



THE CITY OF HARDEEVILLE, SOUTH CAROLINA

Invites you to apply for the position of:

CITY MANAGER

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Nearly 90% of the Hardeeville City limits was annexed into the City between 2000 and 2010, primarily to accommodate large, planned development communities on former lands devoted to logging and timber

HARDEEVILLE, SOUTH CAROLINA

Once a summer retreat for wealthy plantation owners, Hardeeville is now on the brink of extraordinary growth. Located just minutes from Hilton Head Island, Old Savannah and Historic Beaufort, Hardeeville boasts some of the Lowcountry's last and largest undeveloped land tracts. The City's direct access to Interstate 95, the Savannah River and the national railway system make it one of the most accessible in the Southeast.



Hardeeville is one of the Lowcountry's most promising communities. Lowcountry amenities include a new four-year state university, a national wildlife refuge and area playgrounds, golf courses, malls, and beaches. With hundreds of nearby restaurants and some of the finest residential communities on the East Coast, the Lowcountry is fast becoming one of the nation's foremost "life-minded" business destinations.

Despite the City's recent growth, life in Hardeeville has changed little over the years. Neighbors still wave, church remains a focus, and City fairs and ball games continue to delight everyone.

Hardeeville was founded in 1911. It is located in the southeastern part of South

Carolina, just north of Savannah, Georgia. The City currently occupies a land area of 54 square miles. The U.S. Census Bureau's 2011 population estimate for Hardeeville was 3,000.

A recent study completed by Clemson University's Strom Thurmond Institute projected that Hardeeville could grow in population to 127,000 residents by 2026.

Hardeeville is the gateway to the Hilton Head Island and the Beaufort County tourism market. Interstate 95, along with US 17, runs north and south through the middle of the City. US 278 runs east/west and SC 170 runs north/south. Combined they accommodate a majority of the tourist traffic in both Jasper and Beaufort Counties. Much of City of Hardeeville's large scale residential and commercial growth is occurring along these corridors.

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The City of Hardeeville and Beaufort County have adopted a US 278 Corridor Access Management Plan. The plan defines access management standards, future signal locations, integration requirements and median requirements for the 278 corridor to accommodate development in this area.

Hardeeville has a variety of large and small residential, commercial, and industrial projects on the horizon. There are more than ten (10) Planned Development Districts approved and more than five (5) with residents in the first phases and amenities in place. Major commercial projects include Okatie Crossings, a 282-acre mixed-use development with up to 2.8 million square feet of commercial space and 1,000 residential units planned, and Hardee Station featuring several hotel and restaurant sites. Industrial

projects include the 100,000 sq. ft. Antunes Commercial project within the Hardeeville Tract, Riverport and approximately ten smaller operations in the Hardeeville Industrial Park.

The states of Georgia and South Carolina have partnered to develop a bi-state port authority to construct and operate a new deep water shipping terminal in Hardeeville. The new terminal will have a tremendous impact on the local economy and presents the potential for substantial financial benefit to the City of Hardeeville. It has been estimated that the new marine terminal will produce 450 direct jobs and as many as 98,000 new jobs in the region.

Riverport is a 5,200 acre project positioned to service not only the new bi-state port but also to compete with distribution centers serviced by the Port of Savannah which needs additional warehouse

and distribution centers. Phase I is a 342-acre business/ industrial park. Riverport is also the driving force behind the creation of a new Exit 3 off of I-95 in Hardeeville.

The City of Hardeeville has spent much time and effort in the past few years trying to understand and manage the growth it is experiencing and the future growth that is anticipated. One of the City's primary concerns is that the necessary planning and growth management tools are implemented to assure that the future cost of providing City services does not exceed the revenues received from the new growth. To that end, the City has developed a growth strategy that has encouraged a vast majority of all of the residential and commercial development to take place within the corporate boundaries of either the City of Hardeeville or the Town of Ridgeland. The City, Town and County have all endorsed this policy.

Much of Hardeeville's population growth can be attributed to the ongoing development of the U.S. 278 corridor, which connects Hardeeville with Bluffton, Hilton Head Island and Beaufort.

THE GOVERNMENT

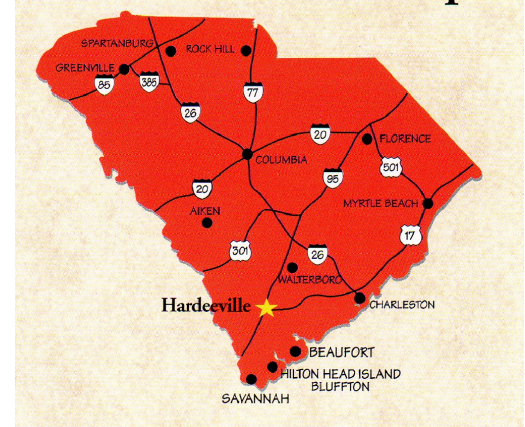
The City operates under the Council/Manager form of government. Policy-making and legislative authority are vested in a City Council consisting of five members. The City Council is responsible, among other things; for passing ordinances, adopting the budget, appointing committees, and hiring the City's manager, attorney and municipal judge. The City Manager is responsible for carrying out policies and ordinances of the City Council, for overseeing the day-to-day operations of the government, and for appointing the heads of various departments. The four Council members and Mayor are each elected to four-year staggered terms, with two council members elected every two years.

The City provides a full range of services including: police and fire protection, the maintenance of streets, recreational

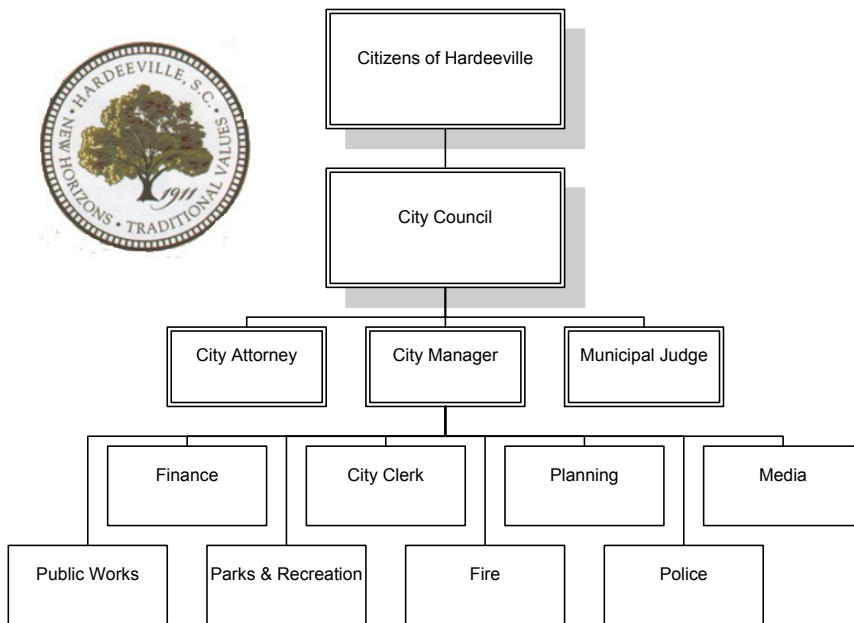
infrastructure, recreational activities, cultural events, court services, and economic development.

The City's FY-11 total budget is \$6,145,991. Hardeeville currently employs approximately 65 FTE's.

State Locator Map



CITY OF HARDEEVILLE ORGANIZATIONAL CHART



ISSUES AND OPPORTUNITIES (NOT PRIORITIZED)

- Hardeeville has recently increased in land area from five (5) to fifty-four (54) square miles. Whereas, the City's population is currently about 3,000, having doubled since the 2000 census, conservative estimates forecast the population to again double or even triple within 10 years and to ultimately approach 100,000. Hardeeville is truly transitioning from a small town to a large city.
- The political, cultural and socioeconomic demographics of Hardeeville will change as the City grows.
- Much of Hardeeville's population growth can be attributed to the continuing development along the U.S. 278 corridor which connects Hardeeville with Bluffton, Hilton Head Island and Beaufort County as well as its location on I-95.
- Several large high-end residential and mix-use developments have been approved; some are now partially complete; others are progressing, but more slowly than projected due to the current economic recession.
- Pending the completion of new residential developments, there is a shortage of midrange and upper-end housing in Hardeeville.
- Hardeeville's central location near other fast-growing areas including Hilton Head Island, Beaufort and Bluffton make it a prime site for commercial and industrial development. Large land tracts, good access to downtown Savannah, the Savannah-Hilton Head International Airport, rail service, the Port of Savannah and a future container port to be built on the Savannah River are additional features that attract investment to the City. Once planned major projects are completed, Hardeeville will likely become one of South Carolina's ten largest cities both in population and land area.
- The City has well-qualified and dedicated employees at all levels including a senior staff consisting of mainly highly committed and trained professionals.
- The Jasper County School District which serves Hardeeville is facing serious challenges. The quality of public schools in Hardeeville is viewed as both a quality of life and an economic development issue.
- City of Hardeeville has a 15% unappropriated fund balance in its General Fund and is in sound financial condition.
- The aggregate development fees for service and capacity from the regional water authority in conjunction with the fees for the master planned industrial developments are perceived to be high compared to neighboring jurisdictions and are thought to be limiting development within the City.
- Currently, there is no natural gas service to older sections of Hardeeville, causing a disincentive for new industrial development in those parts of the City.
- A variety of popular annual festivals and events are hosted in Hardeeville. Current plans are in the works to build an events center (the Hardeeville Train Depot) downtown.

THE CITY MANAGER

The City Manager is an exempt position appointed by the City Council serving under their direction and control. The City Manager's position carries full responsibility as the administrative head of the City of Hardeeville.

Duties include but are not limited to:

- Ensuring that all laws of the City and requirements of the City Council are faithfully executed.
- Directing the development and implementation of goals, objectives, policies, and procedures consistent with the City laws and ordinances and the policy direction of the City Council.
- Appointing and removing all employees; directing and supervising the administration of all departments, offices and agencies of the city, except as otherwise provided by ordinance or law.
- Supervising, directing, and evaluating assigned staff; processing employee concerns and problems, directing work, counseling, disciplining, and completing employee appraisals.
- Supervising the preparation of the annual City budget and submitting a proposed budget to the City Council.
- Responsible for all fiscal operations for the City.
- Preparing and submitting capital improvements to the City Council.
- Preparing and directing long term plans of capital improvements and financing plans.

REQUIREMENTS:

QUALIFICATIONS

Requirements include education and experience equivalent to a bachelor's degree in public or business administration (MPA preferred) combined with a minimum of three years of experience as a local government manager or assistant manager in a community that has experienced rapid growth. Ideal experience would also include economic development and redevelopment and outcome-based organizational performance measurement. Must understand the elements of economic sustainability in a City comprised of both older and newer sections. The successful candidate must clearly possess and apply superior communication, organizational management and staff leadership skills and abilities. Although not required, some South Carolina experience would be a plus.

Special Areas of Experience, Knowledge and Proven Ability

- Strong leadership and management skills with a high level of professional pride.
- Visible, accessible and engaged in daily operations but not a micro manager.
- Experience with rapid growth.
- Experience with economic development, including incentives.
- Knowledge and experience in city operations (financial acumen, efficient use of financial resources, does core services well).
- Is a visionary who utilizes strategic planning as a management tool and has a demonstrated “can do” approach driven by pre-established organizational performance outcome expectations.
- Experienced in working with a sometimes divided City Council.
- Politically neutral and non-manipulative.

Management Style and Characteristics

With the City Council

- Able to work as a partner with the Council with respect for the role distinction between Council, manager and staff.
- Understands and accepts that he or she works for and must develop the trust of all five Council members, treats all equally and even handedly, provides the same information to all members and does not count votes or play to individuals or factions.
- Assists the Mayor and Council members to reach consensus on issues by personally learning the goals and interests of each member and then crafting and presenting recommendations and professional advice to both meet the best interest of the community and interests of individual elected officials.
- Communicates with the Council and each member to ensure full disclosure, transparency and, to the extent possible, no surprises.

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- Makes recommendations and presents information to the Council in a clear and well-organized manner. Follows Council majority direction even when it is not consistent with his/her recommendation.
- Must be a strong City Manager who has the courage to provide even negative information to the Council in a forthright manner and the courage to say “no” to the Council and its members when appropriate without regard to personal risk.
- Is readily and personally accessible to all five Council members.

With Senior Staff and Employees

- Must be adept at staff selection, development, empowerment, performance assessment and succession planning.
- Must be an outcome-focused city manager who sets clearly understood performance goals for all employees and utilizes fair and effective performance measurements to evaluate performance.
- He or she must have a mentoring style and be a morale builder who demonstrates strong support for employees by providing adequate resources; a productive work environment; proper training; evenhanded, fair and consistent treatment and frequent feedback.
- Is an advocate for the staff and is supportive of staff to the City Council.
- He or she will be expected to inspire employees at all levels of the organization to take pride in the City and to perform at their highest levels.
- The Manager should get out of his/her office and be accessible to employees.
- The Manager should have a strong personal commitment to the City and ensure that all employees share this commitment, i.e. the public should be treated professionally and with a helpful and respectful attitude by all City employees.

With the Community

- The City Manager should enjoy interaction with the public and create opportunities to do so.
- The Council expects the City Manager to be visible in the community on behalf of the City and communicate with the public in a manner that generates respect and understanding for the government and its projects.
- He or she is expected to earn the respect of community and business leaders and listen to and be responsive and sensitive to community needs.
- Must be aware of political implications and careful to serve as a policy implementer rather than a policy maker.

With other Governmental Agencies

- Understands the need for cooperation and collaboration with neighboring local governmental organizations as well as the state and federal governments.

Critical Personal Characteristics

- Work well with others; social skills; diplomatic; good communicator; not a "bull in a china shop."
- Outstanding manager and strong leader with keen analytical skills and the ability to effect structural and cultural organizational change when needed.
- Flexible enough to see opportunities; create them and respond to them; thinks innovatively and knows current trends.
- Brings out the best in the staff; nurtures, develops, empowers; is able to delegate effectively.
- Self confident without being an egotist - - willing and able to take criticism.
- Able to network and represent the City well regionally and nationally; adds to the City's positive image.
- Has the courage to ask tough questions of Council and staff and the strength to speak his/her mind.
- Able to provide a fresh perspective.
- Able to integrate and pull together ideas and people.
- Must have honesty and personal and professional ethics that are above reproach.
- Strongly committed to Hardeeville.

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*The Nation's Premier Governmental
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Visit Hardeeville on the web
at:
www.CityofHardeeville.com



COMPENSATION AND BENEFITS

The City will provide a competitive salary and benefit package to the next City Manager. Compensation details are negotiable. An employment agreement and reasonable relocation expenses are anticipated.

Standard Hardeeville employee benefits include:

- Health insurance
- Life insurance
- Dental insurance
- Vision insurance
- Optional additional life insurance
- South Carolina State Retirement System
- ICMA Retirement Corporation

TO APPLY:

If you are qualified for and interested in this excellent opportunity, please submit a cover letter and resume with current salary by **August 5, 2011** to:

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