

SLAVIN MANAGEMENT CONSULTANTS

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 since 2000 primarily to accommodate large, planned development communities on former lands devoted to logging and timber harvesting.

HARDEEVILLE, SOUTH CAROLINA

The City of Hardeeville, South Carolina is the fastest-growing community in South Carolina, centrally located in the dynamic Low Country region along Interstate 95 within 30 minutes of the tourist meccas of Hilton Head Island, Beaufort, and Savannah. Hardeeville's location and access to highways, railways, airports, and seaports is formidable in terms of future growth and economic opportunity.



For nearly a century after its incorporation in 1911, Hardeeville was a small rural community in southern Jasper County, first as a mill community for local timbering operations and later as a major travelers stop along US Highway 17 and Interstate 95. With the impressive growth of Hilton Head Island in the 1980s and 1990s, growth pressures spilled off the island and headed inland. In an attempt to ensure that anticipated growth would not overwhelm the City nor affect its rural character, the City in partnership with developers annexed large tracts to the east and south of the existing community in the form of Planned Development Districts (PDD) with associated development agreements.

The annexations that began in 2004 resulted in the city limits growing ten-fold; from just over five square miles in 2000 to nearly 55 square miles today. There are three general areas to the City: the original area

(downtown or The Village), the New River area to the east where most of the growth is occurring, and RiverPort to the west and south, which is anticipated to be the major industrial area in the future.

When asked why new residents choose to come to Hardeeville and why existing residents stay, overwhelmingly quality of life considerations rise to the top, followed by central location in the Low Country region. Particularly in the New River area, the master planned communities offer a variety of amenities and housing types which are popular. A majority of the arrivals are empty-nesters or retirees, with many moving from the Northeast or Midwest sections of the United States. In the downtown area, the Latino population is growing rapidly, which presents some cultural challenges and opportunities on how to engage that group into the community at large.

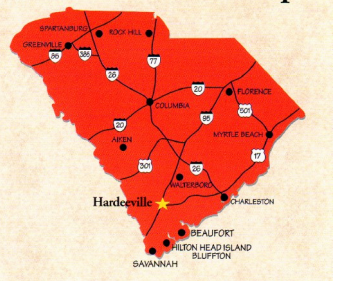
Much of the population, either existing or long-

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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.

State Locator Map



(Continued from page 1)

time does not feel an intimate connection or source of pride in Hardeeville, something which the City has worked to address. A significant branding initiative began in 2014 and is being carried out. Additional opportunities to increase community pride and engagement will need to be addressed in the future.

Anticipated growth is already beginning to be felt. The community's population has increased in spite of the Great Recession, jumping from 1,793 in 2000 to 4,291 today. Nearly all of the growth that has occurred has occurred in the newly annexed areas of the City. City services have expanded as a result of that growth, with police and fire services expanding and the creation of planning and development, media, and parks and recreation departments. In April 2015, the City will open its third fire station and is anticipating a fourth station to be built in the next three years, along with a new headquarters station to replace the existing facility.

The City boasts an impressive recreational facility that plays host to a number of recreational events and sports organizations including collegiate baseball and softball programs at the University of South Carolina-Beaufort. The City-owned Millstone Landing on the Savannah River is popular with boaters and anglers and has potential for higher usage.

Additionally, community facilities and utility providers have also made investments in and near the City. The City boasts

a major hospital facility in addition to a four-year undergraduate campus and a technical college campus located just outside the city limits. All of these facilities were built in the past ten years.

The County-owned Sergeant Jasper Park is a popular and attractive facility within the City that sees steady usage. There is a K-8 school campus within the City limits, and a local K-12 charter school intends to construct a permanent facility in downtown by 2016.

Beyond population growth, the City is heavily focused on economic development to ensure that opportunities are created for residents. Although, the City does boast an industrial park and a highway commercial district that caters to travelers, much of the working-age population travels outside of the City for employment. The City along with its partners at Jasper County and the regional economic development alliance have pushed for industrial development that would take advantage of the City's proximity to the Port of Savannah along with interstate and rail access.

The RiverPort PDD in particular is a major opportunity to accommodate such development and intends to supplement its investment with a new access route which would tie into a proposed new exit on Interstate 95. There are other prime industrial sites located throughout the City that are well-suited for prospective businesses.

Commercial services in the

New River area is also a vital development focus. Throughout the PDDs, areas are set aside for major commercial development. While demand during the Great Recession had significantly dipped, since 2013, there has been increased interest in providing commercial services to this portion of the City. The City is also promoting opportunities for new development at its two existing interstate exits.

The growth that the City has experienced has not been balanced though. The City's original area (called downtown or the Village) has not kept up with the growth. There has been a push to improve this area and allow for better development of commercial areas to create a true civic core. The City is investigating several public-private partnership opportunities in order to spur new growth and development in pursuit of creating a true destination to live, work, and play.

Population growth drives the majority of the City's activities and enables it to pursue, develop, and manage projects that other cities of its size normally would not encounter. The best City Manager candidates must understand growth management issues for a rapidly growing community and how those issues relate to short-term and long-term investments and strategies for the City's ability to serve its residents, businesses, and visitors.

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.

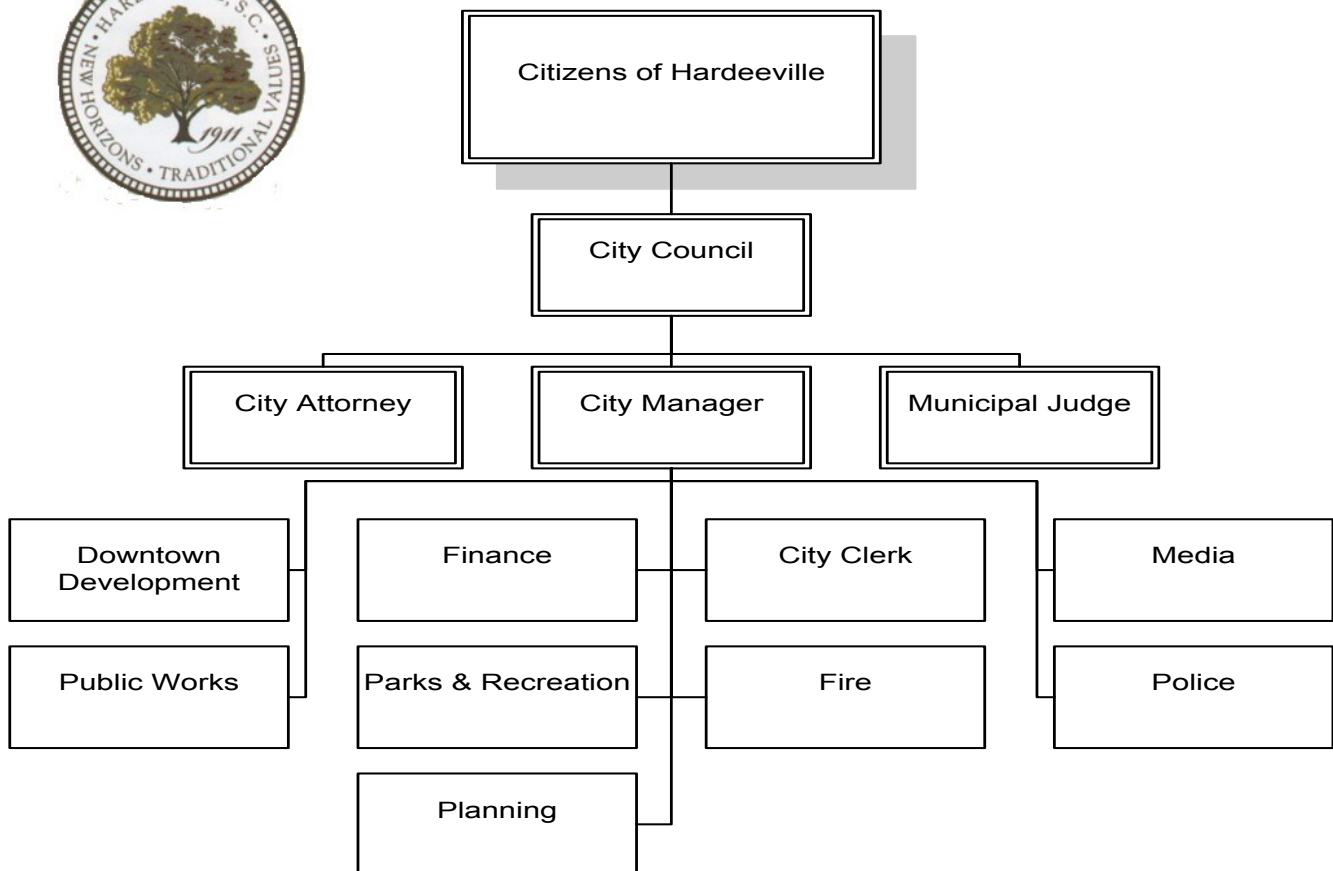


The City provides a full range of services including: police and fire protection, the maintenance of streets, recreational infrastructure, recreational activities, cultural events, court services and downtown and economic development.



The City's current total budget is \$7,000,598. Hardeeville currently has approximately 70 FTE's.

CITY OF HARDEEVILLE ORGANIZATIONAL CHART



ISSUES AND OPPORTUNITIES (NOT PRIORITIZED)

- Hardeeville has recently increased in land area from five (5) to fifty-six (56) square miles. Whereas, the City's population is currently about 5,000, having more than doubled since the 2000 census, conservative estimates forecast the population to again double or even triple within 10 years and to ultimately approach 125,000. Hardeeville is truly transitioning from a small town to a large city. The political, cultural and socioeconomic demographics of Hardeeville are changing 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 mixed-use developments have been approved; some are now being completed.
- Pending the completion of new residential developments, there is a shortage of midrange and upper-end housing in Hardeeville.
- Hardeeville is home to both an award winning regional medical center and an outstanding community college dedicated to workforce development.
- Funding for a new public library is in place and the project needs to be completed.
- City's technology needs to be updated and better integrated.
- Hardeeville has a history of high city manager turnover. Although several past managers left on their own and some were hired as interim managers, turnover has been high. The current City Council is comprised of mostly new members and is very concerned about city manager stability and is determined to correct this pattern.
- Hardeeville's central location near other fast-growing areas including Hilton Head Island, Beaufort, Bluffton and Savannah 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 development of RiverPort PDD is a major opportunity to accommodate future commercial development. It will be accommodated with a new access route which would tie into a proposed new exit on Interstate 95. There are other prime industrial sites located throughout the City that are well-suited for prospective businesses.
- Hardeeville has adopted and is now implementing a comprehensive new "branding" program.
- 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 seriously challenged. The quality of public schools in Hardeeville is viewed as both a quality of life and an economic development issue. Public schools in nearby jurisdictions are very good.
- City of Hardeeville is in sound financial condition.



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.

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 an active City Council.
- Politically neutral and non-manipulative.

Management Style and Characteristics

With the City Council

- Able to build trust with the City Council and work as a partner with the Council; has 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 meet the best interest of the entire Council as well as individual councilmembers.

**Slavin Management
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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

TO APPLY:

If you are qualified for and interested in this excellent opportunity, please submit a cover letter and resume with current salary by **May 15, 2015** to:

Robert E. Slavin, President

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