



CITY OF STONECREST, GEORGIA

CITY COUNCIL SPECIAL CALLED MEETING – AGENDA

3120 Stonecrest Blvd., Stonecrest, GA 30038

Monday, November 14, 2022 at 6:00 PM

Mayor Jazzmin Cobble

Council Member Tara Graves - District 1 Council Member Rob Turner - District 2

District 3 - Vacant Mayor Pro Tem George Turner - District 4

Council Member Tammy Grimes - District 5

Citizen Access: [Stonecrest YouTube Live Channel](#)

I. CALL TO ORDER: George Turner, Mayor Pro-Tem

II. ROLL CALL: Sonya Isom, City Clerk

III. AGENDA ITEMS

a. For Decision - FY23 Budget Approval - *Mayor Jazzmin Cobble*

b. For Decision - Appointment of Acting City Manager - *Mayor Jazzmin Cobble*

c. For Decision - City Manager Vacancy Resolution - *Mayor Pro Tem George Turner*

d. For Decision - Human Resources Consultant Approval - *Gia Scruggs*

e. For Decision - Executive Search Firm for City Manager Position - *Gia Scruggs*

IV. EXECUTIVE SESSION

(When an executive session is required, one will be called for the following issues: 1) Personnel, 2) Litigation, 3) Real Estate)

V. ADJOURNMENT

Americans with Disabilities Act

The City of Stonecrest does not discriminate on the basis of disability in its programs, services, activities and employment practices.

If you need auxiliary aids and services for effective communication (such as a sign language interpreter, an assistive listening device or print material in digital format) or reasonable modification to programs, services or activities contact the ADA Coordinator, Sonya Isom, as soon as possible, preferably 2 days before the activity or event.



CITY COUNCIL AGENDA ITEM

SUBJECT: FY23 Proposed Budget for approval

AGENDA SECTION: *(check all that apply)*

- PRESENTATION PUBLIC HEARING CONSENT AGENDA OLD BUSINESS
 NEW BUSINESS OTHER, PLEASE STATE: Click or tap here to enter text.
-

CATEGORY: *(check all that apply)*

- ORDINANCE RESOLUTION CONTRACT POLICY STATUS REPORT
 OTHER, PLEASE STATE: Click or tap here to enter text.
-

ACTION REQUESTED: DECISION DISCUSSION, REVIEW, or UPDATE ONLY

Previously Heard Date(s): Click or tap here to enter text. & Click or tap here to enter text.

Current Work Session: Click or tap to enter a date.

Current Council Meeting: Monday, November 14, 2022

SUBMITTED BY: Gia Scruggs, Finance Director

PRESENTER: Jazzmin Cobble, Mayor

PURPOSE: To present the Fiscal Year 2023 budget for approval.

FACTS: The Mayor is presenting the FY23 budget for each fund of the city of Stonecrest, Georgia, appropriating the amounts shown in each budget as expenditures/expenses, adopting the items of revenue anticipations, and prohibiting expenditures or expenses from exceeding the funding available; and for other lawful purposes.

OPTIONS: Approve, Deny, Defer Click or tap here to enter text.

RECOMMENDED ACTION: Approve

ATTACHMENTS:

- (1) Attachment 1 - FY23 Budget Resolution
- (2) Attachment 2 - FY23 Transmittal Letter
- (3) Attachment 3 - FY23 Budget Report
- (4) Attachment 4 - FY23 Capital Improvements Plan



CITY COUNCIL AGENDA ITEM

- (5) Attachment 5 - FY23 Comprehensive Plan Initiatives
- (6) Attachment 6 - FY23 City Events Calendar
- (7) Attachment 7 - FY23 City Council Meeting Calendar
- (8) Attachment 8 - FY23 City Holiday Calendar
- (9) Attachment 9 - FY23 Bi-weekly Payroll Calendar

STATE OF GEORGIA
DEKALB COUNTY
CITY OF STONECREST

RESOLUTION _____ - _____

A RESOLUTION BY THE MAYOR AND CITY COUNCIL OF THE CITY OF STONECREST TO ADOPT THE FISCAL YEAR 2023 OPERATING AND CAPITAL BUDGET FOR EACH FUND OF THE CITY OF STONECREST, GEORGIA, APPROPRIATING THE AMOUNTS SHOWN IN EACH BUDGET AS EXPENDITURES/EXPENSES, ADOPTING THE SEVERAL ITEMS OF REVENUE ANTICIPATIONS, AND PROHIBITING EXPENDITURES OR EXPENSES FROM EXCEEDING THE FUNDING AVAILABLE; AND FOR OTHER LAWFUL PURPOSES.

WHEREAS: Sound governmental operations require a budget in order to plan the financing of services for the residents of the City of Stonecrest (“City”); and

WHEREAS: Title 36, Chapter 81, Article 3 of the Official Code of Georgia Annotated requires a balanced budget for the City's fiscal year, which runs from January 1, 2023 to December 31, 2023; and

WHEREAS: estimates have been established for the Fiscal Year 2023 budget; and

WHEREAS: The Mayor and City Council of the City of Stonecrest have reviewed the proposed budget as presented and each fund is balanced so that anticipated revenues and other financial resources for each fund equal the proposed expenditures or expenses; and

WHEREAS: The Mayor and City Council wish to adopt the proposed budget as the Fiscal Year 2023 Annual Budget, effective from January 1, 2023 to December 31, 2023.

NOW THEREFORE BE IT RESOLVED by the Mayor and Council of the City of Stonecrest, Georgia as follows:

Section 1:

That the proposed City of Stonecrest Fiscal Year 2023 Budget (“FY2023”), attached hereto and incorporated herein as part of this Resolution is hereby adopted as the Budget for the City of Stonecrest, Georgia for the Fiscal Year of 2023 for all operating and capital spending, which begins January 1, 2023 and ends on December 31, 2023.

Section 2:

That the FY2023 anticipations and appropriations for the various funds herein, based on upon the estimates of revenues for the Fiscal Year 2023 to be hereby adopted for each fund of the City listed herein.

Section 3:

That the "legal level of control" as defined in O.C.G.A. § 36-81-2 is set at the department level, meaning that the City Manager in his/her capacity as Budget Officer is authorized to move appropriations from one line item to another within a department, but under no circumstances may expenditures or expenses exceed the amount appropriated for a department without a further Budget amendment approved by the Mayor and City Council or otherwise as required by the Charter of the City of Stonecrest.

Section 4:

That all appropriations shall lapse at the end of the fiscal year.

Section 5:

That this Resolution shall be and remain in **full** force and effect after its date of adoption.

Section 6:

That all Ordinances and Resolutions and parts of Ordinances and Resolutions is conflict herewith be and are hereby waived.

SO RESOLVED this ____ day of _____ 2022.

City of Stonecrest, Georgia

Jazzmin Cobble, Mayor

Attest:

City Clerk

Approved As to Form:

City Attorney



November 14th, 2022

City Council
 City of Stonecrest
 3120 Stonecrest Blvd.
 Stonecrest, GA 30038

Dear City Council,

On behalf of the City of Stonecrest staff, we offer the proposed fiscal year 2023 Operating and Capital budget requests. We recommend this budget based upon the theme of *“Improving Quality of Life and Enhancing Service Delivery as we move Stonecrest Forward”*.

Our fiscal year 2022, was termed *“the transition year”* as the City of Stonecrest transitioned from outsourcing our city services to bringing most of our city operations in-house. To date, the only remaining services being outsourced are Information Technology, Engineering, Chief Building Official services, Janitorial and Landscape Maintenance. In keeping with our transition to in-house services, city staff will continue to work to bring these services in house as well. Most of the FY22 personnel positions were filled during the transition and Human Resources is still actively recruiting for the remainder. Other priorities of note from the FY22 budget year were:

Operating Budget:

- The Film, Entertainment & Music Study
- Economic Development Plan (RFP)
- 1 additional Code Enforcement Officer
- Augmentation of Right of Way Maintenance
- Additional staff for the City Clerk’s Office
- Public Works Study (Proposed)
- CPI Meetings (Community Planning & Information) for citizen input & engagement
- City Events (Paint & Sip, Black History Mobile Museum, Easter Egg Drop, Juneteenth Celebration, Screen on the Green, Fall Festival, Holiday Tree Lighting)

**Under the Urban Redevelopment Agency:*

- *Sale of Sears Building*
- *Purchase of City Hall building*

Capital Improvements Budget:

- New Fairington & Miller Grove Park Master Plans (Pending RFPs)
- Estimated \$12 million in Road Repaving
- Salem Park Improvements
- South River Riverbank Restoration Project
- Freight Cluster Study
- Panola Road Improvement Study (Partnership with DeKalb County)
- Bicycle & Pedestrian & Trails Study (RFP)
- Town Center Study (RFP)

In FY23, there will be a second and more expansive transition of services to in-house operations which will be our Parks & Recreation Services. In efforts to *improve the quality of life* for our citizens, we seek to improve the park facilities, parks grounds and parks programming (for seniors, adults, and youth) to include hiring in-house full-time, and seasonal employees. Additionally, purchasing equipment and vehicles to handle the maintenance and janitorial services of the city facilities, buildings and parks will provide a significant *enhancement to service delivery*. The leisure services department has the largest budget request for FY23 to include a total of 29 full and part time positions.

To compliment the transition of Parks & Recs Services, the FY23 budget includes components of *improvements to quality of life and enhanced service delivery* throughout other city service departments included but not limited to:

EXPENSES

Mayor-Council

Under this proposed budget, an Executive Assistant position will be added to the Office of the Mayor. Additionally, a Constituent Services position will be added for the City Council by way of reclassifying an Administrative Assistant position in the City Clerk's department to assist the Councilmembers with constituent service's needs.

A line for Scholarships has been added for the Mayor & Council to contribute to the events & initiatives throughout the year.

City Manager

The City Manager's office will use the FY23 Operational Budget, Capital Improvements Budget, and Comprehensive Plan Initiatives to develop a City Workplan that identifies and tracks the status of priorities, initiatives, and projects for FY23. Additionally, the City Manager's office will continue to collaborate with DeKalb County regarding improvements and/or additions to our

Intergovernmental Agreements to *enhance service delivery* on the services provided by the county to Stonecrest residents and businesses.

Engineering

The expenses for contract services in Engineering, SPLOST/Capital Management and Augmentation of Right of Way Maintenance are recorded in this department. The greatest area of *improvement to quality of life and enhanced service delivery* in this department is transitioning the Augmentation of Right of Way Maintenance services from contracted to in-house via the Parks & Recreation department. Having the equipment owned and operated by the city will enable us to maintain the right of ways, high foot traffic areas and city owned property on a more routine basis without significant increase to cost (i.e., litter pickup, landscaping & mowing).

Economic Development

In the FY22 budget, the Economic development masterplan was funded. This plan will serve as the road map that will guide strategy for intentional and culturally sustainable economic growth for the city. This plan will also set economic development goals that will help recruit and retain businesses for a sustainable economic impact. In the FY23 budget, the *improvements to quality of life* in economic development are mostly found within the Comprehensive Plan initiatives stated under the Comp Plan section of this letter.

Municipal Court

Two personnel positions with the municipal court department are being reclassified to align with the positions outlined in the city code. The FY23 positions will be Municipal Court Clerk and Court Administrator.

Parks & Recreation

As stated earlier, Parks & Recreation has the largest request for FY23. They are recommending the continuation of the contracted services for landscape maintenance, janitorial, aquatics, and right of way maintenance to begin the FY23 budget year as they implement a phased approach to bring these services in-house. This realignment of resources will position our parks & recreation department to have staff on demand to provide the types of facilities, grounds, activities, and programs that are needed to *improve the quality of life* for our citizens.

Additionally, all City events will be budgeted out of this department designed to create a sense of community among our residents.

The Facilities Coordinator position will be moving from City manager department to parks & recreation department for FY23.

Planning & Zoning

In the FY22 budget, the position of Deputy Director was created. In efforts to continue *enhancing the service delivery* of the Planning & Zoning department, we are creating a position of Zoning Administration Technician and reclassifying a personnel position to Planning Administration Technician in the FY23 budget. With these personnel changes, the Planning and Zoning department will be fully staffed and able to provide this critical service in a more efficient and proficient manner as this department is critical to *improving quality of life* for our residents and has a significant impact to economic development.

Code Enforcement

In the FY22 budget, 1 code enforcement officer was added to the department to total 5 officers, ideally 1 officer per council district. In the FY23 budget, to continue *improving quality of life* for our residents and businesses, 2 additional officers are being added. With the addition of these officers, the city can take a proactive approach to code enforcement and compliance specifically during the evenings, weekends, and overnight hours throughout the city. With a total of 7 code enforcement officers and 1 director, *enhancements to service delivery* will also include assisting with business license renewals to ensure all businesses in the city are compliant with city code.

Building

In the FY22 budget, the city completed an RFP and contracted a company to provide Chief Building Official services within our Building department. In the latter part of the FY23 budget year, it is the intention of the city to begin recruitment activities for an in-house CBO which will round off the building department personnel being completely in-house. *Enhancements to service delivery* in the building department is critical not only to the revenue of the city but also to the growth and sustainability of economic development in Stonecrest.

SPLOST/Capital Improvement Plan (CIP)

The FY23 projects for SPLOST/Capital Improvements are outlined in the supplemental documents accompanying this letter. The projects proposed for this budget year include transportation improvements, parks improvements and road repaving in addition to gateway monuments, bridge & streetscaping and wayfinding signage.

Comprehensive Plan Initiatives

The FY23 comp plan initiatives are outlined in the supplemental documents accompanying this letter. These initiatives include activities effecting quality of life, economic development,

housing, natural and cultural resources, historic preservation, community services and facilities, land use and transportation.

REVENUE

The revenue projections for FY23 total \$15 million to include a mileage rate of 1.257 as a rollback from the 2022 amount of 1.336. There is an increase in anticipated revenue due to the reassessment of property values in DeKalb County.

The City’s major funding sources are general property taxes, franchise fees, and business taxes, namely the insurance premium tax and business occupational taxes. The Finance staff has spent a considerable amount of time in what has been deemed “revenue recovery” for revenue that was expected to be received in previous years.

To ensure that we receive all funds we are due, the Finance Department will continue to review returns submitted by business and other establishments that are required to submit revenue to the City of Stonecrest and take the appropriate action for revenue recovery.

The Finance Department will look for additional grant funding and other revenue sources including bonds to assist with the Capital Improvement Plan projects.

Conclusion

The budget presented is focused on “*Improving Quality of Life and Enhancing Service Delivery as we move Stonecrest Forward.*” While remaining fiscally responsible, we will continue to review governmental operations, service delivery and internal processes and procedures to ensure that we are continuing to strive to be a “World Class City!”

The FY23 budget requests are mindful of the feedback and comments provided by the residents as well as the Financial Oversight, Parks, SPLOST, and Transportation committees while also balancing the anticipated revenues and expected expenses.

We wish to thank all the department directors for their dedicated time and work in developing the 2023 budget requests.

Respectfully Submitted,



Jazzmin R. Cobble, Mayor

Fiscal Year 2023

PROPOSED BUDGET



January 1, 2023 – December 31, 2023



100 - General Fund Revenue Detail		FY 2023 Proposed Budget
031 TAXES		
03110 GENERAL PROPERTY TAX		
31100	REAL PROPERTY	\$ 2,170,262
31200	REAL PROPERTY-PRIOR YEAR	50,000
31301	PERSONAL PROPERTY	353,298
31310	MOTOR VEHICLE TAX	25,236
31315	TITLE AD VALOREM TAX	1,000,000
31340	INTANGIBLE TAX REVENUE	2,500
31360	REAL ESTATE TRANSFER TAX	825
31400	PERSONAL PROPERTY- PRIOR YEAR	50,000
32451	PEN & INT ON DELINQ PROP TAX	5,000
03110	TOTAL GENERAL PROPERTY TAX	3,657,121
03111 FRANCHISE FEES		
31371	ATL GAS LIGHT (SOUTHERN CO.)	375,000
31372	SSEMC	460,000
31373	XFINITY/COMCAST	440,000
31374	AT&T	100,000
31375	GEORGIA POWER	1,700,000
31376	FUEL GEORGIA/CENNAT	50
03111	TOTAL FRANCHISE FEES	3,075,050
03140 SELECTIVE SALES AND USE TAX		
34200	ALCOHOLIC BEVERAGE EXCISE TAX	65,000
34300	LOCAL OPTION MIXED DRINK	130,000
03140	TOTAL SELECTIVE SALES AND USE TAX	195,000
03160 BUSINESS TAXES		
31610	BUSINESS & OCCUPATION TAXES	1,628,778
31620	INSURANCE PREMIUM TAX	4,750,000
31630	FINANCIAL INSTITUTIONS TAXES	30,000
03160	TOTAL BUSINESS TAXES	6,408,778
031	TOTAL TAXES	13,335,949
032 LICENSES & FEES		
03210 BUSINESS LICENSE		
32110	ALCOHOLIC BEVERAGES CY	195,000
32190	OTHER LICENSES/PERMITS	25,000
03210	TOTAL BUSINESS LICENSE	220,000
03220 LICENSES & PERMITS		
32200	BUILDING PERMITS	750,000
32202	DEVELOPMENT PERMITS	20,000
32205	ZONING APPLICATIONS	10,000
32299	OTHER	650
03220	TOTAL LICENSES & PERMITS	780,650
032	TOTAL LICENSES & FEES	1,000,650



100 - General Fund Revenue Detail		FY 2023 Proposed Budget
034 GENERAL GOVERNMENT		
03400 GENERAL GOVERNMENT		
34110	COURT COSTS, FEES, CHARGES	6,500
34120	FILM PERMITTING	22,000
34130	PLANNING AND DEVL P FEES	5,000
34720	ACTIVITY FEES	239,113
34750	PROGRAM FEES	2,500
34990	CHARGES FOR SERVICES-OTHER	350
03400	TOTAL GENERAL GOVERNMENT	275,463
03900 OTHER CHARGES FOR SVCS		
31910	ELECTION QUALIFYING FEE	1,350
34930	BAD CHECK FEES	250
03900	TOTAL OTHER CHARGES FOR SVCS	1,600
034	TOTAL GENERAL GOVERNMENT	277,063
035 FINES AND FORFEITURES		
03510 FINES AND FORFEITURES		
35100	MUNICIPAL COURT	31,500
035	TOTAL FINES AND FORFEITURES	31,500
036 INTEREST REVENUES		
03610 INTEREST REVENUES		
36100	INTEREST	900
036	TOTAL INTEREST REVENUES	900
039 OTHER FINANCING SOURCES		
03910 OTHER FINANCING SOURCES		
39120	TRANSFER FROM HOTEL	373,125
039	TOTAL OTHER FINANCING SOURCES	373,125
Total General Fund Projected Revenues		\$ 15,019,187



100 - General Fund Expenditures Detail		FY 2023 Proposed Budget
010 ADMINISTRATIVE SERVICE		
05110 MAYOR & CITY COUNCIL		
51110	REGULAR SALARIES	\$ 175,000
51200	FICA/MEDICARE	13,388
51210	GROUP INSURANCE	31,672
51240	RETIREMENT	22,750
51260	UNEMPLOYMENT EXPENSE	4,725
51270	WORKERS COMP	1,890
52105	UNIFORMS	1,000
52120	PROFESSIONAL SERVICES	25,000
52352	TRAVEL-DISTRICT 1	3,000
52353	TRAVEL-DISTRICT 2	3,000
52354	TRAVEL-DISTRICT 3	3,000
52355	TRAVEL-DISTRICT 4	3,000
52356	TRAVEL-DISTRICT 5	3,000
52359	MAYOR TRAVEL EXPENSES	4,000
52374	EDUCATION & TRAINING-D 1	2,000
52375	EDUCATION & TRAINING-D 2	2,000
52376	EDUCATION & TRAINING-D 3	2,000
52377	EDUCATION & TRAINING- D 4	2,000
52378	EDUCATION & TRAINING-D 5	2,000
52379	EDUCATION & TRAINING-MAYOR	2,000
53100	OPERATING SUPPLIES	3,000
53171	DISTRICT EXPENSES - D1	3,000
53172	DISTRICT EXPENSES - D2	3,000
53173	DISTRICT EXPENSES - D3	3,000
53174	DISTRICT EXPENSES - D4	3,000
53176	DISTRICT EXPENSES D5	3,000
53177	CITYWIDE MAYOR EXPENSE	5,000
53178	COUNCIL INITIATIVES	25,000
53180	MAYOR INITIATIVES	50,000
53182	SPONSORSHIPS	10,000
05110	TOTAL MAYOR & CITY COUNCIL	414,425



100 - General Fund Expenditures Detail		FY 2023 Proposed Budget
05130 CITY MANAGER		
51110	REGULAR SALARIES	468,358
51130	OVERTIME	5,000
51200	FICA/MEDICARE	36,211
51210	GROUP INSURANCE	66,597
51240	RETIREMENT	61,537
51260	UNEMPLOYMENT EXPENSE	12,781
51270	WORKERS COMP	5,112
51280	RELOCATION EXPENSE	10,000
52120	PROFESSIONAL SERVICES	120,000
52135	SOFTWARE/SERVICE CONTRACTS	25,000
52350	TRAVEL EXPENSE	16,000
52360	DUES & FEES	2,000
52370	EDUCATION & TRAINING	8,000
53100	OPERATING SUPPLIES	1,000
53181	HOSPITALITY SUPPLIES	5,000
05130	TOTAL CITY MANAGER	842,596
05131 CITY CLERK		
51110	REGULAR SALARIES	250,421
51130	OVERTIME	15,000
51200	FICA/MEDICARE	19,157
51210	GROUP INSURANCE	36,681
51240	RETIREMENT	32,555
51260	UNEMPLOYMENT EXPENSE	6,761
51270	WORKERS COMP	2,705
52112	ELECTION SERVICES	50,000
52135	SOFTWARE/SERVICE CONTRACTS	46,000
52330	ADVERTISING	25,000
52350	TRAVEL EXPENSE	4,000
52360	DUES & FEES	1,000
52370	EDUCATION & TRAINING	4,000
53100	OPERATING SUPPLIES	1,500
53130	FOOD	2,500
05131	TOTAL CITY CLERK	497,280
05135 ENGINEERING/PUBLIC WORKS		
52120	PROFESSIONAL SERVICES	600,000
05135	ENGINEERING/PUBLIC WORKS	600,000



100 - General Fund Expenditures Detail		FY 2023 Proposed Budget
05151 FINANCE ADMINISTRATION		
51110	REGULAR SALARIES	818,610
51130	OVERTIME	20,000
51200	FICA/MEDICARE	64,154
51210	GROUP INSURANCE	131,508
51240	RETIREMENT	109,019
51260	UNEMPLOYMENT EXPENSE	22,643
51270	WORKERS COMP	9,057
52110	AUDIT SERVICES	60,000
52120	PROFESSIONAL SERVICES	150,000
52135	SOFTWARE/SERVICE CONTRACTS	20,000
52350	TRAVEL EXPENSE	10,000
52360	DUES & FEES	4,000
52370	EDUCATION & TRAINING	7,500
53100	OPERATING SUPPLIES	1,500
05151	TOTAL FINANCE ADMINISTRATION	1,427,991
05152 HUMAN RESOURCES		
51110	REGULAR SALARIES	202,000
51200	FICA/MEDICARE	15,453
51210	GROUP INSURANCE	21,275
51240	RETIREMENT	26,260
51260	UNEMPLOYMENT EXPENSE	5,454
51270	WORKERS COMP	2,182
52120	PROFESSIONAL SERVICES	120,000
52135	SOFTWARE/SERVICE CONTRACTS	45,000
52330	ADVERTISING	500
52350	TRAVEL EXPENSE	5,000
52360	DUES & FEES	2,000
52370	EDUCATION & TRAINING	3,000
53100	OPERATING SUPPLIES	6,000
53183	STAFF DEVELOPMENT	25,000
53184	STAFF APPRECIATION	15,000
05152	TOTAL HUMAN RESOURCES	494,124
05153 LEGAL SERVICES DEPARTMENT		
52122	ATTORNEY FEES	450,000
52130	ATTORNEY FEES/OTHER	100,000
05153	TOTAL LEGAL SERVICES DEPARTMENT	550,000
05154 INTERNAL AUDIT DEPARTMENT		
52120	PROFESSIONAL SERVICES	80,000
05154	TOTAL INTERNAL AUDIT DEPARTMENT	80,000

100 - General Fund Expenditures Detail		FY 2023 Proposed Budget
05155 ECONOMIC DEVELOPMENT		
51110	REGULAR SALARIES	177,069
51200	FICA/MEDICARE	13,546
51210	GROUP INSURANCE	41,877
51240	RETIREMENT	23,019
51260	UNEMPLOYMENT EXPENSE	4,781
51270	WORKERS COMP	1,912
52120	PROFESSIONAL SERVICES	100,000
52132	MARKETING	20,000
52134	FILM MARKETING	30,000
52136	FILM PERMITTING	5,000
52137	FILM PROGRAMS	20,000
52350	TRAVEL EXPENSE	10,000
52360	DUES & FEES	4,000
52370	EDUCATION & TRAINING	5,000
53100	OPERATING SUPPLIES	1,500
05155	TOTAL ECONOMIC DEVELOPMENT	457,704
05156 FACILITIES & BLDG/ CITY HALL		
52120	PROFESSIONAL SERVICES	50,000
52180	SECURITY	300,000
52200	REPAIRS & MAINTENANCE	75,000
52302	EQUIPMENT RENTAL	15,000
53102	PEST CONTROL	5,000
53120	STORMWATER UTILITY CHARGES	20,000
53121	WATER/SEWER	1,000
53123	ELECTRICITY	50,000
54130	BUILDINGS & IMPROVEMENTS	25,000
54230	FURNITURE AND FIXTURES	125,000
54250	OTHER EQUIPMENT	75,000
05156	TOTAL FACILITIES & BLDG/ CITY HALL	741,000



100 - General Fund Expenditures Detail		FY 2023 Proposed Budget
05157 COMMUNICATIONS		
51110	REGULAR SALARIES	327,352
51130	OVERTIME	5,000
51200	FICA/MEDICARE	25,425
51210	GROUP INSURANCE	61,858
51240	RETIREMENT	43,206
51260	UNEMPLOYMENT EXPENSE	8,974
51270	WORKERS COMP	3,589
52120	PROFESSIONAL SERVICES	15,000
52135	SOFTWARE/SERVICE CONTRACTS	32,000
52340	PRINTING	10,000
52350	TRAVEL EXPENSE	7,500
52360	DUES & FEES	10,000
52370	EDUCATION & TRAINING	7,500
53100	OPERATING SUPPLIES	1,500
54250	OTHER EQUIPMENT	10,000
05157	TOTAL COMMUNICATIONS	568,904
05158 IT/GIS		
52120	PROFESSIONAL SERVICES	390,000
52135	SOFTWARE/SERVICE CONTRACTS	31,000
53100	OPERATING SUPPLIES	5,000
54240	COMPUTER/SOFTWARE	110,000
54250	OTHER EQUIPMENT	133,000
05158	TOTAL IT/GIS	669,000
05159 GENERAL OPERATIONS		
52105	UNIFORMS	6,000
52120	PROFESSIONAL SERVICES	40,000
52210	RECYCLE/SHREDDING	1,000
52232	EQUIPMENT LEASE	25,000
52310	GENERAL LIABILITY INSURANCE	110,000
52340	PRINTING	2,000
52360	DUES & FEES	70,000
52361	BANK FEES	25,000
53100	OPERATING SUPPLIES	30,000
53101	POSTAGE	4,000
53104	SERVICE FEES	250
53105	INTERNET/PHONES	100,000
53115	VEHICLE FUEL	30,000
54250	OTHER EQUIPMENT	223,125
57101	TAX BILL PROCESSING	26,000
58210	CAPITAL LEASE-PRINCIPAL	20,000
58220	CAPITAL LEASE-INTEREST	5,000
05159	TOTAL GENERAL OPERATIONS	717,375



100 - General Fund Expenditures Detail		FY 2023 Proposed Budget
05900 DESIGNATED RESERVE		
57902	RESERVE CONTINGENCY	295,000
05900	TOTAL DESIGNATED RESERVE	295,000
010	TOTAL ADMINISTRATIVE SERVICE	8,355,399
050	MUNICIPAL COURT	
05160 MUNICIPAL COURT		
51110	REGULAR SALARIES	102,054
51130	OVERTIME	5,000
51200	FICA/MEDICARE	8,190
51210	GROUP INSURANCE	44,540
51240	RETIREMENT	13,917
51260	UNEMPLOYMENT EXPENSE	2,890
51270	WORKERS COMP	1,156
52120	PROFESSIONAL SERVICES	25,000
52135	SOFTWARE/SERVICE CONTRACTS	2,000
52140	SOLICITOR	30,000
52150	PUBLIC DEFENDER	2,500
52160	PROBATION SERVICES	2,500
52360	DUES & FEES	1,500
52370	EDUCATION & TRAINING	7,000
53100	OPERATING SUPPLIES	2,000
050	TOTAL MUNICIPAL COURT	250,247



100 - General Fund Expenditures Detail		FY 2023 Proposed Budget
060 LEISURE SERVICES/ PARKS		
06210 LEISURE SERVICES/ PARKS ADMINISTRATION		
51110	REGULAR SALARIES	1,154,697
51130	OVERTIME	145,000
51200	FICA/MEDICARE	99,427
51210	GROUP INSURANCE	566,624
51240	RETIREMENT	141,791
51260	UNEMPLOYMENT EXPENSE	35,092
51270	WORKERS COMP	14,037
52105	UNIFORMS	13,500
52120	PROFESSIONAL SERVICES	300,000
52135	SOFTWARE/SERVICE CONTRACTS	20,000
52200	REPAIRS & MAINTENANCE	250,000
52232	EQUIPMENT LEASE	20,000
52320	INTERNET/PHONES	5,000
52330	ADVERTISING	10,000
52360	DUES & FEES	3,000
52370	EDUCATION & TRAINING	9,000
53100	OPERATING SUPPLIES	100,000
53102	PEST CONTROL	10,000
53120	STORMWATER UTILITY CHARGES	14,000
53124	UTILITIES	125,000
53161	SMALL EQUIPMENT	36,850
53175	CITY EVENTS	250,000
54130	BUILDINGS & IMPROVEMENTS	100,000
54210	MACHINERY	120,000
54220	VEHICLES	137,000
54240	COMPUTER/SOFTWARE	30,000
54250	OTHER EQUIPMENT	6,000
060	TOTAL LEISURE SERVICES/ PARKS	3,716,018



100 - General Fund Expenditures Detail		FY 2023 Proposed Budget
070 PLANNING & ZONING		
07210 PLANNING & ZONING		
51110	REGULAR SALARIES	460,645
51130	OVERTIME	10,000
51200	FICA/MEDICARE	36,004
51210	GROUP INSURANCE	108,551
51240	RETIREMENT	61,184
51260	UNEMPLOYMENT EXPENSE	12,707
51270	WORKERS COMP	5,083
52105	UNIFORMS	500
52120	PROFESSIONAL SERVICES	125,000
52135	SOFTWARE/SERVICE CONTRACTS	6,000
52330	ADVERTISING	10,000
52340	PRINTING	2,500
52350	TRAVEL EXPENSE	5,000
52360	DUES & FEES	2,000
52370	EDUCATION & TRAINING	7,000
53100	OPERATING SUPPLIES	2,000
54250	OTHER EQUIPMENT	3,500
070	TOTAL PLANNING & ZONING	857,674
080 CODE ENFORCEMENT		
08210 CODE ENFORCEMENT		
51110	REGULAR SALARIES	499,619
51130	OVERTIME	35,000
51200	FICA/MEDICARE	40,898
51210	GROUP INSURANCE	78,704
51240	RETIREMENT	69,500
51260	UNEMPLOYMENT EXPENSE	14,435
51270	WORKERS COMP	5,774
52105	UNIFORMS	6,000
52135	SOFTWARE/SERVICE CONTRACTS	30,000
52330	ADVERTISING	2,000
52340	PRINTING	3,000
52360	DUES & FEES	6,000
52370	EDUCATION & TRAINING	20,000
53100	OPERATING SUPPLIES	3,000
53101	POSTAGE	1,000
54250	OTHER EQUIPMENT	12,200
080	TOTAL CODE ENFORCEMENT	827,130



100 - General Fund Expenditures Detail		FY 2023 Proposed Budget
090	BUILDING	
	09210 BUILDING	
51110	REGULAR SALARIES	469,656
51130	OVERTIME	20,000
51200	FICA/MEDICARE	37,459
51210	GROUP INSURANCE	102,940
51240	RETIREMENT	63,655
51260	UNEMPLOYMENT EXPENSE	13,221
51270	WORKERS COMP	5,288
52105	UNIFORMS	3,500
52120	PROFESSIONAL SERVICES	270,000
52135	SOFTWARE/SERVICE CONTRACTS	5,000
52340	PRINTING	2,000
52350	TRAVEL EXPENSE	2,500
52360	DUES & FEES	1,000
52370	EDUCATION & TRAINING	10,000
53100	OPERATING SUPPLIES	1,500
54250	OTHER EQUIPMENT	5,000
090	TOTAL BUILDING	1,012,719
Total General Fund Budgeted Expenditures		\$ 15,019,187



230 - ARPA/American Rescue Plan Act Fund		FY 2023 Proposed Budget
033 INTERGOVERNMENTAL REVENUES		
03320 FEDERAL GOVERNMENT RECOVERY FUNDS		
33210	ARPA LOCAL RECOVERY FUNDS	\$ 5,827,800
033 TOTAL INTERGOVERNMENTAL REVENUES		5,827,800
Total ARPA Fund Revenues		5,827,800
010 ADMINISTRATIVE SERVICE		
55900 OTHER COMMUNITY SERVICES		
52120	PROFESSIONAL SERVICES	207,800
53100	OPERATING SUPPLIES	20,000
57200	PAYMENTS TO OTHER AGENCIES	1,200,000
57300	PAYMENTS TO OTHERS	3,000,000
010 TOTAL ADMINISTRATIVE SERVICE		4,427,800
060 LEISURE SERVICES/PARKS		
06210 LEISURE SERVICES/PARKS		
52120	PROFESSIONAL SERVICES	500,000
54120	SITE IMPROVEMENTS	600,000
54250	OTHER EQUIPMENT	300,000
060 TOTAL LEISURE SERVICES/ PARKS		1,400,000
Total ARPA Fund Expenditures		\$ 5,827,800

275 - Hotel/Motel Excise Tax Fund		FY 2023 Proposed Budget
031 TAXES		
03140 SELECTIVE SALES AND USE TAX		
31410	HOTEL/MOTEL EXCISE TAX	\$ 995,000
031 TOTAL TAXES		995,000
Total Hotel Motel Fund Revenues		995,000
075 ECONOMIC DEVELOPMENT		
07500 ECONOMIC DEVELOPMENT		
57200	PAYMENTS TO OTHER AGENCIES	435,313
61100	TRANSFER TO GENERAL FUND	373,125
61103	TRANSFER TO CAPITAL PROJECT FUND	186,563
075 TOTAL ECONOMIC DEVELOPMENT		559,688
Total Hotel Motel Fund Expenditures		\$ 995,000



300 - Splost Capital Project Fund	FY 2023 Proposed Budget
033 INTERGOVERNMENTAL REVENUES	
33430 STATE GRANT CAPITAL-LMIG DIRE	\$ 559,844
33710 SPLOST REVENUE	8,500,000
033 TOTAL INTERGOVERNMENTAL REVENUES	9,059,844
036 INTEREST REVENUES	
03610 INTEREST REVENUES	
36100 INTEREST	3,500
036 TOTAL INTEREST REVENUES	3,500
039 OTHER FINANCING SOURCES	
03910 OTHER FINANCING SOURCES	
39120 TRANSFER FROM HOTEL	336,563
039 TOTAL OTHER FINANCING SOURCES	336,563
Total SPLOST Fund Revenues	
	9,399,907
075 ECONOMIC DEVELOPMENT	
07540 TOURISM	
54120 SITE IMPROVEMENTS	100,000
54140 INFRASTRUCTURE IMPROVE TRANS	75,000
54250 OTHER EQUIPMENT	30,000
075 TOTAL ECONOMIC DEVELOPMENT	205,000
330 SPLOST	
05135 ENGINEERING/PUBLIC WORKS	
52120 PROFESSIONAL SERVICES	250,000
54140 TRANS INFRASTRUCTURE IMPROVEME	2,150,100
54141 TRANS INFRA IMPROVEMENT SIDEWA	1,476,800
54142 TRANS INFRA IMPROVEMENT BIKE P	2,000,000
05135 ENGINEERING/PUBLIC WORKS	5,876,900
06210 LEISURE SERVICES/ PARKS ADMINISTRATION	
52120 PROFESSIONAL SERVICES	80,000
54120 SITE IMPROVEMENTS	2,968,007
54130 BUILDING & IMPROVEMENTS	110,000
54250 OTHER EQUIPMENT	160,000
06210 TOTAL LEISURE SERVICES/ PARKS	3,318,007
330 TOTAL SPLOST	9,194,907
Total SPLOST Fund Expenditures	
	\$ 9,399,907

City of Stonecrest FY23 Capital Project List Various Funding Sources										
Name	Actual					Anticipated/Budgeted				Total
	2018 (AUDITED)	2019 (AUDITED)	2020 (AUDITED)	2021 (UNAUDITED)	2022 (UNAUDITED)	2022	2023 Requested	2023 Proposed	2024	
Revenues (Actual/Anticipated)										
SPLOST	\$5,547,695	\$7,639,992	\$7,423,276	\$8,838,893	\$6,329,916	\$8,000,000	\$8,500,000	\$8,500,000	\$8,500,000	\$54,449,856
Interest Payment	7,034	14,351	2,887	3,521	4,447	2,500	3,500	3,500	2,000	35,792
LMIG				497,475	-	548,000	559,844	559,844	550,000	2,715,163
Contributions/Donations					190,663					190,663
HMET TPD Restricted Funds						130,000	336,563	336,563	330,000	1,133,125
Total Revenue	\$5,554,729	\$7,654,343	\$7,426,163	\$9,339,889	\$6,525,026	\$8,680,500	\$9,399,907	\$9,399,907	\$9,382,000	\$58,524,600

Expenditure (Actual)	SPLOST Referendum	Master Plan Number	2018 (AUDITED)	2019 (AUDITED)	2020 (AUDITED)	2021 (UNAUDITED)	2022 (UNAUDITED)	2022	2023 Requested	2023 Proposed	2024	Total
Transportation												
Resurfacing/Street	ISPLRF1			\$3,444,862	\$3,944,420	\$5,579,394	\$883,838	\$12,000,000	\$7,500,000	\$1,400,000	\$5,500,000	\$26,852,514
Bus Pads, Bench	ISPLRF5					75,605						75,605
Transportation	ISPLRF2				183,283							183,283
Construction Eng	ISPLRF7				104,625	59,750						164,375
Industrial way (H)	ISPLRF3					2,000,025						2,000,025
Panola Road St	ISPLRF2	PS-4						145,000				-
Freight Traffic	ISPLRF2	PS-3						62,500				-
Freight Traffic St	ISPLRF2										250,000	250,000
Bicycle and Pedes	ISPLRF5							200,000	3,040,000	2,000,000		3,040,000
Quick Response Projects (Short-Ter)		O-6							200,000	200,000	200,000	400,000
SPLOST Manag	ISPLRF7				31,755	14,460	32,145	250,000	250,000	250,000	250,000	578,360
Traffic Signal Maintenance (Short-Ter)		I-18							375,000	375,000	100,000	475,000
Missing Sidewalk Design (Short-Ter)		BP						150,000				-
Missing Sidewalk Construction (Short-Ter)		BP						100,000	676,800	676,800		676,800
Covington Highway Sidewalks (Mid-Ter)		BP							800,000	800,000	200,000	1,000,000
Browns Mill Road Path		BP-9							175,100	175,100		175,100
Other Transportation Projects from		PS-2							1,275,000			1,275,000
Government Buil												
Future City Hall	ISPLRF6	FB2021-01		28,562	24,520							53,082
Town Center St	ISPLRF6							150,000				-
Future Public Sa	ISPLRF6											-
Park Improve												
Park Improve	ISPLRF4			708,787	93,241			1,050,500				802,028
Riverbank Resto	ISPLRF4	P2021-01				14,020	42,065	42,065	1,080,000	1,080,000		1,136,085
New Botanical G	ISPLRF4							150,000				-
New Miller Grove Park Master Plan								50,000				-
Salem Park Roof Replacement							8,650	8,650				8,650
Salem Park Play Equipment		2.5.a					284,000	284,000				284,000
Salem Park Parking Lot Design/Construction								100,000	500,000	400,000		500,000
Everette Park - Supplement Grant Funding									125,000	125,000		125,000

Fairington Park Master Plan	2.7.d							80,000	80,000		80,000
Southeast Athletic Complex Baseball Field Upgrades Design								-	-		-
Southeast Athletic Comp Baseball Field Upgrades Const.								100,000	100,000		100,000
Salem Park Gazebo								50,000	50,000		50,000
Southeast Athletic Complex Master Plan											-
Browns Mill Baseball Field Upgrades								200,000	200,000		200,000
Sports Field Upgrades										677,000	677,000
New Botanical Garden at Fairington Parkway Construction								300,000	300,000	700,000	1,000,000
New Miller Grove Park Construction								200,000	200,000	400,000	600,000
Playground Upgrades										300,000	300,000
Fairington Park Renovation & Upgr	2.1.g							400,000	200,000		400,000
Park studies and design											-
Parking Lot Paving								200,000	200,000	100,000	300,000
Fencing Improvement								100,000	100,000		100,000
Salem Park - Outdoor Exercise equi	2.5.d							80,000	80,000		80,000
Park Furniture								80,000	80,000	80,000	160,000
Basketball court upgrades								60,000	60,000		60,000
Salem Park Walking Path Upgrades	2.5.d							44,000	33,007		44,000
4 Granite stone walls at Salem Park								30,000	30,000		30,000
Building Upgrades										100,000	100,000
Light Upgrades										300,000	300,000
Other Parks Projects from Parks Master Plan								500,000			500,000
TPD Projects											
Park & Gateway Monuments								100,000	100,000	100,000	
Park&Gateway Monument, bridge&streetscape, wayfinding signs Design							75,000				
Festive lights & banners							25,000				
Bridgescape & Streetscape							75,000	75,000		75,000	
Wayfinding & Other Signage							30,000	30,000		50,000	
Total Expenditure		\$0	\$4,182,212	\$4,381,843	\$7,743,253	\$1,250,698	\$14,842,715	\$18,625,900	\$9,399,907	\$9,382,000	\$45,135,907
Balance Forward		\$5,554,729	\$9,026,860	\$12,071,180	\$13,667,815	\$18,942,143	\$0	\$9,716,149		\$0	\$13,388,693

The Community Work Program lists all of the projects that the City of Stonecrest will undertake in the next five years to implement the Comprehensive Plan. The Community Work Program projects are meant to address the Needs and Opportunities raised by community stakeholders throughout the Comprehensive Plan process. These projects are the implementation strategies for the Community's Goals and Policies or, in more simple terms, this is the City of Stonecrest's "To Do List". The list is divided by subject area.

ID	Description of Activity	Timeframe (x)					Department	Estimated Cost	Potential Funding Source
		2019	2020	2021	2022	2023			
Quality of Life									
Q-1	Promote opportunities for community involvement on boards and commissions by creating an application process	X					City Clerk	Clerk staff time	General Fund
Q-2	Enhance the City's communication with the public by holding public forums to learn about government services	X	X	X	X	X	City Manager, Department Heads	Ongoing (CPI)	General Fund
Economic Development									
ED-1	Create an Economic Development Plan and Market Strategy to execute The City of Innovation and Excellence.	X					Economic Development	Funded in FY22	General Fund
ED-3	Implement a marketing plan		X				Economic Development	100,000	General Fund
ED-5	Develop a business retention and expansion program along major corridors, and commercial and industrial areas	X					Economic Development	ED staff time	General Fund/ Grant Funding
ED-7	Maintain a database of the City's available real estate portfolio	X	X	X	X	X	Economic Development	ED staff time	General Fund
ED-8	Partner with local business leaders and economic development partners to identify funding for economic development initiatives	X	X	X	X	X	Economic Development	ED staff time	General Fund
ED-10	Promote the growth of small businesses by providing information to help businesses have access to capital, identify public and private resources, opportunities for networking, so businesses can aid one another		X				Economic Development, Communications	ED staff time	General Fund
ED-14	Develop a Master Plan for a Town Center to include Stonecrest's long-term City Hall and Civic needs	X					Community Development, Economic Development	Included in ED-16	General Fund
ED-15	Inventory available sites for Town Center		X				Economic Development	ED staff time	General Fund
ED-16	Secure sites for Town Center			X			City Manager, Mayor & Council, Economic Development	Funded in FY22	SPLOSTFund
Housing									
H-4	Create architectural design standards to encourage development of appropriate size and scale, quality, and appropriateness, while encouraging innovative design and a variety of housing types and styles based on community conservation and character areas.			X			Economic Development/Planning&Zoning	ED & PZ staff time	General Fund
H-5	Develop a housing needs assessment and affordable housing implementation plan to address housing affordability in the city	X	X	X			Economic Development	ED staff time	General Fund

Natural and Cultural Resources									
NC-1	Identify and map significant wetland resources, both on public and private land	X					Public Works, Geographic Info. Systems	P&Z/engineer staff time	General Fund
NC-2	Adopt and enforce the Department of Natural Resources Protection Standards for Wetlands	X					Public Works, Community Development	P&Z/engineer staff time	General Fund
NC-6	Develop greenways plan to improve access to rivers and streams				X		Public Works, Community Development	P&Z/Engineer staff time	General Fund
Historic Preservation									
HP-1	Develop historic guidelines for historic resources that include historic and archeological resource surveys		X	X			Community Development	P&Z staff time	General Funds/ Grants
HP-2	Collaborate with the Georgia Trust for Historic Preservation to preserve the integrity of historic resources.		X	X	X	X	Community Development	P&Z staff time	General Funds/ Grants
Community Services and Facilities									
CS-1	Collaborate with DeKalb County regarding water and sewer capacity needs to meet City's future land use plan	X	X	X	X	X	Public Works	Engineering staff time	General Funds
CS-2	Create policies for burying utilities along specific corridors	X	X				Community Development, Public Works	P&Z/Engineer staff time	General Funds
CS-5	Feasibility Study to explore and establish a City Public Safety Department	X					Public Safety	unfunded	General Funds
Land Use									
LU-1	Revise Zoning Ordinance to align with Comprehensive Plan 2038.	X	X				Community Development, Legal	P&Z staff time	General Fund
LU-3	Revise the Stonecrest Overlay District	X					Community Development	P&Z staff time	General Fund
LU-4	Revise the Interstate-20 Overlay District		X				Community Development	P&Z staff time	General Fund
LU-7	Define City's limits by establishing a gateway monument program	X	X				Community Development, Public Works	Same as below	TPD Fund
Transportation									
T-1	Define City's limits by establishing a gateway monument program	X	X				Community Development, Public Works	100,000	TPD Fund
T-2	Undertake a strategic wayfinding and branding study that includes signage, landscaping, lighting standards for Stonecrest's major corridors		X				Community Development, Public Works	105,000	TPD Fund
T-5	Repaving and road repairs	X	X	X	X		Public Works	5,500,000	SPLOST Fund
T-6	Develop a Comprehensive Transportation Plan for City to include bike and pedestrian infrastructure		X				Public Works	2,000,000	SPLOST Fund

- ED-18, Promote a strategy to identify and address vacancies at the Mall at Stonecrest and along the city's main commercial corridors. This seems somewhat related to ED-5, "Develop a business retention and expansion program along major corridors, and commercial and industrial areas. Working on these together could have some efficiencies.
- NC-4, Update development codes to promote green infrastructure, low impact development techniques and environmentally-sensitive site design to reduce the amount of impervious surfaces in a development.
- CD-4, Develop Neighborhood Watch Programs that meet regularly with the Police Department to discuss issues and solutions.
- LU 5, Establish Architectural Design Standards. This seems closely related to H-4, "Create architectural design standards to encourage development of appropriate size and scale, quality, and appropriateness, while encouraging innovative design ...", an item which is included in the Comprehensive Plan FY23 Budget Plan.



2023 - CALENDAR OF EVENTS

DATE	DESCRIPTION	LOCATION	PARTNER	ESTIMATED BUDGET
January	MLK Parade Participation	TBD	City	\$2,500
	Reserved	Potential School Event		
February	Cooking with Chef Za: Black History Special			\$500
	Painting with a Twist-(Virtual Event) Afrocentric Art		Christine Benta	\$1,100
	Valentine's Dance	Browns Mill	City	\$3,500
	Black History Museum	Browns Mill	Joyya Smith	\$2,400
	Black Moses Freedom Festival		Vendor	\$14,000
March	Women's History Month Brunch	Browns Mill	City	\$3,000
	Career Fair	Browns Mill	City, Chamber, Emory, DOL	\$2,500
April	Stonecrest Easter Egg Drop	Southeast Complex	City	\$10,000
	Earth Day Autism Awareness	Browns Mill - New Fairington	City	\$5,000 \$1,500
May	Taste of Stonecrest	Southeast Complex		\$21,500
	Art in the Park	Salem	City	\$5,000*
	Top Chef	Browns Mill		\$2,500
June	Juneteenth Event - Includes Fireworks for 2023	Southeast Complex	City	\$40,000
	Touch-a-Truck	Southeast Complex	Police, Fire, Ambulance, Ga Power, et al	\$1,000
	Stonecrest 3 on 3	Browns Mill (possible Salem once courts are refinished)	City	\$2,500
July	Park & Recreation Month - prepare proclamation	Various	Dekalb/Arabia Alliance, et al	\$4,000
	Back-to-School & Parent Expo	TBD	Multiple Vendors	\$3,500

August	National Night Out	City Hall/Browns Mill/Other	Need Dekalb Police/other	\$3,000
	Household Hazardous Materials Event - Sustainability Project	Sam's or alternative "large lot" location	PR	\$7,500
	Doggy Festival* Possible conversion to Doggy-Dip-Days held at Aquatics Center on last day of the season.	Southeast Complex	Councilman Turner, et al	\$10,000
September	Screen on the Green & Mayor's Fall Ball Childhood Cancer Awareness	Fairington	City	\$25,000/\$15,000 Mayor's Initiative line \$4,000
	E-Sports Tourney	Browns Mill	City	\$2,000
October	Day of Service - Ga Cities Week		City	\$2,000
	Mayor's 5k Breast Cancer Awareness Event	Depending	American Cancer Society	\$2,000 & \$10,000 (Mayor's Initiative line)
	Advisory Board Scholarship Golf Tournament	TBD	City	\$10,000
	Halloween Trunk or Treat Music Festival (Stonecrest Fest Collaboration)	Browns Mill or possible remote to neighborhoods or Sam's or Fairington	City, Local HOA	\$5,000 \$10,000
November	Thanksgiving Distribution	Sam's or Browns Mill	Churches	ARPA \$10k
	Stonecrest 6th Birthday?			\$3,000
	Stonecrest Idol (or - Got Talent)	Browns Mill Park	Schools	\$2,500
December	Stonecrest Holiday Event - Tree Lighting, including Kwanzaa & Minora	Sam's	City	\$30,000
	Toy give away event?	Browns Mill	City - Toys for Tots, or Other Org.	\$5,000
MISC.	RESERVE FOR CONTINGENCY AND ADDED EVENTS			\$8,000

ESTIMATED TOTAL	\$250,000
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CITY OF STONECREST, GEORGIA

3120 Stonecrest Blvd. Stonecrest, GA 30038

770.224.0200 * www.stonecrestga.gov

Citizen Access: [Stonecrest YouTube Live Channel](#)

2023 CITY COUNCIL MEETINGS SCHEDULE

Unless otherwise noted all meetings are held on Monday's at 7:00 p.m.

MEETING DATE	MEETING TYPE
JAN 9	WORK SESSION
JAN 23	REGULAR MEETING
FEB 13	WORK SESSION
FEB 27	REGULAR MEETING
MAR 13	WORK SESSION
MAR 27	REGULAR MEETING
APR 10	WORK SESSION
APR 24	REGULAR MEETING
MAY 8	WORK SESSION
MAY 22	REGULAR MEETING
JUNE 12	WORK SESSION
JUNE 26	REGULAR MEETING
JULY 10	WORK SESSION

JULY 24	REGULAR MEETING
AUG 14	WORK SESSION
AUG 28	REGULAR MEETING
SEPT 11	WORK SESSION
SEPT 25	REGULAR MEETING
OCT 9	WORK SESSION
OCT 23	REGULAR MEETING
NOV 13	WORK SESSION
NOV 27	REGULAR MEETING
DEC 11	WORK SESSION
TBD	REGULAR MEETING



CITY OF STONECREST, GEORGIA

3120 Stonecrest Blvd. Stonecrest, GA 30038

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2023 City Holidays

Holiday	Recognized Day	Recognized Date
New Year's Day	Monday	2-Jan-23
Martin Luther King Day	Monday	16-Jan-23
Memorial Day	Monday	29-May-23
Juneteenth	Monday	19-Jun-23
Independence Day	Tuesday	4-Jul-23
Labor Day	Monday	4-Sep-23
Veterans Day	Friday	10-Nov-23
Thanksgiving	Thursday	23-Nov-23
Thanksgiving Day	Friday	24-Nov-23
Christmas	Tuesday	26-Dec-23
Christmas	Wednesday	27-Dec-23
New Year's Eve	Friday	29-Dec-23

2023 City of Stonecrest Bi-Weekly Payroll Calendar

Pay Period #	Pay Periods		Time card Due Noon/12:00 PM	Supervisor Approval Due	Direct Deposit Pay Date	Payroll Processing Dates*	Notes
	Start Date	End Date					
1	1/1/2023	1/14/2023	1/15/2023	1/15/2023	1/20/2023	1/15/23-1/18/23	*Only 1 pay period in Jan.
2	1/15/2023	1/28/2023	1/30/2023	1/30/2023	2/3/2023	1/30/23-2/1/23	
3	1/29/2023	2/11/2023	2/13/2023	2/13/2023	2/17/2023	2/13/23-2/15/23	
4	2/12/2023	2/25/2023	2/27/2023	2/27/2023	3/3/2023	2/27/23-3/1/23	*3 pay periods in March
5	2/26/2023	3/11/2023	3/13/2023	3/13/2023	3/17/2023	3/13/23-3/15/23	
6	3/12/2023	3/25/2023	3/27/2023	3/27/2023	3/31/2023	3/27/23-3/29/23	
7	3/26/2023	4/8/2023	4/10/2023	4/10/2023	4/14/2023	4/10/23-4/12/23	
8	4/9/2023	4/22/2023	4/24/2023	4/24/2023	4/28/2023	4/24/23-4/26/23	
9	4/23/2023	5/6/2023	5/8/2023	5/8/2023	5/12/2023	5/8/23-5/10/23	
10	5/7/2023	5/20/2023	5/22/2023	5/22/2023	5/26/2023	5/22/23-5/24/23	
11	5/21/2023	6/3/2023	6/5/2023	6/5/2023	6/9/2023	6/5/23-6/7/23	
12	6/4/2023	6/17/2023	6/19/2023	6/19/2023	6/23/2023	6/19/23-6/21/23	
13	6/18/2023	7/1/2023	7/3/2023	7/3/2023	7/7/2023	7/3/23-7/5/23	
14	7/2/2023	7/15/2023	7/17/2023	7/17/2023	7/21/2023	7/17/23-7/19/23	
15	7/16/2023	7/29/2023	7/31/2023	7/31/2023	8/4/2023	7/31/23-8/2/23	
16	7/30/2023	8/12/2023	8/14/2023	8/14/2023	8/18/2023	8/14/23-8/16/23	
17	8/13/2023	8/26/2023	8/28/2023	8/28/2023	9/1/2023	8/28/23-8/30/23	*3 pay periods in Sept.
18	8/27/2023	9/9/2023	9/11/2023	9/11/2023	9/15/2023	9/11/23-9/13/23	
19	9/10/2023	9/23/2023	9/25/2023	9/25/2023	9/29/2023	9/25/23-9/27/23	
20	9/24/2023	10/7/2023	10/9/2023	10/9/2023	10/13/2023	10/9/23-10/11/23	
21	10/8/2023	10/21/2023	10/23/2023	10/23/2023	10/27/2023	10/23/23-10/25/23	
22	10/22/2023	11/4/2023	11/6/2023	11/6/2023	11/10/2023	11/6/23-11/8/23	
23	11/5/2023	11/18/2023	11/20/2023	11/20/2023	11/24/2023	11/20/23-11/22/23	
24	11/19/2023	12/2/2023	12/4/2023	12/4/2023	12/8/2023	12/4/23-12/6/23	
25	12/3/2023	12/16/2023	12/18/2023	12/18/2023	12/22/2023	12/18/23-12/20/23	
26	12/17/2023	12/30/2023	1/2/2024	1/2/2024	1/5/2024	1/2/2024 - 1/4/2024	



CITY COUNCIL AGENDA ITEM

SUBJECT: Acting City Manager Approval

AGENDA SECTION: *(check all that apply)*

- PRESENTATION PUBLIC HEARING CONSENT AGENDA OLD BUSINESS
 NEW BUSINESS OTHER, PLEASE STATE: Click or tap here to enter text.
-

CATEGORY: *(check all that apply)*

- ORDINANCE RESOLUTION CONTRACT POLICY STATUS REPORT
 OTHER, PLEASE STATE: Click or tap here to enter text.
-

ACTION REQUESTED: DECISION DISCUSSION, REVIEW, or UPDATE ONLY

Previously Heard Date(s): Click or tap here to enter text. & Click or tap here to enter text.

Current Work Session: Click or tap to enter a date.

Current Council Meeting: Monday, November 14, 2022

SUBMITTED BY: Jazzmin Cobble, Mayor

PRESENTER: Jazzmin Cobble, Mayor

PURPOSE: The charter states, “In the event that the mayor needs more than 60 days from the occurrence of a vacancy in the office of the city manager to nominate a permanent city manager, the mayor may name, within such 60 day period, an individual to serve as the acting city manager”. The acting city manager will therefore assume, execute, or fulfill the duties of the city manager as outlined in the charter until a permanent city manager is hired.

FACTS: The mayor is recommending the approval of the selected individual for the acting city manager position.

OPTIONS: Approve, Deny, Defer Click or tap here to enter text.

RECOMMENDED ACTION: Approve

ATTACHMENTS:

(1) Attachment 1 - Acting City Manager Resolution



CITY COUNCIL AGENDA ITEM

- (2) Attachment 2 - Click or tap here to enter text.
- (3) Attachment 3 -
- (4) Attachment 4 - Click or tap here to enter text.
- (5) Attachment 5 - Click or tap here to enter text.

1 STATE OF GEORGIA

2 COUNTY OF DEKALB

3 CITY OF STONECREST

4 RESOLUTION NO. _____

5 A RESOLUTION BY THE MAYOR AND CITY COUNCIL OF THE CITY OF
6 STONECREST, GEORGIA TO APPOINT AN ACTING CITY MANAGER; TO
7 PROVIDE FOR REPEAL OF CONFLICTING ORDINANCES AND RESOLUTIONS; TO
8 PROVIDE FOR AN EFFECTIVE DATE; AND FOR OTHER LAWFUL PURPOSES.

9
10 WHEREAS, the City of Stonecrest (“City”) was created by Senate Bill 208, passed in
11 the Georgia General Assembly during the 2016 Session and subsequently confirmed by
12 referendum; and

13 WHEREAS, Senate Bill 208 authorized the Charter for the City of Stonecrest (the "City
14 Charter"); and

15 WHEREAS, once created the City Charter was amended by Senate Bill 21 on April 1,
16 2021; and

17 WHEREAS, the City has recently experienced a vacancy in the role of City Manager;
18 and

19 WHEREAS, the City Charter under Section 3.07 authorizes the Mayor with the approval
20 of City Council to designate an Acting City Manager in the event of a vacancy; and

21 WHEREAS, the appointment of an Acting City Manager must take place within 60 days
22 of the vacancy of the City Manager’s office; and

23

24

25 **WHEREAS**, the Mayor and City Council desires to make an appointment to fill the role
26 of the Acting City Manager; and

27 **WHEREAS**, the Acting City Manager shall exercise all powers, duties, and functions of
28 the City Manager until the City Manager is appointed; and

29 **WHEREAS**, the Acting City Manager shall serve until the appointment of a City
30 Manager.

31 **NOW THEREFORE BE IT RESOLVED**, by the City Council of the City of Stonecrest,
32 Georgia, and by the authority thereof, as follows:

33 **BE IT FURTHER RESOLVED**, That _____ is hereby
34 appointed to serve as the Acting City Manager of the City of Stonecrest.

35 **BE IT FURTHER RESOLVED**, That _____ shall exercise all
36 powers, duties, and functions of the City Manager until a City Manager is appointed.

37 **BE IT FURTHER RESOLVED**, All resolutions, ordinances, and parts thereof in conflict
38 herewith are hereby expressly repealed.

39 **BE IT FURTHER RESOLVED**, The City Clerk, with the concurrence of the City
40 Attorney, is authorized to correct any scrivener’s errors found in this Resolution, including its
41 exhibits, as enacted.

42 **BE IT FINALLY RESOLVED**, The effective date of this Resolution shall be the date of
43 adoption, unless otherwise specified herein.

44 **SO RESOLVED** this _____ day of _____, 2022

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[SIGNATURES ON THE NEXT PAGE]

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CITY OF STONECREST, GEORGIA

Jazzmin Cobble, Mayor

ATTEST:

City Clerk

APPROVED AS TO FORM:

City Attorney



CITY COUNCIL AGENDA ITEM

SUBJECT: Resolution to Extend City Manager Vacancy

AGENDA SECTION: *(check all that apply)*

- PRESENTATION PUBLIC HEARING CONSENT AGENDA OLD BUSINESS
 NEW BUSINESS OTHER, PLEASE STATE: Click or tap here to enter text.
-

CATEGORY: *(check all that apply)*

- ORDINANCE RESOLUTION CONTRACT POLICY STATUS REPORT
 OTHER, PLEASE STATE: Click or tap here to enter text.
-

ACTION REQUESTED: DECISION DISCUSSION, REVIEW, or UPDATE ONLY

Previously Heard Date(s): Click or tap to enter a date. & Click or tap to enter a date.

Current Work Session: Click or tap to enter a date.

Current Council Meeting: Monday, November 7, 2022

SUBMITTED BY: George Turner, Mayor Pro Tem

PRESENTER: George Turner, Mayor Pro Tem

PURPOSE: Resolution to extend City Manager Vacancy

FACTS:

OPTIONS: Choose an item. Click or tap here to enter text.

RECOMMENDED ACTION: Click or tap here to enter text.

ATTACHMENTS:

- (1) Attachment 1 - Resolution
- (2) Attachment 2 - Click or tap here to enter text.
- (3) Attachment 3 - Click or tap here to enter text.
- (4) Attachment 4 - Click or tap here to enter text.
- (5) Attachment 5 - Click or tap here to enter text.

1 **STATE OF GEORGIA**
2 **COUNTY OF DEKALB**
3 **CITY OF STONECREST**

4 **RESOLUTION NO. _____**

5 **A RESOLUTION BY THE MAYOR AND CITY COUNCIL OF THE CITY OF**
6 **STONECREST, GEORGIA AUTHORIZING THE EXTENSION OF THE**
7 **APPOINTMENT OF A CITY MANAGER TO PROVIDE FOR REPEAL OF**
8 **CONFLICTING ORDINANCES AND RESOLUTIONS; TO PROVIDE FOR AN**
9 **EFFECTIVE DATE; AND FOR OTHER LAWFUL PURPOSES.**

10 **WHEREAS**, the City of Stonecrest (“City”) was created by Senate Bill 208, passed in
11 the Georgia General Assembly during the 2016 Session and subsequently confirmed by
12 referendum; and

13 **WHEREAS**, Senate Bill 208 authorized the Charter for the City of Stonecrest (the "City
14 Charter"); and

15 **WHEREAS**, once created the City Charter was amended by Senate Bill 21 on April 1,
16 2021; and

17 **WHEREAS**, the City experienced a vacancy in the role of City Manager on September
18 19, 2022; and

19 **WHEREAS**, the City Charter under Section 3.02 authorizes the Mayor to nominate,
20 within 60 days of the occurrence of a vacancy in the office of City Manager, subject to
21 confirmation by the City Council, an individual to be the City Manager; and

22 **WHEREAS**, pursuant to Section 3.07 of the City Charter the office of the City Manager
23 shall not go unfilled for longer than 90 days unless a resolution is passed by the City Council to
24 extend the time to fill the position; and

25 **WHEREAS**, the time to fill the office of the City Manager will expire on December 17,
26 2022; and

27 **WHEREAS**, the majority of the City Council desires to extend the appointment of City
28 Manager for an additional 90-day period from December 17, 2022; and

29 **WHEREAS**, on or before March 16, 2023 the Mayor and City Council shall appoint a
30 City Manager.

31 **NOW THEREFORE BE IT RESOLVED**, by the City Council of the City of Stonecrest,
32 Georgia, and by the authority thereof, as follows:

33 **BE IT FURTHER RESOLVED**, That the Mayor and City Council shall be authorized
34 to extend the appointment of the role of City Manager of the City of Stonecrest until March 16,
35 2023.

36 **BE IT FURTHER RESOLVED**, That on or before March 16, 2023 the Mayor and City
37 Council shall appoint a City Manager.

38 **BE IT FURTHER RESOLVED**, All resolutions, ordinances, and parts thereof in
39 conflict herewith are hereby expressly repealed.

40 **BE IT FURTHER RESOLVED**, The City Clerk, with the concurrence of the City
41 Attorney, is authorized to correct any scrivener’s errors found in this Resolution, including its
42 exhibits, as enacted.

43 **BE IT FINALLY RESOLVED**, The effective date of this Resolution shall be the date
44 of adoption, unless otherwise specified herein.

45 **SO RESOLVED** this _____ day of _____, 2022

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CITY OF STONECREST, GEORGIA

Jazzmin Cobble, Mayor

ATTEST:

City Clerk

APPROVED AS TO FORM:

City Attorney



CITY COUNCIL AGENDA ITEM

SUBJECT: Human Resources Consultant Approval

AGENDA SECTION: *(check all that apply)*

- PRESENTATION PUBLIC HEARING CONSENT AGENDA OLD BUSINESS
 NEW BUSINESS OTHER, PLEASE STATE: Click or tap here to enter text.
-

CATEGORY: *(check all that apply)*

- ORDINANCE RESOLUTION CONTRACT POLICY STATUS REPORT
 OTHER, PLEASE STATE: Click or tap here to enter text.
-

ACTION REQUESTED: DECISION DISCUSSION, REVIEW, or UPDATE ONLY

Previously Heard Date(s): Click or tap here to enter text. & Click or tap here to enter text.

Current Work Session: Click or tap to enter a date.

Current Council Meeting: Monday, November 14, 2022

SUBMITTED BY: Gia Scruggs, Finance Director

PRESENTER: Gia Scruggs, Finance Director

PURPOSE: An emergency procurement for an HR Consultant was requested by the City Council on October 24, 2022, however, the finance department utilized a competitive means by utilizing the contract established by the purchasing division of the State of Georgia contract as outlined under the Cooperative Purchasing section of the city’s purchasing policy. Due to the procurement method chosen, this responsiveness to the Council urgency to get assistance was able to be accomplished while utilizing a competitive process. The project summary that was provided to the vendors that include a broad scope of needs including but not limited to the following: a diagnostic phase to assess the current status of the Human Resources Department, review proposed compensation and salary study, and provide city management with recommendations to address any gaps noted. MGT of America Consulting, LLC was selected as a responsive vendor that could meet the immediate needs of the City. The Finance department is recommending MGT of America Consulting, LLC to provide HR Consulting services. The cost of the HR consulting assignment will be \$74,973.00 The funding for this will be General Fund - Finance – Professional Services.



CITY COUNCIL AGENDA ITEM

FACTS: Click or tap here to enter text.

OPTIONS: Approve, Deny, Defer Click or tap here to enter text.

RECOMMENDED ACTION: Approve

ATTACHMENTS:

- (1) Attachment 1 - MGT of America Consulting LLC Response Statement
- (2) Attachment 2 - Click or tap here to enter text.
- (3) Attachment 3 - Click or tap here to enter text.
- (4) Attachment 4 - Click or tap here to enter text.
- (5) Attachment 5 - Click or tap here to enter text.



CONSULTING SERVICES STATEMENT OF NEED REQUEST

REQUESTOR INFORMATION

Name of Issuing User Agency	City of Stonecrest	Response Due Date/Time:	Response Instructions:
State Entity Address	3120 Stonecrest Blvd, Ste 190 Stonecrest Ga 30038	October 31, 2022	
Request Date	October 25, 2022		

PROJECT SUMMARY (TO BE COMPLETED BY STATE ENTITY)

Business Owner Name	Gia Scruggs	Business Owner Title	Finance Director
Business Owner Phone	470-542-0017	Business Owner E-mail	gscruggs@stonecrestga.gov
Statement of Purpose:	The City of Stonecrest is looking for a consultant to assist with resetting the Human Resources Department as outlined in the attached scope.		
Desired Outcomes	Deliverables as outlined in scope		
Timeframe Requirements:	The City of Stonecrest would like for this work to begin as soon as possible and would like to have most of the task completed by December 31, 2022.		
Other Information (Budget, Desired Fee Structure, References, Website Links, etc.):			

RESPONSE STATEMENT OF NEED (TO BE COMPLETED BY QUALIFIED CONSULTANT)

Consultant Name	MGT of America Consulting, LLC	Consultant Title	Bruce Cowans, Vice President Performance Solutions Group
Consultant Phone	847.302.2006	Consultant E-mail	bcowans@mgtconsulting.com
Scope of Work:	See attached proposal		
Relevant Experience/Results:	See attached proposal		
Milestones/Deliverables:	See attached proposal		
Time to completion:	See attached proposal		
Staffing Plan:	See attached proposal		



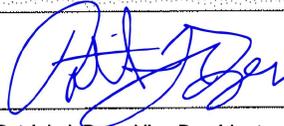
Travel Requirements:	See attached proposal
Onsite Workspace Requirements:	See attached proposal
Cost (may respond to any combination of options):	See attached proposal
- Fixed fee	
- Project Price by Milestones	
- Time (hourly) and travel	
- Estimate	
- Ceiling	

ATTACHMENTS

State entities and responsive consultant firms may submit additional attachments (including a Statement of Work) for consideration and clarification purposes. All documents may become binding within the final statement of work and executed contract between the two parties.

See attached proposal

SIGNATURES

State Entity Authorized Signature		Responding Firm Authorized Signature	
Name and Title		Name and Title	Patrick J. Dyer, Vice President
Date		Date	10/27/2022

October 31, 2022

Gia Scruggs
Financial Director
City of Stonecrest
3120 Stonecrest Blvd., Ste. 190
Stonecrest, GA 30038

Dear Ms. Scruggs,

You expressed a somewhat urgent need for advice in resetting the City of Stonecrest's Human Resources Department. As a national firm that advises on operations, we have helped local governments of all sizes with this type of project. We have a team with skills of management consulting, human resources industry knowledge, and auditing. We are confident our analysis will align with your mission, goals, and values.

This response provides the City with firm qualifications, key experience, a detailed work plan with timeline, and associated fees to provide services that exceed expectations. The cost quote addresses items whose scope we can identify now. Some of the items in your request have scopes we cannot identify at this time. You may wish to undertake this work in Phase 1, based on the attached proposal, and a Phase 2, which would address how to undertake the items whose scope remains unclear at this stage.

MGT has a **nearly 50-year history** of providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have prior careers at public sector agencies and many of whom have advanced degrees related to this work.



Defined by Impact



A human resources department is a key player in attracting and retaining a workforce that will accomplish your goal of having a positive impact in the community. An HR department has a substantial compliance mission as well. If these things do not happen, or do not happen well, it affects the rest of the City's efforts to execute its mission of helping citizens with services on which they rely for a good quality of life.

Our knowledge and expertise in Human Capital and organizational structures, including shared services, empower organizations to enhance their teams through innovations in people, processes, and technology to ***lift and strengthen City's mission to support its communities.***





Our ability to excel has been driven by our expertise, quality, and our commitment to exceeding client expectations. Part of MGT’s success is based upon our promise to be flexible and responsive. We are acutely aware of the political, economic, social, and technological factors that impact today’s organizations. MGT is structured into several primary consulting business units:

MGT MAJOR CONSULTING LINES OF BUSINESS



Government Consulting
Everything from an organizational analysis to a jail privatization study to a strategic plan to move an organization from reactive mode to proactive mode.



Diversity and Inclusion
Disparity research and diversity studies to provide an organization or community with a more equitable and inclusive environment.



Education Solutions
From student outcomes and performance, to operational effectiveness, our solutions have impacted more than 50 million students across the globe.



Financial Solutions
Our nationally-recognized experts help clients weather fluctuating market conditions and rising demands on their budgets using a variety of proven solutions.



Human Capital
Specializing in classification and compensation studies, this practice helps public agencies retain and attract the right talent.



Cyber Security and Technology
We help IT and Cyber leaders navigate and manage cyber threats through a Cyber Security Office program that provides an “a la carte” menu for customization.

FIRM EXPERIENCE



MGT offers an **impartial perspective** of the outcomes and findings. As an independent entity, our only vested interest is that of our clients. We apply our extensive experience to generating objective, practical solutions to advance our clients’ strategic priorities.



MGT understands that lasting and meaningful changes require **innovative and bold thinking**. We do not shy away from questioning everything from organizational structures and work processes to the policies that create and guide the work of an agency or institution. MGT is committed to offering useful recommendations that achieve real results and is ever mindful of the practical and political realities the Department may face.



Our Human Capital project leadership operates as a core team across all projects, and our analysts are fully versed in and proficient with our methodologies. A significant portion of MGT’s work is repeat business, reflecting customer satisfaction and our team’s ability to do the job properly.



MGT provides solutions which are specifically tailored to meet the needs of our clients. Our Human Capital team has an impressive history of providing **customized solutions**, objective research, creative recommendations, and quality products that respond to each client's unique needs and time requirements.

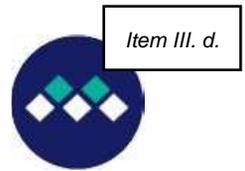


MGT has conducted more than 300 human capital studies for clients nationwide. Our Human Capital practice is dedicated to helping our clients find the procedures and people they need to deliver quality service to their constituents. An equitable, competitive, and compelling organizational structure is key to reaching that goal. As the Department pursues modernization of its organizational chart, assuring a fair, competitive, thoughtful hierarchy for current and new employees, this project will go far towards assuring continued quality in the provision of the Department’s services. Below is a sample of relevant projects completed by MGT within the last five years. We are happy to provide additional information on any project listed below.

CLIENT	PROJECT
Dallas Area Rapid Transit (TX)	▪ Organizational Review
K12, Inc (VA)	▪ Organizational Review
Tampa Bay Water (FL)	▪ Organizational Review ▪ Classification & Compensation Study
Office of Program Policy Analysis & Government Accountability (FL)	▪ Organizational Review
Navajo Nation Utility Authority (AZ)	▪ Organizational Review ▪ Classification & Compensation Study
Florida Atlantic University (FL)	▪ Organizational Review
Texas A&M University (TX)	▪ Organizational Review ▪ Classification and Compensation Study
Florida State University (FL)	▪ Organizational Assessment
State of Colorado	▪ Organizational Review ▪ Training & Professional Development
City of Gainesville (FL)	▪ Organizational Review ▪ Executive Recruiting
Charles County (MD)	▪ Organizational Review ▪ Classification & Compensation Study
County of Maricopa (AZ)	▪ Organizational Review ▪ Classification & Compensation Study
County of Pinal (AZ)	▪ Organizational Review
Navajo Nation (AZ)	▪ Organizational Review ▪ Classification & Compensation Study

UNDERSTANDING OF ASSIGNMENT

MGT understands the Department’s goals with the project. Our workplan is a custom-built approach to address the items in your proposed scope of work.



PROPOSED APPROACH/ MILESTONES & DELIVERABLES

Based on our understanding of the Department's needs, our proposed scope of work includes the following key tasks:

Task 1: PROJECT MANAGEMENT

- ◆ To meet with the designated Project Officer (and other key staff as determined by the Project Officer) to gain a comprehensive and mutual understanding of the project's background, goals, and scope.
- ◆ To identify, in more detail, the Department's specific objectives and expectations for the study, other specific needs and concerns, and to understand the current system's strengths and weaknesses.
- ◆ To agree upon a work plan, timeline, deliverables, and monitoring procedures that will lead to the successful accomplishment of all project objectives.

Task 2: DIAGNOSTIC PHASE

Before we can provide advice, we have much to learn. In this phase, we would have staff onsite for 72 hours of interviews with the project liaison, HR staff, and other City officials. The goal is to learn enough about your challenges to develop options, identify the pros and cons of each option, and to understand your values that would affect which strategies you want to pursue.

The questions will largely follow the very well articulated explanation of issues included in your request for services. We do not repeat them here, as they are in the workplan that follows this letter.

After the interviews, our team will debrief internally and prepare a summary of observations. We will review that with you and conduct follow-up research to address any gaps you note.

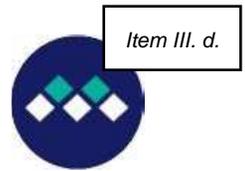
Task 3: COMPENSATION AND CLASSIFICATION STUDY

A good compensation and classification study is competitive with other relevant employers and fair in its differentiation of pay by the degree of difficulty of a job. The extent to which we weigh each factor may be an item for discussion.

In this phase, we would:

- ◆ Evaluate job content to understand the degree of difficulty of each job,
- ◆ Obtain competitor salary and benefit data,
- ◆ Develop pay ranges and classifications, and
- ◆ Provide information on how cost-neutral the plan would be.

Our workplan notes that the pricing for this service is per job title. You will receive drafts and provide feedback so that we can tailor this to your expectations.



Task 4: COLLECT DATA ON PEER COMMUNITIES

- ◆ Identify 4-6 peers to use for comparison and metrics that reflect on the recruitment, retention, compliance, and productivity issues at the heart of this project.
- ◆ Most of the data can be harvested from peer websites, but inevitably, we must call to clarify interpretation of data and to address data gaps. We cannot compel peer cooperation but have found that most jurisdictions will provide data if the list is not overly long.

You will receive a draft and provide feedback so that we can tailor this to your expectations.

Task 5: DEVELOP RECOMMENDATIONS

Recommendations will follow the list of diagnostic items in your statement of work and in our workplan. Once we have spoken with many people, researched your peers, and compared your findings to our experience, we will advise on your options.

Be leery of consultants who use the term “best practice,” as “best” is often subjective. An option is not likely to be simultaneously best in terms of cost, effectiveness, compliance, and customer satisfaction. If we know your values for an item in question, we can tell you what we believe to be the best way to accomplish it. But with a certain humility, a consultant must understand that “best” is an objective for a client to define.

You asked for some process flow recommendations. In that regard, it is vital to share an understanding of the level of detail. The top level of a process flow should fit on a page but break the work into a handful of sub-steps. Then, each sub-step should be decomposed into a page. We do not propose to go deeper than that. We could if you wished, but it would affect the cost of that effort.

One of our steps is to develop a workload vs. capacity analysis by job title. Some staff may be available for special projects, but others may not. We need to identify those gaps because they may affect the compliance and timeliness of the work done by the HR Department.

We provide performance auditing services and would be pleased to do so for you, but a quote on that effort needs to wait until the scope of that audit effort is defined.

Task 6: REPORT RESULTS

In this task, we synthesize our findings into a document. We will discuss the nature of that document with you, with an eye to gearing the message to the audience. Senior staff often prefer a slide deck with working papers attached, but some clients want a lengthier narrative report.

You will have the opportunity to edit the document to ensure that we answer your questions and state our findings clearly and in technical or policy terms appropriate to the audience. However, we generally assume that there will be a high-level slide deck for senior City officials.

PROJECT TIMELINE

The proposed project tasks are expected to commence within a week of the date of award. Typically, the work takes 4-5 months, but this is somewhat flexible. Given the apparent urgency of your request for services, we may restructure the deliverables to address those needs.



PROPOSED COST

MGT's total cost for this engagement is **\$74,973** for the tasks shown in our workplan. In some cases, your needs are not yet known. At some point during the project, the scope of those items will become clear, and we can discuss the most effective way to accomplish them. Those unidentified efforts are in Note 3 to the attached workplan (Appendix 1 to this proposal), and consist of:

TASK	COMMENT
Audit of HR compliance	We do not know the scope of audit issues yet
Review of employee handbook	The entire handbook may not need revision, so we cannot define the effort to revise it yet
Assist with development of staff training	We need to understand your priorities to comment effectively
Consult on high-level HR risks across organization	Until the nature of the risks are identified, we cannot quote a fee for this advice

We would invoice monthly based upon workplan tasks performed.

While the timeframe for this project is just a few months, sometimes clients need to delay or extend the work for a longer period. This has been particularly so for many projects during the pandemic. Our hourly rates shown in the proposal will increase 3 percent on the anniversary date of the contract and will apply to services provided after that date.

Our kickoff meeting will include discussion of what you would like us to do to escalate any concerns if the City is unable to keep to the proposed schedule.

STAFFING PLAN

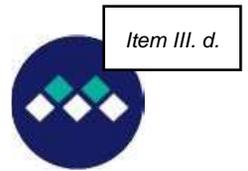
Bruce Cowans will serve as project manager. He is a vice president of our firm and leads our management study efforts. He is also a former elected city council member.

Sheena Horton will be the senior HR staff member. She has a deep background in HR consulting, operations reviews, and compensation and classification studies.

Ricardo Cepin, CPA, will lead our audit efforts. He leads our performance auditing efforts and has reviewed most types of local government services. Mr. Cepin is also a certified fraud examiner.

Rachel King will be the HR specialist staff. She has conducted compensation and classification studies, HR process reviews, and operational review projects.

Brandon Ledford, SHRM-SCP, a senior vice president of our firm, will advise on technical and policy issues. He has led our human capital practice and is an experienced management consultant.



This is a team of consultants that has worked together and that belong to the same organizational unit of our firm.

Qualifications and expertise of our team members are provided in the attached resumes.



BRANDON W. LEDFORD, SHRM-SCP, PMP, PROSCI, MPP

Senior Vice President

Mr. Ledford is responsible for driving the growth and execution of MGT's performance solutions group, which includes project and change management, classification and compensation/salary studies, policy and procedure development, organizational reviews, finance, and best practice research. For over fifteen years, he has assisted global clients in all industries with human capital, public policy, management consulting, revenue project and change management, strategy, business transformation, data analytics, and strategic communications. Prior to joining the MGT leadership team, he was the Vice President overseeing the Human Resources and Policy and Compliance departments of a global technology company and has been a consultant for both Booz Allen Hamilton and Deloitte. Mr. Ledford also has interned for the U.S. Supreme Court and White House Office of Science and Technology Policy. He holds a Master of Public Policy from George Mason University's School of Public Policy, a Bachelor of Arts from the Pennsylvania State University, is a certified Project Management Professional (PMP), Change Management Professional (Prosci), and a Society of Human Resources Management Senior Certified Professional (SHRM-SCP).



Areas of Expertise

- ♦ Human Capital
- ♦ Business Transformation
- ♦ Project and Change Management
- ♦ Public Policy
- ♦ Strategic Communications
- ♦ Strategy

Education

M.P.P., Health Policy, Science and Technology Policy, George Mason University, 2011

B.A., Comparative Literature, Latin, The Pennsylvania State University, 2006

Innovation and Entrepreneurship Certificate, Stanford University, 2020

Society of Human Resources Management, Senior Certified Professional (SHRM-SCP), February 2021

Prosci Change Management Certificate, February 2020

Project Management Professional (July 2013 – Present)

Lean Six Sigma Yellow Belt (August 2012 – Present)

Honors

- The Horatio Alger Scholarship, four consecutive years
- Martha V. and Walter A. Pennino Endowed Scholarship
- American Cancer Society Champion College Scholarship
- Carolyn's Compassionate Children Scholarship
- The Harry W. Klinger University Scholarship, four consecutive years
- The Brandon Ledford Scholarship

Sample of Relevant Project Experience

- Antelope Valley College District (CA) | Classification and Compensation Study
- Beaufort County School District (SC) | Needs Assessment
- Brevard County School Board (FL) | Districtwide Compensation Study
- Centre Area Transportation Authority (PA) | Classification and Compensation Study
- CF Solutions | Classification and Compensation Study
- Gogebic County (MI) | Classification and Compensation Study
- Green River College (WA) | Classification and Compensation Study
- Gulf Coast State College (FL) | Compensation and Class Study
- Gwinnett County Public Library (GA) | Compensation Plan Evaluation Services



BRANDON W. LEDFORD, SHRM-SCP, PMP, PROSCI, MPP

Senior Vice President

- City of Apopka (FL) | Classification and Compensation Study
- City of Gainesville (FL) | Executive Recruiting
- City of Hermiston (OR) | Classification and Compensation Study
- City of Woodinville (WA) | Classification and Compensation Study
- Colorado Division of Accounts and Control | Trainers, Facilitators, Organizational Development Consultants
- County of Charles (MD) | Operational and Organizational Assessment
- County of Glades (FL) | Employee Policy and Handbook Development
- County of Jackson (OR) | Classification and Compensation Study
- County of Lancaster (SC) | Classification and Compensation Study
- County of Maricopa (AZ) | Human Resources Services, Project and Change Management
- County of Maricopa (AZ) | Rate Methodologies & Recommendations
- County of Maui (HI) | Performance Audit
- County of Ouray (CO) | Classification and Compensation Review and Update
- County of York (SC) | Ongoing Classification and Compensation Services
- Dallas Area Rapid Transit (TX) | Organizational Review
- Disability Rights Florida | Classification and Compensation Study
- East Central College (MO) | Compensation and Classification Study
- Florida Atlantic University | Organizational Assessment
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Development Disabilities Council | Classification and Compensation Study
- Florida Office of Program Policy Analysis and Government Accountability | Florida Clerks of Court Organizational Review
- Harford County Public Schools (MD) | Compensation and Benefits Study
- Hawaii Health Systems Corporation | Classification and Compensation Study; Executive Performance Review System Design
- Hillsborough Area Regional Transportation Authority (FL) | Classification and Compensation Study
- Hillsborough Community College (FL) | Administrator Classification and Compensation Study
- Indiana Department of Administration | School Corporation Emergency Management Services
- Lancaster County (SC) | Classification and Compensation Study
- Maryland Environmental Service | Classification and Compensation Study
- Navajo Nation | Compensation Study
- North Carolina Education Lottery | Compensation and Classification Study
- Pittsburgh Public Schools (PA) | Classification and Compensation Study
- Santa Fe College (FL) | Classification and Compensation Study
- Sault Tribe (MI) | Classification and Compensation Study
- Southern Nevada Regional Housing Authority | Classification and Compensation Study
- State of Colorado | Organizational Review; Training
- Tampa Bay Partnership (FL) | Organizational Review
- Tampa Bay Water (FL) | Compensation and Classification Study
- Texas Southmost College | Market Surveys and Evaluations
- University of Arkansas for Medical Sciences | Compensation Study
- University of Nevada, Las Vegas | Strategic Planning
- Washington Suburban Sanitary Commission (MD) | Consulting Services for a Disparity Study
- West Shore Community College (MI) | Compensation and Classification Study



BRUCE COWANS

Vice President | Performance Solutions

Mr. Cowans has spent more than 30 years helping hundreds of public officials make decisions on how best to serve the public and how to properly fund those efforts. He has been a speaker, panelist, and contributor of articles for professional associations throughout his career. He spent 10 years as a city council member and chair of its Finance Committee.

Recent projects include operations reviews of several departments for the cities of Nashville, Atlanta, Hillsborough County FL, Greenville SC, and Charles County MD, among others.



Areas of Expertise

- ◆ Process Reviews
- ◆ Productivity Standards
- ◆ Financial Management
- ◆ Staffing Reviews
- ◆ User Fee Studies
- ◆ Expert Witness

Education

Master of Arts, Public Policy, Duke University

Bachelor of Arts, Environmental Studies, Pitzer College (The Claremont Colleges)

Professional Experience

MGT of America Consulting, LLC, *Vice President, 2019-Present*

Fiscal Choice Consulting, *Partner (merged with MGT in 2019)*

Village of Glencoe, Illinois, *City Council Member and Finance Chair*

MAXIMUS (NYSE listed), *Senior Vice President*

JMB Institutional Realty Corp., *Portfolio Analyst*

US Treasury Department, Office of the Secretary, *Budget Analyst*

Price Waterhouse, Office of Government Services, *Senior Consultant*

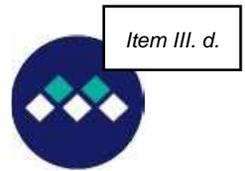
Client Service Highlights

Land Development Process Improvement | Hillsborough County, FL

Development activity surged and project deadlines became a challenge for Hillsborough County, Florida. In addition to developing a fee study for this client, the project streamlined the application processes for land development. It included stakeholder interviews, process maps, identification of bottlenecks, and assignment of roles to implement the changes. The client Board approved the report unanimously.

Fee Study of All City Applications and Permit Types | City of Las Vegas, NV

Mr. Cowans managed a cost allocation and citywide fee study team. The client had not attempted a cost-based fee study in recent memory. The pandemic threatened municipal finances. The City



BRUCE COWANS

Vice President | Performance Solutions

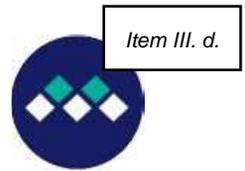
retained MGT to develop a cost allocation plan and to review the cost of fee services in all offices. We compared prices to peers, advised on processes to make future updates easier, and transferred files and knowledge to enable the City to maintain the data. The project highlighted areas where current prices did not recover actual costs.

Operations Improvement Studies of Various Offices | Metropolitan Government of Nashville & Davidson County, TN

Nashville is a combined city/county entity that has a good government tradition. It has retained Mr. Cowans for review of several functions, including: 1) Can inspection duties of different departments be consolidated? 2) Can restaurant inspections go from two standard inspections annually to one standard and one risk-targeted inspection? 3) Is the Fire Department organized properly to fulfill its mission? 4) How should it regulate code enforcement issues, including short-term property rentals? 5) Is regulation of beer sales efficient? 6) How can it address bottlenecks in permitting of use of the public right-of-way? and 7) What are alternative scenarios, costs, and benefits for use of the State Fairgrounds property?

Relevant Project Experience

- Reviewed operations and organization of the Kansas City MO HR Department.
- Review processes to streamline bottlenecks for agencies in such areas as document management, permitting, inspection and customer intake / work order management
- Evaluate local government operations for scheduling, staffing, use of technology, alignment of efforts with guidance from elected officials and the public
- Hundreds of user fee studies nationally of virtually every type of billable governmental service, analyzing service delivery methods, costs and cost recovery options.
- Test business case for electronic tax filing for the Colorado Department of Revenue
- Set permit prices to recover costs, devise funding for a permit management system and streamline permit processes to reduce delays and errors – City of Tampa, Florida, Hillsborough County, Florida
- Review the service levels of all departments, validating staffing and spending levels and streamlining service delivery
- Consolidate inspection efforts by different departments to reduce cost without reducing service - Metropolitan Government of Nashville and Davidson County, Tennessee
- Establish overhead spending targets and reduce overhead costs across all departments. Define what to centralize and what to assign to each department – Sacramento County, California
- Define call center staffing requirements using a mathematical simulation of call patterns to confirm required shift coverage – Kenosha County, Wisconsin E911 center
- Expert reports and expert witness service on cost of service issues for cities of Chicago and New York; Kenosha County, Wisconsin; St. Clair County, Illinois, and an engineering firm
- Establish productivity standards, balance workflow and determine staffing needs – McLean County, Illinois Recorder; City of Los Angeles, California; and the City of Chicago, Illinois



BRUCE COWANS

Vice President | Performance Solutions

Speeches, Panels and Articles

Alternative Service Delivery, Panelist, Western Canada GFOA, 2012 Annual Meeting

Effective User Fee Strategies, GFOA 2009 Annual Conference, Speaker

Fiscal Issues Affecting Information Technology Consolidation, National Association of State Comptrollers, 2006 Annual Conference, Speaker

The Future of Government Employment, Central Illinois American Society for Public Administration, 2011, Panelist

Outsourcing, Wisconsin Public Employers Labor Relations Association, Speaker

Performance Measurement and Benchmarking, Instructor, www.bettermanagement.com

Development Impact Fees, University of Wisconsin College of Engineering, Speaker

Activity-Based Costing, West Central Municipal Conference (Chicago), Speaker

User Fees, Illinois County Auditors Association, Speaker

Performance Management, Illinois Assistant Municipal Managers, Speaker

User Fees, Illinois GFOA, Speaker

Disaster Grant Management, Missouri Association of Counties, Speaker

Public Employee Compensation Analysis, Missouri Municipal League, Speaker

User Fees, Illinois Tax Foundation, Speaker

User Fees, Illinois Association of County Clerks & Records, Speaker

Predicting the Cost of Jail Expansion, Iowa State Association of Counties, Speaker

Predicting Jail Operation Costs, Association of Minnesota Counties, Speaker

Using Cost Data to Improve Fiscal Condition, Wisconsin County Finance Officers Association, Speaker



Sheena Horton, PMP

Director

Ms. Horton is a certified Project Management Professional (PMP) and provides oversight and project management for MGT's human capital projects. She has significant experience conducting classification and compensation studies, organizational reviews, program/performance evaluations, needs assessments, program/service realignments, policy development, best practices research, strategic planning, and business process analyses. In addition to her work on human capital projects, Ms. Horton also has assisted other MGT practices with student housing studies, facilities and education suitability assessments, student literacy and school safety program evaluations, and community engagement projects. She holds a Master of Science degree from Florida State University's School of Criminology and Criminal Justice, and two Bachelor of Arts degrees from the University of North Carolina at Greensboro in Sociology with a Criminology concentration and in English. Ms. Horton currently serves on the Southeast Evaluation Association's Board as Outreach Chair and is a former President of the Association. She also is regularly involved with the American Evaluation Association's Topical Interest Groups and AEA365 blog.



Education

M.S., Criminology and Criminal Justice, Florida State University, 2008

B.A., Sociology with a concentration in Criminology, English, University of North Carolina-Greensboro, 2004

Professional Affiliations

American Evaluation Association, 2011–Present

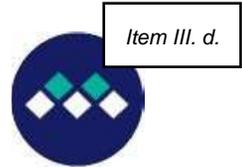
Southeast Evaluation Association, 2001–2021

Project Management Institute, 2015–Present

RTP Evaluators, 2019–Present

Sample of Relevant Project Experience

- Antelope Valley College District (CA) | Classification and Compensation Study
- Bastrop County (TX) | Classification and Compensation Study
- Brevard Public Schools (FL) | Compensation Study
- Centre Area Transportation Authority (PA) | Compensation Study
- City of Apopka (FL) | Classification and Compensation Study
- City of Hermiston (OR) | Classification and Compensation Study
- City of Kingsport (TN) | Classification and Compensation Study
- City of New York (NY) | Disparity Study
- City of Portsmouth (VA) | General Employees' Pay Study Phase I & II
- City of Woodinville (WA) | Classification and Compensation Study
- Colorado School of Mines | Job Architecture and Pay Equity Consulting
- County of Galveston (TX) | Galveston County Sheriff's Office Compensation Review
- County of Gogebic (MI) | Classification and Compensation Study
- Gulf Coast State College (FL) | Compensation and Classification Study
- Gwinnett County Public Library (GA) | Compensation Plan Evaluation Services
- Harford County Public Schools (MD) | Compensation and Benefits Study
- Hawaii Health Systems Corp | Classification and Compensation Studies
- Hillsborough Area Regional Transportation Authority (FL) | Classification and Compensation Study
- Hillsborough Community College (FL) | Classification and Compensation Study
- Horry County Schools (SC) | Classification and Compensation Study
- Indiana Department of Administration | School Corporation Emergency Management Services
- Maricopa County Sheriff's Office (AZ) | Internal Affairs Staffing Study
- Maryland Environmental Service | Classification and Compensation Study
- Navajo Nation (AZ) | Classification and Compensation Study
- North Carolina Education Lottery | Classification and Compensation Study



Sheena Horton, PMP

Director

- County of Jackson (OR) | Classification and Compensation Study
- County of Kerr (TX) | Compensation/Classification Study
- County of Klamath (MI) | Classification/Compensation and Equal Pay Studies
- County of Lancaster (PA) | Total Compensation Study
- County of Lancaster (SC) | Classification and Compensation Study
- County of Maricopa (AZ) | Rate Methodologies and Recommendations
- County of Ouray (CO) | Classification and Compensation Review and Update
- County of St. Clair (MI) | Peer Selection Compensation Study
- County of York (SC) | Classification and Compensation Study (2); Pay Grade, FLSA Review, & Job Description; Classification/Compensation Updates
- Disability Rights Florida | Classification and Compensation Study
- East Central College (MO) | Compensation Study
- Florida Developmental Disabilities Council | Classification and Compensation Study
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Transportation Commission | Management Salary Compensation Study
- Green River College (WA) | Classification and Compensation Study
- Oconee County (SC) | Position Evaluations and Job Descriptions; Compensation and Classification Study
- Ohio Department of Education | Evaluator of the Ohio Teacher Evaluation System Pilot Program
- Office of Program Policy Analysis and Government Accountability (OPPAGA) (FL) | Organizational Review of Florida Clerks
- Pittsburgh Public Schools (PA) | Classification and Compensation Study
- Rhode Island Student Loan Authority | Compensation and Benefit Study
- Santa Fe College (FL) | Classification and Compensation Study
- Sault Tribe (MI) | Classification and Compensation Consulting Services
- South Carolina Education Lottery | Classification and Compensation Plan
- Southern Nevada Regional Housing Authority | Classification and Compensation Study
- Southwest Vermont Supervisory Union | Organizational Review
- State of Colorado | Organizational Review
- Tampa Bay Water (FL) | Classification and Compensation Study
- Texas Legislative Budget Board (6 ISDs) | Student Behavior Management Performance Review
- Texas Southmost College | Market Surveys and Evaluations
- University System of Georgia | South Georgia Needs Assessments
- West Shore Community College (MI) | Compensation and Classification Study

Honors

- ◆ Seminole 100 Honoree, Florida State University, 2020
- ◆ International Sociology Honor Society, 2004
- ◆ International Student Honor Society, 2003

Professional Background

MGT of America Consulting, LLC, Director, 2010–Present
Healthy Families Florida, Program Coordinator, 2008–2009
Salem Press, Staff Writer, 2007–2008
Measurement, Inc., Reader/Evaluator, 2006
Choicepoint, Criminal Records Specialist, 2004- 2005



RACHEL KING

Consultant

Ms. King is a highly effective Human Resources Manager with 6 years of experience. She is experienced with both startups and corporate organizations. In prior positions, Ms. King has raised employee effectiveness by 18%, and training participation by 15%. At Edward Jones, she improved managerial performance by 23% and implemented a program to gain an increase of 32% in employee engagement and satisfaction.



Areas of Expertise

- ◆ HRIS & ATS
- ◆ Benefits Administration
- ◆ Performance Management
- ◆ HR Strategy Creation & Execution
- ◆ Onboarding & Offboarding
- ◆ Training & Leadership Development
- ◆ Employee Relations Management
- ◆ Policy Development
- ◆ Project Management
- ◆ HRM Knowledge & Expertise
- ◆ Compensation Management

Education

B.S., HR Management, Southern New Hampshire University, 2020

Professional Background

cove.tool inc., HR Manager, May 2021 – March 2022

- Researched, recruited, staffed, onboarded, and trained new company hires according to the needs of department managers and company budget.
- Administered payroll, company benefits packages, corporate events, and team building meetings and outings.
- Structured and implemented programs and policies in the areas of training, compensation structures, benefits packages, incentives, and new-employee orientation.
- Reduced benefits costs by 18% annually through meticulous recordkeeping and ensuring accurate benefit payments.
- Wrote employee manual covering issues including disciplinary procedures, code of conduct, FMLA policy, and benefits information and introduced employee required benefits training.
- Introduced the company's first formal performance review program, PIP, PDP, and created flexible and well-received tool adopted company wide.
- Developed procedures for improving organization and efficiency while creating, maintaining, and administering all personnel files and managing all documentation related to employment

Edward Jones, HR Generalist, June 2019 – May 2021

- Created a recruitment plan and calendar according to operation and sales projections
- Created onboarding plans and educated newly hired employees on HR policies, internal procedures, and regulations.
- Created employee engagement plans, got necessary budget approval, and initiated activities.
- Collaborated with outside vendors, upper management, and employees to maintain standards.
- Responsible for taking appropriate disciplinary action against employees who violate rules and regulations and addressing employee grievances.

Edward Jones, Office Manager/Retirement Specialist, February 2016 – June 2019

- Explained retirement benefit plan policies, procedures, and legal requirements to eligible employees and beneficiaries.
- Conducted presentations for groups of beneficiaries or individual interviews with employees regarding retirement options.



RACHEL KING

Consultant

- Conducted retirement and benefits-related calculations and analysis, including withdrawal of contributions, and deferred retirement.
- Maintained records of participants and beneficiaries including active, deferred, retired, and separated members.



RICARDO CEPIN, CPA, CFE

Manager, Principal Auditor | Performance Solutions

Mr. Cepin, a Manager for MGT, is a skilled audit and accounting professional with over eight years of experience conducting financial, operational, compliance, and performance audits. He is a detail-oriented team member and has proven success in conducting accurate appraisals of state and local agencies with conditions and financial controls.



Areas of Expertise

- ◆ Data Analytics
- ◆ Fluent in Spanish
- ◆ Experience in FLAIR Accounting software and AutoAudit

Education

M.B.A., Florida State University, 2019
B.S., Accounting, University of South Florida, 2007

Professional Affiliations

Certified Public Accountant (CPA), licensed in Florida - 2015
Certified Fraud Examiner (CFE) - 2016

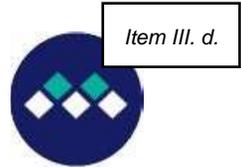
Project Experience

- **Alachua County School District (FL) | Performance Audit**
- City of Charlottesville (VA) | Disproportionate Minority Study
- City of Dallas (TX) | Availability and Disparity Study
- City of Fort Lauderdale (FL) | Disparity Study
- City of New York City (NY) | Local Hiring Study
- City of Port St. Lucie (FL) | User Fee Study
- City of Safety Harbor (FL) | Building Permit Application Review Fee Study
- **City of Scottsdale (AZ) | General IT Controls Audit**
- City of Tallahassee (FL) | Disparity Study
- City of Winston-Salem (NC) | Disparity Study
- **County of Broward (FL) | Performance Audit**
- **County of Collier (FL) | Performance Audit**
- County of Garfield (CO) | Uniform Guidance Compliance Review
- **County of Maui (HI) | Fiscal and Performance Audit**
- **County of Okaloosa (FL) | Performance Audit**
- **County of Orange (CA) | Capital Project Performance Audit**
- County of Peoria (IL) | Cost Allocation Plan
- County of Riverside (CA) | Performance Audit
- **County of St. Lucie (FL) | Performance Audit**
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Office of Program Policy Analysis and Government Accountability | Florida Clerks of Court Organizational Review
- **Franklin County School District | Performance Audit**
- **Gwinnett County Public Schools (GA) | SPLOST Audit Review (Annual/Ongoing)**
- **Hendry County School District | Performance Audit**
- Indiana Department of Administration | Emergency Management Services: Gary Community School Corporation
- Inter American University of Puerto Rico | Feasibility/Impact Study
- Maricopa County (AZ) | Performance Audit
- North Texas Tollway Authority | Disparity Study
- Pinellas County (FL) | Cost Allocation Plan
- Prince Georges County and Community College (MD) | Availability and Utilization Studies
- The Government of Washington, D.C. | MWSDBE Program Evaluation and Review
- **Texas Department of Family and Protective Services | Performance Audit**
- Virginia Mines, Minerals and Energy | Indirect Cost Recovery Rate
- **Walton County | Performance Audit**

Additional Experience

Audits of State Agencies – Auditor/Senior Auditor. During his time with the Auditor General's Office, Mr. Cepin conducted financial, operational, and compliance audits of state agencies.

- Planned and managed all aspects of the audit process for comprehensive financial, operational, and compliance audits.
- Participated in the Statewide Financial Statement Audit (SWFS), including evaluating internal controls.



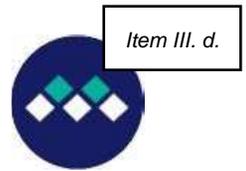
RICARDO CEPIN, CPA, CFE

Manager, Principal Auditor | Performance Solutions

- Oversaw the cost allocation audit of the Northwest Regional Data Center, including the creation of an audit plan and budget, coordination of on-site visits, and performing detail testing.

Internal Audits of County Agencies – Senior Internal Auditor. During his time with the Hillsborough County Internal Auditor’s Office, Mr. Cepin evaluated county agencies’ and programs’ performance and compliance with a wide range of local laws and regulations:

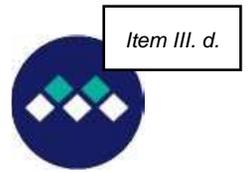
- Identified and documented weaknesses in internal controls through questionnaires, narratives, and flowcharts.
- Conducted financial and performance audits of local programs, including Safe & Sound Hillsborough and the County’s Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP), respectively.



Thank you for consideration of MGT as your consultant for this project. We look forward to your reaction to our proposal, and we are prepared to make any modifications that are needed to better align with your requirements. If you have questions on any aspect on this proposal, please contact **Mr. Bruce Cowans** at bcowans@mgtconsulting.com or **847.302.2006**.

Regards,

Patrick Dyer
Vice President
Authorized to bind the firm



APPENDIX 1

DETAILED PROJECT WORKPLAN, PRICING, AND TIMELINE

City of Stonecrest, GA Resetting the HR Department																				
#	Task	MGT				Total	City	Month												
		Project Manager (Cowans)	HR Senior Specialist (Horton)	Auditor (Cepin)	HR Specialist Staff (King)			1	2	3	4	5								
1	Project management																			
a	Initial call regarding planning logistics and data request	0.50				0.50	0.50													
b	Review budget, organization chart, and relevant reports or memos	1.00				3.00			2.00											
c	Initial project planning and governance discussion with project liaison	1.00	1.00			3.00	2.00		1.00											
	Review and confirm baseline work plan					-														
	Confirm expectations for deliverables, draft reviews, and acceptance criteria					-														
	Confirm project communication and status report protocols					-														
d	Status reports and project financial management	2.00				2.00														
2	Diagnostic Phase																			
a	Interview HR staff and City officials to understand:	24.00	24.00			72.00			24.00											
	Compliance issues with HR laws, policies, and procedures					-														
	Perceived inefficiencies of status quo					-														
	Workload/staffing mismatches by job title					-														
	Challenges of relying on current job descriptions					-														
	Organization structure challenges to efficiency and effectiveness					-														
	Challenges of current employee handbook					-														
	Shortcomings of performance review process					-														
	Staff training needs					-														
	Internal investigation procedure					-														
	Succession planning practices					-														
	Employee retention challenges					-														
b	Project team debriefs on initial interviews	4.00	4.00			12.00			4.00											
c	Summarize initial findings in call with project liaison	2.00	2.00			6.00			2.00											
d	Additional research per comments received	1.00	1.00			4.00			2.00											
						-														

City of Stonecrest, GA Resetting the HR Department																				
#	Task	Project Manager (Cowans)				MGT				Month										
		HR Senior Specialist (Horton)	Auditor (Cepin)	HR Specialist Staff (King)	Total	City	1	2	3	4	5									
3	Compensation and Classification Study (see note 1)																			
a	Discuss goals for study			2.00				1.00	3.00	6.00										
b	Conduct data gathering and job evaluation																			
c	Conduct salary and benefits survey																			
d	Benchmark positions																			
e	Develop pay plan with grade assignments																			
f	Review with project liaison			1.00				1.00	2.00											
g	Revise per comments received																			
4	Collect data on peer communities																			
a	Select 4-6 communities for peer comparison	0.25						0.25	0.50	0.25										
b	Discuss and select a handful of metrics that address productivity, service levels, and processes	0.25		0.25				0.25	0.75	1.00										
c	Harvest available data from peer websites							16.00	16.00											
d	Calls to peers to clarify and obtain missing data as feasible							4.00	4.00											
e	Review draft comparison with project liaison	1.00		1.00				1.00	3.00	2.00										
f	Revise comparison per City comments	0.25		0.25				1.00	1.50											
5	Develop recommendations																			
a	Explain how to improve compliance with applicable rules			4.00				4.00	8.00											
b	Explain any changes to workflow at a high level (see note 2)	4.00		4.00				4.00	8.00											
c	Advise on HR issues other departments experience			4.00				4.00	4.00											
d	Address staffing level needs based on workload-capacity comparison	1.00							1.00											
e	Revise job descriptions (see note 3)																			
f	Recommend changes to HR org structure as appropriate	1.00		1.00				1.00	2.00											
g	Audit of HR compliance (see note 3)																			
h	Review of employee handbook (see note 3)																			
i	Recommend changes to performance review as appropriate			16.00				16.00	16.00											
j	Assist with development of staff training (see note 3)																			
k	Develop internal investigation procedure	16.00		16.00				16.00	32.00											
l	Consult on high-level HR risks across organization (see note 3)																			
m	Outline retention, compensation, and benefits strategies			16.00				16.00	24.00	8.00										

City of Stonecrest, GA Resetting the HR Department																			
#	Task	MGT				City	Month												
		Project Manager (Cowans)	HR Senior Specialist (Horton)	Auditor (Cepin)	HR Specialist Staff (King)		Total	1	2	3	4	5							
6	Report results					-													
a	Develop implementation plan	4.00	4.00			14.00			6.00										
b	Review draft with project liaison	2.00	2.00			6.00			2.00										
c	Revise implementation plan per comments	4.00	4.00			10.00			2.00										
d	Consolidate findings in draft final report	6.00	4.00			16.00			6.00										
e	Revise per project liaison comments	3.00	3.00			9.00			3.00										
f	project liaison to sign off on report										2.00								
g	Prepare presentation slide deck	1.00				1.00													
h	Edit slide deck per City comments	0.50				0.50													
i	Deliver presentation	4.00	4.00			8.00													tbc
Total Hours		83.75	118.50	-	90.50	292.75			13.75										
Hourly Rate		\$290	\$280	\$280	\$150														
Labor Extension		24,288	33,180	-	13,575	\$71,043													
Travel (detail below - this is a not to exceed amount for the trips identified)																			
Total Project		\$24,288	\$33,180	\$0	\$13,575	\$74,973													

Travel	Unit cost	Quantity	Extension
Air fare	400	3	\$1,200
Rental car	70	3	\$210
Lodging	200	9	\$1,800
Meals (\$50 per diem)	50	9	\$450
Transportation roundtrip to airport, city of origin	90	3	\$270
Total travel			\$3,930

Job Descriptions	Unit cost	Quantity	Extension
Note 1 Compensation and Classification study	\$400	per job title reviewed	
Note 2 Workflow maps to have two levels: Level 1 has end-to-end process that fits on one 8.5" x 11" page. Level 2 has one page per subprocess. Additional detail is possible, but would require an additional fee.	\$400	per job title reviewed	
Note 3 At this stage, we do not have enough information about project scope to quote a fee for the following work elements: Audit of HR compliance Review of employee handbook Assist with development of staff training Consult on high-level HR risks across organization			



NATIONAL FIRM LOCAL FOCUS

ALABAMA

Montgomery

GEORGIA

Atlanta

MICHIGAN

Bay City

TEXAS

Dallas

CALIFORNIA

Sacramento | Pasadena
| Carlsbad

KANSAS

Wichita

NEW YORK

Manhattan

VIRGINIA

Richmond

COLORADO

Denver

ILLINOIS

Chicago

NORTH CAROLINA

Raleigh

WASHINGTON

Seattle

FLORIDA

Tallahassee | Tampa

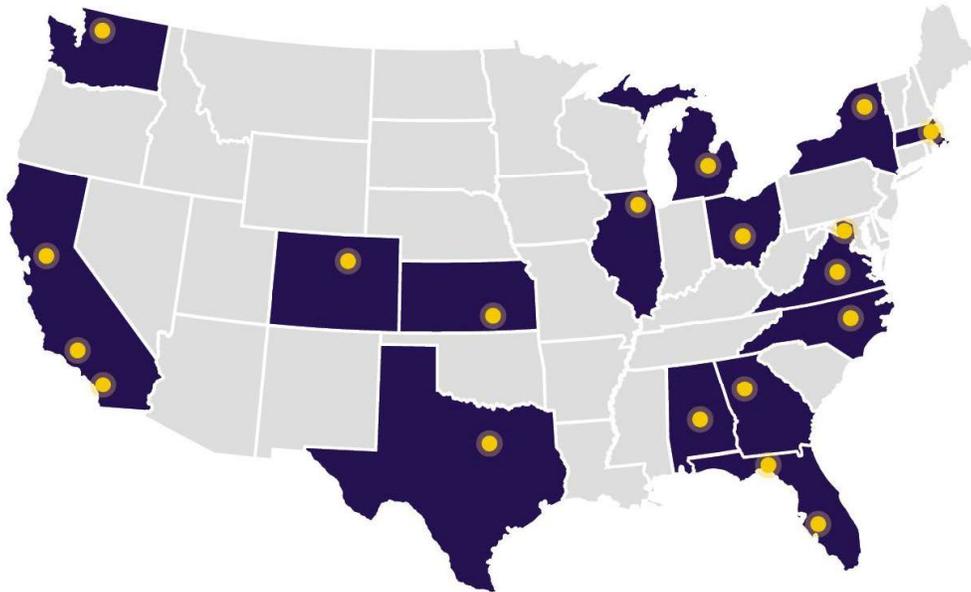
MASSACHUSETTS

Boston

OHIO

Columbus

WASHINGTON, DC



4320 West Kennedy Boulevard, Tampa, Florida 33609
888.302.0899 | www.mgtconsulting.com



CITY COUNCIL AGENDA ITEM

SUBJECT: Executive Search Firm for City Manager Position

AGENDA SECTION: *(check all that apply)*

- PRESENTATION PUBLIC HEARING CONSENT AGENDA OLD BUSINESS
 - NEW BUSINESS OTHER, PLEASE STATE: [Click or tap here to enter text.](#)
-

CATEGORY: *(check all that apply)*

- ORDINANCE RESOLUTION CONTRACT POLICY STATUS REPORT
 - OTHER, PLEASE STATE: [Click or tap here to enter text.](#)
-

ACTION REQUESTED: DECISION DISCUSSION, REVIEW, or UPDATE ONLY

Previously Heard Date(s): [Click or tap here to enter text.](#) & [Click or tap here to enter text.](#)

Current Work Session: [Click or tap to enter a date.](#)

Current Council Meeting: Monday, November 14, 2022

SUBMITTED BY: Gia Scruggs, Finance Director

PRESENTER: Gia Scruggs, Finance Director

PURPOSE: An emergency procurement for an HR Consultant was requested by the City Council on November 7, 2022, however, the finance department utilized a competitive means by utilizing the contract established by the purchasing division of the State of Georgia contract as outlined under the Cooperative Purchasing section of the city’s purchasing policy. Due to the procurement method chosen, this responsiveness to the Council urgency to get assistance was able to be accomplished while utilizing a competitive process. The tasks include in the search will include initial meetings to develop the search plan, performance of the search, initial candidate screening, management of the interview process, post interview processing, and making job offer and negotiations. This job positng will be including in over a dozen websites and social media platforms. MGT of America Consulting, LLC was selected as a responsive vendor that could meet the immediate needs of the City. The Finance department is recommending MGT of America Consulting, LLC to conduct the executive search for the City Manager position. The cost of the executive search for the City Manager position will be \$18,555 The funding for this will be General Fund - City Manager – Professional Services.



CITY COUNCIL AGENDA ITEM

FACTS: Click or tap here to enter text.

OPTIONS: Approve, Deny, Defer Click or tap here to enter text.

RECOMMENDED ACTION: Approve

ATTACHMENTS:

- (1) Attachment 1 - MGT of America Consulting LLC Response Statement
- (2) Attachment 2 - Click or tap here to enter text.
- (3) Attachment 3 - Click or tap here to enter text.
- (4) Attachment 4 - Click or tap here to enter text.
- (5) Attachment 5 - Click or tap here to enter text.

Original

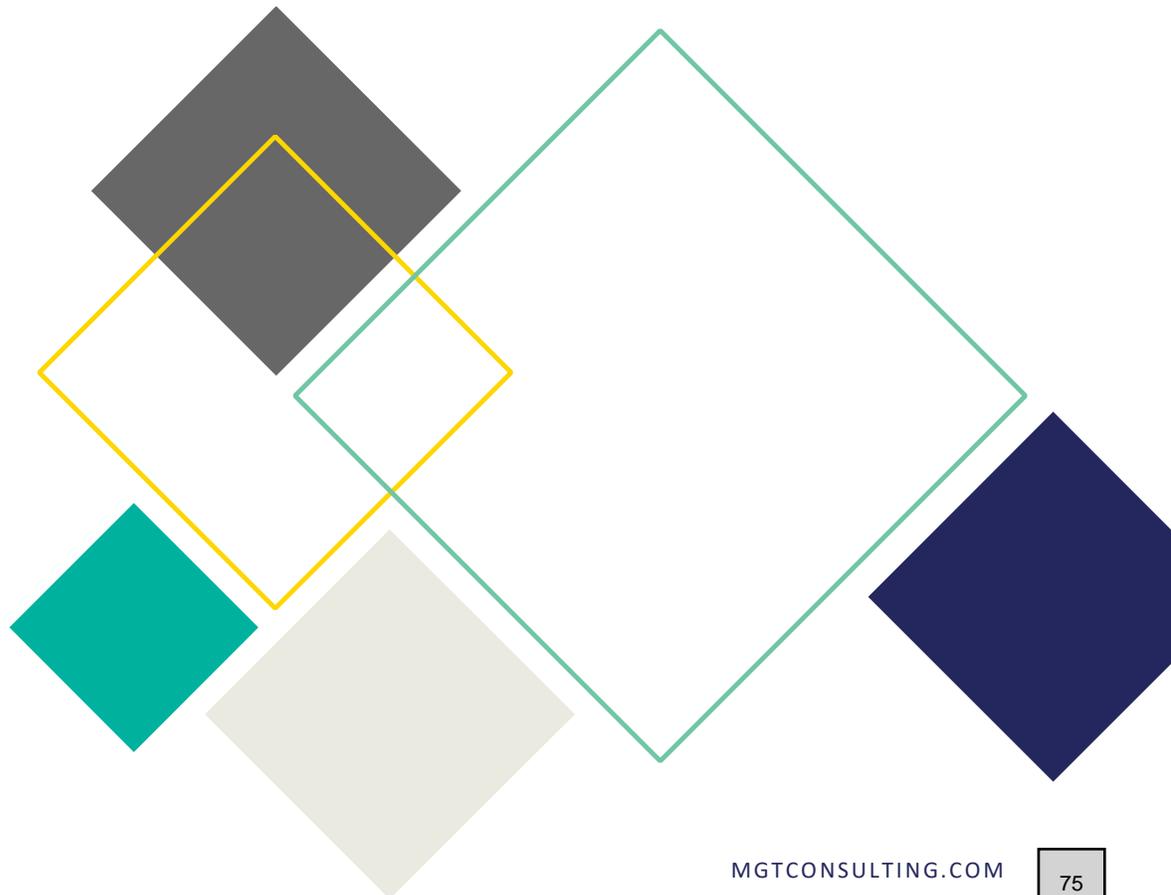


Submitted by:

BRANDON LEDFORD
SENIOR VICE PRESIDENT, CONSULTING
SOLUTIONS GROUP
4320 West Kennedy Boulevard
Suite 200
Tampa, Florida 33609
814.312.1055
BLedford@mgtconsulting.com

EXECUTIVE SEARCH: CITY MANAGER

CITY OF STONECREST



Gia Scruggs, M.B.A., CPM

Finance Director

3120 Stonecrest Blvd Suite 190

Stonecrest, GA 30038

MGT Consulting Group is pleased to present this response to your recent request for Executive Search Services for a City Manager for the City of Stonecrest.

The MGT Project Director, *Ms. Martine Schmitt*, an experienced recruiting professional, is the main point of quality control, has final authority for the project and deliverables, and helps resolve conflicts over any project issues. She will address any questions or concerns throughout the project and will be available to attend necessary meetings and present any final reports or findings to staff. In addition, the Project Director will be responsible for the day-to-day management of all project activities, which includes refining procedures, assigning and monitoring all activities, and maintaining frequent contact with the City Project Officer throughout the lifecycle of the project. She will participate virtually for key meetings and presentations.

MGT's response provides the City with related firm qualifications, key experience, a detailed work plan with timeline, and associated fees to provide services that exceed expectations.

Thank you for the opportunity to submit a proposal to the City of Stonecrest. Should you have questions on any aspect of this proposal, please contact **Mr. Brandon Ledford** at **814.312.1055** or **BLedford@mgtconsulting.com**.

Regards,



Fred Seamon, Ph.D.

Executive Vice President

Project Understanding

MGT follows a rigorous executive recruiting process rooted solidly in accepted best practices and augmented by our many years of experience attracting and identifying highly qualified candidates for government leadership positions.

Today's leadership recruiting environment is more challenging than ever. Set against the backdrop of an extremely competitive market for top talent, as well as the COVID-19 global pandemic, the public sector needs to attract leaders ready and able to navigate the complexities of modern governance with its evolving citizen expectations, ongoing austerity pressures, and rapidly emerging technologies. ***MGT's Human Capital team can help you cut through the noise to find candidates with the skills and experience necessary to get the job done.*** Equally important, we can help you find and sign candidates with the perfect temperament to transition into your environment, join your existing leadership teams, and effectively meet the needs of your constituents smoothly and seamlessly.

Examples of Recent Projects

CITY OF GAINESVILLE

EXECUTIVE RECRUITING – HR DIRECTOR

Audrey Gainey, Talent Acquisition Manager
222 East University Avenue | Gainesville, Florida 32601
(352) 393-8707 | gaineyam@cityofgainesville.org

MGT provided executive recruiting services to the City to hire a Human Resources Director. The project included development of a search plan, search activities to find the ideal candidate, initial candidate screening, management of the interview process, post-interview follow-up, presentation of the job offer and salary negotiation.

STATE OF COLORADO DEPARTMENT OF HUMAN SERVICES

ORGANIZATIONAL EFFICIENCY ASSESSMENT OF DIVISION OF FACILITIES MANAGEMENT

Eduardo D. Lucero, AIA, Director, Division of Facilities Management
4112 South Knox Court | Denver, Colorado 80236
303.866.7367 | Eduardo.Lucero@state.co.us

MGT's Human Capital practice was selected by the Colorado Department of Human Services to conduct an assessment of the Division of Facilities Management, a support organization within the Department responsible for providing statewide planning, technical, facilities and fleet management services to the Department including more than 1,500 acres of land and 343 buildings. MGT reviewed the Division's services, functions, budget, and organizational services, and identified comparable entity and industry benchmarks to recommend Division- and district-level performance metrics as well as organizational and operational modifications. Recommendations included changes to services, classifications, budget allocation, and organizational structure. Project work began in 2019 and was completed March 2020.

Approach to the Recruitment

Detailed below is a sample work plan. The plan outlines the high-level steps we will take to ensure we execute successful recruiting campaigns. This recruiting engagement is customized as appropriate to the position being filled and your specifications.

Work Plan

TASK 1.0: CONDUCT INITIAL MEETING(S) AND FINALIZE PROJECT WORK PLAN

1.1 MGT will meet with the City's project liaison to:

- ◆ Review and refine the proposed search work plan and timeline
- ◆ Review and refine the City Manager job description
- ◆ Clarify the position compensation range and benefit details
- ◆ Explore any additional desired qualities that will find the City a candidate that not only can do the job, but will fit the City's culture and direction
- ◆ Review and refine the interview and selection process, and identify final decision makers

TASK 2.0: DEVELOP SEARCH PLAN

2.1 MGT will draft a search plan that reaches far and wide to find the best candidate. Search elements may include these and other methods:

- ◆ Job search website postings including, but not limited to, MGT Career site and Talent Network, Indeed, LinkedIn and Facebook (social media), Glassdoor, CareerCentric, CareerJet, Job Inventory, Job Boost, Jobbydoo, Job Case, Jobis Job, Jooble, JuJu.com, Link Up, Monster, My Job Helper, Neuvoo, Oodle.com, Recruit.net, SimplyHired, Trovit, US Jobs, Zip Recruiter, and the number one diversity job board, DiversityJobs.com
- ◆ Posting the position to relevant local, regional, and national government and industry associations
- ◆ Social media outreach
- ◆ Targeted e-mail campaign to appropriate City contacts and MGT contacts in the industry
- ◆ Community outreach
- ◆ Brochures or flyers for distribution

2.2 MGT will provide the draft Search Plan to the City for review and revision prior to implementation

TASK 3.0: PERFORM SEARCH

3.1 MGT will implement search activities as agreed to by the City.

3.2 MGT will employ our high-touch candidate communications process to acknowledge the receipt of each application, reply to all candidates who are not selected for interviews, and provide clear communications of logistics and results to all interviewees.

TASK 4.0: CONDUCT INITIAL CANDIDATE SCREENING

- 4.1 MGT will conduct an initial review of all candidates to identify those that could best fulfill the role.
- 4.2 MGT will evaluate candidates based on:
 - ◆ Analysis of past performance
 - ◆ Skill assessments as requested by the City
 - ◆ In depth background review
 - ◆ Alignment with City's organizational goals and culture
 - ◆ Alignment with City's compensation structure
- 4.3 MGT will forward the resumes, cover letters, and preliminary interview results of top tier candidates to appropriate City staff
- 4.4 The City will choose which candidates to interview

TASK 5.0: MANAGE INTERVIEW PROCESS

- 5.1 MGT will schedule interviews with the candidates chosen by the City
- 5.2 MGT will provide sample questions, ranking forms, and best practices for interviewing to appropriate City staff
- 5.3 MGT will manage communication with candidates including:
 - ◆ Interview logistics – time, place, and format
 - ◆ Interview follow-up

TASK 6.0: CONDUCT POST-INTERVIEW FOLLOW-UP

- 6.1 MGT will meet with interviewers to determine:
 - ◆ Overall results of interviews
 - ◆ Need for second interviews
- 6.2 MGT will conduct reference checks and background checks of top candidates as determined by the City
- 6.3 MGT will set up second interviews if needed, and provide suggested questions and ranking forms

TASK 7.0: PERFORM JOB OFFER AND NEGOTIATION

- 7.1 MGT will present the job offer to the City's selected candidate and conduct the salary and benefit negotiations with the City's parameters
- 7.2 If the candidate accepts, he / she will be referred to the City's Human Resources department for onboarding
- 7.3 If the candidate rejects the offer, MGT will report back to the City to determine next steps, which may include:

- ◆ Offering the position to the “runner up”
- ◆ Changing the offer terms to reach acceptance
- ◆ Reviewing the other top-tier candidates for consideration

7.4 MGT will communicate search results to City staff, elected officials, and the general public as desired



BRANDON W. LEDFORD, SHRM-SCP, MPP, PMP

Senior Vice President, Human Capital Solutions Group

MGT CONSULTING GROUP

Mr. Ledford is responsible for driving the growth and execution of MGT’s organizational solutions group, which includes classification and compensation/salary studies, policy and procedure development, organizational reviews, and best practice research. For over fifteen years, he has assisted global clients in all industries with human capital, public policy, management consulting, revenue performance management, strategy, business transformation, data analytics, diversity, equity, and inclusion, and strategic communications.



Prior to joining the MGT leadership team, he was the Vice President overseeing the Human Resources and Policy and Compliance departments of a global technology company and has been a consultant for both Booz Allen Hamilton and Deloitte. Mr. Ledford also has interned for the U.S. Supreme Court and White House Office of Science and Technology Policy. He holds a Master of Public Policy from George Mason University’s School of Public Policy, a Bachelor of Arts from the Pennsylvania State University, is a certified Project Management Professional (PMP) and Prosci Change Manager and earned an Innovation and Entrepreneurship Certificate from Stanford.

Areas of Expertise

- ◆ Human Capital
- ◆ Business Transformation
- ◆ Data Analytics
- ◆ Public Policy
- ◆ Strategic Communications
- ◆ Strategy

Education

M.P.P., Health Policy, Science and Technology Policy, George Mason University, 2011
 B.A., Comparative Literature, Latin, The Pennsylvania State University, 2006
 Innovation and Entrepreneurship Certificate, Stanford University, 2020
 Society of Human Resources Management, Senior Certified Professional (SHRM-SCP), February 2021
 Prosci Change Management Certificate, February 2020
 Project Management Professional (July 2013 – Present)
 Lean Six Sigma Yellow Belt (August 2012 – Present)

Honors

The Horatio Alger Scholarship, four consecutive years
Martha V. and Walter A. Pennino Endowed Scholarship
American Cancer Society Champion College Scholarship
Carolyn’s Compassionate Children Scholarship
The Harry W. Klinger University Scholarship, four consecutive years
The Brandon Ledford Scholarship

Sample of Relevant Project Experience

- Adams 14 School District (CO) | School Turnaround
- Antelope Valley College District (CA) | Classification and Compensation Study
- Beaufort County School District (SC) | Needs Assessment
- Brevard County School Board (FL) | Districtwide Compensation Study
- Centre Area Transportation Authority (PA) | Classification and Compensation Study
- CF Solutions | Classification and Compensation Study
- City of Apopka (FL) | Classification and Compensation Study
- City of Gainesville (FL) | Executive Recruiting
- Gogebic County (MI) | Classification and Compensation Study
- Green River College (WA) | Classification and Compensation Study
- Gulf Coast State College (FL) | Compensation and Class Study
- Gwinnett County Public Library (GA) | Compensation Plan Evaluation Services
- Harford County Public Schools (MD) | Compensation and Benefits Study



BRANDON W. LEDFORD, SHRM-SCP, MPP, PMP

Senior Vice President, Human Capital Solutions Group

MGT CONSULTING GROUP

- City of Hermiston (OR) | Classification and Compensation Study
- City of Stockton (CA) | Equity Assessment, Commercial Cannabis Program
- City of Toledo (OH) | Disparity Study
- City of Woodinville (WA) | Classification and Compensation Study
- Colorado Division
- Colorado School of Mines | Job Architecture and Pay Equity Consulting
- County of Charles (MD) | Operational and Organizational Assessment
- County of Glades (FL) | Employee Policy and Handbook Development
- County of Jackson (OR) | Classification and Compensation Study
- County of Lancaster (SC) | Classification and Compensation Study
- County of Maricopa (AZ) | Human Resources Services
- County of Maricopa (AZ) | Rate Methodologies & Recommendations
- County of Maui (HI) | Performance Audit
- County of Ouray (CO) | Classification and Compensation Review and Update
- County of York (SC) | Ongoing Classification and Compensation Services
- Dallas Area Rapid Transit (TX) | Benefits Assessment
- Disability Rights Florida | Classification and Compensation Study
- East Central College (MO) | Compensation and Classification Study
- Florida Atlantic University | Organizational Assessment
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Development Disabilities Council | Classification and Compensation Study
- Florida Office of Program Policy Analysis and Government Accountability | Florida Clerks of Court Organizational Review
- Hawaii Health Systems Corporation | Classification and Compensation Study; Executive Performance Review System Design
- Hillsborough Area Regional Transportation Authority (FL) | Classification and Compensation Study
- Hillsborough Community College (FL) | Administrator Classification and Compensation Study
- Horry County Schools (SC) | Classification and Compensation Study
- Indiana Department of Administration | School Corporation Emergency Management Services
- Lancaster County (SC) | Classification and Compensation Study
- Maryland Environmental Service | Classification and Compensation Study
- Navajo Nation | Compensation Study
- North Carolina Education Lottery | Compensation and Classification Study
- Orleans Parish School Board (LA) | Diversity, Equity, and Inclusion Study
- Pittsburgh Public Schools (PA) | Classification and Compensation Study
- Santa Fe College (FL) | Classification and Compensation Study
- Sault Tribe (MI) | Classification and Compensation Study
- Southern Nevada Regional Housing Authority | Classification and Compensation Study
- State of Colorado | Organizational Review; Training
- Tampa Bay Partnership (FL) | Organizational Review
- Tampa Bay Water (FL) | Compensation and Classification Study
- Texas Southmost College | Market Surveys and Evaluations
- University of Nevada, Las Vegas | Strategic Planning
- Washington Suburban Sanitary Commission (MD) | Consulting Services for a Disparity Study
- West Shore Community College (MI) | Compensation and Classification Study



MARTINE LOUISE SCHMITT, SHRM-CP

Talent Engagement Director
MGT CONSULTING GROUP

Ms. Schmitt is a senior Human Resources professional with 11 years of relevant experience within a wide range of professional environments, including higher education, non-profits, and corporate management consulting. She specializes in partnering with hiring managers to deliver high quality professional candidates, utilizing strategic sourcing methodologies, business intelligence, networking, branding initiatives and technology. She excels at building effective relationships through internal and external networks, professional associations and employee organizations to maximize company exposure and build candidate pipeline.



Education

Bachelor of Arts, With Honors, International Studies –
University of Mississippi
Sally McDonnell Barksdale Honors College
Croft Institute for International Studies

Professional Certifications and Affiliations

AIRS Advanced Certified Internet Recruiter (ACIR)
AIRS Certified Diversity Recruiter (CDR)
Society for Human Resources Management (SHRM)

Experience

MGT CONSULTING GROUP, Talent Engagement Director, April 2018–Present

- Identify potential candidates through direct and passive sourcing, including online listings, social media, recruiting events, personal networking, outbound marketing, and participation in relevant professional associations
- Manage human resource analytics to provide strategic staffing data and planning information to management.
- Work with hiring managers to increase awareness and engagement in recruiting process.
- Collaborate with the professional services team for external Human Capital consulting projects.

MASONITE, Contract Consultant/Recruiter, February 2018 – April 2018

BOOZ ALLEN HAMILTON Client-Facing Recruiter, March 2008-May 2010

AMERICAN RED CROSS NATIONAL HEADQUARTERS, Recruiting Team Lead, February 2000-March 2008

GAINOR STAFFING SERVICES, Senior Account Executive, February 2004 – January 2006

Community Involvement

Member – Society for Human Resources Management (SHRM), Alexandria, VA 2018 – present

Member – HR Tampa (SHRM local chapter), Tampa, FL 2018 - present

Professional Proficiencies

Full Life-Cycle Recruiting
Behavioral Interviewing
Human Resources Metrics
Federal and Non-Profit Recruitment
Relationship/Team Building

Schedule

Below is a typical project timeline depicting the flow and average duration of the recruiting campaign. Depending on many factors, a particular engagement may be completed more quickly or may take longer to complete.

WORK TASKS	MONTH 1				MONTH 2				MONTH 3			
	1	2	3	4	1	2	3	4	1	2	3	4
1.0 Conduct Initial Meeting(s) and Finalize Project Work Plan	█	█										
2.0 Develop Search Plan	█	█	█	█								
3.0 Perform Search			█	█	█	█						
4.0 Conduct Initial Candidate Screening	█	█	█	█	█	█	█					
5.0 Manage Interview Process				█	█							
6.0 Conduct Post-Interview Process					█	█	█	█	█			
7.0 Perform Job Offer and Negotiation								█	█	█	█	
8.0 Provide Ongoing Assistance												➔

Proposal Fee

MGT proposal the following fee for the project.

**City of Stonecrest
Executive Search
PROPOSED PROJECT BUDGET**

Milestones and Tasks		Professional Hours*	MGT Fees	GRAND TOTAL
1	Conduct Initial Meeting(s) & Finalize Project Work Plan	8	1,910	1,910
2	Develop Search Plan	11	2,250	2,250
3	Perform Search	19	3,730	3,730
4	Conduct Initial Candidate Screening	11	2,250	2,250
5	Manage Interview Process	21	4,100	4,100
6	Conduct Post-Interview Follow-Up	11	2,250	2,250
7	Perform Job Offer & Negotiation	10	2,065	2,065
8	Ongoing Support	0	-	-
GRAND TOTAL, Hours and Fees		91	18,555	18,555