



**NOTICE AND AGENDA
CITY COUNCIL
TUESDAY, MAY 16, 2023, 7:00 P.M.
REGULAR CITY COUNCIL MEETING**

Notice is hereby given that the City Council of the City of Glenn Heights, Texas will hold a Regular Called City Council Meeting on Tuesday, May 16, 2023, beginning at 7:00 P.M., in the City Hall, City Council Chambers, located at 1938-C South Hampton Road, Glenn Heights, Texas, 75154, as prescribed by Vernon's Texas Civil Statutes, Government Code Section §551.041, to consider and possibly take action on the following agenda items. Items do not have to be taken in the same order as shown in this meeting Notice and Agenda.

This Notice and Meeting Agenda, and the Agenda Packet, are posted online at <https://www.glennheightstx.gov/129/Agendas-Minutes>.

This City Council Meeting will be live streamed at <https://www.glennheightstx.gov/229/City-Council-Meeting-Videos>.

CALL TO ORDER

INVOCATION

PLEDGE OF ALLEGIANCE

PUBLIC COMMENT

RECOGNITION

- Presentation of a signed football by the DeSoto Eagles Football Team, 2022 UIL-6A Division II State Champions, to Mayor Sonja A. Brown.

EVENT

- Glenn Heights Connect, May 19, 2023, 5:30 P.M. - 7:00 P.M., Stone Creek Neighborhood, intersection of Cinnamon Springs Street and Gypsum Lane

PROCLAMATIONS

- National Fallen Firefighters Memorial Weekend, May 6-7, 2023
- Memorial Day, May 29, 2023
- High School Senior Recognition Month, May 2023
- National Mental Health Awareness Month, May 2023
- National Stroke Awareness Month, May 2023

STAFF INTRODUCTIONS - David Hall, City Manager Emeritus

CONSENT AGENDA

1. Discuss and take action to approve the City Council Meeting Minutes of the May 2, 2023, Regular Called City Council Meeting. (Brandi Brown, City Secretary)
2. Discuss and take action to approve the City Council Meeting Minutes of the May 8, 2023, Special Called City Council Meeting. (Brandi Brown, City Secretary)
3. Discuss and take action to approve Ordinance O-01-23, an Ordinance of the City Council of the City of Glenn Heights, Texas, amending the City of Glenn Heights Code of Ordinances, Appendix A, "Fee Schedule", to add Youth and Corporate Membership Rates and Waiver of Community Center Monthly Membership Fee for City Employees and City Council Members; providing a repealing clause; providing a severability clause; and providing an effective date. (Second Reading) (Clifford Blackwell, Deputy City Manager)

AGENDA

1. Receive and discuss presentation by Community Waste Disposal's (CWD) annual report to Council and cost estimate for a transition to once per week recycling service. (Clifford Blackwell, Deputy City Manager)
2. Presentation on Glenn Heights Community Center Programming. (Jerry Wallace, Parks and Recreation Superintendent)
3. Discuss and take action to reappoint three (3) members to serve on the Citizens Police Advisory Committee to fill vacant seats in Places 1, 3, and 5. (Nick Bristow, Interim Chief of Police)
4. Discuss and take action authorizing the Interim City Manager to enter into an agreement with a search firm for executive recruitment services. (David Hall, City Manager Emeritus)
5. Discuss and take action on the city receiving a license for Grant Finder. (Council Member Travis Bruton)
6. Presentation of the April 2023 Financial Report. (Clifford Blackwell, Deputy City Manager)

EXECUTIVE SESSION

1. The City Council shall convene into Executive Session:
 - A. pursuant to Texas Government Code section 551.071 – Consultation with Attorney, to obtain legal advice regarding an ethics complaint received against a Council Member.
2. The City Council shall reconvene into Open Session and take any action arising from Executive Session:

- A. pursuant to Texas Government Code section 551.071 – Consultation with Attorney, to obtain legal advice regarding an ethics complaint received against a Council Member.

ADJOURNMENT

In accordance with the Americans with Disabilities Act, if you are a person with a disability and require information or materials in an appropriate alternative format; or if you require any other accommodations, please contact the City Secretary at least 48 hours in advance of the event at 972-223-1690 ext. 125 or email brandi.brown@glennheightstx.gov. Advance notification within this guideline will enable the City to make reasonable arrangements to ensure accessibility.

I, Brandi Brown, City Secretary, do hereby certify that the above Meeting Notice and Agenda was posted in a place convenient to the Public at Glenn Heights City Hall, 1938-C South Hampton Road, Glenn Heights, Texas by 5:00 P.M. on Friday, May 12, 2023.

Pursuant to Section 551.071 of the Texas Government Code, the City Council reserves the right to consult in closed session with its attorney at any time during the course of this meeting and to receive legal advice regarding any item listed on this agenda.

Brandi Brown, City Secretary

PROCLAMATION



Office of the Mayor • City of Glenn Heights

**National Fallen Firefighters Memorial Weekend
May 6-7, 2023**

WHEREAS, Congress created the National Fallen Firefighters Foundation to lead a nationwide effort to honor America's fallen firefighters. Since 1992, the non-profit Foundation has developed and expanded programs that fulfill that mandate. Their mission is to honor and remember America's fallen fire heroes and to provide resources to assist their families in rebuilding their lives and work within the fire service community to reduce firefighter deaths and injuries; and

WHEREAS, this year, on April 19th, leaders of the Congressional Fire Services Caucus presented 144 American flags flown over the US Capitol to the National Fallen Firefighters Foundation. These flags represent each of the firefighters on the 2023 Roll of Honor, which includes 79 firefighters who died in the line of duty in 2022 and 65 who died in previous years; and

WHEREAS, it is of major importance that we increase our efforts to reduce deaths, injuries, and property losses from fire.

NOW, THEREFORE, I, Sonja A. Brown, Mayor of the City of Glenn Heights, Texas, call upon all citizens, and all patriotic, civic, and educational organizations to recognize the patriotic service and dedicated efforts of our fire and emergency services personnel.

I respectfully encourage these same organizations as well as the citizens of the City of Glenn Heights to remember all fire and emergency personnel who have made the ultimate sacrifice in service to their community and to pay respect to the survivors of our fallen heroes. I also encourage our citizens to honor fire and emergency services personnel, past and present, by their faithful and loyal devotion to duties, who have rendered invaluable services to our community and its citizens.

I also extend a heartfelt thank you to the courageous Firefighters who ride Engine 301, the Fireman of the Glenn Heights Fire Department.

IN WITNESS WHEREOF, I have hereunto set my hand this sixteenth day of May in the year of our Lord two thousand twenty-three.

Sonja A. Brown, Mayor
Glenn Heights, Dallas County, Texas

PROCLAMATION



Office of the Mayor • City of Glenn Heights

Memorial Day May 29, 2023

WHEREAS, on Memorial Day, we pause in solemn gratitude to pay tribute to the brave patriots who laid down their lives defending peace and freedom while in military service to our great Nation. We set aside this day to honor their sacrifice and to remind all Americans of the tremendous price of our precious liberty; and

WHEREAS, throughout the history of our Republic, courageous Americans have purchased our cherished freedom with their lives. The 151 National Cemeteries serve as the final resting place for millions of people, including veterans from every war and conflict, many of whom died while serving our country. We remain duty bound to honor those who made the ultimate sacrifice on our behalf and to remember them with thankfulness and unwavering pride. The fallen, our treasured loved ones, friends, neighbors, and fellow citizens, deserve nothing less from a grateful Nation; and

WHEREAS, today, and every day, we revere those who have died in noble service to our country. I call upon all residents to remember the selfless service members who have been laid to rest in flag-draped coffins and their families who have suffered the greatest loss. The sacrifices of these men and women demand our Nation's highest honor and deepest gratitude. On this day, let us also unite in prayer for peace in our troubled world so that future generations will enjoy the blessings of liberty and independence.

NOW, THEREFORE, I, Sonja A. Brown, Mayor of the City of Glenn Heights, Texas, do hereby proclaim **Memorial Day**, May 29, 2023, as a day of City-wide prayer for permanent peace. In commemoration of this date, I also urge all citizens to join together in their homes, places of work, and places of worship, to pray for our City, pray for our State, and to pray for our Nation.

IN WITNESS WHEREOF, I have hereunto set my hand this sixteenth day of May in the year of our Lord two thousand twenty-three.

Sonja A. Brown, Mayor
Glenn Heights, Dallas County, Texas

PROCLAMATION



Office of the Mayor • City of Glenn Heights

**High School Senior Recognition Month
May 2023**

**Proclamation Honoring the City of Glenn Heights' 2023 Graduates
of the DeSoto and Red Oak Independent School Districts**

WHEREAS, family, friends, neighbors, and the community congratulate and honor the hard work, resilience, and determination these graduating seniors; and

WHEREAS, our students represent a bright future and shall continue along a path of service and leadership in our community and nation, and will contribute in many ways to the greater good of society; and

WHEREAS, I encourage all citizens to support opportunities for graduating seniors in higher education, the trades, service to our military, housing, employment, and recreational activities; and

WHEREAS, throughout the City of Glenn Heights, I encourage all citizens to take time to get to know graduating high school seniors, recognize their aspirations and contributions, and honor them and their journey of education.

NOW, THEREFORE, I, Sonja A. Brown, Mayor of the City of Glenn Heights, Texas, do hereby recognize the high achievement of graduating members of the Class of 2023, and on behalf of the residents of the City of Glenn Heights, offer our heartfelt congratulations.

BE IT FURTHER RESOLVED, I, Sonja A. Brown, Mayor of the City of Glenn Heights, Texas, hereby proclaims the Month of May 2023 as **High School Senior Recognition Month**. Go Eagles and Go Hawks!

IN WITNESS WHEREOF, I have hereunto set my hand this sixteenth day of May in the year of our Lord two thousand twenty-three.

Sonja A. Brown, Mayor
Glenn Heights, Dallas County, Texas

PROCLAMATION



Office of the Mayor • City of Glenn Heights

Mental Health Awareness Month May 2023

WHEREAS, during National Mental Health Awareness Month, we honor the courage of the tens of millions of Americans living with mental health conditions, and we celebrate the loved ones and mental health professionals who are there for them every day. Together, we will keep fighting to get everyone access to the care they need to live full and happy lives; and

WHEREAS, as Americans, we have a duty of care to reach out to one another and leave no one behind. But so many of our friends, colleagues, and loved ones are battling mental health challenges, made worse by the isolation and trauma of COVID-19. Two in five adults report anxiety and depression, and two in five teens describe experiencing persistent sadness or hopelessness, exacerbated by social media, bullying, and gun violence. Drug overdose deaths are also near record highs, and suicide is the second leading cause of death among young people. It does not have to be this way; and

WHEREAS, last year, 988 was launched as the Nation's new Suicide and Crisis Lifeline so anyone in the midst of a crisis can receive life-saving confidential help right away. There are dedicated counselors trained in supporting LGBTQI+ youth, Veterans, and Maternal Mental Health. Far too often, disorders go undiagnosed and untreated; and

WHEREAS, there is much more to do – including ending the stigma around mental health issues. It starts by showing compassion, so everyone feels free to ask for help. If you are facing a crisis, dial 988 to reach the National Suicide and Crisis Lifeline. If you are a new or expecting mother, you can call 1-833-9-HELP4MOMS for confidential professional advice. If you are feeling overwhelmed or just need someone to talk to, ask your healthcare provider, contact the Substance Abuse and Mental Health Services Administration's National Helpline at 1-800-662-HELP, or visit www.FindSupport.gov. If someone you know is going through a tough time, reach out and tell them you are there for them. We are all in this together.

NOW, THEREFORE, I, Sonja A. Brown, Mayor of the City of Glenn Heights, Texas, do hereby proclaim May 2023 as **National Mental Health Awareness Month**. I call upon citizens, government agencies, private businesses, nonprofit organizations, and other groups to join in activities and take action to strengthen the mental health of our community.

IN WITNESS WHEREOF, I have hereunto set my hand this sixteenth day of May in the year of our Lord two thousand twenty-three.

Harry A. Garrett, Mayor
Glenn Heights, Dallas County, Texas

PROCLAMATION



Office of the Mayor • City of Glenn Heights

**National Stroke Awareness Month
May 2023**



WHEREAS, stroke is the fifth leading cause of death in the United States and is a major cause of serious disability for adults. About 795,000 people in the United States have a stroke each year, killing about 160,000 people nationwide, making this condition the number 2 cause of death worldwide; and

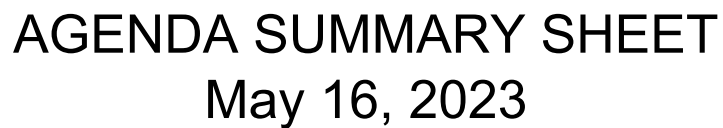
WHEREAS, new and effective treatments have been developed to treat and minimize the severity and damaging effect of strokes, much more research is needed. And although Americans are more aware of the risk factors and warning signs for stroke than in the past, one-third of adults cannot identify any symptoms; and

WHEREAS, the good news is that 80 percent of strokes are preventable by eating right and exercising regularly, by getting regular physicals and working with your primary care physician to control your cholesterol and blood pressure, and by familiarizing ourselves with the F.A.S.T. acronym – face drooping, arm weakness, speech difficulty, and time to call 9-1-1.

NOW, THEREFORE, I, Sonja A. Brown, Mayor of the City of Glenn Heights, Texas, do hereby proclaim May 2023 as **National Stroke Awareness Month** in the City of Glenn Heights, and urge all residents to familiarize themselves with the warning signs, symptoms and risk factors associated with stroke so that we might begin to reduce the devastating effects stroke imposes on our community. I also encourage all residents to be an advocate for early stroke intervention by increasing their awareness about the signs and symptoms of stroke and its devastating effects.

IN WITNESS WHEREOF, I have hereunto set my hand this sixteenth day of May in the year of our Lord two thousand twenty-three.

Sonja A. Brown, Mayor
Glenn Heights, Dallas County, Texas



Discuss and take action to approve the City Council Meeting Minutes of the May 2, 2023, Regular Called City Council Meeting. (Brandi Brown, City Secretary)

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**MINUTES OF THE CITY COUNCIL OF
THE CITY OF GLENN HEIGHTS, TEXAS**

MAY 2, 2023

STATE OF TEXAS *

COUNTIES OF DALLAS AND ELLIS *

CITY OF GLENN HEIGHTS *

On the 2nd day of May 2023, the City Council of the City of Glenn Heights, Texas, met in a Regular Called City Council Meeting in the City Hall, City Council Chambers, located at 1938-C South Hampton Road, Glenn Heights, Texas, 75154, with the following members present:

CITY COUNCIL:

Sonja A. Brown	*	Mayor
Harry A. Garrett	*	Mayor Pro Tem
Sherron Mosley	*	Council Member, Place 1
Travis Bruton	*	Council Member, Place 3
Stephanne Hale	*	Council Member, Place 4
Laymon Lightfoot	*	Council Member, Place 5
Cornel Benford II	*	Council Member, Place 6

STAFF:

Clifford Blackwell	*	Deputy City Manager
Christopher Bentley	*	Officer, Glenn Heights Police Department
Nick Bristow	*	Deputy Chief of Police
Brandi Brown	*	City Secretary
Officer David Chen	*	Officer, Glenn Heights Police Department
Joshua Hayden	*	Officer, Glenn Heights Police Department
Ashlie Jones	*	City Planner
Joshua Kellis	*	Sergeant, Glenn Heights Police Department
Keith Moore	*	Director of Public Safety
Kathi Morgan	*	IT Administrator
Nick Williams	*	Deputy Fire Chief

CONSULTANT:

John Oliver	*	City Attorney's Office
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CALL TO ORDER

Mayor Sonja A. Brown called the City Council Meeting to order at 7:02 P.M., with a quorum of the City Council present.

INVOCATION

Mayor Pro Tem Harry A. Garrett delivered the Invocation.

PLEDGE OF ALLEGIANCE

Mayor Sonja A. Brown led the assembly in the Pledge of Allegiance.

PUBLIC COMMENT

- Tiina Arjanen, address on file: thanked Emily Loreto, Interim Utility Billing Supervisor, for her outstanding customer service, and requested the City create Loop 9 and unbuildable signage.

PROCLAMATIONS

Mayor Sonja A. Brown read the following Proclamations:

- National Police Week, May 14-20, 2023
- Public Service Recognition Week, May 7-13, 2023

STAFF INTRODUCTIONS

Clifford Blackwell, Deputy City Manager, introduced the following new Staff:

- Terri Niemietz, Dispatch Supervisor
- Tony Brown, Police Officer
- Trevontae McNealy, Police Officer
- Karanequa Reed, Social Services/ Victims Assistance Coordinator
- Alyssa McGee, Community Engagement Coordinator
- Araceli Galvan, Permit Coordinator
- Sean Patterson, Utility Worker I

CONSENT AGENDA

1. Discuss and take action to approve the City Council Meeting Minutes of the April 18, 2023, Regular Called City Council Meeting. (Brandi Brown, City Secretary)
2. Discuss and take action to approve the Budget Calendar for Fiscal Year 2023-2024. (Clifford Blackwell, Deputy City Manager)
3. Plat Case FP-001-23: Discuss and take action to approve a Final Plat Request by the City of Glenn Heights for City Center, Lot 1, Block A, an addition to the City of Glenn Heights, Texas, being 11.828 acres out of the Samuel Clark Abstract Number 249, Dallas County, Texas. (Ashlie Jones, City Planner)

Mayor Pro Tem Harry A. Garrett made a motion to approve Consent Agenda Items 1-3. Council Member Travis Bruton made the second. The motion carried with the following record vote:

VOTE 7 Ayes – Brown, Garrett, Mosley, Bruton, Hale, Lightfoot, and Benford

AGENDA

1. Discuss and take action on Ordinance O-02-23, an Ordinance of the City Council of the City of Glenn Heights, Texas, amending the Code of Ordinances by amending Appendix A "Fee Schedule", Article A5.000 "Utilities", by amending Section A5.001 "Water Rates and Charges", and Section A5.002 "Wastewater Rates and Charges"; providing a severability clause; providing a savings clause; and providing for an effective date. (Second Reading)

Clifford Blackwell, Deputy City Manager, introduced this item and completed a presentation detailing current and future rates, including projections based on the selection of Scenario 3.

Mr. Blackwell answered Council's questions related to how the City absorbed increases in the past, how City funds are sustainable, the water study performed for the proposed increase, how the implementation date will impact Fiscal Year 2023-2024 budget discussions, and how this information will be disseminated to residents.

Mayor Pro Tem Harry A. Garrett made a motion to approve Ordinance O-02-23, an Ordinance of the City Council of the City of Glenn Heights, Texas, amending the Code of Ordinances by amending Appendix A "Fee Schedule", Article A5.000 "Utilities", by amending Section A5.001 "Water Rates and Charges", and Section A5.002 "Wastewater Rates and Charges"; providing a severability clause; providing a savings clause; and providing for an effective date. Council Member Cornel Benford II made the second. The motion carried with the following record vote:

VOTE 6 Ayes – Brown, Garrett, Mosley, Bruton, Lightfoot, and Benford
1 Nay – Hale

2. Discuss and first reading of Ordinance O-01-23, an Ordinance of the City Council of the City of Glenn Heights, Texas, amending the City of Glenn Heights Code of Ordinances, Appendix A, "Fee Schedule", to add Youth and Corporate Membership Rates and Waiver of Community Center Monthly Membership Fee for City Employees and City Council Members; providing a repealing clause; providing a severability clause; and providing an effective date.

Clifford Blackwell, Deputy City Manager, introduced this item and discussed age requirements and stipulations, waiver of fees, and rental fees.

3. Discussion regarding Community Waste Disposal's (CWD) rate increase effective June 1, 2023.

Clifford Blackwell, Deputy City Manager, introduced this item and completed a presentation regarding Section 17 of the contract with CWD, and current and proposed rates.

Mr. Blackwell answered Council's questions related to service issues, penalties for exiting the contract, and if the contract can be amended. He also discussed the

possibility of a CWD representative appearing at the next Council Meeting for a discussion with Council.

4. Presentation of the March 2023 Financial Report.

Clifford Blackwell, Deputy City Manager, completed a presentation regarding the City's revenues, expenditures, and fund balances as of March 2023.

Mr. Blackwell answered Council's questions related to the EPA Community Fund, permitting fees, the General Fund, and the status of the water meter replacement project.

5. Presentation of the Glenn Heights Police Department First Quarter Contact Report.

Nick Bristow, Deputy Chief of Police, introduced this item and completed a presentation regarding contact data points, including traffic stops, race and ethnicity, street address or approximate location of stops, if searches were conducted during traffic stops and the reason why, if contraband was discovered, description of contraband located, results of stops, and motor vehicle contacts and demographics.

Deputy Chief Bristow answered Council's questions related to traffic calming devices, and how data is collected and tracked.

6. Presentation of the Glenn Heights Police Department First Quarter Crime Statistics Report.

Nick Bristow, Deputy Chief of Police, introduced this item and completed a presentation regarding dispatched calls, total calls, arrests and traffic data, calls by priority/response times, Group A crimes, and Group B crimes.

Deputy Chief Bristow answered Council's questions related to possible crime patterns, crimes whose data increased, and how residents can be made aware of crime in their area.

EXECUTIVE SESSION

1. The City Council shall convene into Executive Session:

- A. pursuant to Texas Government Code section 551.071 – Consultation with Attorney, to obtain legal advice regarding an ethics complaint received against a Council Member.

2. The City Council shall reconvene into Open Session and take any action arising from Executive Session:

- A. pursuant to Texas Government Code section 551.071 – Consultation with Attorney, to obtain legal advice regarding an ethics complaint received against a Council Member.

Mayor Pro Tem Harry A. Garrett made a motion to table Executive Session until the next regularly scheduled meeting. Council Member Cornel Benford II made the second. The motion carried with the following record vote:

VOTE 7 Ayes – Brown, Garrett, Mosley, Bruton, Hale, Lightfoot, and Benford

ADJOURNMENT

Mayor Pro Tem Harry A. Garrett made a motion to adjourn. Council Member Travis Bruton made the second. The motion carried with the following record vote:

VOTE 7 Ayes – Brown, Garrett, Mosley, Bruton, Hale, Lightfoot, and Benford

Mayor Sonja A. Brown adjourned the meeting at 8:48 P.M.

Sonja A. Brown, Mayor

Attest:

Brandi Brown, City Secretary
Passed and approved on the 16th day of May 2023

AGENDA SUMMARY SHEET

May 16, 2023

CONSENT AGENDA, ITEM 2

Discuss and take action to approve the City Council Meeting Minutes of the May 8, 2023, Special Called City Council Meeting. (Brandi Brown, City Secretary)

Motion	
Second	
For	Brown, Garrett, Mosley, Bruton, Hale, Lightfoot, Benford
Against	Brown, Garrett, Mosley, Bruton, Hale, Lightfoot, Benford
Abstain	
Approve/ Deny/ Table	

[illegible]

MINUTES OF THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS

MAY 8, 2023

STATE OF TEXAS *

COUNTIES OF DALLAS AND ELLIS *

CITY OF GLENN HEIGHTS *

On the 8th day of May 2023, the City Council of the City of Glenn Heights, Texas, met in a Special Called City Council Meeting in the City Hall, City Council Chambers, located at 1938-C South Hampton Road, Glenn Heights, Texas, 75154, with the following members present:

CITY COUNCIL:

Sonja A. Brown	*	Mayor
Harry A. Garrett	*	Mayor Pro Tem
Sherron Mosley	*	Council Member, Place 1
Travis Bruton	*	Council Member, Place 3
Laymon Lightfoot	*	Council Member, Place 5
Cornel Benford II	*	Council Member, Place 6

STAFF:

David Hall	*	City Manager
Nick Bristow	*	Deputy Chief of Police
Brandi Brown	*	City Secretary
Jefferie Kent	*	IT Support Specialist
Keith Moore	*	Director of Public Safety
Nick Williams	*	Deputy Fire Chief
Chris Womack	*	Lieutenant, Glenn Heights Police Department

CALL TO ORDER

Mayor Sonja A. Brown called the City Council Meeting to order at 7:02 P.M., with a quorum of the City Council present.

INVOCATION

Mayor Pro Tem Harry A. Garrett delivered the Invocation.

PLEDGE OF ALLEGIANCE

Mayor Sonja A. Brown led the assembly in the Pledge of Allegiance.

PUBLIC COMMENT

- There were no Public Comments.

AGENDA

1. Receive and accept David A. Hall's Resignation as City Manager.

David A. Hall, City Manager, offered his resignation, reflected on his career with the City of Glenn Heights, and thanked Council for the opportunity to serve. City Council Members expressed their thoughts and thankfulness for Mr. Hall's service to the City.

Council Member Travis Bruton made a motion to accept David A. Hall's Resignation. Mayor Pro Tem Harry A. Garrett made the second. The motion carried with the following record vote:

VOTE 6 Ayes – Brown, Garrett, Mosley, Bruton, Lightfoot, and Benford

EXECUTIVE SESSION

1. The City Council shall convene into Executive Session:

- A. pursuant to Texas Government Code section 551.071 – Consultation with Attorney, to obtain legal advice regarding an ethics complaint received against a Council Member.

Council Member Travis Bruton made a motion to convene into Executive Session. Council Member Cornel Benford II made the second.

Mayor Sonja A. Brown announced that City Council would convene into Executive Session at 7:13 P.M.

2. The City Council shall reconvene into Open Session and take any action arising from Executive Session:

- A. pursuant to Texas Government Code section 551.071 – Consultation with Attorney, to obtain legal advice regarding an ethics complaint received against a Council Member.

Mayor Pro Tem Harry A. Garrett made a motion to reconvene into Open Session and take any action arising from Executive Session. Council Member Travis Bruton made the second. The motion carried with the following record vote:

VOTE 6 Ayes – Brown, Garrett, Mosley, Bruton, Lightfoot, and Benford

Mayor Sonja A. Brown announced that City Council would reconvene into Open Session at 8:01 P.M.

AGENDA

- 2. Discuss and take action on Resolution R-07-23, a Resolution of the City Council of the City of Glenn Heights, Texas, appointing an Interim City Manager and authorizing the Mayor to execute an Interim City Manager Employment Agreement; and providing an effective date.

Mayor Sonja A. Brown introduced this item.

Mayor Pro Tem Harry A. Garrett made a motion to approve Resolution R-07-23, a Resolution of the City Council of the City of Glenn Heights, Texas, appointing Keith Moore as the Interim City Manager, for an indefinite period of time, and authorizing the Mayor to execute an Interim City Manager Employment Agreement; and providing an effective date of May 8, 2023. Council Member Cornel Benford II made the second. The motion carried with the following record vote:

VOTE 6 Ayes – Brown, Garrett, Mosley, Bruton, Lightfoot, and Benford

3. Discuss and take action on Resolution R-08-23, a Resolution of the City Council of the City of Glenn Heights, Texas, appointing David A. Hall to serve as City Manager Emeritus; and providing an effective date.

Mayor Sonja A. Brown introduced this item.

Mayor Pro Tem Harry A. Garrett made a motion to approve Resolution R-08-23, a Resolution of the City Council of the City of Glenn Heights, Texas, appointing David A. Hall to serve as City Manager Emeritus May 8, 2023; and providing an effective date of May 8, 2023. Council Member Cornel Benford II made the second. The motion carried with the following record vote:

VOTE 6 Ayes – Brown, Garrett, Mosley, Bruton, Lightfoot, and Benford

4. Discuss and take action on Resolution R-09-23, a Resolution of the City Council of the City of Glenn Heights, Texas, approving a Consulting Services Agreement with David A. Hall and authorizing the Mayor to execute said agreement; and providing an effective date.

Mayor Sonja A. Brown introduced this item.

Mayor Pro Tem Harry A. Garrett made a motion to approve Resolution R-09-23, a Resolution of the City Council of the City of Glenn Heights, Texas, approving a Consulting Services Agreement with David A. Hall, and authorizing the Mayor to execute said agreement; and providing an effective date of June 5, 2023. Member Cornel Benford II made the second. The motion carried with the following record vote:

VOTE 6 Ayes – Brown, Garrett, Mosley, Bruton, Lightfoot, and Benford

ADJOURNMENT

Council Member Laymon M. Lightfoot made a motion to adjourn. Mayor Pro Tem Harry A. Garrett made the second. The motion carried with the following record vote:

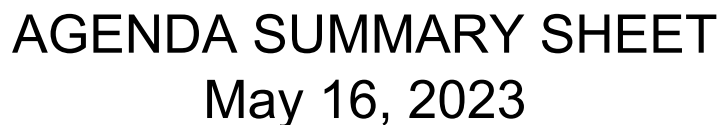
VOTE 6 Ayes – Brown, Garrett, Mosley, Bruton, Lightfoot, and Benford

Mayor Sonja A. Brown adjourned the meeting at 8:08 P.M.

Sonja A. Brown, Mayor

Attest:

Brandi Brown, City Secretary
Passed and approved on the 16th day of May 2023



Discuss and take action to approve Ordinance O-01-23, an Ordinance of the City Council of the City of Glenn Heights, Texas, amending the City of Glenn Heights Code of Ordinances, Appendix A, "Fee Schedule", to add Youth and Corporate Membership Rates and Waiver of Community Center Monthly Membership Fee for City Employees and City Council Members; providing a repealing clause; providing a severability clause; and providing an effective date. (Second Reading) (Clifford Blackwell, Deputy City Manager)

[illegible]

ORDINANCE NO. O-01-23

AN ORDINANCE OF THE CITY OF GLENN HEIGHTS, TEXAS, AMENDING THE CITY OF GLENN HEIGHTS CODE OF ORDINANCES, APPENDIX A, "FEE SCHEDULE" TO ADD YOUTH AND CORPORATE MEMBERSHIP RATES AND WAIVER OF COMMUNITY CENTER MONTHLY MEMBERSHIP FEE FOR CITY EMPLOYEES AND CITY COUNCIL MEMBERS; PROVIDING A REPEALING CLAUSE; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the existing fees for services offered by the City of Glenn Heights are set forth in the City's Code of Ordinances at Appendix A, "Fee Schedule"; and

WHEREAS, City staff has recommended that the fees charged for monthly membership to the Community Center be waived for currently employed full-time and part-time City employees and members of the City Council; and

WHEREAS, City Staff has further recommended that the fees charged for Community Center membership be amended to include resident and nonresident youth rates and a corporate membership rate; and

WHEREAS, the City Council has determined that it is in the best interest of the health, safety and public interest of the residents and businesses within the City to amend the Fee Schedule to reflect the proposed amendments as more particularly set forth herein.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GLENN HEIGHTS, TEXAS:

SECTION 1. Appendix A, "Fee Schedule," of the City of Glenn Heights Code of Ordinances is hereby amended by amending Section A12.001, "Parks and Recreation", at its subsection (c), "Community Center Membership Fees" and subsection (d) "Community Center Daily Use Fees" to read as follows:

“(c) Community Center Membership Fees:

- | | |
|---|----------|
| (1) Monthly Membership Resident Youth (age 6-17) | \$ 12.00 |
| (2) Monthly Membership Nonresident Youth (age 6-17) | \$ 15.00 |
| (3) Monthly Membership Resident Senior (age 55+)/Military | \$ 15.00 |
| (4) Monthly Membership Single Adult -Resident | \$ 20.00 |
| (5) Monthly Membership – Single Adult Nonresident | \$ 40.00 |
| (6) Monthly Membership Family- Resident | \$ 40.00 |
| (7) Monthly Membership Family – Nonresident | \$ 80.00 |
| (8) Annual Membership Resident Youth (age 6-17) | \$120.00 |

(9)	Annual Membership Nonresident Youth (age 6-17)	\$150.00
(10)	Annual Membership Single Adult – Resident	\$200.00
(11)	Annual Membership Single Adult – Nonresident	\$400.00
(12)	Annual Membership Family – Resident	\$400.00
(13)	Annual Membership Family – Nonresident	\$800.00
(14)	Annual Corporate Membership Package (up to 6 adults from one business entity)	\$800.00
(15)	Youth Room Fee	\$ 3.00

*For purposes of this subsection (d), “Family” means persons who live in the same household and who are related by blood or marriage, such that they may be claimed as a spouse, domestic partner, or dependent.

The monthly membership fee will be waived for any currently employed, full-time or part-time employee of the City of Glenn Heights, as well as any councilmember serving an active term. The waiver does not apply to family memberships; however, family members of current full-time and part-time employees will be allowed to pay a resident’s rate for memberships and daily use fees.”

(d) Community Center Daily Use Fees:

(1)	Youth (age 6-17) – resident and nonresident	\$ 5.00
(2)	Adult (18 years and older) resident	\$ 5.00
(3)	Adult (18 years and older) – nonresident	\$10.00”

SECTION 3. If any section, sentence, clause or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this ordinance.

SECTION 4. All provisions of the ordinances of the City of Glenn Heights, Texas in conflict with the provisions of this Ordinance be, and the same are hereby repealed and all other provisions of the ordinances of the City not in conflict with the provisions of this Ordinance shall remain in full force and effect.

SECTION 5. This Ordinance and the fees established herein shall take effect upon passage. Of this Ordinance.

DULY PASSED by the City Council of the City of Glenn Heights, Texas on this the 16th day of May 2023.

APPROVED:

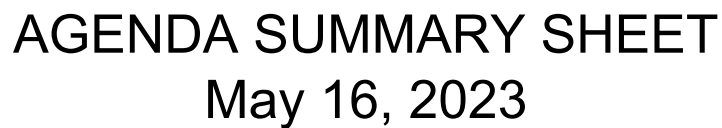
Sonja A. Brown, Mayor

ATTEST:

Brandi Brown, City Secretary

APPROVED AS TO FORM:

Victoria W. Thomas, City Attorney
(042323vwtTM134690)



Receive and discuss presentation by Community Waste Disposal's (CWD) annual report to Council and cost estimate for a transition to once per week recycling service. (Clifford Blackwell, Deputy City Manager)

[illegible]



April 13, 2023

Clifford Blackwell
Deputy City Manager
City of Glenn Heights
1938 S. Hampton Rd
Glenn Heights, TX 75154

RE: Request for Cost Adjustment Effective June 01, 2023

Dear Clifford:

In accordance with the Agreement for Solid Waste and Recycling Collection, Remove and Disposal Services contract, Community Waste Disposal (CWD) may request an annual cost adjustment. This notice is to inform you of our request for Cost Adjustment effective June 01, 2023. Attached is a new schedule "A" outlining the changes in rates. Also included is the CPI index, the Henry Hub Natural Gas Spot Prices, and a worksheet that recaps the changes in disposal, fuel, and landfill.

The information below reflects a sample of the adjustments for Glenn Heights's customer base.

2022 Residential rate	\$ 13.74	2022 Commercial 1x8x1	\$ 192.33
2023 Residential rate	\$ 14.52	2023 Commercial 1x8x1	\$ 202.47
2022 Additional Cart rate	\$ 6.65	2022 Commercial 35 SC Haul	\$ 533.64
2023 Additional Cart rate	\$ 7.03	2023 Commercial 35 SC Haul	\$ 561.98

If you would like to schedule a meeting with City Management/Staff to discuss CWD's 2023 cost adjustment. Please contact CWD's Municipal Coordinator, Nicole Roemer at 972.392.9300 ext. 2070 (office) or at 972.375.4646 (cell).

Sincerely,

Chyna Nguyen
Accounts Receivable Manager

Enc: CPI statistical summary data
Henry Hub natural gas spot prices
Adjustment worksheet
Schedule A

CC: Greg Roemer
Jim Huyck
Jason Roemer
Nicole Roemer

2010 California Crossing Road
Dallas, Texas 75220-2310
Telephone
972.392.9300 or 817.795.9300
Facsimile
972.392.9301



Partners Since 2022



CommunityWasteDisposal.com
Since 1984

Council Meeting Presentation

May 16, 2023

Greg Roemer
President

Nicole Roemer
Municipal Director



Partners Since 2022





Partners Since 2022

CWD Presentation

2022 Annual Review
2023 Cost Adjustment

for the
City of Glenn Heights



Residential Services

Trash Collection



Partners Since 2022



**Trash is serviced once per week in a CWD-provided
95-gallon gray cart.**



Residential Services

Bulk & Bundled Brush Collection



Partners Since 2022



Up to two (2) cubic yards of bulky waste is collected weekly. Tied and bundled brush, set out in unlimited amounts, is also accepted.



Residential Services

Recycling Collection



Partners Since 2022



Recycle is serviced every other week in a CWD-provided 95-gallon **blue** cart.

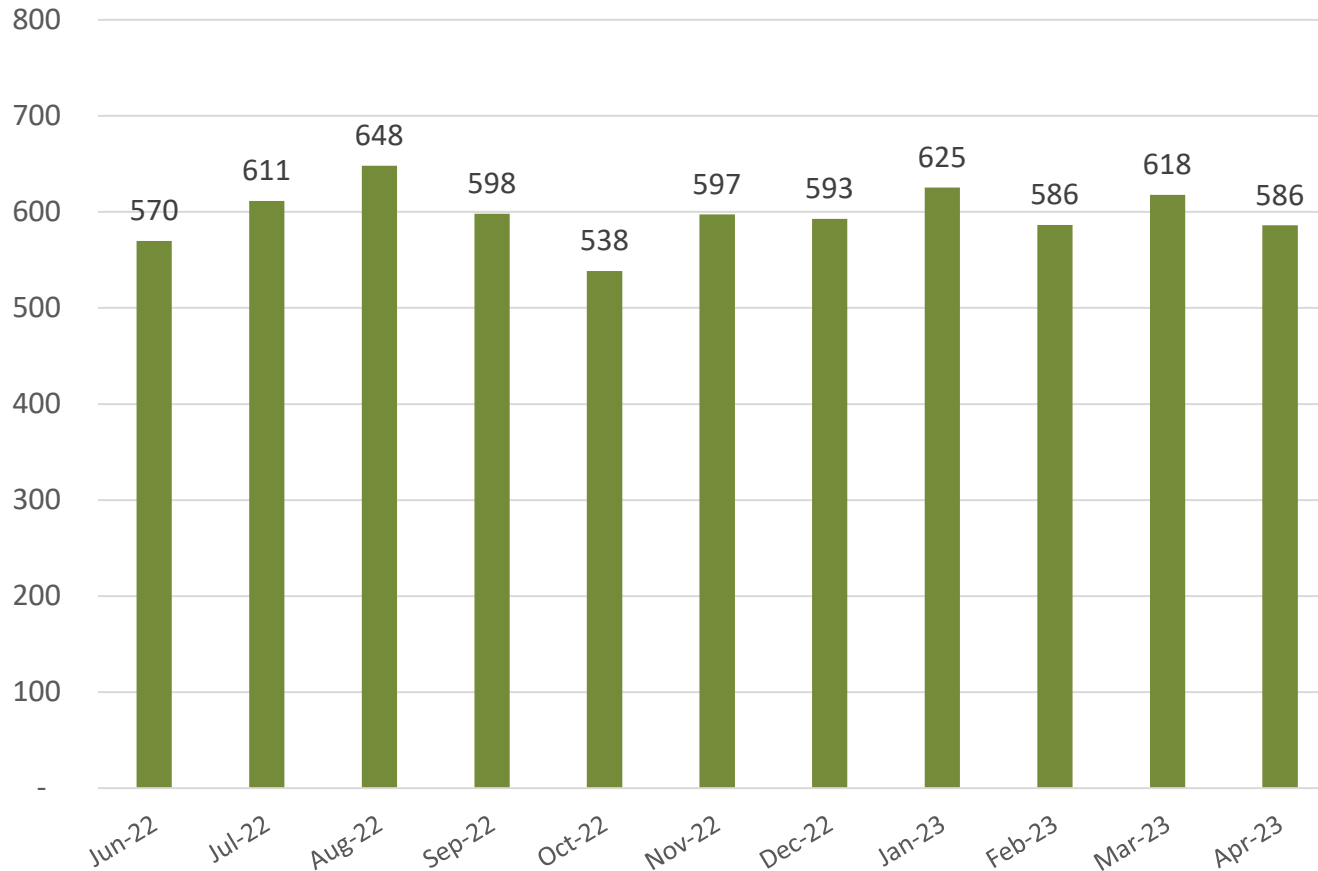


City of Glenn Heights Data

Residential Solid Waste Tonnage



Partners Since 2022



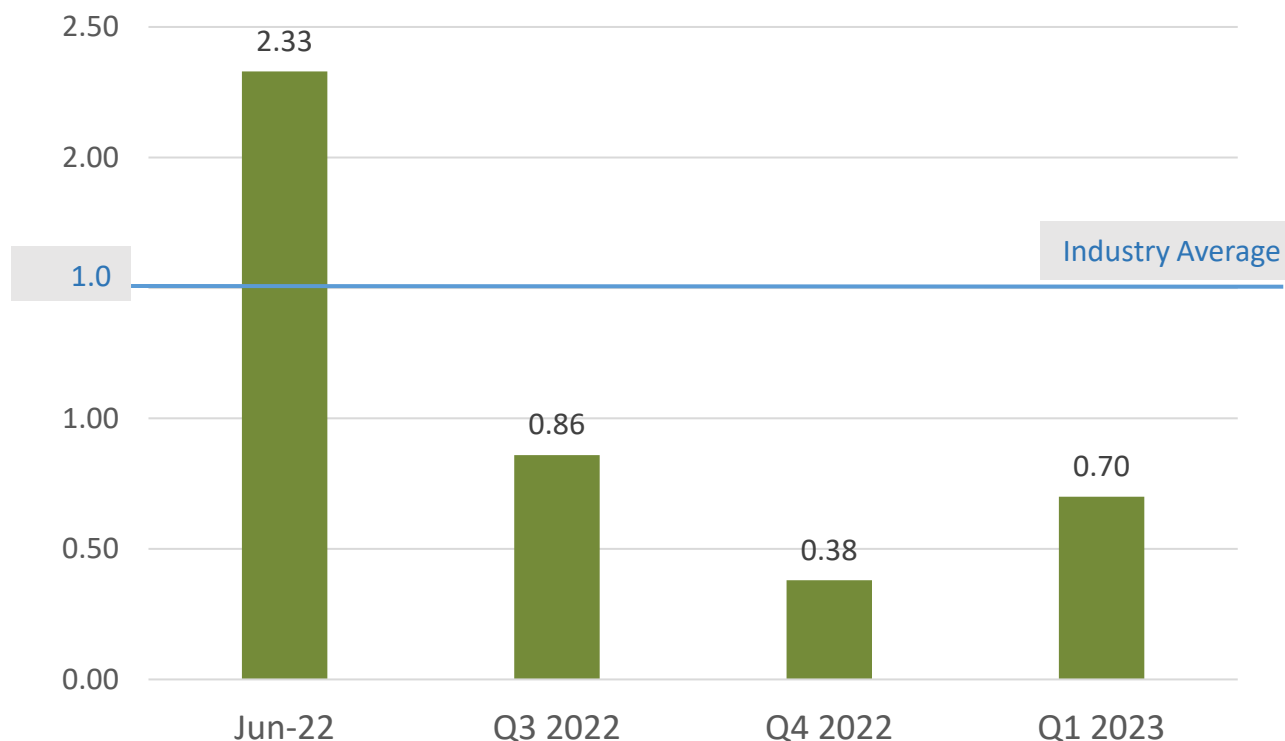
CWD collected over 6,571 tons of solid waste June 22' – April 23'





City of Glenn Heights Data

Customer Inquiries per 1,000 Service Opportunities



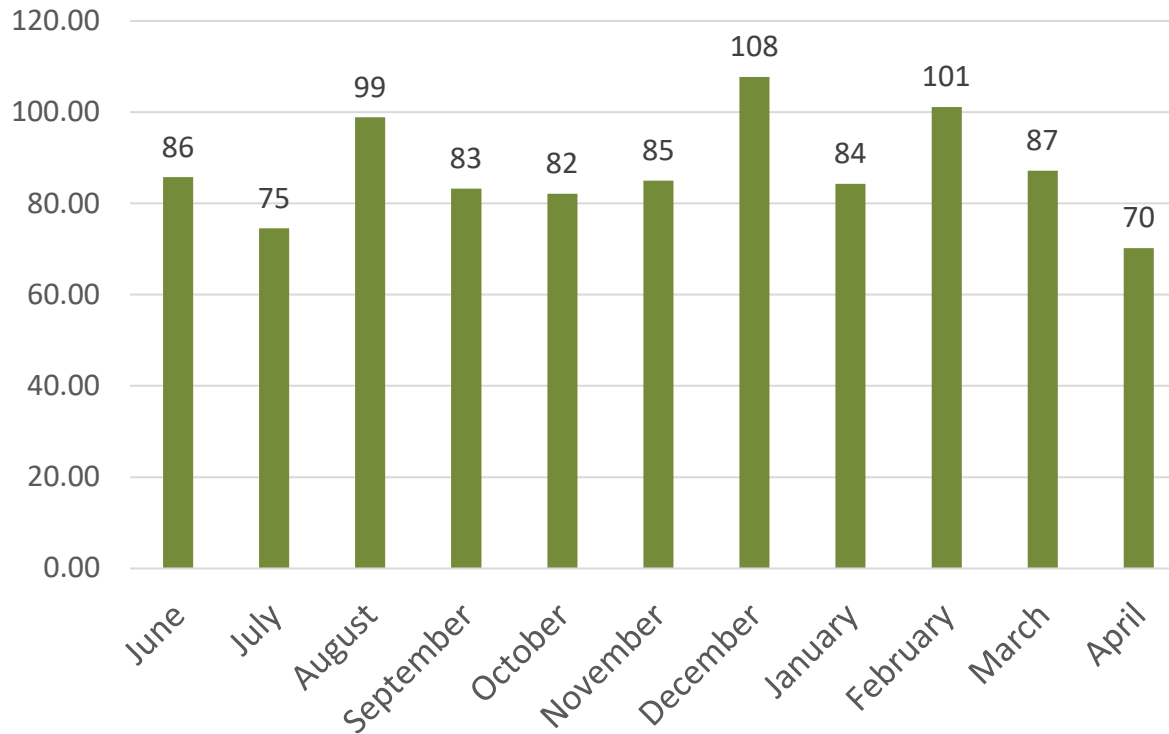
Over last 6-months there has been a 32.4% decrease in Residential grievances compared to prior 5-months

City of Glenn Heights Data

Recycled Tons per Month



Partners Since 2022

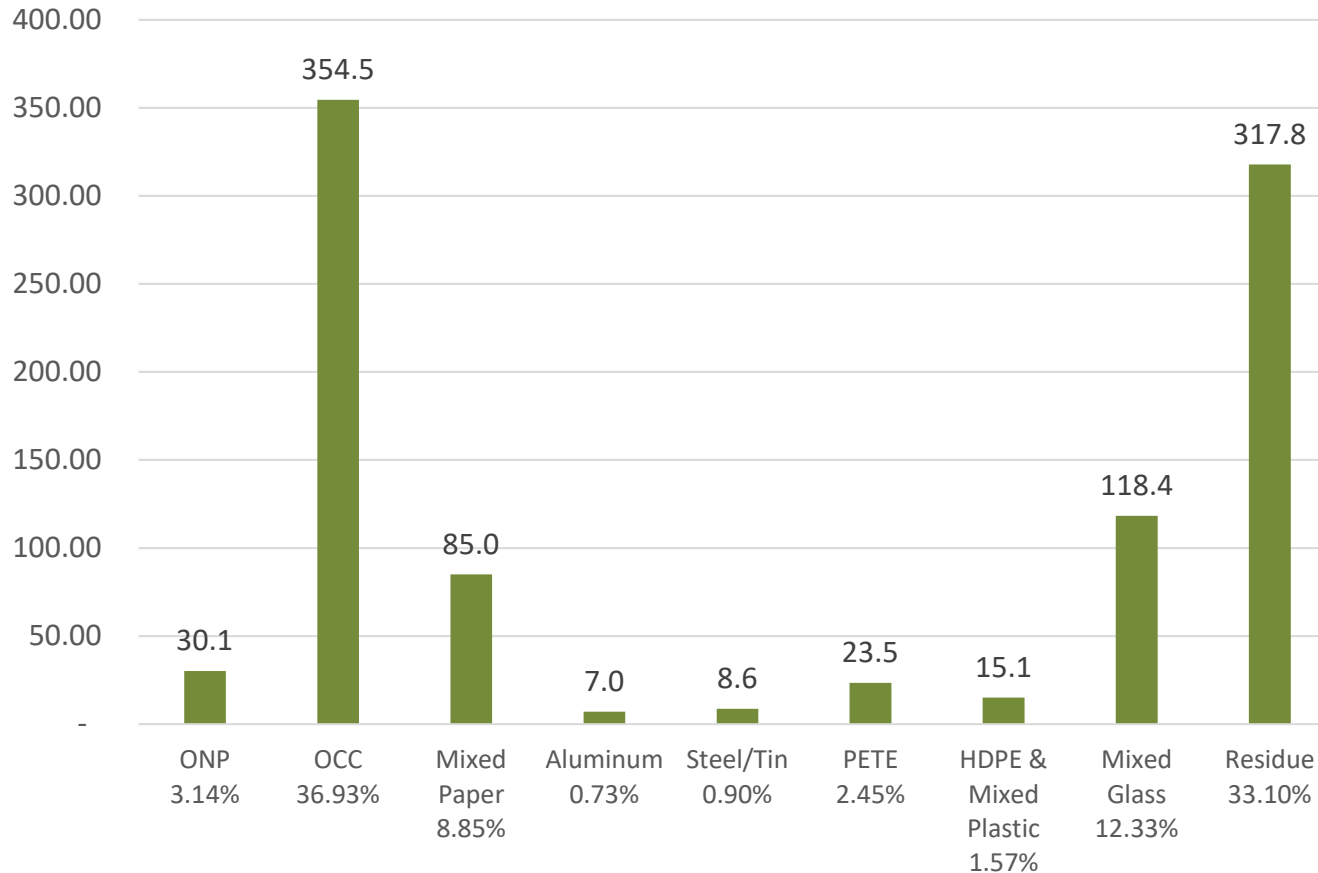


Residents recycled 960 tons of material June 22' – April 23'.



City of Glenn Heights Data

CWD Commodity Breakdown / Glenn Heights Recycle Tons



Residents recycled 960 tons of material June 22' – April 23'.



City of Glenn Heights Data

Commercial Trash and Recycling

		Frequency of Pickup				
Size		1	2	3	4	5
Trash	2yd	4	-	-	-	-
	3yd	1	-	-	-	-
	4yd	8	-	1	-	-
	6yd	10	1	-	-	-
	8yd	7	15	8	-	4
Recycle	4yd OCC	2				
	8yd OCC	5				



CWD collects 59 commercial solid waste containers and 7 commercial recycling containers each week.

Door-side HHW & Used Electronics Glenn Heights Going Green from Home



Partners Since 2022

CWD's Door-side Collection

for Household Hazardous Waste and Used Electronics

- 1** Call CWD to request a packet and schedule a pickup.



- 2** Gather your HHW and used electronics, carefully package them according to the directions, and leave them on your doorstep.



972.392.9300

Option 2

- 3** Watch as your items are carefully collected and transported to CWD for safe disposal.



Residents contact CWD Customer Service (phone, email or mobile app) to schedule a collection.

CWD Customer Service mails the resident a collection kit

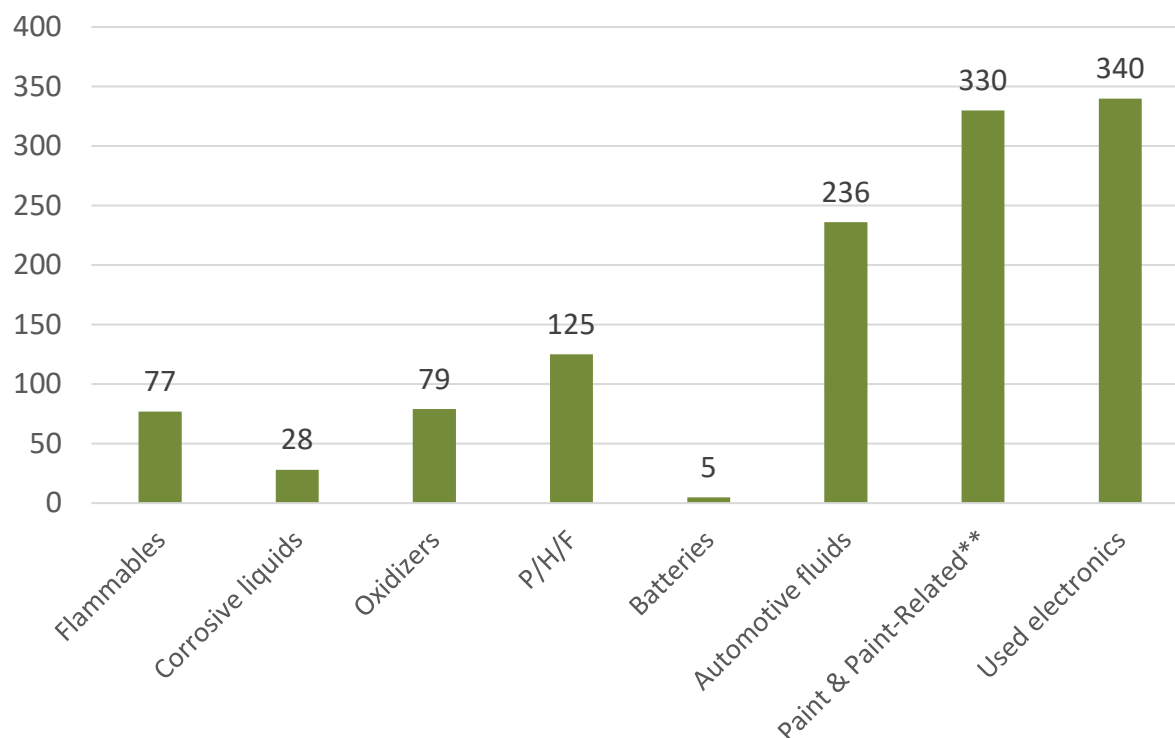


Door-side HHW & Used Electronics Glenn Heights Going Green from Home



A Door-side Collection Driver makes pickups every 3rd Thursday of the month

Door-side HHW & Used Electronics Glenn Heights Going Green from Home



Glenn Heights residents properly diverted 4,193 pounds from the landfill.

*** Paint & Paint Related is shown in 100's = 3,330 pounds collected*

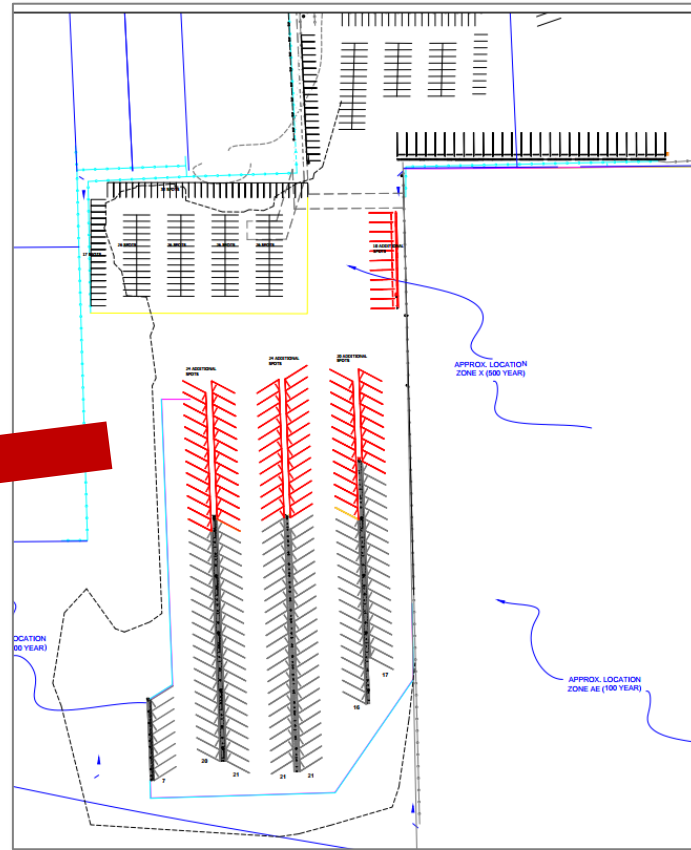


CWD Company Update

CNG Truck Parking Expansion

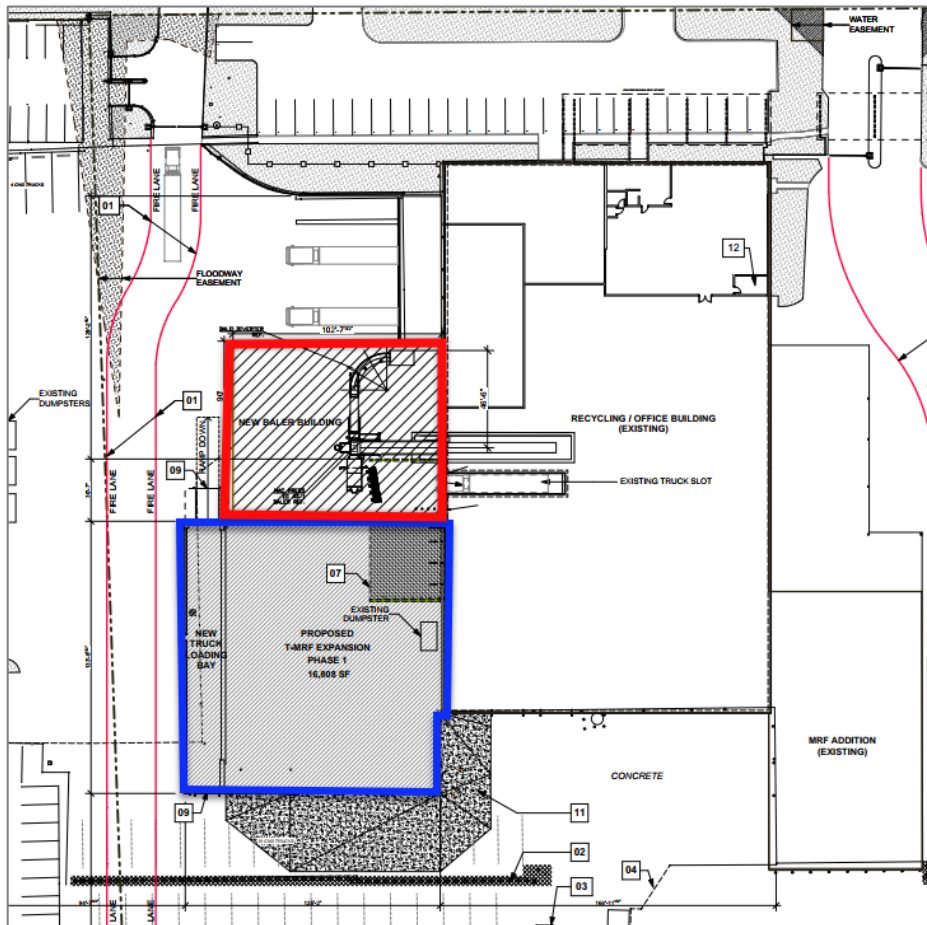


Partners Since 2022



CWD Company Update

Transfer Station Expansion



CWD Company Update

Equipment Purchases & Maintenance Shop

- CWD has 45 collection vehicles on order to arrive by end of 2024
 - All replacement, internal growth, and additional 12 chassis
- Expanded CWD maintenance shop bays by 30% in Q4 2022



Community Partnership Paint Reuse Program



Partners Since 2022



CWD's Paint Reuse Program is an environmentally friendly way to make use of old paint. Latex and oil-based paint is available in one-gallon and five-gallon cans, in various shades of beige.

Since the program's introduction four years ago, CWD has distributed a total of 8,514 gallons of free paint.

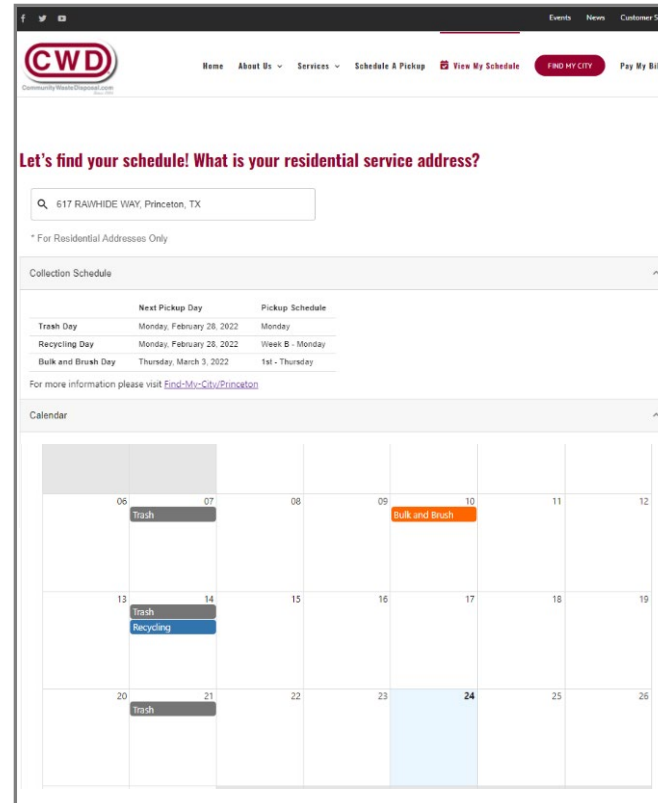


Additional Services

CWD Mobile App



Easily manage trash and recycling accounts via CWD's mobile app!



Quickly search for address-specific service information via CWD's new "View My Schedule" tool!



City of Glenn Heights

2023 Cost Adjustment



Contract Cost Adjustment Model

Public Index Changes

- Terms of Contract
- 3 Public Indices
 1. CPI-U (DFW All Urban - Less Energy)
 2. Fuel (CNG)
 3. Disposal (McCommas Bluff Landfill)
- 2022-2023 Index Changes
 - CPI-U + **7.60 %**
 - Fuel (CNG) – **(41.39)%**
 - Disposal + **8.00%**

SYSTEM CHART

	F/L	R/O	R/O Excessive Weight	Resi Trash	Resi Rcy
CPI	65%	55%	0%	66%	84%
CNG Fuel	5%	5%	0%	4%	5%
Disposal	30%	40%	100%	30%	11%
	100%	100%	100%	100%	100%



City of Glenn Heights

June 1, 2023 Cost Adjustment Model

CALCULATED ADJUSTMENT

	F/L	R/O	R/O Excessive Weight	Resi Trash	Resi Rcy
CPI	4.91%	4.16%	0.00%	4.99%	6.35%
CNG Fuel	-2.07%	-2.07%	0.00%	-1.66%	-2.07%
Disposal	2.40%	3.20%	8.00%	2.40%	0.88%
Total	5.24%	5.29%	8.00%	5.73%	5.16%

2022 Residential Rate to CWD \$13.74

2023 Residential Rate to CWD \$14.52

2022 8 Yard Twice a Week to Customer \$355.87

2023 8 Yard Twice a Week to Customer \$374.62

2022 35 Yard Compactor Haul to Customer \$533.64

2023 35 Yard Compactor Haul to Customer \$561.98



Partners Since 2022



City of Glenn Heights

Increased Service Opportunities



Residential Recycling



Partners Since 2022

- Current program collects recycling every other week for a June 1, 2023 net rate to CWD of = **\$3.91**
- City Staff has requested a quote from CWD to increase recycling collection **to 1xWeek**
- CWD can provide this increased service for an **additional \$1.80** per home per month
 - New recycling rate would be \$5.71 per home per month
 - Additional recycling cart rate would be increased to \$4.28 per additional cart per month
 - 1xWeek recycle rate would be adjusted annually per the contract Cost Adjustment Model
- CWD can offer this service effective June 1st should the increase be approved



Residential Loose Brush

Current Program

- CWD collects up to two (2) cubic yards of bulky waste and unlimited tied and bundled brush.
- Loose brush is not collected under the current routine bulk pickup. Residents do have the option to contact CWD for a paid special collection.

City Staff has requested a quote to add loose brush as part of the weekly two (2) cubic yard bulky waste collection guidelines.

Revised Program

- CWD can provide the collection of up to two (2) cubic yards of bulky waste and/or loose brush for an **additional \$0.30** per home per month
- All loose brush must be neatly stacked into no more than two (2) cubic yard piles and no single limb can be in excess of five (5) feet or weigh more than 50 pounds per limb.
- Piles in excess of two (2) cubic yards will be tagged as out of compliance. Residents have the option to:
 - Separate out two (2) cubic yards for routine collection the following week
 - Contact CWD for a paid special collection, which would not require the pile to be separated



Saved Resources



Partners Since 2022

The City of Glenn Heights

Recycled 960 Tons between June 22' – April 23'

SAVING:

16,320 Trees

364,800 Gallons of Oil

6,720,000 Gallons of Water

3,168 Yards of Landfill Space

3,936,000 Kilowatt Hours of Electricity



Greening a Generation

Thank You for a Successful Year



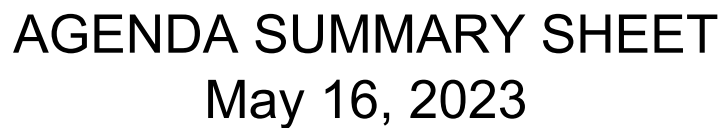
**Your new CWD artisan chair is made from
100% recycled materials.**



**Working Together
To Bring You More**

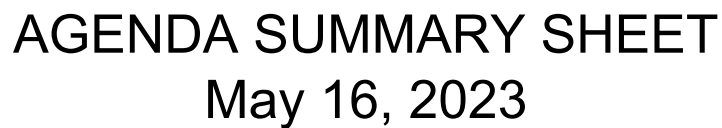


CommunityWasteDisposal.com
Since 1984



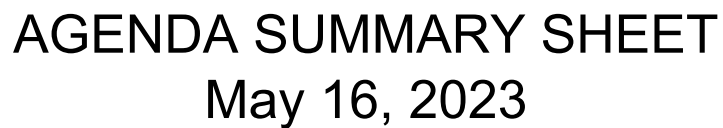
Presentation on Glenn Heights Community Center Programming. (Jerry Wallace, Parks and Recreation Superintendent)

[illegible]



Discuss and take action to reappoint three (3) members to serve on the Citizens Police Advisory Committee to fill vacant seats in Places 1, 3, and 5. (Nick Bristow, Interim Chief of Police)

[illegible]



Discuss and take action authorizing the Interim City Manager to enter into an agreement with a search firm for executive recruitment services. (David Hall, City Manager Emeritus)

[illegible]



Corporate
Address:
PO Box 794
Hershey PA 17033

www.affionpublic.com
888.321.4922 toll free
717.214.4922 local



04/26/2023

Jaynice Porter-Brathwaite
Human Resources Director
1938 S Hampton Road
Glenn Heights, TX 75154

Dear Jaynice,

Thank you for the opportunity to submit our offer of executive search and recruiting services for the City Manager position.

Affion Public is an executive search firm that specializes in identifying and placing exceptional executive level candidates within the public sector. We have built a successful practice on placing public sector executives and have a reputation for developing excellent working relationships with the clients we serve.

Our partnership approach and high quality of work fosters the level of comfort our clients' value and deserve. With our high touch style, we'll be able to provide you with the attention that you warrant and deserve for this very important search. Our search process and collaborative approach has enabled Affion Public to conduct multiple searches for the majority of the clients we serve.

We differentiate ourselves from our competition by seeking out passive, as well as active candidates that will best meet the needs of our clients. By conducting searches in this manner, we are able to provide a tailored pool of candidates rather than recycling the same candidates search after search. Our commitment to diversity and success at targeting minority candidates has also helped to set us apart from other firms.

On behalf of Affion Public, we will be thrilled to be your firm of choice! Please feel free to contact me directly at 717-576-9847 or via email at reilly@affionpublic.com. I look forward to speaking with you in the near future.

Best Regards,

A handwritten signature in black ink, appearing to read "Scott Reilly".

Scott Reilly
CEO, Affion Public

Delivering Leaders.



**City of Glenn Heights, TX
Executive Search Services
City Manager
04/26/2023**

Corporate Mailing Address:

**P.O. Box 794
Hershey, PA 17033
888-321-4922
www.affionpublic.com**



Table of Contents

<u>Table of Contents</u>	2
<u>Company Profile</u>	3
<u>Why Affion?</u>	3
<u>What We Do Differently</u>	4
<u>Relevant Search Experience</u>	5
<u>Objectives and Approach</u>	6
<u>Statement of Diversity</u>	11
<u>Sustainability Efforts</u>	11
<u>Individuals Assigned to Search</u>	12
<u>Cost</u>	15
<u>Guarantee:</u>	15
<u>Reference List</u>	16
<u>Client List</u>	17

Affion Disclaimer

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Company Profile

Affion Public is deeply rooted in the public sector, providing executive search services for state and local government, education and non-profit organizations since 2000.

Our executive search division specializes in identifying the nation's best and brightest executives and delivering those individuals to our public sector clients. Our partners are typically state, county, city, and government organizations as well as non-profits. Recognized as a leader in public sector executive searches, Affion has attained "preferred" vendor status or an exclusive relationship with a majority of its client partners.

Affion's corporate address is P.O. Box 794, Hershey, PA 17033.

Why Affion?

We are different. As a company, our strengths lie in our people, our passion, and our commitment. Affion employs an extremely talented group of professionals that bring a diverse set of skills and an average of over 10 years of experience in government and private sector venues. Extraordinary, trusted client partnerships have separated us from others in the industry. Embracing a small business approach has enabled the entrepreneurial spirit of Affion, while also ensuring a personalized approach and customized solution for our partners.

It is our unique understanding of the complexities of the public sector that gives us an edge. We know what to challenge potential candidates on, and we know how to discern and qualify the very specific set of skills an executive needs in order to succeed within the public realm. Our particular expertise lies in our ability to reach out to and ultimately attract the best and the brightest into the public executive domain. Short and long term, Affion is looking for valued, long-lasting partnerships, where we can have a real and positive effect for our client.

Our public sector team provides a full range of customized executive recruiting and management consulting services. Particular areas of expertise lie within strategy, human resources, process and solutions. We have served in an advisory capacity to state, city, and municipal governments across the country.

Historically, our specialized executive recruitment services have been client driven. By building strong client partnerships, and practicing due diligence, we gain an invaluable understanding of the mission, motivation and culture of our client. This has allowed us to successfully recruit across all departmental disciplines and ultimately to provide top executives to an array of governmental agencies and authorities (e.g. Information Systems, Public Safety, Engineering, Health and Human Services, Water Utilities, Economic Development, Assistant City Managers, City Managers, etc.).



What We Do Differently

Our executive search goal is to specify, identify, qualify and deliver candidates that meet or exceed your expectations. After consulting with client executives and stakeholders, we utilize a systematic search methodology to customize and tailor the ideal candidate and position profile to meet the specified need.

Targeting organizations that are similar to our client, we set out to find individuals that meet and exceed the background, education, experience, and personal characteristics required. This is done in a highly confidential manner and in compliance with applicable legal standards. Once a potential candidate has been identified, they will enter into a rigorous qualifying process to further establish the “fit”. A comprehensive confidential report on each of the selected candidates is prepared to include pertinent information relative to the candidates work history and background. A professional appraisal of the candidates’ competencies compared to the specific requirements will be provided as a continuum to the report. In the form of a portfolio presentation, we meet with the stakeholders to make our recommendations. We deliver individuals that are competent, qualified, and capable. We deliver solutions.



Relevant Search Experience

City of Austin, TX

- City Manager (2008)

City of Broken Arrow, OK

- City Manager (2012; 2015)

City of College Station, TX

- City Manager (2018)

City of Columbia, MO

- City Manager (2011)

City of Commerce City, CO

- City Manager (2021)

City of Dallas, TX

- City Manager (2016)

City of Dublin, OH

- City Manager (2022)

City of East Lansing, MI

- City Manager (2012)

City of El Paso, TX

- City Manager (2014)

City of Frisco, TX

- City Manager (2022)

City of Galveston, TX

- City Manager (2012)

City of Huntsville, TX

- City Manager (2008)

City of Hollywood, FL

- City Manager (2012)

City of Irving, TX

- City Manager (2006)

City of Kirkwood, MO

- Chief Administrative Officer (2014)

City of Kyle, TX

- City Manager (2023)

City of Leander, TX

- City Manager (2011)

City of Marshall, TX

- City Manager (2014)

City of McKinney, TX

- City Manager (2008)

City of Morgantown, WV

- City Manager (2010)

City of North Richland Hills, TX

- City Manager (2009)

City of Plano, TX

- City Manager (2011)

City of Round Rock, TX

- City Manager (2011)

City of San Antonio, TX

- City Manager (2006)

City of San Marcos, TX

- City Manager (2008)

City of Shawnee, OK

- City Manager (2015)

City of Springfield, MO

- City Manager (2008)

City of Taylor, TX

- City Manager (2019)

City of Thornton, CO

- City Manager (2015)

Delaware County, PA

- Executive Director (2020)



Objectives and Approach

1. **Establishing the Timeline** – we will work closely with you to determine your ideal start date for your executive and then work to make sure that we agree on all target dates and activities.
2. **Input from Key Decision Makers** – we will meet with all parties who will be impacted by this executive to seek input, which will also help us understand the company, the people and the working environment. This can include setting up public forums to engage the community in assisting in the process.
3. **Developing the Candidate Profile** – through extensive interviews we will gain a complete understanding of the mission and goals of the company and begin to create the profile of the executive you are seeking.
4. **Candidate Pool and Search Techniques** – we will use our own extensive internal database, our personal and professional connections, competitor intelligence, targeted recruiting, industry specific sourcing and other recruiting tools to begin to identify the perfect candidate.
5. **Screening Process** – we will conduct interviews to qualify each candidate, whether it is an internal candidate or an external one, prior to presentation to you, and will conduct an extensive background check on each potential candidate.
6. **Selecting Candidates for Client Review** – we will present the key decision makers with a portfolio of candidates for consideration and will discuss each candidate's skills and qualifications in detail.
7. **Choosing the Finalists and the Interview** – once the client has reviewed the candidates and has selected the finalists, interviews with the key decision makers or the selection committee will begin.
8. **Hiring** – all candidates will have been pre-qualified on the salary range; benefits and we will assist in all final employment matters.

Developing the Candidate Profile

Affion's approach to executive searches is a very personal and systematic one. Our success is dependent on the access and information granted to us by the client organization, so that we can gather all the information possible to have a true understanding of the client's needs. Only if we know the organization intimately and develop a very thorough and detailed profile of the ideal candidate, can we be assured of the right match for the organization and the individual who is ultimately selected.

We pride ourselves in the value we bring to the table by working with the client to develop the profile of the ideal candidate from which to conduct our search. We do this by spending a great deal of time with the chief decision makers, elected officials, etc. at the very beginning, learning the history of the position, the mission and goals of the organization, the past successes and failures of the position, staff, budget and virtually everything the selected candidate would need to have experience and success addressing. In order for us to locate the ideal leader for an organization, we must know where that organization wants to go and what it will take to get it there.

Each search is different, and we invest as much time in getting to know the style and organizational culture of our client as we do getting to know each candidate under consideration. We develop a strong relationship with the decision makers and people with whom the potential candidates would be working to ensure the right match. We spend time with the decision maker(s) to understand their idea of the "ideal" candidate, their own management style, and what the position means to them and to the organization. We learn and adopt the organization's vision, so that we are able to recruit candidates who will embrace those goals and lead a strategy that will support that vision.

We prefer to interview other successful executives at the peer level of the vacant position to get an understanding of the kind of leaders who are successful in the organization. We also find it valuable to interview some subordinate level staff, if possible, to assess some of the challenges or strengths within the current resources that the incoming executive would find.

These early stages of the search are, in our mind, the most important. Our entire search team, including our assigned recruiter(s), is involved in this information gathering/ relationship process from the beginning so we all know exactly what our client is seeking in applicants and are qualifying candidates on the client's organizational culture.

For national searches, our team also investigates the community in which the position resides. We investigate the public and private school options, and even spend time with a realtor to get a feel of the local housing market for relocation. All of this helps us when we screen and sell candidates on the position.

From the interviews and fact gathering, we will prepare a comprehensive candidate recruitment profile for the position, with the desired qualifications and characteristics, for approval by the client's designee(s). It is from this customized profile that we conduct our systematic search.

Input from Stakeholders

The first steps in any search begin with our onsite stakeholder meetings. The purpose of the stakeholder interviews is to allow Affion an intimate understanding of the organization, the people and the environment. These interviews are how we develop the two key profiles in which the search is built around. The first profile is the position profile. The position profile includes not only the requirements the successful individual will possess but also what they will be doing on a daily, weekly and monthly basis. This profile is critical in analyzing the potential candidate's previous experience. The second profile is the candidate profile in which we spoke previously about. This profile allows Affion to define the type of individuals that will be successful in your organization.

The stakeholder meetings begin with developing the list of individuals that will be working directly with this person. This list should include whomever the individual is responsible for reporting to and anyone who may be directly involved with the hiring and interview process. Affion is committed to spending as much time as necessary on the stakeholder meeting to ensure a successful placement.

The stakeholder meetings are approximately one-hour interview session in which our team will ask probing questions to what will make the candidate successful. These are generally done on an individual basis.

Additional stakeholder meetings including public input will be scheduled at the discretion of the selection team. We have a long history of being very inclusive with our stakeholder process and often meet with community leaders, business leaders, civic and religious leaders as well as neighborhood associations.

Candidate Pool

Affion is a relationship driven, select targeting firm. We use our own internal database to draw upon potential candidates with whom we have built relationships and/or referrals. We use the telephone to reach out to referrals and candidates initially. We use the Internet as well as select research firms to investigate credit, criminal and other background checks and to obtain any written publications authored by, or regarding, the candidates. Beyond this limited use of technology, our efforts are all carried out in person. We post the job on the Internet or advertise in print as required by the client organization. Even our utilization of networks of professional or trade associations, is done in person. This personal approach is how we have been most successful in targeting and attracting the best and most diverse selection of candidates.

Each Affion recruitment effort is customized specifically to the client organization's needs and preferences. One of the additional values achieved from the time we spend in the beginning is getting to know the client organization and its culture and obtaining mutual agreement on a process that works for both of us. While we have a very strict and systematic internal qualifying/screening process, it is only visible to the client in the result it produces. Any processes external to our qualifying/screening process may be modified to accommodate the client's organizational needs.

Affion Process in Screening

While the general steps outlined herein are the basis of the Affion search, flexibility is built into our model to accommodate a particular client's preferences. Our search is customized to best meet the needs of our client and as long as we are not asked to forego steps to ensure quality, modifications or additions can be made.



Sourcing/Recruiting Candidates

Our senior executive recruiters (100% dedicated to this search) will identify candidates who have been successful in like organizations in similar positions. We search from a variety of sources to ensure development of a broad representative pool in terms of affirmative action efforts and experience; including our own network of contacts and files; public or private entities, professional and other associations and organizations related to the position and referrals. We do targeted advertising in publications specific to the position.

Targeted Recruiting

Affion maintains a national database through extensive networks in industry specific business groups, trade and professional organizations. To further ensure a diverse candidate pool, we also source candidates from professional organizations and networks that are ethnic and gender specific. We reach out to a variety of sources to collectively find the best talent available.

As a result of our previous and ongoing recruiting efforts within government and quasi-government organizations, (local, city, county, and state) Affion has, and continues to build, an expansive network of candidates that includes the best and the brightest in the public sector. That network of candidates exemplifies our professional commitment to building valued relationships, knowing the individuals' experience and leadership styles, and understanding their needs and career goals. By operating within these guidelines, our deliverable to our client results in being a known and trusted entity.

Screening/Qualifying Candidates

Our senior executive recruiter conducts preliminary screening interviews of all candidates and the most promising candidates to determine their qualifications, pertinent accomplishments, experience, ability to meet special needs of the position and their interest in being considered. Preliminary screening will be based on a resume rating developed from criteria contained in the customized Candidate Recruitment Profile, information contained in the resumes submitted to Affion, and Affion's knowledge of the people and organizations with whom and in which we work. At this point in the search, our recruiter is also securing preliminary, confidential reference information on the most promising candidates (as available and appropriate) to verify experience and qualifications; i.e., to ensure that it is worthwhile proceeding with them.

After qualifying the best candidates into our process, those individuals are subjected to further rounds of interviews by additional Affion executive staff. The same criteria are used, but the emphasis here, is on organizational and cultural fit, and political acumen. This process assures the quality we demand of the short list of semi-finalists that are selected.

All candidates are met face-to-face when possible. If the face-to-face interviews cannot be arranged, then video conferencing is arranged to ensure that the recruiters and executives within Affion are comfortable with the candidates they are presenting for consideration.

Background Investigation

When all members of the Affion qualifying team have agreed that the candidate fits the desired profile we begin extensive background checks to include criminal, education, and financial investigations. Reference calls are completed. Internet and media searches are conducted. This entire procedure is intended to further eliminate unqualified candidates, and to validate the credentials of the final candidates in process.

Selecting Finalists for Promotion to Client

From our rigorous qualifying process and investigation, Affion typically narrows the field of qualified candidates to the top 6-8. We present all of the client's designated representatives with a comprehensive book of material on each of the selected individuals. These books contain summary profiles, resumes, applications, articles by or regarding the candidate, pertinent work product, and photographs of those candidates whose qualifications, work experience, achievements, and/or other special qualities qualify them for the position. This comprehensive confidential report on each candidate covers not only the candidate's working career and those personal aspects that are relevant to the position, but also our appraisal of how the candidate's competencies compare to your specific needs and environment. Affion and the client's representatives will meet to review the detailed contents of the book.

Internal Candidates

Affion always screens and evaluates those applications and resumes received by the client from in-house or outside applicants to insure, on the client's behalf, that the process is considered fair to all applicants and to determine if any of these individuals are qualified, viable candidates. Often, at the client's preference we keep all in-house applicants in process until the final qualifying phases of the search process, unless it is clearly established that certain individuals are not qualified.

We review, evaluate and acknowledge in writing all applications and resumes received. Additionally, we ask that all solicitations for consideration made directly to the client be forwarded to Affion immediately to avoid duplication of efforts and take work off the client's shoulders.

Client Selection of Candidates for Interview

Affion would work closely with the hiring team for selecting the finalist. Affion will make a portfolio presentation to the key stakeholders which will include; the resume, a brief bio written by the candidate, and an answer to the questions "Why Should I be the Next..." Upon our face-to-face presentation of the finalists, with our recommendations and comprehensive background information, we require that the client select the number and names of the candidates it wishes to interview in person.

Upon the client's direction, Affion personnel will coordinate with client personnel to arrange interviews with the top candidates selected for consideration. Affion will work with the client to coordinate any travel or accommodation details that may be needed for each outside candidate.

Client Interviews and Final Selection

The finalist interviews would be conducted in conjunction with the wishes of the hiring team. Affion typically suggests that the hiring team utilize panel interviews and also perhaps a candidate presentation. The candidate presentation would be an oral presentation accompanied by a visual presentation. The purpose of this presentation is to allow the selection committee to see how the candidates communicate their thought process and the candidate's ability to effectively express those thoughts to their audience.

The formal interview would involve the same set questions asked to each candidate by the same panel member. This allows the selection committee to evaluate each candidate on a fair and equal field. These questions are agreed upon in advance with Affion and the selection committee. Affion will be involved throughout the entire interview process to facilitate the interviews.

Hiring

Once it is time for a hiring decision, Affion will provide assistance on final employment matters, such as the negotiation process with successful candidates and notification to unsuccessful candidates.

Any candidate that is presented for consideration will have been pre-qualified on the salary range, benefits and relocation package. Once the finalist has been selected it is our standard practice that the client sends a formal offer letter to Affion on behalf of the successful candidate. Affion will facilitate the signature and closing of the process.



Statement of Diversity

Diversity is one of our core values, as well as part of our heritage. It acknowledges and celebrates the richness and value created by the differences among our employees, our customers, our service offerings, and our businesses. It is about people, backgrounds, lifestyles, ideas and balance between our work and personal lives. It is about maximizing the contributions from all members of our team so that we deliver greater value to our customers. It is about valuing differences. It is not a code word for affirmative action. It is much larger than that. It is about valuing differences. It is about inclusion. It relies on standards of performance and behavior, which lead to mutual respect. Diversity is about effectively using our collective talent to create a competitive advantage that leads to success – both for our internal support staff and contract workforce. Affion is truly committed to effectively recruiting and maintaining a diverse workforce.

Affion maintains an Affirmative Action Program and policy to afford equal employment opportunity to all without regards to race, color, religion, sex, national origin, sexual orientation, handicap or disability or status as a disabled veteran or a veteran of the Vietnam War era. We take affirmative action to ensure applicants for employment and employees are treated without regard to these characteristics. The sole basis for decisions regarding employment status has been, and will continue to be, an individual's qualifications, and based only on valid, non-biased job requirements in positions being filled. To carry out our policy, the commitment includes, but is not limited to recruitment, hiring, promotions, transfers, compensation, benefits, layoffs, terminations, educational tuition assistance and company sponsored training and recreational programs.

Affion employs responsible reporting and monitoring procedures to ensure that all personnel actions are in strict compliance with the Equal Opportunity Policy and our Affirmative Action program. We are further committed to be an Equal Opportunity Employer by various federal, state and city laws on fair employment practices. All of Affion's advertising reflects these same important standards.

We are proud of our success in ensuring a diverse candidate pool and thrilled to have placed multiple women and minority candidates in executive level municipal positions, nationwide.



Sustainability Efforts

Our commitment to climate action includes improving the environmental footprint of our operations by going paperless. All the steps involved in creating paper have significant impacts on the environment. Because of this we have made the commitment to go paperless by providing pdfs of our candidate binder presentations, proposals, and additional written communication.

We have also taken steps to reduce our carbon footprint by implementing less travel and utilizing technology for stakeholder meetings, initial interviews, etc. We hope by taking these actions, we are helping to protect the health of our planet today and for generations to come.



Individuals Assigned to Search

Scott Reilly
CEO, Affion Public
reilly@affionpublic.com
717-576-9847

Scott will be the lead on this search and responsible for quality assurance during the length of your project. During the engagement, he will be responsible for ensuring the success of the process.

Scott, previously the Vice President of Arcus Public, has more than 20 years' experience in Sales, Executive Recruiting and Technology. His depth of knowledge and experience placing top executives and technology professionals enables him to lead the talented group of professionals at Affion Public. Throughout his tenure in the public sector, he has been responsible for leading the engagement process and successfully placing more than 100 professionals in key roles. He's worked in the trenches performing the searches, as well as in leadership roles guiding his team and building relationships with clients while at the helm. He truly understands and appreciates the intricacies of the market, and as CEO for Affion Public, he is responsible for the strategic direction and approach of each of the firm's key service areas.

Scott has been a speaker/presenter on various topics nationally working with leading government officials; to help identify opportunities for technology research and share best practices as well as executive search forums. He was named a founding Honorary Alumni to the Harrisburg University of Science and Technology first graduating class. He currently serves as the vice-chairman of the Derry Township Municipal Authority and has been an active member on the Hershey Country Club Board of Governors. Scott was also recognized by the Central Penn Business Journal as one of the region's Top 40 Under 40. He holds a Bachelor of Science degree in Marketing from Rider University.

Scott has been directly involved with all executive level searches through Arcus Public and Affion Public since 2003.

Gina Sprowls
Director of Recruiting
sprowls@affionpublic.com
717-763-1987

Gina will manage the recruitment efforts of your executive search. During the engagement, she will provide the direction and coordination for the recruitment to ensure the profile of the ideal candidate is adhered to, so the best candidate is hired for the job.

Gina will be responsible for identifying, profiling, and screening the candidates. Her role will include qualifying potential candidates and conducting interviews of candidates. Additionally, she will assist in coordinating interviews, soliciting feedback, and conducting professional reference checks. She may be involved in the presentation of the final candidates to the stakeholders for consideration.

Gina brings over ten years of diverse experience in recruitment, sales and management. She offers a strong background in Human Resources with an emphasis on executive level recruitment and training. Her recruitment career has crossed over several industries including Public Sector, Technology, Finance, Healthcare, Sales and Education. She has worked on multiple executive level searches for clients across the nation and is known for building and maintaining excellent relationships with our clients and candidates. She holds a Bachelor of Science degree in Business Administration from Capella University and an Associate of Arts degree in Human Resources.

Gina has been directly involved with all executive level searches through Arcus Public and Affion Public since January 2008.



Individuals Assigned to Search continued..

Brittany Schwaber, Executive Recruiter

Brittany will focus on the recruiting efforts of your search. As she works through this process, she will adhere to providing a detailed and informative profile of ideal candidates to ensure that the best individual for the position is identified and hired.

Brittany will be responsible for screening candidates that present as qualified contenders for the role. In addition, she will be conducting candidate interviews, coordinating the logistics of interviews, gathering feedback and performing reference checks.

Brittany brings over seven years of experience in recruiting with a dynamic approach to her work. Her career has been diverse in different industries that include biopharmaceuticals, construction, and manufacturing. She has a well-rounded background in the field of Human Resources with an emphasis and passion for talent management strategies, employee retention and engagement initiatives and career development. Brittany is known for her ability and ease in establishing and building relationships with candidates. Her keen eye for detail coupled with her responsiveness makes for a great partnership between clients and candidates. She holds a Bachelor of Science degree in Business Management from Kutztown University and a Professional in Human Resources (PHR) certificate from HRCI.

Cassandra Segedy, Marketing Associate

Cassie will focus on the marketing efforts of your search. As she works through this process, she will provide thorough and concise social media marketing and marketing materials, to help reach a large array of qualified candidates.

Cassie will be responsible for creating the brochure used for social media and job postings, posting the position on all Affion Public social media platforms, creating candidate binder presentation materials, and creating job announcements for the successful candidate.

Cassie brings 7 years of marketing, advertising, and graphic design experience with her. Her career has been diverse in different industries that include manufacturing, life sciences, food service, data logging, grocery distribution, and small business management. Cassie has extensive experience in social media marketing, print advertisement, web design, and graphic design. Cassie is known for her easy-going nature, attention to detail, and responsiveness, allowing her to create the perfect marketing materials specific to your city and job posting. Cassie holds a Bachelor of Arts with a concentration in Graphic Design from the State University of New York at Oswego.

Shanice Caesar, Sourcing Specialist

Shanice will focus on the sourcing efforts for this search. As she works through this process, she will be responsible for finding candidates that match the experience and ideal candidate specs for this role, posting the position on sponsored job sites, and running background checks.

Shanice brings over five years of experience in recruiting with a dynamic approach to her work. Her career has been diverse in different industries that include Information Technology, Finance, Professional Services and Healthcare. She has a well-rounded background in the field of Information Technology with an emphasis and passion for talent management strategies, employee retention and engagement initiatives and career development. Shanice is known for her ability and ease in establishing and building relationships with candidates. Her keen eye for detail coupled with her responsiveness makes for a great partnership between clients and candidates. She holds a Bachelor of Science degree in Business Management from The University of Guyana.



Proposed Project Timeline:

Timeframe	Activity
Upon Selection	• Affion to negotiate and finalize contract
Once contract is finalized	• Facilitate a meeting to discuss timelines, recruitment process and plan for completing the Position and Candidate Profiles • Affion to meet with identified stakeholders to begin the due diligence process • Conduct Public Forums if needed • Simultaneous industry research taking place
Within 10 days after the contract is finalized	• Affion presents draft of Profile
Upon approval of profile/brochure	• Search Firm conducts recruitment to include: ○ Referrals, LinkedIn, Sourcing, etc. ○ Post the job on websites
Ongoing	• Progress Report—check for quality and diversity of applicants. Determine need to target any specific group or area. • Review and qualify all potential candidates
30 days after posting	• Deadline to receive resumes
45 days after resume deadline	• Binder Presentation of 6-8 candidates to the Selection Panel • Affion will facilitate a review of the final candidates
2 weeks after binder presentation	• Conduct first round of candidate interviews with the Search Committee and key stakeholders • Finalize decision on the candidate of choice and negotiate employment agreement with the candidate
2 weeks after final interviews	• Successful Candidate accepts offer of employment



Cost

Full Executive Search:

Affion executive searches are full-service searches conducted by senior executives within our firm. The fee we have outlined herein is all inclusive of all phases of the search including stakeholder meetings, profile development, job postings, sourcing, recruitment, interviewing, reference checking, background checks, media checks, and candidate offer negotiation.

Fee for the City Manager position: \$28,000 (all inclusive)

Additional expenses, which are not included in the overall fee but are expected to be reimbursed by the City of Glenn Heights, TX include all candidate travel expenses for the purpose of interviews with the City of Glenn Heights, TX. This will vary depending on the location of the finalist selected.

While invoice procedures can be adjusted, our typical billing practice is to spread the fee payment over three equal installments. (One-third to be billed when the contract is signed, one-third to be billed upon presentation of the Final Candidates, and the last one-third to be billed upon the hiring of the desired Candidate.) Adjustments to our payment and billing processes are negotiable in order to best accommodate our clients' needs.

Guarantee:

As with all of our executive searches, we are prepared to offer our standard professional service guarantee. If the hired candidate is asked to leave for reasons of non-performance or leaves of his/her own volition in the first 24 months of employment, we will re-launch a search for a new candidate, under the original position specifications. In such a case, we will do so for no additional professional fee, though charging expenses that may incur to include all Affion travel, hotel, and re-posting of job advertisements. It is our commitment to partner with you from the initial signing of the contract until the candidate accepts and offer and begins employment.



Reference List

City of Austin, TX

Sonya Alexander-Harry

HR Consultant

301 W. Second St. Austin, TX 78701

512-974-3228

Sonya.Alexander-Harry@ci.austin.tx.us

Affion has completed several searches with the City of Austin. We placed the City Manager (2008), CIO, Fire Chief, Director of Solid Waste Service, Chief Sustainability Officer, Director of Code Compliance, Chief Financial Officer; Assistant Director, Engineering Services, Assistant Director, Pipeline and Operational Maintenance, and the Water Resource Planning & Analysis positions within the Austin Water Utility, an Assistant City Manager, a Purchasing Officer, and the Deputy Director, Economic Development, a Redevelopment Division Manager, and a Chief Technology Officer with search Austin Energy. We completed their Fire Chief search (2018), Director of Economic Development search (2018), their Director of Development Services (2019) and Homeless Strategy Officer (2019) Chief Information Security Officer search (2019), their Assistant Director of Economic Development (2020), the Director of Austin Code position, their Homeless Strategy Officer (2020), and we just finished their Assistant Director, Housing and Planning search (2021). We just finished working with them on their Chief Resiliency Officer (2021), and EMS Chief searches (2021), and we are currently working with them on their Director of Police Oversight (2023 – present), Director, Development Services, (2023 – present), and Director, Transportation (2023 – present). Sonya has worked closely with us on several of the searches.

City of Cedar Park, TX

Brenda Eivens

City Manager

450 Cypress Creek Rd., Bldg.1

Cedar Park, Texas 78613

512-401-5010

Brenda.Eivens@cedarparktexas.gov

Affion had the pleasure of working with the City of Cedar Park on their Director of Information Services search in 2018, their Police Chief search (2021), the Director of Finance (2022), and we just finished working with them on their Assistant City Manager position (2023). Brenda has worked with us closely throughout most of the searches.

City of Frisco, TX

Lauren Safranek

Director of Human Resources

6101 Frisco Square Boulevard, 4th Floor

Frisco, TX 75034

972-292-5210

LSafranek@friscotexas.gov

Mayor Jeff Cheney

6101 Frisco Square Boulevard

Frisco, Texas 75034

214-707-7320

jcheney@friscotexas.gov

Affion had the pleasure of working with the City of Frisco on their City Manager search last year. We are currently working with them on their Assistant City Manager search, their Fire Chief search and their Chief Information Officer search. We worked with the Mayor on the City Manager search and we have worked closely with Lauren on the majority of the searches.



Client List

Cities:

Borough of State College, PA

- Director of Public Works (2016; 2021)

City of Ann Arbor, MI

- Parks and Recreation Services Manager (2008)
- Parks and Recreation Services Deputy Manager (2008)
- City Administrator (2011)
- Fire Chief (2014)
- Police Chief (2015)
- City Administrator (2016)

City of Arlington, TX

- City Auditor (2014)
- Director of Community Development and Planning (2015)

City of Austin, TX

- City Manager (2008)
- Fire Chief (2008)
- Chief Information Officer (2008)
- Director of Solid Waste Services (2009)
- Chief Sustainability Officer (2010)
- Director of Code Compliance (2011)
- Chief Financial Officer (2012)
- Austin Water Utility (AWU) Assistant Director, Engineering Services (2013)
- Austin Water Utility (AWU) Assistant Director, Pipeline Operations and Maintenance (2013)
- Assistant City Manager (2013)
- Purchasing Officer (2014)
- Deputy Director, Economic Development (2015)
- Redevelopment Division Manager (2015)
- Assistant Director of Water Res Planning & Analysis (2015)
- Austin Energy – CTO (2016)
- Austin Energy – Chief of Staff (2017)
- Fire Chief (2018)
- Director of Economic Development (2019)
- Director of Development Services (2019)
- Chief Information Security Officer (2020)
- Assistant Director of Economic Development (2020)
- Director of Austin Code (2020)
- Homeless Strategy Officer (2020)
- Assistant Director of Housing and Planning (2021)
- Chief Resiliency Officer (2021)
- Emergency Medical Services Chief (2021)
- Director, Austin Water (2022)
- Director of Police Oversight (2023 – present)
- Director, Development Services (2023 – present)
- Director, Transportation (2023 – present)

City of Asheville, NC

- Urban Planning and Design Director (2014)
- Police Chief (2015)

City of Aurora, CO

- City Manager (2018)
- Court Administrator and Detention Director (2021)

City of Atlanta, GA

- Chief Information Officer (2003)

City of Bellevue, WA

- Director of Planning and Community Development (2010)
- Chief Communications Officer (2012)
- Chief Economic Development Officer (2014)
- Chief Communications Officer (2016)
- Director of Planning and Community Development (2016)

City of Boise, ID

- Planning and Development Services Director (2021)

City of Boulder, CO

- Director of Public Works for Utilities (2011)
- Deputy Director of Community Planning and Sustainability (2011)
- Comprehensive Planning Manager (2012)
- Human Resources Director (2013)

City of Bozeman, MT

- Human Resources Director (2021)
- Director of Transportation and Engineering (2021)
- Director of Utilities (2021)
- City Engineer (2022 – present)
- Assistant City Manager (2022)

City of Broken Arrow, OK

- Fire Chief (2010)
- Police Chief (2011)
- City Manager (2012)
- Assistant City Manager (2013)
- Director of Engineering/Construction (2014)
- Fire Chief (2014)
- City Manager (2015)

City of Burbank, CA

- Director of Finance (2009)
- Director of Parks and Recreation (2007)

City of Burleson, TX

- Chief Technology Officer (2021)

City of Chandler, AZ

- Chief Information Officer (2007)
- Director of Economic Development (2008)
- Director of Planning and Development (2008)
- Municipal Utilities Director (2015)

City of Chester, PA

- Chief Operating Officer (2022)
- Director of Finance (2023 – present)

City of Cedar Park, TX

- Director of Information Services (2018)
- Police Chief (2021)
- Director of Finance (2022)
- Assistant City Manager (2022)

City of College Station, TX

- Assistant Director of Planning & Development (2008)
- Fire Chief (2016)
- Chief Information Officer (2017)
- Director of Water Services (2018)
- City Manager (2018)
- Director of Planning and Development Services (2018)

City of Columbia, MO

- City Manager (2011)
- CIO (2015)

City of Commerce City, CO

- City Manager (2021)

City of Corpus Christi, TX

- City Manager (2008)

City and County of Denver, CO

- Manager of Community Planning and Development (2012)
- Independent Monitor (2021)

City of Dallas, TX

- Deputy Director CIS (2005)
- Public Information Officer (2005)
- Assistant Director Dallas Water Utilities (2005)
- Assistant Director CIS (2005)
- Director and Chief Information Officer (2005)
- Director of Housing (2014)
- Assistant City Manager (2014)
- Director of the Department of Trinity Watershed Management (2015)
- Fire Chief (2016)
- City Manager (2016)
- Assistant Director of Transportation (2022)

City of Denton, TX

- Director of Environmental Services and Sustainability (2021)

City of Dublin, OH

- CIO (2015)
- Planning Director (2015)
- City Manager (2022)

City of Durango, CO

- Director of Public Works (2021)

City of East Lansing, MI

- City Manager (2012)

City of El Paso, TX

- City Manager (2014)
- Director of Museums and Cultural Arts (2014)
- Managing Director of Public Works (2015)
- Director of Planning and Inspections (2018)

City of Eugene, OR

- Executive Director of Planning and Development (2010)

City of Farmers Branch, TX

- City Manager (2022)

City of Fort Collins, CO

- Chief Sustainability Officer (2014)
- Light & Power Operations Manager (2015)
- Chief Human Resources Officer (2016)
- Cultural Services Director (2016)
- Transport & Parking Services General Manager (2018)
- Director of Cultural Services (2018)
- Director of Planning, Development and Transportation (2019)

City of Fort Worth, TX

- Assistant City Manager (2022)

City of Frisco, TX

- City Manager (2022)
- Assistant City Manager (2023 – present)
- Fire Chief (2023 – present)

City of Galveston, TX

- City Manager (2011)

City of Gardner, KS

- Business and Economic Development Director (2015)
- Utility Director (2015)

City of Georgetown, TX

- Assistant City Manager (2021)

City of Greeley, CO

- Director of Human Resources (2020; 2022)
- City Clerk (2020; 2022)
- Finance Director (2020)
- Fire Chief (2021)
- Director of Public Works (2021)
- Human Resources Deputy Director (2021)
- Deputy Finance Director (2021)
- Culture, Parks and Recreation Director (2022)
- Human Resources Deputy Director (2022)
- Director of Communications and Engagement (2022)
- Community Development Director (2022)
- Deputy Director of Water Resources (2022)
- Payroll Administrator (2023 - present)

City of Hollywood, FL

- City Manager (2011)

City of Huntsville, TX

- City Manager (2008)

City of Irving, TX

- City Manager (2006)
- Assistant City Manager (2008)
- Internal Auditor (2008)
- Director of Human Resources (2007)
- Assistant Director of Human Resources (2007)
- City Attorney (2007)
- Fire Chief (2006)
- City Secretary (2010)
- Capital Improvement Program Director (2019)

City of Kirkwood, MO

- Chief Administrative Officer (2014)
- Police Chief (2017)

City of Kyle, TX

- City Manager (2023)

City of Leander, TX

- City Manager (2011)

City of Los Angeles, CA

- CIO-Los Angeles World Airport (2007)
- General Manager, ITA (2002)
- Information Systems Manager (2002)
- General Manager Department of Aging (2003)
- Director, Bureau of Sanitation (2004)
- Los Angeles Zoo: General Manager (2003)
- City Engineer (2003)

City of Lynwood, CA

- Assistant City Manager (2007)
- Director of Human Resources (2007)
- Assistant Director of Public Works (2007)
- Deputy Director of Development (2007)

City of Marshall, TX

- City Manager (2014)

City of McKinney, TX

- City Manager (2008)
- Assistant City Manager (2009)
- Director of Finance (2011)
- Director of Water Utilities and Infrastructure (2013)
- Assistant City Manager (2014)
- Director of Public Works (2016)

City of Mesa, AZ

- Deputy City Manager (2007)
- Director of Human Resources (2007)

City of Missouri, City, TX

- Director of Finance (2016)
- Director of Development Services (2016)
- Director of Economic Development (2022)

City of Morgantown, WV

- City Manager (2010)

City of North Richland Hills, TX

- City Manager (2009)
- General Manager: NRH2O, Water Park (2014)

City of Pflugerville, TX

- Assistant City Manager (2022)
- Communications Director (2022)

City of Phoenix, AZ

- Human Resources Director (2015, 2017)

City of Plano, TX

- City Manager (2010)
- City Attorney (2013)

City of Port Arthur, TX

- Assistant City Manager (2016)
- Public Works Director (2016)

City of Raleigh, NC

- Director of Human Resources (2023)

City of Round Rock, TX

- City Manager (2010)
- Director of Human Resources (2012)
- Police Chief (2013)
- Deputy CFO (2021)

City of San Antonio, TX

- City Manager (2006)
- Assistant City Manager (2006)
- Director for the Office of Management and Budget (2020)
- Transportation Director (2020)
- Government Affairs Director (2021)
- Communication and Public Engagement Director (2021)
- Diversity, Equity, and Inclusion Officer (2022)
- Assistant Director of Human Resources (2023 – present)

City of San José, CA

- Deputy Director of Administration (2006)
- Deputy Director of Integrated Waste Management (2006)

City of San Marcos, TX

- City Manager (2008)
- Human Resources Director (2011)
- Chief Building Official (2011)

City of Savannah, GA

- City Manager (2010)

City of Scottsdale, AZ

- Police Technology Director (2009)

City of Shawnee, OK

- City Manager (2015)

City of Springfield, MO

- City Manager (2008)

City of Tacoma, WA

- Assistant City Manager (2006)
- Director of Finance (2007)
- Director of Information Technology (2008)
- Assistant Director of Finance (2009)

City of Tamarac, FL

- Fire Chief (2009)
- Director of Community Development (2013)
- Assistant City Manager (2017)
- Public Services Director (2022)

City of Taylor, TX

- City Manager (2019)

City of Thornton, CO

- City Manager (2017)

Incorporated Village of Garden City, NY

- Village Administrator (2014)

Township of Derry, Hershey, PA

- Township Manager (2018)

Town of Sunnyvale, TX

- Director of Planning and Development Services (2023)

Counties:**County of Los Angeles, CA**

- Information Systems Manager (2007)
- CIO-Los Angeles World Airport (2007)

City and County of Denver, CO

- Independent Monitor (2021)

City and County of Philadelphia, PA

- Chief Information Officer (2000)
- CIO-Philadelphia Free Library (2001)
- CIO- Philadelphia Police Department (2006)

Delaware County, PA

- Executive Director (2020)
- Health Department Director (2021)
- Director of Purchasing (2021)
- Diversity, Equity, and Inclusion Officer (2021)
- Prison Warden (2021)
- Director of Planning (2022)

Laramie County, WY

- Public Works Director (2014)

Milwaukee County, WI

- Director of Parks, Recreation & Culture (2013)

Washtenaw County, MI

- Community Development Director (2007)

States:**Commonwealth of Pennsylvania-Office of Administration**

- Chief Information Officer (2008)
- Chief Technology Officer (2008)
- Deputy Chief Information Officer (2008)

State of Texas, Austin, TX

- Director of Benefits - Employee Retirement System of Texas (2006)
- CTO - Employee Retirement System of Texas (2005)
- Chief Information Officer of DIR (2006)

Education:**Harrisburg University, Harrisburg, PA**

- Director of Learning Assessment (2009)
- E-Business Program Director / Faculty (2008)
- Learning Technologies Program Director / Faculty (2008)
- CIS Program Director / Faculty (2007)
- Biotechnology Professor (2008)
- VP for Development (2005)
- Director of Development (2007)
- Controller (2006)
- Network Administrator (2006)

Other:**Austin Economic Development Council**

- President/CEO (2021)

Austin Transit Partnership

- Director of Accounting (2022)
- Chief Communications Officer (2022)
- Chief of Engineering and Construction (2022)
- Director of IT (2023 – present)

Central Texas Regional Mobility Authority (CTRMA)

- Executive Director (2020)

Clarksville-Montgomery County EDC

- President/CEO (2021)

E-470 Public Highway Authority, Aurora, CO

- Executive Director (2015; 2021)

Housing Authority of the City of El Paso, TX

- Chief Operating Officer (2010)

International City/County Management Association (ICMA)

- Chief Information Officer (2021)

Minneapolis Parks and Recreation Board, MN

- Assistant Superintendent of Planning (2011)
- Assistant Superintendent of Recreation (2012)
- Deputy Superintendent (2012)
- Assistant Superintendent of Environmental Stewardship (2012)
- Director of Park Safety and Security (2013)
- Human Resources Manager (2013)

North Texas Municipal Water District (NTMWD)

- Water System Manager (2018; 2022)

Roanoke Redevelopment and Housing Authority

- Executive Director (2006)

Round Rock Chamber of Commerce, TX

- President/Chief Executive Officer (2014)

San Antonio Water System (SAWS)

- Chief Information Officer (2016)
- Sr. Vice President / Chief Operating Officer (2022)

Valley Regional Transit, ID

- Executive Director (2022)

Williamson-Burnet County Opportunities, Inc. (WBCO)

- Executive Director (2013)



**Thank you for the opportunity to submit this proposal.
We look forward to assisting you with your
executive search needs!**

PROPOSAL

City of Glenn Heights

Executive Search Services for City Manager

Date: April 28, 2023

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting
Texas Regional Office
100 Congress Ave
Austin, TX 78701
P: 916-471-3358
masher@cpshr.us
Tax ID: 68-0067209

www.cpshr.us



Your Path to Performance

April 28, 2023

Jaynice Porter-Brathwaite
Human Resources Director
City of Glenn Heights
1938 South Hampton
Glenn Heights, TX 75154

Submitted via email to: jaynice.porter-brathwaite@glennheightstx.gov

Subject: Executive Search Services for City Manager

Dear Ms. Porter-Brathwaite:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Glenn Heights (City) with the recruitment of a new City Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

Our Texas recruiter, Ms. Kylie Wilson, is located in Seabrook, Texas and will facilitate and manage this recruitment process for you. She has successfully completed a number of executive recruitments both in Texas and nationwide and has vast experience doing in depth outreach and research to find high caliber (active and passive) candidates for every search.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me at masher@cpshr.us or (916) 471-3358.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

Table of Contents

About CPS HR Consulting..... 1

 Recruitment Experts 2

Our Approach..... 7

 Key Stakeholder Involvement 7

 City’s Needs..... 7

 Commitment to Communication 7

 Aggressive, Proactive, and Robust Recruitment..... 7

 Diversity Outreach Process 8

Methodology and Scope of Work 9

 Phase I - Develop Candidate Profile and Recruitment Strategy 9

 Phase II – Aggressive, Proactive, and Robust Recruitment..... 10

 Phase III – Selection 12

Timeline..... 14

Our Executive Recruiting Team..... 15

 Team Biographies..... 15

References 17

Professional Fees and Guarantee 18

 Professional Services..... 18

 One-Year Service Guarantee..... 18

Appendix A: Sample Brochures..... 19

 Sample Brochure 1..... 19

 Sample Brochure 2..... 25

About CPS HR Consulting

CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.

OUR VISION:

Enabling people to
realize the promise of
public service

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 85 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in **Austin, TX**; Lone Tree, CO; and Orange County, CA.

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR are female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting

does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing to show our experience with similar executive recruitments.

Agency	Title	Year Completed
City of Phoenix, AZ	Assistant City Manager	Current
City of Baytown, TX	City Manager	2023
City of Littleton, CO	Deputy City Manager	2023
City of Littleton, CO	City Manager	2022
City of Oklahoma City, OK	Assistant City Manager	2022
City of Bellaire, TX	City Manager	2022
County of Trinity, CA	County Administrative Officer	2022
City of Nogales, AZ	City Manager	2022
County of Imperial, CA	County Executive Officer	2022
City of Turlock, CA	City Manager	2022
City of Tucson, AZ	Assistant City Manager/Chief Financial Officer	2022
City of Piney Point Village, TX	City Administrator	2022
City of Nogales, AZ	City Manager	2022
City of Surprise, AZ	City Manager	2021
City of Aztec, NM	City Manager	2021
County of Yolo, CA	County Administrative Officer	2021
City of Aurora, CO	Deputy City Manager	2021
City of Dickinson, TX	City Manager	2021
City of Dayton, TX	City Manager	2021
County of Los Alamos, NM	County Manager	2021
City of Hercules, CA	City Manager	2021
City of Clayton, CA	City Manager	2021
City of Marysville, CA	City Manager	2021
County of Flathead, MT	County Administrator	2021

Agency	Title	Year Completed
County of Yolo, CA	Assistant County Administrative Officer	2020
City of Greeley, CO	Deputy City Manager	2020
City of Reno, NV	City Manager	2020
City of Bozeman, MT	City Manager	2020
City of Richmond, CA	City Manager	2019
City of Columbia, MO	City Manager	2019
City of Union City, CA	City Manager	2019
Town of Paradise Valley, AZ	Town Manager	2019
City of Carson, CA	City Manager	2019
City of East Palo Alto, CA	City Manager	2019
City of Woodland Park, CO	City Manager	2018
City of Modesto, CA	City Manager	2018
Churchill County, NV	County Manager	2018
City of Sacramento, CA	Assistant City Manager	2018
County of San Luis Obispo, CA	City Manager	2018
City of Goodyear, AZ	City Manager	2018
County of Imperial, CA	County Executive Officer	2018

Partial List of Texas Recruitments

TEXAS RECRUITMENTS WITHIN LAST 4 YEARS		
Agency	Title	Year Completed
Travis County	Engineering Division Manager - Traffic	Current
Travis County	Human Resources Management Director	Current
City of Missouri City	Director of Financial Services	Current
City of Missouri City	Director of Neighborhood Services	Current
Galveston County Health District	Chief of Staff	Current
The Woodlands Township	Director of Communications	Current
North Texas Municipal Water District	General Counsel	2023
City of Baytown	City Manager	2023

TEXAS RECRUITMENTS WITHIN LAST 4 YEARS		
City of Iowa Colony	City Attorney	2023
City of Fort Worth	Assistant Director of HR	2023
Travis County	Risk Safety Specialist II	2022
Travis County	Finance Director	2022
City of Bellaire	City Manager	2022
Travis County	Survey Records Manager	2022
Travis County	Engineer – Development Services	2022
City of Fort Worth	City Auditor	2022
City of Fort Worth	Assistant Director of Human Resources	2022
City of Dallas	Assistant Director of Development Services	2022
City of Santa Fe	City Manager	2022
City of Grand Prairie	Epic – General Manager	2022
City of Santa Fe	City Engineer	2022
City of Dallas	Water Conservation Manager	2022
Travis County	Senior Engineer – CIP & Public Works	2022
Travis County	Floodplain Project Manager	2022
City of Dickinson	City Secretary	2022
Galveston County	Chief Financial Officer	2022
City of Dallas	Director of Dallas Water Utilities	2022
City of Dickinson	Director of Animal Services	2022
The Woodlands, Texas	Director of Human Resources	2022
Texas Recreation and Park Society (TRAPS)	Executive Director	2022
City of Dayton	City Manager	2021
City of Piney Point Village	City Administrator	2021
Travis County	Public Works Director	2021
City of League City	Fire Chief	2021
City of League City	Finance Director	2021
City of Dickinson	City Manager	2021

TEXAS RECRUITMENTS WITHIN LAST 4 YEARS		
City of League City	Director of Human Resources & Civil Service	2021
City of Dallas	Director of Solid Waste	2021
City of Brownsville	Assistant Director - Animal Regulation Care Center	2021
City of League City	Assistant Director of Project Management	2021
City of Missouri City	Director of Development Services	2021
City of Missouri City	Fire Chief	2021
Travis County	Administrative Services Division Director	2020
City of League City	City Auditor	2020
City of Amarillo	Drainage Utility Superintendent	2020
City of Amarillo	Assistant Solid Waste Superintendent-Disposal	2020
Galveston Island Park Board of Trustees	Chief Financial Officer	2020
City of Sugar Land	Intelligent Transportation Systems (ITS) Manager	2020
City of Dallas	Chief Information Officer	2020
City of McAllen	Deputy Public Works Director	2020
City of Dallas	Park & Recreation Director	2020
City of Austin	Assistant Director – Customer & Employee Experience	2020
City of McAllen	Finance Director	2019
City of Missouri City	Fire Emergency Manager	2019
City of Missouri City	Chief Financial Officer	2018
City of Dallas	Director of Animal Services	2017

Our Approach

Key Stakeholder Involvement

The City Council on behalf of the City of Glenn Heights must be intimately involved in the search for a new City Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the City Council, other key stakeholders may also be invited to provide input for the development of the candidate profile.

City's Needs

A critical first step in a successful executive search is for the City Council to define the professional and personal qualities required of the City Manager. CPS HR has developed a very effective process that will permit the City Council to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the City Council wishes to establish with the City Manager; and ultimately, the professional and personal qualities required of the City Manager.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new City Manager. We will contact the City Council and the newly appointed City Manager within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new City Manager uniquely suited to the City's needs.



Phase I: Our consultant will meet with the City Council to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

Phase II: The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the City. CPS HR will work with the City Council to determine the process best suited to the City of Glenn Heights.

Phase I - Develop Candidate Profile and Recruitment Strategy

- Task 1 - Review and Finalize Executive Search Process and Schedule**
- Task 2 - Key Stakeholder Meetings**
- Task 3 - Candidate Profile and Recruitment Strategy Development**
- Task 4 - Develop Recruitment Brochure**

The first step in this engagement is a thorough review of the City's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new City Manager. Activities will include:

- Identifying key priorities for the new City Manager and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the City Council wishes to establish with the City Manager.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new City Manager in light of the discussions above.

- Discussing recruitment and selection strategies for the City Council’s consideration to best produce the intended results.

CPS HR will provide a summary to the City stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review. Please refer to **Appendix A** for sample brochures. Additional brochure examples are available on our website at www.cpshr.us/recruitment-solutions/executive-search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 – Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 – Resume Review and Screening Interviews

Task 4 – City Council Selects Finalists

The recruitment process is tailored to fit the City’s specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
● CPS HR Website ● ICMA ● Local Government Hispanic League ● LinkedIn ● National Association of County Managers ● American Society for Public Administration ● Next City ● Texas Municipal League ● Public CEO ● Executive Women in Texas Government ● Strategic Government Resources ● Texas Economic Development Council	● City’s Website ● National Forum for Black Public Managers ● Engaging Local Government Leaders ● Women Leading in Government ● Governmentjobs.com ● International Network of Asian Public Managers ● Public Service Careers ● Historically Black Colleges and Universities Career Center ● Texas Women's Leadership Institute ● Town and City Manager Jobs

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the City Manager brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the City or continuing to ensure the public confidence in the integrity of the City.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management

philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the City Council. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the City Council to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the City with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the City wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.

- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the City for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new City Manager can be completed in 14 to 16 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads		➤														
Aggressive Recruiting					➤											
Final Filing Date						➤										
Preliminary Screening							➤									
Present Leading Candidates								➤								
Semi-finalist Interviews									➤							
Final Interviews													➤			
Reference/ Background Checks											➤			➤		
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Your executive recruitment team will be Ms. Kylie Wilson, Mr. David Niemeyer and Ms. Rachael Danke. They will work collectively to fulfill the City's needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the City.

Role/Project Assignment	Name	Phone	Email
Senior Executive Recruiter	Kylie Wilson	(916) 471-3325	kwilson@cpsshr.us
Executive Recruiter	David Niemeyer	(916) 263-1401	dniemeyer@cpsshr.us
Associate Executive Recruiter	Rachael Danke	(916) 263-1401	rdanke@cpsshr.us

Team Biographies

Kylie Wilson, Senior Executive Recruiter (resides in Seabrook, Texas)

Kylie Wilson has over twenty-five years of professional and management experience in the public sector. Ms. Wilson has worked directly with local government organizations and associations, predominately human resources personnel, city management, parks and recreation, project management, employee development, executive recruitment, strategic planning, live training and workshops and other client needs.

Ms. Wilson has conducted numerous executive recruitments for all types of organizations for General Manager/Administrators, Chief Information Officers, Chief Financial Officers, City Auditors, City Clerks, Directors for various departments, Housing Policy Directors, along with numerous other manager level positions.

She has worked in several impactful management roles for municipal government entities in Texas to include the City of Baytown, the City of Missouri City, the City of Georgetown, and the City of League City. She also previously worked for Strategic Government Resources (SGR) overseeing member relations, leadership conferences, job board vacancies, and online learning management system (LMS) opportunities.

She has a passion for public service and a strong skill set for being mission driven and results oriented, while always maintaining an optimistic and engaging demeanor. Ms. Wilson also provided management and oversight to key programs, projects and processes by evaluating City operations and making recommendations to improve operational implementation of a strategic plan, to include short-term and long-term goals and objectives, for City operations, and identifying opportunities for improving methods and procedures.

David J. Niemeyer, Executive Recruiter

David Niemeyer brings 38 years of local government management experience including managing 7 communities in the suburban Chicago area. He brings an extensive practitioner's experience in government services to the CPS HR Executive Recruitment team through his roles as Village Manager, City Manager, Village Administrator, and City Administrator/Assistant to the Mayor all in the state of Illinois. Human resources and senior executive recruitment are areas that he excels in and thoroughly enjoys.

Mr. Niemeyer led recruitments for over 15 department head vacancies as well as numerous other management positions. This included preparing recruitment profiles and brochures, screening candidates and creating a list of top candidates for the elected officials, developing interview questions, managing assessment centers, conducting background checks, and negotiating employment offers. His most recent large recruitment was for the police chief of Tinley Park which included a day long assessment center.

He recently retired as the village manager for the Village of Tinley Park, where he oversaw redevelopment of the downtown and two aging retail centers, as well as establishing a new music brand to promote tourism and development in the community. He also was the village manager of Oak Brook, a well-known retail destination area and home to several corporate headquarters, where he undertook a major reorganization of the staff that reduced the village's annual operating budget about 10% and established a new management performance evaluation system.

David has a reputation as an ethical, engaged, collaborative leader, who has excellent communication and listening skills. He has a calm, focused disposition and has worked with vocal and diverse elected boards and residents to develop a consensus on controversial issues.

Additionally, he has worked in a variety of different communities in terms of wealth, demographic, political stability, culture and differing goals. A candidate that is successful in one community may not be successful in other, and so it is important that a recruiter understands the importance of candidate fit in an organization. Mr. Niemeyer's experience in diverse communities will help in screening candidates that are a good match for an organization.

Rachael Danke, Associate Executive Recruiter

Rachael Danke has spent her entire career in the non-profit and public sectors. With over five years of experience in Human Resources, Rachael has assisted multiple agencies throughout the nation with their talent attraction and retention needs. Rachael has experience recruiting for roles such as Chief of Police, Director of Public Works, Director of Human Resources, Executive Director, and other executive roles for Counties, Cities, and Special Districts. She is currently finishing her Master's Degree in Human Resources at Pepperdine University and is excited to continue to attract new talent to the public sector using innovative techniques such as Virtual Career Fairs and talent engagement.

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITIONS	CONTACT(S)
City of Bellaire 7008 S. Rice Ave Bellaire, TX 77401 City Manager (2022)	Andrew S. Friedberg, Mayor (713) 662-8222 afriedberg@bellairetx.gov
City of Baytown 2401 Market Street Baytown, TX 77520 City Manager (2023)	Carol Flynt, Assistant City Manager (281) 420-6521 Carol.flynt@baytown.org
City of Dallas Human Resources 1500 Marilla Street, Room 6AN Dallas, TX 75201 Director of Dallas Water Utilities (2022) Assistant Director of Development Services (2022) Director of Sanitation Services (2021) Chief Information Officer (2020) Dallas Park & Recreation Director (2020)	Drew A. Smith, HR Partner (214) 264-3563 drew.smith@dallascityhall.com

Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fees*	
Professional Services for Full Recruitment	\$30,000

**Professional fees would be billed and paid monthly.*

One-Year Service Guarantee

If the employment of the candidate selected and appointed by the City as a result of a **full executive recruitment (Phases I, II, and III)** comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City of Glenn Heights in this important endeavor.

Appendix A: Sample Brochures

Sample Brochure 1



City of Bellaire **CITY
MANAGER**



■ THE CITY

Bellaire, Texas is located seven miles southwest of downtown Houston with a population of approximately 17,202 residents and spans 3.5 square miles. Founded in 1908, Bellaire is an enclave residential community surrounded by Houston, offering a quality of life that promotes a family atmosphere with great amenities and the charm of a small town.

Bellaire provides full-service fire and police protection, excellent parks, award-winning recreation programs, a library, and active engagement with community partners including PATRONS for Bellaire Parks, Nature Discovery Center, Evelyn's Park Conservancy, Bellaire Business Association, Bellaire Southwest Houston Rotary, Bellaire Little League, and the Bellaire Optimist Club, Friends of the Bellaire Library, and the Bellaire Police and Fire Foundation.

Bellaire is one of the most sought-after neighborhoods in the area with its spacious lots, streets lined with oak trees, and beautiful parks, as well as easy access to one of the finest health care facilities in the world, the Texas Medical Center. Residents are minutes away from the Uptown Houston/Galleria area, one of the most popular retail and tourist destinations. The median household income in Bellaire is \$206,734, with 79.6% of residents holding a bachelor's degree or higher.

Bellaire has a reputation of excellence in education with both public and private elementary schools, middle schools and high schools. It is within the Houston Independent School District, and is near numerous colleges and universities to include Rice University, Texas Southern University, South Texas College of Law, Texas Women's University, Houston Baptist University, McGovern Medical School, Texas A&M Health, Baylor College of Medicine, the University of Houston, and the Houston Community College System.

■ GOVERNANCE

Bellaire is a Home Rule city, having first adopted a charter on April 2, 1949, and operates under a Council-Manager form of government. The City Council is composed of a Mayor and six Councilmembers, all of whom are elected at large. The Mayor is elected for regular terms of two years, and the Councilmembers are elected for regular terms of four years. The Mayor and three Councilmembers are elected on two year intervals at each regular election.

The City Council appoints the city manager, city clerk, prosecutor, and two municipal court judges. The Council contracts with external firms to provide legal services as the city attorney and engineering services as the city engineer.

The City Manager is the chief executive for the city and leads city staff with approximately 180 employees and oversees an annual general fund budget of \$23M, and an enterprise fund budget of \$10.4M for water, wastewater and solid waste and a variety of capital projects. The City of Bellaire is comprised of the following departments: City Clerk, City Manager's Office, Development Services, Finance, Fire, Human Resources, Library, Municipal Court, Parks, Recreation & Facilities, Police, Public Works and Utility Billing.



To learn more about the City of Bellaire visit: <https://www.bellairetx.gov/>

■ POSITION OVERVIEW

The City of Bellaire Mayor & Council are seeking a leader who will effectively manage the day-to-day operations of the city while also representing the interests of the Bellaire residents and various community organizations and businesses. The City Manager will work with elected and public officials, community stakeholders and staff to achieve results which are aligned with the goals set by City Council.

This position requires getting things done quickly and handling a variety of activities simultaneously. The City Manager must determine which issues are of a sensitive nature and should communicate in an appropriate format and timely manner to keep Council well informed. The City Manager must be transparent and forthcoming when dealing with issues of a public nature, yet discreet when dealing with sensitive employee or legal issues.

Key Areas of Responsibility:

- Ensures the execution, enforcement, and administration of all laws, provisions of the City Charter, City Codes, City Ordinances, or other acts of the City Council.
- Appoints, suspends, or removes any employee of the city not appointed by City Council as provided for in the City Charter.
- Oversees the preparation of meeting agendas and supporting materials; attends all meetings of the City Council; presents recommendations and alternatives to Council; and responds to questions and direction from City Council.

- Oversees the preparation of the annual budget and submits it to the City Council for consideration and adoption; is responsible for its administration after its adoption; prepares long-term plans for capital improvement projects and fiscally responsible financing.
- Advises and informs City Council on a “real-time” basis of the City’s financial condition, progress of programs, present and future needs of the City; matters requiring Council consideration or implementation of policy and makes such recommendations as may be necessary.
- Oversees the City’s daily operations by managing all City departments as well as all outsourced functions and services of the City (except those departments, functions, or services for which other provisions are made by City charter or applicable law or contractual agreement); and is responsible for all City activities, programs and services including directing development and implementation of goals, objectives, policies, and procedures and ensuring that City goals and priorities are achieved.
- Reviews and evaluates programs, service delivery methods, and systems within the city, including administrative and support systems and internal relationships; identifies opportunities for improvement and implements changes to standard operating procedures to enhance services.
- Directs the implementation, maintenance, and enforcement of City policies and practices as prescribed by the City Council and addresses the City Council on behalf of City staff.
- Serves on the Emergency Management Team in the event of a disaster.

■ CHARACTERISTICS OF THE IDEAL CANDIDATE

The new City Manager shall have the political aptitude and intelligence to make financially and ethically sound decisions ensuring the City’s financial transparency, accountability, and sustainability. This strategic-minded individual will be dedicated to the successful delivery of City services across all sectors of the population with an emphasis on customer service excellence and improving organizational efficiencies, service levels, and public engagement. This highly collaborative leader shall have exceptional interpersonal and analytical skills to bring credibility to the role and have the ability to quickly establish mutual respect and trust with Mayor and Council. This “community steward” must be deeply committed to the mission of public service to celebrate, respect, and encourage diversity with the Bellaire employees, partners, and the community as a whole.



The ideal candidate for the next City Manager shall have the following core competencies:

- **Leadership** – Empowers a diverse workforce; creates an environment where ideas are fostered and nurtured; exhibits engaging and approachable behavior; listens attentively to understand the needs, intentions, and values of others.
- **Politically Astute / Community Collaborator** – Successfully engages with the Mayor and Council, senior management, external stakeholders, and civic leaders; maintains positive, productive community partnerships and collaborations; maintains relationships with other local, regional, and state elected officials and agencies.
- **Forward-Thinking** – Has patience and perseverance to foster a vision and direction for the city; seeks “best practices” and trends for continued growth and relevance; develops short and long-range plans, strategies, priorities, goals, and objectives.
- **Adaptable and Manages Change** – Able to adapt to ongoing challenges and capable of shifting direction when necessary; effectively communicates within the organization.
- **Communication Skills** – Exceptional listener; outstanding communicator with exceptional interpersonal, analytical, written, and verbal communication and presentation skills; handles sensitive situations with tact and diplomacy.
- **Financial Development / Acumen** – Ensures the effective use of revenue, resources, and adherence to generally accepted accounting principles, and related budget and financial matters; understands and can manage operations within budget constraints; experience with government finance mechanisms.
- **People Management** – Maintains and builds high-performing teams that hold themselves and staff accountable for their performance; delegates appropriately; optimizes resources; pursues achievable goals and works strategically to achieve them.
- **Problem-Solving and Strategic Thinking** – Demonstrates the ability to analyze, interpret, and effectively identify and solve problems; makes informed decisions, and successfully addresses complex organizational challenges; provides/implements creative solutions; provides direction by clearly and effectively setting courses of action; and improves and sustains superior project and program delivery.

■ MINIMUM QUALIFICATIONS

Education

Candidates must possess at least a bachelor’s degree from an accredited college or university. Exceptional and extensive work or military experience may substitute for a college degree. Possession of a master’s or doctorate degree in a related field is a plus, or in the alternative a history of continued growth in management and leadership responsibilities, such as but not limited to City Manager, Assistant City Manager or Department Director, and a record of and continued desire for personal and professional growth opportunities. Candidates shall currently be, or become upon hire, an active member of the Texas City Management Association (TCMA) and International City Management Association (ICMA).

Experience

Candidates should have broad experience in local government. Knowledge of finance (municipal preferred), as well process and project management is preferred. Representative experience should include the areas of engineering, zoning and land use planning/policies, capital projects, code enforcement, construction permitting and inspections, licensing, and development application review services for the development community.

■ COMPENSATION & BENEFITS

Salary will be commensurate with the qualifications and experience of the successful candidate. The City of Bellaire offers an excellent benefits package including medical and dental, as well as participation in the Texas Municipal Retirement System.

To learn more visit: <https://www.bellairetx.gov/613/Summary-of-Benefits>

■ APPLICATION PROCESS & RECRUITMENT SCHEDULE

To be considered for this career opportunity, submit your resume, cover letter, and a list of six work-related references (who will not be contacted without prior notice) by **Monday, April 18, 2022**.

Please submit your materials to: <https://www.cpsshr.us/recruitment/1971>.

Candidates deemed to have the most relevant backgrounds will be invited to participate in online assessments and a preliminary screening interview. Those individuals determined to be best suited will be invited to participate further in a formal assessment process with the city.

For additional information about this position please contact:

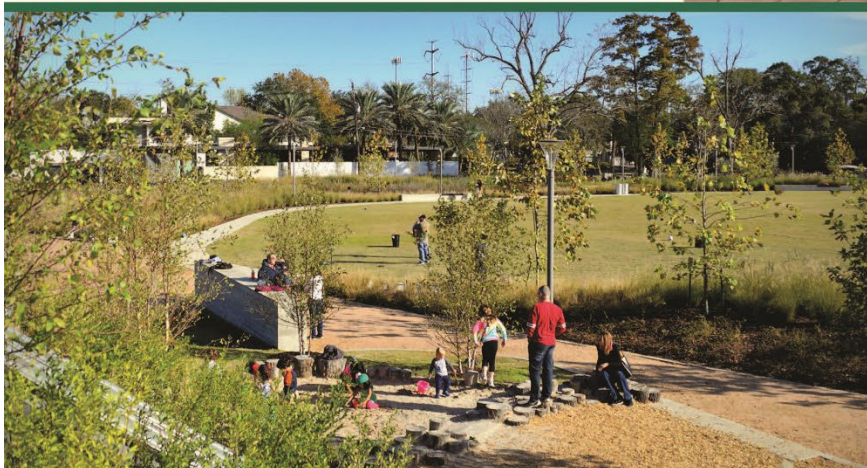
KYLIE WILSON

Senior Executive Recruiter

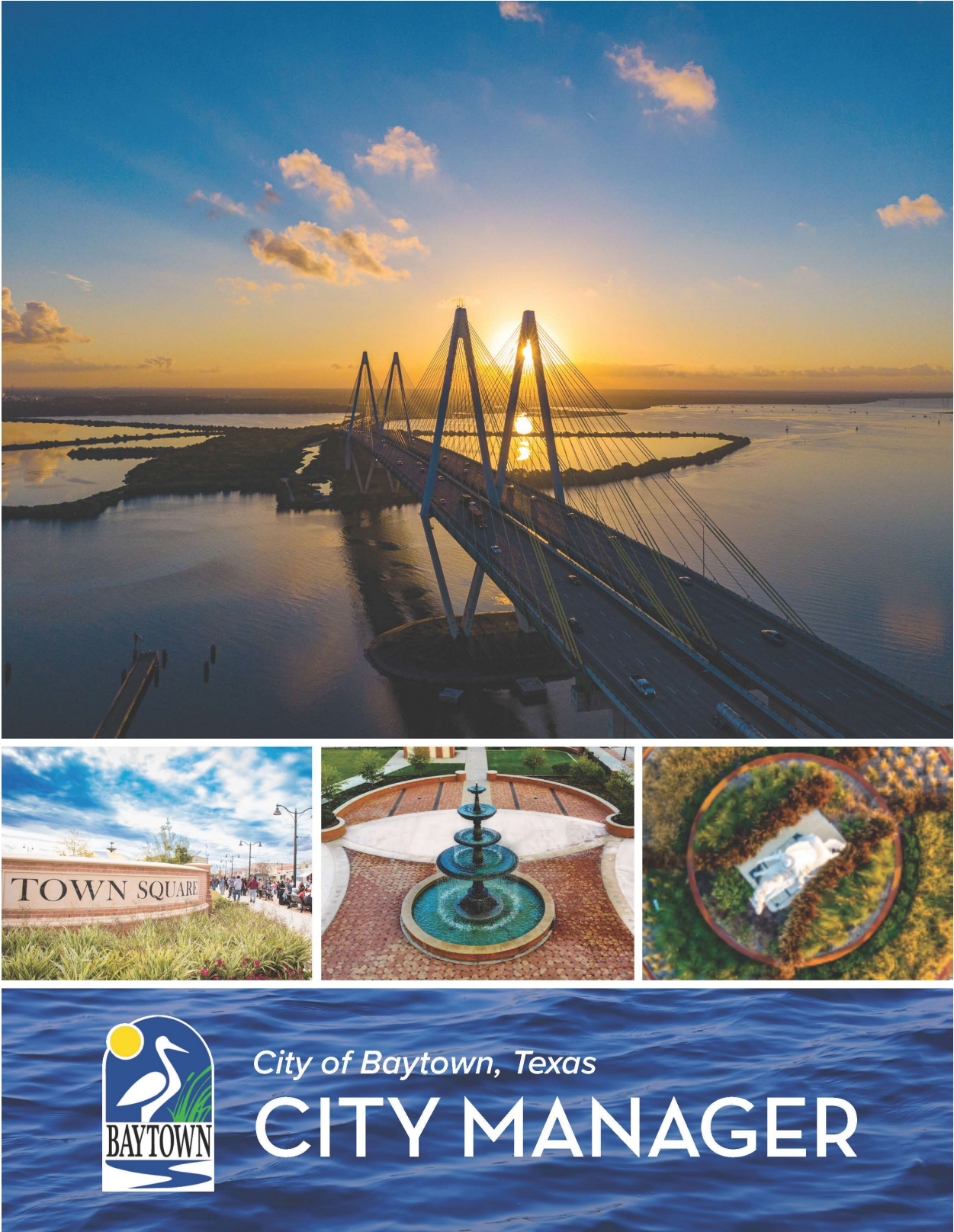
kwilson@cpsshr.us

www.cpsshr.us

CPS HR  CONSULTING



Sample Brochure 2





■ THE CITY

Baytown is a growing community with a population of approximately 87,000 situated east of Houston, Texas and north of Galveston Island along Interstate 10 and State Highway 146. Baytown is the third largest city in Harris County that borders the Gulf of Mexico with waters fed from Trinity Bay along the west side.

There has been tremendous investment in the community with the influx of businesses in areas such as health care centers, grocery stores, restaurants, and other large-scale retail developments, including the multi-million-dollar redevelopment of the San Jacinto Mall. The City of Baytown, in partnership with the Hyatt Regency Hotel chain, is currently developing a large-scale hotel/convention center on Bayland Island, with an anticipated opening of Summer 2023. The city also entered into a long-term agreement this year with a development company to create a new golf course on the site of the former Evergreen Golf Course.

This unique and diverse city has capitalized on phenomenal growth with a strong and diversified tax base from industrial, logistic, and wholesale distribution operations in and around Baytown that provides the foundation for a stable, healthy, and vibrant economy. The cornerstones of Baytown's industrial development are four world-recognized entities consisting of ExxonMobil, Chevron Phillips, Covestro and Enterprise Products.

Baytown is one of the best-kept secrets with popular tourist attractions to include the Town Square with its outdoor ice rink, the Baytown Nature Center, the Eddie V. Gray Wetlands Center, and Pirate's Bay Waterpark. Baytown also offers birding and fishing opportunities, geocaching, outdoor recreation activities and events, art displays and exhibits, as well as wonderful historic landmarks offering cultural venues to include the Brunson Theater, the Baytown Art Gallery and Baytown Little Theater. Baytown students are served by Goose Creek Consolidated Independent School District, and Lee College, a two-year, public community college, which offers numerous post-secondary academic, vocational, and technical programs leading to certification or an associate degree. Lee College also provides training and workforce partnerships with community businesses.

It is an exciting time to come work for the City of Baytown! The City and community share a similar vision to make the community a better place to live, work and raise a family. The City staff and leadership are dedicated to improving the residents' quality of life, increasing opportunities for citizens and the business community, and leading with purpose guided by a set of organizational values:

- **Caring** - We demonstrate in all interactions our respect and appreciation for colleagues and customers.
- **Innovation** - We work proactively to improve processes and services to better serve our customers.
- **Collaboration** - We pursue greatness by building strong, inclusive partnerships within the organization and the community.
- **Leadership** - We inspire and encourage others.
- **Stewardship** - We thoughtfully and responsibly manage the resources entrusted to us.

To learn more information about the City of Baytown, including the City's budget and strategic plan, visit the City's website at: <https://www.baytown.org/>

■ GOVERNANCE

The City of Baytown is a full-service city incorporated on January 24, 1948, as a Home Rule City operating under the Council-Manager form of government. The Baytown City Council is comprised of six single district Council Members, and a Mayoral position elected at-large. All members of the Council are elected and serve 3-year staggered terms. The Mayor and Council are the City's governing body tasked with enacting local legislation through ordinances and resolutions providing vision, policy, and fiscal oversight. The City Manager is appointed by the City Council and is responsible for the day-to-day operations of the City. The position is tasked with administering the City's administrative policies and ensuring enforcement of ordinances and resolutions approved by the City Council.

The City Manager is the chief executive for the city and leads City staff with approximately 1,010 full-time employees, comprised of the following departments: City Clerk, City Manager's Office, Finance, Fire, Health, Human Resources, Information Technology Services, Legal, Library, Municipal Court, Parks & Recreation, Planning & Development Services, Police, Public Affairs, and Public Works and Engineering.

The City of Baytown's annual general fund budget for FY 22-23 is \$ 143,668,680. General Fund revenue is comprised of taxes, license and permit fees, intergovernmental revenues, charges for services, miscellaneous revenues and transfers-in from other funds. Industrial District Payments (IDAs) and Economic Development Agreements (EDA) are the largest source of revenue for the General Fund, comprising 52.91% of total revenues. The other two largest revenue sources are represented by Ad Valorem Taxes (17.69%), along with Sales and Use Taxes (15.86%).

POSITION OVERVIEW

The Baytown Mayor and Council are seeking a highly skilled individual who will have the ability to provide guidance and direction to ensure the efficient management and effective operation of the City.

Key Areas of Responsibility:

- Provides leadership to effectively prioritize issues, projects, strategic planning, budget, and capital improvements.
- Responds to citizen requests working effectively with diverse interests and opinions represented by community leaders, business interests, and active neighborhood groups.
- Provides support to the City Council in an open and participatory climate.
- Articulates City Council municipal policy positions to the media, community groups and citizens.
- Works on special projects (Economic Development Foundation, Baytown Area Water Authority, Chamber of Commerce, etc.).

■ CHARACTERISTICS OF THE IDEAL CANDIDATE

The next City Manager must be an exceptional leader with a heart for public service, able to respond to the City's challenges both strategically and tactically, and possess the emotional intelligence to not buckle under pressure. The ideal candidate should have prior experience leading a full-service city of similar size, complexity, and cultural diversity. This new leader must be a values-based professional that is deeply committed to transparency and manages with purpose and integrity to make decisions that enrich the lives of the Baytown employees and the community as a whole.

Candidates must be organized and fiscally responsible decision makers that are dedicated to the improvement of City services across all sectors of the population with an emphasis on customer service excellence and operational efficiency. Additionally, the successful candidate must be a bridge builder who embraces collaborative partnerships, encourages community engagement, and is not afraid to dream big and challenge the status quo for future growth in Baytown.

An ideal background that would complement the community's expansion, current projects and key initiatives would include experience working in a master-planned community, with economic development projects and incentive program, transportation, and infrastructure improvement needs, contract negotiations with industry partners, as well as strategic planning for untapped areas of Baytown.

Prior experience must show successful progression and continued growth in management and leadership responsibilities and roles, such as, but not limited to, a City Manager, Assistant City Manager or Department Director.

The ideal candidate for the next **City Manager** shall have the following core competencies:

- **Inspirational Leadership** – Empowers an inclusive workforce; creates an environment where the diversity of ideas and views are fostered and nurtured; exhibits engaging and approachable behavior; has the ability to manage teams in crisis and conflict resolution; is a transparent and present manager who provides clear expectations and fosters a culture of personal accountability at all levels of the organization.
- **Politically Astute/Community Collaborator** – Successfully communicates and collaborates with the Mayor and Council, senior leadership team, community, and civic leaders; strives to build consensus amongst leadership and ensures fairness and consistency in responsiveness and engagement; maintains positive, productive partnerships with other local, regional, and state leaders, and agencies.
- **Communication Skills** – Listens attentively to understand the needs, intentions, and values of others; is an outstanding written and verbal communicator with exceptional interpersonal, analytical, negotiation, and presentation skills; handles sensitive situations with tact, diplomacy, and a calm demeanor.
- **Talent Management** – Demonstrates the ability to develop and align a diverse talent pool needed to meet and exceed organizational goals; maintains and builds high-performing teams that hold themselves and staff accountable for their performance; delegates appropriately; and optimizes employee skillsets.
- **Strategic Thinking & Foresight** – Has the patience and perseverance to foster and implement the mission, vision and direction of the City; seeks “best practices” and trends for continued growth and relevance; develops short and long-range achievable goals and works strategically to achieve them; makes informed and sound decisions; is able to adapt to ongoing challenges and capable of pivoting and re-directing when necessary; provides direction by clearly and effectively setting courses of action; is a talented problem solver.
- **Financial Development/Acumen** – Ensures innovative revenue development strategies; understands community priorities using data to advocate for funding; prioritizes securing the necessary financial resources to sustain and grow the community; ensures continual adherence to generally accepted accounting principles, and related budget and financial matters; understands and can manage operations within budget constraints; seeks new economic development funding opportunities.



■ EDUCATION/EXPERIENCE

Required:

- Bachelor's Degree from an accredited college or institution in Public Administration, Business Administration, or a related field.
- Ten (10) years of executive level experience administering a full-service city of similar size, complexity, and cultural diversity.
- Valid driver's license with an acceptable driving record (must obtain TX driver's license within 90 days).

Preferred:

- Master's Degree from an accredited college or institution in Public Administration, Business Administration, or a related field.
- Previous City Management experience.



■ COMPENSATION & BENEFITS

The salary range for this position is **\$225,000 - \$275,000** and is commensurate on qualifications and experience of the successful candidate. The selected candidate will be required to reside within Baytown city limits.

The city also offers a **Full Benefits Package** including generous paid holiday, vacation, and sick leave to support your work/life balance; insurance options for medical, dental, vision, life, and disability; TMRS retirement with 14% City contribution; free employee clinic access for medical coverage participants; mental health and financial education benefits, association dues and continuing education as budgeted, and much more!

■ APPLICATION PROCESS & RECRUITMENT SCHEDULE

To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (who will not be contacted without prior notice) by **Monday, October 31, 2022**.

Please submit your materials to: <https://www.cpshr.us/recruitment/2090>.

For additional information about this position please contact:

KYLIE WILSON

Senior Executive Recruiter
kwilson@cpshr.us ■ www.cpshr.us

CPS HR CONSULTING



Candidates deemed to have the most relevant backgrounds will be invited to participate in a preliminary screening interview with the consultant. Those individuals determined to be best suited will be invited to participate further in a formal assessment process. An appointment is anticipated upon the completion of comprehensive reference and background checks.

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**City Manager
City of Glenn Heights, Texas**

May 11, 2023

This proposal is valid for 90 days

Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

JJ Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com





May 11, 2023

Hon. Mayor Sonja A. Brown and City Council
City of Glenn Heights, Texas

Dear Mayor Brown and Council Members,

Thank you for the opportunity to submit this proposal to assist the City of Glenn Heights in your recruitment for a new City Manager. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

We would like to draw your attention to some key aspects that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR announces all conducted recruitments in our Servant Leadership e-newsletter, which reaches over 43,000 subscribers in all 50 states.
- SGR reaches a broad community of over 14,900 LinkedIn followers and over 2,600 Facebook followers.
- SGR sends targeted emails to our opt-in Job Alert subscriber database of over 5,800 city management professionals.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in many ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

We are happy to provide references upon request. We are excited about the prospect of conducting this recruitment for the City of Glenn Heights, and we are available to visit with you at your convenience.

Respectfully submitted,

Jeri J. Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com

TABLE OF CONTENTS

- 1 Company Profile**
- 2 Unique Qualifications**
- 3 Project Personnel**
- 4 Recruitment Methodology**
- 5 Projected Schedule**
- 6 Costs & Service Guarantee**
- 7 SGR City/County Management Recruitments**
- 8 Appendix A: Sample Position Profile Brochures**
- 9 Appendix B: Sample Contract: Full Service Recruitment**

Company Profile

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services.

SGR's services are designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 39 full-time employees, 3 part-time employees, 21 recruiters, 20 facilitators and multiple consultants who function as subject matter experts on a variety of projects.

SGR has corporate headquarters in Texas, as well as virtual offices in California, Colorado, Florida, Maryland, Minnesota, New York, North Carolina, Ohio, Oklahoma, and Oregon.

View all SGR team members and bios at: <https://sgr.pub/MeetTeamSGR>

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of applicants by utilizing our unequaled network of prospects.

- Your position will be announced in SGR's Servant Leadership e-newsletter that reaches over 43,000 subscribers in all 50 states.
- We will send targeted emails to over 5,800 opt-in subscribers to SGR's City Management Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which has approximately 20,000 visitors per month.
- Your position will be posted to SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which averages nearly 10,000 unique visitors per month and has more than 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government, Local Government Hispanic Network, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have years of experience in local government, as well as regional and national networks of relationships. The executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of

underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great fit regarding values, philosophy, and management style perspectives.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next generation leaders. We have earned their trust. As a result, SGR is able to bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation well, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility & Communication

Your executive recruiter is accessible throughout the recruitment process and can be reached at any time by candidates or clients via cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis to keep the applicants informed about the community and opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a screening process that ensures a detailed understanding of candidate backgrounds and minimizes surprises. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain insights beyond what is available through a resume
- Online pre-recorded video interviews that allow search committee members to view candidates in an interview setting prior to the finalist recruitment stage
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, customized to each candidate based on where they have lived and worked
- Thorough automated, anonymous reference checks that provide details on candidates' soft skills from an expansive group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise for finalist candidates, customized to the organization

View a full list of our Executive Recruitment Clients at: <https://sgr.pub/ERClientList>

Project Personnel

Larry Gilley, Senior Vice President

LarryGilley@GovernmentResource.com

Cell: 325-660-4208



Larry Gilley joined SGR in 2016. He previously served for more than 38 years in leadership roles in Texas cities. He served as City Manager for the City of Abilene from June 2002 until his retirement. Prior to joining the City of Abilene, Larry served as City Manager for the City of San Marcos, Texas, for almost 14 years. He began his career in municipal government as City Manager in Bovina in 1976 and later served as City Manager in Panhandle.

Larry has been active in his professional association and is a member of the International City/County Management Association (ICMA) and the Texas City Management Association (TCMA) and is Past President of that organization. He served on the Board of the Texas Municipal League Intergovernmental Risk Pool (TMLIRP) and served as Chair of that organization. He has served on the MPA Advisory Council at Texas State University, where he also served as an Adjunct Graduate Faculty member. He holds a Bachelor of Arts in Political Science from Texas Tech University and a Master of Public Administration from Texas State University.

ICMA awarded Larry its professional service award for In-Service Training, and the Cen-Tex Chapter of the American Society of Public Administration recognized him as "Professional Administrator of the Year." Larry is also a recipient of a Lifetime Achievement Award from TCMA and is a Life Member of that organization.

Recruitment Methodology

A full-service recruitment typically entails the following steps:

- 1. Organizational Inquiry and Analysis**
 - Development of Recruitment Plan and Timeline
 - Individual Interviews with Key Stakeholders
 - Creation of Position Profile Brochure
- 2. Advertising and Marketing, Communication with Applicants and Prospects**
- 3. Initial Screening and Review**
- 4. Search Committee Briefing to Facilitate Selection of Semifinalists**
- 5. Evaluation of Semifinalist Candidates**
 - Written Questionnaires
 - Recorded Online Interviews
 - Media Searches - Stage 1
- 6. Search Committee Briefing to Facilitate Selection of Finalists**
- 7. Evaluation of Finalist Candidates**
 - Comprehensive Media Searches - Stage 2
 - Comprehensive Background Investigation Reports
 - DiSC Management Assessments (supplemental service)
 - First Year Game Plan or Other Advanced Exercise
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (may occur earlier in process)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determination of Terms of an Offer
 - Negotiation of Terms and Conditions of Employment
 - Press Release (if requested)

Step 1: Organizational Inquiry and Analysis

Development of Recruitment Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

Individual Interviews with Key Stakeholders

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. These interviews identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the position, special considerations, and the political environment. This process helps with organizational buy-in and will assist us in developing the position profile.

Development of Position Profile Brochure

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

To view sample recruitment brochures, please visit:

<https://sgr.pub/OpenRecruitments>

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 43,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, <https://sgr.pub/SGRWebsite>, and on SGR's Job Board, <https://sgr.pub/SGRJobBoard>. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospects

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast,

accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR sends weekly updates to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials.

Step 5: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, resumes can be misleading. Resumes fail to disclose the individual's personal qualities and his or her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments and experience. SGR's responsibility is to go deeper than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR's goal is to have a clear understanding of the person behind the resume and what makes them an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaires

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with cover letters and resumes submitted by the candidates.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

Media Searches - Stage 1

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Step 6: Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

"Stage 2" of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: <https://sgr.pub/SGRMediaReport>.

Comprehensive Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: <https://sgr.pub/SGRBackgroundReport>.

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report (if desired)
- Federal criminal search
- National criminal search
- County wants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

DiSC Management Assessments (supplemental service)

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: <https://sgr.pub/SGRDiSCReport>. For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

First Year Game Plan or Other Advanced Exercise

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far.

Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

Step 8: Interview Process

Face-to-Face Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups during a multi-day interview process.

Deliberations

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or in deciding whether to bring back one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference

checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine the Terms of an Offer

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation “log-jams.”

Press Release (if requested)

Until you have “sealed the deal,” you should be cautious in order to avoid the embarrassment of a premature announcement that does not work out. It is also best practice to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Satisfaction Surveys

SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

Supplemental Service: Post-Hire Team Building Workshop

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: <https://sgr.pub/SampleIOPT>.

Projected Schedule

Holidays may affect recruitment schedule.

Task	Weeks
- Contract Executed - Develop Recruitment Plan, Timeline <u>Individual Interviews with Key Stakeholders</u>	Week 1
<u>Deliverable</u>: Position Profile Brochure - Search Committee Reviews and Approves Brochure	Weeks 2-3
- Advertising and Marketing - Accept Applications - Communication with Prospects and Applicants	Weeks 4-7
Initial Screening and Review	Week 8
<u>Search Committee Briefing</u> / Select Semifinalists - Questionnaires and Recorded Online Interviews - Media Searches - Stage 1	Week 9
<u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews	Week 10
<u>Search Committee Briefing</u> / Select Finalist Candidates	Week 11
- Comprehensive Media Searches - Stage 2 - Comprehensive Background Investigation Reports - DiSC Management Assessments (supplemental service) - First Year Game Plan or Other Advanced Exercise	Weeks 12-13
<u>Deliverable</u>: Finalist Briefing Books	Week 14
<u>Face-to-Face Interviews</u> - Stakeholder Engagement (may occur earlier in process) - Deliberations - Reference Checks (may occur earlier in process) - Negotiations and Hiring Process	Week 15

Recruitment Costs & Service Guarantee

Not-to-Exceed Price: \$24,900 *

** Ad placement costs are not included in the Not-to-Exceed Price. Ad placement costs are estimated to be between \$1,750 and \$2,500 and shall be added to the total cost of services upon approval from the organization.*

Not-to-exceed price includes:

- **Professional Service Fee - \$18,500**
- **Expenses:**
 - **Position Profile Brochure & Marketing - \$1,500**
 - Production of a professional position profile brochure
 - Custom-designed graphics for social media and email marketing
 - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
 - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
 - Featured job placement on SGR's website
 - Featured ad on SGR's job board
 - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
 - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
 - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
 - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
 - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
 - **Up to two (2) multi-day onsite visits** by one Recruiter to the Organization, for up to 2 and 1/2 days per visit. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. *Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.*

Reimbursable Expenses

- **Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.**

Supplemental Services

The supplemental services listed below are not included in the not-to-exceed price:

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits (over and above the two (2) onsite visits included in the not-to-exceed price above) by one Recruiter will be billed over and above the not-to-exceed price. Travel and onsite time will be billed at a professional fee (per recruiter) of \$1,000 per half-day and \$1,500 per full day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the organization.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

Billing

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

Service Guarantee

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

City & County Management Recruitments, 2018-Present

In Progress

- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Largo, Florida (pop. 82,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Pearland, Texas (pop. 130,000) - City Manager
- Snyder, Texas (pop. 11,000) - City Manager
- South Fulton, Georgia (pop. 108,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 14,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

2023

- Bristol, Tennessee (pop. 27,000) - City Manager
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager

2022

- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager

- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop. 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

2021

- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager

- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

2020

- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

2019

- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager

- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

2018

- Anna, Texas (pop. 14,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Cameron, Missouri (pop. 10,000) - City Manager
- Clackamas County, Oregon (pop. 400,000) - County Administrator
- Clallam County, Washington (pop. 75,000) - County Administrator
- Coffeyville, Kansas (9,500) - City Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Erie, Colorado (pop. 26,000) - Town Administrator
- Forney, Texas (pop. 19,000) - City Manager
- Freeport, Texas (pop. 12,000) - City Manager
- Fulshear, Texas (pop. 9,500) - City Manager
- Green Cove Springs, Florida (pop. 7,500) - City Manager
- Humble, Texas (pop. 15,000) - City Manager
- Jacksonville, Texas (pop. 14,000) - City Manager
- Jupiter, Florida (pop. 60,000) - Town Manager
- Lawton, Oklahoma (pop. 94,000) - City Manager
- Lebanon, Missouri (pop. 15,000) - City Administrator
- Lockhart, Texas (pop. 13,500) - City Manager
- Marshall, Texas (pop. 24,000) - City Manager
- Murfreesboro, Tennessee (pop. 130,000) - City Manager

- Nixa, Missouri (pop. 21,000) - City Administrator
- Paducah, Kentucky (pop. 25,000) - City Manager
- Pflugerville, Texas (pop. 60,000) - City Manager
- Plant City, Florida (pop. 38,000) - City Manager
- Riverside, Missouri (pop. 3,000) - City Administrator
- Smithville, Missouri (pop. 10,000) - City Administrator
- Springfield, Missouri (pop. 167,000) - City Manager
- Sunnyvale, Texas (pop. 6,500) - Town Manager
- West University Place, Texas (pop. 14,000) - City Manager
- Wethersfield, Connecticut (pop. 26,000) - Town Manager

The background of the entire page is a photograph of a large, rusted metal sculpture. The sculpture has a tall, thin frame with diagonal supports that resemble tree branches. A rectangular panel is attached to the frame, featuring a sunburst design and floral patterns. The sculpture is set against a bright blue sky with scattered white clouds. In the foreground, there are some out-of-focus green plants.

CITY MANAGER

CITY OF DESOTO, TEXAS

EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES



THE COMMUNITY

The City of DeSoto, Texas, is located in southern Dallas County. The City is home to 56,624 residents and covers approximately 21.58 square miles. DeSoto is part of the Dallas/Fort Worth Metroplex, which consists of twelve counties, over 200 cities and towns, and over seven million people. Its economy is one of the healthiest in the country due to its central location, convenient access to the Dallas-Fort Worth International Airport and other transportation resources, 23 Fortune 500 company headquarters, and an extremely diversified economic base.

The City of DeSoto offers a wide array of recreational, cultural, and entertainment opportunities for residents and visitors alike. Currently, the City has developed 430 acres into 20 parks, trails, and recreational facilities to meet the recreational needs of all residents. In addition to the developed park and trail sites, there are 61 acres of City-owned property that could be developed into park facilities. The City has received many awards and accolades for its excellence service: The DeSoto Police Department has been accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1993; DeSoto Fire Rescue was awarded the coveted ISO 1 Rating for Fire Protection in 2016, resulting in lower commercial insurance rates for DeSoto businesses; DeSoto Parks & Recreation received accreditation from the Commission for Accreditation for Parks and Recreation Agencies (CAPRA) in 2016; for the third year in a row, DeSoto's Information Technology Department received the prestigious Digital Cities Award for cities with a population under 75,000; and the DeSoto Public Library received the Achievement of Excellence in Libraries Award in 2018 from the Texas Municipal Library Directors Association.

The City of DeSoto is an "All America" City. The National Civic League annually presents the award to 10 communities in the country. It recognizes those whose citizens work together to identify and tackle community-wide challenges and achieve uncommon results. DeSoto strives to continue to embody the accomplishments that earned the award in 2006.

Major employers include the Kohls eFulfillment Center, DeSoto Independent School District, Kohler, Solar Turbines (a Caterpillar Co.), Diab Inc., and NFI Industries.

DeSoto Independent School District (DeSoto I.S.D.) serves over 9,000 Pre-K through 12th grade students across 13 campuses. The district has strong sports and fine arts programming and activities. For those seeking higher education opportunities, there are many options in the area. University of North Texas at Dallas, Cedar Valley College, Mountain View College, and the University of Phoenix at Cedar Hill Resource Center are within easy driving distance.

The City has a median household income of \$66,979 and an average home value of \$224,000.

GOVERNANCE AND ORGANIZATION

CITY COUNCIL VISION STATEMENT

DeSoto is an All-America City, rich in history and educational opportunities, where people come to live, work and play in a prosperous, attractive, culturally-inclusive community that is a destination for arts, family entertainment and sports.



DeSoto is a home rule city which operates under the council-manager form of government. The City Council consists of seven members, including the Mayor. All members are elected at-large and all serve three-year terms and are limited to two terms each.

The City Manager is appointed by and reports directly to the Mayor and City Council and acts as the Chief Executive Officer of the municipality. The City Manager oversees the execution of all ordinances and policies adopted by the Council, the development and execution of the annual operating budgets, municipal operations, and communication and coordination with the Council, various boards, commissions, county, state, and federal agencies, and City staff. Currently, the City Manager's Office is organized in such a way that some of members of the Executive Leadership Team report directly to the City Manager, while others report to the two Deputy City Managers.

The City has received the GFOA Distinguished Budget Presentation Award for 26 continuous years and the GFOA Certificate of Achievement for Excellence in Financial Reporting for 33 continuous years.

GOVERNANCE AND ORGANIZATION CONTINUED



FY2019 BUDGET
\$91,147,512



**PROPOSED
FY2020 BUDGET**
\$95,595,446



EMPLOYEES
375 (budgeted for
proposed FY2020)



**AD VALOREM
TAX RATE**
FY2019 0.721394

Major projects underway or recently completed:

- Fire Station # 2 (Projected completion Fall 2019)
- 2018 Water and Sewer Renovation and Replacement Project - Phase 2 (Construction anticipated to begin Spring 2019)
- Chattey Road - Pleasant Run Road to Belt Line Road Improvements (Construction anticipated to begin Fall 2019)
- Pleasant Run Road - Joint MCIP Project # 1- Dallas County (Construction anticipated to begin Summer 2020)
- Westmoreland Road - Joint MCIP Project # 2 - Dallas County (Construction anticipated to begin Summer 2020)
- Whispering Oaks Drainage (Construction anticipated to begin Summer 2019)
- Pleasant Run Road (Westmoreland Road to Cockrell Hill Road)
- Hampton Road (Pleasant Run Road to Belt Line Road)





IDEAL CANDIDATE

The City of DeSoto seeks a visionary, personable, and progressive servant leader with a dedication to providing exceptional public service to serve as its new City Manager. The City Manager will develop a strong understanding of the community's needs and will build and maintain a harmonious, productive relationship with the City Council to ensure the City strategically plans and successfully implements programs and processes that will help the City achieve its goals. The ideal candidate will be well-versed in organizational development and committed to maintaining stability in the organization as the City continues to grow.

The successful candidate will be a fiscally responsible manager with thorough knowledge of municipal finance and budgeting. DeSoto's City Manager must have a strong business acumen and experience with economic development, community development, planning, or redevelopment, in order to lead the City through the process of attracting new commercial development. The desired candidate will be skilled at building relationships with diverse stakeholders and will understand the importance of strong intergovernmental relations and regional partnerships in moving the City forward.

A strategic thinker with a collaborative management style, the City Manager will take a talented and skilled staff to the next performance level. The City Manager will foster a culture of transparency and accountability and must be able to resolve conflict with tact and diplomacy. The ideal City Manager will lead by example, encourage the personal and professional growth of employees, and demonstrate a commitment to providing the resources and technology that will improve the operational efficiency and contribute to the overall success of each department. The selected individual will foster an environment that allows staff to reach their full potential, while uniting all departments with a shared sense of purpose that aligns with the City's mission and vision. An experienced, results-oriented leader with a proven track record of building high-performance teams and developing short and long-term succession plans is strongly desired.

This position requires adaptability and flexibility as situations and priorities change, and the City Manager must have the ability to remain calm under pressure and make sound decisions in a timely manner. The chosen City Manager must be highly ethical and politically astute without being political, building consensus whenever possible. An approachable people person with exceptional verbal and non-verbal communication skills, the City Manager will be highly visible in the community and will work continuously to engage all residents, businesses, and regional partners. Experience working in a diverse community is essential.

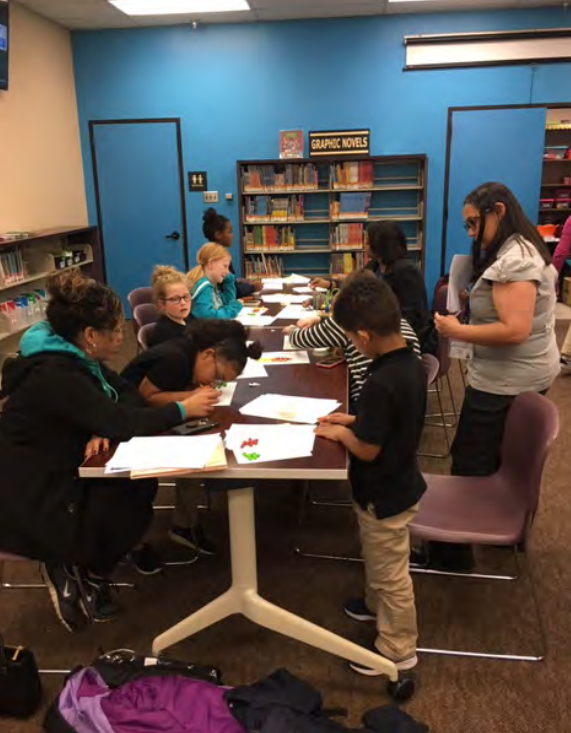
EDUCATION AND EXPERIENCE

The selected candidate must possess a master's degree in public administration or a related field from an accredited post-secondary institution or equivalent and/or a minimum of 10 years of director level experience. The candidate must have experience in a community with a population greater than 40,000. City Manager or Assistant City Manager experience is preferred. A valid driver's license with good driving record and the ability to maintain a good driving record while employed are required. Residency within the DeSoto city limits is required. Residents from outside the region are encouraged to apply.



COMPENSATION AND BENEFITS

The City of DeSoto offers a competitive salary, dependent on qualifications and experience. The City participates in the Texas Municipal Retirement System (TMRS) at a 7% employee deposit rate, with a municipal matching ratio of 2:1. A generous benefits package is provided, including medical, dental, and vision insurance and paid vacation and sick leave time.



APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGRCurrentSearches>
For more information on this position contact:

Margie Rose, Senior Vice President
Strategic Government Resources
margierose@governmentresource.com
361-813-8599

This position is open until filled. To view the status of this position, please visit: <http://bit.ly/SGRCurrentSearches>

The City of DeSoto is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



RESOURCES

City of DeSoto
desototexas.gov

Economic Development
dedc.org

Chamber of Commerce
desotochamber.org

Comprehensive Plan:
ci.desoto.tx.us/DocumentCenter/View/7419/DES-Comp-Plan-20150928-Final?bidId=

FOLLOW US



**Agreement for Executive Recruitment Services
for City Manager
between**

Strategic Government Resources, Inc. ("SGR")
and
City of Glenn Heights, Texas ("Organization")

Scope of Services:

SGR shall provide all services for recruitment as described in the formal proposal submitted and described in abbreviated form as follows:

- Development recruitment plan and timeline
- Production of a professional position profile brochure
- Advertising and marketing
- Communication with prospects and applicants
- Initial screening and review of applications
- Briefing with search committee to facilitate selection of semifinalists
- Written questionnaires, customized to the position, for up to twelve (12) semifinalists
- Recorded online interviews for up to twelve (12) semifinalists
- Stage 1 Media Searches on up to twelve (12) semifinalists
- Electronic delivery of semifinalist briefing books and online interviews
- Briefing with the search committee to facilitate selection of finalist candidates
- Assistance with development of advanced exercise for finalist candidates, if desired
- Comprehensive Stage 2 Media Reports for up to five (5) finalist candidates
- Comprehensive background investigation reports on up to five (5) finalist candidates
- Comprehensive Reference Checks for up to five (5) finalist candidates
- Electronic delivery of finalist briefing books
- Assistance with interview questions and interview schedule
- Assistance with stakeholder engagement, if desired
- Assistance with negotiating terms and conditions of employment, if desired
- Up to Two (2) in-person visits by the Recruiter to the Organization.
- Periodic updates regarding the progress of the search, as frequently as desired

The Organization agrees:

- To provide photos/graphics and information necessary to develop position profile brochure
- To respond to drafts of documents and reports in a timely manner; failure to do so may extend timelines and can negatively impact the outcome of the process
- To refer all prospective applicants to SGR and shall not accept applications independently during the recruitment process

- To provide reproduction of hard copy brochure, if desired
- To provide any direct mailings desired by the Organization
- To provide legal opinions to SGR regarding when and if any information must be released in accordance with Public Information requests
- To directly reimburse finalists for travel-related expenses to interview
- That Organization is ultimately responsible for candidate selections and that Organization will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law
- To comply with the Fair Credit Reporting Act (FCRA) with regard to any pre- or post-adverse action notices and requirements if the Organization decides not to hire a candidate as a result of their credit history report

SGR shall be compensated by the Organization as detailed below:

Not-to-Exceed Price = \$24,900*

** Ad placement costs are not included in the Not-to-Exceed Price. These costs are estimated to be between \$1,750 and \$2,500 and shall be added to the total cost of services upon approval from the organization.*

Not-to-exceed price includes:

- **Professional Service Fee - \$18,500**
- **Expenses** (will appear on invoices until not-to-exceed price is reached):
 - **Position Profile Brochure & Marketing - \$1,500**
 - Production of a professional position profile brochure
 - Custom-designed graphics for social media and email marketing
 - An announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
 - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
 - Featured job placement on SGR's website
 - Featured ad on SGR's job board
 - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
 - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
 - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
 - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
 - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
 - **Up to two (2) multi-day onsite visits** by one Recruiter to the Organization, for up to 2 and 1/2 days per visit. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. *Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.*

Reimbursable Expenses

- **Ad placements, as approved by the Organization, will be billed back at actual cost with no markup for overhead.**

Supplemental Services (not included in the not-to-exceed price above):

- SGR will conduct a Stakeholder Survey for \$1,000. SGR will provide recommended survey questions within three (3) business days of project initiation. SGR will set up an online survey within one (1) business day after Organization has reviewed and approved the survey questions. Stakeholders can be directed to a web page or invited to take the survey by email. SGR and Organization will agree to the open survey time period, typically ten (10) to thirty (30) days. Organization shall be responsible for marketing and promoting the survey to stakeholders. A written summary of results is provided to Organization within three (3) business days of survey close date. Survey is not validated statistically.
- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits (over and above the two (2) onsite visits included in the not-to-exceed price above) by one Recruiter will be billed over and above the not-to-exceed price. Travel and onsite time will be billed at a professional fee (per recruiter) of \$1,000 per half-day and \$1,500 per full day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates will be reimbursed directly by the Organization for travel expenses.
- If the Organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

Billing:

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

Organization Contact for Invoicing:

Name: _____

Position: _____

Email: _____

Phone: _____

Service Guarantee:

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

Expenses in the event of a repeat search shall include:

- Position Profile Brochure Edits, Custom Graphics, and SGR Marketing - \$750
- Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.
- Online interviews - \$225 per candidate.
- Comprehensive media reports - \$500 per candidate.
- Background investigation reports - \$400 per candidate.
- Reference checks - \$225 per candidate.
- DiSC Management Profile - \$175 per candidate
- Should the organization request printing of semifinalist or finalist briefing materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Recruiter travel. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- Stakeholder Survey - \$1,000
- If the Organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

Terms and Conditions:

- The Organization reserves the right to terminate this agreement at any time upon giving SGR seven days advanced written notice to SGR, Attn: Melissa Valentine, PO Box 1642, Keller, TX 76244 or by email to MelissaValentine@GovernmentResource.com. In such an event, SGR will be compensated for all work satisfactorily completed up to and through the date of termination.
- The Organization acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects throughout the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates who SGR may be having conversations with as part of the recruitment process, may be damaging to the prospects and SGR. Accordingly, the Organization acknowledges and, to the extent provided by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with the Organization or not, including all decisions regarding release of information, until such time that a finalist is named. At the time finalists are determined, all information related to the finalists shall become the property of the Organization and all decisions regarding public disclosure shall be determined by the Organization, except that psychometric assessments, questionnaires, and any information produced by SGR is proprietary and shall not become the property of the Organization or subject to disclosure. If the Organization receives an open records request, the Organization shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt. The Organization shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to the Organization releasing the required information with protected information redacted.
- **All travel will be dependent on COVID restrictions in place at the time and take into consideration and health and safety of team members of both Parties.**

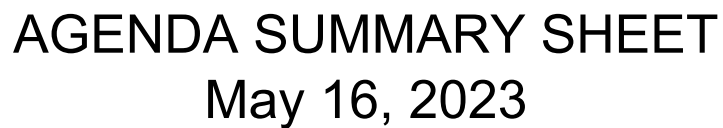
Approved and Agreed to, this the _____ day of _____, 2023 by and between

Jeri J. Peters, President of Executive Recruitment
Strategic Government Resources

City of Glenn Heights, Texas

Printed Name: _____

Title: _____



Discuss and take action on the city receiving a license for Grant Finder. (Council Member Travis Bruton)

[illegible]

[illegible]

CASH AND INVESTMENT REPORT
As of April 30, 2023

APRIL 2023 CASH AND INVESTMENT REPORT

POOLED CASH RECONCILIATION		
Fund		Balance In Pooled Cash Per General Ledger
100 General Fund	\$	5,982,053.89
200 Court Technology	\$	12,952.22
201 Court Security	\$	24,099.69
202 Truancy Prevention	\$	14,361.50
203 Local Court Tech Fund	\$	4,554.38
204 Local Muni Jury Fund	\$	276.91
205 911 Wireless	\$	172,806.68
214 State Seizure	\$	(602.29)
215 Street Impact	\$	2,277,273.95
230 Park Fees	\$	1,181,155.93
250 Operating Grants	\$	(24,903.54)
251 ARPA Fund	\$	3,319,529.87
260 Unemployment Comp	\$	7,703.82
300 Debt Service	\$	516,146.57
400 2006 Bonds	\$	9,351.50
401 08 CO Bond	\$	(74,395.28)
402 2015 CO Bond	\$	744.82
403 2016 GO BOND	\$	(5,721,712.29)
406 Vehicle Replacement	\$	376,338.80
407 Disaster Recovery	\$	(89,147.76)
410 GF Capital Projects	\$	8,149,051.07
412 Veterans Memorial	\$	3,097.54
425 COVID	\$	(57,776.99)
500 Water & Sewer	\$	2,654,250.40
505 Capital Project -Meters	\$	(349,073.48)
515 W/S Impact	\$	2,799,790.97
550 Drainage	\$	967,147.60
TOTAL POOLED CASH - GL	\$	22,155,076.48

Balance per Bank Statement	\$	21,743,073.51
Reconciling Items:		
Add: Deposits In-Transit		
Less: Outstanding Checks		
Less: Outstanding Other		
Adjusting Items	\$	412,002.97
Adjusted GL Balance	\$	22,155,076.48
Unreconciled Difference	\$	-

OTHER PROSPERITY BANK ACCOUNTS RECONCILIATION								
Bank Account	Beginning GL Balance	Beginning Balance Per Bank Statement	Add: Deposits in Transit	Less: Outstanding Checks	Other Reconciling Items	Ending GL Balance		Unreconciled Difference
Cash Benefits Trust	\$ 6,511.46	\$ 8,028.70	\$ -	\$ -	\$ 1.65	\$ 6,513.11		\$ 1,517.24
Seizure Hold	\$ 5,499.49	\$ 5,499.49	\$ -	\$ -	\$ -	\$ 5,499.49		\$ -
2015 C/O Bond	\$ 128.85	\$ 128.85	\$ -	\$ -	\$ 0.09	\$ 128.94		\$ -
2006 Bond	\$ 9,501.30	\$ 9,501.30	\$ -	\$ -	\$ 6.64	\$ 9,507.94		\$ -
Customer W/S Deposits	\$ 456,048.09	\$ 456,048.09	\$ -	\$ -	\$ 93.71	\$ 456,141.80		\$ -
Park Fees	\$ 208,659.35	\$ 208,659.35	\$ -	\$ -	\$ 268.73	\$ 208,928.08		\$ -
W/S Impact Fees	\$ 397,715.97	\$ 397,715.97	\$ -	\$ -	\$ 898.95	\$ 398,614.92		\$ -
Street Impact	\$ 261,172.59	\$ 261,172.59	\$ -	\$ -	\$ 53.67	\$ 261,226.26		\$ -
Chamber of Commerce	\$ 17,218.98	\$ 17,233.49	\$ -	\$ -	\$ 3.54	\$ 17,222.52		\$ 14.51
Veterans Memorial	\$ 2,869.74	\$ 2,872.16	\$ -	\$ -	\$ 0.59	\$ 2,870.33		\$ 2.42
TOTAL OTHER PROSP	\$ 1,365,325.82					\$ 1,366,653.39		

TOTAL CASH/INVESTMENT BAL	
FUND	CASH BALANCE
100 General Fund	\$ 11,444,106.10
200 Court Technology	\$ 12,953.04
201 Court Security	\$ 47,274.35
202 Truancy Prevention	\$ 14,361.50
203 Local Court Tech Fund	\$ 4,554.38
204 Local Muni Jury Fund	\$ 276.91
205 911 Wireless	\$ 173,568.14
2014 State Seizure	\$ 8,202.56
215 Street Impact Fees	\$ 2,538,500.21
230 Park Fees	\$ 1,390,084.01
250 Operating Grants	\$ (24,903.54)
251 ARPA	\$ 3,319,529.87
260 Unemployment Comp	\$ 7,703.82
300 Debt Service	\$ 522,511.85
400 2006 Bonds	\$ 18,859.44
401 2008 CO Bond	\$ (74,395.36)
402 2015 CO Bond	\$ 873.76
403 2016 GO Bond	\$ 2,862,242.13
406 Vehicle Replacement	\$ 376,338.80
407 Disaster Recovery	\$ (89,147.76)
410 General Fund Capital Projects	\$ 8,149,051.07
412 Veterans Memorial	\$ 5,967.87
425 COVID	\$ (57,776.99)
500 W/S Fund	\$ 3,167,493.73
SIB Account	\$ 278,236.00
505 Capital Project -Meters	\$ (349,073.48)
515 W/S Impact Fees	\$ 3,198,405.89
550 Drainage	\$ 969,459.70
Benefits Trust - Cash	\$ 6,513.11
Seizure Hold - Cash	\$ 5,499.49
Chamber of Commerce	\$ 17,222.52
	\$ 37,944,493.12

BANK SECURITY PROSPERITY (PLEGDED COLLATERAL)	
1001 POOLED CASH ACCOUNT	\$ 21,743,073.51
1015 BENEFITS TRUST ACCOUNT	\$ 6,513.11
1001 STREET IMPACT FEES (4593)	\$ 261,226.26
1030 W/WW IMPACT FEES (7207)	\$ 398,614.92
1041 SEIZURE HOLD	\$ 5,499.49
1099 2015 C/O BOND	\$ 128.94
1057 VETERAN'S MEMORIAL	\$ 2,870.33
1050 CASH PARK FEES (2949)	\$ 208,928.08
1002 CASH-2006 BONDS (8055)	\$ 9,507.94
1001 WATER CUSTOMER DEPOSITS	\$ 456,141.80
TOTAL BANK BALANCES	\$ 23,092,504.38
LESS FDIC INSURED	\$ (250,000.00)
COLLATERALIZED TOTAL:	\$ 22,842,504.38
COLLATERALIZED TOTAL 102%	\$ 23,299,354.47
COLLATERAL PER BANK	\$ 26,435,455.00

TEXSTAR RECONCILIATION			
Fund	GL Balance - Texstar	Add: Interest/Other	Balance Per Bank Statement
General Fund	\$ 5,462,052.21	\$ -	\$ 5,462,052.21
W/S Fund	\$ 54,922.22	\$ -	\$ 54,922.22
Water Debt Serv	\$ 2,179.08	\$ 0.23	\$ 2,179.31
General Debt Service	\$ 6,365.28	\$ -	\$ 6,365.28
SIB Loan	\$ 278,236.00	\$ -	\$ 278,236.00
Drainage	\$ 2,312.10	\$ -	\$ 2,312.10
Court Security	\$ 23,174.66	\$ -	\$ 23,174.66
Court Tech	\$ 0.46	\$ 0.36	\$ 0.82
2008 Bond	\$ (0.08)	\$ -	\$ (0.08)
911 Wireless	\$ 761.46	\$ -	\$ 761.46
Fed Seizure	\$ 3,070.24	\$ -	\$ 3,070.24
State Seizure	\$ 8,804.85	\$ -	\$ 8,804.85
Keep GH	\$ 255.06	\$ 0.27	\$ 255.33
2016 GO Bond	\$ 8,583,954.42	\$ -	\$ 8,583,954.42
TOTAL TEXSTAR			\$ 14,426,088.82

APR %	
Prosper	0.2500%
TexStar	4.8292%

GENERAL FUND
FOR THE MONTH ENDED APRIL 30,2023

Summary
Revenues & Expenditures - Budget & Actual

SUMMARY OF GENERAL FUND REVENUES (58.33% of FY)

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
<u>TOTAL REVENUES:</u>	\$ 13,650,602	\$ 486,597	\$ 10,186,140	74.6%

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
<u>Property Tax :</u>	\$ 7,514,642	\$ 29,380	\$ 7,082,183	94.2%

Property taxes are due in January and become delinquent after January 31st.

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
<u>Sales Tax:</u>	\$ 915,000	\$ 76,855	\$ 630,321	68.9%

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
<u>Grant Revenue</u>	\$ 218,570	\$ 43,692	\$ 68,276	31.2%

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
<u>Franchise Fees:</u>	\$ 573,250	\$ 55,215	\$ 491,350	85.7%

Franchise fees are paid to the City annually, quarterly, and monthly depending on the type of franchise. Individual sources are listed below

Type	Pay Cycle	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Electric	Oncor pays annually; Hilco pays quarterly	285,000	48,139	236,528	83.0%
Telephone	AT&T pays annually; all others quarterly	13,050	-	3,336	25.6%
Gas	Atmos pays annually in March	75,000	304	168,627	224.8%
Cable	All pay quarterly	80,200	-	27,265	34.0%
Garbage	Pays quarterly on commercial roll offs	-	1,772	10,595	0.0%
Water/WW	Paid monthly	120,000	5,000	45,000	37.5%
TOTAL:		\$ 573,250	\$ 55,215	\$ 491,350	85.7%

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Permits & Fees:	\$ 1,242,040	\$ 103,822	\$ 609,672	49.1%

Permits include Building Permits, garage sale permits, trade, and other

	<u>Account #</u>	<u>Name</u>	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
	100-44300-53-00000	Building Permit Fees	650,000	52,361	305,296	47.0%
	100-44301-53-00000	Miscellaneous Permits	50,000	5,567	16,116	32.2%
	100-44302-53-00000	Backflow and Irrigation Permits	43,340	3,240	20,990	48.4%
	100-44303-53-00000	Infrastructure Inspection Fee	40,000	-	-	0.0%
	100-44305-53-00000	Plan Review	275,000	31,371	181,251	65.9%
	100-44306-53-00000	Zoning Fees	6,600	-	725	11.0%
	100-44307-53-00000	Application Fees	-	50	200	0.0%
	100-44308-53-00000	Inspection Fee - Alcohol	-	-	530	0.0%
	100-44320-53-00000	Plats	6,600	-	-	0.0%
	100-44325-53-00000	Trade Permits	100,000	9,558	64,265	64.3%
	100-44330-53-00000	License Registration	20,000	1,400	6,900	34.5%
	100-44332-53-00000	Rental Registration	40,000	155	4,745	11.9%
	100-44335-53-00000	Food Service	10,000	-	7,600	76.0%
	100-44345-53-00000	Garage Sale Permits	500	120	360	72.0%
	100-44546-53-00000	Convenience Fee	-	-	694	0.0%
TOTAL:			\$ 1,242,040	\$ 103,822	609,672	49.1%

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Charges for Services:	\$ 1,508,250	\$ 125,446	\$ 872,560	57.9%

Charges for services consists of tower rental, ambulance fees, sanitation fees, resource officer fees, and other miscellaneous charges. Individual resource officer fees, and other miscellaneous charges. Individual revenue sources are listed below:

	<u>Account #</u>	<u>Name</u>	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
	100-44504-00-00000	Tower Rental	55,000	4,385	28,551	51.9%
	100-44502-30-00000	Ambulance	250,000	19,701	137,201	54.9%
	100-48824-30-00000	Fire Inspections	200	-	-	0.0%
	100-44514-32-00000	Police Reports	-	36	572	-
	100-44570-32-00000	Resource Officer	50,000	-	18,071	36.1%
	100-44581-32-00000	Animal Services	2,250	140	1,335	59.3%
	100-44582-32-00000	Wrecker	800	-	-	-
	100-44500-40-00000	Sanitation	1,150,000	101,184	686,830	59.7%
TOTAL:			1,508,250	125,446	872,560	57.9%

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Court Fines:	\$ 468,500	\$ 22,540	\$ 151,270	32.3%

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Miscellaeous	\$ 1,052,000	\$ 21,598	\$ 251,917	23.9%

Miscellaneous revenue consists of all other revenues collected that are not listed above and consists of the following:

	<u>Account #</u>	<u>Name</u>	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
	100-44800-00-00000	Interest Revenue	50,000	21,597.72	\$ 131,575	263.2%
	100-48802-00-00000	Auction Proceeds	2,000	-	\$ 103,363	5168.2%
	100-48805-00-00000	Palladium	1,000,000	-	\$ -	0.0%
	100-48814-00-00000	Other (Misc)	-	-	\$ 5,586	-
	100-48825-00-00000	TML Ins Reimbursement	-	-	\$ 11,292	-
	100-48811-32-00000	Animal Control Donations	-	-	\$ 100	-
TOTAL:			1,052,000	21,598	251,917	23.9%

			<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Recreation Charges for Services			\$ 158,350	\$ 8,050	\$ 28,590	18.1%
	Account #	Name	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
	100-44512-60-00000	Park Reservations	2,500	375.00	\$ 1,035	41.4%
	100-44503-60-00000	Room Rental Fees	33,600	750.00	\$ 1,230	3.7%
	100-44505-60-00000	Gym Rental Fees	10,400	-	\$ -	0.0%
	100-44506-60-00000	Membership Fees	42,650	3,715.00	\$ 17,205	40.3%
	100-44507-60-00000	Sponsorship Revenue	1,200	-	\$ -	0.0%
	100-44508-60-00000	Comm Ctr POS Sales	1,000	-	\$ -	0.0%
	100-44509-60-00000	Comm Ctr Day Passes	26,000	2,425.00	\$ 8,335	32.1%
	100-44510-60-00000	Athletic Leagues	5,000	-	\$ -	0.0%
	100-44511-60-00000	Programs/ Classes	36,000	785.00	\$ 785	2.2%
TOTAL:			158,350	8,050	28,590	18.1%

TOTAL REVENUES \$ 13,650,602 \$ 486,597 \$ 10,186,140 74.6%

	<u>Original Budget</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
<u>TOTAL EXPENDITURES:</u>	\$ 11,564,985	\$ 595,019	\$ 5,344,273	46.2%

GENERAL FUND
REVENUES AND EXPENDITURES - BUDGET AND ACTUAL
FY 2022-23 WITH PRIOR YEAR COMPARISON
FOR THE MONTH ENDED APRIL 30,2023

58.33%

	CURRENT FISCAL YEAR							PRIOR FISCAL YEAR						
	BUDGET		ACTUAL			PROJECTED		BUDGET		FY ACTUAL				
	FY 2022-23		M-T-D	Y-T-D	Y-T-D	FY 2022-23		FY 2021-22		FY 2021-22				
	Adopted Budget	Amended Budget								M-T-D	Y-T-D		Y-T-D	
			Apr-23	Apr-23	% Budget	Apr-23	Budget	Original Budget	Amended Budget	APR-22	APR-22	Difference	% Budget	
Revenues:														
Property Tax	7,514,642.00		29,380	7,082,183	94.2%	4,383,541	58.3%	\$ 6,777,381	\$ 6,863,000	47,109	6,757,581	\$ 6,710,472	98.5%	
Franchise Fees	573,250		55,215	491,350	85.7%	334,396	58.3%	563,350	571,318	11,749	352,734	\$ 340,985	61.7%	
Sales Tax	915,000		76,855	630,321	68.9%	533,750	58.3%	850,000	915,000	71,201	564,345	\$ 493,144	61.7%	
Charges for Service	1,508,250		125,446	872,560	57.9%	879,813	58.3%	1,491,040	1,504,077	116,434	774,315	\$ 657,881	51.5%	
Interest	50,000		21,598	131,575	263.2%	29,167	58.3%	70,179	45,940	3,711	26,746	\$ 23,035	58.2%	
Miscellaneous	2,000		-	120,341	6017.1%	1,167	58.3%	5,000	7,851	183	1,786	\$ 1,603	22.7%	
Court Fines	468,500		22,540	151,270	32.3%	273,292	58.3%	287,200	191,600	15,423	98,267	\$ 82,844	51.3%	
Permits & Fees	1,242,040		103,822	609,672	49.1%	724,523	58.3%	1,963,471	1,465,700	134,515	935,268	\$ 800,753	63.8%	
Recreation	158,350		8,050	28,590	18.1%	92,371	58.3%	53,084	2,640	7,141	37,423	\$ 30,282	1417.5%	
Grants & Contributions	218,570		43,692	68,276	31.2%	127,499	58.3%	-	-	-	-	\$ -	0.0%	
Transfer from other Funds (Court & Drainage)						-		-	-	1,315	9,202	\$ 7,887	0.0%	
Transfer from Fund Reserves						-		-	-	-	-	\$ -	0.0%	
G&A Reimbursement from Utility MGMT						-	-	15,000	-	1,250	8,750	\$ 7,500	0.0%	
Charge for Service (City Wide)						-	-	6,000	-	500	3,500	\$ 3,000	0.0%	
Transfer from 911 Wireless						-				2,750	19,250	\$ 19,250	0.0%	
Donation (GHHFC Co. Dev.)	1,000,000		-	-	-	583,333	58.3%	-	-	-	-	\$ -	0.0%	
Total Revenues	\$ 13,650,602	\$ -	\$ 486,597	\$10,186,140	74.6%	\$7,962,851	58.3%	\$ 12,081,704	\$11,567,126	413,280	9,589,167	9,175,886	82.9%	
Expenditures:														
01 - City Council	\$ 261,700		2,751	63,480	24.3%	152,658	58.3%	\$ 218,700	\$ 217,453	14,800	92,074	\$ 77,274	42.3%	
11 - Administration	63,500		1,413	23,092	36.4%	37,042	58.3%	79,114	47,540	4,996	49,708	\$ 230,411	560.7%	
10 - City Manager	519,580		31,673	255,050	49.1%	303,088	58.3%	491,080	475,382	36,146	266,556	\$ 100,811	23.1%	
12 - City Secretary	263,870		9,462	173,313	65.7%	153,924	58.3%	223,041	193,671	9,120	109,931	\$ 100,811	56.8%	
13 - Human Resources	355,960		14,806	133,072	37.4%	207,643	58.3%	292,788	214,944	17,855	103,342	\$ 85,487	48.1%	
14 - IT	536,060		37,074	245,125	45.7%	312,702	58.3%	541,044	428,731	22,726	250,020	\$ 227,294	58.3%	
16 - Community Engagement	272,790		3,116	78,215	28.7%	159,128	58.3%	246,213	83,971	7,576	61,788	\$ 54,212	73.6%	
20 - Finance	487,240		18,650	363,590	74.6%	284,223	58.3%	495,801	480,790	293,164	396,602	\$ 103,438	82.5%	
21 - Municipal Court	143,900		11,381	74,807	52.0%	83,942	58.3%	133,957	133,504	10,024	70,126	\$ 60,101	52.5%	
30 - Fire	2,075,790		176,763	1,291,366	62.2%	1,210,878	58.3%	2,002,323	2,003,965	113,316	1,029,356	\$ 916,040	51.4%	
32 - Police	3,321,885		196,804	1,527,597	46.0%	1,937,766	58.3%	2,700,787	2,286,324	169,682	1,235,873	\$ 1,066,191	54.1%	
40 - Streets	1,859,460		36,323	716,248	38.5%	1,084,685	58.3%	1,934,967	1,599,504	184,731	802,869	\$ 618,138	50.2%	
52 - Economic Development	36,950		-	-	0.0%	21,554	58.3%	39,950	4,471	-	2,100	\$ 2,100	47.0%	
53 - Planning	549,700		27,631	252,699	46.0%	320,658	58.3%	563,235	508,950	34,596	257,000	\$ 222,404	50.5%	
60 - Parks and Recreation	415,130		2,306	9,658	2.3%	242,159	58.3%	343,881	112,744	7,752	7,752	\$ -	6.9%	
61 - Senior Center	27,250		58	2,466	9.1%	15,896	58.3%	30,850	7,148	2,322	8,201	\$ 5,879	114.7%	
62 - Parks Maintenance	374,220		24,808	134,495	35.9%	218,295	58.3%	370,304	269,483	17,517	154,388	\$ 136,871	57.3%	
-- - COVID-19 Response	-		-	-	0.0%	-	0.0%	155,900	-	-	-	\$ -		
Total Expenditures	\$ 11,564,985	\$ -	\$ 595,019	\$ 5,344,273	46.2%	\$6,746,241	58.3%	\$ 10,863,935	\$ 9,068,574	\$ 946,323	\$ 4,897,686	\$ 3,951,362	45.1%	
Total Revenues Over (Under) Exp	\$ 2,085,618	\$ -	\$ (108,422)	\$ 4,841,866		\$1,216,610		\$ 1,217,770	\$ 2,498,552	\$ (533,043)	\$ 4,691,481	\$ 5,224,524		

	CURRENT FISCAL YEAR							PRIOR FISCAL YEAR						
	BUDGET		ACTUAL			PROJECTED		BUDGET		FY ACTUAL				
	FY 2022-23		M-T-D	Y-T-D	Y-T-D	FY 2022-23		FY 2021-22		FY 2021-22				
	Adopted Budget	Amended Budget			%		%			M-T-D	Y-T-D		Y-T-D	
			Apr-23	Apr-23	Budget	Apr-23	Budget	Original Budget	Amended Budget	APR-22	APR-22	Difference	% Budget	
Other Financing Sources (Uses):														
Insurance proceeds														
Non-cash Transactions:														
Capital lease proceeds														
Capital expenditures														
Transfers In (Out):									-		-			
Utility Fund-Reimbursement for Costs	15,000		1,250	8,750	58.3%	8,750	58.3%	-	15,000	1,250	8,750	7,500	58.3%	
Charge for Service (City Wide)	6,000		500	3,500	58.3%	3,500	58.3%	-	6,000	500	3,500	3,000	58.3%	
Transfer from Fund 205-911 Wireless	69,000		5,750	40,250	58.3%	40,250	58.3%	-	33,000	2,750	19,250	16,500	58.3%	
Transfer from/(to) Court Security	20,000		1,667	11,667	58.3%	11,667	58.3%	-	-	-	-	-		
Transfer from Drainage Fund	15,775		1,315	9,202	58.3%	9,202	58.3%	-	15,775	1,315	9,202	7,887	58.3%	
Transfer from GH Dev Co. & HFC to GF	-	-	-	-	0.0%	-	0.0%	545,000	-	-	-	-		
Transfer to Fund 410 Capital Project Fund	(679,180)				0.0%	(396,188)	58.3%	-	-			-		
Transfer to Vehicle Replacement Fund	(303,000)		-	-	0.0%	(176,750)	58.3%	-		-	-	-		
Operating (includes in lieu of franchise fees)	-				0.0%	-	0.0%	48,775	-	-	-	-		
Other Sources (Uses)	-		-	-	0.0%	-	0.0%	(5,000)	-	-	-	-		
Transfer to Unemployment Comp Fund	-	-	-	-		-	0.0%	-	-	(856)	(5,992)	(5,136)		
Transfer to Capital Projects Fund	-		-	-	0.0%	-	0.0%	(5,500,000)	(5,500,000)	(458,333)	(3,208,333)	(2,750,000)	58.3%	
Net Change in Fund Balance	\$ 1,229,212	\$ -	\$ (97,940)	\$ 4,915,235		\$ (499,570)		\$ (3,693,455)	\$ (2,931,673)	\$ (986,418)	\$ 1,517,858	\$ 2,504,276		
Total Unassigned Fund Balance - BOY	7,104,336		7,104,336	7,104,336				9,604,211	9,604,211	9,604,211	9,604,211	-		
Total Fund Balance - EOY	\$ 8,333,548	\$ -	7,006,396	\$12,019,571				\$ 5,910,756	\$ 6,672,538	\$ 8,617,793	\$11,122,069			
Less: Commitments for Specific Use	-	-	-	-										
Less: Assigned for Specific Use	-	-	-	-				-				-		
Ending Fund Balance - Unassigned	\$ 8,333,548	\$ -	\$ 7,006,396	\$12,019,571				5,910,756	6,672,538		11,122,069			
AVERAGE DAILY EXPENDITURES	31,685	-		14,642				29,723	24,845		23,212			
Number of Days In Reserve	263			821				199	269		479			

WATER AND SEWER FUND
FOR THE MONTH ENDED APRIL 30,2023

Summary
Revenues & Expenditures - Budget & Actual

SUMMARY OF WATER & SEWER FUND REVENUES

	<u>Original Budget</u>	<u>AMENDED</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
<u>TOTAL REVENUES:</u>	\$ 9,345,180	\$ -	\$ 561,071	\$ 3,848,765	41.2%

Water and Sewer sales

	<u>Original Budget</u>	<u>AMENDED</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Infrastructure Inspection	\$ 40,000	\$ -	\$ -	\$ -	0.0%

	<u>Original Budget</u>	<u>AMENDED</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Water Sales	\$ 4,623,705		\$ 217,132	\$ 1,689,255	36.5%

	<u>Original Budget</u>	<u>AMENDED</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Sewer Sales	\$ 4,310,975	\$ -	\$ 294,609	\$ 1,890,951	43.9%

	<u>Original Budget</u>	<u>AMENDED</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Other Fees	\$ 366,000	\$ -	\$ 47,721	\$ 259,024	70.8%

	<u>Original Budget</u>	<u>AMENDED</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Interest	\$ 2,300	\$ -	\$ 1,399	\$ 8,380	364.4%

	<u>Original Budget</u>	<u>AMENDED</u>	<u>MTD Actual</u>	<u>YTD Actual</u>	<u>Budget %</u>
Miscellaneous Income	\$ 2,200	\$ -	\$ 210	\$ 1,155	52.5%

SUMMARY OF WATER & SEWER FUND EXPENDITURES

	<u>Budget</u>	<u>AMENDED</u>	<u>Actual</u>	<u>Budget %</u>
<u>TOTAL EXPENDITURES:</u>	\$ 8,483,300	\$ -	\$ 3,567,943	42.1%

**WATER & SEWER FUND
REVENUES AND EXPENDITURES - BUDGET AND ACTUAL
FY 2022-23 WITH PRIOR YEAR COMPARISON**

FOR THE MONTH ENDED APRIL 30,2023
58.33%

	CURRENT FISCAL YEAR						PRIOR FISCAL YEAR						
	BUDGET		ACTUAL			PROJECTED		BUDGET		FY ACTUAL			
	FY 2022-23		M-T-D	Y-T-D	Y-T-D	FY 2022-23		FY 2021-22		FY 2021-22			
	Original Budget	Amended Budget						Original Budget	Amended Budget	M-T-D	Y-T-D	Y-T-D	
			Apr-23	Apr-23	% Budget	Apr-23	Budget			APR-22	APR-22	% Budget	
Revenues:													
Infrastructure Inspection	40,000		-	-	0.0%	23,333	58.3%	90,000	90,000	6,193	37,876	42%	
Water Sales	4,623,705		254,292	1,943,547	42.0%	2,697,161	58.3%	\$ 3,435,316	\$ 3,435,316	285,146	1,515,702	44%	
Sewer Sales	4,310,975		326,099	2,217,050	51.4%	2,514,735	58.3%	3,750,000	3,750,000	316,826	1,864,114	50%	
Late Charges	145,000		30,936	166,597	114.9%	84,583	58.3%	145,000	145,000	27,666	158,715	109%	
Reconnection Fees	30,000		3,675	19,094	63.6%	17,500	58.3%	30,000	30,000	595	2,415	8%	
Water Meters	186,000		19,536	103,871	55.8%	108,500	58.3%	359,000	359,000	12,540	130,411	36%	
Tap Fees	5,000		-	2,250	45.0%	2,917	58.3%	7,000	7,000	-	2,200	31%	
Convenience Fee	-		-	21,210	0.0%	-	0.0%	100,000	100,000	10,602	72,029	72%	
Interest Earnings	2,300		1,202	10,050	436.9%	1,342	58.3%	2,300	2,300	161	659	29%	
Tampering Fees	-		-	150		-				-	-		
Miscellaneous	2,200		497	1,652	75.1%	1,283	58.3%	2,200	2,200	175	1,260	57%	
Repair Reimbursement	-		-	-	0.0%	-	0.0%	-	-	-	20,677	0%	
Total Revenues	\$ 9,345,180	\$ -	\$ 636,238	\$ 4,485,470	48.0%	\$5,428,022	58.1%	\$ 7,920,816	\$ 7,920,816	\$ 659,902	\$ 3,806,058	48%	
Expenditures:													
00-6901Trasfer to GF (MGT)	15,000		1,250	8,750	58.3%	8,750	58.3%	15,000	15,000	1,250	8,750	58%	
00-6902 Transfer to GF (City Wide)	6,000		500	3,500	58.3%	3,500	58.3%	6,000	6,000	500	3,500	58%	
Utility Administration	403,520		24,274	231,451	57.4%	235,387	58.3%	274,645	353,945	27,859	187,303	53%	
Water Operations	2,886,795		171,285	1,043,144	36.1%	1,683,964	58.3%	2,107,430	2,331,122	293,298	1,253,440	54%	
Wastewater Operations	5,026,875		5,458	2,236,946	44.5%	2,932,344	58.3%	4,439,846	4,902,366	735,299	2,623,138	54%	
Meter Services	145,110		9,045	44,153	30.4%	84,648	58.3%	433,442	308,119	4,869	40,119	13%	
Total Expenditures	\$ 8,483,300	\$ -	\$ 211,812	\$ 3,567,943	42.1%	\$4,936,342	58.2%	\$ 7,276,363	\$ 7,916,552	\$ 1,063,074	\$ 4,116,250	57%	
Total Revenues Over (Under) Exp	\$ 861,880	\$ -	\$ 424,425	\$ 917,527		\$ 491,680		\$ 644,453	\$ 4,264	\$ (403,172)	\$ (310,192)		
Other Funding Sources (Uses):													
Loan Principal (Smart meters)	(160,510)	-	-	-		-		(157,977)	(157,977)	-	(157,977)	100.0%	
Loan Interest (Smart meters)	(64,650)	-	-	-		-		(67,184)	(67,184)	-	(67,184)	100.0%	
Non-cash transactions:	-	-	-	-		-		-	-	-	-		
Capital lease proceeds	-	-	-	-		-		-	-	-	-		
Capital expenditures	-	-	-	-		-		-	-	-	-		
Transfers In (Out):	-	-	-	-		-		-	-	-	-		
Debt Service Payments	-	-	-	-		-		-	-	-	-		
Capital Projects Fund - City Commitment	-	-	-	-		-		-	-	-	-		
Net Change in Fund Balance	\$ 636,720	\$ -	\$ 424,425	\$ 917,527				\$ 419,293	\$ (220,897)	\$ (403,172)	\$ (535,353)		
Total Unrestricted Fund Balance - BOY	2,162,264		2,162,264	2,162,264				1,144,561	1,144,561	1,144,561	1,144,561		
Total Fund Balance - EOY	\$ 2,798,984	\$ -	\$ 2,586,689	\$ 3,079,791		\$ -		\$ 1,563,854	\$ 923,664	\$ 741,389	\$ 609,208	\$ -	

	CURRENT FISCAL YEAR							PRIOR FISCAL YEAR				
	BUDGET		ACTUAL			PROJECTED		BUDGET		FY ACTUAL		
	FY 2022-23		M-T-D	Y-T-D	Y-T-D	FY 2022-23		FY 2021-22		FY 2021-22		
	Original Budget	Amended Budget	Apr-23	Apr-23	% Budget	Apr-23	% Budget	Original Budget	Amended Budget	M-T-D APR-22	Y-T-D APR-22	Y-T-D % Budget
Less: Commitments for Specific Use				-		-		-				-
Less: Assigned for Specific Use				-		-		-				-
Ending Fund Balance - Unrestricted	\$ 2,798,984	\$ -	\$ 2,586,689	\$ 3,079,791		\$ -		\$ 1,563,854	\$ 923,664	\$ 741,389	\$ 609,208	\$ -
AVERAGE DAILY EXPENDITURES	23,859	-	1,004	16,910				20,552	22,122	5,038	20,575	
Number of Days In Reserve	117			182				76	42		30	

DRAINAGE FUND
FOR THE MONTH ENDED APRIL 30,2023

Summary
Revenues & Expenditures - Budget & Actual

SUMMARY OF MUNICIPAL DRAINAGE FUND

	Budget	AMENDED	Actual	Budget %
<u>TOTAL REVENUES:</u>	\$ 548,430	\$ -	\$ 206,151	37.6%

	Budget	AMENDED	Actual	Budget %
<u>TOTAL EXPENDITURES:</u>	\$ 373,030	\$ -	\$ 78,705	21.1%

DRAINAGE FUND
REVENUES AND EXPENDITURES - BUDGET AND ACTUAL
FY 2022-23 WITH PRIOR YEAR COMPARISON
FOR THE MONTH ENDED APRIL 30,2023

58.3%

	CURRENT FISCAL YEAR							PRIOR FISCAL YEAR				
	BUDGET		ACTUAL			FY PROJECTED		BUDGET		FY ACTUAL		
	FY 2022-23		M-T-D	Y-T-D	Y-T-D	FY 2022-23		FY 2021-22		FY 2021-22		
	Original Budget	Amended Budget	Apr-23	Apr-23	% Budget	Apr-23	% Budget	Original Budget	Amended Budget	M-T-D APR-22	Y-T-D APR-22	Y-T-D % Budget
Revenues:												
Infrastructure Inspections	90,000		-	-	0.0%	52,500	58.3%	90,000	90,000	6,193	37,981	42.2%
Drainage Fees - Residential	\$ 414,000		31,305	212,989	51.4%	241,500	58.3%	315,000	315,000	28,738	178,673	56.7%
Drainage Fees - Commercial	39,430		2,675	18,825	47.7%	23,001	58.3%	30,000	30,000	2,675	16,844	56.1%
Drainage Fees-Late Charges	-		2,196	10,029	0.0%	-	0.0%	-	-	1,795	10,329	
Interest	-		9	656	0.0%	-	0.0%	-	-	1	1	
Misc Revenue	5,000		-	-	0.0%	2,917	58.3%	-	-	-	-	
Total Revenues	\$ 548,430	\$ -	\$ 36,185	\$ 242,500	44.2%	\$ 267,418	48.8%	\$ 435,000	\$ 435,000	\$ 39,401	\$ 243,828	56.1%
Expenditures:												
Storm Water Operations	373,030		14,804	78,705	21.1%	\$ 217,601	58.3%	368,002	\$ 112,331	8,927	86,243	76.8%
Receivables Adjustments	-		-	-	0.0%	\$ -		-	\$ -	-	-	
Total Expenditures	\$ 373,030	\$ -	\$ 14,804	\$ 78,705	21.1%	\$ 217,601	58.3%	\$ 368,002	\$ 112,331	\$ 8,927	\$ 86,243	23%
Total Revenues Over (Under) Exp	\$ 175,400	\$ -	\$ 21,381	\$ 163,795		\$ 49,817		\$ 66,998	\$ 322,669	\$ 30,475	\$ 157,584	
Other Financing Sources (Uses):												
Operating Transfer to General Fund	(15,775)		(1,315)	(9,202)	58.3%	(9,202)	58.3%	(15,775)	(15,775)	(1,315)	(9,202)	58.3%
Capital Projects Fund - City Commitmen	-	-	-	-		-		-	-			
Net Change in Fund Balance	\$ 159,625	\$ -	\$ 20,067	\$ 154,593				\$ 51,223	\$ 306,894	\$ 29,160	\$ 148,382	
Total Unrestricted Fund Balance - BOY	862,710		862,710	862,710				\$ 635,699	\$ 616,201	\$ 616,201	\$ 616,201	
Total Fund Balance - EOY	\$ 1,022,335	\$ -	\$ 882,777	\$ 1,017,303		\$ -		\$ 686,922	\$ 923,095	\$ 645,361	\$ 764,583	
Less: Commitments for Specific Use	-	-		-		-		-	-	-	-	
Ending Fund Balance - Unrestricted	\$ 1,022,335	\$ -	\$ 882,777	\$ 1,017,303		\$ -		\$ 686,922	\$ 923,095	\$ 645,361	\$ 764,583	
AVERAGE DAILY EXPENDITURES	\$ 1,025	\$ -	\$ 373					\$ 1,011	\$ 309	\$ 409		
Number of Days In Reserve	998			2727				679			1871	

OTHER FUNDS
FOR THE MONTH ENDED APRIL 30,2023

Summary
Revenues & Expenditures - Budget & Actual

SUMMARY OF OTHER FUNDS

300 - DEBT SERVICE FUND					
		Budget	AMENDED	Actual	Budget %
<u>TOTAL REVENUES:</u>		\$ 1,422,648	\$ -	\$ 1,324,960	93.1%
		Budget	AMENDED	Actual	Budget %
<u>TOTAL EXPENDITURES:</u>		\$ 1,422,648	\$ -	\$ 1,438,216	101.1%
205 - E911 FUND					
		Budget	AMENDED	Actual	Budget %
<u>TOTAL REVENUES:</u>		\$ 78,500	\$ -	\$ 51,426	65.5%
		Budget	AMENDED	Actual	Budget %
<u>TOTAL EXPENDITURES:</u>		\$ 88,400	\$ -	\$ 44,618	50.47%
406 - VEHICLE REPLACEMENT FUND					
		BUDGET	AMENDED	Actual	Budget %
<u>TOTAL REVENUES:</u>		\$ 303,000	\$ -	\$ 247	0.1%
		BUDGET	AMENDED	Actual	Budget %
<u>TOTAL EXPENDITURES:</u>		\$ 303,000	\$ -	\$ -	0.0%
515 - WATER SEWER IMPACT FUND					
		BUDGET	AMENDED	Actual	Budget %
<u>TOTAL REVENUES:</u>		\$ 599,210	\$ -	\$ 350,078	58.4%
		BUDGET	AMENDED	Actual	Budget %
<u>TOTAL EXPENDITURES:</u>		\$ 2,110,000	\$ -	\$ -	0.0%

OTHER FUNDS: FINANCIAL SUMMARY
REVENUES AND EXPENDITURES - BUDGET AND ACTUAL
FOR THE MONTH ENDED APRIL 30,2023

		BUDGET					Y-T-D ACTUAL							
FUND	FUND NAME	Revenues	Expenditures	Change in Fund Balances	Fund Balance Beginning of Year	Fund Balance End of Year	Revenues	% Budget	Expenditures	% Budget	Change in Fund Balances	% Budget	Fund Balance Beginning of Year	Y-T-D Fund Balance Projection
DEBT SERVICE FUND														
300	Debt Service Fund	\$ 1,422,648	\$ 1,422,648	\$ -	\$ 177,280	\$ 177,280	\$ 1,324,960	93%	\$ 1,438,216	101%	\$ (113,256)	0.0%	\$ 177,280	\$ 64,024

SPECIAL REVENUE FUNDS														
200	Court Technology Fund	\$ 3,000	\$ 1,500	\$ 1,500	\$ 9,786	\$ 11,286	\$ 3,165	105%	\$ -	0%	\$ 3,165	211.0%	\$ 9,786	\$ 12,951
201	Court Security Fund	2,962	20,000	(17,038)	54,638	37,600	4,298	145%	11,667	58%	(7,368)	43.2%	54,638	47,270
205	E911 Fund	78,500	88,400	(9,900)	172,204	162,304	51,426	66%	44,618	50%	6,808	-68.8%	172,204	179,012
213	Federal Seizure Fund	-	-	-	2,999	2,999	72	0%	-	0%	72	0.0%	2,999	3,070
214	State Seizure Fund	-	-	-	7,997	7,997	206	0%	-	0%	206	0.0%	7,997	8,203
250	Operating Grants Fund	1,200,000	1,200,000	-	(24,335)	(24,335)	1,408	0%	2,400	0%	(992)	0.0%	(24,335)	(25,327)
251	ARPA Fund	1,657,916	1,657,616	300	3,317,908	3,318,208	1,075	0%	-	0%	-	0.0%	3,317,908	3,317,908
		\$ 2,942,378	\$ 2,967,516	\$ (25,138)	\$ 3,541,196	\$ 3,516,058	\$ 61,650		\$ 58,685		\$ 1,889		\$ 3,541,196	\$ 3,543,086

CAPITAL PROJECTS FUND														
215	Street Impact Fees (restri)	\$ 301,500	\$ 2,350,000	\$ (2,048,500)	\$ 2,364,436	\$ 315,936	\$ 173,745	58%	\$ -	0%	\$ 173,745	-8.5%	\$ 2,364,436	\$ 2,538,181
230	Park Fees	225,900	1,135,000	(909,100)	1,278,224	369,124	85,985	38%	-	0%	85,985	-9.5%	1,278,224	1,364,209
402	City Hall Capital Proj Fund	-	-	-	-	-	1		-	0%	1	0.0%	-	1
406	Vehicle Replacement Fund	303,000	140,000	163,000	376,029	539,029	247	0%	-	0%	247	0.2%	376,029	376,277
403	2016 GO Bonds	982,396	5,602,114	(3,637,322)	2,900,301	(737,021)	205,143	21%	370,571	0%	(165,428)	4.5%	2,900,301	2,734,873
410	Reserved for Capital Projects	679,180	5,521,476	(4,842,296)	8,442,996	3,600,700	5,455	1%	209,225	0%	(203,770)	4.2%	8,442,996	8,239,226
505	Water Meter Project	-	236,295	(236,295)	(36,098)	(272,393)	-	0%	106,933	0%	(106,933)	45.3%	(36,098)	(143,031)
515-1&2	Water Sewer Impact Fund	599,210	2,110,000	(1,510,790)	2,799,506	1,288,716	350,078	58%	-	0%	350,078	-23.2%	2,799,506	3,149,584
252	EPA Community Fund	3,361,500	3,361,500	-	-	-	-	-	-	-	-	0.0%	-	-
		\$ 6,452,686	\$ 20,456,385	\$ (13,021,303)	\$ 18,154,321	\$ 5,133,018	\$ 822,930		\$ 717,933		\$ 104,998		\$ 18,154,321	\$ 18,259,319

CITY OF GLENN HEIGHTS
April 2023 OVERTIME REPORT

Pay cycles: 03/26 - 04/08 and 04/09 - 04/22/2023

FIRE

EMP NO#	----- NAME -----	HOURS	AMOUNT
01-XXXX	FIREFIGHTER/PARAMEDIC	30	946.71
01-XXXX	DRIVER/ENGINEER	4	151.15
01-XXXX	FIREFIGHTER/PARAMEDIC	49	1,593.63
01-XXXX	FIREFIGHTER/PARAMEDIC	28	948.25
01-XXXX	FIREFIGHTER/PARAMEDIC	4	125.72
01-XXXX	FIREFIGHTER/PARAMEDIC	4	129.47
*** DEPARTMENT TOTALS ***		119	3,894.93

Coverage for sick personnel, training, automatic overtime earned with a 24/48 work schedule.

POLICE

EMP NO#	----- NAME -----	HOURS	AMOUNT
01-XXXX	POLICE OFFICER II	13	592.14
01-XXXX	COORDINATOR, RECORDS & PROPERTY	39	1,397.18
01-XXXX	POLICE OFFICER	8	346.20
01-XXXX	POLICE OFFICER	4	195.97
01-XXXX	INTERIM POLICE SERGEANT	4	216.93
01-XXXX	POLICE OFFICER	50.5	2,265.23
01-XXXX	COMMUNICATIONS OFFICER	44	1,453.32
01-XXXX	POLICE OFFICER II	5	224.81
01-XXXX	POLICE OFFICER	14	607.18
01-XXXX	COMMUNICATIONS OFFICER	32	991.20
01-XXXX	POLICE SERGEANT	3	165.65
01-XXXX	INTERIM POLICE SERGEANT	2	107.17
01-XXXX	DISPATCH SUPERVISOR	9.75	402.26
01-XXXX	COMMUNICATIONS OFFICER	16	495.60
01-XXXX	POLICE OFFICER	9	390.02
01-XXXX	INTERIM POLICE SERGEANT	18	959.19
01-XXXX	POLICE OFFICER	7	306.87
01-XXXX	ANIMAL CONTROL OFFICER	11	363.33
01-XXXX	COMMUNICATIONS OFFICER	12	396.36
01-XXXX	POLICE OFFICER II	4	174.23
*** DEPARTMENT TOTALS ***		305.25	12,050.84

Firearms trainings, late call, patrol coverage, records coverage, PIA requests, evidence room coverage, city cleanup, new hire processing, county court, DeSoto ISD after school activities, dispatch coverages, late arrests, PD meeting, trainings, vaccine clinic, Public Safety Academy.

STREETS

EMP NO#	----- NAME -----	HOURS	AMOUNT
01-XXXX	UTILITY WORKER I	8	233.16
01-XXXX	UTILITY WORKER III	19.5	685.92
01-XXXX	UTILITY WORKER I	5.5	171.77
01-XXXX	UTILITY WORKER I	5.5	171.77
*** DEPARTMENT TOTALS ***		38.5	1,262.62

Multiple residential sewer line backed up, water meter line repair, major water main break, Community Cleanup Event, Glenn Heights Connect set up, and Well Reads

PLANNING/PERMITTING

EMP NO#	----- NAME -----	HOURS	AMOUNT
01-XXXX	CODE COMPLIANCE OFFICER	5	176.03
*** DEPARTMENT TOTALS ***		5	176.03

Community Cleanup Event

PARKS MAINTENANCE

EMP NO#	----- NAME -----	HOURS	AMOUNT
01-XXXX	UTILITY WORKER I	5.5	160.30
01-XXXX	UTILITY WORKER II	25.5	842.27
01-XXXX	UTILITY WORKER II	5.5	181.67
01-XXXX	UTILITY WORKER I	5.5	160.30
*** DEPARTMENT TOTALS ***		42	1,344.54

Multiple residential sewer line backed up, Irrigation leak, low water pressure, angle stop repair, water cut-offs, Community Cleanup event and Glenn Heights Connect set up

PARKS & REC

EMP NO#	----- NAME -----	HOURS	AMOUNT
01-XXXX	RECREATION AIDE	3	95.94
01-XXXX	RECREATION AIDE	2.5	79.95
01-XXXX	RECREATION AIDE	2.5	78.08
*** DEPARTMENT TOTALS ***		8	253.97

Coverage for Saturday shifts where only one employee works the entire shift at the recreation center.

METER SERVICES

EMP NO#	----- NAME -----	HOURS	AMOUNT
01-XXXX	UTILITY WORKER II	23.5	776.21
*** DEPARTMENT TOTALS ***		23.5	776.21

Residential water line repair and sewer backups, Citywide hydrant flushing and removal of debris blocking the road

WATER OPERATIONS

EMP NO#	----- NAME -----	HOURS	AMOUNT
	EXECUTIVE ASSISTANT	4	170.40
01-XXXX	INSPECTOR	4.5	179.82
	UTILITY WORKER III - BACKFLOW	5.5	193.46
	*** DEPARTMENT TOTALS ***	14	543.68

Community Cleanup Event**WASTEWATER OPERATIONS**

EMP NO#	----- NAME -----	HOURS	AMOUNT
01-XXXX	INTERIM UTILITY WORKER III	9.5	334.16
	*** DEPARTMENT TOTALS ***	9.5	334.16

Community Cleanup Event and Well Reads**STORM WATER MANAGEMENT**

EMP NO#	----- NAME -----	HOURS	AMOUNT
01-XXXX	FIELD SUPERVISOR	31.5	1,181.25
01-XXXX	UTILITY WORKER I	5.5	171.77
		5.5	171.77
	*** DEPARTMENT TOTALS ***	42.5	1,524.79

Dallas water line hit, residential sewer line backed up, Well Reads, Reset Kingston Lift Station, water hydrants flushed for air and dirt and Community Cleanup Event

REPORT TOTALS	607.25	\$	22,161.77
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CITY OF GLENN HEIGHTS APRIL 2023 FINANCIAL SUMMARY



CLIFF BLACKWELL
DEPUTY CITY MANAGER
MAY 16, 2023

Property Tax Comparison



Total Property Tax Budget: \$7,514,642

YTD Actual: \$7,802,183

YTD Budget Percentage: 103.8%

Sales Tax Comparison



Month of April 2023

Budget: \$63,776

Actual: **\$76,855**

MTD Difference v. Budget 20.5%

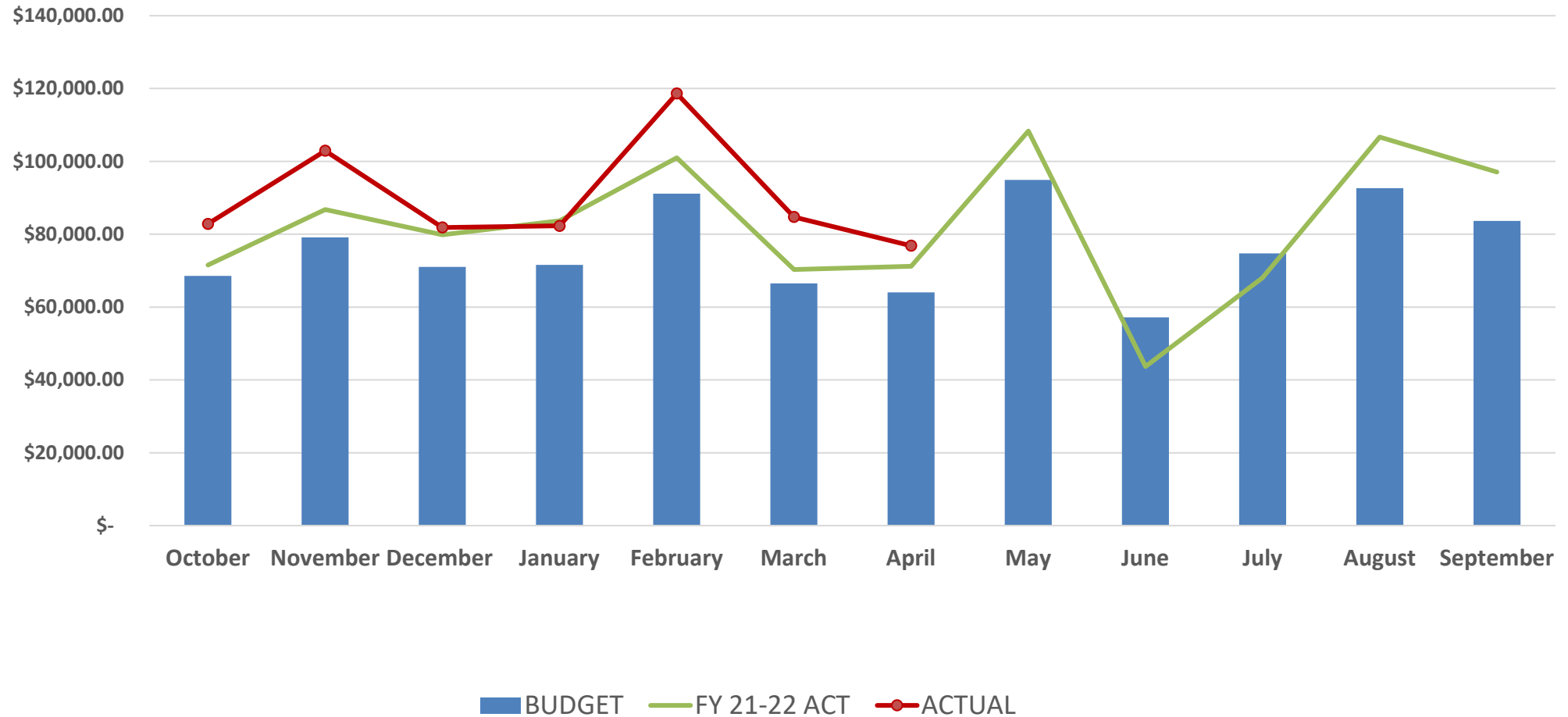
YTD

Budget: \$915,000

Actual: **\$630,321**

Budget Actual: **68.9%**

Comparison of Budgeted Sales Tax to Actual



General Fund Revenues



DEPARTMENT	BUDGET	YTD
PROPERTY TAXES	\$ 7,514,642	\$ 7,082,183
FRANCHISE FEES	573,250	491,350
SALES TAXES	915,000	630,321
CHARGE FOR SERVICES (TOWER RENTAL, SANITATION, ETC.)	1,458,250	872,560
PERMITS AND FEES	1,242,040	609,672
RECREATION	158,350	28,590
GRANTS AND CONTRIBUTIONS	218,570	68,276
COURT FINES	468,500	151,270
INTEREST	50,000	131,575
MISCELLANEOUS	52,000	120,341
DONATION FROM GHHFC CO. DEV.	1,000,000	-
TOTAL REVENUES	\$ 13,650,602	\$ 10,186,138

General Fund Expenditures



DEPARTMENT	BUDGET		YTD
CITY COUNCIL	\$	261,700	\$ 63,480
ADMINISTRATION		63,500	23,092
CITY MANAGER		519,580	255,050
CITY SECRETARY		263,870	173,313
HUMAN RESOURCES		355,960	133,072
INFORMATION TECHNOLOGY		536,060	245,125
FINANCE		487,240	363,590
MUNICIPAL COURT		143,900	74,807
FIRE		2,075,790	1,291,366
POLICE		3,321,885	1,527,597
STREETS		1,859,460	716,248
ECONOMIC DEVELOPMENT		36,950	-
PLANNING		549,700	252,699
COMMUNITY ENGAGEMENT		272,790	78,215
SENIOR CENTER		27,250	2,466
PARKS MAINTENANCE		374,220	134,495
PARKS & RECREATION		415,130	9,658
TOTAL EXPENDITURES	\$	11,564,985	\$ 5,344,273

General Fund Revenues/Expenditures



Budget YTD: 58.33%

Total **Revenues** Budgeted: \$13,650,602

YTD Actual: \$10,186,140

Budget Actual: **74.6%**

Total **Expenditures** Budgeted: \$11,564,985

YTD Actual: \$5,344,273

Budget Actual: **46.2%**

General Fund-Fund Balance Summary



General Fund	Budget	Actual/YTD	Budget	Actual/YTD
Beginning Fund Balance	\$7,104,336	\$7,104,336	\$9,604,211	\$9,604,211
Total Revenues	\$13,650,602	\$10,186,140	\$11,567,126	\$9,589,167
Total Expenditures	(11,564,985)	(5,344,273)	(9,068,574)	(4,897,686)
Total Revenues Over (Under) Exp.	\$2,085,617	\$4,841,867	\$2,498,552	\$4,691,481
Other Financing Sources (Use)	-	-	-	-
Transfer to Other Funds	-	-	-	-
Transfer to Unemployment	-	-	-	(5,992)
Transfer to Capital Projects	-	-	(5,500,000)	(3,208,333)
Transfer to Vehicle Replacement Fund	(303,000)	-	-	-
Transfer to Fund 410 Capital	(679,180)	-	-	-
Transfer from GH Dev Co. & HFC	-	-	-	-
Transfer from 911 Wireless Fund	69,000	40,250	33,000	19,250
Transfer from Utility Fund	15,000	8,750	15,000	8,750
Charge for city-wide service	6,000	3,500	6,000	3,500
Transfer from Court Security	20,000	11,667	-	-
Transfers from Drainage Fund	15,775	9,202	15,775	9,202
Net Change	1,229,212	4,915,236	(2,931,673)	1,517,858
Ending Unassigned Fund Balance	\$8,333,548	\$12,019,572	\$6,672,538	\$11,122,069
Days in Reserve	262	821	269	479

Water & Sewer Fund Revenues/Expenditures



Budget YTD: 58.33%

Total *Revenues* Budgeted: \$9,345,180

YTD Actual: \$4,485,470

Budget Actual: 47.9%

Total *Expenditures* Budgeted: \$8,483,300

YTD Actual: \$3,567,943

Budget Actual: 42.1%

Water & Sewer Fund-Statement of Net Position Summary



Water Sewer Fund	Budget	Actual/YTD
Beginning Net Position	<u>\$2,162,264</u>	<u>\$2,162,264</u>
Total Revenues	\$9,345,180	\$4,485,470
Total Expenditures	<u>(8,483,300)</u>	<u>(3,567,943)</u>
Total Revenues Over (Under) Exp.	<u>\$861,880</u>	<u>\$917,527</u>
Other Funding Sources (Use)	-	-
Debt Service Bond Payments	<u>(225,160)</u>	<u>-</u>
Net Change	636,720	917,527
Ending Unassigned Net Position	<u><u>\$2,798,984</u></u>	<u><u>\$3,079,791</u></u>
Days in Reserve	117	182

Drainage Fund Revenues/Expenditures



Budget YTD: 58.33%

Total **Revenues** Budgeted: \$548,430

YTD Actual: \$242,500

Budget Actual: **44.2%**

Total **Expenditures** Budgeted: \$373,030

YTD Actual: \$78,705

Budget Actual: **21.1%**



Drainage Fund - Statement of Net Position Summary

Drainage Fund	Budget	Actual/YTD
Beginning Net Position	<u>\$862,710</u>	<u>\$862,710</u>
Total Revenues	\$548,430	\$242,500
Total Expenditures	<u>(373,030)</u>	<u>(78,705)</u>
Total Revenues Over (Under) Exp.	<u>\$175,400</u>	<u>\$163,795</u>
Other Funding Sources (Uses)		
Operating Transfers (Out)	<u>(15,775)</u>	<u>(9,202)</u>
Net Change	159,625	154,593
Ending Unassigned Net Position	<u><u>\$1,022,335</u></u>	<u><u>\$1,017,303</u></u>
Days in Reserve	1,025	2,727

Other Funds Summary



<u>FUND</u>	<u>BUDGET EXPEND</u>	<u>ACTUAL EXPEND</u>	<u>EST. FUND BALANCE</u>
200-COURT TECHNOLOGY	\$ 1,500	\$ -	\$ 12,951
201 COURT SECURITY	\$ 20,000	\$ 11,667	\$ 47,270
205-E911 FUND	\$ 88,400	\$ 44,618	\$ 179,012
215-STREET IMPACT FEES	\$ 2,350,000	\$ -	\$ 2,538,181
230-PARK FEES	\$ 1,135,000	\$ -	\$ 1,364,209
250-OPERATING GRANTS FUND	\$ 1,200,000	\$ 2,400	\$ (25,327)
251-ARPA FUND	\$ 1,657,616	\$ -	\$ 3,317,908
252-EPA COMMUNITY FUND	\$ 3,361,500	\$ -	\$ -
403-2016 GO BOND	\$ 5,602,114	\$ 370,571	\$ 2,734,873
410-RESERVED FOR CAPITAL PROJECTS	\$ 5,521,476	\$ 209,225	\$ 8,239,226
505-WATER METER PROJECT	\$ 236,295	\$ 106,933	\$ (143,031)
515-WATER SEWER IMPACT FUND	\$ 2,110,000	\$ -	\$ 3,149,584

APRIL 2023 Overtime



Total April 2023 Overtime:
\$22,161.77 (607.25 Hours)

Previous FY Overtime

April 2022: \$ 8,142 (256.75 Hours)
April 2021: \$15,062 (463.30 Hours)
April 2020: \$13,313 (441.50 Hours)

April 2023 Financial Summary



EXECUTIVE SESSION