



**ABILENE CITY COMMISSION  
AGENDA  
ABILENE PUBLIC LIBRARY, 209 NW FOURTH STREET  
AUGUST 10, 2026 - 4:30 PM**

Following the adjournment of the regular meeting

**VIEW THIS CITY COMMISSION MEETING VIRTUALLY AT**

**[www.abilenecityhall.com/watchlive](http://www.abilenecityhall.com/watchlive)**

- 1. Call to Order – August 10, 2026, City Commission Study Session**
- 2. August 10, 2026, City Commission Study Session Agenda**
  - a. City Manager Recruitment Firm Interview — Colin Baenziger & Associates — 4:45 pm
  - b. City Manager Recruitment Firm Interview — Clear Career Professionals — 5:30 pm
  - c. City Manager Recruitment Firm Interview — Government Professional Solutions — 6:15 pm
- 3. Adjourn the August 10, 2026, City Commission Study Session.**

Future Meeting Reminders



**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR  
THE CITY OF ABILENE, KANSAS**

**Volume I: Proposal**

**Submitted on: July 20, 2026**

***Colin Baenziger & Associates***

**Contact Person:**

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**Colin Baenziger & Associates**  
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***...Serving Our Clients with a Personal Touch...***

# PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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July 20, 2026

The Honorable Mayor Brandon Rein, Vice-Mayor Cy Taylor, and Commissioners John Kollhoff, Amy Meysenberg, and Debbie Lytle  
Attn: Shayla Mohr, City Clerk  
shayla@abilenecityhall.com  
City of Abilene  
419 N. Broadway  
Abilene, KS 67410

Mayor Rein, Vice-Mayor Taylor, and Commissioners Kollhoff, Meysenberg, and Lytle:

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

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

Nationally we have found City Managers / Administrators for Thornton, CO; Brighton, CO; Kirkwood, MO; Crestwood, MO; Ankeny, IA; Ashland, KY; Bellevue, WA; Davenport, IA; Doraville, GA; Fairborn, OH; Fayetteville, NC; Fort Smith, AR; Indianola, IA; Lawton, OK; Portland, ME; Roanoke, VA; Scottsdale, AZ; Tacoma, WA; and Winchester, VA. We have also found the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia) as well as County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

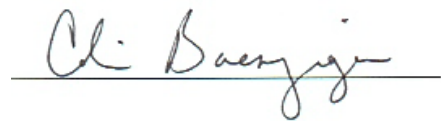


Some of our current searches include City Managers/Administrators for Fort Smith, AR; Montverde, FL; Orange Park, FL; and Sunnyside, WA. We are also assisting the City of Charleston, SC with searches for their Chief Information Officer, Section Chief for Planning, Section Chief for Public Works and Public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

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

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

Sincerely,



Colin Baenziger  
Senior Partner



G. Scott Krim  
Managing Partner

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

## ***II. Qualifications and Experience of the Firm***

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### ***The Firm, Its Philosophy, & Its Experience***

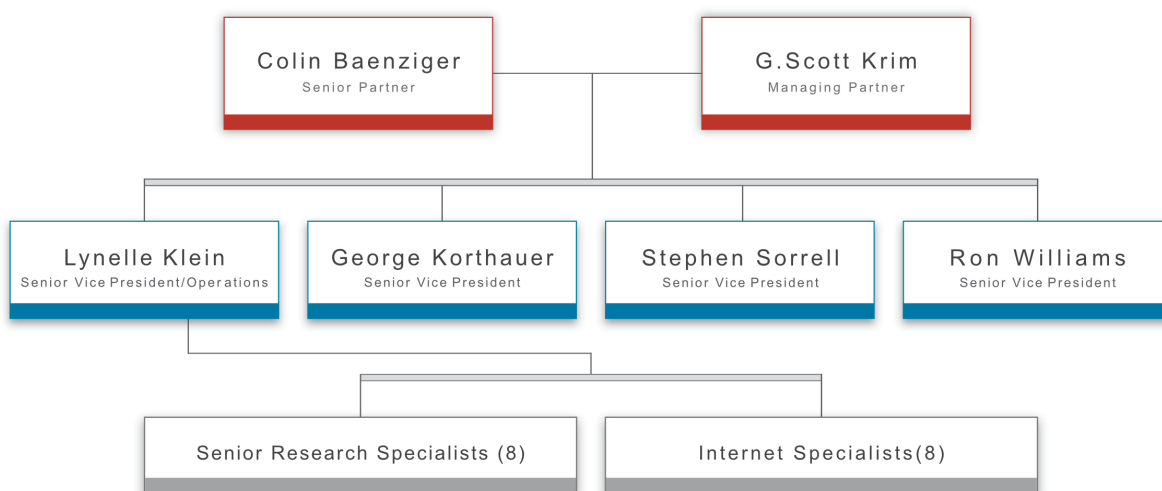
Colin Baenziger & Associates (CB&A) is a nationally recognized firm which began executive recruiting in 1998. The firm has offices in Daytona Beach Shores, FL, Grand Junction, CO, Pensacola, FL, and Weber County, UT.

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

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

### ***Technical Capabilities and Organizational Structure***

Colin Baenziger & Associates has developed its business model over the past 27 years, and its effectiveness has led to our success and national reputation. Our work has focused on Executive Search, and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



## ***II. Qualifications and Experience of the Firm*** *(continued)*

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### ***What Makes us Unique***

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

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

### ***Completion of Projects within Budget***

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

### ***Completion of Projects on Schedule***

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

### ***Women and Minorities***

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

### ***Prior Names and Litigation***

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

## ***II. Qualifications and Experience of the Firm*** *(continued)*

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### ***Insurance***

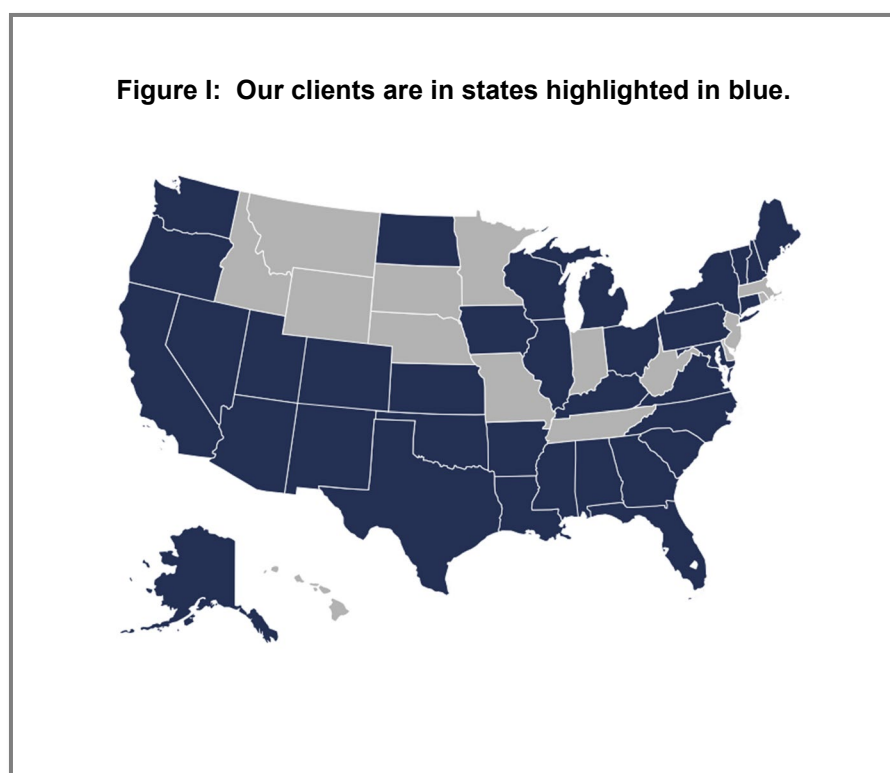
To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$2 million per occurrence, (2) automobile liability insurance of \$1 million per occurrence, (3) professional liability insurance of \$1 million per occurrence and (4)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

### ***Clientele***

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

### ***Geographic Reach***

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. We have conducted assignments in 35 states, see Figure I below. A complete list of our searches can be found in Appendix A.



### III. Relevant Experience

| CB&A's City Manager/Administrator Placements from 2023 to Present |         |                   |            |                   |                  |              |                                    |
|-------------------------------------------------------------------|---------|-------------------|------------|-------------------|------------------|--------------|------------------------------------|
| Client                                                            | Pop.    | Placement         | Start Date | Contact           | Title            | Phone        | Email                              |
| Kirkwood, MO                                                      | 29,348  | Darren Lamb       | 6/8/2026   | David Weidler     | Interim CAO      | 314-822-5801 | Weidledc@kirkwoodmo.org            |
| Cedar Falls, IA                                                   | 41,593  | Craig Clark       | 7/6/2026   | Danny Laudick     | Mayor            | 319-231-8694 | Danny.Laudick@cedarfalls.com       |
| Hopewell, VA                                                      | 22,944  | Vincent Jones     | 5/13/2026  | Michael Rogers    | Interim CM       | 248-910-0608 | michaelcharlesrogers@outlook.com   |
| Davenport, IA                                                     | 101,724 | Tim Gleason       | 3/2/2026   | Alison Fleming    | HR Director      | 309.525.0765 | Alison.Fleming@davenportiowa.com   |
| Lake Helen, FL                                                    | 3,136   | John Brant        | 1/5/2026   | Heather Rutledge  | Commissioner     | 386.361.7258 | hrutledge@lakehelen.org            |
| Orange Park, FL                                                   | 9,062   | Joseph Taylor     | 12/1/2025  | Lawsikia Hodges   | City Attorney    | 904.303.6145 | lhodges@sgrlaw.com                 |
| Cocoa Beach, FL                                                   | 11,341  | A.J. Hutson       | 9/8/2025   | Keith Capizzi     | Mayor            | 321.271.4520 | keith.capizzi@cityofcocoabeach.com |
| Kodiak, AK                                                        | 5,497   | Randy Robertson   | 9/8/2025   | Pat Branson       | Mayor            | 907.539.5720 | pbranson@city.kodiak.ak.us         |
| Venice, FL                                                        | 28,967  | James Clinch      | 8/4/2025   | Nick Pachota      | Mayor            | 941.303.3485 | NPachota@venicefl.gov              |
| Cape Canaveral, FL                                                | 9,976   | Keith Touchberry  | 8/4/2025   | Wes Morrison      | Mayor            | 321.868.1220 | w.morrison@capecanaveral.gov       |
| Titusville, FL                                                    | 50,254  | Thomas Abbate     | 7/19/2025  | Andrew Connors    | Mayor            | 321.567.3775 | Andrew.Connors@Titusville.com      |
| Wilmington, NC                                                    | 122,695 | Becky Hawke       | 6/30/2025  | Clayton Roberts   | HR Director      | 910.341-5844 | Clayton.roberts@wilmingtonnc.gov   |
| North Myrtle Beach, SC                                            | 19,343  | Ryan Fabbri       | 6/6/2025   | Allison Galbreath | City Clerk       | 843.280.5604 | akgalbreath@nmb.us                 |
| Fort Walton Beach, FL                                             | 20,925  | Jason Davis       | 6/2/2025   | Derek Mattingly   | HR Director      | 850.833.9508 | dmattingly@fwb.org;                |
| Nome, AK                                                          | 3,695   | Lee Smith         | 4/14/2025  | John K. Handeland | Mayor            | 907.443.6600 | johnh@nomealaska.org;              |
| Juno Beach, FL                                                    | 3,858   | Rob Cole          | 3/31/2025  | Peggy Wheeler     | Mayor            | 561.310.2300 | pwheeler@juno-beach.fl.us          |
| Seaside, CA                                                       | 32,366  | Greg McDanel      | 3/17/2025  | Ian Oglesby       | Mayor            | 831.899.6704 | ioglesby@ci.seaside.ca.us;         |
| Longview, WA                                                      | 37,722  | Jennifer Wills    | 1/30/2025  | Angie Wean        | Former Councilor | 360.998.0713 |                                    |
| Fruitland Park, FL                                                | 4,100   | Karen Manila      | 1/10/2025  | Chris Bell        | Commissioner     | 352.326.4291 | cbell@fruitlandpark.org;           |
| Eagle Mountain City, UT                                           | 63,689  | Ben Reeves        | 12/30/2024 | Tom Westmoreland  | Mayor            | 801.564.9342 | mayor@eaglemountain.gov;           |
| Fernandina Beach, FL                                              | 13,052  | Sarah Campbell    | 12/2/2024  | Bradley Bean      | Mayor            | 904.415.5181 | bbean@fbfl.org;                    |
| Davenport, IA                                                     | 101,724 | Doug Maxeiner     | 10/28/2024 | Alison Fleming    | HR Director      | 309.525.0765 | Alison.Fleming@davenportiowa.com   |
| Thornton, CO                                                      | 144,388 | Tansy Hayward     | 10/21/2024 | Chris Russell     | Council Member   | 303.538.7530 | chris.russell@thorntonco.gov       |
| Crystal River, FL                                                 | 3,485   | Audra Curts-Whann | 9/24/2024  | Mary Helprin      | HR Director      | 352.212.1730 | mhelprin@crystalriverfl.org        |
| Pascagoula, MS                                                    | 21,330  | Justin Larsen     | 8/20/2024  | Michael Moore     | City Attorney    | 228.762.6631 | michael@bnsb.com                   |
| Sunnyside, WA                                                     | 16,150  | Mike Gonzalez     | 8/1/2024   | Dean Broersma     | Mayor            | 509.952.4456 | dbroersma@sunnyside-wa.gov         |
| Deltona, FL                                                       | 98,528  | Doc Dougherty     | 6/10/2024  | Todd Shimkus      | Commissioner     | 407.443.6844 | TShimkus@deltonafl.gov             |

### III. Relevant Experience (continued)

| CB&A's City Manager/Administrator Placements from 2023 to Present |        |                 |            |                   |                  |              |                                   |
|-------------------------------------------------------------------|--------|-----------------|------------|-------------------|------------------|--------------|-----------------------------------|
| Lake Helen, FL                                                    | 2,871  | Jim Gleason     | 2/5/2024   | Vernon Burton     | Mayor            | 386.801.0330 | Mayorburton@lakehelen.org         |
| Belle Isle, FL                                                    | 7,344  | Rick Rudometkin | 1/1/2024   | Nicholas Fouraker | Mayor            | 407.868.1317 | mayor@belleislefl.gov             |
| Port Richey, FL                                                   | 2,869  | Matt Coppler    | 11/11/2023 | Todd Maklary      | Vice Mayor       | 786.897.8939 | t.maklary@cityofportrichey.com    |
| Fernandina Beach, FL                                              | 13,052 | Ty Ross         | 10/16/2023 | Bradley Bean      | Mayor            | 904.415.5181 | bbean@fbfl.org;                   |
| Flagler Beach, FL                                                 | 5,458  | Dale Martin     | 7/31/2023  | Rick Belhumeur    | Commission Chair | 386.503.5030 | rbelhumeur@cityofflaglerbeach.com |
| Firecrest, WA                                                     | 7,215  | Dawn Masko      | 6/19/2023  | Brett L. Wittner  | Mayor            | 253.312.8556 | bwittner@cityoffirecrest.net      |
| Cooper City, FL                                                   | 32,000 | Ryan Eggleston  | 6/5/2023   | Lisa Mallozzi     | Commissioner     | 754.283.2410 | LMallozzi@CooperCity.gov          |
| Oakland, FL                                                       | 5,400  | Andy Stewart    | 5/26/2023  | Kathy Stark       | Former Mayor     | 407.758.5481 |                                   |
| Juno Beach, FL                                                    | 3,600  | David Dyess     | 4/13/2023  | Peggy Wheeler     | Mayor            | 561.310.2300 | pwheeler@juno-beach.fl.us         |
| Fort Walton Beach FL                                              | 20,879 | Jeff Peters     | 4/11/2023  | Terry Franxman    | HR Director      | 727.460.6890 |                                   |
| Ocean Ridge, FL                                                   | 1,830  | Lynne Ladner    | 4/4/2023   | Geoff Pugh        | Mayor            | 561.742.1807 | gpugh@oceanridgeflorida.com       |
| Bartow, FL                                                        | 16,000 | Mike Herr       | 1/3/2023   | Leo Longworth     | Vice Mayor       | 863.533.3136 | llongworth@cityofbartow.net       |

## ***IV. Proposed Project Team***

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### ***Project Team and Involvement***

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

**Colin Baenziger**, our Senior Partner, has spent ten years in local government as a senior manager and over 30 years as a consultant. In addition to his 27 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and the Marriott Corporation. Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is active in the International City Management Association and the Florida City and County Management Association.



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



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





#### ***IV. Proposed Project Team*** (continued)

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



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



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





## ***V. Proposed Work Plan***

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

### ***Phase I: Information Gathering / Needs Assessment / Brochure Preparation***

#### ***Task One: Needs Assessment***

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

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

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

#### ***Task Two: Develop Position Description and Recruitment Materials***

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

### ***Phase II: Recruitment***

#### ***Task Three: Recruit Candidates***

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

## ***V. Proposed Work Plan*** *(continued)*

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

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

### ***Phase III: Screening and Finalist Selection***

#### ***Task Four: Evaluate the Candidates***

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

Specifically, our efforts will involve:

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

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

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

- **Ask the Candidates to Prepare a Written Introduction:** We ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their story *in their own*

## ***V. Proposed Work Plan*** *(continued)*

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words, and balance the negativity that is so often characteristic of the press, and (2) the City can evaluate the candidates' written communication skills.

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

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

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

## ***V. Proposed Work Plan*** *(continued)*

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### ***Task Five: Preparation and Presentation of Candidate Materials***

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

### ***Task Six: Finalist Selection***

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

### ***Task Seven: Notify All Candidates of Their Status***

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

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

## ***Phase IV: Coordinate the Interview Process and City Manager Selection***

### ***Task Eight: Coordinate the Candidate Assessment Process***

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

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

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

## ***V. Proposed Work Plan*** *(continued)*

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

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

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

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

### ***Task Nine: Debriefing and Selection***

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

## ***Phase V: Negotiation and Continuing Assistance***

### ***Task Ten: Notification, Contract Negotiations and Warranty***

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

### ***Task Eleven: Continuing Assistance***

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

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

## ***V. Proposed Work Plan*** *(continued)*

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### ***The City's Obligations***

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

## ***V. Proposed Work Plan*** *(continued)*

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### ***Proposed Project Schedule***

The following is the schedule we would suggest and assumes CB&A is selected to complete the search by August 24<sup>th</sup>. It can be adjusted based on the availability of the Mayor and Commission.

#### ***Phase I: Needs Assessment / Information Gathering***

- September 2<sup>nd</sup>: CB&A begins meeting with the Commission Members and other stakeholders to understand the job and its challenges.
- September 15<sup>th</sup>: CB&A submits the draft of the full recruitment profile to the City for its review.
- September 22<sup>nd</sup>: The City provides comments on the recruitment profile.

#### ***Phase II: Recruiting***

- September 25<sup>th</sup>: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to approximately 14,000 local government professionals.
- October 16<sup>th</sup>: Closing date for submission of applications.
- October 21<sup>st</sup>: CB&A reports on the results of the recruitment.

#### ***Phase III: Screening, Reference Checks and Credential Verification***

- November 24<sup>th</sup>: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background, and Internet/newspaper archives/social media checks.
- December 1<sup>st</sup>: The City selects approximately five finalists and an alternate to interview.

#### ***Phase IV: Interview Process Coordination and City Manager Selection***

- December 10<sup>th</sup>: The City holds reception for the finalists.
- December 11<sup>th</sup>: One-on-one and full Commission interviews and selection of City Manager.

#### ***Phase V: Negotiation, Warranty & Continuing Assistance***

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

## ***VI. Public Engagement Methodology***

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### ***Public Involvement***

We can provide multiple examples of community involvement during the process. As noted in our work plan, our firm recommends a reception where the public has the opportunity to meet the candidates and to provide feedback through both formal and informal means. There, they can ask questions and provide the Commission Members with feedback via comment cards or by speaking with the elected officials individually or at the formal meeting.

If the City wishes, we can also incorporate meetings with other stakeholders (such as the business community, the non-profit community, City staff and so on) to gather their insights in developing the recruiting materials. We can also have meetings with segments of the community at the beginning of the process to obtain their input or have a public community forum.

We can also solicit the input of your residents through an online survey. These forums and surveys are valuable as they provide additional perspectives and a better understanding of the environment and the wants/needs of the community that the Manager will be working in.

Some municipalities choose to involve citizen panels when interviewing finalists. We suggest these panels only comment on strengths and weaknesses of the candidates and not rank the candidates. The reason is a ranking can place the Commission in an awkward position if it disagrees with the citizen's recommendations.

Finally, we can hold a Town Hall style meeting during the interview process where residents can submit questions ahead of time and the candidates answer the questions during the meeting.

We will work with you to create a process that involves the community to the extent that you desire.



## VII. Due Diligence Methodology

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### Due Diligence

Our vetting process is described in Task Four in the search methodology above and included here for convenience.

We would add that candidates often tell us our background checks are the most comprehensive they have experienced, and in some cases, the only ones. See Appendix F for a testimonial.

#### **Task Four: Evaluate the Candidates**

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

Specifically, our efforts will involve:

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

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

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

- **Ask the Candidates to Prepare a Written Introduction:** We ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their story *in their own words*, and balance the negativity that is so often characteristic of the press, and (2) the City can evaluate the candidates' written communication skills.
- **Interviews of References:** We provide the candidate with a list of references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people per candidate and prepare a written summary of each conversation that is approximately one page long.

## **VII. Due Diligence Methodology** (continued)

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- **Legal Checks:** Through our third-party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state, and national level; civil records for litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the NCIC database (the gold standard for criminal records), our vendor has developed a very reliable substitute.
- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every community has some form of print and/or electronic media with an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation. Further, we will review the candidate's social media accounts.
- **Verification of Education and Work History:** We will verify all stated educational credentials, as well as the candidate's work history for the past 15 years to ensure the candidate has been completely forthright.
- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

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

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

## ***VIII. Due Diligence Experience and Risk Assessment***

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### ***Examples of our Due Diligence***

The most recent example was an individual who interviewed extremely well with our Project Manager. In fact, their interview was the best of all those interviewed. In our internet research, however, we found many articles that suggested the information they provided during our interview was not accurate. As such, we did not present them to our client.

Following are three more examples. Gender and names of cities have been removed for privacy reasons.

Example 1: We were conducting a search for a Fire Chief and found a very promising candidate. This candidate had been with the same City for a few decades, progressing in leadership positions. We did the normal background and internet checks and did not find anything of concern. One reference, when asked if there was anything embarrassing in this candidate's background, the reference mentioned an email but would not elaborate further. We researched further and found a very concerning situation. The organization in which they worked provided additional pay and retirement for employees who were willing to fill in for others at the last minute. Employees began coordinating a written unofficial schedule where they would call in sick and others would pick up the shifts to receive this additional pay and retirement. This practice went on for several years. The last year before discovery, they essentially bilked the organization of over a million dollars. Our candidate was not mentioned in any of the articles covering this situation because they did not participate in the fraud. However, an email was found that indicated they knew about this unofficial schedule and, presumably, did not try and stop it. We called the members of the hiring board individually to share the information and asked how they wanted us to proceed. The City decided not to continue with this candidate.

Example 2: In another search we were having trouble verifying employment of a candidate. We contacted this individual and they provided a verification letter. Rather than just accepting the letter, we contacted the employer again and provided the letter to them. The organization verified that this verification was fraudulent and was not produced by the organization; they sent the candidate a cease-and-desist letter. Our Project Manager called the candidate to discuss the matter, and the candidate admitted that they had not worked for the organization as originally claimed. The candidate then sent an email withdrawing from the search along with an explanation of the resume inaccuracy. We forwarded the email to our client.

Example 3: We conducted a search for a Homeowners' Association and received an application from someone that we had presented years earlier. We quickly realized that his current resume was not aligned with his previous resume. The current employer, listed within the former resume, was not mentioned on the current resume. In conducting some research, we found that the candidate had recently been fired for misuse of funds, and placing personal charges on their p-card. (These actions happened after we presented him the first time.) The internet articles did not mention this individual by name, they were referred to as the Executive Director, but there was a lawsuit and the timeline matched their employment history. Within a few hours of initiating background checks we informed the candidate that under the circumstances, we could not put our name behind them. We maintain records indefinitely, and we have been in business since 1997, which enables us to see inaccuracies that others may miss.

## ***IX. Sample Deliverables***

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### ***Samples of our Work and Search History***

Samples of our work can be found in the appendices, as well as a complete listing of searches CB&A has conducted.

## ***X. References***

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### ***Town Manager, Bay Harbor Islands, FL (population 5,938)***

**Contact:** Former Mayor and current Councilmember Stephanie Bruder at (305) 866-6241, or [sbruder@bayharborislands-fl.gov](mailto:sbruder@bayharborislands-fl.gov)

CB&A began its work in May of 2020 to find Bay Harbor Islands' next **Town Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the Town to interview. Through our targeted marketing and outreach efforts, we were able to bring an excellent pool of candidates to the Town. After careful deliberation, the Town selected *Maria Lasday, formerly the Village Manager for Bannockburn Village, IL* in August 2020. Ms. Lasday resigned in September 2024 and retired from the profession.



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

**Contact:** Mayor Danny Laudick at 319-231-8694, or [Danny.Laudick@cedarfalls.com](mailto:Danny.Laudick@cedarfalls.com)

Located in northeast Iowa along the Cedar River adjacent to Waterloo and approximately 110 miles northeast of Des Moines, Cedar Falls is a community with warmth, stability, and a kind of Norman Rockwell feel. CB&A was hired at the end of February 2026 to find their next **City Administrator**. We created the recruitment profile, sought outstanding candidates, screened and shortlisted the best individuals, conducted thorough background checks, and recommended finalists. Our project manager attended the interviews in person to help coordinate the process. The Councilmembers selected *Craig Clark, former City Administrator for the City of Austin MN*, in April 2026. Mr. Clark remains with the City.



### ***City Administrator and Corporation Counsel, Davenport, IA (population 100,491)***

**Contact:** Human Resources Director Alison Fleming at 563-326-7750 or [Alison.Fleming@davenportiowa.com](mailto:Alison.Fleming@davenportiowa.com)

CB&A was hired in April 2024 to conduct searches for the **City Administrator** and **Corporation Counsel**. We started with the Corporation Counsel search as it was the priority, but ran the searches congruently. We met with City Officials to learn about the community and the position. We conducted a salary survey to determine the market rate for the region. We began advertising and marketing the position in July 2024. We completed in-depth background checks on the top candidates and recommended ten individuals to the City for their consideration. The process was slightly elongated as we worked with a search committee formed by the City. Samuel Huff, *former Litigation & eDiscovery Attorney for Deere & Co.*, was selected to be the Corporation Counsel on August 1, 2024. Doug Maxeiner, *former City Administrator for East Moline, IL*, was selected to be the City Administrator on September 11, 2024. Mr. Huff remains with the City. Mr. Maxeiner resigned in 2025 due to significant health concerns. We recently led the recruitment to find Mr. Maxeiner's replacement. Tim Gleason, *former Interim City Administrator for Davenport, IA*, was selected in February 2026.





### ***Deputy City Administrator, Dickinson, ND (population 20,800)***

**Contact:** Former City Administrator Shawn Kessell at  
(701) 690-7776 or [Shawn.T.Kessell@gmail.com](mailto:Shawn.T.Kessell@gmail.com)

Dickinson is a beautiful smaller city located in Southwestern North Dakota. It has a variety of home-grown industries. The City is in excellent financial condition and its facilities are state-of-the-art. We were asked to find a **Deputy City Administrator** with a strong background in finance as the position also serves as Finance Director. We were also asked to move very quickly – the position had been vacant for over six months. We began work on April 18, 2016. It was a difficult recruitment as people with strong financial backgrounds are in short supply. We employed some innovative approaches to marketing the position, presented a number of excellent candidates and on June 27<sup>th</sup>, the City selected *Linda Carlson, then the Deputy Administrative Support Director / Finance Director for Casper, WY.*



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

**Contact:** Former Interim City Manager Michael Rogers at 248-910-0608, or  
[michaelcharlesrogers@outlook.com](mailto:michaelcharlesrogers@outlook.com)

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



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

**Contact:** Interim CAO David Weidler at (314) 822-5801 or  
[Weidledc@kirkwoodmo.org](mailto:Weidledc@kirkwoodmo.org)

Just 14 miles southwest of St. Louis, Kirkwood blends the inviting charm of a close-knit community with the convenience and energy of a major metropolitan area. CB&A was awarded the contract on January 19, 2026. We were asked to conduct the search expeditiously so that interviews could be conducted prior to the April election. We sought candidates from around the country and performed the candidate screening. Interviews were held on April 13<sup>th</sup> and 14<sup>th</sup>. *Mr. Darren Lamb, formerly the City Administrator for Washington, MO,* was unanimously selected on April 17<sup>th</sup>. Mr. Lamb will begin his tenure on June 8, 2026.



## **X. References** *(continued)*

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### **Candidate References**

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

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

## ***XI. Fee and Search Guarantee***

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### **Fee**

CB&A offers a firm, fixed price of \$29,500, which includes all the expenses we will incur. The only other expenses the City will incur are those associated with bringing the finalists (and spouses, if invited) to interview with the City (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

| <b>Requested Services</b>                                     |                 |
|---------------------------------------------------------------|-----------------|
| <b>Phase I:</b> Needs Analysis / Information Gathering        | \$ 4,000        |
| <b>Phase II:</b> Recruiting                                   | 12,000          |
| <b>Phase III:</b> Screening                                   | 11,000          |
| <b>Phase IV:</b> Interview Process Coordination and Selection | 1,500           |
| <b>Phase V:</b> Negotiation and Warranty                      | 1,000           |
| <b>Firm, Fixed Fee Total</b>                                  | <b>\$29,500</b> |

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

### **Warranty**

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

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

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

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

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





**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR  
THE CITY OF ABILENE, KANSAS**

**Volume II: Appendices**

***Colin Baenziger & Associates***

**Contact Person:**

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

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

# PROPOSAL TO BE THE CITY'S EXECUTIVE RECRUITING FIRM

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## **Appendix A**

*Searches by  
Colin Baenziger & Associates' Staff*

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## ***Governmental Search Assignments***

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### **Current Searches**

City Administrator, Fort Smith, AR (population 22,944)  
Town Manager, Montverde, FL (population 2,249)  
Town Manager, Orange Park, FL (population 8,940)  
City Manager, Sunnyside, WA (population 16,414)

Chief Information Officer, Charleston, SC (population 160,965)  
City Attorney, Grand Junction, CO (population 73,036)  
Section Chief for Parks and Recreation, Charleston, SC (population 160,965)  
Section Chief for Planning, Charleston, SC (population 160,965)  
Section Chief for Public Works and Public Service (population 160,965)

### **Search Placed on an Indefinite Hold**

Town Manager, Jupiter Island, FL (population 837)

### **Searches Completed in 2026**

City Administrator, Cedar Falls, IA (population 41,593)  
City Administrator, Crestwood, MO (population 12,161)  
City Administrator, Davenport, IA (population 101,724)  
City Manager, Hopewell, VA (population 22,944)  
Chief Administrative Officer, Kirkwood, MO (population 29,348)

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches Prior to 2026**

#### **Completed Searches – City/Town/Village Manager/Administrator**

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

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## ***Governmental Search Assignments*** (continued)

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

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

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## ***Governmental Search Assignments*** (continued)

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

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



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## ***Governmental Search Assignments*** (continued)

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

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

### **Completed Searches – County Administrator / Manager**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – County Administrator / Manager (continued)**

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

### **Completed Searches – Other Municipal CEO**

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

### **Completed Searches – Community Association CEOs and Assistant CEOs**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Assistant/Deputy Managers**

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

### **Completed Searches – City or County Attorneys**

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

### **Completed Searches – Community Development/Growth Management/Planning**

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

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## ***Governmental Search Assignments*** (continued)

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

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

### **Completed Searches – Economic Development / Redevelopment**

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

### **Completed Searches – Engineers**

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

### **Completed Searches – Facilities Management**

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

### **Completed Searches – Finance and Budget**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Finance and Budget** (continued)

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

### **Completed Searches – Fire/EMS/Dispatch**

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

### **Completed Searches – General Services / Administration**

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

### **Completed Searches – Health and Human Services**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Housing/Building**

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

### **Completed Searches – Human Resources**

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

### **Completed Searches – Information Technology**

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

### **Completed Searches – Parks/Recreation/Libraries**

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



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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Police**

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

### **Completed Searches – Public Works**

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

### **Completed Searches – Transportation**

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



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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Utilities**

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

### **Completed Searches – Work Force Management**

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

### **Completed Searches – Other**

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

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## ***Governmental Search Assignments*** (continued)

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### **Completed Searches – Other** (continued)

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

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## **Appendix B**

***Sample Brochure:  
City Administrator  
Crestwood, MO***

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— POSITION AVAILABLE —

## CITY ADMINISTRATOR

Apply ASAP but no later than May 15, 2026

Crestwood is a well-established community just 14 miles southwest of downtown St. Louis. This dynamic suburb blends classic homes, local shops, and the calm of true neighborhood living. Ranked #1 Best Place to Buy a House in Missouri, along with top 25 rankings for Best Places to Live, Retire, and Raise a Family (Niche, 2025), Crestwood offers an exceptional environment to raise a family and build a career.

Crestwood's parks system is a core part of the community's quality of life, providing accessible spaces for recreation, gathering, and everyday use. The City maintains approximately 120 acres of parkland across seven parks, with amenities that include playgrounds, athletic fields, tennis and pickleball courts, walking paths, and open green space. These parks are distributed throughout the community, allowing most residents to easily access a nearby park.

Whitecliff Park serves as the centerpiece of the system. Spanning approximately 85 acres, it is home to the Crestwood Community Center, Aquatic Center, sand volleyball courts, tennis and basketball courts, and an extensive network of walking and biking trails. The park also includes the quarry area, with a



boardwalk and pavilion that has become a destination for walking, fishing, and family gatherings.

Crestwood's Parks and Recreation Department complements these facilities with a wide range of programming for all ages, from youth sports and camps to fitness classes and community events. These programs help activate the parks and create opportunities for residents to connect with one another.

The City is making significant investments in its parks system through Proposition A, a \$33.4 million voter-approved bond program. Projects include construction of a new community center, improvements to park amenities, development of the Whitecliff Loop Trail to enhance internal connectivity, and upgrades to outdoor spaces at the existing community center site, including a family-oriented games complex and expanded gathering areas. Implementation is underway, with phased project completion over the next several years.

Crestwood is also directly connected to the regional greenway system through Grant's Trail, part of the Great Rivers Greenway network. This approximately 11.5-mile paved, multi-use trail runs through Crestwood and serves as a key corridor within a broader network of interconnected greenways linking parks, neighborhoods, and regional destinations across St. Louis County. The trail is widely used for walking, running, and cycling and provides an important off-street option for both recreation and active transportation.

Crestwood truly shines as a place to call home. The community includes a number of churches and civic organizations that contribute to its connected character. With a cost of living below the national average and crime rates lower than both state and national benchmarks, Crestwood offers peace of mind alongside everyday comfort. Its tight knit neighborhoods are known for residents who look out for one another, and the pedestrian and bicycle friendly layout makes getting around both easy and enjoyable.

Housing is also refreshingly attainable. As of February 2026, the average home valuation in Crestwood is \$331,088 (Zillow). A typical three-bedroom, two-bathroom home around 2,000 square feet often lists near \$340,000, while newly built homes range from just under \$400,000 to about \$900,000, depending

on size and features. Crestwood offers options that fit a wide range of needs and budgets.

Crestwood also benefits from strong public and parochial school options. Most of the City is served by the highly regarded Lindbergh School District, widely recognized in the St. Louis region for its consistent academic performance, strong community support, and comprehensive programs that serve students across all grade levels. A smaller portion of residents fall within the Affton School District, a well-established district known for its commitment to student achievement, accessible programs, and a close-knit school community.

The City is also well positioned within one of the Midwest's stronger higher education markets. Within a short drive, residents have access to a range of respected institutions, including Washington University in St. Louis, ranked among the top national universities; Saint Louis University, recognized for its strength in health sciences, business, and law; University of Missouri–St. Louis, a key regional institution supporting workforce development and research; Webster University, known for its global programs; and St. Louis Community College, which provides broad access to career and technical education across the region. Together, these institutions contribute to a strong pipeline of talent and professional opportunity in the St. Louis area.

Sports fans have plenty to cheer for in the St. Louis region. Local pride runs deep with beloved professional teams like the St. Louis Blues (NHL), the St. Louis Cardinals (MLB), St. Louis City SC (MLS), and the St. Louis Battlehawks (UFL). Golf enthusiasts will appreciate that the PGA brings major championships and playoff events to the St. Louis region, while racing fans enjoy top-tier action at World Wide Technology Raceway.

Residents live by the "20-Minute Advantage." As Crestwood is ideally located, locals are only 20 minutes from most everything, including downtown St. Louis, and the St. Louis International Airport. Interstates 44 and 270 will get you most anywhere, including other regional airports.

Within a short drive, residents can access many of the region's most recognized destinations, including Forest Park, home to the St. Louis Zoo, Science Center, the Saint Louis Art Museum, and



the Muny (the nation's oldest and largest outdoor theater). The Missouri Botanical Garden, the Gateway Arch, Powell Hall (home to the St. Louis Symphony), the Fox Theater, and The Magic House, are among the many other exciting attractions to explore. These destinations, along with a wide range of dining, retail, and cultural amenities, are part of everyday life in the St. Louis metropolitan area.

With outstanding amenities, welcoming neighborhoods, and a truly family-friendly atmosphere, Crestwood stands out as an exceptional place to live and work. The City is poised for its next chapter. Experienced professionals who are ready to take the helm as Crestwood's next City Administrator are encouraged to apply!

## HISTORY

The area eventually known as Crestwood was originally home to several Native American prairie tribes, such as the Dakotas, Osage, Shawnee, and Missouri. The land became part of French territory in 1682, though the region passed between European powers a couple more times. In 1803, the United States gained control over the land due to the Louisiana Purchase.

One of the most influential families to arrive was the Sappington clan. John Sappington, who had served in the Revolutionary war, settled into the St. Louis region in 1806 with his wife and 17 children. They built the Sappington House in 1808, a building which the City of Crestwood currently maintains, and is the oldest brick home in St. Louis County. In 1816, Sappington's 681-acre parcel was confirmed by an Act of Congress. Missouri later applied for statehood in 1818.

In the early 20th century, Crestwood was primarily a community of truck farmers, with businesses emerging after the construction of Highway 66 (now Watson Road). By the 1940s, motels and taverns began to appear along the highway corridor. The Village of Crestwood was incorporated in 1947, so named for a subdivision with an iconic white oak sitting on the crest of a hill. In 1949, the municipality became a fourth-class City and later a Charter (home rule) City in 1995.

Over time, the City experienced immense commercial growth due to Route 66 landmarks in the region. The development of

Crestwood Plaza Mall – one of the first shopping centers in St. Louis County – also aided in the City's growth. In fact, the population increased from 1,645 in 1950 to 11,106 in 1960 and even to 15,123 in 1970.

The eventual loss of Crestwood Plaza in the 2000s led to a decline in employment and revenue; however, new redevelopment plans came forward in 2016, and the mixed-use development Crestwood Crossing has been completed on the site of the former Crestwood Plaza, leading to the reinvigoration of Crestwood's commercial corridor and population growth. Crestwood grew from 11,912 in 2010 to 12,404 in 2020, and continues to see strong population growth, both at Crestwood Crossing, and throughout existing Crestwood neighborhoods. Construction is also in the early stages at The Wayne, a large luxury apartment complex being built on Crestwood's eastern border. Crestwood has seen greater improvement and stability, emphasizing Crestwood's deserved recognition as #1 in "Best Suburbs to Buy a House in Missouri" and in the top 6% of "Best Places to Raise a Family in Missouri" (Niche, 2025).

## DEMOGRAPHICS

See Table 1 on page 4 for the City's demographic profile.

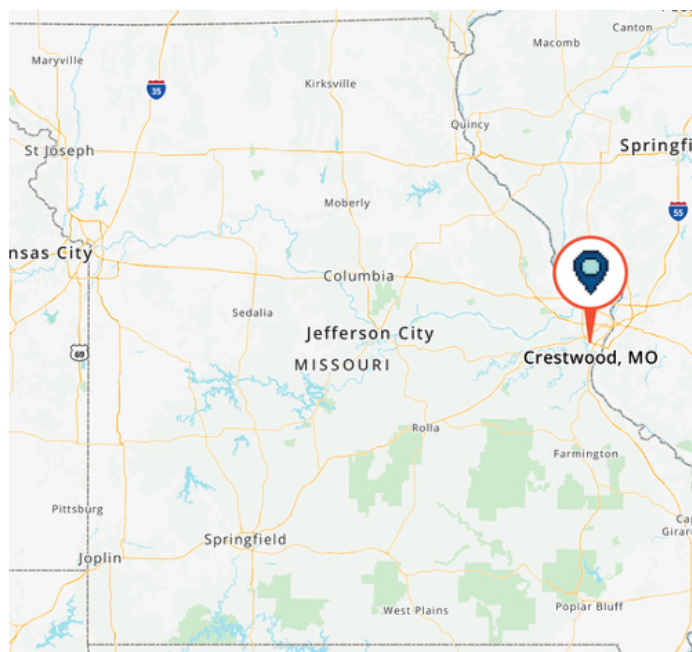


Figure 1: Location of Crestwood, MO

Table 1: Crestwood Demographics

| Distribution by Race              |        | Distribution by Age |       |
|-----------------------------------|--------|---------------------|-------|
| White                             | 89.2%  | 0 to 15             | 17.9% |
| Black                             | 1.7%   | 15 to 25            | 7.9%  |
| Asian                             | 2.2%   | 25 to 45            | 28.0% |
| Native American                   | 0.1%   | 45 to 65            | 25.7% |
| Other                             | 6.8%   | 65 to 85            | 18.8% |
| Total                             | 100.0% | Over 85             | 1.7%  |
| Hispanic Ethnicity (all races)    |        |                     |       |
|                                   |        |                     |       |
| 2023 Estimated Population: 12,295 |        |                     |       |

| Educational Achievements (25 & Over) and Other Statistics |           |
|-----------------------------------------------------------|-----------|
| High School or Higher                                     | 97.8%     |
| Bachelor's Degree or Higher                               | 56.8%     |
| Median Age—Crestwood                                      | 42.4      |
| Median Age—U.S.                                           | 39.1      |
| Median Household Income—Crestwood                         | \$107,169 |
| Median Household Income—U.S.                              | \$83,730  |
| Poverty Rate                                              | 5.5%      |

Source: U.S. Census Bureau

Table 1: Principal Employer Crestwood, MO

| Employer                            | Industry                                      |
|-------------------------------------|-----------------------------------------------|
| Woodard Cleaning & Restoration      | Restoration, Cleaning, and Construction       |
| Streib Electric                     | Construction and Skilled Traders              |
| Dema Engineering Company            | Fluid Control and Chemical Dispensing Systems |
| Weir Pump and Valve Solutions, Inc. | Industrial Equipment Manufacturing            |
| Schnucks Market                     | Retail                                        |
| Sam's Club                          | Retail                                        |
| Dierbergs Crestwood Crossing        | Retail                                        |
| Kohl's #671                         | Retail                                        |
| Culver's                            | Restaurant                                    |
| Savers Thrift Superstore            | Retail                                        |

Source : Crestwood, MO 2023 ACFR

CLIMATE

Crestwood experiences a humid subtropical climate with all four seasons. Summer months are hot and humid, lasting late-May through mid-September. The average high temperature in July is 88.8° F. Winter months are cold and wet, between late-November and late-February. The coldest nighttime temperature is an average of 23° F in January. Spring and fall are milder and more comfortable in comparison, though still on the cool side.

Average annual rainfall is 44 inches, most of which falls during late spring and into the summer. Annual snowfall is an average of 16 inches. Although flooding, spring tornadoes, and winter weather are seasonal concerns, the community is quite accustomed to preparing for these weather situations.

GEOGRAPHY

The City of Crestwood is a municipality within the Gravois Township in St. Louis County and is part of the Greater St. Louis Metropolitan Statistical Area. Situated 14 miles southwest of St. Louis, Crestwood is close to quite a few major roadways. Interstate 44 runs east-west and crosses through the City's northwestern corner. Running parallel is Missouri Route 366, which cuts through the City's center. Running north-south are U.S. Route 61 just west of the City and Interstate 270 a mile further west.

Crestwood is 3.59 square miles, all of which is land. It has an elevation of 614 feet above sea level. The City is nine miles west of the Mississippi River which marks the state lines between Missouri and Illinois. Approximately 17 miles northwest is the Missouri River. See Figure 1 on page 3.

COMMERCE

Crestwood maintains a stable, community-oriented commercial base anchored by local businesses, regional retailers, and established service providers. The City's primary commercial corridor along Watson Road (Route 366) serves as the economic backbone of the



community, providing convenient access to retail, dining, and everyday services for residents and visitors.

In recent years, Crestwood has made measurable progress in repositioning key commercial areas and supporting new investment. The most notable example is the redevelopment of the former Crestwood Plaza site, now known as Crestwood Crossing. This long-vacant property has been transformed into a mixed-use development anchored by Dierbergs, with additional retail, restaurant, and residential components continuing to move forward. The project represents a significant step in restoring economic activity and long-term viability to one of the City's most prominent sites.

Additional commercial investment is occurring along the Watson Road corridor, including new retail and restaurant spaces associated with recent and planned developments. These projects reflect steady market interest in Crestwood and reinforce the corridor's role as a destination for both local and regional customers.

Public infrastructure investment is being aligned to support this private development. Ongoing improvements along Watson Road, led by MoDOT and regional partners, include bridge replacements, sidewalk upgrades, and traffic signal enhancements. These improvements will strengthen access, safety, and visibility for businesses along the corridor and position Crestwood for continued reinvestment.

As a largely built-out community, Crestwood's economic development strategy is focused on targeted redevelopment, reinvestment in existing commercial areas, and thoughtful land use decisions that support long-term sustainability. The City works closely with property owners, developers, and regional partners to encourage high-quality projects that align with community expectations and enhance the overall economic environment.

Crestwood's commercial base reflects a mix of long-standing local businesses and established regional employers that provide stability and serve the day-to-day needs of the community. See Table 2 on page 4 for a representative list of major businesses operating in Crestwood.

## THE GOVERNMENT

As a Charter City, Crestwood is governed by a Mayor and an eight-member Board of Aldermen. The City is divided into four wards. Each ward is represented by two Aldermen, who are chosen by their respective ward's residents.

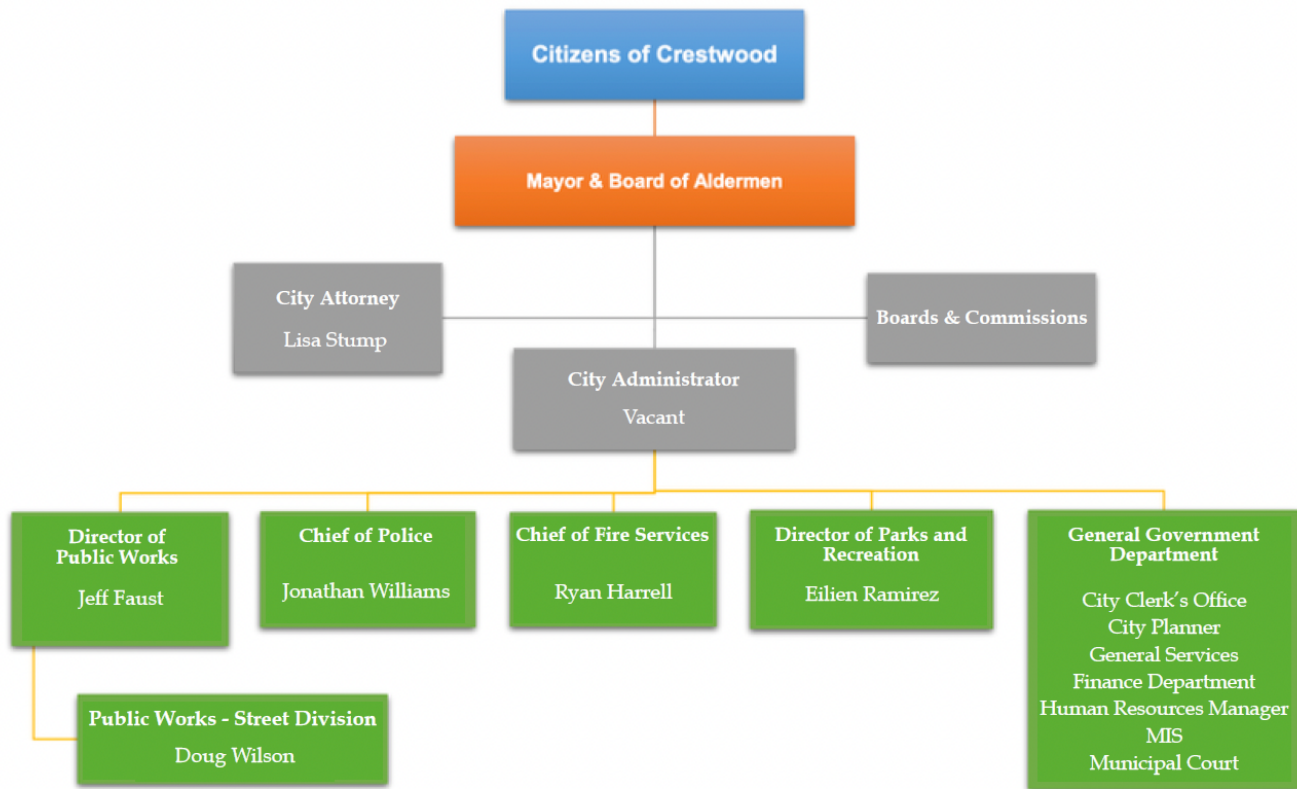
Crestwood maintains a stable and transparent leadership structure through a staggered three-year election cycle. In the first year, one Aldermanic seat from each ward is elected; in the second year, the remaining seats are chosen. The Mayor is elected at-large in the third year, ensuring continuity and balanced representation across the community. Both the Mayor and members of the Board of Aldermen may serve up to three consecutive full terms, with the opportunity to return after a three-year pause. Following each general election, the Board selects one of its members to serve as President of the Board of Aldermen, providing additional leadership support and helping guide the City's legislative agenda.

Presently, two Aldermen are currently serving their first term, four are serving their second term, and two have served multiple terms. The current Mayor has also served as an Alderman and was reelected for a second term in April 2026. Each Alderperson is deeply committed to the City's wellbeing, approaching their role with genuine care and a shared desire to serve residents. They work together with mutual respect, collaborate effectively, and take pride in fostering a positive, service oriented environment.

With approval from the Board, the Mayor nominates the City Attorney and the City Administrator. The City Administrator is responsible to the Mayor and the Board of Aldermen for the administration of all city affairs placed in the City Administrator's charge or under the City Charter. He or she may be removed by a vote from the Mayor with consent by a Board majority or by a three-fourths vote of the authorized membership of the Board of Aldermen on its own initiative. The City Administrator appoints the City Clerk and department heads.

The City of Crestwood has several departments overseeing the needs of its residents, including Parks and Recreation, Public Works, Police Department, Fire Department, Administration, City Clerk, City Planning and Economic Development, Finance,

FIGURE 3: CITY OF CRESTWOOD, MISSOURI ORGANIZATIONAL CHART



Human Resources, and Municipal Court. See Figure 3 for the City's organizational chart.

Crestwood offers various services through these departments, such as police patrol, EMS, and fire response; infrastructure maintenance, snow removal, and other public works functions; licensing and permitting; city clerk and public records retention; code enforcement; and planning, zoning, and economic development. Other services are provided through third-party contractors. Municipal trash, recycling, and yard waste are contracted out to Waste Connections. St. Louis County maintains Sappington, Big Bend, Eddie and Park roads. Ameren Electric provides streetlight services, MoDOT maintains Watson Road, and a private service provider delivers Management Information Systems.

For fiscal year 2025, the City had a budget of \$23,296,959, with a general fund budget of \$15,145,856. During the same year, the City employed 90 full-time equivalent personnel. The Police and Fire Departments have unionized employees.

## THE CHALLENGES AND OPPORTUNITIES

Crestwood has made meaningful, visible progress in the last ten years by strengthening its economy, stabilizing its finances, and enhancing the everyday quality of life for residents. This success reflects the steady commitment of Board Members, city staff, and previous administrators who worked together to raise the bar for what the community can achieve. With that strong foundation in place, the City's first challenge is clear, continue the momentum and keep Crestwood moving forward with the same focus,





energy, and distinction that brought it to this point. The City takes great pride in its triple-A bond rating, revitalized parks, a new Community Center, and commercial developments that continue to shape Crestwood's future.

To guide this next phase, the City has adopted a 2026 Strategic Plan that establishes clear priorities and areas of focus for the organization. The plan emphasizes continued investment in parks and amenities, strengthening connectivity and infrastructure, supporting economic reinvestment, and maintaining high-quality municipal services. The next City Administrator will play a central role in implementing this plan, aligning staff efforts with Board direction, and translating long-term priorities into measurable results.



The second challenge is ensuring strong coordination among the members of the Board of Aldermen. While the Board enjoys a positive and respectful working relationship, bringing together eight distinct voices requires skill, patience, and experience. Every Member is deeply committed to Crestwood's success, even when their ideas for moving the City forward differ. To support effective governance, Crestwood needs an Administrator who can balance Board priorities, guide staff with confidence, and work constructively with residents.

Third, Crestwood is nearly built out, which means the next Administrator will need to think creatively about how to support growth and generate new revenue. With limited land available, the City's future success will depend on strategic redevelopment and thoughtful land-use decisions. Opportunities such as well-designed multi-family housing, along with additional family-friendly restaurants and retail

options, will play an important role in keeping Crestwood vibrant, welcoming, and economically strong.

Finally, like many municipalities, Crestwood is managing the realities of an aging infrastructure. Maintaining and improving roads, buildings, parks, and stormwater systems is a daily challenge, and the need often outpaces available resources. Meeting these demands will require thoughtful planning and the ability to turn long-term strategies into action. For the next City Administrator, working closely with City staff, as well as regional partners, state agencies, and private-sector experts, to identify new solutions for complex infrastructure issues will be both a significant responsibility and a meaningful opportunity.

Other key issues requiring attention include enhancing intergovernmental and union relationships, evaluating opportunities to share services with other communities, staff retention, and advancing operational efficiency and effectiveness across all City functions.

## THE IDEAL CANDIDATE

The Board of Aldermen and the Mayor are seeking an achievement-oriented leader and skilled manager – someone who will work with them as a partner and trusted advisor, while fully recognizing that the City Administrator serves at the direction of the elected body. They are looking for an individual who is candid, principled, and willing to provide honest guidance, even when the message is not the easiest to deliver. The next City Administrator must be able to look beyond day-to-day politics, stay grounded in the Mayor and Board's collective vision, and consistently move the organization forward in alignment with that direction. This leader will also play a key role in supporting the elected officials through a strategic planning process, helping to develop and implement long-term goals that reflect Crestwood's priorities and aspirations for the future.

The ideal candidate will be confident, composed, and highly professional, someone who naturally inspires trust and credibility. The next City Administrator must be skilled at balancing differing viewpoints, identifying shared interests, and guiding discussions toward consensus. This leader will ensure that all elected officials stay well-informed and will remain focused on meeting the needs and expectations of the Mayor

and Board. In practice, that means everyone stays fully informed about City operations, community developments, and emerging issues and ensuring there are no surprises.

The preferred applicant will be approachable, open-minded, honest, and transparent, while being both grounded and forward-thinking. This individual will be ethical, organized, intelligent, friendly, dynamic, and proactive, bringing high energy, a positive outlook, and a “can-do” attitude to the role. The next City Administrator should be visionary yet practical, able to think strategically and anticipate challenges before they become problems. This leader will not be content to remain behind a desk. Instead, they will be visible in the community by attending events, talking with residents, listening, and learning. A sense of humor and a calm, steady demeanor will be essential, helping the Administrator build trust, navigate difficult moments, and maintain strong relationships throughout the organization and the community.

Ideally, the selected individual will foster a culture of positivity, set clear goals, and empower staff to perform their work with confidence and competence. While Crestwood's staff is highly capable, the Administrator will expect to be kept informed and will hold team members accountable for results. This leader will serve as a mentor, encouraging professional growth and supporting staff development at every level. The next City Administrator will also recognize that diverse perspectives and spirited, respectful discussions lead to stronger decisions and better outcomes. Building teams, promoting collaboration, and creating an environment where ideas can be shared openly will be essential. Sound judgment in hiring will be critical as well, as Crestwood values a hands-on approach – everyone, including the Administrator, is expected to roll up their sleeves and contribute to getting the job done.

Service to residents and businesses, along with strong communication, integrity, and transparency will be core values for the Administrator. Crestwood expects the Administrator to be someone who leads by example and encourages the staff to find ways to get to “yes.” While every request may not result in the desired outcome, residents and businesses should expect timely responses, fair treatment, and a sincere effort to address concerns. When a solution is not possible, respectful explanations should be provided.

The City is seeking a critical thinker who is always asking if there is a better way to conduct business and address problems. The next Administrator will have strong skills in budgeting and finance, communication, and economic development. A track record of success in intergovernmental relations will be important as the City frequently interacts with other nearby local governments as well as state agencies.

The position requires a minimum of a bachelor's degree in public administration, business administration, or other public related fields from an accredited college or university. The ideal candidate must have a minimum of 5-10 years of progressive senior management experience as a City Administrator, Assistant City Administrator, or Department Head. A master's degree in business, public administration, or related field is preferred. Finally, Crestwood wants an Administrator that is committed to remaining in this position for 5-10 years.

#### COMPENSATION

The salary range is \$160,000 to \$200,000. The salary will depend on qualifications and experience. Benefits are excellent. The City Administrator will be part of the LAGERS Pension Plan and receive a 457 Deferred Compensation Plan unless he/she chooses to opt out.

#### THE MOST RECENT ADMINISTRATOR

The previous City Administrator accepted a position with another municipality. He served as City Administrator for ten years.

#### RESIDENCY

There is no residency requirement for the City Administrator, but once you experience Crestwood's welcoming community and exceptional quality of life, you'll find there's no better place to call home.

#### HOW TO APPLY

E-mail your cover letter and resume to [apply@cb-asso.com](mailto:apply@cb-asso.com) by May 15th . Please apply ASAP as resumes will be screened as

they arrive. Questions should be first directed to Scott Krim at (801) 628-8364, then to Colin Baenziger at (561) 707-3537.

#### INTERNAL CANDIDATES

There is always the possibility of internal candidates, but the Board is firmly dedicated to a fair, competitive process that results in selecting the best candidate for the position.

#### CONFIDENTIALITY

Under the Missouri Sunshine law, Materials submitted as part of this application may be considered public record. The City will fully protect sensitive personal information permitted by law, including Social Security numbers, background-check results, and other data specifically exempt from disclosure.

#### THE PROCESS

Applications will be screened between May 1st and June 15th. Finalists will be selected on June 16th. A tour and interviews will be held on June 25th and 26th. A selection will be made shortly thereafter.

#### OTHER IMPORTANT INFORMATION

The City of Crestwood is an Equal Opportunity Employer. It strongly encourages women, minorities, veterans, and individuals with disabilities to apply.

#### ADDITIONAL INFORMATION

For additional information about the City, visit:

[www.cityofcrestwood.org/](http://www.cityofcrestwood.org/)

[www.ourchamber.com/](http://www.ourchamber.com/)

[www.theroute-66.com/crestwood.html](http://www.theroute-66.com/crestwood.html)

City Budget (2025)

[www.cityofcrestwood.org/ArchiveCenter/ViewFile/Item/376](http://www.cityofcrestwood.org/ArchiveCenter/ViewFile/Item/376)

[www.cityofcrestwood.org/ArchiveCenter/ViewFile/Item/405](http://www.cityofcrestwood.org/ArchiveCenter/ViewFile/Item/405)  
(2026)



City Financial Statements (2024)

[www.cityofcrestwood.org/Archive/ViewFile/Item/392](http://www.cityofcrestwood.org/Archive/ViewFile/Item/392)

Comprehensive Plan (2017)

[www.cityofcrestwood.org/DocumentCenter/View/109/2017-Comprehensive-Plan-PDF](http://www.cityofcrestwood.org/DocumentCenter/View/109/2017-Comprehensive-Plan-PDF)

Strategic Plan (2026)

[www.cityofcrestwood.org/goals](http://www.cityofcrestwood.org/goals)

[www.cityofcrestwood.org/DocumentCenter/View/5572/2026-Strategic-Plan](http://www.cityofcrestwood.org/DocumentCenter/View/5572/2026-Strategic-Plan)

Parks Master Plan

[www.cityofcrestwood.org/384/Parks-Master-Plan](http://www.cityofcrestwood.org/384/Parks-Master-Plan)







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## **Appendix C**

### ***Sample Candidate Report***

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

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*Cover Letter and Resume*

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

May 6, 2024

To Whom It May Concern,

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

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

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

Sincerely,

Karen Manila

# Karen R. Manila

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6909 Herman Jared Dr., North Richland Hills, TX 76182 | 817.999.0967 | [krmanilatx@gmail.com](mailto:krmanilatx@gmail.com)

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

## EXPERIENCE

**2008 – 2024**

### **ASSISTANT CITY MANAGER, CITY OF NORTH RICHLAND HILLS, TX**

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

**2002 – 2008**

### **MANAGING DIRECTOR, CITY OF NORTH RICHLAND HILLS, TX**

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

**1999 – 2002**

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

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



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

1994 – 1999

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

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

1992 – 1994

**FINANCE DIRECTOR, CITY OF KAUFMAN, TX**

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

1989 – 1992

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

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

**EDUCATION**

**MAY 1998**

**MASTER OF PUBLIC ADMINISTRATION, UNIVERSITY OF NORTH TEXAS**

**MAY 1988**

**BACHELOR OF BUSINESS ADMINISTRATION, UNIVERSITY OF TEXAS AT SAN ANTONIO**

**30 HOURS ACCOUNTING**

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## *Candidate Introduction*

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## **KAREN R. MANILA**

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### **EDUCATION**

Master of Public Administration, University of North Texas

Bachelor of Business Administration, University of Texas at San Antonio

### **EXPERIENCE**

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

### **BACKGROUND**

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

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

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

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

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

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

### **GENERAL MANAGEMENT STYLE AND EXPERIENCE**

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

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

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

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

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

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

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

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

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

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

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

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

During the first six months my efforts will involve:

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



## **KAREN R. MANILA**

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

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

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

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

### **SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF**

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

### **REASON FOR DEPARTING CURRENT POSITION**

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

## **KAREN R. MANILA**

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

### **CURRENT / MOST RECENT SALARY**

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



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## *CB&A Background Checks*

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**Background Check Summary for  
KAREN RENE MANILA**

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**Criminal Records Checks:**

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

**Civil Records Checks:**

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

**Motor Vehicle**

|       |                  |
|-------|------------------|
| Texas | No Records Found |
|-------|------------------|

|               |           |
|---------------|-----------|
| <b>Credit</b> | Excellent |
|---------------|-----------|

|                            |                  |
|----------------------------|------------------|
| <b>Personal Bankruptcy</b> | No Records Found |
|----------------------------|------------------|

|                              |            |
|------------------------------|------------|
| <b>Sex Offender Registry</b> | Not Listed |
|------------------------------|------------|

|                  |           |
|------------------|-----------|
| <b>Education</b> | Confirmed |
|------------------|-----------|

|                   |           |
|-------------------|-----------|
| <b>Employment</b> | Confirmed |
|-------------------|-----------|

|                     |                          |
|---------------------|--------------------------|
| <b>Social Media</b> | Nothing of Concern Found |
|---------------------|--------------------------|

## **Background Check Summary for KAREN RENE MANILA**

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



**Background Check Summary for  
KAREN RENE MANILA  
Personal Disclosure**

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**Personal Disclosure Questionnaire**

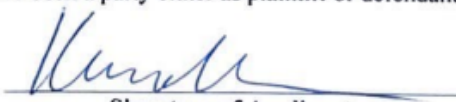
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Name of Applicant: Karen R. Manila

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

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

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

Attested to:   
Signature of Applicant

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## *CB&A Reference Notes*

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## Reference Notes

### Karen Manila

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

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

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

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

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

## Reference Notes

### Karen Manila

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

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

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

#### **Words or phrases used to describe Karen Manila:**

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

**Strengths:** Budgeting, leadership.

**Weaknesses:** Frank and to the point.

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

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

## Reference Notes

### Karen Manila

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

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

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

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

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

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

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

## Reference Notes

### Karen Manila

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

#### **Words or phrases used to describe Karen Manila:**

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

**Strengths:** Finance, operations, people skills.

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

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

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

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

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

## Reference Notes

### Karen Manila

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

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

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

#### **Words or phrases used to describe Karen Manila:**

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

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

**Weaknesses:** None Identified.

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

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

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



## Reference Notes

### Karen Manila

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

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

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

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

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

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

#### **Words or phrases used to describe Karen Manila:**

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

## Reference Notes

### Karen Manila

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**Strengths:** Finance, memory, research, decision making.

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

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

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

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

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

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

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

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

## Reference Notes

### Karen Manila

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

#### **Words or phrases used to describe Karen Manila:**

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

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

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

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

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

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

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

## Reference Notes

### Karen Manila

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

#### **Words or phrases used to describe Karen Manila:**

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

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

**Weaknesses:** She can be inflexible with funding.

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**Prepared by:** Rebecca Whitman  
Colin Baenziger & Associates

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*CB&A Internet Research*

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

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



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

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

### **Retirement Reception**

**Friday, March 22, 2024**

Join us in honoring retiring Assistant City Manager Karen Manila.

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

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

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

|                 |                                                                                 |
|-----------------|---------------------------------------------------------------------------------|
| <b>Date:</b>    | March 22, 2024                                                                  |
| <b>Time:</b>    | 3:00 PM - 5:00 PM                                                               |
| <b>Address:</b> | 4301 City Point Drive<br>City Council Chamber<br>North Richland Hills, TX 76180 |
| <b>Contact:</b> | 817-427-6126                                                                    |
| <b>Email:</b>   | <a href="#">Communications Dept.</a>                                            |



### Winter NRH Newsletter:

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

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

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

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



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

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

**Solutions to manage everything from community development to finance operations**

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

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

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

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

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

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

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

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

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

**Preliminary property values rise in most of Tarrant**

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

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

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

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

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

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

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

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

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

Fort Worth expects another budget shortfall

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

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

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

Arlington numbers ‘encouraging’

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

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

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

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

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

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

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

Red-hot housing market

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

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

Protest deadline approaches

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

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

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

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

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

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Fort Worth Star-Telegram (TX)  
May 24, 2012

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

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

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

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

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

**Rebounding values**

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

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

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

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

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

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

Tough times for some

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

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

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



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

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

Author/Byline: Jessamy Brown

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

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

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

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

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

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

#### Moving in 2015

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

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

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

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

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

### **Task force recommends new city complex for North Richland Hills**

Author/Byline: Lois Norder

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

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

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

#### **Other funding**

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

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

**Economic driver**

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

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

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

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

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

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

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

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

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

**Encouraging early numbers**

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

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*(Articles are in reverse chronological order)*

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

**Northeast Tarrant cities**

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

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

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

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

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

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

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

### **Customer wins dispute over water bills**

Author/Byline: Dave Lieber

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

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

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

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



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

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

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

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**Karen R. Manila**  
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Fort Worth Star-Telegram (TX)  
August 30, 2010

**North Richland Hills trimming expenses to balance budget**

Author/Byline: Chris Vaughn

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

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

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

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

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

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

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

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

**North Richland Hills avoiding deep cuts**

Author/Byline: Chris Vaughn

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

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

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

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

Under the proposed budget, the cuts look like this:

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

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

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

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

**Budget highlights**

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

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

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

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

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

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

**Area cities tighten belts in tough times**

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

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

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

**North Richland Hills**

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

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

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

**Cities seeing lower revenue from sales tax**

Author/Byline: Adrienne Nettles and Kevin Lyons

This report includes material from the Star-Telegram archives.

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

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

**North Richland Hills**

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

**Sales tax setbacks**

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

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

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



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*(Articles are in reverse chronological order)*

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

**City may use revenue from drilling for sales tax slump**

Author/Byline: Sarah Bahari

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

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

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

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

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

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**Karen R. Manila**

*(Articles are in reverse chronological order)*

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

Dallas Morning News, The (TX)

December 3, 2004

**NEWS BRIEFS**

Author/Byline: Unknown

**NORTH RICHLAND HILLS**

Cable company wants to extend city contract

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

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

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

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

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

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

**North Richland Hills studies options for senior tax freeze**

Author/Byline: John Kirsch

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

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

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

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

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

City financial impact

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

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

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

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

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

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

Option 4: Adopt freeze in 2004 and continue exemption.

Option 5: Increase exemption without adopting freeze.

\*current fiscal year

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

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

**City to consider tax freeze later**

Author/Byline: John Kirsch

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

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

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

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

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

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

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

**Few area cities show tax gains**

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

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

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

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

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

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

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

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

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

**Sales-tax receipts**

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

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

m - millions

SOURCE: state comptroller's office

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

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Fort Worth Star-Telegram (TX)  
March 23, 2003

**Newcomers to Texas get sales-tax sticker shock**

Author/Byline: Gene Trainor

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

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

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

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

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



**Internet – Newspaper Archives Searches**  
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*(Articles are in reverse chronological order)*

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

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

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

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

**Internet – Newspaper Archives Searches**

**Karen R. Manila**

*(Articles are in reverse chronological order)*

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Fort Worth Star-Telegram (TX)

September 10, 2002

**N. Richland Hills keeps tax rate unchanged**

Author/Byline: John Kirsch

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

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

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

**WHAT IT MEANS TO YOU**

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

Fort Worth Star-Telegram (TX)  
August 26, 2002

**New attraction to surface at NRH20**

Author/Byline: John Kirsch

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

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

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

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

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

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

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

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

**3 cities may raise senior tax breaks**

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

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

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

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

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

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

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

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

## Internet – Newspaper Archives Searches

Karen R. Manila

*(Articles are in reverse chronological order)*

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

Lightening the load

Current senior-citizen tax exemptions:

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

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

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

**Cities still registering sales tax gains**

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

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

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

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

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

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

**Internet – Newspaper Archives Searches**  
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*(Articles are in reverse chronological order)*

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

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

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

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

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

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

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

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

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

Author/Byline: Jaime Jordan

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

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

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

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

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

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



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

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

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

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

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

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

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

## Internet – Newspaper Archives Searches

Karen R. Manila

*(Articles are in reverse chronological order)*

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Internet – Newspaper Archives Searches**

**Karen R. Manila**

*(Articles are in reverse chronological order)*

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

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

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

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Research Compiled by: Lynelle Klein  
Colin Baenziger & Associates

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## **Appendix D**

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

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**RESOLUTION NO. 2007-23**

**A RESOLUTION OF THE COUNTY COMMISSION  
OF ST. JOHNS COUNTY, FLORIDA, THANKING  
COLIN BAENZIGER & ASSOCIATES FOR ITS  
OUTSTANDING EFFORTS IN CONDUCTING THE  
EXECUTIVE SEARCH FOR THE COUNTY'S NEW  
ADMINISTRATOR; AND PROVIDING AN  
EFFECTIVE DATE.**

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

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

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

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

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

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

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

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

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

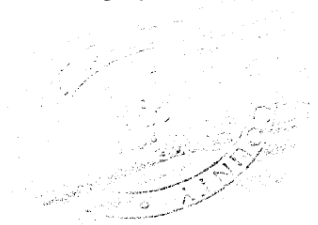
**ATTEST: Cheryl Strickland, Clerk**

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

By: Pam Halterman  
Deputy Clerk

By: Ben Rich  
Ben Rich, Chairman

Rendition Date: 8/23/07





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## **Appendix E**

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

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# Fernandina Observer™

A JOURNAL OF NEWS AND OPINION

## Weekly comments from Dale Martin

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

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

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

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

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



PROPOSAL TO PROVIDE PROFESSIONAL  
EXECUTIVE RECRUITMENT SERVICES FOR THE  
**CITY OF ABILENE, KS**  
**CITY MANAGER POSITION**

DATE: JULY 20, 2026

**MARK SHRIVES, MPA, VICE PRESIDENT, NW REGIONAL DIRECTOR**  
**48901 HWY 93 SUITE A217, POLSON, MT 59860**  
**[MARK@CLEARCAREERPRO.COM](mailto:MARK@CLEARCAREERPRO.COM)**

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# Clear Career Professionals



## FIRM OVERVIEW & QUALIFICATIONS

TAB A



City of Abilene, Kansas  
Attn: Shayla Mohr  
City Clerk  
City of Abilene  
419 N. Broadway  
Abilene, Kansas 67410

7/20/2026

Dear Mayor and Members of the City Commission:

Clear Career Professionals, LLC is pleased to submit this Proposal in response to the City of Abilene's Request for Proposals for professional services to assist in the recruitment and selection of the City's next City Manager.

We understand that the City of Abilene is seeking an experienced executive recruitment partner with demonstrated expertise in municipal executive recruitment and a proven ability to guide the City Commission through every phase of the City Manager search process. The selected firm will serve as both a recruitment consultant and process advisor, providing professional guidance, comprehensive recruitment services, and best-practice recommendations from project initiation through onboarding. We recognize the City's commitment to a recruitment process that is thorough, transparent, professionally managed, and designed to identify the most qualified candidate while providing meaningful opportunities for stakeholder and community input.

Clear Career Professionals is uniquely positioned to support the City in identifying and securing a highly qualified candidate who aligns with these priorities. Our firm specializes exclusively in public sector executive recruitment, with a focus on City Manager and senior municipal leadership placements. Our consultants are former City Managers and senior public-sector executives who bring firsthand experience with Commission-Manager forms of government and the complex dynamics of local governance.

This practitioner-led approach allows us to guide governing bodies through a structured, transparent, and defensible recruitment process while ensuring candidates are thoroughly evaluated through comprehensive screening, due diligence, and stakeholder engagement to support informed decision-making and a successful long-term placement. Consistent with the City's needs, our services emphasize:

- Collaborative engagement with the Mayor, City Commission, City staff, and community stakeholders;
- Development of a comprehensive recruitment profile and recruitment strategy tailored to the City's priorities and leadership needs;
- Proactive sourcing and screening of highly qualified candidates through a national recruitment effort;
- Structured evaluation, including comprehensive reference verification and due diligence;
- Support throughout interviews, selection, contract negotiation, and onboarding; and
- Follow-up evaluation of the successful placement, including a six-month and twelve-month assessment period.

We appreciate the opportunity to submit our qualifications for this important engagement and welcome the opportunity to further discuss how Clear Career Professionals can assist the City of Abilene in identifying a City Manager who will provide exceptional leadership while earning the confidence of the City Commission, staff, and community.

Respectfully submitted,



Michael Boese, President

# THE CLEAR ADVANTAGE

## CLEAR CAREER PROFESSIONALS

### THE FUTURE OF RECRUITMENT SOUNDS DIFFERENT

Clear Career Professionals is a Plano, Texas based Limited Liability Corporation specializing in executive recruitment and consulting, founded in 2022, and staffed by a team of over 25 seasoned professionals, including former city managers and public-sector executives. We specialize in leadership placements for local governments and special districts across the country, customizing each search to align with the unique needs, culture, and long-term goals of our clients. With real-world operational experience, we move beyond résumé matching to identify candidates who drive impactful leadership.

We understand the complexities of local government leadership because we've led in these environments ourselves. Our recent recruitments include the City Manager for Freeport, Texas, and the City Manager for Murphy, Texas, as well as strategic advisory work on governance and organizational management for the recently created City of Starbase developed in partnership with SpaceX. Our focus is unwavering: to provide a highly qualified candidate pool and ensure the selection process is structured, informed, and tailored to your goals.

What sets Clear Career Professionals apart is our commitment to expert-led service, direct outreach to top-tier talent, and a one-year guarantee that reinforces our dedication to long-term success. Additionally, we are pioneers of position-specific recruitment podcasts, giving our clients access to a broader pool of candidates who are uniquely suited for their needs.

### OUR NETWORK & APPROACH

Our network spans public-sector professionals nationwide through ongoing relationships and active engagement with state and national associations, regional leadership cohorts, and specialized local government networks. We do not rely on passive applicants. Instead, we proactively engage qualified professionals through targeted outreach, peer referrals, and direct contact, including leaders who are not actively seeking new opportunities.

Our recruitment podcast, The Clear Voice, is the industry's first position-specific podcast, generating more than 200,000 plays across platforms. For each recruitment, we produce a customized episode that allows candidates to hear directly from organizational leadership, providing authentic insight into the role, culture, and community before they ever apply.

We do more than deliver candidates, we expand your reach to top talent across the country while ensuring a deep understanding of Kansas municipal leadership and governance. Our experience allows your team to focus the selection process and confidently identify the best fit for your organization.





# Clear Career Professionals



## APPROACH & METHODOLOGY

TAB B

# RECRUITMENT FOUNDATION

The cornerstone of our recruitment process is understanding your community, its unique attributes, and the specific leadership qualities it requires. We recognize that finding the right leader is not a one-size-fits-all endeavor. Each organization has its distinct culture, priorities, and strategic goals, and our approach is designed to reflect and enhance these elements in finding the ideal candidate.

Our recruitment process begins with a detailed community profile, crafted through firsthand experience and thorough engagement. As former public executives, we recognize the critical importance of not only understanding your organization's needs but also immersing ourselves in your community to grasp its identity and dynamics. We allocate dedicated time to experience the community's amenities, economy, and character, while also engaging in in-depth conversations with key personnel and stakeholders.

Our information-gathering phase includes in-depth, in-person meetings with city staff, department heads, and key community stakeholders, such as representatives from local businesses, community organizations, government agencies, and civic groups. We also engage directly with the Mayor, City Commission, and executive or interim leadership. These conversations provide valuable insights into the organization's priorities, challenges, and culture from a wide range of perspectives.

Throughout these discussions, we examine the specific qualifications, professional background, and leadership qualities desired for the role. By understanding the expectations and strategic priorities of the organization, we gather critical insights that inform our development of precise selection criteria, a detailed position description, and an ideal candidate profile. These documents form a strong foundation for the recruitment process, ensuring that each stage is aligned with the organization's unique needs and values.

# COMMUNITY ENGAGEMENT PLAN

## Objective

Gather meaningful input from elected officials, employees, residents, businesses, and community organizations to develop a candidate profile that reflects Abilene's priorities and values.

## Phase 1 – Project Kickoff

- Meet with the Governing Body.
- Review goals, organizational challenges, timeline, stakeholder groups, and communications strategy.
- Deliver Community Engagement Plan and Communications Calendar.

## Phase 2 – Community Survey

- Conduct a two-week online survey.
- Provide paper copies at City Hall, Library, and Senior Center.
- Ask about strengths, challenges, leadership qualities, desired experience, and community priorities.

## Phase 3 – Employee Engagement

- Separate meetings with Executive Team, Department Directors, Supervisors, and Employees.
- Discuss culture, communication, leadership needs, and operational priorities.

## Phase 4 – Council Interviews

- Confidential one-on-one interviews with each council member.
- Discuss expectations, strategic priorities, communication style, and immediate issues.

## Phase 5 – Community Focus Groups

- Invite business, education, healthcare, economic development, tourism, housing, civic, faith, senior, and young professional representatives.

## Phase 6 – Public Open House

- Present the recruitment process.
- Facilitate public discussion and collect written comments.

## Phase 7 – Stakeholder Interviews

- Interview key community leaders including county, schools, chamber, hospital, economic development, and major employers.



# COMMUNITY ENGAGEMENT PLAN

## Phase 8 – Candidate Profile Development

- Analyze all feedback.
- Develop the leadership profile and recruitment strategy.

## Deliverables

- Community Input Summary
- Stakeholder Interview Summary
- Employee Engagement Summary
- Survey Results
- Candidate Profile
- Recruitment Brochure
- Position Profile
- Recruitment Marketing Strategy

## Optional Enhancement

- Conduct a guided community tour for finalist candidates.

## Why This Approach

Combines surveys, interviews, focus groups, employee engagement, and public meetings to produce a comprehensive community profile and demonstrates Clear Career Professionals personalized approach.





# RECRUITMENT STRATEGY

At Clear Career Professionals, every recruitment begins with a tailored strategy designed to attract the right candidates, not just applicants. We combine targeted outreach with compelling storytelling to ensure your opportunity connects with top-tier professionals across city management and public administration sectors. Whether you're recruiting for an experienced City Manager or a rising leader, we focus on the long-term fit.

What truly sets our strategy apart is our innovation, especially our exclusive recruitment podcast, The Clear Voice. We are the only firm in the industry to produce a professionally crafted podcast episode for each position, at no additional cost. This position-cast episode features your leadership team and allows candidates to hear firsthand what it's like to work with your organization. With more than 200,000 plays across podcast and social media platforms, this tool gives your position national reach, personalization, and credibility, often prompting strong candidates to apply who wouldn't have otherwise considered the role.

We implement a four-part recruitment strategy built to maximize quality and visibility:

## **CREATE A CUSTOM RECRUITMENT BROCHURE**

Professionally designed to showcase your organization, the role, and the community, crafted to market the opportunity, not just list job duties.

## **RECORD AND PROMOTE A POSITION PODCAST – THE CLEAR VOICE**

A position-specific podcast featuring your team, helping candidates hear your values, leadership expectations, and workplace culture, before they even apply.

## **DIRECT OUTREACH TO OUR NETWORK & INDUSTRY CONTACTS**

We draw on personal relationships with experienced city managers, municipal leaders, and public administration professionals across the U.S., including those not actively searching.

## **STRATEGIC JOB ADVERTISING ACROSS PUBLIC ADMINISTRATION CHANNELS**

Including national, state, and profession-specific public administration job boards, complemented by direct outreach to municipal leaders and executive professionals nationwide.

In combination, these efforts generate more than interest, they generate alignment. Every tool we use is designed to deliver qualified, motivated candidates who are ready to lead and ready to serve.



# CANDIDATE ENGAGEMENT & EXPERIENCE

## WHEN CANDIDATES FEEL VALUED, THEY APPLY.

Applying for a new leadership position takes real mental energy. There's uncertainty, vulnerability, and often anxiety, not just about whether they'll be selected, but about how they'll be treated. At Clear, we've been in their shoes. As former candidates ourselves, we understand the emotional weight that comes with putting your name forward for a public-facing role.

That's why we've made candidate care a cornerstone of our recruitment process. We don't just process applications, we invest in relationships. Every active candidate receives weekly contact from our team, offering updates, guidance, and a human point of connection throughout the process. We answer questions. We provide clarity. We ensure no one is left wondering where they stand.

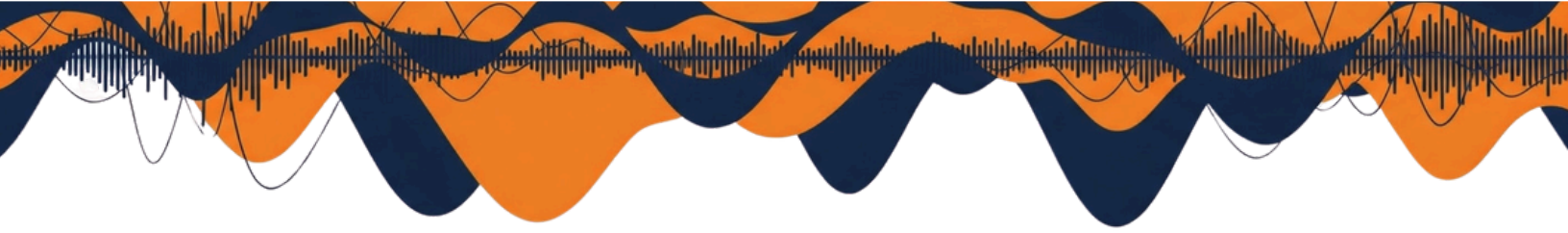
This approach isn't just kind, it's strategic. When candidates feel respected and supported, they perform better. They communicate more authentically. And they recommend Clear to their peers. The result? Broader reach, stronger candidate pools, and a reputation that draws in professionals who otherwise wouldn't apply. Our candidate-first philosophy creates momentum, trust, and better outcomes for everyone involved.

*Sample  
Brochure:*



# INNOVATIVE ENGAGEMENT

## THE CLEAR VOICE PODCAST



At Clear Career Professionals, we believe that recruitment is not just about job postings, it's about connection. PositionCast™ is one of our most unique and powerful tools in collaboration with The Clear Voice podcast, our in-house podcast that amplifies the reach of your leadership opportunity beyond traditional recruitment.

As part of our executive search process, we record a custom podcast episode for your position featuring:

A conversation with city leaders (e.g., the mayor, HR director)

Insight into community values and vision

A narrative of the role's impact and strategic priorities

This podcast is distributed across LinkedIn, Apple Podcasts, Spotify, and embedded in all job announcements and email outreach. Candidates can listen during their commute or while exercising, creating an emotional and authentic connection to your organization before they apply.

### WHY IT WORKS:

Reaches passive candidates who prefer authentic storytelling

Humanizes the community and council

Boosts visibility across digital and social channels

Let your next team member hear your voice and share your vision.

### PODCAST LINKS

<https://youtu.be/Zky33nyYFgE>

<https://podcasts.apple.com/us/podcast/the-clear-voice-podcast/id1824562318>

<https://open.spotify.com/episode/1FyCYlcpOZyjd22eNozWrP?si=9fd3e02952c64cb1>



# IDENTIFY TOP CANDIDATES

Once the custom recruitment strategy and marketing tools are approved, Clear Career Professionals initiates a proactive and streamlined approach to identify top candidates. We leverage our extensive network as the first point of contact, reaching out to carefully selected professionals nationwide who meet the profile criteria and encouraging them to consider the opportunity.

We systematically review, categorize, and evaluate all candidate applications according to the pre-established rating criteria, ensuring alignment with the desired skills, experience, and leadership qualities. This approach creates a highly qualified and strategically curated candidate pool tailored to meet the unique needs of your organization.

Throughout the recruitment process, we maintain full transparency by providing weekly progress reports detailing the candidate pool's evolution. All candidate information is meticulously organized and accessible, allowing us to keep accurate records for comprehensive reporting at the process's conclusion. Every candidate who submits a resume receives immediate acknowledgment and a clear timeline of the recruitment stages, ensuring they remain well-informed. We prioritize consistent communication, providing candidates with weekly updates on the process and their status, fostering a professional and engaging experience.

When the application period closes, Clear presents the city with a list of 8-10 recommended semi-finalists. Each semi-finalist participates in an interactive video storytelling interview, allowing them to narrate their professional journey. During this interview, our panelists will utilize a list of customized written questions that address priority issues, challenges, and strategic initiatives. This format captures not only their career trajectory but also provides insights into their leadership style, personality, and ethical approach, offering a comprehensive view of each candidate's personal and professional demeanor.

Our semi-finalist report includes all relevant recruitment materials, a master list of applicants, and for each semi-finalist: their cover letter, resume, unique leadership profile, and video interview. This in-depth package allows you to fully assess each candidate and make informed decisions as we identify and recommend finalists for in-person interviews with the selection committee and/or City Commission.





# COMPREHENSIVE DUE DILIGENCE

Once you approve of finalists for on-site interviews, our team initiates a thorough background verification process encompassing comprehensive reference checks, background examinations, detailed social media reviews, and academic verifications. A comprehensive report summarizing all findings will be presented to you for thorough review prior to the commencement of finalist interviews and the selection process. This ensures that you have a complete and informed perspective before making the ultimate decision.

For the background checks, we will collect information on the candidates in the following areas:

- City/County/State Criminal
- Federal District Criminal
- City/County/State Civil Litigation
- Employment Verification
- Reference Verification
- Social Media Review
- Federal District Civil Litigation
- Judgement/Tax Lien
- Sex Offender Registry
- Motor Vehicle Driving Record
- Educational Verification
- Professional Association Verification



# INTERVIEW AND HIRE

Upon finalizing the candidate verification and assessment, we will collaborate with you to craft the ultimate interview blueprint. This blueprint will be tailored to your organization's specific needs and objectives, ensuring a focused and effective interview process. Before conducting the interviews, we will furnish you with a comprehensive Final Candidate Report. This report will include each finalist candidate's cover letter, resume, unique leadership profile, semi-finalist video interview, and a detailed background/reference verification report.

In addition to this final report, we will provide a set of recommended interview questions tailored to the position and aligned with your organizational goals. These questions are designed to elicit responses that highlight each candidate's qualifications, experience, and fit for your organization. To ensure seamless execution and uphold the integrity of the interview process, our team will be present to facilitate the finalist interviews. We will manage the logistics, coordinate with interview panel members, and ensure that the process runs smoothly and efficiently.

Our commitment is to create an interview approach that is not only exhaustive but also reflective of the mission and vision of your organization. We understand that selecting a leader is a critical decision, and our goal is to provide you with the tools and support necessary to make an informed choice. Throughout the interview process, we emphasize transparency, consistency, and fairness to ensure that each candidate is evaluated thoroughly and objectively.

At the conclusion of the selection process, we will work closely with you to notify candidates of the final decision. This includes communicating with both successful and unsuccessful candidates, providing them with feedback if desired, and addressing any questions or concerns they may have. We will also confirm final process close-out items with you, ensuring that all documentation and records are properly maintained and that the transition to the new leader is smooth and well-coordinated.

By partnering with us, you can be confident that every aspect of the interview and hiring process is handled with the utmost professionalism and care. Our goal is to help you select a leader who not only meets the technical requirements of the position but also embodies the values and vision of your organization.



# GENERAL RECRUITMENT TIMELINE

**CLEAR CAREER PROFESSIONALS CUSTOMIZES THE RECRUITMENT PROCESS TO ALIGN WITH YOUR GOALS, ENSURING SUCCESSFUL OUTCOMES.**

## RECRUITMENT FOUNDATION 2 WEEKS

- Meet with executive team, departments, mayor, and commission
- Meet with community stakeholders
- Determine the Selection Criteria
- Create a Custom Candidate Profile

## RECRUITMENT STRATEGY 4 WEEKS

- Create a Customized Recruiting Brochure
- Record and Promote Position Podcast "The Clear Voice"
- Direct Outreach to Network & Candidates
- National, State, & Regional Postings

## CANDIDATE ENGAGEMENT & EXPERIENCE

## IDENTIFY TOP CANDIDATES 2 WEEKS

- Screen Candidates
- Identify Semi-Finalists
- Complete Virtual Interviews with Semi-Finalists
- Obtain Unique Leadership Profiles
- Recommend Finalists

## VERIFY & CHECK FINALISTS 2 WEEKS

- Complete Detailed Reference & Background Verifications on Finalists
- Complete Social Media and News Investigation for each Finalist
- Complete Academic Verifications

## INTERVIEW & HIRE 2 WEEKS

- Schedule Finalist Interviews
- Facilitate Finalist Interviews
- Assist with Finalist Selection





# Clear Career Professionals



## KEY PERSONNEL

TAB C

## Mark Shrives, MPA

### Vice President, NW Regional Director

Mark Shrives brings over four decades of distinguished public sector experience spanning federal, local, and international government service. As Vice President and NW Regional Director of Clear Career Professionals, he contributes deep operational insight and strategic leadership to executive recruitment efforts, drawing on his extensive background in city management and emergency operations.

Most recently, Mark served as Interim City Manager for Columbia Falls, Montana, where he provided executive oversight of municipal operations, budgeting, and strategic planning. His leadership was pivotal in the successful recruitment and onboarding of the city's permanent manager.

His municipal leadership experience includes City Manager roles in Polson, Montana; Creswell, Oregon; and Hamilton, Montana, where he directed cross-departmental operations, led policy development, and ensured alignment with community goals. After his tenure in city management, Mark served as a Federal Disaster Recovery Officer with FEMA, where he oversaw complex recovery operations and facilitated access to federal aid for local governments.

On the international stage, he served as a U.S. State Department advisor to the Economic Community of West African States (ECOWAS), where he coordinated regional peacekeeping missions and intergovernmental collaboration.

A retired U.S. Army Lieutenant Colonel, Mark completed a 20-year military career with command assignments across Europe and leadership roles in logistics, infrastructure, and strategic planning.



### Education

Master of Public  
Administration – Walden  
University

Bachelor of Arts in History –  
University of California, Santa  
Barbara

### Professional Affiliations

Board Member, Treasure  
State Public Captive

Former City Manager –  
Polson, MT; Creswell, OR;  
Hamilton, MT

FEMA Disaster Recovery  
Officer

U.S. Army Retired Lieutenant  
Colonel

Montana League of Cities  
and Towns





## Michael Boese, MPA

### President

Michael Boese, MPA, brings over 26 years of distinguished municipal service to his role as President of Clear Career Professionals LLC. With extensive leadership experience across multiple executive roles, Michael has become a trusted expert in executive recruitment, leadership coaching, and municipal consulting.

Michael has served as both City Manager of Keene and City Administrator of Wimberley, where he was instrumental in advancing sustainability initiatives and promoting tourism, ensuring long-term growth for the communities. His strategic approach to leadership and fiscal management has made a lasting impact on these municipalities, driving innovation and operational excellence.

As a sought-after recruiter, Michael has guided numerous successful executive placements, always prioritizing the unique needs of both the organizations and candidates. His comprehensive understanding of local government and public safety allows him to identify top talent and implement efficient, people-focused recruitment processes.

In addition to his consulting and recruitment expertise, Michael is a recognized public speaker and instructor, sharing his insights through leadership training programs, including his work with the Bill Blackwood Law Enforcement Management Institute of Texas (LEMIT).

Michael's career exemplifies a commitment to enhancing organizational leadership and community well-being, making him a trusted leader in the public sector.

### Education

Bachelor of Arts in History  
Metropolitan State  
University

Master of Public Affairs  
University of Texas Dallas

### Professional Affiliations

TCOLE Master Peace  
Officer, ICMA, TCMA,  
NTCMA, Region 6 & 7  
TCMA, GFOA, TPCA, past  
member of the Texas Police  
Chief's Legislative  
Committee, and the  
Professional Development  
Committee for the Texas  
City Manager Association,  
Instructor at the Bill  
Blackwood Law  
Enforcement Management  
Institute of Texas (LEMIT)  
Leadership Command  
College



## Kelly Kuenstler, MPA

### Senior Vice President

Kelly brings a wealth of experience and a deep-seated passion for public service to her role as Vice President of Training Services at Clear Career Professionals. With a diverse background that includes serving as Director of the Administrative Office of the District Attorneys, County Manager, and City Manager, Kelly has honed her expertise in leadership and management. She holds a master's degree in Public Administration from New Mexico State University and boasts over 25 years of involvement in board appointments, guest lectures, and professional development committees.

Born in Cotulla, Texas, and raised primarily in New Mexico, Kelly's commitment to public service has garnered statewide recognition, earning her prestigious awards in both states. Notably, she was named Employee of the Year for the State of New Mexico in 2002 and City Manager of the Year in Texas in 2020. From 2019 through 2020 Kelly was TCMA region 8 president. Kelly's dedication extends beyond accolades, as evidenced by her active participation in numerous boards and associations, including the New Mexico Association of Counties, the Texas Municipal League, and the Texas City Management Association.

Kelly's commitment to excellence in management extends to her role at the University of Texas, San Antonio, where she served as an adjunct instructor and contributed to the Public Administration Advisory Board. She is deeply invested in nurturing the next generation of government leaders, serving as a coach and advocate for graduate students pursuing careers in government management.

With her unwavering dedication to responsible and ethical government practices, Kelly is a valuable addition to the Clear Career Professionals team, embodying the values of integrity, professionalism, and quality management.

### Education

Bachelor of Arts in  
Criminal  
Justice/Sociology  
New Mexico State  
University

Master of Public  
Administration  
New Mexico State  
University

### Professional Affiliations

TCMA, ICMA, Texas  
Women Leading  
Government, American  
Cancer Society

## MARKETING

### Janine Boese

#### Vice President of Marketing

Janine Boese is an accomplished marketing professional with a degree in Marketing from the University of North Texas and a strong background in digital strategy, social media management, and brand development. As Vice President of Marketing at Clear Career Professionals, she leverages both creativity and strategy to enhance brand visibility and engagement.

In support of this recruitment, Janine will oversee the promotion and posting of the position across targeted platforms, professional networks, social media channels, and Clear's website, ensuring broad reach and strong candidate engagement.

## PODCAST

### James Groom

#### Host of The Clear Voice Podcast

James Groom brings 19 years of law enforcement experience, including six years as a law enforcement executive, to his role as the host of *The Clear Voice Podcast*.

His background provides a unique perspective on leadership, organizational culture, and the landscape of public service. James excels at drawing out the opportunities, challenges, and vision behind each recruitment, helping candidates gain an authentic understanding of the organizations they may lead. His ability to highlight culture and leadership dynamics makes him a trusted voice in connecting top talent with the right opportunities.

## CANDIDATE RELATIONSHIPS

### Kevin Boese

#### Vice President of Candidate Relationships

Our Candidate Relationships team, composed of highly skilled client service professionals, ensures every candidate receives consistent and personalized communication throughout the recruitment process. They provide weekly updates via phone and email, proactively addressing questions, offering guidance, and fostering a positive candidate experience that reflects Clear Career Professionals' commitment to transparency, responsiveness, and excellence.



## BACKGROUND CHECKS

### Christian Boese

#### Vice President of Information Services

Christian is Clear Career Professionals' Vice President of Information Services with 10 years of law enforcement experience, a Master's in Homeland Security, and current enrollment in the MPA program at the University of Texas at Dallas.

Christian will conduct comprehensive background and reference verifications and complete social media reviews for finalists, ensuring a thorough, consistent, and defensible vetting process aligned with the City's standards. His investigative background and public-sector training provide the rigor and discretion required for executive-level recruitment.

## RECRUITMENT BROCHURE

### DeAnna Hendrix

#### Senior Vice President

DeAnna holds a degree in human resource management and brings extensive experience in recruitment and organizational development, with a strong background in public-sector administration and communications. Her experience includes work with governmental and workforce organizations supporting talent-related functions within public-sector environments.

At Clear Career Professionals, DeAnna supports executive search engagements by leading the development of recruitment brochures and candidate-facing materials. She collaborates with recruiting staff and, as needed, participates in client meetings to ensure materials accurately and professionally present the organization, community, and executive opportunity to prospective candidates.



# Clear Career Professionals



## REFERENCES

TAB D

# PAST LEADERSHIP RECRUITMENTS

Clear Career Professionals has successfully led recruitments for a variety of public management leadership roles across the nation. While titles vary, each of these positions required experience in operations, strategic planning, fiscal management, and municipal service delivery, core skill sets essential to the City Manager role.

Recent relevant recruitments include:

## MONTANA

- City Manager – City of Columbia Falls
- Deputy City Manager – City of Great Falls

## CALIFORNIA

- Chief Executive Officer – CPS HR Consulting (Sacramento)

## TEXAS — CITY MANAGER PLACEMENTS

- City of Uhland
- City of Fairfield
- City of Freeport
- City of Kerrville
- City of Murphy
- City of Kingsville
- City of Liberty
- City of Hondo
- City of Aransas Pass
- City of Navasota
- City of Merkel
- City of Whitesboro
- City of Dalhart
- City of Meadowlakes
- City of Abernathy

These recruitments reflect our broad reach across public sector operations and our ability to engage qualified professionals in technical, supervisory, and executive-level roles within infrastructure-focused departments.



# REFERENCES

## **City of Brownsville, TX**

Alan Guard, Deputy City Manager  
Phone: (956) 548-6007  
alan.guard@brownsvilletx.gov

## **City of Great Falls, MT**

Greg Doyon, City Manager  
Phone: 406-455-8450  
Email: gdoyon@greatfallsmt.net

## **City of Liberty, TX**

John Hebert, Mayor  
Phone: (936) 334-2528  
Email: Mayor@cityofliberty.org

## **City of Hondo, TX**

John McAnelly, Mayor  
Phone: (830) 426-3378  
Email: mayor@hondo-tx.org

## **City of Fair Oaks Ranch, TX**

Joanna Merrill, Director of Human Resources & Communications  
Phone: (210) 698-0900 ext. 203  
Email: jmerrill@fairoaksranchtx.org

## **City of Plano, TX**

LaShon Ross, Deputy City Manager  
Phone: (972) 941-5310  
Email: lashon@plano.gov

## **City of Columbia Falls, MT**

Mayor Don Barnhart  
Phone: (406) 253-5712  
Email: donniedirt@gmail.com







# Clear Career Professionals



## COST PROPOSAL

TAB E

# COST PROPOSAL

## OVERALL COST AND VALUE OF PROJECT CITY MANAGER SEARCH

We offer a transparent, fixed fee structure:

### FULL EXECUTIVE RECRUITMENT

#### **Fixed Fee: \$30,000 - all-inclusive**

This flat rate covers all services and expenses, including graphic design for the recruitment brochure, background and academic verifications, and consultant travel. The only additional costs the City will incur are candidate-related expenses for finalist interviews (travel, lodging, and meals for candidates and spouses, if invited).

We bill in phases aligned with key milestones in the recruitment process.

- \$15,000 upon execution of the contract
- \$10,000 upon selection of the group of semi-finalists
- \$5,000 upon selection of the final candidate

Our fixed-fee model offers clarity, no hidden costs, no surprises. You know exactly what you'll pay, not to exceed the agreed upon fee.



# GUARANTEE

## AGREEMENT TO COMPLETE PROJECT ACCORDING TO PROJECT SCHEDULE

The timeline provided is a general breakdown of tasks, milestones, and timeframes to support a thorough and successful recruitment process.

This timeline is a suggestion only and we will work with you to finalize and approve an exact timeline.

## ONE YEAR GUARANTEE

We proudly offer a one-year guarantee for any candidate selected through our full recruitment process. If the individual hired leaves the position for any reason within one year, we will conduct a new recruitment at no additional cost to the organization. This guarantee reflects our confidence in the thoroughness of our recruitment and selection process.





# Proposal to provide Professional Executive Search Services for the City Manager Position

**JULY 3, 2026**

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Provided to Shayla Mohr, City Clerk City of Abilene  
By Government Professional Solutions (GPS)





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July 3, 2026

Shayla Mohr, City Clerk  
City of Abilene, Kansas  
419 N. Broadway Street  
Abilene, KS 67410



Dear Shayla Mohr,

Government Professional Solutions, LLC (GPS), welcomes the opportunity to submit our proposal for executive search services to help the City of Abilene find and hire the best candidate to serve as its next City Manager.

Partners Bret and Chris have served as City Manager's in Kansas. We understand and know the city management dynamics and City Manager's within the State of Kansas. This puts us in a position to assist and partner with the City of Abilene. GPS offers you a distinct alternative to the traditional executive search firm. We are a government consultancy comprised of only senior level, former city managers with MPA degrees. Our services are based on best practices built from a combined 30+ years of experience in the public sector and city management. Our firm philosophy is rooted in the highest ethics and integrity, and relationships are at the core of everything we do.

We believe, and hope you will agree, that we are the best partner to guide you through this very important executive search process for several reasons:

-  **Our ability to leverage an extensive network of public officials across the U.S.** Throughout our decades of public service, we have developed and continue to grow long-lasting relationships with countless public executives, managers, and staff.
-  **Our insight into what it takes to be successful in the Public Sector.** As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face.
-  **Our commitment to giving you customized and personal service of the highest quality.** GPS Partner, Bret Bauer, will be the only consultant working on this project and will work closely with you to customize a search approach that best serves your specific objectives. This means you know exactly who you are working with from start to finish, that you can count on receiving senior level expertise, and that the process will be seamless.

Bret Bauer prepared this submittal and can be reached by email or phone (info below).  
Thank you very much for your consideration of our firm and proposal.

Sincerely,

Bret Bauer, Partner and Co-Founder  
104 Harbor Haven St.  
Gun Barrel City, TX 75156

Chris Lowe, Partner and Co-Founder  
18605 Arrowwood Dr.  
Monument, CO 80132

## Approach

Government Professional Solutions (GPS) does not operate like most national search firms. Our approach is collaborative, customized, personal, and **relationship based**. As former city managers who have served full-service cities and their elected officials, we understand first-hand how the executive search function must fit within the larger mission of the local government and the community. We are passionate about public service and we know at the core, that means our focus is about getting to know people - those in your community, and those wishing to serve your community.

### City managers who know how to hire managers

As former city managers, we know how to get in front of top candidates. We are connected to modern, accomplished manager candidates, both directly and indirectly through our extensive network of public officials. We have worked with many of them as colleagues and have personally networked with them at industry association and other events. We have served with them on boards and held leadership positions in the same organizations. We are connected to them through the university MPA programs. Most importantly, we know both the seasoned veterans AND the young up-and-coming professionals who are highly sought after by cities.

We also know the newsletters, publications, and websites these professional candidates subscribe to because we subscribe to them ourselves, and we understand which sources are trusted most.

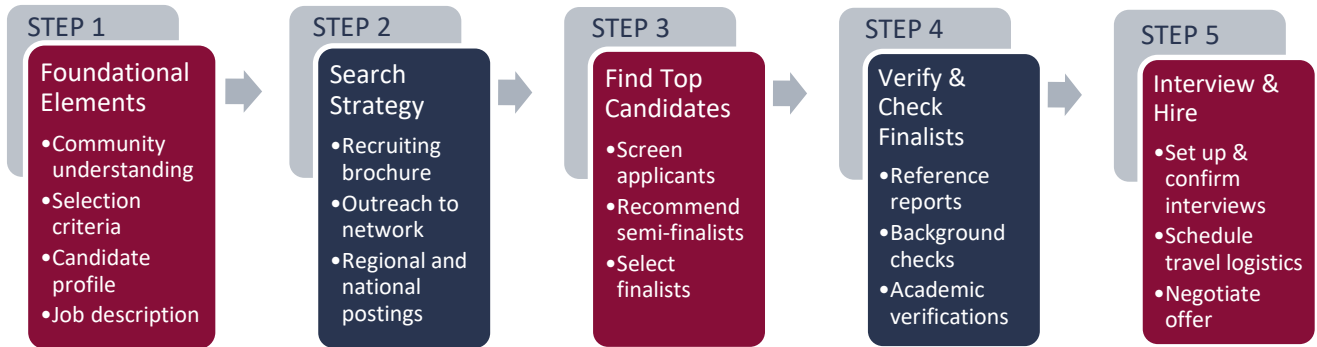
Finally, because of our lengthy and direct experience in the public sector, we are also able to screen candidates quickly and efficiently. An initial conversation by one of our senior level partners quickly yields an accurate assessment of capability and fit. This enables us to focus the majority of our energy and resources on those candidates who have the highest probability of becoming semi-finalists in the search.

### A single dedicated senior level consultant by your side

Because our recruitment searches are conducted start to finish by one of our partners, you get an extremely efficient process. A single senior level person dedicated to every step of your project means no gaps or delays in information transfer among multiple staff members and consultants. It means that both you and the candidates get a very direct and responsive line of communication. And, it means you get a level of experience and personal service you know you can count on.

GPS Partner, Bret Bauer, will be the consultant on this project.

GPS will customize a search process that best serves your specific objectives and situation. Below is the general workflow we will follow



## STEP 1: DEVELOP FOUNDATIONAL ELEMENTS

### Understanding you and the community

The first, and most important step of our process is to spend time getting to know you and your community.

In our experience we have found that too often the process of finding the next leader for an organization is a cookie-cutter process focused on developing a community profile and quickly finding a candidate. As public executives, we understand how important it is to understand your community and to have a complete, professional, and thorough process to find top level talent to be your future leaders. That is why we structure time to spend in your community to experience its amenities, economy, people, and infrastructure, and to get to know your organization and community, both individually and as a collective group.

Developing the ideal candidate profile begins with a survey sent to you, Commission members, and designated staff prior to our first meeting. Members individually complete these surveys to help begin to paint the picture about what you want to see in your next City Manager.

We then meet on-site with you, the Commission, and designated staff to discuss the required background, professional experience, and management and leadership characteristics for your position. We work with you to thoroughly understand (or help identify) the position’s requirements, current challenges, strategic priorities, and expectations.

Information obtained from these efforts, coupled with our review of any provided resources, is used to prepare selection criteria, a job position (if needed), and a candidate profile, all of which will be approved by you before recruitment begins. Spending time getting these items right is critical to ensuring an efficient and effective process to follow.

**Timeframe:**

1 week

**Deliverables:**

Community understanding

Selection criteria surveys

Job position

Candidate profile

## STEP 2: DESIGN A CUSTOM SEARCH STRATEGY

We work collaboratively with you to develop a comprehensive outreach strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. We will recommend a strategy that includes national, state, regional, and local elements.

### Leveraging our network

Central to that strategy is to leverage our extensive network of public officials. Often, we know qualified candidates who are not actively seeking new employment and will not necessarily respond to an advertisement.

One of the tools we leverage is a comprehensive recruitment brochure that can accompany all networking and outreach efforts. This brochure typically includes the candidate profile defined in Step 1, a summary of challenges and priorities, and information that positions your location as a highly attractive place to live and work. *(Please see example provided in the Appendix)*

### Leveraging the ICMA & other professional organizations

From our decades in city leadership and as candidates ourselves, we depend on the International City/County Management Association (ICMA), as do the type of candidates you want for this position. Most managers are members, and it is the first stop for anyone in the industry looking for a new job. As 15-year members of the organization, we are highly familiar with its leadership, processes, and network. ICMA also publishes a monthly magazine, PM, which we often use for advertising.

We use our extensive networks at the state level to ensure we are adequately marketing to in-state candidates through the League of Kansas Municipalities (LKM).

We value diversity and our recruitment process reflects that. We work with the National Forum for Black Public Administrators (NFBPA), the Local Government Hispanic Network (an affiliate of ICMA), and Women Leading Government.

#### Timeframe:

1-2 weeks

#### Deliverables:

Timeline

Recruitment  
brochure

Advertisement

## STEP 3: FIND TOP CANDIDATES

Upon approval of the custom search strategy and marketing tools, we promptly begin the search process, starting first and foremost with our network.

Application packets will be received and categorized according to the rating criteria established by you and your team to ensure that the candidate pool has the matching skills and background. You will receive weekly updates on the development of the candidate pool. Information on all applicants will be retained and organized for recordkeeping purposes and will be transmitted to you upon completion.

#### Timeframe:

5-6 weeks

#### Deliverables:

Custom  
questionnaires

Each candidate submitting an application packet is sent a timely acknowledgement, including an approximate schedule for the recruitment. Throughout the process, communications are maintained with each candidate regarding information about the recruitment progress and their status.

We will screen candidates against the position and criteria defined in Step 1 and recommend a list of 10-15 semi-finalists to you.

**Two important tools we use during this process are a candidate questionnaire and a due diligence questionnaire, both customized to your unique position and situation (*please see examples of each in the appendix*). The candidate questionnaire goes to all semi-finalists and provides additional information about their background and experience. The due diligence questionnaire goes only to finalists.**

**We also ask semi-finalists to engage in video storytelling where they are given an opportunity to tell us about their journey in public service. This is intended to help us, and you better assess who they are as people and as leaders. This approach can help in developing a more comprehensive understanding of the candidate's ability to think on their feet as well as their personal and professional demeanor.**

We will provide you with a semi-finalist report that includes copies of all marketing media, the master applicant list, as well as a cover letter, resume, completed questionnaire, and videos (if used) for each semi-finalist.

From there, we will review semi-finalist information with you and ask you to select finalists for interviews.

10-15 semi-finalist recommendations

Timely and regular communications to candidates

Regular updates to you and your team

Semi-finalist report

## STEP 4: VERIFY AND CHECK FINALISTS

When you approve a group of finalists for on-site interviews, we will begin the process of conducting reference checks, background checks, and academic verifications. A confidential reference report is prepared for each finalist to complete our understanding of his or her management and leadership characteristics and professional work performance.

For the background checks, we will collect information on the candidates in the following areas:



City/County/State Criminal



Federal District Criminal



City/County/State Civil  
Litigation



Employment Verification



Reference Verification



Federal District Civil Litigation



Judgement/Tax Lien



Sex Offender Registry



Motor Vehicle Driving Record



Educational Verification

### Timeframe:

2 weeks

### Deliverables:

Reference check results

Background check results

Academic verification results

## STEP 5: INTERVIEW AND HIRE

Upon completing the candidate verifications and checks, we will work collaboratively with you to develop the final interview process.

We will provide you with a Final Candidate Report prior to commencement of interviews. This report will include a copy of the recruitment brochure and interview schedule, as well as cover letter, resume, completed questionnaires, and reference/background results for each finalist to be interviewed. It will also include our individual analysis of each candidate compared to the ideal candidate profile developed with you (e.g., our evaluation of minimum professional qualifications, responses to questionnaires, etc.). *Note: A minimum of one week is required to develop the packet of information for your review once finalists have been identified.*

Accompanying the final report will be guidelines for interviewing the finalists, suggested interview questions, and a customized interview grading tool for your interview panel(s). We will attend finalist interviews to support continuity of the process.

We will work with you to develop an interview process that is thorough and inclusive of your organization and community. Successful options we have used in the past include: a community meet and greet (this allows community members, elected officials, and staff to meet and visit with the finalists), community interview panel to serve as one of the events for finalists during the in-person interview process, and/or a community dialogue event.

\*Additional options available to you are:



Participation in deliberation of candidates.



Assistance with developing a compensation package and related employment considerations.



Assistance with employment agreement negotiation.

Finally, we will notify candidates of the final decision and will confirm final process close out items with you.

### Timeframe:

2-3 weeks

### Deliverables:

Interview and travel itinerary schedules

Final Candidate Report

Interview guidelines

Suggested interview questions

Interview grading tool

Candidate notifications





## Experience

### 30+ years combined experience in city management

GPS is comprised of only senior level, former city managers with MPA degrees. Our partners share a passion for serving the public and bring a combined 30+ years of experience in leading communities. Their public service careers include serving as City Manager, Town Manager, and Assistant City Administrator throughout the country, including Kansas.

Resumes of Partners, Chris Lowe and Bret Bauer, are included in the appendix. Bret Bauer will be the consultant assigned to this project and will execute all tasks involved. No outside consultants are expected to be used.

### 18 years of successful recruiting history

#### RECENT RECRUITMENTS

City Administrator-Siloam Springs, AR  
City Manager-Sidney, NE  
City Manager-Alliance, NE  
City Manager-Windcrest, TX  
City Manager-Salina, KS  
City Manager-Junction City, KS  
City Manager-Charles Town, WV  
City Manager-Sterling, CO  
City Manager-Brentwood, TN  
City Administrator-Grand Island, NE

At GPS, we have been conducting executive level recruitments for 18 years. We believe the perspective we bring as former city managers and candidates, combined with the principled approach we developed based on decades of combined experience, enables us to help you find and hire the right candidate for the job the first time around.

As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face.

### More than an executive search firm

GPS was founded with one central objective: to use our industry experience and decades of public service to help cities and counties improve their communities. Since 2006, GPS Partners Bret and Chris have been expanding their government experience and network in cities across the country to position themselves to be the best trained public servants available to serve cities and counties on a diverse range of projects, challenges, and opportunities.

---

Our breadth of services includes:

- Executive Search
- Budgeting
- Human Resources (Class & Comp. Studies)
- Leadership Development
- Strategic Planning
- Project Management (Interim Services)

The compass in our logo depicts our goal of providing guiding direction to our public clients and we strive to be a steady partner throughout that journey. We firmly believe in the value of **trusted relationships**, and want to be your **trusted partner**, not just another vendor.

## The GPS Guarantee

While others in the industry may offer a 1-year guarantee, we are confident in our process, and offer an 18-month guarantee against resignation or termination for any reason. Any subsequent search will be done for actual cost.

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***“GPS did a great job throughout our search for a new city manager. Their timeline was clearly laid out. They wanted our input for the type of qualified leader we were looking for and carefully screened the candidates with a nationwide search. Bret provided consistent and clear communication of the steps throughout the process. Additionally, GPS helped us find an interim city manager until our position was filled. The candidates were also pleased with how they were treated during the interviews. GPS was always available to assist with any questions or concerns. I would highly recommend GPS!”*** – Pat Landes, Mayor of Junction City, Kansas

---

## Demonstrated ability to complete a thorough and detailed report

We hope the steps outlined in the Approach section of this proposal have demonstrated that our process is highly thorough and detailed. Additionally, we trust the background, experience, and reputation presented about our firm, and in particular the partner assigned to this project, Bret Bauer, have demonstrated the accountability and integrity we bring to this important effort.

Likewise, we are confident the final candidate reference report we provide to you will be comprehensive and detailed, and will equip you with everything you need to carefully and thoroughly interview final candidates and make a sound and supported final decision. The report will include:

### Information on each finalist:

- ➊ Cover letter and resume
- ➋ Completed questionnaires
- ➌ Reference/background results
- ➍ GPS analysis/evaluation
- ➎ Video Storytelling (if used)

### Additional supporting information:

- ➊ Recruitment brochure
- ➋ Interview schedule
- ➌ Interview guidelines
- ➍ Suggested interview questions
- ➎ Customized interview grading tool

## References

|                                                           |                                                                                                                                                                                                                 |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Windcrest, TX /Dan Reese, Mayor</b><br>8601 Midcrown, Windcrest, TX 78239<br>(210) 655-0022, <a href="mailto:dreese@windcrest-tx.gov">dreese@windcrest-tx.gov</a><br>Pop. 6,000, Annual Budget \$10M |
| Project name                                              | Executive recruitment for City Manager                                                                                                                                                                          |
| Project description                                       | Performed national executive recruitment services to recruit for a City Manager to be a part of Windcrest's Executive Team.                                                                                     |
| Position or capacity on the project                       | GPS Partner, Bret Bauer, served as Project Manager for this recruitment                                                                                                                                         |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                            |

|                                                           |                                                                                                                                                                                                                |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Salina, KS /Greg Lenkiewicz, Mayor</b><br>300 W. Ash St., Salina, KS 67401<br>(785) 342-6049, <a href="mailto:commishlenk@gmail.com">commishlenk@gmail.com</a><br>Pop. 50,000, Annual Budget \$151M |
| Project name                                              | Executive recruitment for City Manager                                                                                                                                                                         |
| Project description                                       | Performed national executive recruitment services to recruit for a City Manager to be a part of Salina's Executive Team.                                                                                       |
| Position or capacity on the project                       | GPS Partner, Chris Lowe, served as Project Manager for this recruitment                                                                                                                                        |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                           |

|                                                           |                                                                                                                                                                                                                                       |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Charles Town, WV /Micheal George, Mayor</b><br>101 E. Washtington St., Charles Town, WV 25414<br>(304) 725-2311, <a href="mailto:mgeorge@charlestownwv.us">mgeorge@charlestownwv.us</a><br>Pop. 7,500, Annual Budget \$10M |
| Project name                                              | Executive recruitment for City Manager                                                                                                                                                                                                |
| Project description                                       | Performed national executive recruitment services to recruit for a City Manager to be a part of Charles Town's Executive Team.                                                                                                        |
| Position or capacity on the project                       | GPS Partner, Bret Bauer, served as Project Manager for this recruitment                                                                                                                                                               |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                                  |

|                                                           |                                                                                                                                                                                                                                             |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Sterling, CO /Matthew Foos, Mayor</b><br>421 N. 4 <sup>th</sup> St., P.O. Box 4000, Sterling, CO 80751<br>(970) 520-6330, <a href="mailto:mfoos@sterlingcolo.com">mfoos@sterlingcolo.com</a><br>Pop. 14,000, Annual Budget \$40M |
| Project name                                              | Executive recruitment for City Manager                                                                                                                                                                                                      |
| Project description                                       | Performed national executive recruitment services to recruit for a City Manager to be a part of Sterling's Executive Team.                                                                                                                  |
| Position or capacity on the project                       | GPS Partner, Chris Lowe, served as Project Manager for this recruitment                                                                                                                                                                     |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                                        |

|                                                           |                                                                                                                                                                                                                                            |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Brentwood, TN /Nelson Andrews, Mayor</b><br>5211 Maryland Way, Brentwood, TN 37027<br>(615) 917-1384, <a href="mailto:nelson.andrews@brentwoodtn.gov">nelson.andrews@brentwoodtn.gov</a><br>Pop. 47,000, Annual Budget \$108.3M |
| Project name                                              | Executive recruitment for City Manager                                                                                                                                                                                                     |
| Project description                                       | Performed national executive recruitment services to recruit for a City Manager to be a part of Brentwood's Executive Team.                                                                                                                |
| Position or capacity on the project                       | GPS Partner, Bret Bauer, served as Project Manager for this recruitment                                                                                                                                                                    |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                                       |

|                                                           |                                                                                                                                                                                                                         |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Junction City, KS /Pat Landes, Mayor</b><br>700 N. Jefferson, Junction City, KS 66441<br>(785) 223-6091, <a href="mailto:pat.landes@jcks.com">pat.landes@jcks.com</a><br>Pop. 25,000, Annual Budget \$141.9M |
| Project name                                              | Executive recruitment for City Manager                                                                                                                                                                                  |
| Project description                                       | Performed national executive recruitment services to recruit for a City Manager to be a part of Junction City's Executive Team.                                                                                         |
| Position or capacity on the project                       | GPS Partner, Bret Bauer, served as Project Manager for this recruitment                                                                                                                                                 |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                    |

|                                                           |                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Alliance, NE /Seth Sorensen, City Manager</b><br>324 Laramie Avenue, P.O. Box D, Alliance, NE 69301<br>(308) 762-5400, <a href="mailto:ssorensen@cityofalliance.net">ssorensen@cityofalliance.net</a><br>Pop. 9,000, Annual Budget \$3.75M |
| Project name                                              | Executive recruitment for Chief of Police                                                                                                                                                                                                             |
| Project description                                       | Performed national executive recruitment services to recruit for a Chief of Police to be a part of Alliance's Executive Team.                                                                                                                         |
| Position or capacity on the project                       | GPS Partner, Chris Lowe, served as Project Manager for this recruitment                                                                                                                                                                               |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                                                  |



|                                                           |                                                                                                                                                                                                                                |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of DeSoto, TX /Mayor Rachel Proctor</b><br>211 East Pleasant Run Road, DeSoto, TX 75115<br>(972) 274-2489, <a href="mailto:rproctor@desototexas.gov">rproctor@desototexas.gov</a><br>Pop. 56,583, Annual Budget \$181M |
| Project name                                              | Executive recruitment for City Manager                                                                                                                                                                                         |
| Project description                                       | Performed national executive recruitment services to recruit for a City Manager to be a part of DeSoto's Executive Team.                                                                                                       |
| Position or capacity on the project                       | GPS Partner, Bret Bauer, served as Project Manager for this recruitment                                                                                                                                                        |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                           |

|                                                           |                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Duncanville, TX /Todd Siegel, Director of Human Resources</b><br>203 E. Wheatland Road, Duncanville, TX 75116<br>(972) 780-5095, <a href="mailto:todd.siegel@duncanvilletx.gov">todd.siegel@duncanvilletx.gov</a><br>Pop. 40,706, Annual Budget \$94M |
| Project name                                              | Executive recruitment for Director of Finance                                                                                                                                                                                                                    |
| Project description                                       | Performed national executive recruitment services to recruit for a Director of Finance to be a part of Duncanville's Executive Team.                                                                                                                             |
| Position or capacity on the project                       | GPS Partner, Bret Bauer, served as Project Manager for this recruitment                                                                                                                                                                                          |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                                                             |

|                                                           |                                                                                                                                                                                                                     |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Grand Island, NE /Aaron Schmid, Director of Human Resources</b><br>100 East First Street, Grand Island, NE 68801<br>(308) 385-5444, <a href="mailto:aarons@grand-island.com">aarons@grand-island.com</a> |
| Project name                                              | Executive recruitment for Public Utilities Director                                                                                                                                                                 |
| Project description                                       | Performed national executive recruitment services to recruit for a Public Utilities Director to be a part of Grand Island's Executive Team.                                                                         |
| Position or capacity on the project                       | GPS Partner, Chris Lowe, served as Project Manager for this recruitment                                                                                                                                             |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                |

|                                                           |                                                                                                                                                                                                                     |
|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Grand Island, NE /Aaron Schmid, Director of Human Resources</b><br>100 East First Street, Grand Island, NE 68801<br>(308) 385-5444, <a href="mailto:aarons@grand-island.com">aarons@grand-island.com</a> |
| Project name                                              | Executive recruitment for Public Works Director                                                                                                                                                                     |
| Project description                                       | Performed national executive recruitment services to recruit for a Public Works Director to be a part of Grand Island's Executive Team.                                                                             |
| Position or capacity on the project                       | GPS Partner, Chris Lowe, served as Project Manager for this recruitment                                                                                                                                             |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                |

|                                                           |                                                                                                                                                                                                                      |
|-----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Grand Island, NE / Aaron Schmid, Director of Human Resources</b><br>100 East First Street, Grand Island, NE 68801<br>(308) 385-5444, <a href="mailto:aarons@grand-island.com">aarons@grand-island.com</a> |
| Project name                                              | Executive recruitment for City Administrator                                                                                                                                                                         |
| Project description                                       | Performed national executive recruitment services to recruit for a City Administrator to be a part of Grand Island's Executive Team.                                                                                 |
| Position or capacity on the project                       | GPS Partner, Chris Lowe, served as Project Manager for this recruitment                                                                                                                                              |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                                 |

|                                                           |                                                                                                                                                                                   |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>Town of Prosper, TX / David Bristol, Mayor</b><br>250 W. First Street, Prosper, TX 75078<br>(972) 965-0446, <a href="mailto:dbristol@prospertx.gov">dbristol@prospertx.gov</a> |
| Project name                                              | Executive recruitment for Town Manager                                                                                                                                            |
| Project description                                       | Performed national executive recruitment services to recruit for a Town Manager to be a part of Prosper's Executive Team.                                                         |
| Position or capacity on the project                       | GPS Partner, Bret Bauer, served as Project Manager for this recruitment                                                                                                           |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                              |

|                                                           |                                                                                                                                                                                                              |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Owner/address/telephone contact                           | <b>City of Janesville, WI / Paul Benson, Council President</b><br>18 N. Jackson Street, Janesville, WI 53548<br>(608) 352-8010, <a href="mailto:bensonp@ci.janesville.wi.us">bensonp@ci.janesville.wi.us</a> |
| Project name                                              | Executive recruitment for City Manager                                                                                                                                                                       |
| Project description                                       | Performed national executive recruitment services to recruit for a City Manager to be a part of Janesville's Executive Team.                                                                                 |
| Position or capacity on the project                       | GPS Partner, Chris Lowe, served as Project Manager for this recruitment                                                                                                                                      |
| Related litigation, administrative proceedings, or claims | None                                                                                                                                                                                                         |

## Testimonials

*"As the current Mayor, I had the opportunity to work with Chris Lowe and Government Professional Solutions (GPS) during our recent city manager search process. From start to finish, Chris demonstrated exceptional professionalism, organization, and communication skills. He guided our Commission through every step of the search with transparency and integrity, ensuring that we remained focused on identifying candidates who aligned with our community's goals and values. His experience in public sector recruitment was evident through his structured approach, attention to detail, and ability to balance the needs of both the governing body and the applicants. Chris was always responsive, well-prepared, and proactive in keeping the process on schedule. His calm and objective demeanor helped our Commission navigate important discussions with confidence and clarity. Overall, GPS provided a first-class experience that resulted in a successful and efficient hiring process. I highly recommend Government Professional Solutions and Chris Lowe to any employer seeking professional guidance in executive recruitment."* – Greg Lenkiewicz, Mayor of Salina, KS



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*"We engaged GPS to conduct a national search for our next City Manager, and the entire process exceeded our expectations. This was the first time we had hired a consultant for such a search, and after this experience, we will never go through the process again without professional guidance. Bret was responsive, thorough, transparent, and highly professional every step of the way. His experience and industry connections delivered a strong pool of qualified candidates, allowing our Council to make an outstanding final selection. **We are extremely pleased with both the process and the results, and I would highly recommend Bret and his firm to any community seeking to fill key leadership positions.**" – Micheal George, Mayor of Charles Town, West Virginia*

*"We engaged GPS to perform a national search for our next City Manager after a competitive process reviewing several recommended companies with excellent reputations. We could not have been more pleased with the process and our results. **Anyone reading this should know that Bret Bauer is responsive, thorough, transparent and professional throughout the process.** More than a few times, the Brentwood Commissioners leaned on his experience and expertise to optimize our process. After negotiations fell through with our original choice, Bret and GPS were extremely diligent about starting the search over and was only interested in making sure we found the right candidate for our Commission and community. His experience and connections in the industry brought us a very qualified and professional candidate pool and we could not be happier with the process that GPS guided our Commission through and the ultimate choice we were able to make. **I highly recommend Bret and his firm to any community looking to fill important management vacancies.**" – Nelson Andrews, Mayor of Brentwood, Tennessee*

*"GPS did a great job throughout our search for a new city manager. Their timeline was clearly laid out. They wanted our input for the type of qualified leader we were looking for and carefully screened the candidates with a nationwide search. Bret provided consistent and clear communication of the steps throughout the process. Additionally, GPS helped us find an interim city manager until our position was filled. The candidates were also pleased with how they were treated during the interviews. GPS was always available to assist with any questions or concerns. **I would highly recommend GPS!**" – Pat Landes, Mayor of Junction City, Kansas*

*"When we needed to hire a search firm for our next City Manager, our HR director recommended several firms. What initially attracted me to GPS was their track record of working with communities of different sizes and different areas of the country. We really wanted to find the best candidate and didn't want to limit ourselves. Next, I really loved that the two partners were both former city managers and had been through this process before on the other side. Chris and his team at GPS exceeded my expectations. First, they worked with us to create a process that worked for our City Council. They were very organized and kept us up to date on their work. Then they brought us a really strong group of candidates. And when I compared our candidate pool to some other local communities who were also going through the hiring process, I was very impressed. Finally, when it came to do the interviews and final negotiations, Chris's expertise and advice was instrumental. He helped us hire the right person and served as a liaison to make the negotiation process go more smoothly. **I give Chris and GPS the absolute highest recommendation.**" - Paul Benson, Council President of Janesville, Wisconsin*

*"Government Professional Solutions (GPS) and specifically Bret Bauer exceeded my expectations during our search for a new Town Manager. Bret brought years of experience in municipal government as well as a vast network of potential candidates to the search. Not only did he accomplish the task, he did it in a professional, expeditious and cost effective method. His attention to detail and clear sense of the urgency of the need was critical to our council and to the candidates. **I strongly recommend GPS and will utilize them if needed in the future.**" - David Bristol, Mayor of Prosper, Texas*

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*"As a Trustee of the Town of Elizabeth, Colorado, I am pleased and honored to write on behalf of Chris Lowe and his partner, Bret Bauer, of Government Professional Solutions. GPS was chosen to conduct the search effort for a permanent Town Administrator who could restore confidence for the staff and the community within an atmosphere of doubt. The decision to engage Chris and Bret was easy, given their individual backgrounds in city management and boots on the ground experience. Almost immediately upon their selection, our currently serving Interim Administrator accepted a permanent position closer to his home, and the Town was once again without daily leadership. Chris offered GPS' services to serve in this role while they continued the search for a permanent Administrator. My personal view is that this was an unexpected blessing, as in this way Chris could not only utilize his professional expertise in the search effort but would also come to know the subtle nuances of our Board, the organization, and the community to identify the perfect pool of candidates. Additionally, the Board engaged GPS to conduct the search effort to fill the vacant position of Community Development Director. **Chris led us on a remarkable journey of discovery as to how to function at our highest level as a Board of Trustees, beginning with a series of strategic planning workshops to identify first: who we are as a community; and secondly: what are the values we embrace and how can we best preserve and protect them.** Chris allowed us to explore myriad ideas while sharpening the focus on how those ideas reflect our values and goals. Never had we participated in such an important exercise, and the experience established unity and helped build consensus among Board members that had earlier struggled with distrust and dissonance. Chris and Bret shepherded us through the process of evaluating the many highly qualified candidates they attracted for us to consider, and we selected someone whom I believe will be not only a neighbor but an exceedingly engaged contributor serving our community of residents and business owners. This of course signaled a conclusion to the tremendously productive time spent with Chris, but it is my hope that we will maintain our relationship with future engagements, especially with respect to strategic planning and budget workshops that were invaluable and frankly life-changing for our Board and staff. **I wholeheartedly recommend Government Professional Solutions for their firsthand professional expertise and experienced understanding of the unique challenges facing municipalities. They truly create the solutions needed for those striving to do their best for the communities in which they serve.**" - Tammy Payne, Trustee of Town of Elizabeth, Colorado*

*"Chris Lowe, with Government Professional Solutions, was **professional, enthusiastic, and showed great dedication to the Town's search for their next Town Administrator**, while taking on the role as the Interim Town Administrator. He provided team management skills and a hands-on approach to ensure the sustainability of the town, staff and board." - Megan Vasquez, Mayor of Town of Elizabeth, Colorado*

*"I'm writing this letter of recommendation on behalf of Bret Bauer, Partner & Co-Founder of Government Professional Solutions ("GPS") who I have had the pleasure of working with over the past 7 months related to our Chief Financial Officer placement with the City of Hutto, and our most recent placement for a Director of Public Works & Engineering. Bret (along with his colleague Chris Lowe) have been extremely thorough with the recruitment process from inception to negotiating and extending the offer. **Bret's experience of serving in city management roles has been extremely beneficial, as he understands the needs of city government experience for these types of placements, which is most valuable during the screening process.** This streamlines my time as the City Manager to focus on City issues, as I know we are in good hands, as Bret takes the time needed to figure out exactly the type of background and personality we are in search of for any given position, and only presents those top-notch candidates meeting our criteria. GPS creates the hiring brochure, which is necessary to initially attract potential candidates, and is meticulous in their overall screening process and always carves out time to answer any questions I might have during the process. They have great attention to detail, and a great pool of candidates. This is the reason I have continued to use GPS for other placements within the City of Hutto. **I would highly recommend Government Professional Solutions to any City or***

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**Government entity looking to recruit for executive-level positions.”** - Warren Hutmacher, City Manager of Hutto, Texas

*“As the former mayor of Gun Barrel City, Texas, it was my pleasure to work with Bret Bauer, our city manager, for over four years. Bret had the experience and background to immediately work on and solve problem areas within our city infrastructure. It took no time at all for Bret to gain the trust and admiration of the city employees. **Cities are faced daily with problems that require outside professional help. These professional(s) must have firsthand knowledge of how municipalities operate. Mr. Bauer and Mr. Lowe have that knowledge from their years of working for and with cities. GPS is the company any city can depend on for help when help is needed.**”* - Jim Braswell, Former Mayor of Gun Barrel City, Texas

*“Effective and efficient government operations is more important than ever. I’ve known Chris Lowe for over a decade and his ability to improve government services and achieve goals for a community is outstanding. **The consultants with GPS are highly qualified to assist you in solving problems and guiding public decision-makers toward the best paths forward for improvement.**”* - Dave Corliss, City Manager of Castle Rock, Colorado

*“In government, there are two types of leaders; those that are interested in getting the job done, and those afraid to tackle the tough problems. In my twenty plus years of work with governmental entities, I can say that Chris Lowe was among the best and most committed to getting the job done. Chris has a keen ability to find the right tool and the right path to solve a variety of problems, whether negotiation with an employee group, transition of the City to an updated or automated process or responding to a politically charged community issue. Strength of character and integrity are hallmarks of how Chris approaches his work. His research and presentations to elected officials are thorough, data driven, and effective. I have watched him build consensus around difficult problems and implement solutions that have carried his communities forward through tough challenges. **If your community has a problem in search of a solution, Chris Lowe can navigate those waters with your organization and help you find your port in a storm.**”* - Douglas B. Harris, City Attorney, Harris, Harris, & Sommer, LLC

*“I had the pleasure to offer Chris Lowe the position as City Administrator for Baldwin City, Kansas early on in my term as Mayor. I felt that the experiences and energy that he could bring to our community would be extremely impactful, but I had no idea on how impactful it would ultimately be. Chris was so eager to learn so much about our community. He jumped into our utility enterprise, which included electrical generation as well as water and wastewater treatment. He handled all the challenges that those entities bring to City Management, very effectively. He developed personal relationships that last to this day. He built and developed a great team of professionals that carried out the combined vision that he and the City Council had for the community. One can drive around our community and in a very short distance, can see the enormity of the projects that have Chris’s imprint. When you communicate the vision to Chris, you can be assured that he will bring that vision to life. He also is a consensus builder and works effectively to build relationships with other governmental agencies. I am proud that we had Chris in our community and so proud of the work he led to make our community even better.”* - Ken Wagner, Former Mayor of Baldwin City, Kansas

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## Agreement to use City of Abilene contract

GPS is happy to execute a standard contract form provided by the City or if preferred, we can provide our standard engagement agreement. GPS further acknowledges that our firm maintains, or will acquire, the minimum or greater of the insurance limits required.

# Agreement to complete project according to project schedule

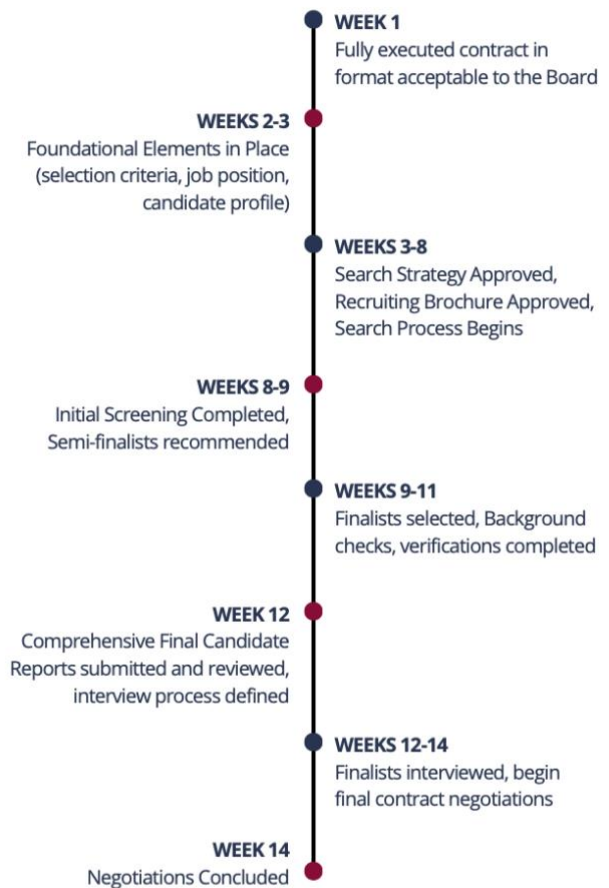
The timeline at right provides a general breakdown of tasks, milestones, and timeframes to support a thorough and successful recruitment process.

This timeline is a suggestion only and we will work with you to finalize and approve an exact timeline.

## SUGGESTED TIMELINE

### City of Abilene City Manager Search Services

The Commission will be asked to approve a final timeline before any recruitment begins, the timeline may be lengthened or shortened, if so desired





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## Overall cost and value of project

GPS offers a firm, fixed fee of \$24,500 to conduct a professional executive search, ***which includes all our expenses and costs.***

In other words, the only thing you will pay GPS is the agreed upon fee. This includes costs for professional graphic design, background and academic verification, and consultant travel and expenses. This means the only other costs you will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations, and meals for the interview process.

The advantage to you is you know exactly what you will pay and do not have to worry about reviewing costs associated with the project.

We will bill the fee as the phases are completed and according to the following schedule:

- \$12,500 upon execution of contract
- \$8,000 upon selection of group of semi-finalists
- \$4,000 upon completion of negotiations with final candidate

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## Appendix

Appendix includes:

Sample City Manager search report (Final Candidate Report)

Sample recruitment brochure

Sample questionnaire (candidate and due diligence)

Resumes (Chris Lowe & Bret Bauer)

Certificate of insurance



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# Final Candidate Report for



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Below are the documents in this Final Candidate Report:

Ideal Candidate Profile  
Recruitment Brochure  
Marketing Media (Job Advertisement)  
Master Applicant List (Selection Grading Criteria Matrix)  
Interview Schedule  
Cover Letter  
Resume  
Candidate Questionnaire  
Due Diligence Questionnaire  
Zoom Video Recording (already provided)  
Background Summary  
Internet Research  
YouTube Research  
Email Correspondence

## Town of Prosper, Town Manager Candidate Profile

The Town Manager shall be someone with confidence borne from expertise and experience in Texas, possessing a calm and approachable demeanor. He/she will have outstanding leadership skills, a management style who can work as an active part of a team, be a strategic thinker and listener, is trustworthy, and dependable. He/she will be a servant leader and always demonstrate honesty, integrity, fairness, and diplomacy. The Town Manager will be friendly, humble, calm and collected, even during chaos, and will desire to immerse themselves in and be a part of this community. Someone who is an expert in being a good person.

The Town Manager will be a motivator who will work collaboratively with staff and empower them. This person will possess a positive and supportive management style who can build staff up. He/she will be the voice for staff with Council and the public. He/she will be respectful of all, mentor, set priorities, provide resources, have high expectations and ensure accountability. This person will encourage teamwork and is comfortable getting in the trenches to get the job done. While this person will be a leader of the staff he/she will also be a hands on project manager.

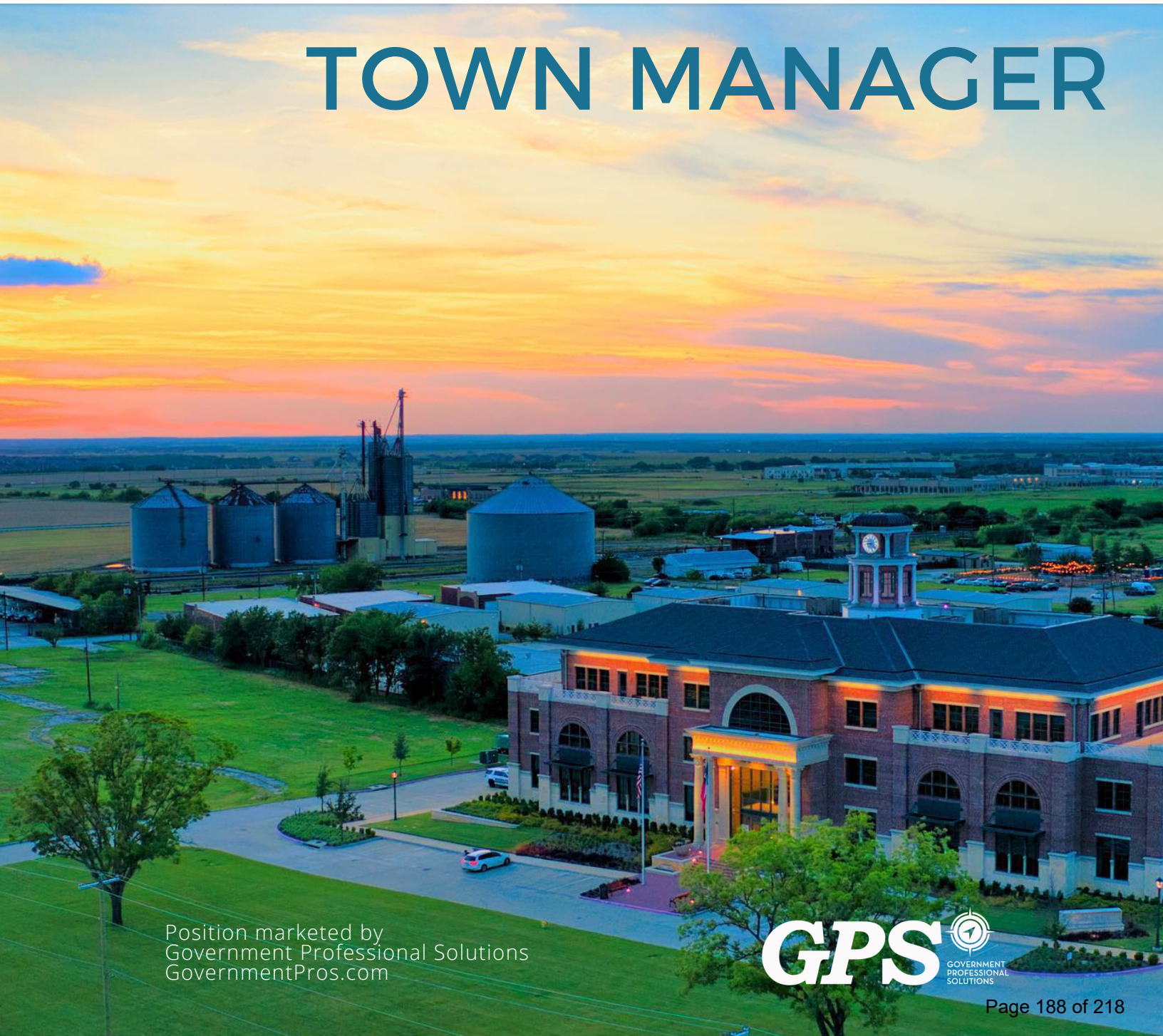
He/she will be professional, but also friendly and outgoing with a sense of humor. This person must have outstanding communication skills, both verbal and written. Will be gifted in making clear and concise presentations to the Town Council and public. The Town Manager must be able to lead and guide the Council without taking sides or playing politics, always providing their best professional recommendations. He/she will have a strong financial and budgeting background and will ensure the financial data is accurate every time, all the time. Experience managing a growth environment in residential and commercial development. Including planning, growing, and meeting infrastructure needs. He/she must have the skills to, in coordination with the economic development, develop, negotiate and implement incentive and development agreements.

The Town Manager will have a Bachelor's degree from an accredited college or university in Public Administration, Business Administration, Public Policy, or related field and a minimum of 7 years of progressively responsible management and supervisory experience as a city/town or county manager for a similar size population base or as an Assistant or Deputy in a larger community. A Master's degree in Public Administration or Business Administration or related field is preferred. Current member of ICMA and TCMA in good standing.



The Town of Prosper, Texas is hiring a

# TOWN MANAGER



Position marketed by  
Government Professional Solutions  
[GovernmentPros.com](http://GovernmentPros.com)





# WELCOME TO THE TOWN OF PROSPER, TEXAS

## Community

The Town of Prosper is a fast growing community offering a high quality of life, where neighbors know each other and kids can play in a safe, friendly community.

With its proximity to the Dallas/Fort Worth area, the Town of Prosper has been an especially attractive place to put down family roots for CEOs and executives, and top tech and medical talent. The Town's annual growth rate has been between 9% and 13% for the past five years.

## Location

North of Dallas, Prosper is located less than 30 minutes from 2 major airports: Dallas Love Field and Dallas/Fort Worth International. The Town is just 35 miles from Downtown Dallas and 55 miles from Fort Worth. Prosper's land area is 27 square miles.

## Demographics

Population: 35,430, with a total buildout projection of 70,000 residents by 2040

|                                                                                     |                                          |               |
|-------------------------------------------------------------------------------------|------------------------------------------|---------------|
|  | Median Household Income                  | \$153,777     |
|  | Median Earnings/Worker                   | \$85,560      |
|  | Median Housing Value                     | \$436,600     |
|  | Median Monthly Owner Cost with Mortgages | \$2,921/month |
|  | Median Monthly Rent                      | \$1,482/month |
|  | Owner-Occupied Housing                   | 86.5%         |
|  | Prosper Residents with Health Insurance  | 95.4%         |

## History

The Town of Prosper began as a farming community in Collin County in the early 1900s. In its early years, the town was also a central stop for the railroad between Dallas and Sherman. Prosper was incorporated in 1914 with a population of 500.

## Entertainment and recreation

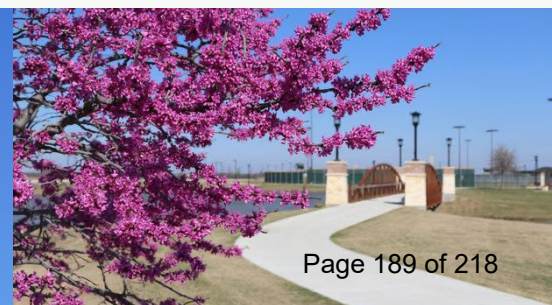
Prosper prides itself on having parks and recreation facilities that promote healthy lifestyles for all ages and enhance property values.

The Town is home to more than 350 acres of park, including open spaces, recreational venues, athletic facilities, and tennis courts. More than 30 miles of hike and bike trails weave throughout Prosper with plans for additional trails.

Frontier Community Park features a major sports complex with lighted natural and turf fields for a variety of sports. Other features include trails, pavilion, concessions, catch and release pond, splash pad, and Windmill Playground.

With Prosper's signature, historical grain silos adjacent to an impressive Town hall, inviting Food Truck Park, and welcoming outdoor space, Downtown Prosper is home to one-of-a-kind boutique stores, restaurants, and services. Downtown Masterplan was recently adopted and is currently being implemented.

Prosper also offers a wide array of nationally recognized retail stores and restaurants.



## Business and Commerce

The Town of Prosper is a fast growing community with a strong pro-business mindset. The area's top employers are:

- Prosper ISD
- Lowe's
- Kroger
- Cook Children's
- Town of Prosper
- Dick's S.G./Field & Stream
- Walmart
- Longo Toyota
- Chick-fil-A
- Texas Health Resources



## Education

Among Prosper residents 25 and older, 58% have earned a Bachelor's degree or higher level of education. Another 27% of the 25+ population have an Associate's degree or at least some college, and 98% are high school graduates.

Most of Prosper's geographic area is located in the boundaries of the Prosper Independent School District (PISD). Prosper ISD is located in both Collin and Denton Counties and serves students living in Prosper, Celina, McKinney, Frisco, and Aubrey.

Prosper ISD is a top rated public school system, ranking #10 on *Niche.com's* 2023 Best School Districts in Texas. As an accredited district, PISD develops and graduates motivated, academically prepared individuals with the strength of character to make contributions to a rapidly-changing society through an educational system that maintains high expectations, provides quality instruction, and establishes a safe, orderly learning environment.

Prosper ISD continues to be one of the fastest-growing school districts in Texas. In 2021-2022, the district had more than 22,000 students and more than 2,600 staff members serving 14 elementary schools, 4 middle schools, and 2 high schools. By buildout, the district is expected to have 28-30 elementary campuses, 9-10 middle schools, and 4-5 high school campuses.

Support for Prosper ISD is strong. A school bond election in May 2019 was approved by 85% of those who voted. The majority of the \$1.337 billion bond – specifically 84% – funds the building of new school facilities.

Prosper ISD is among only 250 school districts in the United States and Canada, and only 17 school districts in the State of Texas named to the College Board AP District Honor Roll. 29 Advanced Placement (AP) courses, 20 Pre-AP courses, and 10 dual credit courses are offered at the high school level.

Prosper is home to championship teams, and to Children's Health Stadium. Opened in August 2019, the \$52 million facility houses the football stadium, natatorium, and meeting facilities.



## Government

The Town of Prosper is a home rule town with a mayor and six council members who are elected at large for three-year terms. The Town Manager serves as Chief Administrative Officer to Prosper and is responsible to the council.

*"Prosper is a place where everyone matters."* The Town of Prosper strives to be a place where every resident has a voice, where decisions are made in the best interest of everyone, and where government is open and transparent. The municipal departments each play a role enriching the Town and supporting the residents.

## Prosper Community Vision

Prosper is a community committed to excellence. It is a high-quality, family-oriented community maintaining a visually aesthetic open feel with job-producing, economically sustainable commercial development directed to the Town's major transportation corridors, all while maintaining strong fiscal responsibility, and meeting the infrastructure needs of the Town.

## Prosper Strategic Vision 2036

- Prosper 2036 has a small town relationship/feeling that is a family-friendly community.
- Prosper 2036 is a beautiful and safe community.
- Prosper 2036 is a high-value residential community with a quaint and cool downtown and a dynamic tollway corridor.
- Prosper 2036 has leisure experiences for all.

## Fiscal Year 2021-2022 Budget Highlights

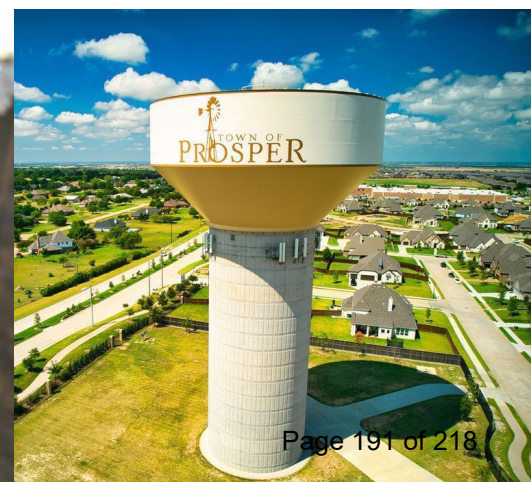
- First year accelerated implementation of \$210 million bond program (\$40 million versus \$21 million)
- \$0.01 decrease in property tax rate
- No increase in utility rates for Town customers
- Continued growth in property tax and sales tax
- Continued staff additions to public safety

## Fiscal Year 2022-2023 Appropriations Highlights

- Total Appropriations-Operating Budget: \$95,616,751
- General Fund: \$51,833,412
- Debt Service Fund: \$12,911,163
- Water & Sewer Fund: \$28,112,759
- Drainage Utility Fund: \$2,500,000
- Capital Improvement Fund: \$58,295,000
- Capital Dedication Levy: \$6,700,000

## Current Project Highlights

- Many road projects
- Water and sewer infrastructure
- New fire stations
- Downtown Masterplan implementation
- Raymond Community Park and other park projects
- Implementing town-wide ERP systems
- Updating Comprehensive Plan



Under the direction of the Town Council, the Town Manager serves as Chief Administrative Officer of the Town and oversees the daily operations of the Town. The Town Manager is responsible to the Town Council for administration of all the affairs of the Town, with only those exceptions that are named in the Town Charter. Example duties include:

## **Town Council**

- Attend all Town Council meetings, with the right to take part in discussion.
- Keep Town Council fully advised as to financial conditions and future needs, and make recommendations.
- Prepare agenda items for, and give presentations to Town Council and Boards and Commissions.
- Inform Town Council of all work-related activities.

## **Administration**

- Direct and supervise administration of 347 total number of town employees, all departments, offices, and agencies, except as otherwise provided by law or the Town Charter.
- Consult and direct all Town employees in solving administrative and operational problems, and developing and implementing changes in organizational structure, policies, or procedures to meet operational and fiscal goals.
- Make reports concerning the operations of Town departments, offices, or agencies.

## **Economic Development**

- Develop and negotiate Town economic development agreements as needed in coordination with the Prosper Economic Development Corporation.
- Oversee, through various departments, construction projects designed to enhance Town infrastructure effectiveness and support economic development projects.
- Promote Town programs, activities, services, and business opportunities.

## **Financial**

- Oversee preparation of and recommend the annual budget and capital program, and administer the budget as adopted.
- Administer operating and capital budget duties, including establishing policies for carrying out budget directives and reviewing operating and capital budgets periodically to analyze trends.

- Assure Town operations are performed within budget; prepare cost control activities; monitor revenues and expenditures to assure sound fiscal control; and ensure efficient use of Town budget funds, personnel, materials, facilities, technology, and time.

## **Human Resources**

- Appoint, suspend, and remove all Town employees and appointive administrative officers, except as otherwise provided by law.
- Provide guidance and support to all departments regarding employee development and furthering the organizational culture of the Town.

## **Planning**

- Develop long and short-range plans for all Town operations.
- Identify more efficient and effective ways of accomplishing Town service delivery.
- Plan, coordinate, and direct the work of Town departments through delegation of authority and responsibility to department executive directors and directors.

## **Policy and Procedure**

- See that all state laws and Town ordinances are effectively enforced.
- Review applicable federal, state, and local laws, ordinances, and regulations for compliance and make recommendations.
- Administer policies and procedures within the Town and ensure that appropriate linkages exist between budget goals, purchasing procedures, and funding limitations and service levels adopted to meet specific departmental and Town Council goals.
- Adhere to personnel, safety, and other policies and procedures.

## **Public Relations**

- Develop positive relationships and coordinate Town affairs with federal, state, and local entities and agencies, civic and private groups, and residents.
- Working with staff, respond to and resolve resident and development inquiries and concerns and negotiate and resolve controversial issues.



- Bachelor's degree from an accredited college or university in Public Administration, Business Administration, Public Policy, or related field required (Master's degree preferred).
- Minimum seven years experience of progressively responsible management and supervisory experience as a city/town or county manager for a similar size population base, or as an Assistant or Deputy in a larger community.
- Current member of International City/County Management Association (ICMA) and Texas City Management Association (TCMA) in good standing.
- Strong financial and budgeting background with ability to ensure financial data is accurate every time, all the time.
- Strategic thinker.
- Experience managing a growth environment in residential and commercial development, including planning, growing, and meeting infrastructure needs.
- Skills to develop, negotiate, and implement incentive and development agreements (in coordination with economic development).
- Gifted at making clear and concise presentations to Town Council and the public.
- Outstanding communication skills, both verbal and written.
- Outstanding leadership skills.
- Servant leader who always demonstrates honesty, integrity, fairness, and diplomacy.
- Motivator who works collaboratively with and empowers staff.
- Positive and supportive management style that builds staff up, is respectful of all, provides mentoring, sets priorities, provides resources, has high expectations, and ensures accountability.
- Hands-on project manager who encourages teamwork and can work as an active part of a team.
- Able to lead and guide Town Council by providing options and building consensus; always providing the best professional recommendations.
- Calm and approachable demeanor, active listener, and remains cool and collected.
- Trustworthy and dependable.
- Professional, while also friendly and outgoing with a sense of humor.
- Desire to immerse oneself in and be a part of the community.

## HOW TO APPLY

**Compensation:** Annual base salary will depend on qualifications but is expected to be in the range of \$230,000 to \$260,000. Position also includes a car allowance, TMRS with a 2 to 1 match as well as a generous contribution to a health, dental, vision, and life insurance package.

**To apply,** please email your cover letter and resume in .pdf format by Friday, November 18, 2022, 5 pm CST, to [bbauer@governmentpros.com](mailto:bbauer@governmentpros.com). Position is open until filled. Faxed and mailed submissions will not be considered. Direct questions to Bret Bauer at 316-207-0688 or [bbauer@governmentpros.com](mailto:bbauer@governmentpros.com).

For additional information about the Town of Prosper, please visit:

[ProsperTX.gov](http://ProsperTX.gov)

[Facebook.com/prosperTX](https://Facebook.com/prosperTX)

[Prosperedc.com](http://Prosperedc.com)

[Prosper-isd.net](http://Prosper-isd.net)

*The Town of Prosper is an Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, national origin, sex, age, disability, genetic information, or any other status protected by law or regulation. It is the Town's intention that all qualified applicants be given equal opportunity and that selection decisions are based on job-related factors.*

Town of Prosper, Texas  
Town Manager

The Town of Prosper is a fast growing community offering a high quality of life, where neighbors know each other and kids can play in a safe, friendly community.

With its proximity to the Dallas/Fort Worth area, the Town of Prosper has been an especially attractive place to put down family roots for CEOs and executives, and top tech and medical talent. The Town's annual growth rate has been between 9% and 13% for the past five years.

The Town Manager is responsible to the Prosper Town Council for maintaining and operating the Town in a professional manner and administration of all Town affairs. This position manages and directs the day-to-day operations of the Town based on the ordinances and policies established by the Town Council. The Town Manager oversees operation of the Town's departments, including Building Inspection, Communication & Community Engagement, Economic Development, Engineering, Finance, Fire, Health & Code Compliance, Human Resources, Library, Municipal Court, Parks & Recreation, Planning, Police, Public Works, Purchasing, Stormwater Management, Town Secretary, Utility Billing/Trash & Recycling, and Water Conservation. This position is responsible for a \$95.6M operating budget.

This position also works closely with community members, local school members, and is highly visible at community events.

Please use the following link to apply: [Please Click Here to Apply](#)

For more information about this position, please reach out to Bret Bauer, GPS Partner at [bbauer@governmentpros.com](mailto:bbauer@governmentpros.com)  
(316) 207-0688

# Town of Prosper, Town Manager Candidate Selection Criteria (Matrix)

Evaluator: Bret Bauer

Scoring: 1-10 with 10 being the highest

Categories are weighted & equal 100

**Experience:** Relevance of previous management experience & success with a similar organization

**Education:** Relevant Education and/or Training

**Philosophy & Approach:** Candidate's ability to manage and implement Council objectives

**Accomplishments:** Previous accomplishments demonstrating leadership, teamwork, empowering staff & innovation

**Versatility:** Broad organizational knowledge (including budgeting, managing growth & economic development, strategic planning & leadership development)

**Longevity:** Candidate's previous record of serving an organization long-term

**Presentation:** Candidate's overall resume/application approach (organization, legibility, literacy)

|  | (25%) | (15%) | (20%) | (10%) | (20%) | (5%) | (5%) | TOTAL SCORE | Semi-Finalist | Finalist |
|--|-------|-------|-------|-------|-------|------|------|-------------|---------------|----------|
|  | 6.0   | 10.0  | 7.0   | 7.0   | 7.0   | 6.0  | 10.0 | 7.45        |               |          |
|  | 5.0   | 9.0   | 5.0   | 6.0   | 6.0   | 6.0  | 10.0 | 6.40        |               |          |
|  | 0.0   | 10.0  | 3.0   | 4.0   | 3.0   | 3.0  | 9.0  | 4.10        |               |          |
|  | 8.0   | 10.0  | 8.0   | 8.0   | 8.0   | 7.0  | 10.0 | 8.45        |               |          |
|  | 0.0   | 9.0   | 3.0   | 5.0   | 3.0   | 3.0  | 10.0 | 4.10        |               |          |
|  | 7.0   | 10.0  | 7.0   | 8.0   | 7.0   | 9.0  | 10.0 | 8.00        |               |          |
|  | 9.0   | 10.0  | 8.0   | 8.0   | 9.0   | 9.0  | 10.0 | 8.95        | Yes           | Yes      |
|  | 7.0   | 10.0  | 8.0   | 7.0   | 8.0   | 7.0  | 10.0 | 8.05        |               |          |
|  | 5.0   | 10.0  | 6.0   | 7.0   | 5.0   | 6.0  | 10.0 | 6.75        |               |          |
|  | 4.0   | 10.0  | 4.0   | 5.0   | 3.0   | 6.0  | 10.0 | 5.60        |               |          |
|  | 6.0   | 10.0  | 6.0   | 6.0   | 6.0   | 5.0  | 10.0 | 6.95        |               |          |
|  | 6.0   | 9.0   | 4.0   | 4.0   | 4.0   | 9.0  | 9.0  | 6.00        |               |          |
|  | 8.0   | 10.0  | 7.0   | 8.0   | 5.0   | 10.0 | 10.0 | 8.00        |               |          |
|  | 6.0   | 9.0   | 6.0   | 7.0   | 6.0   | 7.0  | 9.0  | 6.95        |               |          |
|  | 5.0   | 10.0  | 5.0   | 6.0   | 5.0   | 6.0  | 10.0 | 6.45        |               |          |
|  | 0.0   | 9.0   | 3.0   | 4.0   | 3.0   | 5.0  | 10.0 | 4.05        |               |          |
|  | 7.0   | 10.0  | 8.0   | 7.0   | 8.0   | 7.0  | 10.0 | 8.05        |               |          |
|  | 6.0   | 9.0   | 6.0   | 7.0   | 8.0   | 9.0  | 10.0 | 7.40        |               |          |
|  | 5.0   | 10.0  | 5.0   | 5.0   | 7.0   | 6.0  | 10.0 | 6.60        |               |          |
|  | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 3.0  | 9.0  | 0.60        |               |          |
|  | 0.0   | 10.0  | 0.0   | 0.0   | 0.0   | 0.0  | 9.0  | 2.45        |               |          |
|  | 8.0   | 10.0  | 7.0   | 8.0   | 8.0   | 7.0  | 10.0 | 8.30        |               |          |
|  | 9.0   | 10.0  | 8.0   | 8.0   | 9.0   | 8.0  | 10.0 | 8.90        | Yes           | No       |
|  | 9.0   | 10.0  | 8.0   | 9.0   | 8.0   | 8.0  | 10.0 | 8.90        |               |          |
|  | 5.0   | 10.0  | 4.0   | 4.0   | 3.0   | 7.0  | 10.0 | 5.75        |               |          |
|  | 7.0   | 10.0  | 8.0   | 8.0   | 7.0   | 5.0  | 10.0 | 7.95        |               |          |
|  | 7.0   | 10.0  | 7.0   | 8.0   | 8.0   | 10.0 | 10.0 | 8.20        |               |          |
|  | 0.0   | 9.0   | 0.0   | 0.0   | 0.0   | 8.0  | 10.0 | 2.70        |               |          |
|  | 9.0   | 10.0  | 8.0   | 8.0   | 9.0   | 8.0  | 10.0 | 8.90        | Yes           | No       |
|  | 9.0   | 10.0  | 9.0   | 8.0   | 9.0   | 9.0  | 10.0 | 9.10        |               |          |
|  | 5.0   | 9.0   | 5.0   | 7.0   | 5.0   | 6.0  | 10.0 | 6.40        |               |          |
|  | 6.0   | 10.0  | 5.0   | 7.0   | 6.0   | 9.0  | 10.0 | 7.15        |               |          |
|  | 5.0   | 10.0  | 6.0   | 5.0   | 6.0   | 6.0  | 10.0 | 6.60        |               |          |
|  | 0.0   | 10.0  | 0.0   | 2.0   | 0.0   | 5.0  | 9.0  | 3.00        |               |          |
|  | 7.0   | 10.0  | 7.0   | 7.0   | 8.0   | 8.0  | 10.0 | 7.95        |               |          |
|  | 7.0   | 10.0  | 8.0   | 7.0   | 8.0   | 8.0  | 10.0 | 8.10        | Yes           | No       |
|  | 0.0   | 9.0   | 0.0   | 4.0   | 0.0   | 7.0  | 10.0 | 3.25        |               |          |
|  | 5.0   | 10.0  | 6.0   | 5.0   | 7.0   | 7.0  | 10.0 | 6.80        |               |          |
|  | 0.0   | 10.0  | 0.0   | 2.0   | 0.0   | 4.0  | 10.0 | 3.00        |               |          |
|  | 7.0   | 10.0  | 6.0   | 7.0   | 6.0   | 6.0  | 10.0 | 7.40        |               |          |
|  | 8.0   | 10.0  | 8.0   | 7.0   | 8.0   | 8.0  | 10.0 | 8.35        |               |          |
|  | 6.0   | 9.0   | 6.0   | 6.0   | 7.0   | 9.0  | 10.0 | 7.10        |               |          |
|  | 7.0   | 10.0  | 7.0   | 7.0   | 7.0   | 8.0  | 10.0 | 7.80        |               |          |
|  | 0.0   | 10.0  | 0.0   | 5.0   | 0.0   | 9.0  | 9.0  | 3.65        |               |          |
|  | 8.0   | 10.0  | 8.0   | 7.0   | 7.0   | 8.0  | 10.0 | 8.20        |               |          |
|  | 0.0   | 10.0  | 0.0   | 4.0   | 0.0   | 6.0  | 10.0 | 3.40        |               |          |
|  | 0.0   | 10.0  | 0.0   | 4.0   | 0.0   | 7.0  | 9.0  | 3.40        |               |          |
|  | 0.0   | 10.0  | 0.0   | 3.0   | 0.0   | 5.0  | 10.0 | 3.20        |               |          |
|  | 9.0   | 10.0  | 9.0   | 8.0   | 8.0   | 8.0  | 10.0 | 8.90        | Yes           | Yes      |
|  | 0.0   | 10.0  | 0.0   | 4.0   | 0.0   | 6.0  | 9.0  | 3.35        |               |          |
|  | 0.0   | 10.0  | 0.0   | 3.0   | 0.0   | 4.0  | 10.0 | 3.15        |               |          |
|  | 7.0   | 10.0  | 7.0   | 6.0   | 7.0   | 7.0  | 10.0 | 7.60        |               |          |
|  | 8.0   | 10.0  | 8.0   | 7.0   | 8.0   | 8.0  | 10.0 | 8.35        |               |          |
|  | 0.0   | 0.0   | 0.0   | 4.0   | 4.0   | 3.0  | 9.0  | 1.80        |               |          |
|  | 9.0   | 10.0  | 7.0   | 8.0   | 8.0   | 8.0  | 10.0 | 8.60        |               |          |
|  | 7.0   | 10.0  | 7.0   | 7.0   | 7.0   | 5.0  | 10.0 | 7.65        |               |          |
|  | 7.0   | 9.0   | 6.0   | 7.0   | 7.0   | 7.0  | 10.0 | 7.40        | Yes           | No       |
|  | 5.0   | 10.0  | 5.0   | 7.0   | 6.0   | 6.0  | 10.0 | 6.75        |               |          |
|  | 6.0   | 10.0  | 0.0   | 7.0   | 5.0   | 6.0  | 10.0 | 6.10        |               |          |
|  | 7.0   | 10.0  | 7.0   | 6.0   | 7.0   | 7.0  | 10.0 | 7.60        |               |          |
|  | 8.0   | 10.0  | 7.0   | 7.0   | 7.0   | 10.0 | 10.0 | 8.15        |               |          |
|  | 9.0   | 10.0  | 9.0   | 8.0   | 9.0   | 8.0  | 10.0 | 9.05        | Yes           | Yes      |
|  | 7.0   | 9.0   | 7.0   | 6.0   | 7.0   | 5.0  | 10.0 | 7.30        |               |          |
|  | 5.0   | 9.0   | 0.0   | 6.0   | 3.0   | 6.0  | 10.0 | 5.20        |               |          |
|  | 7.0   | 10.0  | 8.0   | 6.0   | 7.0   | 7.0  | 10.0 | 7.75        |               |          |
|  | 5.0   | 10.0  | 4.0   | 5.0   | 4.0   | 5.0  | 10.0 | 5.95        |               |          |
|  | 6.0   | 10.0  | 5.0   | 5.0   | 5.0   | 6.0  | 10.0 | 6.55        |               |          |
|  | 0.0   | 10.0  | 0.0   | 2.0   | 0.0   | 5.0  | 10.0 | 3.05        |               |          |
|  | 7.0   | 10.0  | 8.0   | 8.0   | 8.0   | 7.0  | 10.0 | 8.20        |               |          |
|  | 9.0   | 9.0   | 9.0   | 8.0   | 8.0   | 8.0  | 10.0 | 8.70        | Yes           | Yes      |
|  | 6.0   | 9.0   | 7.0   | 7.0   | 6.0   | 7.0  | 10.0 | 7.15        |               |          |
|  | 0.0   | 0.0   | 0.0   | 0.0   | 0.0   | 0.0  | 10.0 | 0.50        |               |          |
|  | 6.0   | 10.0  | 6.0   | 5.0   | 5.0   | 6.0  | 10.0 | 6.70        |               |          |
|  | 7.0   | 10.0  | 8.0   | 7.0   | 8.0   | 8.0  | 10.0 | 8.10        |               |          |
|  | 3.0   | 9.0   | 0.0   | 2.0   | 0.0   | 5.0  | 10.0 | 3.60        |               |          |
|  | 7.0   | 10.0  | 6.0   | 6.0   | 5.0   | 6.0  | 10.0 | 7.10        |               |          |
|  | 6.0   | 10.0  | 5.0   | 4.0   | 5.0   | 6.0  | 10.0 | 6.40        |               |          |

# Town of Prosper, TX

## Town Manager Interview Schedule

**Friday, January 6, 2023**

**Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078**

**Participating Team Members Meet at 8:30 a.m.**

| Time                          | *Town Tour/w<br>Designated Town<br>Staff (Meet @<br>Town Hall) | **Candidates<br>Lunch/w Town<br>Staff (PD Multi-<br>Purpose Room) | ***Presentation<br>Exercise (Town<br>Hall Council<br>Chambers) | Town Council & Staff<br>Presentation Debrief<br>(Town Hall Council<br>Chambers) | ****Community Meet &<br>Greet (Town Hall Lobby &<br>Chambers) | *****Council End of<br>Day Debrief (Town<br>Hall Executive<br>Conference Room) |
|-------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------------------|
| 9:00 a.m. - 11:15 a.m.        | All Finalists                                                  |                                                                   |                                                                |                                                                                 |                                                               |                                                                                |
| 11:15 a.m. - 11:30 a.m. Break |                                                                |                                                                   |                                                                |                                                                                 |                                                               |                                                                                |
| 11:30 a.m. - 12:30 p.m.       |                                                                | All Finalists                                                     |                                                                |                                                                                 |                                                               |                                                                                |
| 12:30 p.m. - 1:00 p.m. Break  |                                                                |                                                                   |                                                                |                                                                                 |                                                               |                                                                                |
| 1:00 p.m. - 2:00 p.m.         |                                                                |                                                                   | Finalist A                                                     |                                                                                 |                                                               |                                                                                |
| 2:15 p.m. - 3:15 p.m.         |                                                                |                                                                   | Finalist B                                                     |                                                                                 |                                                               |                                                                                |
| 3:15 p.m. - 3:30 p.m. Break   |                                                                |                                                                   |                                                                |                                                                                 |                                                               |                                                                                |
| 3:30 p.m. - 4:30 p.m.         |                                                                |                                                                   | Finalist C                                                     |                                                                                 |                                                               |                                                                                |
| 4:45 p.m. - 5:45 p.m.         |                                                                |                                                                   | Finalist D                                                     |                                                                                 |                                                               |                                                                                |
| 5:45 p.m. - 6:15 p.m.         |                                                                |                                                                   |                                                                | Staff, GPS                                                                      |                                                               |                                                                                |
| 6:30 p.m. - 8:00 p.m.         |                                                                |                                                                   |                                                                |                                                                                 | All Finalists                                                 |                                                                                |
| 8:00 p.m. - 8:30 p.m.         |                                                                |                                                                   |                                                                |                                                                                 |                                                               | TC, GPS, ITM                                                                   |

**NOTES:** \* Tour bus and routing planned by Robyn and team; Staff tour guides will be Stuart, Robyn and Hulon. (Bob to do a ride along only)

\*\* Lunch provider / menu...**TBD**; Robyn has lead on coordination.

\*\*\* Presentation is to be 20 minutes plus Q&A time; Subject - "Describe the tools, actions and infrastructure required on the part of the Town to prepare the DNT commercial corridor for development."

\*\*\*Presentations to be recorded by Leigh and posted with to TC SharePoint Site within each candidates folder; post not later than 6:00 p.m.

\*\*\*\* Invitation only; invitees list by TC; e-mail invite to be desinged by Communications team; **e-mail invite to go out NLT December 21st**; candidate spouses invited; use 4 high top tables in lobby (2) and chambers (2) for the candidates and let invitees move to each area to meet candidates.

\*\*\*\*\*Michelle - Post meeting with executive session for Town Manager search.

Hotel - OMNI @ The Star; Ron has called Marla for rate / reservation assistance.

**Saturday, January 7, 2023**

**Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078**

**Participating Team Members Meet at 8:00 a.m.**

| Time                    | Meet/w Town<br>Council (Town<br>Hall Executive<br>Conference<br>Room) | Meet/w<br>Interim Town<br>Manager<br>(Town<br>Manager's<br>Office) | *Candidates<br>Lunch/w Town<br>Council (Town<br>Hall -<br>Community<br>Room) | **Council Interview<br>Debrief (Town Hall<br>Executive Conference<br>Room) |                         |
|-------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------|
| 8:30 a.m. - 9:30 a.m.   | Finalist A                                                            | Finalist D                                                         |                                                                              |                                                                            |                         |
| 9:45 a.m. - 10:45 a.m.  | Finalist B                                                            | Finalist A                                                         |                                                                              |                                                                            | Finalist A - [REDACTED] |
| 11:00 a.m. - 12:15 p.m. | Finalist C                                                            | Finalist B                                                         |                                                                              |                                                                            | Finalist B - [REDACTED] |
| 12:30 p.m. - 1:30 p.m.  |                                                                       |                                                                    | All Finalists                                                                |                                                                            | Finalist C - [REDACTED] |
| 2:00 p.m. - 3:00 p.m.   | Finalist D                                                            | Finalist C                                                         |                                                                              |                                                                            | Finalist D - [REDACTED] |
| 3:00 p.m. - 4:00 p.m.   |                                                                       |                                                                    |                                                                              | TC, GPS, ITM                                                               |                         |

**NOTES:** \* Lunch provider / menu...**TBD**; Robyn has lead on lead on coordination.

\*\*Michelle - Post meeting with executive session for Town Manager search.

**Tuesday, January 10, 2023**

**Town Council Meeting - Selection of Town Manager**

**NOTES:** Michelle - Post regular meeting with executive session for Town Manager search.

Have employment contract ready for review.

[REDACTED]

November 15, 2022

Mr. Bret Bauer  
Co-Founder  
Government Professional Solutions

Dear Mr. Bauer:

I am providing this letter and enclosed resume to show my interest in becoming the Town of Prosper Town Manager. I have over twenty-six years of progressive experience in city management, and I believe my background would be a positive fit for the Town of Prosper.

Currently, I am serving as the Nacogdoches City Manager and previously served for over three years as the Deputy City Manager in Denton, Texas and then over eight years as Deputy City Manager for the City of Coppell, Texas. From 2003 to 2009, I worked for the Town of Addison as the Assistant to the City Manager and then Assistant City Manager.

The following are excerpts of why I would be a good fit for Prosper:

- I currently serve as the City Manager in a diverse, full-service city of 33,000 residents that is the County seat and home to Stephen F. Austin State University (SFASU).
- The city budget is \$77 million, with 325 employees. Nacogdoches provides all city services including water, wastewater, and solid waste utilities and a general aviation airport with a flight school for SFASU.
- Prior to Nacogdoches, I served for 24 years in cities located in Dallas-Fort Worth. The most recent was with the City of Denton, which is a fast-growing, full-service, municipality of over 136,000 residents, 1700 employees, and \$1.2 billion operating and capital budget.
- My experience with economic development in fast-growing DFW and delivering excellent city services to a sophisticated and demanding citizenry.
- Years of experience working to bring reinvestment and activities to historic downtowns and working with Main Street and CVB groups.
- My expertise in capital planning and delivery with strategic planning for future growth.
- Working with several Mayors and City Councils over the years and having fostered a cohesive and positive Council-Manager-Staff rapport.
- My resourcefulness and collaboration with the business community, other cities, counties, school districts, universities, non-profits, Councils of Governments, transit authorities, and state agencies.
- Having an enjoyment and personal yearning for civic involvement and volunteerism.
- I deliver organizational excellence by building a city staff that responds with a sense of urgency, is solutions-oriented, is responsive to the City Council and resident's needs.

My philosophy is that municipal service delivery is customer-centric, while promoting a positive organizational culture that cares for each other and fosters professional and personal development.

The challenges cities face is enormous, the high-service demands, economic development growth, and infrastructure needs all with limited resources. I believe that my background working in close knit communities, my personality and work ethic, has prepared me to lead the Town of Prosper into the future.

Enclosed, you will find my resume so that you and the City Council can learn more about my background, work experiences, and qualifications. I welcome the opportunity to discuss further the Prosper Town Manager's position. Please do not hesitate to contact me at [REDACTED]. Thank you for your time and consideration.

[REDACTED]

[REDACTED]

[REDACTED]

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### ***SUMMARY OF QUALIFICATIONS***

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- A purposeful leader with over 26 years of service in municipal government, with twenty-two years of executive/senior leadership.
- An approachable and community-centered person with an emphasis on customer responsiveness.
- An open communicator that has developed an excellent rapport with Mayors & City Council Members, other government policymakers, community, and business leaders.
- Municipal government experience serving in areas including:
  - Budget/Finance                      -Policy implementation                      -Public/Private/Non-profit partnerships
  - HR/Employment relations   -Parks & Recreation                      -Public Safety   -Communications
  - Organizational leadership   -Economic development                      -Strategic planning
  - Town & Gown relations      -Planning & Development                      -Public Works/Utilities/Engineering
- Exceptional in a collaborative environment with an emphasis on leadership development and mentoring.
- Enjoys spending time with family, physical fitness, a foodie, travel, and music, all with a sense of humor.

### ***PROFESSIONAL EXPERIENCE***

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#### **CITY MANAGER**

**AUGUST 2020 - PRESENT**

#### **CITY OF NACOGDOCHES, TX (POPULATION 33,000)**

- Serving as the Chief Executive Officer for a diverse, full-service organization with 325 employees, \$77 million annual budget.
- One of two City Council appointed employees.
- Provides the direction and leadership for all operational aspects of a complex organization.
- A change agent that develops a culture of excellence for residents, customers, business, and fellow employees.
- The final negotiator for economic development recruitments and retention projects.
- Redirected organization and resources towards City Council priorities and initiatives.
- Advanced the strategic review for long-term development for the city and historic downtown.
- Established an emphasis towards community connectedness and collaboration.

#### **Key accomplishments:**

- Directed the concept of establishing organizational core values.
- A fully integrated executive team with positive chemistry and shared leadership model with the CMO.
- Maximized City's financial resources towards re-staffing of key positions in Police, HR, Finance, Engineering, and Planning to enhance operations.
- Refocused resources towards the prioritization for infrastructure investment, neighborhood services, public safety, and quality of life.
- Increased sense of urgency on transparency in staff reporting, delivery of projects, increased citizen responsiveness, and service delivery.
- Negotiated Chapter 380 agreements for a new flight school at the Airport, new housing subdivision, and water park amenities.
- Re-established and fostered positive relationships with community partners: Stephen Austin State University, Nacogdoches ISD, TXDOT, Nacogdoches County, United Way, and Chamber of Commerce.
- Established listening and speaking tours to share city initiatives with the community and city employees.
- Directed the formulation of the City's first Capital Improvement Plan.
- Directed the initiation process for a Comprehensive Land Use Plan and Downtown Master Plan.
- Encouraged the initiation for private investment of downtown buildings and directed the support for evening and weekend entertainment activities.
- Maximized opportunities to re-establish special events with an emphasis towards community spirit and fun.



**DEPUTY CITY MANAGER**  
**ASSISTANT CITY MANAGER**

**APRIL 2019 – AUGUST 2020**  
**MAY 2017 – APRIL 2019**

**CITY OF DENTON, TX (POPULATION 136,000):**

Core Responsibilities include the following:

- Second in charge of a large, fast-growing, full-service, and diverse organization with approximately 1,700 employees and a \$1.2 Billion annual budget.
- Collaborated closely with City Council. Maximized a flow of communication between City Council, CMO, and operating departments.
- Supervised the Water/Wastewater Utilities, Solid Waste, Public Works, Engineering/Capital Projects, Fleet Services, Airport, and Transportation.
- Directed and assisted in the management and oversight of all operational aspects within the city.
- Strategized organizational needs to develop action plans to change organizational culture, enhance service delivery, and correct customer service deficiencies.
- Participated in economic development recruitment and negotiation efforts for major commercial and residential projects within the city.
- Served as the Staff liaison to City Boards and City Council Committees

Key accomplishments:

- Served as a lead in the City's COVID-19 Pandemic response.
- Served as a key participant in the city's largest General Obligation bond program (\$221M) in November 2019.
- Contributed as a negotiator in the city's largest economic development deal: Hunter & Cole Ranch
- Formulated a culture of accountability, customer service, transparency, and a sense of urgency for the city.
- Re-established and fostered positive relationships with key partners: University of North Texas, Texas Woman's University, Denton ISD, North Central Texas Council of Governments, TXDOT, and Denton County.
- Reformatted the Capital Improvement Program into a communicative, understandable, and accountable format.
- Led the negotiations for the Civil Service Meet & Confer agreement between the city and the Denton Police Officers Association.
- Negotiated professional contracts for engineering, architectural services, and pre-construction services.
- Established a Mid-Level Management Development Series that was co-facilitated by City Department Directors.
- Restructured departments to better serve citizens, eliminated duplicative efforts and outdated practices.
- Utilized business-based principles to recommend the elimination of unsustainable programs in Solid Waste.
- Established better relations with downtown businesses and new service delivery models.

**DEPUTY CITY MANAGER**

**JANUARY 2009 – MAY 2017**

**CITY OF COPPELL, TX (POPULATION 40,000)**

- Served as second in command of a medium-sized, diverse organization that comprises approximately 425 employees and a \$110 Million annual budget.
- Directed all City Departments which included: Human Resources, Engineering/Public Works, Parks & Recreation, Information Services, Finance, Police, Fire, Library, and Planning until July 2012. From July 2012 until May 2017 directed half of the organization with the hiring of a second Deputy City Manager.
- Led and participated in several quality of life and private development projects and efforts within the city.

Key accomplishments:

- Implemented and communicated the Coppel 2030 Vision goals and objectives.
- Advanced the city's re-imaging campaign through the Bold Vision/Big Impact Initiative.
- Resolved citizen complaints and other service issues.
- Collaborated for the successful deployment of a combined public safety dispatch system that serves the Metrocrest cities (NTECC).

- Implemented and deployed several enterprise-wide technology systems.
- Recruited and mentored executive-level employees.
- Recommended and implemented policy directives towards all city operations.
- Collaborated in the sales tax re-authorization referendums.
- Re-engineered the City's Information Technology Department.
- Assisted in the formulation of a combined public safety radio system and fire training facility.
- Spearheaded the City's *Living Well in Coppell* wellness initiative.
- Managed the contract transit services for seniors and disabled citizens.
- Oversaw the successful implementation of city facility and infrastructure construction projects.
- Directed the City's Annual Employee Conference.

**ASSISTANT CITY MANAGER/CITY SECRETARY**

**OCTOBER 2006 TO JANUARY 2009**

**ASSISTANT TO THE CITY MANAGER**

**SEPTEMBER 2003 TO SEPTEMBER 2006**

**TOWN OF ADDISON, TX (POPULATION 15,000)**

- Managed the Parks & Recreation, Visitor Services, Conference Centre, and Municipal Court Departments including the Town's top-rated Internship Program.
- Managed municipal elections, council agenda postings, minutes, and public information requests.
- Coordinated the Addison Citizens Advisory Committee process.
- Developed and managed the Town Manager's and City Council operating budgets.
- Acted as the staff liaison to the Dallas Area Rapid Transit (DART).
- Performed all legislative affairs for the Town.
- Responsible for the bi-annual Citizen Academy program.
- Project manager for public affairs campaign to secure passenger rail service into Addison.

**ASSISTANT DIRECTOR – COMMUNITY SERVICES**

**JUNE 1999 – SEPTEMBER 2003**

**CITY OF HURST, TX (POPULATION 35,000)**

- Reported to the Deputy City Manager.
- Oversaw the day-to-day functions within the Department.
- Prepared all staff reports for City Council, Library, Historical, and Park Boards.
- Developed and monitored the Community Services Department annual budget.
- Oversaw the Community Development 4B sales tax and miscellaneous project funds.
- Conducted project and contract management for departmental projects.

**MANAGEMENT ANALYST**

**FEBRUARY 1998 TO MAY 1999**

**INTERIM PURCHASING MANAGER**

**OCTOBER 1997 TO FEBRUARY 1998**

**FLEET ANALYST**

**MARCH 1996 TO OCTOBER 1997**

**CITY OF CARROLLTON, TX (POPULATION 105,000)**

- Coordinated entire City budget process.
- Conducted reports related to cost accounting, water/sewer rates, and cost of service studies.
- Supervised Purchasing Division staff and operations.
- Developed and managed equipment replacement schedule and coordinated equipment bid specifications and procurement and administered Alternative Fuels Program for compliance.

**ADMINISTRATIVE INTERN**

**JANUARY 1995 – SEPTEMBER 1995**

**CITY OF LUFKIN, TX**

- Conducted special projects for the City Manager's Office and other departments.

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## *EDUCATION*

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## *PROFESSIONAL AND COMMUNITY ACTIVITIES*

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### Professional Memberships:

- International City/County Management Association (ICMA)
- Texas City Management Association (TCMA)
- East Texas City Management Association (ETCMA)
- Texas Municipal League (TML)

### Professional Activities:

- UMANT President (2002); Vice-President (2001); Treasurer (2000); Membership Co-Chair (1999)
- ICMA Workplace Diversity Conference Scholarship Recipient (2001)
- ICMA Emerging Leaders Task Force (2005)
- Graduate of the Senior Executive Institute (SEI) Program at the University of Virginia, July 2006
- ICMA Local Government Management Fellow, Board Member (2006-2019)
- Leadership ICMA Graduate, September 2007
- TCMA Committees: Public Relations, Membership, Mentoring, and Professional Development
- NTCMA At-Large Board Member (2005-07 and 2017-2019)
- 2012 Recipient of the UMANT Joy Sansom Mentor Award
- Participant in the Commandant's National Security Program at the US Army War College, July 2013
- Graduate of the North Texas Commission's Leadership North Texas Class VII
- 2016 Recipient of the Alumnus of the Year University of North Texas, Master of Public Administration

### Community Involvement:

- Nacogdoches Rotary Club Member (2020-present)
- Nacogdoches Booster Club Member (2020-present)
- Nacogdoches Charitable Foundation (2021-present)
- Dallas ISD: Site-Based Committee: Anne Frank Elementary, DISD (2003-09)
- Coppell YMCA Board of Managers (2012 to 2017)
- Coppell Rotary Club Member (2010 to 2019)
  - Club Secretary (2012-13), President-Elect (2013-14), President (2014-15)
- Coppell ISD:
  - Mentor to students at Austin Elementary (2011 to 2017)
  - Facilities Visioning Committee: (2015)
  - School Bond Committee: (2015-2016)
  - Band Volunteer: (2016 to 2018)
  - Site-Based Committee: Coppell High School (2016-2018)
- University of North Texas
  - Public Administration Advisory Board (PAAB), Member (2010-2022)
  - Public Administration Advisory Board, Chair (2013-2016)
  - Latino Alumni Network Leadership Group (2019-present)

# Candidate Questionnaire

## Town Manager

### Town of Prosper, Texas



#### Candidate Information

Full Name (First, Middle, Last):

[REDACTED]

Phone/Email Information

Cell:

[REDACTED]

Nicknames:

N/A

Home:

[REDACTED]

Email:

[REDACTED]

*Please answer each of the following questions completely and thoroughly.*

1. How many employees and what size budget do you oversee?

*There are 325 employees at the City of Nacogdoches.*

*The current budget size is a total of \$82,357,000.*

*(Operational funds: \$51,956,000; Capital \$30,401,000)*

2. Please explain why you left your last three positions.

*I left Addison to become the Deputy City Manager in Coppell. I left Coppell to become the Assistant City Manager in Denton. I left Denton to become the City Manager in Nacogdoches.*

3. Are there any gaps in your employment history? *No, there are no gaps in my employment history.*

*If so, please explain in detail. N/A.*

4. What is your proudest professional accomplishment?

*Becoming a first-time City Manager in Nacogdoches which is also the community of my undergraduate alma mater and where I chose to get into the city management profession.*

5. Briefly describe your experience and skills in developing/maintaining community partnerships.

*At every leadership position where I have worked, I have developed a good rapport with the local entities such as the school district, the County, the universities, and Chambers of Commerce. My approach is to learn who are the active groups to engage and reach out proactively to understand their mission, their names and faces, and stay connected. I join civic and business organizations, maintain active memberships, and serve in leadership roles. I serve on various community boards/committees, enjoy volunteering, and speak at events when called upon.*

6. Briefly describe your experience and skills in economic and community development.

*In Coppell, Denton, and Nacogdoches I have played an influential role in economic development and community development. Each of these communities had different funding structures for these efforts.*

**Coppell:** We relied on sales tax rebates, tax abatements, and land banking for incentivizing economic development. We created a robust tax base as Coppell landed several high-profile businesses in the city. This increased the tax base significantly which leveraged the use of the 4B sales tax for crime control, street maintenance, and parks & recreation amenities. Coppell through the use of land banking created Old Town Coppell which is their version of a small downtown setting with Charleston style homes, a performing art center, a farmer's market, city facilities, a central park, cottage style businesses, and successful restaurants. The 4B sales tax was expanded to allow the full renovation and expansion of the city's park system for active and passive recreation use. I worked directly with the Billingsley Company in the formation and operation of the Cypress Water Municipal Management District which is a 940-acre master planned community of multi-family, retail, office, a lake amenity, and DART rail stop.

**Denton:** In Denton, we relied on sales tax rebates, tax abatements, tax increment financing (TIF), and impact fee credits for economic development. Staff also incorporated an expedited development review process where developers paid extra fees for a quicker turnaround. We worked closely with UNT and TWU on small area plans to ensure that adjacent neighborhoods were enhanced and protected from student traffic and parking. We boosted historic downtown Denton through the promotion of weekend and evening activities with pubs, restaurants, and the music scene. We worked collaboratively with business owners and the County on a Downtown Master Plan to plan for the future while respecting the historic characteristics of the area and adjacent neighborhoods. A downtown TIF was created to bank revenues for future capital projects which could include a parking garage.

The continual construction on Denton streets and other major roadways such as I-35, SH 380 required staff to work with TXDOT to ensure proactive messaging was clear and timely. As a result, businesses and commuters affected by construction could be informed of travel disruptions. An entire communications plan and team was created just for informing the public and businesses regarding construction. We facilitated a bond committee that reviewed and recommended projects to the City Council. In November 2019, the citizens of Denton overwhelmingly approved a \$221M bond program for street repairs, public safety facilities, and parks.

The city also embarked on a large economic development project by the combining of the Hunter and Cole Ranches into a 6500-acre master planned community. This involved the formation of a municipal management district (MMD) to ultimately build 15,000 single family homes, 5,000 multi-family units, 400 acres of commercial, and 100 acres of industrial developments. We negotiated land banking for the future expansion of city facilities, cash commitments from the developer held in escrow for their pro-rata share of building city facilities, open and recreational space for the public, and guaranteed impact fee rates for utility expansions.

**Nacogdoches:** In Nacogdoches, the city relies on an economic development fund that has accumulated monies from contributions from the General, Utilities, and Solid Waste funds. The City's economic development efforts are served by the Nacogdoches Economic Development Corporation (NEDCO). NEDCO's President and the City Manager work closely as they occupy office space in City Hall. Nacogdoches does not have a 4B sales tax.

During my time as the City Manager, we have revamped the economic development policies to make it more transparent and protect these funds from unrelated uses. The city negotiated a public private partnership for the creation of a new undergraduate degree aviation program between the city and the airport, with Stephen F. Austin State University, and HCH Aviation LLC to build a state-of-the-art hangar, purchase multiple planes, and a simulator. The city created a housing incentive program to encourage single family development by offering a rebate for each home built after the City issued the certificate of occupancy. The program is zero-risk to the city and designed to bridge the cost gap of public infrastructure that serves the development. The city renegotiated a past incentive agreement with a

water park operator to ensure that performance measures were incorporated to guarantee amenities are built as promised to the public. We are currently in three-way negotiations with a large land owner in the County to voluntarily annex so that a prospective industrial user can obtain city utilities for their future development. This development deal once completed will be a major contributor to the City's tax base and a large utility user.

Upon my arrival in late 2020, the staff has embarked on strategic community planning and investing in infrastructure for the future. The city is currently working on an update to the Comprehensive Land Use Plan and Downtown Master Plan. The Comp Plan scope is also comprised of an Interstate 69 corridor study and housing analysis. The Downtown Plan will ensure that the historic downtown is preserved while taking a critical look at housing, pedestrian access, landscaping, traffic flows, parking, lighting, and other infrastructure needs. The city is very fortunate to have the Hotel Fredonia, a full-service hotel, as an anchor in Downtown. The hotel has been successful from its complete renovation as a result of the Qualified Hotel Project incentive program that allows the city's portion of the hotel tax and the state's hotel tax and sales tax to be rebated to the hotel for a 10-year period.

Over the course of the last 18 months, the city created its first Capital Improvement Program that identified a full review of its capital needs for the next 10-12 years. The City Council held several dedicated workshops to review this material in preparation to address deferred infrastructure investments. The plan is a proposed General Obligation bond program in November 2023 and the issuance of revenue bonds in 2024.

7. Briefly describe your experience and skills in preparing, monitoring, and adhering to a budget.

My entire career in city management has involved working with the budget. In the executive roles I have had over the past 16 plus years, I have relied on the finance and/or budget staff to organize and coordinate the budget. We have established internal service funds to address fleet and other capital equipment needs. While budgeting is done on an annual basis, it is imperative to financially plan 3-5 years into the future. This demonstrates the long-term effects of decisions especially given the stringent revenue caps for cities.

Based on the priorities set by City Council, I work to ensure these are well communicated to the departments at the budget kickoff. The departments are informed of the nature of the revenue situation in advance as they prepare their budgets for the following year. The budget team, City Manager's Office, and departments collaborate on establishing the recommended budgets for the City Council. Council budget workshops are scheduled to allow departments to present a brief overview of the budget by sharing their goals and accomplishments, the issues facing the department, and next year's budget requests. This provides the Council a review of operations to ensure transparency and accountability of the departments.

Regarding the monitoring and adherence of the budget, the city has adopted a number of financial policies. While the City Manager has broad authority, I fully respect and adhere to these policies to ensure there is integrity in our systems and processes. For example, we will never fall below our 25% fund balance policy. In fact, I prefer to maintain extra cushion for contingency purposes. Budget to actual reports is reviewed monthly by Finance and available to the CMO and departments. If there is an outlier, the Finance Director will report it. On a quarterly basis the City Council is sent a recap of the budget and budget amendments are taken to City Council for their approval. All expenditure items taken before the City Council are scrutinized and approved by Finance prior to action being taken. The Annual Comprehensive Financial Report (ACFR) is completed in a timely manner with little to no management findings. The outside auditing firm will validate cash balances from bank records and financial reports.

*In summary, my recommended budgets to City Council are balanced as we budget conservatively for revenues and budget aggressively for expenditures. We will live within our means, we maintain healthy reserves, and we do not use one-time monies for recurring expenditures and hope for the best.*

8. Briefly describe your experience in providing written and verbal communication to employees and elected/appointed officials?

*In my role as City Manager and past positions, I have presented quite often to a myriad of groups as a representative of the city. On a regular basis I send out written communications to our employees. As part of an employee newsletter, I write a "Manager's Message". I enjoy meeting with employees to share what is happening in the community and organization. I have a monthly Manager's meeting which is comprised of 25+ management staff for them to share about any ongoing issues and projects within their operations. As part of the recent Police Chief recruitment, I met with over 50 police department employees to seek their input on the attributes of a new chief. I personally met one on one with employees and surveyed them to get more specific feedback as well.*

*I meet privately with the Mayor and City Council to review any issues they may need addressing and/or provide them updates. I have extensive experience presenting items before City Council and do present on a regular basis depending on the matter. I speak regularly to community groups, civic organizations, and sit on panels representing the city. The City Manager's Office produces a weekly Friday Update which is a brief recap of recent activities for the week and an outlook for upcoming activities and events.*

9. What do you feel are your greatest strengths as a public servant?

*Problem solving skills and my quest to find workable solutions to issues.*

*I am a participatory manager.*

*I employ a shared leadership style.*

10. What areas do you perceive you need to be working on to become a better leader?

*I can be impatient at times.*

*I can lose sight to celebrate successes and mourn our losses.*

*I should try to have more fun at work and do need to let my guard down at times.*

11. Describe your philosophy and approach to building a strong team environment?

*As the new Town Manager, I would take the time to learn the organization and develop relationships across all levels. It is important to establish a rapport with the staff and develop a sense of trust.*

*I encourage an organizational culture that is servant minded, that exceeds expectations and delivers on its commitments. We establish core values and/or guiding principles (our non-negotiables) where everyone regardless of stature is treated with dignity and respect.*

*I want to be surrounded with people who have the aptitude to learn but more importantly have the positive attitude to serve others. I provide the team with the tools and resources to allow them to do their jobs well. This can be accomplished by taking the time to vision and to think strategically and broadly. Then work towards building the support systems to set the goals, objectives, and outcomes for success.*



*I am approachable and a good listener so others feel welcome to seek assistance and bring issues when they arise. I challenge people to make decisions and recommendations while also holding them accountable, and incorporate teachable moments when decisions do not go the right way.*

*Finally, I prefer to work in an environment where we as a group can get to know each other on a personal level. We would learn together and from each other through group book readings, attending trainings/seminars, and enjoying each other's company by socializing together during and after work hours. I enjoy fostering a mentor/mentee relationship as we all can learn from each other through our interactions and experiences.*

12. Briefly describe the role of City/Town Manager's in this day in age?

*Today's municipal organizations are very complex with many issues happening at once and subject matter experts on staff dealing with these issues. The Manager needs to be less technical and more conceptual with their skillset. The Manager needs to be adaptive to a constantly changing environment, as they seek input and options on difficult issues, and work to build consensus on competing interests in a political environment without being political. The Manager has to be a skilled communicator that tailors the message to resonate with their audience.*

*Also, in a small/medium size organization, the Town Manager is the culture leader by setting the tone for the organization. The Manager influences the organizational culture and how employees are treated and services are delivered to the community. If the tone set by the Manager is incongruent with culture of the organization, then there needs to be alignment or there could be difficult times ahead.*

13. As a part of our overall application process, we may conduct social media, online presence, news, blogs, or similar inquiries or reviews, using Google or similar search engines. Is there any information you have not disclosed, addressed, in this or any other document relating to this search, or which you have not discussed, shared or disclosed with the GPS search consultant, that someone may construe as negative or consequential as it relates to the position for which you have applied?

*No, there is nothing that I am aware of that has not been disclosed.*

14. The established salary range for this position is \$230,000 - \$260,000, with a great benefit package. Do you have any concerns about agreeing to a salary in this range? *There are no concerns on my part.*

15. How did you hear about this position? (Please be specific)

*I saw the posting in the ICMA weekly newsletter and contacted Mr. Bauer to inquire more information. Around the same time, I was contacted by colleagues in the DFW area about the posting. Before I considered applying, I did reach out to Bob Scott to hear more about the organization and he was very complimentary.*

16. Have you interviewed, over the past six (6) months, with any other employers, or are you a finalist in any recruitment processes for similar position at this time? If yes, what is the status of any current search processes in which you are involved?

*I was a finalist for the City Manager in Addison, Texas but was not named. I am not involved in any other searches.*

# Due Diligence Questionnaire

## Town Manager

### Town of Prosper, TX



#### Candidate Information

|                                                |                    |
|------------------------------------------------|--------------------|
| Full Name (First, Middle, Last):<br>[REDACTED] | Phone Information  |
| Nicknames: N/A                                 | Cell: [REDACTED]   |
|                                                | Home: [REDACTED]   |
|                                                | Office: [REDACTED] |

Please answer each of the following questions completely and thoroughly.

- Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? **No** If so, please explain the circumstances.
- Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? **No**  
If so, please provide details, explain the circumstances and final outcome.
- Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? **No**  
If so, please provide relevant details, explain the circumstances and the final outcome.
- Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? **No** If so, please provide relevant details, and explain the circumstances. **N/A**
- If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time? **N/A**
- Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded? **No**
- Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? **No**  
Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? **No** If so, please explain, provide details of the circumstances and current disposition. **N/A**
- Please list all your social media outlets and the usernames for those social media outlets.  
Facebook: [REDACTED]  
Twitter: [REDACTED]  
Snapchat: [REDACTED]

Instagram: [REDACTED]

LinkedIn: [REDACTED]

Pinterest: [REDACTED]

Nextdoor: [REDACTED]

Reddit: [REDACTED]

9. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process? **Yes**



[www.sfasu.edu](http://www.sfasu.edu)

## Leading the way: Career in city management brings [REDACTED] back to Nac

When [REDACTED] walked the SFA commencement stage in 1995, he had a small U-Haul trailer packed and connected to his Chevy Blazer, and he was ready to drive back to the DFW area and begin his career. He wasn't sure he would ever return to Nacogdoches, but he was positive about the career he wanted to pursue.

"As a 20 year old, I knew I wanted to work in city management," [REDACTED] said.

[REDACTED] confidence was based on his interactions with Dr. Richard Herzog, an SFA faculty member who encouraged him to consider a career in public administration and introduced him to the Lufkin city manager in neighboring Angelina County.

[REDACTED] went on to work for several Texas cities, including Denton, Coppell, Addison, Hurst and Carrollton. He earned a master's degree in public administration from the University of North Texas and became involved in professional organizations that include the International City/County Management Association and the Texas City Management Association. And, in the midst of a pandemic, he returned to Nacogdoches as city manager in August 2020.

"Coming back to Nacogdoches has been so rewarding," [REDACTED] said. "I was excited and humbled that the city council had the confidence to appoint me as city manager. Everyone I have met has been friendly and extremely supportive. I am proud of what has been accomplished in our community and on campus during the past 25 years. It has blown me away."

In addition to his academic coursework, [REDACTED] said his participation in the Student Activities Association served as valuable career preparation.

"Having a leadership position during my junior and senior years allowed me to work with fellow students and faculty members to coordinate bringing concerts and other entertainment options to campus," he explained. "The opportunities taught me the collaborative nature of working with other employees and volunteers to meet expectations and execute a successful event."

[REDACTED] said the challenges cities face are enormous, with high service-delivery demands and minimal and declining resources. But the day-to-day stresses of the job prepared him well for his first months in Nacogdoches, when in addition to the COVID-19 pandemic, he led the city through hurricane preparation in August and two of the largest winter-weather events in recorded history.

"Regardless of how much you plan, each day is never the same," he said. "We have emergency plans in place to deal with inclement weather, and with Hurricane Laura and the snowfalls and winter storms."

However, [REDACTED] said COVID-19 was a different story.

"Through the devastation of the pandemic, we've learned that good and effective leadership is vital in making it through tough times," he said. "Local governments have finite resources, so working across jurisdictional boundaries is imperative when budgets are squeezed and resources evaporate. The role of the city manager is

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to be flexible in approach, clear hurdles, advocate for resources, create avenues for communication and get out of the way so that the subject matter experts can do their jobs. Along the way, the manager should be encouraging and motivating to an exhausted staff, because all of this work is in addition to everyone's normal duties. I can't imagine myself in any other career."

Once again [REDACTED] is using the skills he learned at SFA to ensure that the city, the university, the Nacogdoches Independent School District and Nacogdoches County bring collaboration to a new level to accomplish goals that may previously have seemed out of reach.

"The leaders of each of these entities are meeting regularly and have formed great friendships," he said. "We have set a positive tone and will work together to better our community. I have no doubt that, as a group, we can accomplish so much more than we could on our own."

One of those goals in 2021 is to bring back, within the safe parameters of health guidelines, many of the special events and festivals for which Nacogdoches is known.

"I know many people are ready to get out and travel again, so I encourage alumni to come and see what is going on in Nacogdoches and the exciting changes that are happening on the SFA campus. That charm and hospitality of our community has never been more appealing."

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## YouTube Links for



- 
1.   
  
  


# Candidate Questionnaire

[Position]  
[Location]



## Candidate Information

|                                  |                   |
|----------------------------------|-------------------|
| Full Name (First, Middle, Last): | Phone Information |
|                                  | Cell:             |
| Nicknames:                       | Home:             |
|                                  | Office:           |

Please answer each of the following questions completely and thoroughly.

1. How many employees and what size budget do you oversee?
2. Please detail the specific city departments you have supervised.
3. Please explain why you left your last three positions.
4. Are there any gaps in your employment history? If so, please explain in detail.
5. What is your proudest professional accomplishment?
6. Briefly describe your experience and skills in budget development and administration.
7. Please describe your experience and skills in municipal financial management.
8. Briefly describe your experience and skills in long range strategic planning.
9. Please describe a personal experience in delivering or ensuring that excellent customer service was provided in your organization.
10. What do you feel are your greatest strengths as a leader?
11. What do you feel are your greatest strengths as a manager?
12. What areas do you perceive that you need to be working on to become a better leader and manager?
13. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.
14. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role?
15. Please describe your personal management philosophy and guiding values.



# Due Diligence Questionnaire

[Position]  
[Location]



## Candidate Information

|                                  |                   |
|----------------------------------|-------------------|
| Full Name (First, Middle, Last): | Phone Information |
|                                  | Cell:             |
| Nicknames:                       | Home:             |
|                                  | Office:           |

Please answer each of the following questions completely and thoroughly.

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? If so, please explain the circumstances.
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?
7. Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
8. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?



# BRET BAUER

M.P.A.

Partner and Co-Founder

## SUMMARY

Bret Bauer brings more than 15 years of public sector experience and best practices to his work with public clients. Serving in city management roles in Missouri, Kansas and Texas gave Bret significant experience in utility and budget management, human resources, and economic and community development. Bret's ethics and integrity have also earned him widespread recognition and trust.

## EDUCATION

**Master of Public Administration (MPA),  
Bachelor of Science, Criminal Justice**  
Wichita State University, Wichita, KS

## CONTACT

(316) 207-0688

[bbauer@governmentpros.com](mailto:bbauer@governmentpros.com)

LINKEDIN:

<https://www.linkedin.com/in/bret-bauer-mpa-icma-cm-b89ab3b3/>

## ASSOCIATIONS

International City/County Manager's Association (ICMA)  
Government Finance Officers Association (GFOA)  
Texas City Managers Association (TCMA), Ethics Committee 2019-2020, Membership Committee 2017-2019  
East Texas City Managers Association (ETCMA), Board VP 2019-2020

## SPECIFIC EXPERIENCE

### Executive Recruitment & Human Resources

- Personally recruited and hired more than 25 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and managed training exercises for county staff and residents on emergency preparedness and the National Incident Management System
- Conducted ethics training

### Budgeting & Finance

- Managed multi-million-dollar municipal budgets, both departmental and annual
- Developed capital improvement programs and strategic plans
- Managed and oversaw payroll processes

### Community Strategic Planning

- Created full scope community strategic plans
- Led extensive community engagement efforts
- Conducted multiple stakeholder interviews
- Conducted council retreats with goal setting priorities

### Economic & Community Development

- Led numerous economic development successes in new development and redevelopment
- Led successful negotiations with developers

### Project & Program Management

- Managed and oversaw Public Works and Parks Departments
- Streamlined departments to operate more efficiently and effectively, including a Build/Code Enforcement department

### Utility Management

- Developed, maintained, and managed National Pollutant Discharge Elimination System permits
- Recommended to serve on the Kansas Municipal Energy Agency



# CHRIS LOWE

J.D., M.P.A.

Partner and Co-Founder

## SUMMARY

Chris Lowe is a dynamic leader and creative problem-solver with a deep affinity for public service. He draws upon 15 years of experience in city management and over 20 years in the public sector to help guide public clients through myriad opportunities and challenges, from economic development and funding, to human resources and utility management.

## EDUCATION

**Juris Doctor**, Marquette University, Milwaukee, WI

**Master of Public Administration (MPA)**, Bowie State University, Bowie, MD

**Bachelor of Arts, Political Science and Government**, University of Kansas, Lawrence, KS

## CONTACT

(785) 766-9104

clowe@governmentpros.com

LINKEDIN:

<https://www.linkedin.com/in/chris-lowe-823bb4173/>

## ASSOCIATIONS

International City/County Manager's Association (ICMA)  
Government Finance Officers Association (GFOA)

## SPECIFIC EXPERIENCE

### Executive Recruitment & Human Resources

- Personally recruited and hired more than 50 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and implemented performance measurement programs
- Developed and implemented compliant personnel policies, procedures manuals, and employee handbooks
- Negotiated collective bargaining agreements with unions

### Budgeting & Finance

- Developed and managed more than \$75 million in municipality annual budgets
- Supervised competitive bond sales to finance public infrastructure improvements
- Led efforts to refinance bonded indebtedness, saving millions in debt service
- Created and implemented accounting manuals and investment policies

### Community Strategic Planning

- Created full scope community strategic plans
- Conducted council retreats with goal setting priorities
- Led extensive community engagement efforts
- Conducted numerous stakeholder interviews

### Economic Development

- Developed public private partnerships and negotiated economic development agreements, resulting in new community services, financial savings, and local business expansion
- Secured grant funding for various community improvements, from city lighting to transportation infrastructure
- Administered multi-million capital improvement programs



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/15/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

|                                                                                                                                                     |                                                                  |                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------|
| <b>PRODUCER</b><br>SECURITY SERVICE INSURANCE/PHS<br>65815020<br>The Hartford Business Service Center<br>3600 Wiseman Blvd<br>San Antonio, TX 78251 | <b>CONTACT</b><br><b>NAME:</b>                                   |                       |
|                                                                                                                                                     | <b>PHONE</b> (866) 467-8730                                      | <b>FAX</b> (A/C, No): |
|                                                                                                                                                     | <b>E-MAIL ADDRESS:</b>                                           |                       |
|                                                                                                                                                     | <b>INSURER(S) AFFORDING COVERAGE</b> <b>NAIC#</b>                |                       |
| <b>INSURED</b><br>Government Professional Solutions, LLC<br>104 HARBOR HAVEN ST<br>GUN BARREL CITY TX 75156-4319                                    | <b>INSURER A :</b> Hartford Underwriters Insurance Company 30104 |                       |
|                                                                                                                                                     | <b>INSURER B :</b>                                               |                       |
|                                                                                                                                                     | <b>INSURER C :</b>                                               |                       |
|                                                                                                                                                     | <b>INSURER D :</b>                                               |                       |
|                                                                                                                                                     | <b>INSURER E :</b>                                               |                       |
|                                                                                                                                                     | <b>INSURER F :</b>                                               |                       |

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

| INSR LTR | TYPE OF INSURANCE                                                                                         | ADDL INSR                                 | SUBR WVD        | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/Y YYY) | LIMITS                                                               |             |
|----------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------|-----------------|---------------|-------------------------|--------------------------|----------------------------------------------------------------------|-------------|
| A        | COMMERCIAL GENERAL LIABILITY                                                                              |                                           |                 | 65 SBA AG7X1Y | 07/13/2025              | 07/13/2026               | EACH OCCURRENCE                                                      | \$1,000,000 |
|          | <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR                            |                                           |                 |               |                         |                          | DAMAGE TO RENTED PREMISES (Ea occurrence)                            | \$1,000,000 |
|          | <input checked="" type="checkbox"/> General Liability                                                     |                                           |                 |               |                         |                          | MED EXP (Any one person)                                             | \$10,000    |
|          | GEN'L AGGREGATE LIMIT APPLIES PER:                                                                        |                                           |                 |               |                         |                          | PERSONAL & ADV INJURY                                                | \$1,000,000 |
|          | <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC |                                           |                 |               |                         |                          | GENERAL AGGREGATE                                                    | \$2,000,000 |
|          | OTHER:                                                                                                    |                                           |                 |               |                         |                          | PRODUCTS - COMP/OP AGG                                               | \$2,000,000 |
| A        | AUTOMOBILE LIABILITY                                                                                      |                                           |                 | 65 SBA AG7X1Y | 07/13/2025              | 07/13/2026               | COMBINED SINGLE LIMIT (Ea accident)                                  | \$1,000,000 |
|          | ANY AUTO                                                                                                  |                                           |                 |               |                         |                          | BODILY INJURY (Per person)                                           |             |
|          | ALL OWNED AUTOS                                                                                           | <input type="checkbox"/>                  | SCHEDULED AUTOS |               |                         |                          | BODILY INJURY (Per accident)                                         |             |
|          | HIRED AUTOS                                                                                               | <input checked="" type="checkbox"/>       | NON-OWNED AUTOS |               |                         |                          | PROPERTY DAMAGE (Per accident)                                       |             |
|          | <input checked="" type="checkbox"/>                                                                       |                                           |                 |               |                         |                          |                                                                      |             |
| A        | <input checked="" type="checkbox"/> UMBRELLA LIAB                                                         | <input checked="" type="checkbox"/> OCCUR |                 | 65 SBA AG7X1Y | 07/13/2025              | 07/13/2026               | EACH OCCURRENCE                                                      | \$1,000,000 |
|          | <input type="checkbox"/> EXCESS LIAB                                                                      | <input type="checkbox"/> CLAIMS-MADE      |                 |               |                         |                          | AGGREGATE                                                            | \$1,000,000 |
|          | DED                                                                                                       | RETENTION \$ 10,000                       |                 |               |                         |                          |                                                                      |             |
| A        | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY                                                             |                                           |                 | 65 SBA AG7X1Y | 07/13/2025              | 07/13/2026               | <input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER |             |
|          | ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)                               | <input type="checkbox"/> Y/N              | N/A             |               |                         |                          | E.L. EACH ACCIDENT                                                   |             |
|          | If yes, describe under DESCRIPTION OF OPERATIONS below                                                    |                                           |                 |               |                         |                          | E.L. DISEASE - EA EMPLOYEE                                           |             |
|          | Professional Liability                                                                                    |                                           |                 |               |                         |                          | E.L. DISEASE - POLICY LIMIT                                          |             |
| A        | Professional Liability                                                                                    |                                           |                 | 65 SBA AG7X1Y | 07/13/2025              | 07/13/2026               | Each Claim Limit                                                     | \$1,000,000 |
|          |                                                                                                           |                                           |                 |               |                         |                          | Aggregate Limit                                                      | \$1,000,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

**CERTIFICATE HOLDER**

For Informational Purposes  
104 HARBOR HAVEN ST  
GUN BARREL CITY TX 75156-4319

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Susan L. Castaneda*

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|                                                                                                                                                     |                                                                                         |  |                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|--|---------------------------------|
| <b>PRODUCER</b><br>SECURITY SERVICE INSURANCE/PHS<br>65815020<br>The Hartford Business Service Center<br>3600 Wiseman Blvd<br>San Antonio, TX 78251 | <b>CONTACT</b><br><b>NAME:</b><br><b>PHONE</b> (866) 467-8730<br><b>(A/C, No, Ext):</b> |  | <b>FAX</b><br><b>(A/C, No):</b> |
|                                                                                                                                                     | <b>E-MAIL</b><br><b>ADDRESS:</b>                                                        |  |                                 |
| <b>INSURED</b><br>Government Professional Solutions, LLC<br>104 HARBOR HAVEN ST<br>GUN BARREL CITY TX 75156-4319                                    | <b>INSURER(S) AFFORDING COVERAGE</b>                                                    |  | <b>NAIC#</b>                    |
|                                                                                                                                                     | <b>INSURER A :</b> Hartford Underwriters Insurance Company                              |  | 30104                           |
|                                                                                                                                                     | <b>INSURER B :</b>                                                                      |  |                                 |
|                                                                                                                                                     | <b>INSURER C :</b>                                                                      |  |                                 |
|                                                                                                                                                     | <b>INSURER D :</b>                                                                      |  |                                 |
|                                                                                                                                                     | <b>INSURER E :</b>                                                                      |  |                                 |
| <b>INSURER F :</b>                                                                                                                                  |                                                                                         |  |                                 |

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. \* LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. \*Not Applicable in WY

| INSR<br>LTR | TYPE OF INSURANCE                                                                                                                                                                                                                                                       | ADDL<br>INSD | SUBR<br>WVD | POLICY NUMBER | POLICY EFF<br>(MM/DD/YYYY) | POLICY EXP<br>(MM/DD/YYYY) | LIMITS                                                                                                                                                                                                                                                        |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|---------------|----------------------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A           | <b>COMMERCIAL GENERAL LIABILITY</b><br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br>General Liability                                                                                                                              |              |             | 65 SBA AG7X1Y | 07/13/2026                 | 07/13/2027                 | EACH OCCURRENCE \$ \$1,000,000<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ \$1,000,000<br>MED EXP (Any one person) \$ \$10,000<br>PERSONAL & ADV INJURY \$ \$1,000,000<br>GENERAL AGGREGATE \$ \$2,000,000<br>PRODUCTS - COMP/OP AGG \$ \$2,000,000<br>\$ |
|             | GEN'L AGGREGATE LIMIT APPLIES PER:<br><input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER:                                                                                                               |              |             |               |                            |                            |                                                                                                                                                                                                                                                               |
|             | <b>AUTOMOBILE LIABILITY</b><br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS<br><input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY |              |             | 65 SBA AG7X1Y | 07/13/2026                 | 07/13/2027                 | COMBINED SINGLE LIMIT (Ea accident) \$ \$1,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$                                                                                             |
|             | <input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR<br><input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE<br>DED RETENTION \$ 10,000                                                       |              |             | 65 SBA AG7X1Y | 07/13/2026                 | 07/13/2027                 | EACH OCCURRENCE \$ \$1,000,000<br>AGGREGATE \$ \$1,000,000<br>\$                                                                                                                                                                                              |
| A           | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below<br>Y / N <input type="checkbox"/> N / A                                   |              |             |               |                            |                            | PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/><br>E.L. EACH ACCIDENT \$<br>E.L. DISEASE -EA EMPLOYEE \$<br>E.L. DISEASE - POLICY LIMIT \$                                                                                               |
| A           | Professional Liability                                                                                                                                                                                                                                                  |              |             | 65 SBA AG7X1Y | 07/13/2026                 | 07/13/2027                 | Each Claim Limit \$100,000<br>Aggregate Limit \$100,000                                                                                                                                                                                                       |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

## CERTIFICATE HOLDER

For Informational Purposes  
104 HARBOR HAVEN ST  
GUN BARREL CITY TX 75156-4319

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Susan L. Castaneda*