ROCKY MOUNT, NC
THE CENTER OF IT ALL

ROCKY MOUNT CITY COUNCIL

COMMITTEE OF THE WHOLE MEETING

MONDAY, APRIL 11, 2022

CITY COUNCIL
COMMITTEE OF THE WHOLE

MONDAY, APRIL 11, 2022
4:00 PM

AGENDA

1. Interview Colin Baenziger & Associates	Peter Varney
2. Pay and Classification Plan	Ken Hunter Paula Loftin

IF TIME PERMITS

3. Federal Legislative Priorities	Ken Hunter
4. Crime Statistics	Robert Hassell
5. Cybersecurity (Closed)	Greg Cotten

MEMORANDUM

ROCKY MOUNT
CITY MANAGER'S OFFICE
THE CENTER OF IT ALL

To: Mayor and City Council

From: Peter Varney, Interim City Manager PV

Date: 4/8/2022

Re: City Manager Search Firm

Please bring the notebook with three proposals we received from city manager search firms.

Enclosed are Appendices A, B,D, and E from Colin Baenziger's proposal. I omitted Appendix C because it is an example of a report on a candidate for a city manager position in Georgia. I feel this information should be treated confidentially.

I also omitted Appendix F which is a letter from a candidate for a city manager position expressing appreciation for a thorough vetting process.

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

ROCKY MOUNT, NC

THE CENTER OF IT ALL

PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES FOR CITY MANAGER FOR ROCKY MOUNT, NC

Volume II: Appendices

Colin Baenziger & Associates

Project Manager and Contact Person:

Lynelle Klein (970) 433-7189
Colin Baenziger & Associates
105 ¾ Glade Park Road
Grand Junction, CO 81507
e-mail: *Lynelle@cb-asso.com*
Fax: (561) 621-5965

…Serving Our Clients with a Personal Touch…

Proposal To Be The City's Executive Recruiting Firm

TABLE OF CONTENTS

	PAGE
APPENDIX A: ALL GOVERNMENTAL SEARCH ASSIGNMENTS	**A-1**
APPENDIX B: SAMPLE RECRUITMENT BROCHURE	**B-1**
APPENDIX C: SAMPLE CANDIDATE REPORT	**C-1**
APPENDIX D: SAMPLE SURVEY	**D-1**
APPENDIX E: RESOLUTION OF ST. JOHNS COUNTY, FL	**E-1**
APPENDIX F: CB&A'S VETTING PROCESS FROM DALE MARTIN	**F-1**

Appendix A

Searches by
Colin Baenziger & Associate' Staff

Governmental Search Assignments

Current Searches

Executive Director, Spartanburg Water, SC
Chief Operating Officer, Tampa Bay Water, FL

Village Manager, Islamorada, FL (population 6,433)
City Manager, Mill Creek, WA (population 20,553)

Police Chief, Indian Creek Village, FL (population 89)
City Engineer, Winter Springs, FL (population 36,342)
Chief Finance Officer, Winter Springs, FL (population 36,342)

On Hold Pending State Legislation

Executive Director, Lake County Water Authority, FL

Searches completed in 2022

Executive Director, Chatham Area Transit Authority, GA
Executive Director, Lakewood Ranch Inter-District Authority, FL

Completed Searches Prior to 2022

City/Town/Village Manager/Administrator

City Manager, Albany, GA (population 75,600) in 2011
City Manager, Ankeny, IA (population 45,600) in 2013
City Manager, Ashland, KY (population 21,000) in 2013
City Manager, Auburn, AL (population 58,582) in 2017
City Manager, Aventura, FL (population 37,724) in 2017 and 2018
Village Manager, Bal Harbour, FL (population 3,300) in 2013
City Manager, Bartow, FL (population 16,000) in 2007 in 2017
Town Manager, Bay Harbor Islands, FL (population 5,628) in 2003, 2007 and 2020
City Manager, Bellevue, WA (population 122,400) in 2014
City Administrator, Bradenton, FL (population 60,888) in 2021
City Manager, Brighton, CO (population 41,254) in 2020
Town Manager, Buckeye, AZ (population 32,000) in 2006
City Manager, Burien, WA (population 55,188) in 2017
City Manager, Cape Canaveral, FL (population 10,200) in 2010
City Manager, Cape Coral, FL (population 194,570) in 2012 and 2020
City Manager, Carnation, WA (population 1,873) in 2017
City Manager, Casselberry, FL (population 25,000), in 2005
City Manager, Chamblee, GA (population 17,000) in 2011
City Manager, Clewiston, FL (population 7,270) in 2019
City Manager, Cocoa Beach, FL (population 11,200) in 2012, 2015 and 2016
City Administrator, Connell, WA (population 4,200) in 2014
City Manager, Cooper City, FL (population 32,000) in 2008
City Manager, Coral Gables, FL (population 43,000) in 2009
City Manager, Cottonwood Heights, UT (population 34,000) in 2004
City Manager, Covington, VA (population 5,802) in 2016
City Manager, Crescent City, FL (population 1,542) in 2020
Town Manager, Cutler Bay, FL (population 35,000) in 2006
City Manager, Dania Beach, FL (population 28,000) in 2009
City Manager, Danville, VA (population 43,000) in 2016
City Manager, Deerfield Beach, FL (population 78,000) in 2019
City Manager, Delray Beach, FL (population 64,100) in 2014
City Manager, Deltona, FL (population 83,000) in 2006 and 2008
City Manager, Destin, FL (population 12,000) in 2003 and 2011
City Administrator, Dickinson, ND (population 22,300) in 2018
City Manager, Doral, FL (population 24,000), in 2004
City Manager, Doraville, GA (population 10,896) in 2013, 2017 and 2020
Town Manager, Dundee, FL (population 3,000) in 2006 and 2009
City Manager, Ellensburg, WA (population 18,350) in 2014
City Manager, Elmira, NY (population 29,200) in 2014
Village Manager, Estero, FL (population 26,600) in 2015
City Manager, Fairborn, OH (population 33,200) in 2017

City/Town/Village Manager/Administrator (continued)

City Manager, Fayetteville, NC (population 208,000) in 2012
City Manager, Fernandina Beach, FL (population 11,000) in 2006 and 2015
City Manager, Fife, WA (population 8,700) in 2010 in 2017
City Manager, Fort Myers, FL (population 68,190) in 2016
Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008
City Manager, Fort Pierce, FL (population 41,900) in 2012
City Manager, Fort Smith, AR (population 87,650) in 2016
City Manager, Fruitland Park, FL (population 4,100) in 2013
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005
City Manager, Gainesville, FL (population 133,857) in 2016 and 2019
City Manager, Greensboro, NC (population 259,000) in 2009
City Manager, Groveland, FL (population 12,493) in 2018
City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012
City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)
City Manager, Homestead, FL (population 62,000) in 2010
City Manager, Indianola, IA (population 15,108) in 2015
Village Manager, Islamorada, FL (population 6,433) in 2021
City Manager, Jacksonville Beach, FL (population 23,387) in 2018
Town Manager, Juno Beach, FL (population 3,600) in 2005
Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011
City Manager, Key West, FL (population 24,600) in 2012
Town Manager, Lady Lake, FL (population 15,954) in 2021
City Administrator, Lake Forest Park, WA (population 13,059) in 2018
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
City Manager, Lake Worth Beach, FL (population (38,010) in 2003, 2007 and 2021
Town Manager, Lantana, FL (population 9,600) in 2000 and 2021
City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002
City Manager, Leesburg, FL (population 20,390) in 2013
City Manager, Madeira Beach, FL (population 12,300) in 2011
Town Manager, Mangonia Park, FL (population 1,400) in 2001
City Manager, Marathon, FL (population 11,500 in 2002 and 2004
City Manager, Marco Island, FL (population 15,000) in 2014
City Manager, Mascotte, FL (population 5,873) in 2021
City Manager, Medina, WA (population 3,000) in 2013
City Manager, Melbourne, FL (population 72,500) in 2012
City Manager, Miami Gardens, FL (population 101,000) in 2004
City Manager, Mill Creek, WA (18,828) in 2015
City Manager, Miramar, FL (population 122,000) in 2013
City Manager, Monroe, NC (population 33,500) in 2013
City Manager, Montverde, FL (population 1,675) in 2020
Town Manager, Mooresville, NC (population 41,995) in 2019
City Manager, Mount Dora, FL (population 12,000) in 2005
City Manager, Mount Pleasant, MI (population 26,000) in 2014

City/Town/Village Manager/Administrator (continued)

City Manager, Mountlake Terrace, WA (population 20,700) in 2014 and 2016
City Manager, Naples, FL (population 21,800) in 2018
City Manager, New Smyrna Beach, FL (population 23,000) in 2009
City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015
City Manager, North Miami, FL (population 62,000) in 2010 and 2014
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012
City Manager, North Port, FL (population 55,800) in 2011
Town Manager, North Topsail Beach, NC (population 734) in 2018
City Manager, Norwich, CT (population 40,500) in 2016
City Manager, Oakland Park, FL (population 42,800) in 2014
City Manager, Ocala, FL (population 52,000) in 2008 and 2015
City Manager, Opa-Locka, FL (population 2,180) in 2019
City Manager, Orange City, FL (population 10,000) in 2010 and 2016
City Manager, Orange Park, FL (population 9,100) in 2010
City Manager, Oviedo, FL (population 33,000) in 2008
City Manager, Palm Bay, FL (current population 101,000) in 2002 and 2015
City Manager, Palm Coast, FL (population 71,000) in 2006
Village Manager, Palmetto Bay, FL (population 24,000) in 2003
City Manager, Panama City Beach, FL (population 12,776) in 2012 and 2019
City Manager, Parkland, FL (population 30,177) in 2017
City Manager, Petersburg, VA (population 32,701) in 2017
Village Manager, Pinecrest, FL (population 19,300) in 2011
City Manager, Pompano Beach, FL (population 101,000) in 2007
City Manager, Port Orange, FL (population 67,494) in 2021
City Manager, Port Richey, FL (2,869) in 2020
City Manager, Port St. Lucie, FL (population 174,100) in 2016
City Manager, Portland, ME (population 65,000) in 2011
City Manager, Prosser, WA (population 5,802) in 2016
Chief Administrative Officer, Renton, WA (population 100,953) in 2021
City Manager, Riviera Beach, FL (population 37,000) in 2009
City Manager, Roanoke, VA (population 98,465) in 2009 and 2017
City Manager, Sammamish, WA (population 64,548) in 2019
City Manager, Sanibel Island, FL (population 7,319) in 2021
City Manager, Sarasota, FL (population 55,000) in 2012
City Manager, Satellite Beach, FL (population 10,100) in 2013
City Manager, Savannah, GA (population 142,800) in 2016
City Manager, Scottsdale, AZ (population 217,400) in 2013
City Manager, Sebastian, FL (population 24,772) in 2018
City Manager, Seminole, FL (population 17,800) in 2015
City Manager, Sequim, WA (population 6,700) in 2015 and 2021
Town Manager, Sewall's Point, FL (population 2,000) in 2006
Township Manager, Spring Garden Township, PA (population 12,963) in 2018
Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016

City/Town/Village Manager/Administrator (continued)

City Manager, St. Pete Beach, FL (population 10,000) in 2014 and 2019
City Manager, Stuart, FL (population 17,000) in 2006 and 2017
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011
City Manager, Sunrise, FL (population 84,400) in 2012
City Manager, Sunnyside, WA (population 15,860) in 2013 and 2018
Town Manager, Surfside, FL (population 6,000) in 2014
City Manager, Tacoma, WA (population 200,000) in 2011 and 2017
City Administrator, Tavares, FL (population 11,000) in 2006
City Manager, Titusville, FL (population 43,940) in 2014
City Manager, Treasure Island, FL (population 6,937) in 2017
City Manager, Vero Beach, FL (population 16,751) in 2019
City Manager, West Melbourne, FL (population 15,000) in 2009
City Manager, West Park, FL (population 12,000) in 2005 and 2010
City Manager, Weston, FL (population 70,015) in 2019
City Manager, Winchester, VA (population 28,108) in 2014 and 2020
City Manager, Winter Haven, FL (population 37,900) in 2017
City Manager, Yakima, WA (population 91,000) in 2011 and 2012

County Administrator / Manager - Completed Searches

County Manager, Alachua County, FL (population 251,400) in 2014
County Manager, Baker County, FL (population 27,000) in 2006
County Administrator, Bay County, FL (population 158,000) in 2005
County Manager, Brevard County, FL (population 536,000) in 2009
County Administrator, Broward County, FL (population 1,800,000) in 2006
County Administrator, Clackamas County, OR (population 383,900) in 2013
County Manager, Clay County, FL (population 212,230) in 2005, 2011 and 2019
Chief Administrator, El Paso County, TX (population 827,700) in 2014 and 2016
County Administrator, Emmet County, MI (population 32,900) in 2014
County Manager, Flagler County, FL (population (83,000) in 2007
County Manager, Fulton County, GA, (partial search) in 2015 (population 894,300) in 2015
County Administrator, Hernando County, FL (population 172,800) in 2012
County Administrator, Highlands County, FL (population 98,000) in 2008
County Administrator, James City County, VA (population 69,000) in 2014
County Manager, Lee County, FL (population 600,000) in 2009
County Administrator, Martin County, FL (population 140,000) in 2005
Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011
County Administrator, Monroe County, FL (population 80,000) in 2004
County Administrator, Nassau County, FL (population 60,000) in 2004
County Administrator, Okaloosa County, FL (population 183,500) in 2013
County Administrator, Okeechobee County, FL (population 39,000) in 2008
County Manager, Osceola County, FL (population 235,000) in 2003 and 2007

County Administrator / Manager - Completed Searches (continued)

County Administrator, Polk County, IA (population 400,000) in 2007 and 2011
County Manager, Seminole County, FL (population 410,000) in 2006
County Administrator, St. Johns County, FL (population 162,000) in 2007
County Administrator, St. Lucie County, FL (population 284,000) in 2014
County Manager, Union County, NC (population 198,600) in 2010
County Administrator, York County, VA (population 66,269) in 2015

Completed Searches – Other Municipal CEO

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

Community Association CEOs and Assistant CEOs

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011 (The Executive Director also managed five community associations.)
Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017
Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017
Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001

Completed Searches – Assistant/Deputy Managers

Assistant City Manager / Operations, Corpus Christi, TX (population 308,000) in 2013
Assistant City Manager / Utilities, Corpus Christi, TX (population 308,000) in 2014
Deputy City Manager, Danville, VA (43,000) in 2016

Completed Searches – Assistant/Deputy Managers (continued)

Deputy City Administrator, Dickinson, ND (population 22,300) in 2016
Deputy City Manager for Community Building, Durham, NC (population 220,000) in 2009
Assistant Town Manager, Jupiter Island, FL (population 654) in 2010
Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998
Assistant City Manager, Lake Worth, FL (population 37,000) in 2004
Assistant County Administrator, Martin County, FL (population 140,000) in 2006
Deputy City Manager, Sammamish, WA (60,000) in 2016
Assistant City Manager, Tamarac, FL (population 55,500) in 2001
Assistant City Manager, West Palm Beach, FL (population 101,000) in 2004 and 2013

Completed Searches – City or County Attorneys

County Attorney, Clay County, FL (population 196,400) in 2016
City Attorney, Daytona Beach, FL (62,300) in 2016
City Attorney, Fort Lauderdale, FL (population 178,752) in 2018
City Attorney, Fort Pierce, FL (population 41,590) in 2016 and 2018
County Attorney, Fulton County, GA (population 996,319) in 2015
City Attorney, Lawton, OK (population 94,653) in 2020
City Attorney firm, Naples, FL (population 22,367) in 2021
Chief Labor Negotiator, Orlando, FL (population 270,934) in 2018
City Attorney, Port St. Lucie, FL (population 185,132) in 2016 and 2019
County Attorney, Prince William County, VA (population 438,580) in 2015
City Attorney, Roanoke, VA (population 96,000) in 2012
Fire District Attorney, St. Lucie County Fire District, FL (population 298,600) in 2017
City Attorney, Vero Beach, FL (population 16,751) in 2019
City Attorney, West Melbourne, FL (population 15,000) in 2008

Completed Searches – Community Development/Growth Management/Planning

Planning and Community Development Director, Bradenton, FL (population 60,888) in 2021
Growth Management Director, Collier County, FL (population 357,305) in 2015 and 2017
Community Development Director, Danville, VA (population 43,000) in 2016
Director, Building and Development, Loudoun County, VA (population 336,900) in 2014
Community Development Director, Miami, FL (population 408,000) in 2008
Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012
General Manager, North Sarasota Redevelopment District, Sarasota. FL (population 53,000) in 2008
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005
Community Development Director, Tamarac, FL (population 55,500) in 2007
Growth Management Manager, Wellington, FL (population 55,000) in 2009

Completed Searches – Economic Development / Redevelopment

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

Completed Searches – Engineers

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

Completed Searches – Facilities Management

Director, Performing Arts & Convention Center, Federal Way, WA (population 92.700) in 2015
Director, Landscaping, Weston, FL (population 65,300) in 2013

Completed Searches – Finance and Budget

Finance Director, Altus, OK (population 19,800) (background check) in 2012
Finance Director, College Park, MD (population 32,256) in 2016
Procurement Director, Collier County, FL (population 357,305) in 2016
Finance Director, Danville, VA (population 43,000) in 2014
Finance Director, Daytona Beach, FL (population 31,860) in 2012
Finance Director, DeLand, FL (population 28,230) in 2016
Finance Director, Escambia County (FL) Housing Authority (population served: 302,700), 2014
Finance Director, Fort Walton Beach, FL (population 20,000) in 2006
Finance Director, Gainesville, FL (population 133,857) in 2020
Finance Director, Groveland, FL (population 12,493) in 2018
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010
Finance Director, Lauderdale Lakes, FL (population 32,000) in 1998
Finance Director, Miami, FL (population 408,000) in 2013
Finance Director, Miramar, FL (population 130,300) in 2016

Completed Searches – Finance and Budget (continued)

Treasurer, Miami, FL (population (408,000) in 2013
Finance Director, Oregon City, OR (population 31,860) in 2012
Finance Director, Petersburg, VA (population 32,701) in 2017
Finance Director, Roanoke, VA (population 99,000) in 2014
Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014
Revenue Operations Director, Savannah, GA (population 142,800) in 2017
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Finance Director, St. Petersburg, FL (population 248,000) in 2010
Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010
Finance Director, Surfside, FL (population 5,700) in 2012
Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009
Finance Director, West Palm Beach, FL (population 101,000) in 2007

Completed Searches – Fire/EMS/Dispatch

Fire Chief, Cape Coral, FL (population 154,300) in 2013
Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999
Executive Director, South Sound 911 (serves a population of 808,000), Tacoma, WA, in 2013
Fire Chief, St. Lucie County Fire District, FL (population 298,600) in 2018
Fire Chief, West Palm Beach, FL (population 101,000) in 2005

Completed Searches – General Services / Administration

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

Completed Searches – Housing/Building

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

Completed Searches – Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Human Resources Director, Cape Coral, FL (population 154,300) in 2013
Director, Human Resources, Gainesville, FL (population 125,000) in 2014
Director of Personnel, Fulton County, GA (population 992,000) in 2010
Director, Human Resources, Hillsborough County, FL (population 1,292,000) in 2015
Human Resources Office, Loudoun County, VA (population 326,000) in 2011

Completed Searches – Human Resources (continued)

Human Resources Administrator, Martin County, FL (population 140,000) in 2007
Personnel Director, North Miami, FL (population 56,000) in 2001
Director, Human Resources, Sunrise, FL (population 88,800) in 2015
Director, Human Resources, Roanoke, VA (population 99,000) in 2014
Personnel Director, Vero Beach, FL (population 17,900) in 2003
Human Resources Director, West Palm Beach, FL (101,900) in 2013 and 2014

Completed Searches – Health and Human Services

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

Completed Searches – Information Technology

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

Completed Searches – Parks/Recreation/Libraries

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

Completed Searches – Police

Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Farmington, NM (population 45,900) in 2014
Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
Chief of Police, Mooresville, NC (population 35,300) in 2016
Police Chief, Petersburg, VA (population 32,701) in 2017

Completed Searches – Police (continued)

Director of Administration – Public Safety, Ocean Reef Community Association, Key Largo, FL in 2016
Police Chief, Sewall's Point, FL (population 2,000) in 2007
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012
Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010
Police Chief, Winchester, VA (population 27,216) in 2017

Completed Searches – Public Works

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

Completed Searches – Transportation

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

Completed Searches – Utilities

Water Resources Director, Asheville, NC (population 87,200) in 2015
Executive Director, Cape Fear Utility Authority, Wilmington, NC in 2021
Utility Director, Danville, VA (population 43,000) in 2015
Power & Light Division Director, Danville, VA (population 43,000) in 2015
Water and Gas Director, Danville, VA (population 43,000) in 2016
Utilities Manager, Deerfield Beach, FL (population 78,041) in 2017

Completed Searches – Utilities (continued)

Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011 and 2013
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012 and 2020
Executive Director, Emerald Coast Utilities Authority, Pensacola, FL in 2020
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
Utilities Director, Lake Worth, FL (population 37,000) in 2009
Waterworks Director, Newport News, VA (population 183,000) in 2017
Executive Director, Onslow Water & Sewer Authority, Jacksonville, NC, (pop. 160,000) in 2009
Utilities Director, Palm Bay, FL (population 101,000) in 2005
Utilities Director, Panama City, FL (population 38,286) in 2017
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Executive Director, Sewerage and Water Board of New Orleans, LA (population 369,000) in 2013 and 2020
Director, South Martin Regional Utilities, FL (population 22,000) in 2013
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008 and 2021

Completed Searches – Work Force Management

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

Completed Searches – Other

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016
City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998
Clerk to the County Commission, Fulton County, GA (population 1.02 million) in 2018
Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009
Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998
Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017

Appendix B

Sample Brochure:
Town Manager Search
Mooresville, NC

TOWN MANAGER POSITION AVAILABLE
Apply by May 17, 2019

Welcome to Mooresville, North Carolina!

Located in the heart of the Carolinas, Mooresville is perfectly situated on Lake Norman. Presenting a stunning panorama with more than 520 miles of shoreline, it is the largest man-made lake in the state of North Carolina. Mooresville's placement in the Piedmont Region (the plateau between coast & mountain), is reason to boast of its ideal trifecta location. Drive a half-hour south and you can enjoy the big city flavor of Charlotte; two hours west and you are in The Appalachian, Blue Ridge and Great Smoky Mountains; and 5½ hours east puts you in the renowned Outer Banks. Residing in Mooresville means being able to live in one of the most beautiful places on earth—in fact, Thrillist.com recently named it one of the 12 Most Luxurious Lake Towns in the world!

Together with the amenities the area provides and the Town's warm and friendly residents, Mooresville has become a destination for residents and businesses. Among others, Lowe's (home improvement) has its headquarters here. Corvid Technologies LLC (which provides computational physics analysis support to the defense and automotive industries.) will open its new headquarters building in Mooresville in September of this year and bring 367 high paying jobs (average pay of over $110,000 annually) to the Town. An additional 6,600 homes have been approved for construction and will soon be underway. Since the year 2000, the Town's population has increased from 19,048 to 39,000+, and is still growing.

Even with the growth, Mooresville has retained a wonderful home town feel that is safe and welcoming. You'll be hard pressed to find a friendlier, more gracious group of people anywhere. Neighbors help their neighbors and watch out for their children. There are many great traditions the community enjoys, such as the annual Christmas parade which brings an estimated 10,000-12,000 people. It is a very giving community—a small town with a big heart!

Also known as Race City, USA, Mooresville is the home to more than 60 NASCAR teams and racing related businesses with the Charlotte Motor Speedway only 20 miles south. Mooresville is where Days of Thunder was filmed, where two automotive museums are housed (The Memory Lane Motorsports and Historical Automotive Museum and the North Carolina Auto Racing Hall of Fame), and where Dale Earnhardt Inc. and Kyle Busch Motorsports call home.

Mooresville, however, is not just fantastic scenery and cars. Choose from all types of adventures such as exotic animal encounters at Zootastic Park, or experience a drive-through safari at The Lazy Five Ranch, with 700+ animals from six continents in natural habitats! Delight in the outdoors with hiking, bike riding, bird watching, hunting and/or fishing nearby. Or enjoy the waters of Lake Norman with swimming at Lake Norman State Park, cruising on a river boat, canoeing, or paddle boarding. If you want to speed things up, rent your own motor boat or Jet Ski, or whip around the go-kart track at a world-class Motorplex!

Nearby, the sports fan will find the Charlotte Panthers and Hornets. Of course, college sports are phenomenal here with four highly regarded Atlantic Coast Conference universities within about a two hour drive.

If you like to travel, Charlotte offers an excellent international airport, and Piedmont Triad International Airport in Greensboro is a little more than hour away. Interstate 77 passes through middle the Town and I-40 and I-85 are both nearby.

You will feel the southern hospitality of the Town, as you walk the Historic Downtown and visit the Mooresville Depot Fine Arts Gallery, a repurposed train depot-turned-art gallery featuring many local artists. Or visit the Welcome Home Veterans Living Military Museum, honoring America's veterans and active duty military. You'll catch yourself toe-tapping to lively music each Saturday at the Veteran's Museum where veterans and professional musicians play bluegrass, country, and traditional tunes. Finally, you can catch various musical performances in facilities around town. It is easy to satisfy your appetite at one of the many food trucks lined up downtown, or at one of the many fine restaurants in Mooresville and nearby.

Mooresville offers top-notch sporting facilities for the active, including four grass and two turf soccer fields, 12 baseball and softball fields, a professional 18-hole Disc Golf Course, six tennis courts, an indoor facility for basketball, volleyball, gymnastics, and martial arts tournaments. The emphasis here is on family and it shows. All the parks have cameras. Why? So grandparents in California or just around the corner can go to the Town's website and watch their favorite player in action for any game!

The school systems are excellent. The graduation rate for Mooresville High School has been 90% for the last five years and Mooresville Graded School District is known for innovation. In 2010, the District began providing a MacBook laptop to every student (grades 4 through 12). It and the community are supportive of extracurricular activities with three quarters of students involved. Finally, bond issues pass here, generally with 70% or so voting affirmatively.

While North Carolina may be full of charming small towns, Mooresville stands apart as one with top notch southern hospitality. It offers great housing opportunities—old and new, lakefront and landlocked, single family or condominiums—and most (excluding lakefront) are priced from $200,000-$400,000. The current actual average sale price is $335,000. Taxes are low and services are great. Healthcare is excellent. The local hospital has 100 acute care beds and 300 physicians on staff representing

40 specialties. Employment opportunities are plentiful. All these factors together, with a low commute time for those who work in Charlotte, have made Mooresville a popular place to live. In fact, until 2014 when the U.S. Census changed the definition of micropolitan area and Mooresville-Statesville was no longer eligible, Site Selection Magazine consistently rated it as the #1 micropolitan area in the U.S.

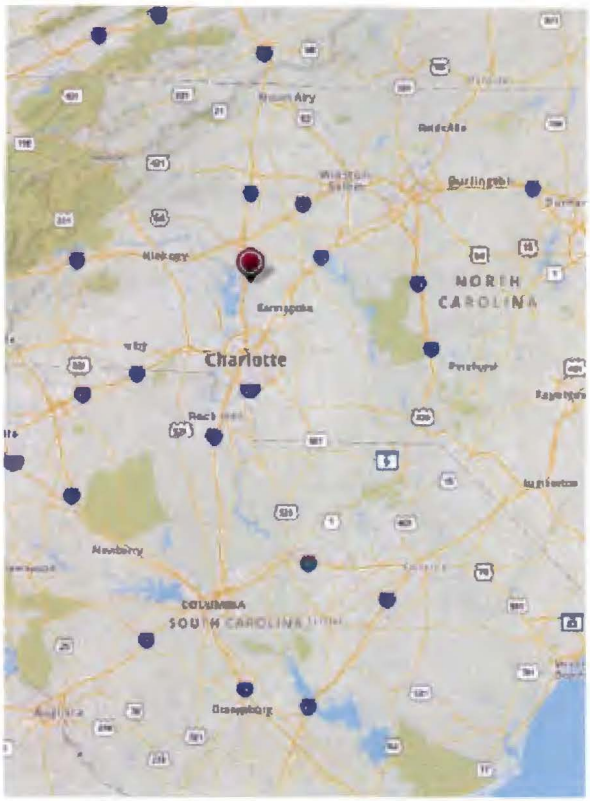
All these reasons and more make the Town of Mooresville an ideal choice for professionals, families and retirees alike. We hope you'll choose to look into Mooresville, and discover why its residents think it is the greatest place on earth to live, work, and play.

HISTORY

The area that would become the Town of Mooresville was originally settled by English, German, and Scot-Irish families. Most of the settlers wanted new land to establish their farms, and they formed small communities. They primarily grew cotton and their farms flourished turning into small plantations by the 1850s.

In 1856, a railroad was built that ran through the farm of John Franklin Moore. He established a Depot on his land, known as Moore's Siding, and encouraged others to help establish a small village there. The Civil War stalled the development but once the war was over, Moore incorporated the little village into a town. Mooresville was officially created in 1873.

While the railroad brought growth to the area, the 1890s brought the first water plant, a library and a phone company.



The first of many textile mills started in 1900. From textile mills to NASCAR, over the years many businesses and industries have called Mooresville home. Now, the next wave is coming in the form of companies specializing in technology.

In short, Mooresville has become a bustling commercial and residential hub with as many people driving into Mooresville for work as driving out.

CLIMATE

Mooresville enjoys the beauty of all four seasons. The weather starts to heat up in March. By July, the average high temperature is 89° F degrees, and humidity between 60-

90%. The warm days stretch into fall and early November, with the humidity holding around 50%. Winter brings the occasional freeze, with the average temperature in January at 40° F. The area generally receives less than 5 inches of snow annually. Mooresville stays lush and green due to the humidity and with the 43 inches of rain it receives each year – the number of days with any measurable precipitation is around 107.

DEMOGRAPHICS

Table 1: Mooresville Demographics

Estimated Population: 41,995			
Distribution by Race		Distribution by Age	
White	79.1%	0 to 15	23.6%
Black	10.1%	15 to 25	13.8%
Asian	4.5%	25 to 45	30.2%
Some Other Race	3.4%	45 to 65	22.6%
Two or More Races	2.9%	65 to 85	8.4%
Total	100%	Over 85	1.4%
Hispanic (all races)	7.4%		

Educational Achievement (over age 25)	
High School or Higher	92.2%
Bachelor's Degree or Higher	33.6%

Other Statistics	
Median Age–Mooresville	36.4
Median Age–U.S.	37.4
Poverty Rate	9.0%

Source: U.S. Census Bureau & ERSI Mooresville Community Profile 2019

GEOGRAPHY

Geographically speaking, North Carolina is one of the few places where you can start your day in the mountains and end it enjoying a sunset stroll along the beach. The Town covers 14.7 sq. miles of land on the southwestern edge of the Piedmont Region. Located in southern Iredell County, Mooresville is approximately 25 miles north of the Charlotte metropolitan area. It is also about 90 miles northwest to the mountains, and 220 miles east to the beach. Proximity to the interstate, highways and major roadways is a boost for Mooresville, as it allows locals and tourists easy access to and from this small southern Town.

COMMERCE

Mooresville has enjoyed significant commercial and residential growth recently. Between 2002 and 2018, the tax base grew from $1.992 billion to $6.201 billion. A number of regional and national companies including Lowes, NGK Ceramics USA Inc., Cardinal FG, and Corvid Technologies call Mooresville home. Large well-known retailers like Lowes, Target, Walmart, Costco, Best Buy, Pet Smart, and Dick's Sporting Goods are also present in Mooresville.

A number of commercial/office parks (Lakeside Business Park, Talbert Pointe, South Iredell Industrial Park, and Mooresville Business Park) provide commercial office space to many companies, including Amex Packaging LTD, Roush & Yates Racing Engines, Hybrid Technologies Inc., Corvid Technologies, Carolina Distributors, Carolina Beverage Group LLC, Southern Container, and Prairie Packaging. See Table 2 on page 6 for more information.

Table 2: Principal Employers

Employer	Industry	Employees
Lowe's Companies Inc.	Home Improvement	4,200
Lake Norman Regional Medical Center	Hospital/Medical	950
Mooresville Graded School System	Local School System	850
NGK Ceramics USA, Inc.	Automotive Parts	800
Town of Mooresville	Local Government	516
BestCo Inc.	Health Aids	450
Team Penske	Motorsports	425
Randy Marion	Car Dealership	320
Practiv Corporation	Food Service Products	298
Carolina Beverage Group	Beverage Mfg.	277

Source: Source: 2018 Mooreville CAFR

Downtown Mooresville boasts a pleasant choice of shopping and dining venues as well as offering a variety of goods and services.

GOVERNMENT

Mooresville operates under a Council-Manager form of government. The citizens elect a Mayor and six Commissioners as the Town's governing body. The Mayor and two Commissioners are elected at-large. The other four Commissioners represent wards and must live in the ward they represent.

The Mayor serves a two-year term, while the Commissioners serve staggered four-year terms. The Mayor, two ward commissioners and one commissioner-at-large run in November of odd numbered years. All elections are non-partisan.

The Town government tends to be very stable. The Mayor and Commissioners typically serve multiple terms and the Mayor won re-election in 2017 with 80.6% of the vote. The Commissioners have the best interests of the Town at heart and value the staff. Benefits are very good in Mooresville because the elected officials and staff hold the department directors and employees in high regard. The elected officials provide the resources the staff needs to do their jobs well, whether it is equipment, vehicles, technology resources and so on. Overall, staff turnover is very low.

The Board of Commissioners appoints a Town Manager to serve as the chief operating officer administering all municipal affairs. The Town offers all the traditional services (planning, engineering, , fire/rescue, library, parks and recreation, police, public works, stormwater, water, and wastewater). It also has a golf course and three cemeteries.

Financially, the Board is fiscally conservative and expects to get good value for the money it spends. The result is Mooresville is financially sound with excellent bond ratings. Tax rates have not been increased in 11 years, and the Board hopes to keep it that way for the foreseeable future. The Town's General Fund Expenditure Budget is $69.2 million and the Total Budget is $99.2 million. The Town presently has a total of 472 budgeted positions and

520 total employees, almost half are in Public Safety. None of the Town's employees are unionized and unions are not legal in North Carolina.

The Town government is extremely well regarded by its residents. A Citizen Satisfaction Survey produced by a third party, ETC Institute, was completed in April of this year (See Figure 1 for some of the results). For the most part, town services were ranked at least in the 70th percentile.

OPPORTUNITIES AND CHALLENGES

The challenges Mooresville faces are good challenges.

Mooresville has grown and continues to grow steadily. This leads to debates regarding how much growth is good, and how to manage the growth to preserve the reasons people move here. The key will be charting a path that maintains Mooresville's current outstanding quality of life.

While the Town is extremely strong financially, it's becoming increasingly difficult to retain employees in the local area's booming economy. Succession planning will play a role in solving this problem.

Housing in the Town is desirable and in demand, making it expensive for many professionals including teachers, police officers, and fire fighters. Identifying how to ensure affordable housing options are available is highly desirable.

The staff is excellent but a few key positions are vacant. While that is largely coincidental to the manager's position being vacant, the new manager will be tasked with filling these vacancies and have the benefit of re-building the leadership team. Diversity among the senior level positions can be improved.

The Town of Mooresville owns the local cable company which has not produced the hoped for profits when it was purchased approximately a decade ago. As a result, the Town is soliciting bids from potential buyers, and will hold a referendum in November to obtain voter approval to sell the operation provided an acceptable bid is received. Ideally the cable company will no longer be part of the Town government provided services shortly after the first of the year.

Looking again at Figure 1, the resident's largest concern is traffic flow followed by maintenance of the traffic infrastructure. While more can be done at the local level, unfortunately, the primary thoroughfares are owned by the State. Even the anticipated $300 million the State plans to spend in the area may not be enough.

THE IDEAL CANDIDATE

The Town Board is seeking a partner, a supporter and a trusted advisor—someone who will quickly establish a rapport with them and someone they are comfortable working with and help them make Mooresville the best it can be. The ideal candidate will be upbeat, friendly, outgoing, organized, and positive with a "can do" attitude, and a sense of humor. This is a fast paced government so while he/she will be visionary, the individual will be high energy and a leader, not a bureaucrat. He/she will be strong and consistent while being collaborative and flexible. The ideal candidate will work with the elected officials to learn the Board's priorities and act as a liaison to (and a buffer

for) staff. Together they will develop strategies and tactical actions to carry out the Board's goals. These strategies and actions will be developed thoughtfully and with milestones/targets so progress can be easily monitored. He/she will be able to think outside the box while keeping the train on the rails.

The next manager will help the Board move the Town forward. The quality of life is excellent here but the Board hopes to make it even better. It wants a manager who will help make that happen. The individual will have excellent communication skills and ensure all the Board Members have the same information at the same time. The elected officials want to be provided with the options with appropriate analysis and support along with recommendations. They also want someone who will be strong and tell them what they need to hear (not what they might want to hear), but diplomatically in the proper venue. Communication with the Board will be timely and complete with "no surprises" as the goal. The manager will be concise and recognize the quality of information provided is far more important than the quantity. The individual will strongly believe in transparency but also realize its limits. Being decisive and not letting problems and issues fester will be a key to success.

The Board expects the manager to be a face of the government without overshadowing it. He/she will be approachable, and in the community—

always listening and always looking for ways to make the government more responsive. The best candidate will be someone who can make everyone feel their views are being heard. He/she will realize that giving the credit to others is often the best way to get things done.

Outstanding customer service is very important here, and the Town Manager will be expected to lead the way. Doing that, while exhibiting integrity, will be a core principle and a way of life. He/she will be someone who works with the Board, the community, local businesses and regional partners to find solutions to problems, as opposed to someone who tends to find reasons to say no.

The Town Manager will foster a climate of good government and be respectful of others. Being inclusive and encouraging diversity will be important. The individual will delegate and encourage an environment where creativity will flourish. Staff should be comfortable bringing forth ideas knowing they will be carefully considered. The ideal candidate will give assignments and set broad performance parameters, monitor progress, expect results and hold employees accountable.

He/she will recognize talent, mentor that talent, and be confident enough to then step back and let the staff member do his/her job. There is much to do in Mooresville and the new Town Manager will need to trust the staff to execute the tasks that make Mooresville the great place it is. The manager can then focus on Mooresville's future and on raising the quality of life for all the Town's residents. Fortunately, Mooresville's staff is excellent and simply needs a leader to show them the way forward, and guide them in implementing the Board's priorities.

When asked the characteristics of the ideal candidate, one Board Member suggested the best candidate will be able to read people's minds and print money in the basement. While he was smiling as he said it, his point was, and it is reflective of the Board's philosophy, they want someone who will carefully husband the Town's resources, and spend them wisely. Ideally, the individual will know where and how to secure outside resources to help resolve Mooresville's issues, particularly traffic.

In terms of specific skills, the individual will have a demonstrated track record of achievement in management, finance, and infrastructure. He/she will have experience in rapidly growing communities and in negotiating with developers. The Town wants and expects future growth, but expects responsible growth. Knowledge of economic development is important and experience with intergovernmental relations is a plus. Awareness of North Carolina law and what it means to be a Dillon Rule state is important.

The selected candidate will be expected to make a commitment to Mooresville. This position should not be viewed as a stepping stone but as a gem in its own right.

The position requires a bachelor's degree in business administration, public administration, public policy or related field and 7 to 10 years of increasingly responsible experience as a senior-level government executive. A master's degree is preferred.

COMPENSATION

The starting salary will be in the range of $150,000 to $225,000. The Town prefers to pay mid-range but will pay at or near the top for the right candidate. Benefits are excellent.

PRIOR MANAGERS & INTERNAL CANDIDATES

Mooresville's two most recent managers retired. The first was with the Town for 29 years, first as the zoning administrator and then as planning director, assistant town manager and finally as the Town Manager for the last 5 ½ years. The more recent manager came out of retirement to serve just over two years as Town Manager before leaving. There are no internal candidates

RESIDENCY

Residency within the Town limits is required. A wide variety of housing opportunities (in terms of cost, structure, and location) exist within the town limits, and it is such a great community that there is no reason to want to live anywhere else.

HOW TO APPLY

To be considered, please email your cover letter and resume to Recruit35@cb-asso.com by May 17. Faxed and mailed resumes will not be considered. Questions should be directed to Lynelle Klein at (425) 658-7025 or Colin Baenziger at (561) 707-3537.

CONFIDENTIALITY

Under North Carolina law, this process will be entirely confidential. The only candidate whose name will be released is that of the person who will serve as Mooresville's next Town Manager.

THE PROCESS

Applicants will be screened between April 26 and June 18. Finalists will be selected on June 19th and interviews will be held on July 11 and 12 with the selection of the Town Manager occurring shortly thereafter.

OTHER INFORMATION

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

ADDITIONAL INFORMATION

The following websites have additional, useful information you may wish to consider.

http://www.racecityusa.org/
http://www.mooresvillenc.gov/
http://www.visitnc.com/charlotte-region/
http://www.onemooresville.org/

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING

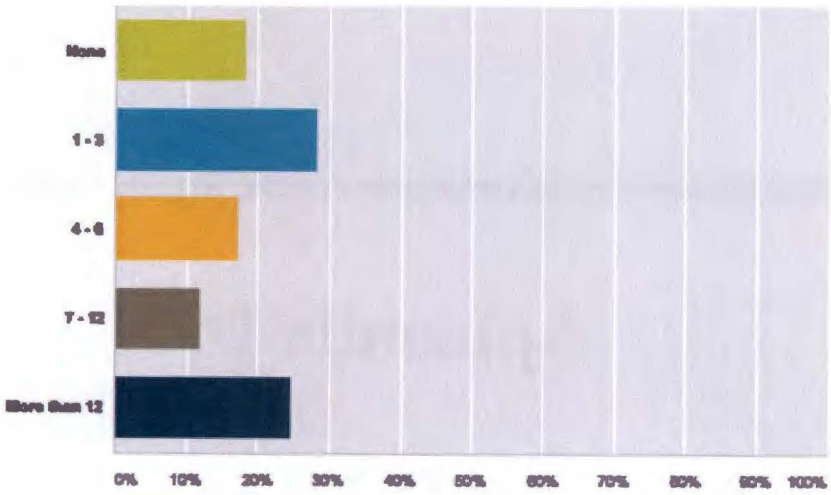
Appendix D

Sample Survey
Savannah City Manager Quality Survey

Sample City Manager Quality Survey

Q1 During the past three years, how often have you attended or viewed a city council or city commission meeting (select only one)

Answered: 449 Skipped: 1

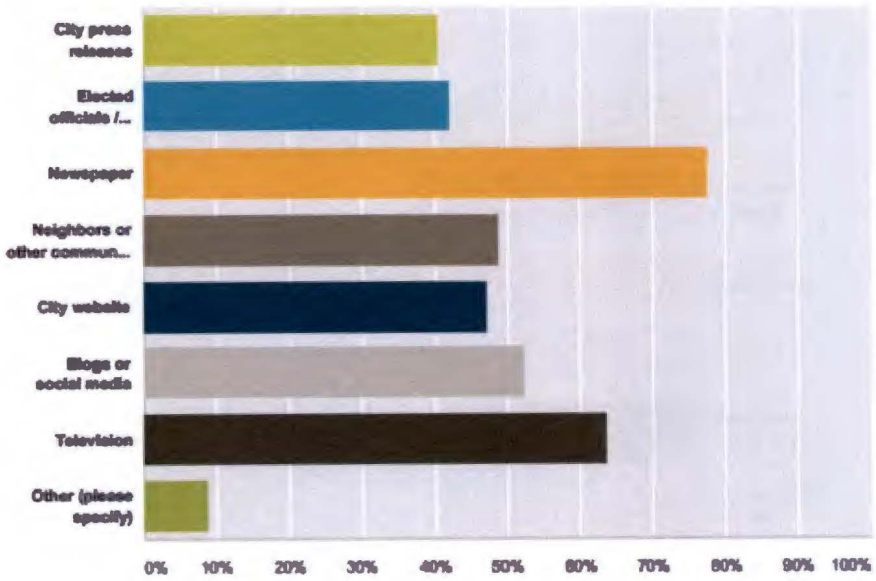


Answer Choices	Responses	
None	18.26%	82
1 - 3	28.29%	127
4 - 6	16.93%	76
7 - 12	11.80%	53
More than 12	24.72%	111
Total		449

Savannah City Manager Quality Survey SurveyMonkey

Q2 How do you keep informed of City issues and concerns (select all that apply)

Answered: 450 Skipped: 0

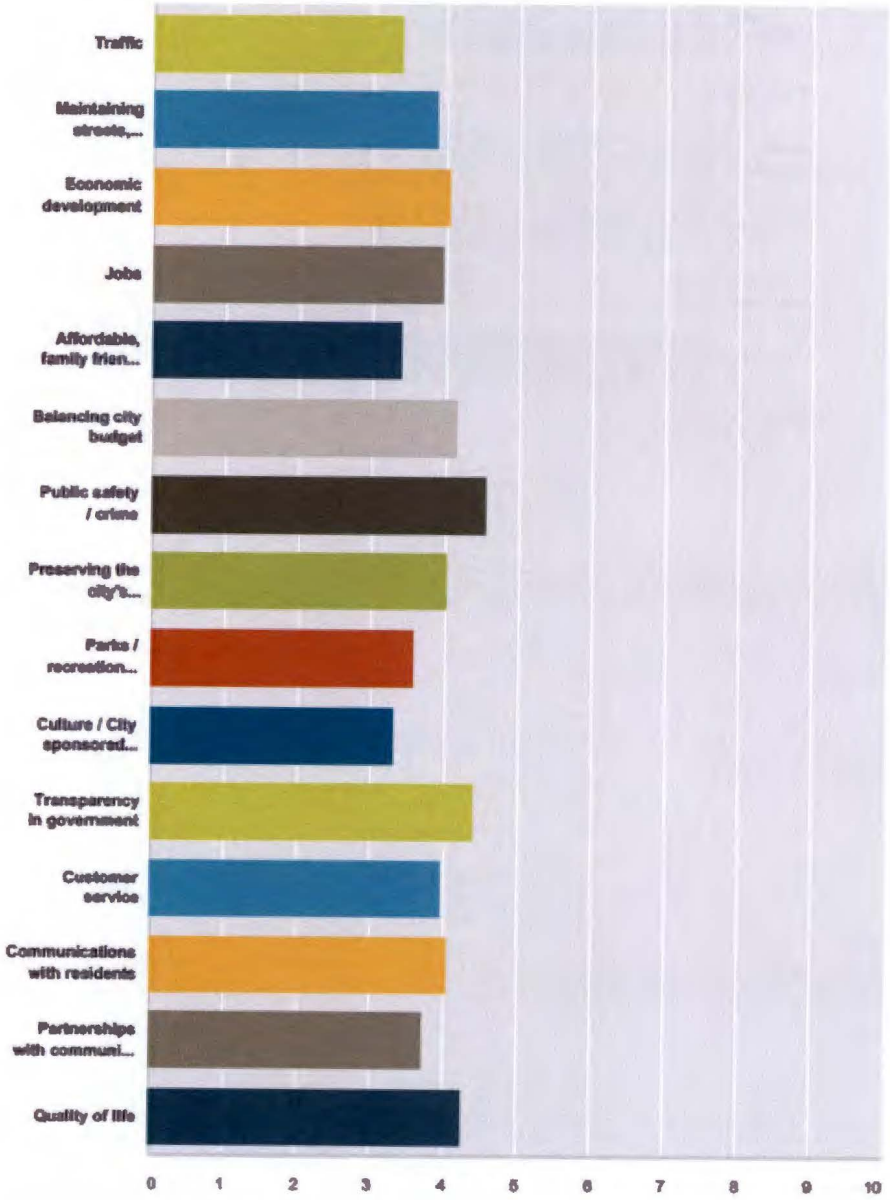


Answer Choices	Responses	
City press releases	40.22%	181
Elected officials / city staff	42.00%	189
Newspaper	77.56%	349
Neighbors or other community members	48.67%	219
City website	47.11%	212
Blogs or social media	52.22%	235
Television	63.78%	287
Other (please specify)	8.67%	39
Total Respondents: 450		

Savannah City Manager Quality Survey SurveyMonkey

Q3 Please rank each of the following issues that the City Manager should address (5 being the most important and 1 as not important)

Answered: 448 Skipped: 2



Sample City Manager Quality Survey (continued)

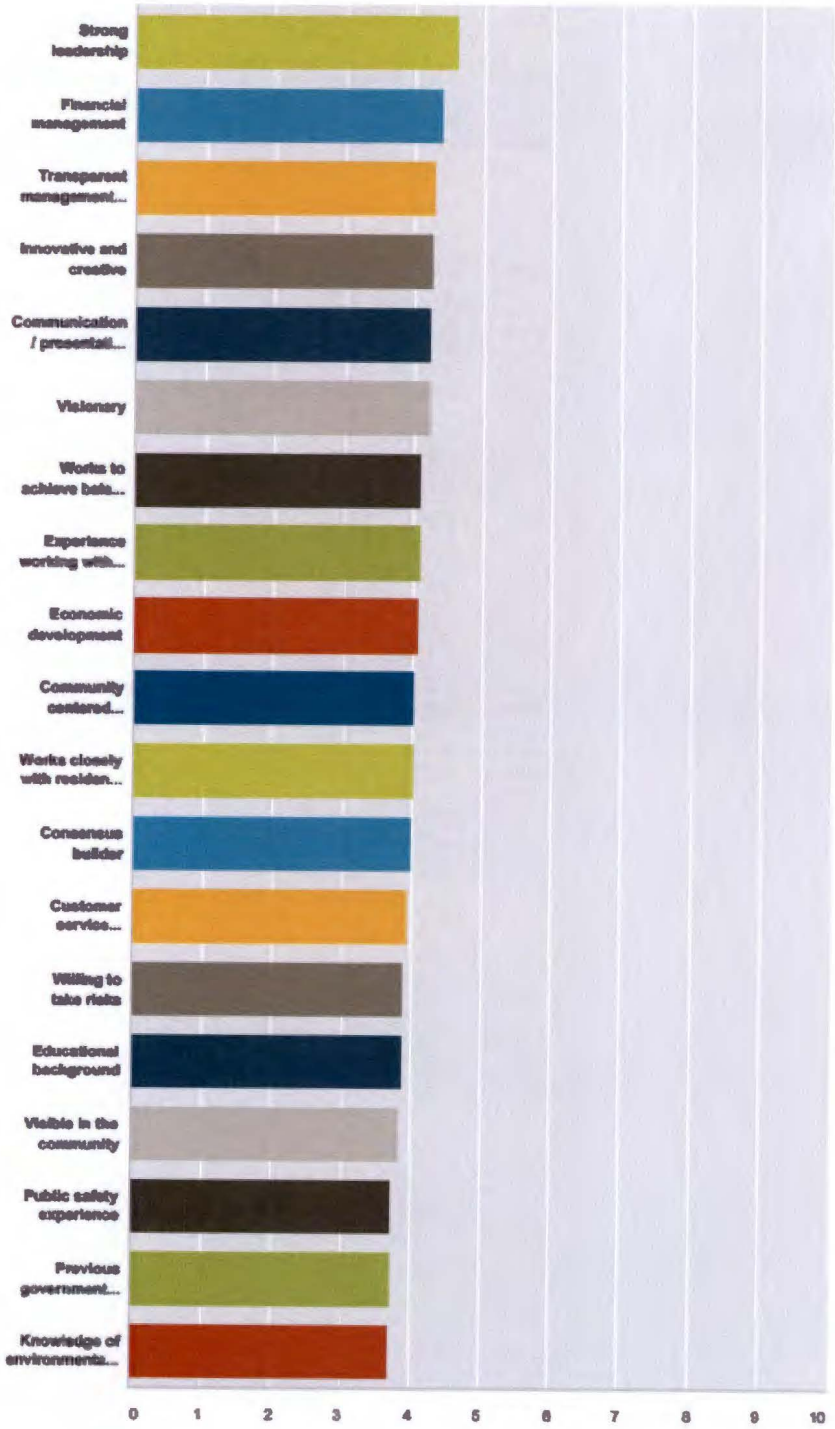
Savannah City Manager Quality Survey — SurveyMonkey

Traffic	6.59% 28	12.47% 53	35.06% 149	24.00% 102	21.41% 91	0.47% 2	425	3.41
Maintaining streets, buildings, and other public facilities	2.30% 10	7.36% 32	23.22% 101	33.79% 147	32.64% 142	0.69% 3	435	3.88
Economic development	6.19% 27	6.42% 28	13.76% 60	22.25% 97	48.85% 213	2.52% 11	436	4.04
Jobs	5.61% 24	7.71% 33	16.82% 72	22.66% 97	44.86% 192	2.34% 10	428	3.98
Affordable, family friendly housing	10.39% 45	13.39% 58	28.41% 123	19.40% 84	27.48% 119	0.92% 4	433	3.41
Balancing city budget	3.63% 16	5.22% 23	13.83% 61	27.89% 123	47.62% 210	1.81% 8	441	4.13
Public safety / crime	3.83% 17	2.03% 9	5.63% 25	10.36% 46	74.77% 332	3.38% 15	444	4.55
Preserving the city's character	5.68% 25	5.68% 25	17.50% 77	23.41% 103	46.36% 204	1.36% 6	440	4.00
Parks / recreation programs	3.90% 17	7.57% 33	33.94% 148	32.11% 140	21.56% 94	0.92% 4	436	3.60
Culture / City sponsored events	7.74% 34	12.98% 57	36.99% 163	28.02% 123	14.81% 65	0.46% 2	439	3.29
Transparency in government	3.61% 16	2.71% 12	10.84% 48	14.67% 65	68.24% 289	2.93% 13	443	4.39
Customer service	4.52% 20	6.79% 30	20.59% 91	24.89% 110	42.31% 187	0.90% 4	442	3.95
Communications with residents	4.31% 19	4.76% 21	18.37% 81	26.53% 117	44.89% 198	1.13% 5	441	4.04
Partnerships with community / schools / business	8.18% 36	8.41% 37	22.50% 99	24.32% 107	35.68% 157	0.91% 4	440	3.72
Quality of life	4.56% 20	2.96% 13	12.07% 53	20.96% 92	56.72% 249	2.73% 12	439	4.26

Savannah City Manager Quality Survey SurveyMonkey

Q4 Please rank each of the following skills the next City Manager should have (5 being the most important and 1 as not important)

Answered: 448 Skipped: 1



Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

	1	2	3	4	5	N/A	Total	Weighted Average
Strong leadership	4.51% 20	1.13% 5	3.38% 15	10.61% 47	79.01% 350	1.35% 6	443	4.61
Financial management	3.38% 15	3.15% 14	8.33% 37	20.72% 92	63.06% 280	1.35% 6	444	4.39
Transparent management style	3.83% 17	2.25% 10	13.06% 58	20.50% 91	58.78% 261	1.58% 7	444	4.30
Innovative and creative	4.10% 18	2.28% 10	14.81% 65	20.27% 89	57.86% 254	0.68% 3	439	4.28
Communication / presentation skills	3.62% 16	3.39% 15	13.12% 58	25.57% 113	53.62% 237	0.68% 3	442	4.23
Visionary	5.22% 23	2.95% 13	12.70% 56	20.63% 91	57.37% 253	1.13% 5	441	4.23
Works to achieve balance among all community interests: residents, businesses and developers	2.95% 13	6.35% 28	15.19% 67	26.98% 119	47.39% 209	1.13% 5	441	4.11
Experience working with diverse communities	6.07% 27	5.39% 24	14.16% 63	21.12% 94	52.36% 233	0.90% 4	445	4.09
Economic development	4.57% 20	5.25% 23	14.16% 62	28.54% 125	45.89% 201	1.60% 7	438	4.08
Community centered approach	4.78% 21	5.01% 22	17.31% 76	27.56% 121	44.65% 196	0.68% 3	439	4.03
Works closely with residents and seeks their viewpoint	4.08% 18	4.31% 19	17.46% 77	31.75% 140	41.72% 184	0.68% 3	441	4.03
Consensus builder	4.31% 19	6.12% 27	20.63% 91	24.04% 106	43.54% 192	1.36% 6	441	3.98
Customer service orientation	5.24% 23	5.92% 26	18.00% 79	28.93% 127	41.00% 180	0.91% 4	439	3.95
Willing to take risks	5.25% 23	5.02% 22	23.74% 104	26.26% 115	38.81% 170	0.91% 4	438	3.89
Educational background	3.64% 16	7.06% 31	22.96% 101	27.05% 119	37.27% 164	2.05% 9	440	3.89
Visible in the community	4.58% 20	7.08% 31	24.71% 108	26.32% 115	36.61% 160	0.68% 3	437	3.84
Public safety experience	4.49% 20	8.31% 37	26.97% 120	27.42% 122	31.66% 141	1.12% 5	445	3.74
Previous government experience	6.07% 36	7.17% 32	24.22% 108	23.84% 106	35.43% 158	1.57% 7	446	3.72
Knowledge of environmental issues	7.06% 31	8.43% 37	25.28% 111	24.83% 109	33.26% 146	1.14% 5	439	3.70

Savannah City Manager Quality Survey SurveyMonkey

Q5 Is there anything else you want to share about what you would like to see in our next City Manager?

Answered: 230 Skipped: 220

Put the NEEDS of residents of the City of Savannah FIRST! Before the tourists, the business developers, etc.
A dedication to addressing the gun violence in our city.
More visibility to the community as a whole including the unincorporated areas, not just to specific groups.
Interest in building a bike and pedestrian friendly city.
A major interest in the environment and sustainability of it.
A familiarity with and support for Complete Streets.
Good working relationship with citizens and police. Ability to work to preserve neighborhoods. Savannah is not just for tourists!
Highly ethical business practices. High moral values and integrity. Verifiable track record of previous accomplishments in government or business.
Increasing mobility using plans like "Complete Streets". Making public transportation available for all in getting around the city (shuttles); making it safe for biking; better recycling agenda (they're composting in San Francisco these days).
I'd like to see the City Manager riding his bike to work or walking to work and incorporate a plan to always include sidewalks and bike paths in infrastructure for existing and especially for new development.
Someone who will place traffic calming and safe streets as a top priority. We have virtually no traffic enforcement (60 mph on E 52nd, my street, is not uncommon and there is NO police enforcement).
We need to start making Savannah A Bike City friendly and make better changes for cyclists safety , so that we won't have another horrible accident like on BRAG again.
Commitment to transportation issues in traffic calming through downtown for pedestrians, bicycles, cars (speeding) and public transportation. Too many accidents, by any of these modes of transportation, are completely avoidable or at least able to be lessened by enforcement of existing laws or the development of prevention measures.
Focus on the planning, development and maintenance of complete streets.
Previous experience in a city with similar challenges would be ideal, along with a demonstrated ability to manage large public projects from start to finish.
He or she must be someone the city staff will respect and find good to work for. I guess this is having the skills that most employees like to see in their employer. The new City Manager should also have skills in delegating responsibility and giving credit to others for their successes.

*16 samples responses from the 230 received.

Appendix E

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

RESOLUTION NO. 2007-231

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

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

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

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

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

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

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

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

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

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

ATTEST: Cheryl Strickland, Clerk

By: Pam Hatterman
Deputy Clerk

BOARD OF COUNTY COMMISSIONERS
ST. JOHNS COUNTY, FLORIDA

By: Ben Rich
Ben Rich, Chairman

Rendition Date: 8/23/07

MEMORANDUM

ROCKY MOUNT
CITY MANAGER'S OFFICE
THE CENTER OF IT ALL

To: Mayor and City Council

From: Peter Varney, Interim City Manager

Date: 4/8/2022

Re: Pay and Classification

The changes we are proposing to make to the existing pay and classification plan are summarized as follows:

- The pay ranges are adjusted to incorporate the 4.5% COLA awarded last November.
- The proposed pay ranges are adjusted based on a $15/hour minimum wage (2080-hour equivalency).
- We propose to adjust the pay of each full-time employee by $1500. This is intended to make our pay grades competitive in the current market.

The enclosed power point presentation shows these changes along with budgetary impact.

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Budgetary Impact of Classification & Compensation Plan

4/11/2022, City Manager's Office

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Current Grade/Salary Structure

Current Grades & Pay Ranges of City of Rocky Mount						
Grade	Min	Mid	Max	Spread	Prog%	OnMax
30	$131,896	$164,870	$197,844	50	10%	0
29	$119,492	$149,364	$179,237	50	10%	0
28	$108,253	$135,317	$162,380	50	10%	0
27	$98,072	$122,590	$147,108	50	10%	0
26	$88,849	$111,061	$133,273	50	10%	3
25	$80,492	$100,616	$120,739	50	10%	2
24	$72,922	$91,153	$109,383	50	10%	1
23	$66,064	$82,580	$99,096	50	10%	2
22	$59,851	$74,813	$89,776	50	10%	2
21	$54,222	$67,777	$81,333	50	5%	7
20	$51,609	$64,511	$77,414	50	5%	15
19	$49,122	$61,403	$73,683	50	5%	2
18	$46,755	$58,444	$70,133	50	5%	4
17	$44,502	$55,628	$66,753	50	5%	9
16	$42,358	$52,947	$63,537	50	5%	11
15	$40,317	$50,396	$60,475	50	5%	8
14	$38,374	$47,968	$57,561	50	5%	7
13	$36,525	$45,656	$54,788	50	5%	3
12	$34,765	$43,456	$52,148	50	5%	4
11	$33,090	$41,362	$49,635	50	5%	4
10	$31,495	$39,369	$47,243	50	5%	1
9	$29,978	$37,472	$44,967	50	5%	1
8	$28,533	$35,667	$42,800	50	5%	0
7	$27,158	$33,948	$40,738	50	5%	0
6	$25,850	$32,312	$38,775	50	5%	0
5	$24,604	$30,755	$36,906	50	5%	0
4	$23,419	$29,273	$35,128	50	5%	0
3	$22,290	$27,863	$33,435	50	5%	0
2	$21,216	$26,520	$31,824	50	5%	0
1	$20,194	$25,242	$30,291	50		0
						86

Current Structure

30 Grades

Last updated 2016

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Proposed Grade/Salary Structure

Proposed Grades & Pay Ranges of City of Rocky Mount Moving lowest salary to $15.00 Minimum (2080-hour equiv)						
Grade	Min	Mid	Max	Spread	Prog%	On/Over Max
30	$133,691	$173,798	$213,906	60	10%	0
29	$121,537	$157,998	$194,460	60	10%	0
28	$110,488	$143,635	$176,782	60	10%	0
27	$100,444	$130,577	$160,710	60	10%	0
26	$91,313	$118,707	$146,100	60	10%	0
25	$83,012	$107,915	$132,819	60	10%	0
24	$75,465	$98,105	$120,744	60	10%	0
23	$68,605	$89,186	$109,767	60	10%	0
22	$62,368	$81,078	$99,789	60	5%	0
21	$59,398	$77,217	$95,037	60	1%	0
20	$58,832	$73,540	$88,248	50	5%	0
19	$56,031	$70,038	$84,046	50	5%	0
18	$53,363	$66,703	$80,044	50	5%	0
17	$50,822	$63,527	$76,232	50	5%	0
16	$48,401	$60,502	$72,602	50	5%	0
15	$46,097	$57,621	$69,145	50	5%	0
14	$43,902	$54,877	$65,852	50	5%	1
13	$41,811	$52,264	$62,716	50	5%	0
12	$39,820	$49,775	$59,730	50	5%	0
11	$37,924	$47,405	$56,886	50	5%	0
10	$36,118	$45,147	$54,177	50	5%	0
9	$34,398	$42,998	$51,597	50	5%	0
8	$32,760	$40,950	$49,140	50	5%	0
7	$31,200	$39,000	$46,800	50		0
						1

Proposed Structure

24 Grades

Effective 7/2/2022

To Achieve Market Competitiveness

- Increase annual pay of all full-time active employees to either new Range Minimum or $1,500 *(whichever is greater)*
  - 199 employees move to new range minimum
  - Remainder receive $1,500 *(approximately 611 employees)*
- Pay grades 7 – 14 receive the greatest benefit
- Pay grades begin at Grade 7 with $15/hour minimum *(2080hr-equivalency)*

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Comparisons of Average Impact of Employee Wages by Grade

Grade	Greater the Minimum or $1,500	Combined w/4.5% COLA
30	0.9%	5.44%
29	0.9%	5.44%
28	1.0%	5.55%
27	1.0%	5.55%
26	1.2%	5.75%
25	1.3%	5.86%
24	1.5%	6.07%
23	1.8%	6.38%
22	1.9%	6.49%
21	2.4%	7.01%
20	2.2%	6.80%
19	3.6%	8.26%
18	4.2%	8.89%
17	2.5%	7.11%
16	3.2%	7.84%
15	3.4%	8.05%
14	6.3%	11.08%
13	5.6%	10.35%
12	6.6%	11.40%
11	5.2%	9.93%
10	7.0%	11.82%
9	5.4%	10.14%
8	8.5%	13.38%
7	6.5%	11.29%
Grand Total	**4.4%**	**9.10%**

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Total Costs of Classification & Compensation Adjustments for FY 2023

Current Salary Tables		
Police Officer		
Municipality	Starting Salary	Difference
Rocky Mount	38,374.00	**
Kinston	40,278.05	-4.96%
Greenville	40,019.20	-4.29%
New Bern	38,058.00	0.82%
Jacksonville	38,000.00	0.97%
Wilson	41,064.00	-7.01%

Proposed Salary Tables		
Police Officer		
Municipality	Starting Salary	Difference
Rocky Mount	43,902.00	**
Kinston, NC	40,278.05	8.25%
Greenville	40,019.20	8.84%
New Bern	38,058.00	13.31%
Jacksonville	38,000.00	13.44%
Wilson	41,064.00	6.46%

Current Salary Tables		
Sanitation Equipment Operator		
Municipality	Starting Salary	Difference
Rocky Mount	31,495.00	
Kinston	33,263.00	-5.61%
Greenville	28,579.20	9.26%
Jacksonville	24,629.68	21.80%
Wilson	32,079.14	-1.85%

Proposed Salary Tables		
Sanitation Equipment Operator		
Municipality	Starting Salary	Difference
Rocky Mount	36,118.00	
Kinston	33,263.00	7.90%
Greenville	28,579.20	20.87%
Jacksonville	24,629.68	31.81%
Wilson	32,079.14	11.18%

Current Salary Tables		
1st Class Lineman		
Municipality	Starting Salary	Difference
Rocky Mount	44,512.00	
Kinston	33,768.04	24.14%
Greenville Utilities	52,561.60	-18.08%
New Bern	44,056.00	1.02%
Wilson	52,561.60	-18.08%

Proposed Salary Tables		
1st Class Lineman		
Municipality	Starting Salary	Difference
Rocky Mount	50,814.40	
Kinston	33,768.04	33.55%
Greenville Utilities	52,561.60	-3.44%
New Bern	44,056.00	13.30%
Wilson	52,561.60	-3.44%

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Additional Impact of 4.5% COLA for FY 2023

Fund	Total Salary Impact	Total Benefit Impact	Total Budget Impact
General	1,635,816	381,963	2,017,779
Transit	8,788	2,052	10,840
Electric	200,850	46,898	247,748
Gas	31,434	7,340	38,774
Water	228,436	53,340	281,776
Sewer	27,352	6,387	33,739
Stormwater	91,858	21,449	113,307
Total	**$2,224,534**	**$519,429**	**$2,743,963**

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Impact of Greater of Minimum or $1,500 for FY 2023

Fund	Total Salary Impact	Total Benefit Impact	Total Budget Impact
General	1,242,606	290,148	1,532,754
Transit	6,000	1,401	7,401
Electric	105,661	24,672	130,333
Gas	53,057	12,389	65,446
Water	95,033	22,190	117,223
Sewer	56,338	13,155	69,493
Stormwater	43,563	10,172	53,735
Total	**$1,602,258**	**$374,127**	**$1,976,386**

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Total Costs of Classification & Compensation Adjustments for FY 2023

Fund	4.5% COLA Increase	Greater the Minimum or $1,500	Greater the Minimum or $1,500
General	2,017,779	1,532,754	3,550,533
Transit	10,840	7,401	18,241
Electric	247,748	130,333	378,082
Gas	38,774	65,446	104,220
Water	281,776	117,223	398,999
Sewer	33,739	69,493	103,231
Stormwater	113,307	53,735	167,042
Total	**$2,743,963**	**$1,976,386**	**$4,720,348**

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Next Steps

Career ladders

REVIEW & REVISE

Applicable Policies

Applicable City Ordinances

MEMORANDUM

ROCKY MOUNT, NC
THE CENTER OF IT ALL

To: Peter F. Varney, Interim City Manager

Cc:

From: Kenneth Hunter, Assistant to the City Manager for Budget & Evaluation

Date: 4/4/2022

Re: Federal Legislative Appropriations Priorities

Our Congressional Delegation is accepting applications for Federal Legislative Appropriations (i.e., earmarks) for inclusion in the Fiscal Year 2023 Federal Budget. The deadline for submitting priorities for consideration to Congressman Butterfield is April 14, 2022.

Congressman Butterfield's office recommends submitting 2-3 potential projects for consideration. The following priorities for funding were identified from material provided by Congressman Butterfield's office:

- Community Facilities
- Local Transportation Priorities
- Housing
- Justice Assistance
- Small Business Initiatives
- Pre-Disaster Mitigation
- Emergency Operations Centers
- Nonprofit Sustainability
- Habitat Conservation
- Urban Forestry
- Employment & Training Assistance
- Education Innovation & Improvement

The City successfully received $1,040,000 in Federal funding through this process in the Fiscal Year 2022 Federal Budget for the upcoming roof replacement at the

Imperial Centre. Based on priorities identified by City Council, staff recommends the submission of the following projects for Legislative Appropriation consideration:

1. Downtown Pedestrian Bridge ($5,000,000)
2. New Judicial Center ($20,000,000)
3. Workforce Housing ($5,000,000)

Please let me know if you have any questions.

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Discussion of Federal Legislative Appropriations Priorities

Kenneth Hunter, Assistant to the City Manager for Budget & Evaluation
April 11, 2022

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Legislative Appropriation Categories

- **Community Facilities**
- **Local Transportation Priorities**
- **Housing**
- Justice Assistance
- Small Business Initiatives
- Pre-Disaster Mitigation
- Emergency Operations Centers
- Nonprofit Sustainability
- Habitat Conservation
- Urban Forestry
- Employment & Training Assistance
- Education Innovation & Improvement

Congressional Staff recommend submitting 2-3 projects for consideration

ROCKY MOUNT, NC
THE CENTER OF IT ALL

Legislative Appropriation Categories, FY 2023

Project	Total Cost
Downtown Pedestrian Bridge	$5,000,000
New Judicial Center	$20,000,000
Workforce Housing	$5,000,000

MEMORANDUM

ROCKY MOUNT
POLICE
THE CENTER OF IT ALL

To: Peter Varney, City Manager

Cc:

From: Robert Hassell, Police Chief

Date: 04/06/2022

Re: Presentation of Crime Statistics

Purpose
The purpose of this memo is to present a summary of the city-wide crime numbers to the Committee of the Whole during the April 14, 2022 meeting.

Discussion
The presentation covers the crime incidents throughout the city currently and compares them to last year during the same time period. The crimes tracked in this presentation are crimes labeled as part 1 crimes in the National Incident Based Reporting System (NIBRS) by the federal government. These crime numbers are tracked by the FBI and shared with the Bureau of Justice Statistics for tracking purposes.

The presentation includes investigation outcomes for the violent crimes and the related arrests. It also includes maps depicting the areas of shots fired, incidences of aggravated assault and murder. The presentation also highlights the efforts and successes of the police department to combat the violent crime occurring in the city.

Requested Action
None

Respectfully Submitted,

Robert Hassell
Chief of Police

ROCKY MOUNT
POLICE
THE CENTER OF IT ALL

April 2022 Crime Report

March 2022 Data

April 11, 2022
Robert Hassell, Chief of Police

ROCKY MOUNT
POLICE
THE CENTER OF IT ALL

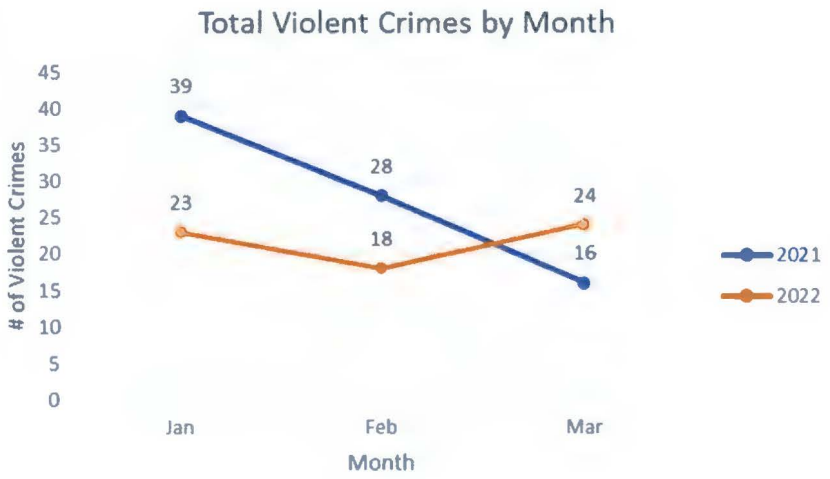
April 2022 Crime Report

Part 1 Crimes Comparison Chart

The table is a comparison of crime numbers by month and year to date compared to the same time periods last year.

CRIMES	Mar 2021	Mar 2022	+/-	YTD 2021	YTD 2022	+/-
Murder	0	1	1	4	4	0
Rape	0	0	0	3	2	-1
Com Robbery	0	2	2	9	9	0
Ind Robbery	1	3	2	6	12	6
Agg Assault	19	27	8	88	67	-21
Violent	**20**	**33**	**13**	**110**	**94**	**-16**
Commercial B&E	15	7	-8	31	19	-12
Residential B&E	14	15	1	44	34	-10
Non Residential B&E	4	1	-3	7	8	1
Larceny	74	105	31	207	293	86
MV Theft	6	9	3	21	26	5
Arson	1	0	-1	2	1	-1
Property	**114**	**137**	**23**	**312**	**381**	**69**
****Total****	**134**	**170**	**36**	**422**	**475**	**53**

Part 1 Crimes Comparison Chart



April 2022 Crime Report

Aggravated Assault Cases and Investigations

Aggravated Assault Cases	18
Aggravated Assault Victims	27
Numbers Cases with Multiple victims	5
Aggravated Assault Arrests	9
Aggravated Assault Cases Cleared	5

Case Dispositions

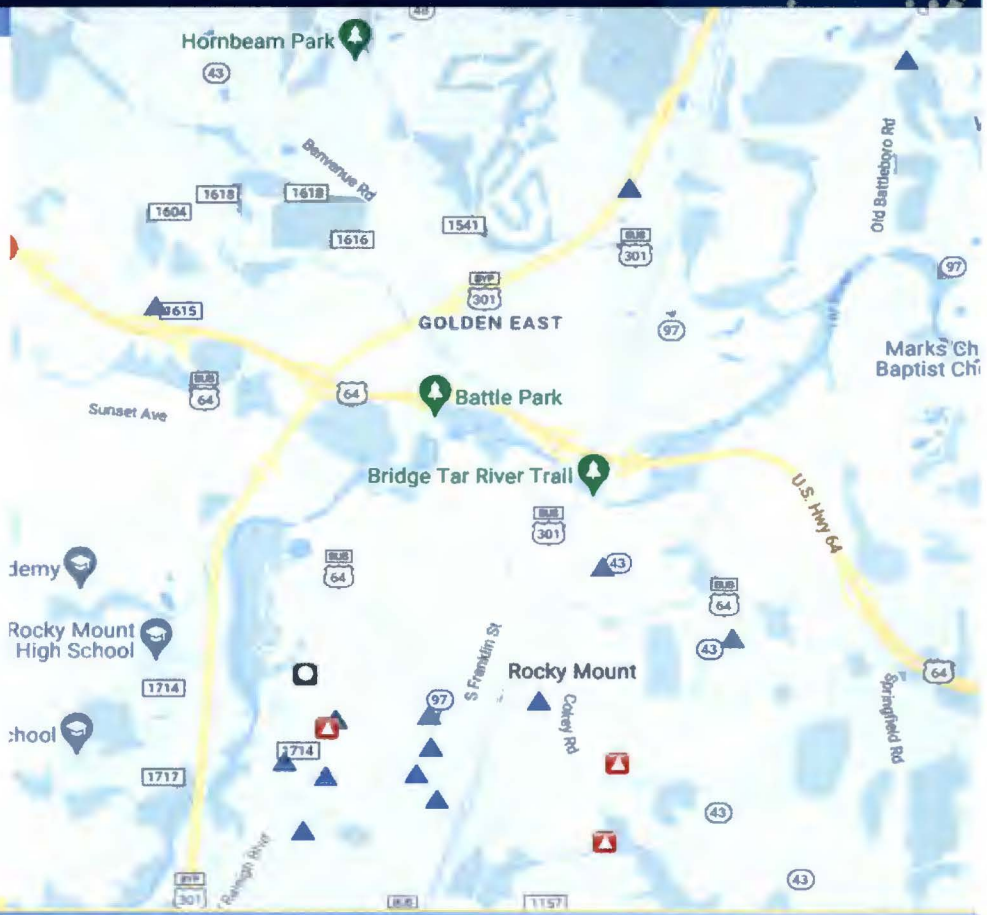
• Cases Cleared by Arrest	5
• Inactive Cases	3
• Open Cases	10
• **Grand Total of Incidents**	**18**

ROCKY MOUNT
POLICE
THE CENTER OF IT ALL

April 2022 Crime Report

- Murder
- Aggravated Assault
- Shooting Into OCC Build/Veh.

• Victims with Injuries	15
• Victims Without Injuries	13
Grand Total of Victims	**28**

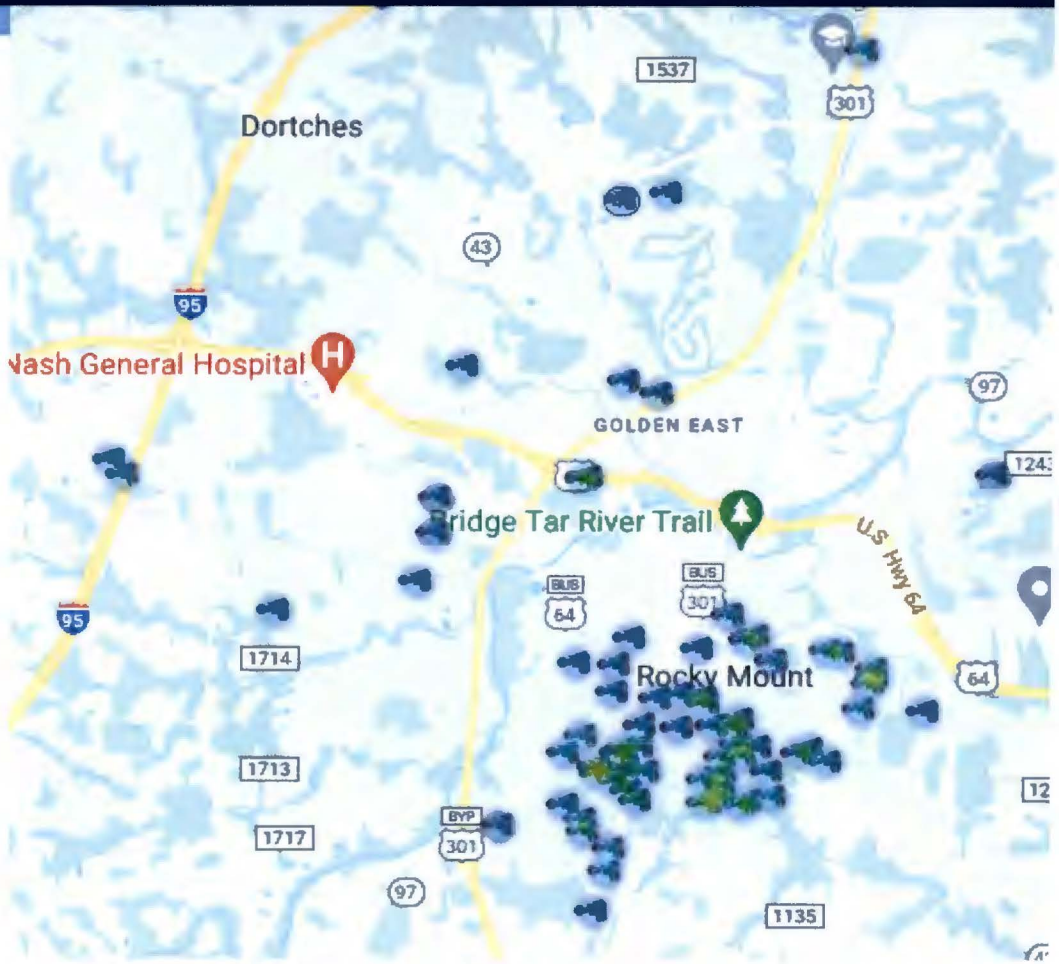


ROCKY MOUNT
POLICE
THE CENTER OF IT ALL

April 2022 Crime Report

ShotSpotter & Citizen Calls Throughout the City

• Shots Fired	77
• Shell Casings were Found	32
• Number Shell Casings Found	166
• Number of Firearms Seized	37
• Number of Firearms Seized YTD	97
• Weapon Violation Arrests	11



Shots Fired Heard Comparison Chart

Update on Initiatives

FUSUS & LPR

- Located witness vehicles and helped identify suspects
- Assisted in identifying suspect involved in a shooting case
- Provided real-time information to include suspect vehicles within a short period of time and suspects were arrested
- Subject was identified committing at least three commercial breaking and or entering cases. Subject was located through a Fusus alert, which was generated from a Flock hit. $500 in stolen property was recovered along with physical evidence from the break in.
- Four Stolen Vehicles were recovered with a total value of $92,000.00

Violent Crime & Gang – Crime Reduction Unit

- Made up of two teams
- Tasked with investigating violent crime in identified areas
- Lead investigations related to gangs and suspected gang members
- Work with Narcotics and other units

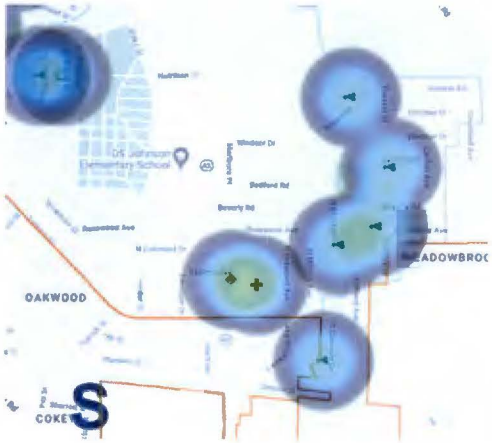
Activities

- Increased presence in identified areas
- Additional officers to assist patrol during peak hours
- Seek violent and more serious offenders who have warrants
- 125 warrants served
- 49 arrests

New Initiative

Enhanced Focused Patrol

1. Identified areas are data and citizen driven
2. Crime Analyst creates a packet per patrol district
3. Situational Alerts
4. Directed Enhanced High Visibility Patrols
5. Community Engagement & Crime Prevention
6. Problem Oriented Policing Module
7. Time 30 to 60 days
8. Crime Analyst will monitor and report on progress



Our goal is to reduce crime and improve the quality of life for our citizens by proactively identifying areas of increased crime and direct our resources with the objective to identify those committing crime, other causes that may foster crime, and other community issues that lessen the quality of life.

Community Involvement

- ***Police Athletic/Activity League***: The police department hosted "Every Kid Is An Artist" activity in the West end Terrace area with the Housing Authority.
- ***Read Across America:*** Officers read to students in the classrooms of several schools within the city.