

Recruitment Proposal

City Manager



www.sumterlocalgovconsulting.com
404.535.0525

City of Forest Park
745 Forest Parkway
Forest Park, GA 30297
Attention: Mayor Angelyne Butler

Dear Mayor Butler,

Thank you for the opportunity to submit a proposal for executive search services for the City of Forest Park.

Founded in 2021 by seasoned public servant Warren Hutmacher, Sumter Local Government Consulting (Sumter LGC) delivers tailored management consulting services to local governments and organizations operating within the public sector. Core services include management consulting, interim staffing, and talent recruitment. With more than 25 years of executive leadership experience in municipal government, Warren brings unmatched insight and practical expertise to every engagement.

Sumter LGC understands that recruiting a City Manager is one of the most critical responsibilities a governing body undertakes. This process requires more than matching qualifications to a job description—it requires an in-depth understanding of municipal operations, the political and organizational landscape, and the ability to identify leadership qualities that align with a community's vision and challenges. Having served as City Manager for Johns Creek, Dunwoody, Norcross, and Avondale Estates, Warren has direct experience navigating complex community issues such as transportation, planning, economic development, neighborhood preservation, and parks. His deep familiarity with these issues ensures a high degree of discernment in identifying candidates who can meet the strategic and operational needs of a city.

Sumter LGC's approach to executive recruitment is proactive and highly customized. We engage deeply with stakeholders to understand community values and expectations, develop a candidate profile that reflects both technical competencies and cultural fit, and leverage a robust network of local government professionals to identify and attract top talent—including those not actively seeking new roles.

At the heart of our approach is a deep respect for the unique needs and complexities of local government. Here's what sets us apart:

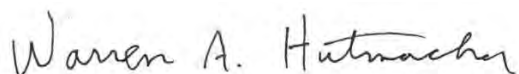
1. We aren't just local government specialists; we spend considerable time getting to know your specific culture, ultimately allowing us to create a customized candidate profile that differentiates good candidates from the right candidates for your local government.
2. We advertise strategically with smart recruitment materials and, most importantly, work aggressively with our extensive local government network and email database to find candidates who are not currently in job search mode. In other words, we do a lot more than place ads and sort resumes.
3. We've hired public sector leaders at all levels, acting as a bridge between candidates and your leadership. We've also been search consultants, clients, and candidates, so we know the process from every angle and always deliver positive results.

4. We have a comprehensive background check process that is both unique and thorough, involving extensive research to avoid surprises and provide you with meaningful information to make informed business decisions.
5. Public service is our passion, and we believe that local governments are most successful when there are strong synergies between the executive team and department heads.

Sumter LGC should be selected for its unique combination of public sector experience, proven leadership, and strategic recruitment capabilities. Our firm is committed to delivering thoughtful, informed, and results-oriented solutions that help local governments find the right leaders to guide their communities forward.

As President of Sumter LGC, I will personally handle this search. Our team is excited to partner with you and find your next City Manager.

Sincerely,

A handwritten signature in dark ink that reads "Warren A. Hutmacher". The signature is written in a cursive, flowing style.

Warren Hutmacher, President
Sumter Local Government Consulting

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OVERVIEW

A successful executive search for a City Manager demands more than just recruitment expertise—it requires gaining a deep understanding of the community, its values, and its vision. As a firm focused on serving the public sector, we take pride in conducting thorough research and becoming true advocates for our clients.

We know Georgia and are looking forward to working with the City of Forest Park. We have conducted our research and have a basic understanding of the City of Forest Park and the growth and development challenges it is facing. Forest Park, located in Clayton County, is a city nine miles south of Atlanta, making it part of the wider Atlanta metropolitan area. Forest Park is a vibrant, diverse suburb characterized by affordable living and a youthful demographic. The recent initiatives implemented by the City reflect a strong commitment to workforce development, public safety, and civic participation.

We've reviewed your current projects and challenges. From managing community upliftment and engagement efforts to implementing economic development initiatives that align with sustainable infrastructure planning and improving quality of life, we understand the complexity of what lies ahead. Our successful recruitment efforts for City Managers in Tifton, Guyton, and Winder highlight our preparedness to help Forest Park find a City Manager who can be both a capable representative and a collaborative partner to City officials.

With experience working with cities, we know how to deliver candidates who will advance Forest Park's vision while serving the community professionally and purposefully. The following objectives are designed to align with Forest Park's governance structure, community priorities, and ongoing progressive initiatives. We seek to:

1. Attract and Recruit Top Executive Talent

Implement a recruitment strategy that reaches national, regional, and Georgia-based candidates, ensuring a diverse pool of qualified professionals. Use targeted advertising in professional associations such as ICMA, Georgia City-County Management Association, and our database of management professionals. Recruit professionals with substantial experience in municipal government or comparable executive-level management, possessing deep knowledge of public administration, budgeting, and intergovernmental relations.

2. Align Leadership with Forest Park's Strategic Vision

Recruit a City Manager whose experience, values, and leadership style align with Forest Park's priorities, including sustainable growth, economic vitality, and community engagement. Identify candidates who understand the opportunities and challenges of a city. Prioritize a candidate with an unwavering commitment to ethical conduct, fiscal responsibility, and the highest standards of professional integrity.

3. Foster Civic Engagement and Transparency

Find a City Manager who values inclusive decision-making, effective stakeholder engagement, and open communication with residents. Prioritize candidates adept at building trust through accessibility, public outreach, and collaborative problem-solving.

4. Support Forest Park's Ongoing Projects and Priorities

Secure a leader prepared to oversee and advance key initiatives, like the **ELEVATE Workforce Development Program**, to create more opportunities for residents. Find a strategic thinker capable of anticipating challenges, capitalizing on opportunities, and guiding the City through changing political, economic, and social landscapes.

The following proposal outlines our professional background and explains how we will work with you to address your needs and challenges in recruiting your next City Manager.



ABOUT SUMTER



HISTORY OF SUMTER LOCAL GOVERNMENT CONSULTING

Sumter LGC was founded in 2021 by local government industry veteran Warren Hutmacher. We provide customized management consulting services to local governments and organizations that operate within the local government sphere of influence.



PRIDE IN OUR EXPERTISE

Sumter LGC is dedicated to providing clients with executive-level assistance to solve complex problems and carefully handle important projects, leveraging years of experience and accomplishments for the benefit of our clients. Core services include management consulting, interim services recruitment, and talent recruitment.



PRIDE IN THE PERSONAL ATTENTION WE PROVIDE TO CLIENTS

Sumter LGC provides the personal attention necessary to take on tough projects, meet deadlines, and provide top-level expertise. We believe that local government consulting is a relationship business and that our reputation depends on how we treat our partners.



PRIDE IN PUBLIC SERVICE

Sumter LGC was founded by a career public servant who dedicated his career to working for the public good. Our work for local government clients is an extension of this mission. We strive in everything we do to earn the trust of our clients and the communities we serve.

WHY WE'RE DIFFERENT



We are local government professionals for local government professionals.

- Many of us have served as City Managers and other positions in local government and understand the unique challenges faced by local government leadership.
- We have been both a candidate and a client of executive search firms, as well as a consultant helping local governments with their recruitments.
- Our team has over 100 years of cumulative experience in local government.
- We have hired for every position in local government.
- In just 4 years in business, we've helped nearly 50 different local governments achieve their operational and recruitment goals.
- Our proprietary search process sets us apart, both in our technical capabilities and our human approach—our experience on all sides of the table impacts how we treat our clients, how we treat candidates, and ultimately how we focus on creating positive outcomes for all.

The bottom line is we know what we are doing, can provide excellent advice throughout the process, and can ultimately help you select a candidate that is the best fit for the City of Forest Park.

HOW WE WORK

We will work collaboratively with the City of Forest Park to recruit for a City Manager.

Sumter LGC will:

- Keep the client informed of key progress in the recruitment process.
- Place the client's best interest above all others.
- Provide candid and thoughtful assessments of the candidates.
- Represent the client with integrity, professionalism, and tact.



Our recruitment approach takes place in six phases:



PHASE 1

Developing the Candidate Profile & How They'll Be Assessed

The Candidate Profile

We believe that the most critical element in the recruitment process is creating an ideal candidate profile for the City Manager position. This profile will be utilized to narrow the candidate pool and focus the remaining steps of the search process on locking in on the candidate that is the best fit for the City of Forest Park. This process includes challenging the client to think critically about what character traits, soft skills, and leadership abilities candidates will need to be successful.

Getting Immersed

The Qualifications Assessment process includes a site visit to Forest Park to gain a thorough understanding of the unique nature of the community and organization.

During this phase, we will take a deep dive into the responsibilities of the City Manager and the issues facing the City of Forest Park. Through this process, we will be able to articulate the key short- and long-term challenges and opportunities facing the next City Manager.



We spend considerable time and effort talking with the City's leadership, key staff, and anyone else the client recommends to develop the ideal candidate profile.

We will conduct interviews to:

- Understand the functions of the City of Forest Park Executive Department.
- Articulate the expectations for success for the City Manager.
- Create a personality profile to outline the traits that will be most successful in the City of Forest Park and what type of traits are to be avoided—helping to narrow the candidate pool.

Please see Exhibit "A" for an example of a candidate profile.

PHASE 2

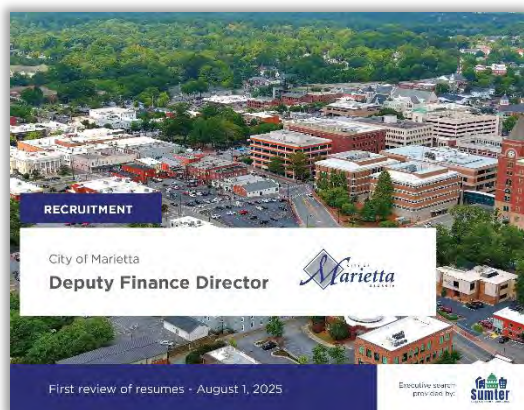
Creating Marketing Materials That Effectively Sell Your Story

The Candidate Brochure

Sumter LGC creates a unique and informative digital candidate brochure to use in our marketing materials to catch the attention of top talent. The brochure is a storytelling opportunity and a staple in recruitment. It captures the essence of a community and articulates the value proposition for the position we are recruiting for.

Candidates can easily move through the brochure to find pertinent information and get a gut feeling for the community and the job. We have also included video in a previous brochure to stay on the cutting edge.

See Exhibit “B” for an example of a brochure we used in a previous recruitment. [Click here to view all of our current brochures on our website.](#)



PHASE 3

Building a Large, Qualified Pool of Candidates

Sound Targeting Strategies

Effective recruitment demands a large, diverse pool of qualified candidates. Our experience enables us to build large, qualified pools efficiently and effectively—helping to find the ideal candidate. We know where to post the job and how to craft an effective job posting.

- We work diligently to craft job advertisements and brochures to attract a wide range of candidates.
- We target our placements to sites where the best qualified candidates are looking.
- We also proactively recruit candidates who aren't actively looking, to deliver candidates who most closely fit the ideal candidate profile.

Equity and Diversity

The best way to achieve equity and diversity in the local government workforce is to attract a diverse candidate pool. The larger and more diverse the candidate pool is, the better the chance for an equitable hiring process.

- We use a wide range of advertising sources to enlarge and diversify our applicant pool.
- We dig deeper to advertise and recruit where diverse candidates are already looking. This is the right thing to do and reflects good business practices.

Leveraging Our Connections

Recruiting is the most effective method of attracting candidates. We spend time working our network, researching candidates, and inviting the best candidates to apply. Sumter LGC President Warren Hutmacher also attends networking events and regional conferences. There are no shortcuts to recruiting. It takes time, effort, and persistence to find the right candidates. Our proactive, energetic approach separates us from our competition, who typically rely on conventional advertising and email blasting.

Reaching Candidates

We recommend you advertise nationally; however, we will focus our recruitment efforts regionally as the most likely scenario is that your most interested candidates are already working in Georgia. For your recruitment, we will focus on the following job boards:

- International City/County Management Association (ICMA)
- Georgia Local Government Access (GLGA)
- All city manager associations within the southeast region/states
- National Forum for Black Public Administrators (NFBPA)
- SheLeadsGov (<https://icma.org/sheleadsgov>)

In addition, Sumter LGC will leverage our extensive email outreach network (25,000 targeted email addresses) and our LinkedIn presence to spread the word.

PHASE 4

Identifying the Short List of Candidates

Initial Resume Reviews

Resumes will be collected directly by Sumter LGC. They are reviewed against the ideal candidate profile to narrow the pool to a semi-final group considered to be qualified for the job and genuine hiring possibilities.

- Unlike other firms, your executive recruiter will be solely responsible for the task of reviewing applicants. For this assignment, Sumter LGC President Warren Hutmacher will be handling the initial review of resumes.
- Larger firms sometime use lower hourly rate assistants to sort through resumes. This can lead to good candidates being discarded because the reviewer hasn't participated in all the buildup to this phase, including the site visit, tours, and interviews conducted in Phase One. This task requires an experienced professional with good judgment to differentiate qualified candidates from those qualified candidates who are a good fit for the City of Forest Park.

Semi-Finalist Identification

After the initial review, we are ready to identify 10-12 (typically) semi-finalist candidates. Some clients prefer to review and approve the semi-finalist list prior to holding initial interviews. We will honor the client's preference related to conducting initial interviews.

Initial Interviews

Once the list of semi-finalists is agreed upon, we conduct live two-way recorded initial interviews, whether in person or virtual, so the client can see what we see. We learn a great deal from body language, facial expressions, enthusiasm, and tone of voice. Clients are invited to participate.

Semi-Finalist Summary Report

After the initial interviews are completed, we will recommend a manageable finalist group for a more formal in-person interview process. To accomplish this, we provide you with a written report summarizing each of the semi-finalist candidates. The report also includes links to the recorded interviews we conducted.

On-Site Collaboration

We will set up another site visit to review the semi-finalist candidates with City leaders. Through this review, we encourage the client to narrow down the field of candidates to proceed with in-person interviews in Forest Park. (Typically, the client will choose 3-5 finalists.)

PHASE 5

Meeting Your Candidates

Making the Best Evaluation

The in-person interview process can be handled in a variety of ways. We will formulate a unique interview process based on the individual needs, culture, and priorities of the City of Forest Park.

- Prior to the interviews, we fully prepare you with best practices for interviewing candidates and provide suggested interview questions.
- For this City Manager recruitment, Sumter LGC recommends a full-day interview. The day will be comprised of a tour of Forest Park, meetings with the staff leadership team, and a lengthy interview with the City of Forest Park's leadership.
- Having the candidates interact with a wide assortment of people provides different perspectives on the candidate's strengths and weaknesses. In addition to the more formal activities, we will have the candidates go to lunch or for coffee with City staff to interact in a more casual setting.
- We create every opportunity to expose the candidates to everything the City of Forest Park has to offer and to provide them with an accurate view of the challenges and opportunities that await them.
- This type of process affords the client multiple data points and interactions to get to know the candidate's true self.

A Four-Step Approach to the Interview Day

Step 1: Candidates will interview with the staff leadership team. This will allow candidates to get a feel for the personalities of their future colleagues and for the staff to provide feedback to the hiring manager on which candidates they believe would most effectively work with the leadership team and employees.

Step 2: Candidates meet with City staff members individually over lunch and for coffee to create a casual atmosphere to get to know the candidate's personality and character.

Step 3: Tour of Forest Park by City staff to help the candidate learn more about the City of Forest Park and get another casual opportunity to get to know the candidate's personality and character.

Step 4: Mayor and City Council spend 75 to 90 minutes interviewing each candidate. At the end of the day, we recommend a feedback loop between the City's leaders and all the participants from the interview day.

Here are some additional approaches and activities the City can consider as part of this process:

- An interactive activity that the candidates participate in to allow the client to see them in action in a stressful or creative exercise. An example we have used previously is posted as Exhibit "C".
- Asking the candidates to prepare material ahead of time to present to the client/staff leadership team to gauge the candidate's presentation skills, preparation ability, critical thinking, research techniques, and attention to detail.
- Holding a meet and greet with the finalist candidates to allow them to interact with the staff.



PHASE 6

The Hiring Process

Post-Interview Process Feedback

After the interviews and activities are completed, Sumter LGC will gather the entire day's participants who interacted with the candidates to meet with the City's leadership.

- Everyone is invited to provide feedback on both substantive information and little things they believe would help to define the candidate's personality, character, style, and suitability for the job.
- This feedback loop will help add to the data the City's leadership needs to evaluate to make the final selection.
- The recruiter will sit with the Mayor and City Council after all the feedback is received. This discussion typically results in a definitive decision on which candidate to select.
- The recruiter is not the decision maker and is present to facilitate conversations, answer questions, and offer opinions only when asked.

Negotiation

Sumter LGC will work with you to formulate a term sheet with the key business terms to begin the negotiation process.

- Sumter LGC is intimately familiar with this process as both a consultant and a candidate. We are on top of industry trends and methods of finding compromises each party can agree to.
- To help the process along, Sumter LGC will provide the client with salary and benefit data relevant to the size of the City of Forest Park and the marketplace in your competitive area.
- Sumter LGC will work with the Mayor, City Council, and the candidate to agree on an offer letter.

Background Checks

Sumter LGC recommends performing background checks after the parties have established mutual interest and agreed to terms (subject to a background check).

- Sumter LGC will perform the requisite criminal and credit checks and education and employment verifications.
- Sumter LGC doesn't ask candidates for references, but we do fully investigate their background. We choose who we want to talk with from their professional background. We do this because candidates share only references who look upon them favorably. This limits the usefulness of the background check process.
- Sumter LGC digs into a candidate's professional background to eliminate surprises and to get a full view of the candidate's veracity and character. We believe that clients should know everything they can about candidates' backgrounds before making a final hiring decision. We have the experience and aptitude to conduct deep internet searches, looking at social media posts, blogs and other sources.

- At the discretion of the client, and only at the direct costs of travel, Sumter LGC will travel to the communities the final candidate has worked. Sumter LGC will fact check the candidate's resume and meet the people they worked with.
- Delivering this level of scrutiny gives you the best chance at knowing all you can to make a sound decision in selecting a City Manager.

Press Release

Sumter LGC will write or assist the City of Forest Park in composing a press release as part of our flat fee.

- The initial press release and responses to media coverage can get the candidate and the City of Forest Park off on the right foot.
- The press release tells the story of how the candidate will benefit the City of Forest Park as well as explain the process that brought the candidate to the City.

Notifying Candidates Not Selected

Sumter LGC will notify candidates who were not selected.

- We are sensitive to the compassion required to handle this duty and are skilled at delivering difficult news in a constructive manner to candidates.
- We respect that the reputation of the City of Forest Park is at stake, and we take every step to preserve the good name of the City during this process.

Helping Deliver Success

Sumter LGC offers a follow-up service to work with the new City Manager for the first year of employment as a mentor and resource.

SEARCH TIMELINE

We expect to move quickly once awarded this assignment.

- Our goal is a 56-day process to propose finalist candidates to the client.
- This can be streamlined by shortening the advertising period, however at least 2-3 weeks is recommended for this phase.
- Another method to streamline the process is to skip the semi-finalist process. This will cut the time for the recruitment down to 5-6 weeks.



The Initial Kick-off meeting

This on-site meeting in Forest Park includes:

- Meeting with the Mayor and City Council and any key staff they recommend talking with to gain clarity and consensus on the roles and responsibilities expected of the City Manager.
- Interviewing the City's leadership team and key staff to develop a candidate profile.
- Agreeing to a recruitment schedule and handling administrative issues.
- Gaining familiarity with the City of Forest Park, reviewing expected challenges for the new City Manager, and completing a candidate profile, recruitment brochure and advertising plan.

2-week milestone

- Advertise position widely with a completed recruitment brochure

5-week milestone

- Initial review of resumes and scoring of proposed semi-finalist candidates

6-week milestone

- Selection of semi-finalist candidates (on site in Forest Park)

7-week milestone

- Interviews of semi-finalist candidates by Sumter LGC

8-week milestone

- Present finalist candidate recommendations

PROPOSED FEE

Sumter LGC is proposing a flat fee for this executive search assignment, excluding expenses.

Fee proposal for professional services: \$21,000

Expenses to be reimbursed by the City of Forest Park based on actual documented expenses:

- Consultant travel
- Advertising fees

The flat fee is broken into milestones:

1/3 fee – paid upon the completion of the advertising process

1/3 fee – paid upon the completion of the semi-finalist interviews

1/3 fee – paid upon start date of the City Manager

Sumter LGC is confident in our process, and if the City of Forest Park decides to start over with the recruitment due to unsatisfactory candidates, or if the chosen candidate doesn't last one year in the position for any reason, we offer a one-year guarantee. We will complete another search for the City at no charge (except reimbursable expenses).

OUR CONSULTANTS

Warren Hutmacher
President, Sumter LGC



Warren has over 25 years of leadership experience and is familiar with all aspects of municipal government. As former City Manager for the cities of Johns Creek, Dunwoody, Norcross, Avondale Estates, and Hutto, Warren was involved in key community issues, including traffic congestion, planning, neighborhood preservation, economic development, revenue expansion, and park development. Serving various municipalities throughout his career, Warren maintains a keen understanding of community issues, including how to work with a wide variety of stakeholders to establish priorities that will provide the best and most meaningful results for clients.

Experience:



Education:



Shawn Gillen, PhD

Senior VP, Sumter LGC



With a long track record in local government, Dr. Shawn Gillen has served as a Mayor, City Administrator, and City Manager in Illinois, Minnesota, and Georgia. He recently served as the City Manager in Doraville, GA, and Tybee Island, GA.

In addition to his leadership experience, Shawn brings a PhD and years of teaching at the university level to the table. His academic research centers around public finance and budgeting. Shawn is also a published author on the topic of City/County Consolidation. His unique skills and experiences will allow him to be a valued problem solver for local governments.

Experience:



Education:



Billy Grogan

Senior VP, Sumter LGC



With a long track record in local government and law enforcement, Billy has served as a Police Chief, Interim City Manager, Instructor, and Leadership Consultant. He recently retired as the first Chief of Police for the City of Dunwoody, GA.

Billy has an MPA from Kennesaw State University and is a graduate of the 193rd session of the FBI National Academy. He is an accomplished author and subject matter expert on the use of social media in law enforcement. He has a long list of accolades and accomplishments in law enforcement, including serving as the President of the Georgia Association of Chiefs of Police and board service on the International Association of Chiefs of Police Human and Civil Rights Committee.

Billy will be helping local governments solve complex problems in law enforcement and leadership as well as helping clients with executive search and staffing challenges.

Experience:



Education:



Gary La Venia
Senior VP, Sumter LGC



Gary has enjoyed a long professional career serving others through his work in local government. Gary has served as a City Manager in Florida and New Jersey. Gary earned both a bachelor's degree and a Master of Public Policy from Rutgers University. He has recently retired after a decade of service as the City Manager of Fruitland Park, FL. Gary has extensive expertise in shared services and economic development. He has relocated to South Carolina and will be investing in building relationships in South Carolina and North Carolina as well as servicing clients in Florida and Georgia. Gary will be helping local governments solve complex problems as well as aiding clients with executive search and staffing challenges.

Experience:



Education:



WHO WE'VE HELPED

Client	Assignment	Year
City of Smyrna, GA	Assistant City Administrator	2020
City of Winder, GA	City Engineer	2020
City of Doraville, GA	City Clerk	2020
City of College Park, GA	City Manager	2022
City of Stone Mountain, GA	Interim City Manager	2022
City of College Park, GA	Public Works Director	2022
City of Winder, GA	Planning Leader	2022
City of College Park, GA	Chief Building Official	2022
City of South Fulton, GA	Internal Auditor	2023
City of College Park, GA	Airport Affairs Director	2023
City of Fayetteville, GA	Economic Dev. Director	2023
City of College Park, GA	City Engineer	2023
City of Pompano Beach, FL	Human Resources Director	2023
City of Winder, GA	Human Resources Director	2023
City of Social Circle, GA	Finance Director	2023
Georgetown County, SC	County Engineer	2023
City of Suwanee, GA	Public Works Director	2023
City of Clarkston, GA	Interim City Manager	2023
City of Social Circle, GA	Interim Finance Director	2023
City of Brookhaven, GA	Interim Parks and Recreation Director	2023
City of South Fulton, GA	Fire Fee Analysis	2023
City of Powder Springs, GA	Fractional Deputy Finance Director	2023
City of Doraville, GA	Interim City Clerk	2023
City of Duluth, GA	Purchasing Manual Revision	2023
City of Palmetto, GA	Budget Preparation	2023
City of College Park, GA	Assistant City Manager	2023
City of Brookhaven, GA	Interim Parks and Recreation Director	2023
City of Chamblee, GA	Interim City Manager	2024
City of Doraville, GA	Interim Accountant	2024
City of Sylvester, GA	Fractional Chief Financial Officer (CFO)	2024
City of Decatur, GA	Senior City Engineer	2024
City of Atlanta, GA	Interim Fleet Manager	2024
City of Powder Springs, GA	Agency Head - Infrastructure/Dev.	2024
City of Brookhaven, GA	Public Works Director	2024
City of East Point, GA	Interim City Manager	2024
City of Villa Rica, GA	City Engineer	2024

City of Powder Springs, GA	Deputy Finance Director	2024
City of Kennesaw, GA	Information Technology Director	2024
City of Stonecrest, GA	Chief of Police	2024
Glynn County, GA	Community Development Director	2024
City of Winder, GA	City Administrator	2024
City of New Carrollton, MD	Interim City Clerk	2024
City of Acworth, GA	Finance Director	2024
City of Acworth, GA	Deputy City Manager	2024
City of Germantown, TN	Public Works Director	2024
City of Warner Robins, GA	Finance Director	2024
City of Warner Robins, GA	City Engineer	2024
City of College Park, GA	HR and Risk Management Director	2024
City of College Park, GA	Purchasing Director	2024
City of College Park, GA	City Clerk	2024
City of College Park, GA	Economic Development Director	2024
City of College Park, GA	City Manager	2024
City of College Park, GA	City Planner	2024
City of College Park, GA	Grants Manager	2024
City of College Park, GA	Public Works Director	2024
City of Sandersville, GA	Finance Director	2024
City of Tucker, GA	Deputy Parks and Recreation Director	2024
City of College Park, GA	Interim Finance Director	2024
City of College Park, GA	Interim Purchasing Administrator	2024
City of Chamblee, GA	Assistant City Manager	2024
Spartanburg County, SC	Transportation Manager	2024
City of College Park, GA	Fire Chief	2024
City of College Park, GA	Finance Director	2024
City of College Park, GA	Executive Director - Convention Center	2024
City of East Point, GA	Finance Director	2024
City of East Point, GA	IT Director	2024
City of Sandersville, GA	Public Works Director	2024
City of Acworth, GA	Public Works Director	2024
City of Fayetteville, GA	Communications Director	2024
Town of Easton, MD	Town Manager	2024
City of Guyton, GA	City Manager	2024
City of Port Wentworth, GA	Assistant City Manager	2024
City of Warner Robins, GA	City Engineer	2024
City of Dade City, FL	City Manager	2024
City of College Park, GA	Communications Director	2024
City of Tifton, GA	City Manager	2024
Town of Ocean City, MD	Chief of Police	2024

City of Cape Canaveral, FL	Chief Building Official	2025
City of College Park, GA	Deputy Fire Chief	2025
City of Warner Robins, GA	Interim Finance Director	2025
Washington County, GA	County Administrator	2025
City of Winder, GA	Interim Finance Director	2025
City of Winder, GA	Finance Director	2025
City of College Park, GA	Interim Purchasing Administrator	2025
City of Clarkston, GA	Interim Finance Director	2025
City of Villa Rica, GA	Interim Community Development Director	2025
City of Alpharetta, GA	Interim Assistant City Clerk	2025
City of Valdosta, GA	Interim Senior Accountant	2025
St. Mary's County, MD	EMS Chief	2025
City of Chamblee, GA	Interim Planning and Development Director	2025
Clayton County Water Authority	Engineering Director	2025
City of Marietta, GA	Deputy Finance Director	2025
City of North Myrtle Beach, SC	Finance Director	2025
Town of Hilton Head Island, SC	Planning Director	2025
Town of Hilton Head Island, SC	Assistant Planning Director	2025
Town of Hilton Head Island, SC	Assistant Finance Director	2025
Town of Hilton Head Island, SC	Plans Examiner	2025
City of Stone Mountain, GA	City Manager	2025
City of Woodstock, GA	Chief of Police	2025
City of Chamblee, GA	Planning and Development Director	2025

EXHIBIT A – CANDIDATE PROFILE

dadecityfl.com

The Ideal Candidate

- Amiable leader with the ability to relate to a diverse workforce
- Adept at determining and ordering priorities; managing delegation of responsibilities to key staff
- Positive attitude and ability to interact with citizens, elected officials, staff, and consultants
- Expertise in advising elected officials on complex and/or controversial issues
- Exceptional communication skills
- Supportive leader, able to delegate tasks and allow a seasoned staff to work with autonomy
- Humble and naturally helpful person
- Ability to read people, quickly decipher challenges and use good judgment in making difficult decisions
- Keen eye for talent
- Ability to refrain from being a chokepoint in the decision-making process
- Resourceful problem solver willing to provide others credit
- Contributes to the profession and actively engages in professional development
- Always embodies integrity and is focused on the City's best interests

Qualifications

- The City Manager shall have, prior to appointment, a master's degree in business or public administration from an accredited college or university or at least five years' experience as an executive or administrator either in public administration or private business or an equivalent combination of education and experience
- Knowledge and significant experience in municipal operations, services, and finance, including, without limitation, budget development and implementation
- Knowledge and experience in developing municipal infrastructure, managing technical projects and personnel as well as communicating complex information to a diverse audience of consultants, City staff, elected officials, citizens and business owners

[CLICK HERE TO VIEW THE CITY MANAGER JOB DESCRIPTION](#)

EXHIBIT B – RECRUITMENT BROCHURE



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RECRUITMENT

City Manager

FIRST REVIEW OF RESUMES - **JUNE 6, 2025**

Executive search provided by:



May 7, 2025

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The Community

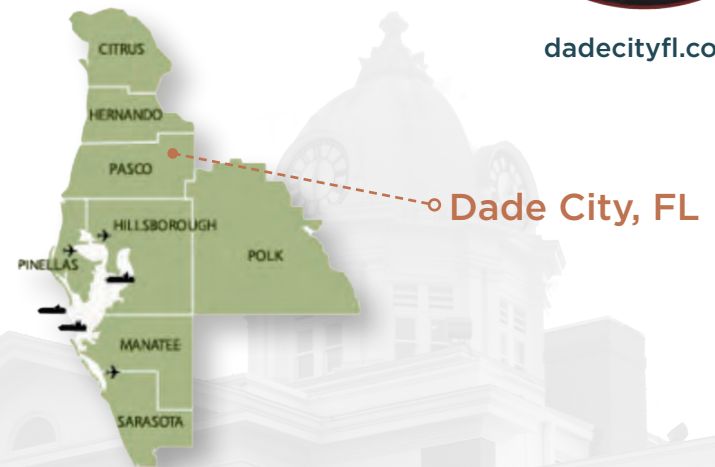
The City of Dade City, incorporated in 1885, was named after U.S. Army Major Francis L. Dade, is the county seat of Pasco County, Florida, and is located approximately 35 miles north of Tampa, and 60 miles west of Orlando.

With a current population of approximately 10,000 residents and growing, Dade City is a community with a rich history, a small-town feel and a growth pattern that will lead to opportunities for prosperity. The City is looking for a City Manager who can help lead the City to a bright future while retaining its charm and character.

In September 1885, the first regular train of the Florida Central and Peninsular Railway passed through the City, beginning a history of a strong rail presence that has impacted the growth and development of the City.

The railroads and the citrus industry, along with Dade City's ideal location between the ocean and Orlando, have contributed to its economy and population increases. During World War II, the government established a prisoner-of-war (POW) camp in Dade City. The POW camp operated from approximately 1942 to the spring of 1946. The site has been redeveloped as the Naomi Jones Park and James Irvin Civic Center.

Regional Map
Tampa Bay Area, FL (Area)



Pasco County, FL



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The Community

Modern Dade City offers an ideal family environment with affordable, quiet neighborhoods and an assortment of entertainment, cultural and park amenities, and activities. A drive through the heart of the community reveals a city with a proud heritage and promising future. Historical buildings that have been adapted for contemporary commercial enterprises are sprinkled throughout the community.

Visible signs of steady new growth are evidenced by the recent residential and commercial projects taking hold in the community. Dade City residents and visitors benefit from a lifestyle that values sound education, community pride, active lifestyles, and safe neighborhoods.

Dade City is a vibrant and family-oriented community. 70% of its population is below the age of 59. Dade City remains a vibrant and affordable community. The City has a diversity of housing types, including single-family homes, townhomes and apartments. Currently, 63.7% of homes are owner occupied. In 2023, the median home value in Dade City was \$157,416 compared to a median home value of \$284,798 for Pasco County, \$330,683 for Florida and \$308,943 for the U.S.

The Pasco County School District serves the students of Dade City. Dade City is home to four public schools—Rodney B. Cox Elementary, Pasco Elementary, Pasco Middle School, and Pasco High School.

Dade City still retains its “Old Florida” charm, with a thriving downtown and a strong sense of community sitting on the cusp of major growth, which will have a tremendous impact on this municipality.

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The City Government

Dade City operates under a chartered Commission - Manager form of government. Citizens elect a governing body to adopt legislation and set policy. The governing body then hires a manager or administrator with broad executive authority to carry out those policies and oversee the local government's day-to-day operations. In Dade City, the five commissioners are elected at-large, and serve a four-year term. The Mayor is elected by the City Commission. The Mayor serves as the presiding officer of the Commission and as the head of the City for ceremonial purposes.

The Commissioners appoint the City Manager, City Clerk, Finance Officer, and the City Attorney. The City Manager is the Chief Executive Officer of the City and is responsible for the management of all City affairs and for ensuring that all laws, rules, and provisions of the City Charter are enforced and executed.

The total budget for the fiscal year 2024-2025 is \$40,714,965. This represents an increase of \$5,492,215 or 15.6% from the FY 2023-2024 budget.

A millage rate of 6.93, assessed on the taxable value of property within the city, was used to provide this level of funding. This is a reduction of approximately 1% from the previous millage rate of 7.00. The General Fund budget increase was mainly due to the hiring of additional staff, salary and benefits increases, the insurance crisis, inflationary effects, and supply chain issues.



Executive search provided by:



May 7, 2025



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Elected Officials



Scott Black

Mayor



Normita Woodard

Mayor Pro Tem



Kristin Church

Commissioner



James Shive

Commissioner



Ann Cosentino

Commissioner



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Key Staff



Angie Guy

City Clerk



Catherine Ralston

Director of Community &
Economic Development



Kendon Daniels

Utilities Director



Marieke vanErven

Acting City Manager



Will Toner

Public Works Director



Peter Altman

Finance Officer



Terri Dison

Human Resources
Director



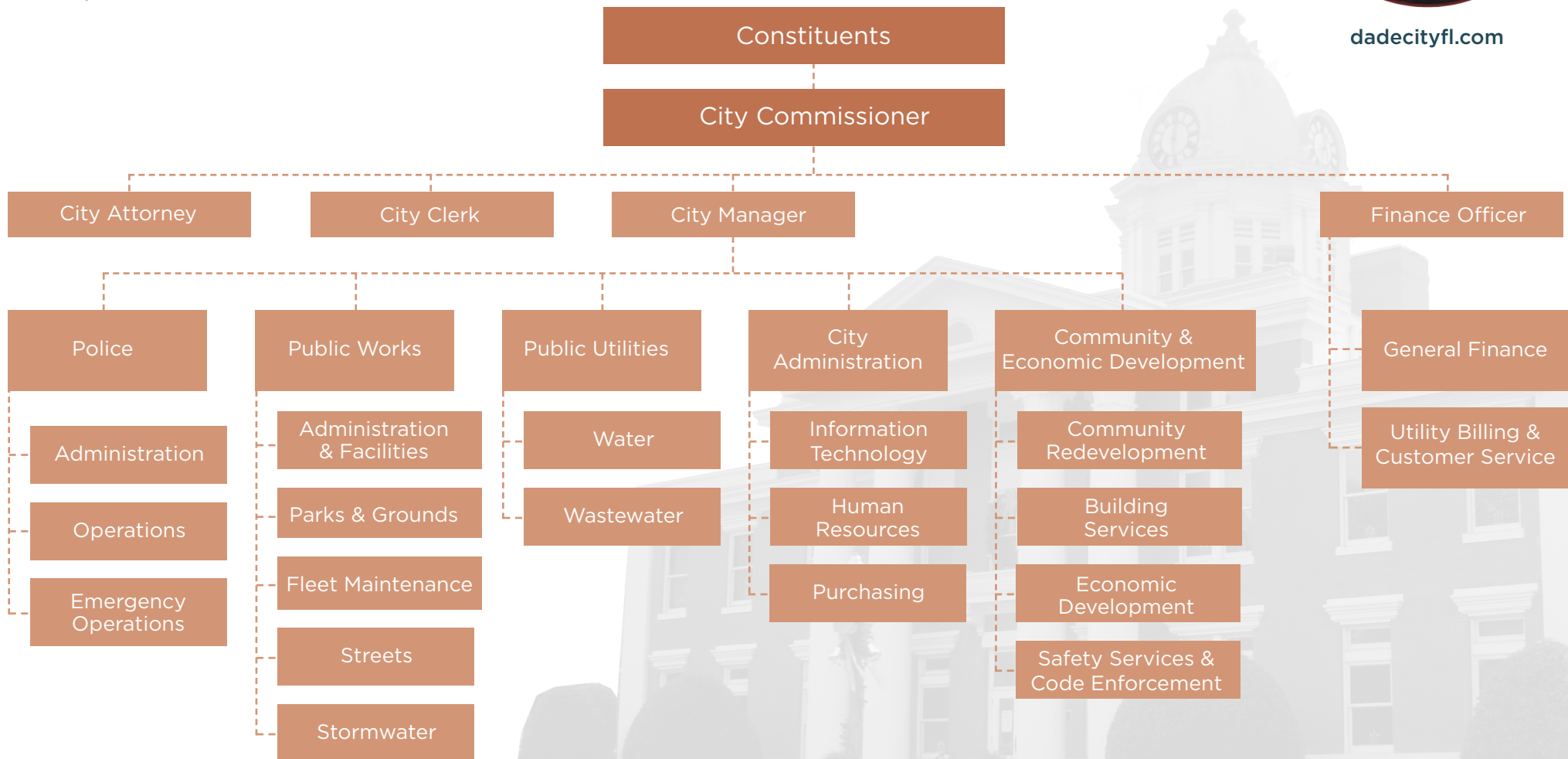
Robert Tungate

Acting Chief of Police



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Organizational Chart



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The Role

The City Manager is a well-established role for the City of Dade City. The City Manager will work for the elected officials and be responsible for overseeing the day-to-day operations of this growing local government. The City Manager also serves the needs of the Mayor and City Commission as they debate and develop citywide policies. The City Manager provides leadership and direction in the development of short- and long-term plans. The City Manager provides staff support to the elected officials and attends Commission meetings.

The City Manager is responsible for the hiring and management of the City's Department Heads. The City Manager makes sure there are proper procedures and policies in place for the efficient operation of the local government. The City Manager helps to prepare the annual budget and is responsible for helping to communicate the financial condition of the City to the elected officials. The City Manager should have experience and display competency in successfully overseeing municipal finances.

The City Manager also represents the City in interactions with citizens, business owners, other governments and key outside stakeholders.

The City Manager is a spokesperson for the City and is expected to be an involved member of the community.

The City Manager needs to be a leader, be progressive minded in both management and leadership style and understand the importance of and be fully prepared to partner with the City Commission, key staff and the community to move the City forward.



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Challenges & Opportunities

First and foremost, there is a strong consensus among the Commission, staff and the community that there exists an overall troubling lack of communication which has created a number of issues. The next City Manager must make it the number one priority to rectify this situation.

Personnel management will be another key component to the position. Managing the current staff, creating a cohesive constructive working environment and bringing in the right people to fill key positions will be of great importance and demand immediate attention.

The chosen individual must be prepared to deal with the tremendous growth outside of the center of the City. Preparing the City and the local government apparatus to meet the challenges of rapid growth is essential for success.

The City Manager must be prepared to be a unifier, embrace diversity, and act to create an atmosphere of inclusivity, fairness, and belonging.



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Challenges & Opportunities

Community involvement, visibility at community events, as well as a genuine connection between the City Manager and all members of the community is critical to success. Intractable introverts and candidates who see community involvement as a necessary but unappealing obligation need not apply. The Commission wants candidates who genuinely enjoy community engagement and see it as a critical part of the City Manager's core responsibilities.

The elected officials are seeking a City Manager who will tell them what they need to hear, not what he/she thinks they want to hear. Regular and frank communication is a must and a high priority for both the Commission and staff.

This position calls for someone who can think strategically and resist impulsivity. They weigh their actions based on the impact on the current and future circumstances. This individual must have strong, proven leadership abilities and have the skill to set realistic, attainable goals for staff with the expectation that staff can be given the resources to achieve these goals. The City needs a mentor to develop key staff; one who recognizes talent, sets high expectations and holds people accountable for their actions.

The City needs a relatable leader; someone who can create a stable, comfortable workplace employees will embrace. Strong people skills, strong organizational skills and strong customer service skills will serve the successful candidate well.

The successful candidate must possess strong financial skills. The City is wrestling with growth opportunities and will count on the City Manager to help evaluate the financial consequences when making strategic decisions.

The successful candidate will have to manage the expectations of a strong, active historical downtown business district that is cautiously measuring the potential impact growth may have on the district.



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The Ideal Candidate

- Amiable leader with the ability to relate to a diverse workforce
- Adept at determining and ordering priorities; managing delegation of responsibilities to key staff
- Positive attitude and ability to interact with citizens, elected officials, staff, and consultants
- Expertise in advising elected officials on complex and/or controversial issues
- Exceptional communication skills
- Supportive leader, able to delegate tasks and allow a seasoned staff to work with autonomy
- Humble and naturally helpful person
- Ability to read people, quickly decipher challenges and use good judgment in making difficult decisions
- Keen eye for talent
- Ability to refrain from being a chokepoint in the decision-making process
- Resourceful problem solver willing to provide others credit
- Contributes to the profession and actively engages in professional development
- Always embodies integrity and is focused on the City's best interests

Qualifications

- The City Manager shall have, prior to appointment, a master's degree in business or public administration from an accredited college or university or at least five years' experience as an executive or administrator either in public administration or private business or an equivalent combination of education and experience
- Knowledge and significant experience in municipal operations, services, and finance, including, without limitation, budget development and implementation
- Knowledge and experience in developing municipal infrastructure, managing technical projects and personnel as well as communicating complex information to a diverse audience of consultants, City staff, elected officials, citizens and business owners

[CLICK HERE TO VIEW THE CITY MANAGER JOB DESCRIPTION](#)

dadecityfl.com

Application Process

For more information on this position, including supplementary documents and resources, visit the recruitment webpage at:

[City of Dade City, City Manager Recruitment Page](#)

The first review of resumes will take place June 6, 2025. Please refrain from communicating with the staff or elected officials with the City of Dade City. Please direct inquiries, concerns, and/or problems to Sumter Consulting. Please contact the Executive Recruiter with any questions or concerns.

Email: warren@sumterconsulting.com

Phone: 404-535-0525

Website: www.sumterlocalgovconsulting.com





Compensation

\$160,000-\$170,000 (salary negotiable based on experience)

Benefits

In addition to a competitive market-based salary, the City offers all employees excellent employment benefits. Please note that contract negotiations will enable candidates to negotiate other benefits. Here is a summary of key benefits offered to all employees:

- City-paid health insurance for employee (United Healthcare); optional dental and vision (MetLife), with an option to include dependents at employee cost
- City-paid life insurance and accidental death & dismemberment insurance; optional additional life insurance, short-term disability and long-term disability (MetLife)
- Flexible Spending Account and Dependent Care Account; optional additional term and whole life insurance (American Fidelity)
- Optional supplemental insurance - Accident, Critical Illness-Cancer, Hospital Indemnity (Allstate)
- Dade City 401(a) Plan - (Florida Municipal Pension Trust Fund) - City contributes 8%; employee contributes 4%; fully vested after 6 years (for all City employees except sworn police officers; begin earning first day of employment)
- Optional deferred compensation - Florida Municipal Pension Trust Fund

[CLICK HERE TO VIEW THE CITY MANAGER BENEFITS](#)



Hiring Process and Projected Timeline

- **Apply here**
- **First Review of Resumes: June 6, 2025**
- **Finalist Interviews: Mid to late June, 2025**
- **Background Check & Offer: Early July, 2025**

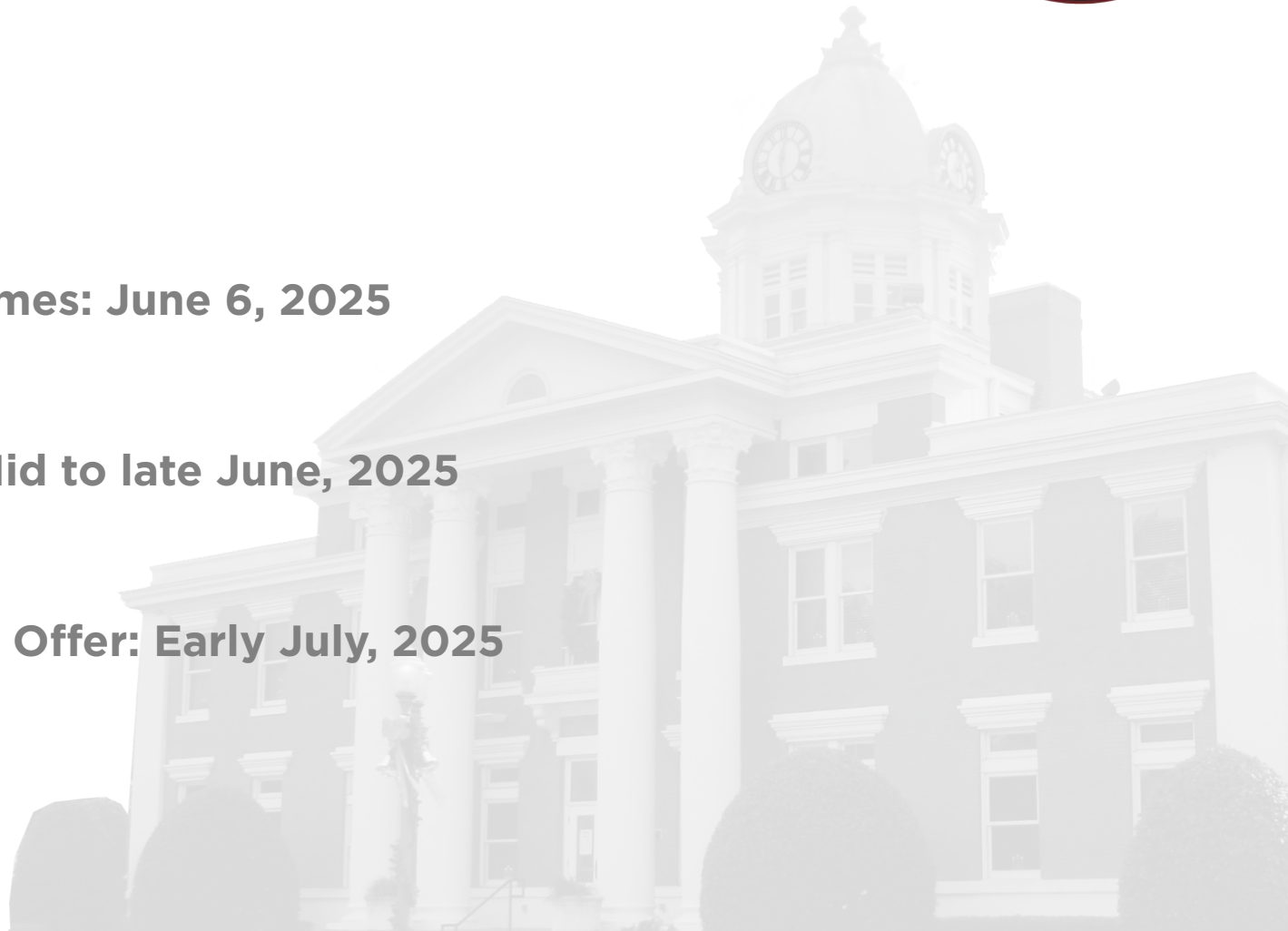


EXHIBIT C – INNOVATIVE INTERVIEW

INNOVATIVE INTERVIEWS

The interview process is intended for candidates to be fully informed about their prospective employer as well as for the city to find out as much as it can about the candidate's abilities, qualifications, and character.

Sumter Consulting believes that there are methods outside the traditional interview process used to discover more about the applicant than a question and answer can produce.

When the City of Johns Creek was interviewing candidates for a Communications Director position, the ideal candidate profile called for the successful candidate to be capable of handling crisis communication while providing a sense of confidence and calm under heavy stress. They could have asked candidates to discuss a time in their careers when they dealt with a crisis, but instead the city created a crisis and put the applicants to the test....

Here is why Sumter Consulting approaches the recruitment process differently than other firms. The following is a retelling of a recruitment process Warren Hutmacher led for the City of Johns Creek, GA.



INNOVATIVE INTERVIEWS

Example: “The Crisis Unveiled”

Candidates entered the conference room for their individual interviews opposite three similarly dressed interviewers representing the city. Hands are shaken, introductions made, and the interviews proceed like any other interview held by a city government. While the employer is taking turns asking questions, the door suddenly comes flying open and a city staffer bellows into the room in an agitated state that the Communications Director candidate is urgently needed to help with a crisis in the making.



The candidate is whisked away to a separate conference room and is briefed by the Police Chief and Assistant City Manager regarding an officer involved shooting that has just occurred. The facts are hazy and are dribbling in. The candidate is then asked to go to the PD Headquarters and interview the Sergeant and Lieutenant on duty when the shooting happened.

After talking with an obviously flustered Sergeant and an overly tight-lipped Lieutenant, the candidate must take this information and what he learned from the Chief and Assistant City Manager to craft an immediate action plan and a press release and prepare for a press conference to be held in the next 30 minutes.

After 30 minutes alone with pen and paper, the candidate is taken by the Police Chief to the Roll Call room for a press conference. The video cameras are rolling, and a dozen city staff are in attendance. The candidate is called to the podium to give a statement and take questions from the “reporters” in the room. The candidate is peppered with questions, some of which are unfair, and some are hard hitting.

INNOVATIVE INTERVIEWS

Example: “The Crisis Unveiled” continued

After this 30-minute exercise, the candidate is taken back to the original panel interview to brief the panelists as to how they think they did with the exercise and finish up their formal question and answer interview.

This process is repeated for all three finalists. The videos are compiled and the participants from the staff (Police Chief, Assistant City Manager, Sgt., Lt., and staff acting as reporters) gather to review the press releases, view the press conference videos, and conduct a full debrief on the entire exercise. The City Manager learned the following from this experience:

The first candidate panicked and was very uncomfortable in dealing with the crisis. He was pushed around by the “reporters” at the mock press conference. His answers, press release and leadership through the exercise did not meet the expectations for the job.

The second candidate’s performance was rated as mediocre. She failed to keep certain confidential details off the public record after being warned by the Chief of Police that certain facts were not to be shared publicly.



The last candidate was sharp, unaffected by the stress and handled the reporters politely and directed the answers toward the city’s narrative. It didn’t hurt that this candidate was the former public affairs Captain for the United States Navy’s entire Pacific Fleet. When asked afterwards about the exercise, he joked that this crisis was rather easy to deal with compared to North Korea!

EXHIBIT D – SEMI-FINALIST REPORT

EXECUTIVE SEARCH

Semi-Finalist Candidate Review

City of Winder, GA

Finance Director



Executive search provided by:



May 7, 2025

AGENDA

Review of Process

Review of Ideal Candidate Profile

Candidate Review

Semi-Finalist Recommendations

Review Next Steps

INITIAL CANDIDATE REVIEW

REVIEW OF PROCESS

Development of Ideal Candidate Profile and Recruitment Brochure

Advertising

Recruitment

Initial Candidate Review - Client

Selection of Semi-Finalists - Client

Recorded Interviews for Semi-Finalists with Search Consultant

Review of Semi-Finalists with Client and Selection of Finalists

Finalist Interviews with...

Background Investigations, Selection, and Negotiations

THE IDEAL CANDIDATE

Strong leadership abilities to effectively manage and inspire the finance and customer service team

Exceptional analytical and problem-solving skills to navigate complex financial scenarios

Extensive knowledge of governmental accounting, budgeting, and financial management

Excellent communication skills to clearly convey financial information to diverse audiences

Ability to think strategically and align financial planning with the city's long-term goals

Meticulous attention to detail in financial analysis, reporting, and compliance

Strong interpersonal skills to build effective working relationships with city leadership, departments, and external stakeholders

Flexibility and adaptability to respond to changing financial conditions and priorities

Proven experience in municipal finance or a related field, demonstrating a track record of success

Expertise in identifying and mitigating financial risks to protect the city's assets

Ability to recruit, train, and develop finance staff, fostering a culture of excellence and continuous improvement

In-depth understanding of local, state, and federal financial regulations

A strong commitment to contributing to the city's financial health and prosperity

A good sense of humor

QUALIFICATIONS

Bachelor's degree in public administration, accounting, finance, or related field required; CGFO, CPA or master's degree preferred.

A minimum of five years' experience is required in municipal financial management, with increasingly responsible supervisory experience.

Must be proficient in governmental finance theory and concepts, including but not limited to Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standard Board (GASB) statements/pronouncements, and applicable municipal laws and regulations.

Must be team-oriented, with the ability to instill a sense of customer service and responsiveness in subordinates.

Knowledge of fiscal functions and practices of municipalities is required.

Municipal supervisory experience in accounting, cash and investments, debt management, property tax, purchasing, municipal court, and water customer services (utility billing and meter reading) preferred.

Semi-Finalists selected by client

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Semi-Finalists selected by client

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

What I like

- She is well spoken and articulate
- She is a Certified Local Government Finance Officer and Certified Public Manager
- Has extensive experience with enterprise funds
- Strong accounting background
- She is in the final stages of receiving her Doctorate in Business Administration
- Lives within driving distance of Winder

What concerns me

- She has spent the majority of her career as an Accounting Analyst
- No experience as a Finance Director
- Has no experience supervising staff

Semi-Finalists selected by client

What I like

- He has served for the last four years as the Finance Director of [REDACTED]
- Has extensive experience with Water & Sewer, including using Waterworth software that helped manage the system
- Has extensive experience as an Accountant in the private and non-profit sectors
- Based on information from the interview, he appears to be a self-starter who seeks out ways to make improvements to operations
- Approachable, sensible, and collaborative management style

What concerns me

- Some of his answers lacked depth
- I'm not sure he is committed to relocating at this time

Semi-Finalists selected by client

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

What I like

- She has extensive experience as a Finance Director, Assistant Finance Director, and County Manager with multiple local governmental organizations
- Extensive knowledge of all aspects of governmental accounting
- The candidate has experience with various enterprise funds, including rate setting
- The candidate has implemented various financial software systems during her career
- She is well spoken, articulate, and personable

What concerns me

- Most of the candidate's experience is from out of state

Semi-Finalists selected by client

What I like

- She is well spoken and articulate
- The candidate has an extensive accounting background
- She has some limited experience as a Financial Services Manager for [REDACTED]
- The candidate has experience with multiple enterprise funds and the auditing of those funds
- She seemed to have a good understanding of the City of Winder

What concerns me

- The candidate did not talk much about her time and experience with [REDACTED]
- This position would be a big move from her current role

Finalist Recommendations

(in no particular order)

1. [REDACTED]

2. [REDACTED]

3. [REDACTED]

4. [REDACTED]