that continues to draw artists, entrepreneurs, professionals, retirees, and families from across the nation.

A THRIVING ARTS AND CULTURE SCENE

The arts are not just a pastime in Sarasota—they are part of its identity. Few cities of comparable size can boast the depth and diversity of Sarasota's cultural landscape. The John and Mable Ringling Museum of Art, Florida's official state art museum, anchors a constellation of world-class institutions that include the Van Wezel Performing Arts Hall, Asolo Repertory Theatre, Sarasota Ballet, Florida Studio Theatre, Sarasota Opera, Westcoast Black Theatre Troupe, and the Sarasota Art Museum.

The community's artistic spirit spills outdoors, too. Public art installations dot city streets and parks, murals enliven downtown alleyways, and open-air festivals fill the calendar year-round—from the internationally renowned Sarasota Film Festival to the Chalk Festival, Sarasota Music Festival, and the Siesta Key Crystal Classic sand-sculpting competition. Whether one's passion lies in fine art, live theatre, film, or music, Sarasota offers continual inspiration and opportunities for engagement.



A CULINARY DESTINATION

Sarasota's dining scene rivals that of much larger metropolitan areas, combining global sophistication with Gulf Coast freshness. Dozens of chef-driven restaurants and locally owned bistros offer everything from upscale waterfront dining to creative farm-to-table concepts and casual seafood spots featuring the day's local catch. The downtown core, St. Armands Circle, and the Rosemary District provide walkable clusters of restaurants, cafés, and wine bars that come alive after dark.

Local culinary traditions are enriched by the city's diversity—Italian trattorias, Caribbean grills, French bakeries, and New Southern kitchens all thrive here. A growing number of microbreweries and craft cocktail lounges add to the city's vibrant nightlife, while open-air markets and food festivals celebrate Sarasota's love of good food and community connection.





DOWNTOWN AND NEIGHBORHOOD LIVING

At the heart of it all is Downtown Sarasota—a walkable, tree-lined district filled with boutique shopping, art galleries, historic architecture, and waterfront views. Main Street, Lemon Avenue, and Palm Avenue serve as lively corridors of commerce and culture, with year-round events such as the Downtown Farmers Market, art walks, parades, festivals and live music. The nearby Bay Park project is transforming the city's waterfront into a signature public space that blends green design, recreation, and community gathering areas along Sarasota Bay.

Housing options in and around the city are as diverse as the people who call Sarasota home. Downtown condominiums and luxury high-rises offer modern amenities and sweeping views of the bay, while charming bungalows, historic homes, and new developments provide appealing options for families and professionals alike. Waterfront estates, golf-course communities, and mixed-use neighborhoods create a housing market that accommodates a wide range of lifestyles and income levels. The median home price, around \$549,000, and median rents, around \$2,300 per month, reflect Sarasota's strong desirability and steady growth, while surrounding neighborhoods and inland areas offer more attainable options without sacrificing access to the city's amenities.



A LIFESTYLE OF CONNECTION AND COMMUNITY

Despite its sophistication, Sarasota retains an inviting, close-knit atmosphere. Neighbors greet each other at the Farmers Market, families gather for concerts in Payne Park, and volunteers of all ages support a wide array of civic, cultural, and philanthropic organizations. Residents value Sarasota's tradition of participation—whether serving on local boards, supporting the arts, or engaging in lively public discourse about the city's future.

In every sense, Sarasota offers a lifestyle that combines beauty, creativity, and community. For the next City Manager, it represents a truly special place to lead—a city where art and culture meet coastal living, where innovation is encouraged, and where civic pride runs deep.



City Commission (as of November 1, 2025)



MAYOR, DISTRICT TWO
FIRST ELECTED ON 5/15/15

Liz Alpert



VICE MAYOR, AT-LARGE
FIRST ELECTED ON 11/8/22

Debbie Trice



COMMISSIONER, AT-LARGE
FIRST ELECTED ON 5/12/17

Jen Ahearn-Koch



COMMISSIONER, DISTRICT ONE
FIRST ELECTED ON 11/6/20

Kyle Battie



COMMISSIONER, DISTRICT THREE
FIRST ELECTED ON 11/8/24

Kathy Kelley Ohlrich



Charter Officials



INTERIM CITY MANAGER
WITH THE CITY SINCE 5/19/25

David Bullock



CITY ATTORNEY
WITH THE CITY SINCE 3/3/25

Joe Polzak

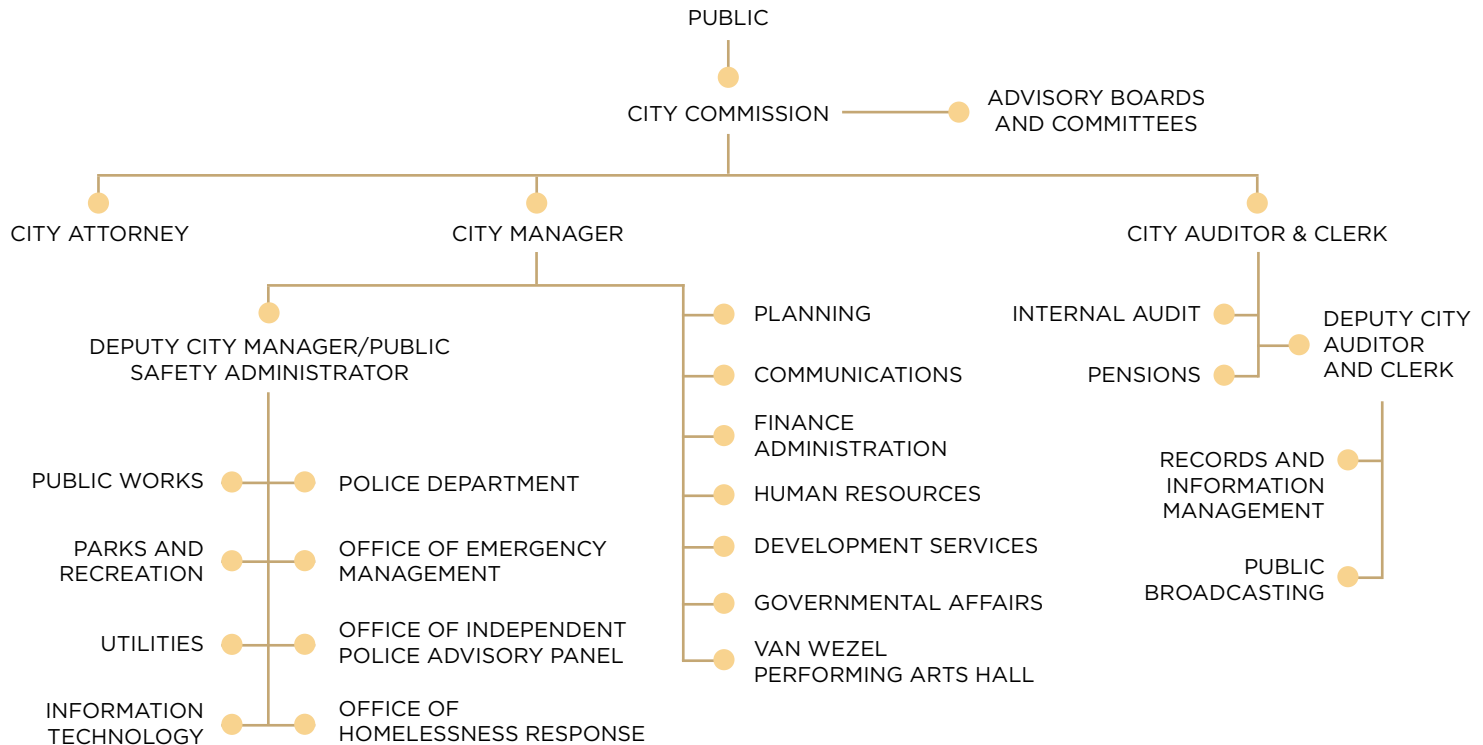


CITY AUDITOR & CLERK
WITH THE CITY SINCE 11/4/19

Shayla Griggs



Organization Chart



The Role

ABOUT THE POSITION

The City Manager is a cornerstone leadership role within the City of Sarasota, responsible for guiding the daily operations of this vibrant and evolving community. Working closely with the City Commission, the City Manager helps shape and implement citywide policy while ensuring that organizational priorities align with the community's long-term vision.



As the City's chief administrative officer, the City Manager provides strategic leadership in developing and executing both short- and long-term plans. This individual supports the City Commission by preparing reports, offering professional recommendations, and attending Commission meetings to provide staff insight and operational perspective.





The Role

KEY RESPONSIBILITIES

- Oversee all city departments and the management team, including the hiring, supervision, and evaluation of department directors (Except for positions appointed by the Commission directly – City Attorney and City Auditor and Clerk)
- Establish and maintain policies and procedures that ensure efficient, effective, and transparent municipal operations
- Lead the preparation of the annual budget in close collaboration with the City's Chief Financial Officer, demonstrating strong financial management skills and a deep understanding of municipal finance
- Serve as a key representative and spokesperson for the City, building strong relationships with residents, business leaders, community organizations, and regional partners

The next City Manager of Sarasota will be a forward-thinking, energetic, collaborative leader with a passion for public service and a proven ability to bring people together. The ideal candidate will value transparency, communication, and teamwork—working in full partnership with the City Commission, staff, and community stakeholders to advance Sarasota's goals, carry out Commission policy, and ensure the City continues to thrive.



Challenges and Opportunities

THE OPPORTUNITY

The City of Sarasota is seeking an exceptional, forward-thinking leader to serve as its next City Manager. This position offers an exciting opportunity to guide one of Florida's most dynamic and vibrant coastal communities through a period of continued growth, innovation, and community engagement. Sarasota's next City Manager will be a visible, approachable, and relationship-driven leader who thrives on connection with residents, business leaders, civic organizations, and regional partners.

This is not a role for an introvert or someone who views community engagement as a box to check. Success in Sarasota requires genuine enthusiasm for public interaction and a strong presence at community events. The City Commission is looking for a City Manager who truly values civic involvement and sees it as a core leadership responsibility, not an obligation.

LEADERSHIP STYLE AND GOVERNANCE APPROACH

The ideal candidate will be a trusted advisor to the Mayor and City Commission—someone who communicates with honesty, transparency, and integrity. The Commission seeks a professional who tells them what they need to hear, not simply what they want to hear.

This position requires a collaborator who works with the Commission, not one who manages it—someone who respects the diversity of perspectives and can help shape those perspectives into a shared vision through thoughtful dialogue and consensus-building.





Key Leadership Qualities

The next City Manager will be a strategic thinker, a creative problem solver, and a strong organizational leader—a person who:

- Understands the long-term implications of today's decisions.
- Establishes clear, achievable goals for staff and ensures they have the tools and resources to succeed.
- Promotes stability, trust, and respect within the organization.
- Listens carefully, values diverse viewpoints, and fosters collaboration across all levels of the City.
- Creates a positive, inclusive workplace culture where employees are supported and empowered.
- Embraces a culture of accountability for delivering results

Sarasota needs a leader who balances innovation with practicality and embraces new ideas yet maintains a steady hand when navigating complex issues.



Community and Strategic Priorities

The incoming City Manager will find a community filled with opportunity—and a few challenges that demand attention. Among the priorities and initiatives the next City Manager will help lead are:

- Stormwater System Improvements: Partnering with Sarasota County to address critical infrastructure needs
- Performing Arts Center Project: Advancing this high-profile initiative that holds deep significance for the community
- Workforce and Affordable Housing: Developing strategies and partnerships to expand access and affordability
- Downtown Traffic and Parking: Evaluating and implementing solutions that support mobility, business vitality, and quality of life

Additionally, the next City Manager will be expected to conduct a comprehensive review of the City's Strategic Plan, modernize its goals, and work with the Commission and community stakeholders to establish a shared, forward-looking vision for Sarasota's future.



THE CITY OF SARASOTA SEEKS A CITY MANAGER WHO IS:

- Relatable and engaging—a visible presence in the community and a genuine relationship-builder.
- Decisive yet inclusive—someone who leads with confidence but values everyone's input.
- Data-driven and adaptable—able to assess performance metrics while remaining flexible and responsive to changing conditions.
- Visionary and grounded—able to inspire innovation while maintaining a practical understanding of municipal operations.

The successful candidate will view every challenge as an opportunity and every opportunity as a challenge worth tackling.

A CAREER-DEFINING ROLE

The City is looking for a unifier with vision, a communicator who values inclusion, and a leader who thrives on collaboration.

For the right professional, this is a tremendous opportunity to make a lasting impact in one of Florida's most desirable communities. Sarasota's City Manager will have the privilege of leading an experienced team, working alongside a dedicated City Commission, and partnering with an engaged, passionate citizenry.





The Ideal Candidate

- A competitive individual who knows, understands, and values the importance of being part of a team
- A leader who possesses the ability to relate to a diverse workforce
- An individual who can work with a shared community vision to see the big picture and execute the City Commission's direction to achieve that vision
- A supportive leader with the will and ability to collaborate with the staff
- A confident leader willing and able to delegate tasks that allow seasoned staff to work autonomously
- A person with exceptional communication skills
- A person of high integrity, always working to do what is in the long-term best interest of the City
- A person who can think both locally and regionally
- An individual who can respectfully and effectively help resolve problems between opposing viewpoints
- A resourceful problem solver who works to progress, without impeding the process
- A person willing to be involved with local, state, and federal officials in a continuing effort to secure the resources necessary to continue moving the City forward





Qualifications

- The ideal candidate must have considerable progressive senior management experience.
- A bachelor's degree in business, public administration, public policy, or a related field is expected. While not mandatory, a master's degree is highly desirable.
- Per the City Charter, the City Manager is expected to reside in the city. A reasonable amount of time will be provided to candidates to move into the city limits.
- ICMA membership (paid for by the City) must be obtained within 6 months of being hired.

Preferred Experience

- Knowledge and experience in developing and maintaining complex municipal infrastructure
- A proven track record of open and productive community dialogue with community groups, business organizations, residents, visitors, and regional and state leaders who may have at any time similar or conflicting views on community issues
- Knowledge of issues commonly associated with coastal communities, including infrastructure, emergency preparedness, crisis management, and intergovernmental cooperation
- Familiarity and comfort with promoting and managing the impacts of tourism, seasonal resident populations, and active and vibrant downtowns

[CLICK HERE FOR CITY MANAGER JOB DESCRIPTION](#)



Application Process

For more information on this position, including supplementary documents and resources, visit the recruitment webpage at:

[CLICK HERE FOR CITY OF SARASOTA CITY MANAGER RECRUITMENT PAGE](#)

The first review of resumes will take place on December 12, 2025.

Please refrain from communicating with the staff or elected officials with the City of Sarasota. Please direct inquiries to Sumter Consulting.

Please contact the Executive Recruiter with any questions or concerns:

Warren Hutmacher

Email: warren@sumterconsulting.com

Phone: 404-535-0525

Website: sumterlocalgovconsulting.com

Florida's robust "Sunshine" and public records laws create one of the most transparent local government environments in the nation, and candidates for the Sarasota City Manager position should understand how these laws may affect their privacy throughout the recruitment process and beyond. Under Florida's Government-in-the-Sunshine Law, virtually all meetings between elected officials—including City Commissioners—must be open to the public, noticed in advance, and documented. This means that interviews, discussions, and deliberations regarding candidates will generally occur in public settings and may be covered by the media or accessible to any interested resident. Likewise, Florida's Public Records Law treats most documents related to city business—including applications, résumés, emails, text messages, and correspondence related to the recruitment—as public records subject to inspection by any member of the public. While certain limited exemptions exist, applicants should expect that their interest in the position, as well as much of the information they submit, may become publicly available. Candidates should be prepared for an unusually high level of public visibility, community scrutiny, and media attention throughout the selection process.



Compensation and Benefits

Key benefits:

Participation in the Florida Retirement System

457(b) Deferred Compensation with a city match

Retiree health benefits, including two medical plans, access to the City's Health Clinic when enrolled in medical, dental insurance, vision insurance, basic retiree life insurance if eligible, conversion of additional life insurance, and a health reimbursement account (HRA)

Fitness Days: The City of Sarasota allows all employees to earn paid time off twice per year by exercising. An employee may earn up to six days of paid time off annually by participating in the Run/Walk/Swim program. Other wellness incentives, such as diet and exercise, are available and provide the opportunity to reduce your monthly health insurance premium.

Hiring Range:

Between \$275,000 and \$295,000, depending on qualifications and experience

[CLICK HERE FOR
BENEFITS GUIDE](#)

Florida law (F.S. § 215.425) places clear restrictions on severance payments for public employees, including City Managers:

Maximum payout: Severance may not exceed 20 weeks of compensation under any employment agreement.

No severance for misconduct: If termination is for misconduct, no severance may be paid.



Hiring Process and Projected Timeline



1. Apply Here



2. First Review of Resumes

December 12, 2025



3. Semi-Finalist Interviews

Mid-January 2026



4. Finalist Interviews

Early February 2026



5. Background Check & Offer

Late February 2026



EXHIBIT C – INNOVATIVE INTERVIEW

INNOVATIVE INTERVIEWS

The interview process is intended for candidates to be fully informed about their prospective employer as well as for the city to find out as much as it can about the candidate's abilities, qualifications, and character.

Sumter Consulting believes that there are methods outside the traditional interview process used to discover more about the applicant than a question and answer can produce.

When the City of Johns Creek was interviewing candidates for a Communications Director position, the ideal candidate profile called for the successful candidate to be capable of handling crisis communication while providing a sense of confidence and calm under heavy stress. They could have asked candidates to discuss a time in their careers when they dealt with a crisis, but instead the city created a crisis and put the applicants to the test....

Here is why Sumter Consulting approaches the recruitment process differently than other firms. The following is a retelling of a recruitment process Warren Hutmacher led for the City of Johns Creek, GA.



INNOVATIVE INTERVIEWS

Example: “The Crisis Unveiled”

Candidates entered the conference room for their individual interviews opposite three similarly dressed interviewers representing the city. Hands are shaken, introductions made, and the interviews proceed like any other interview held by a city government. While the employer is taking turns asking questions, the door suddenly comes flying open and a city staffer bellows into the room in an agitated state that the Communications Director candidate is urgently needed to help with a crisis in the making.



The candidate is whisked away to a separate conference room and is briefed by the Police Chief and Assistant City Manager regarding an officer involved shooting that has just occurred. The facts are hazy and are dribbling in. The candidate is then asked to go to the PD Headquarters and interview the Sergeant and Lieutenant on duty when the shooting happened.

After talking with an obviously flustered Sergeant and an overly tight-lipped Lieutenant, the candidate must take this information and what he learned from the Chief and Assistant City Manager to craft an immediate action plan and a press release and prepare for a press conference to be held in the next 30 minutes.

After 30 minutes alone with pen and paper, the candidate is taken by the Police Chief to the Roll Call room for a press conference. The video cameras are rolling, and a dozen city staff are in attendance. The candidate is called to the podium to give a statement and take questions from the “reporters” in the room. The candidate is peppered with questions, some of which are unfair, and some are hard hitting.

INNOVATIVE INTERVIEWS

Example: “The Crisis Unveiled” continued

After this 30-minute exercise, the candidate is taken back to the original panel interview to brief the panelists as to how they think they did with the exercise and finish up their formal question and answer interview.

This process is repeated for all three finalists. The videos are compiled and the participants from the staff (Police Chief, Assistant City Manager, Sgt., Lt., and staff acting as reporters) gather to review the press releases, view the press conference videos, and conduct a full debrief on the entire exercise. The City Manager learned the following from this experience:

The first candidate panicked and was very uncomfortable in dealing with the crisis. He was pushed around by the “reporters” at the mock press conference. His answers, press release and leadership through the exercise did not meet the expectations for the job.

The second candidate’s performance was rated as mediocre. She failed to keep certain confidential details off the public record after being warned by the Chief of Police that certain facts were not to be shared publicly.



The last candidate was sharp, unaffected by the stress and handled the reporters politely and directed the answers toward the city’s narrative. It didn’t hurt that this candidate was the former public affairs Captain for the United States Navy’s entire Pacific Fleet. When asked afterwards about the exercise, he joked that this crisis was rather easy to deal with compared to North Korea!

EXHIBIT D – SEMI-FINALIST REPORT

EXECUTIVE SEARCH

Semi-Finalist Candidate Review

City of Sarasota, FL
City Manager



AGENDA

Review of Process

Review of Ideal Candidate Profile

Candidate Review

Finalist Recommendations

Review Next Steps

SEMI-FINALIST CANDIDATE REVIEW

REVIEW OF PROCESS

Development of Ideal Candidate Profile and Recruitment Brochure

Advertising

Recruitment

Initial Candidate Review - Client

Selection of Semi-Finalists - Client

Recorded Interviews for Semi-Finalists with Search Consultant

Review of Semi-Finalists with Client and Selection of Finalists

Finalist Interviews with...

Background Investigations, Selection, and Negotiations

THE IDEAL CANDIDATE

A competitive individual who knows, understands, and values the importance of being part of a team

A leader who possesses the ability to relate to a diverse workforce

An individual who can work with a shared community vision to see the big picture and execute the City Commission's direction to achieve that vision

A supportive leader with the will and ability to collaborate with the staff

A confident leader willing and able to delegate tasks that allow seasoned staff to work autonomously

A person with exceptional communication skills

A person of high integrity, always working to do what is in the long-term best interest of the City

A person who can think both locally and regionally

An individual who can respectfully and effectively help resolve problems between opposing viewpoints

A resourceful problem solver who works to progress, without impeding the process

A person willing to be involved with local, state, and federal officials in a continuing effort to secure the resources necessary to continue moving the City forward

QUALIFICATIONS

The ideal candidate must have considerable progressive senior management experience.

A bachelor's degree in business, public administration, public policy, or a related field is expected. While not mandatory, a master's degree is highly desirable.

Per the City Charter, the City Manager is expected to reside in the city. A reasonable amount of time will be provided to candidates to move into the city limits.

ICMA membership (paid for by the City) must be obtained within 6 months of being hired.

PREFERRED EXPERIENCE

Knowledge and experience in developing and maintaining complex municipal infrastructure

A proven track record of open and productive community dialogue with community groups, business organizations, residents, visitors, and regional and state leaders who may have at any time similar or conflicting views on community issues

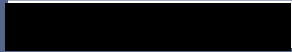
Knowledge of issues commonly associated with coastal communities, including infrastructure, emergency preparedness, crisis management, and intergovernmental cooperation

Familiarity and comfort with promoting and managing the impacts of tourism, seasonal resident populations, and active and vibrant downtowns

Semi-finalists selected by client



Semi-finalists selected by client



[Watch Video](#)

Passcode:



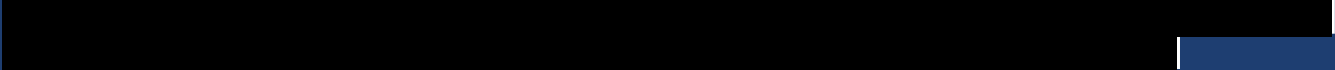
Positive attributes:

- o Experience in large communities on the water
- o Great personality, very engaging, and obvious commitment to public service
- o Has worked in a wide variety of areas of local government

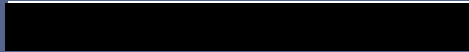
Possible drawbacks:

- o Has no City Manager experience

Related article:

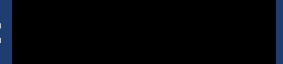
- o 

Semi-finalists selected by client



[Watch Video](#)

Passcode:



Positive attributes:

- o Experience managing large projects and in large communities
- o Professional engineer with finance expertise
- o Has worked briefly in a coastal community on the 

Possible drawbacks:

- o Has not had full-time involvement in local government management since 2021

Related articles:

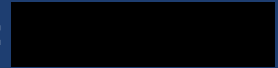


Semi-finalists selected by client



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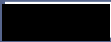
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Positive attributes:

- Obvious love for public service
- Long tenure in two jobs in 
- Experience in a large community 

Possible drawbacks:

-  — short tenure

Related articles:

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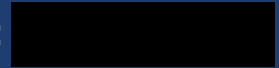


Semi-finalists selected by client



[Watch Video](#)

Passcode:



Positive attributes:

- [Redacted]
- [Redacted]
- [Redacted]

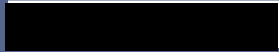
Possible drawbacks:

- None

Related articles:

- [Redacted]
- [Redacted]
- [Redacted]

Semi-finalists selected by client



[Watch Video](#)

Passcode:



Positive attributes:

- Diverse experience in hospitality and entrepreneurship and as an attorney and City Manager
- Friendly and obvious leadership ability
- Problem solver

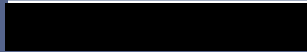
Possible drawbacks:

- City Manager experience in a very small town in 

Related articles:

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Semi-finalists selected by client



[Watch Video](#)

Passcode:



Positive attributes:

- o Education pedigree, intelligence, and ability to communicate effectively
- o Diverse experience in national intelligence, homeland security, technology, and large urban governance
- o Ability to organize large teams and handle big projects

Possible drawbacks:

- o Lack of experience as the overall leader of the community
- o Lack of experience with council-manager government

Related articles:

- o 
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Recommended candidates moving forward:

- ☐ [REDACTED]
- ☐ [REDACTED]
- ☒ [REDACTED]
- ☐ [REDACTED]
- ☐ [REDACTED]
- ☒ [REDACTED]