

OUTSTANDING OPPORTUNITY TO SERVE THE CITIZENS OF

STATESBORO, GEORGIA

AS THEIR NEXT

CITY MANAGER

WELCOME
TO
HISTORIC



MAIN STREET
STATESBORO



Introduction

Slavin Management Consultants has been retained by the City Council of Statesboro, Georgia to assist in the recruitment, hiring, and orientation of a new City Manager. This profile has been developed after consultation with the Mayor and City Council. The City Council is unified in its objective to hire a highly-qualified professional based on the interpersonal and professional qualities and skills desired for the position.

The Community

The City of Statesboro was created by an act of the Georgia legislature in 1803. Statesboro is a progressive community that provides an exceptional quality of life to its residents and offers southern charm and hospitality to its visitors. The City offers a high standard of living with a commitment to ensure the most responsive and progressive public services to residents, businesses, and visitors. Statesboro is where the living remains softly southern and folks call out to one another by first name. The City is located in southeast Georgia approximately 45 miles from Savannah. With its growing industrial base, a growing university, expanding retail activity and a regional medical center, Statesboro serves as the region's economic, educational, business, medical and cultural hub.

Statesboro was recently named a *Semi Finalist* for the America's *Best Community Contest* sponsored by Frontier Communications, DISH, CoBank and The Weather Channel. Statesboro's downtown was named one of eight "*Renaissance Cities*" by Georgia Trend magazine.

Transportation

Statesboro is served by an excellent multi-faceted transportation system which includes Heart of Georgia Railway Company and numerous common freight carriers. The City and Bulloch County jointly own the Statesboro Municipal Airport that is located approximately 30 minutes from Interstate 16. It is 45 minutes from the Savannah/Hilton Head International Airport, which is serviced by 5 major airlines. Statesboro also is located within fifty miles of Georgia Ports Authority's Savannah terminal and is within a reasonable distance of the ports of Charleston, Beaufort, Brunswick, and Jacksonville.

Demographics

Statesboro is the County seat of Bulloch County. Its estimated population for 2012 was 29,779. According to the U.S. Census Bureau, the 2010 population for Bulloch County was 70,217, which is higher than the projection for 2015 of 68,235. This is a 25.4% change from the 2000 census population of 55,983. The Bulloch County area estimated population



for 2010 was 224,267 and is projected to increase to 260,129 by 2015. This is a 41.7% change from the 2000 census. The median age for the City of Statesboro is 22, not a surprising age since Statesboro is home to one university and two colleges. The 2013 median income per household in Statesboro was \$30,382 and the per capita income was \$11,617. The average household size is 2.4. The unemployment rate for March 2014 for Statesboro was 10%, which is higher than the 7% rate for the State of Georgia. The rate for this same period last year was 11%. The March 2014 unemployment rate for Bulloch County was 7.8%.

The Economics

As previously stated, Statesboro is the regional trade center for commerce, education and health care. The City has a highly diversified economy with a growing university and several major industries located in the area and is a regional shopping center and health care provider for 8 surrounding Georgia counties (Effingham, Screven, Jenkins, Emanuel, Candler, Evans, Tattnall, and Toombs). Approximately 40% of the Bulloch County civilian labor force is employed by the government sector including one of the City's largest employers, Georgia Southern University. Other government employers include Bulloch County, Bulloch County Board of Education, Ogeechee Technical College, and the City of Statesboro. Major private sector employers in the City include East Georgia Regional Medical Center, Wal-Mart Supercenter, and Lowe's Home Center.

It is true that the 2013 Statesboro per capita income was only \$11,617 or 38% of the State of Georgia per capita income, but this needs some explanation. Per capita income is total personal income (including wages, dividends, interest, rent, and government payments) divided by the total population. It is commonly used as an indicator of the quality of consumer markets and the economic wellbeing of a community. *This figure is actually skewed lower by the high number of university students who do not report earned income, but have considerable disposable income.*

The area offers many educational and vocational opportunities that provide a competitive advantage for a strong workforce. The City and County are experiencing moderate growth with the City approving 155 new building permits in 2013, and 112 in 2014. The cost of housing in Bulloch County is among the lowest in the nation. The average residential sales price is \$132,750. The median value of owner occupied units was \$124,900.

Education

There are three institutions of higher learning located in the greater Statesboro area: Georgia Southern University (GSU) within the City limits and Ogeechee Technical College (OTC) and East Georgia State College located just outside the City on US Highway 301 South. GSU is the largest and most comprehensive center of higher education south of Atlanta. It offers more than 121 undergraduate and graduate degree programs through the doctoral level in its nine Colleges. The University's 20,542 students come from 50 U.S. states and 88 nations. In all, there are approximately 30,000 students attending area colleges and universities.

East Georgia State College-Statesboro (EGSC-S) provides students an opportunity to complete college level course work and transfer to other university-level institutions or state colleges to complete their chosen degrees. OTC adheres to statewide curriculum standards established by the Georgia Department of Technical and Adult Education.

The community provides K-12 education to almost 10,000 students through 15 public schools, 3 private and parochial schools, 1 home school association, and 1 charter school in Bulloch County. A total of 534 seniors graduated from these schools in 2014.

Health Care

Statesboro is also a leader in health care in southeast Georgia. East Georgia Regional Medical Center is a 150-bed hospital which employs approximately 675 staff and 89 physicians representing a wide range of specialties. The hospital is accredited by the Joint Commission on Accreditation of Healthcare Organizations, a distinction that is awarded only to those healthcare facilities that maintain the highest standards of quality.



Media

Media coverage is provided by 6 local radio stations and one daily newspaper. Statesboro is covered locally by a cable TV service located in the City. Three television stations in Savannah also cover Statesboro regularly.

Utilities

Utilities are provided by the following within the City:

- City of Statesboro Water and Sewer, Sanitation, Natural Gas and Stormwater
- Excelsior EMC Electricity
- Georgia Power Company Electricity
- Frontier Communications Telecommunications
- Bulloch Rural Telephone Telecommunications

The Organization

The City operates under the Council-Manager form of government, established by a 1999 Charter amendment. The Mayor is elected at large while the five council members are elected by district. All elections are non-partisan, and the terms are four years, with half of the members elected every two years. The City Council appoints the City Manager to head the administrative functions of city government. As authorized by its Charter and Code, the services provided by the City are General Government (Administration, City Clerk, Human Resources, Finance, Community Development and Engineering), Judicial (Municipal Court), Public Safety (Police and Fire), and Public Works (Streets, Sanitation), Water and Sewer and Natural Gas.

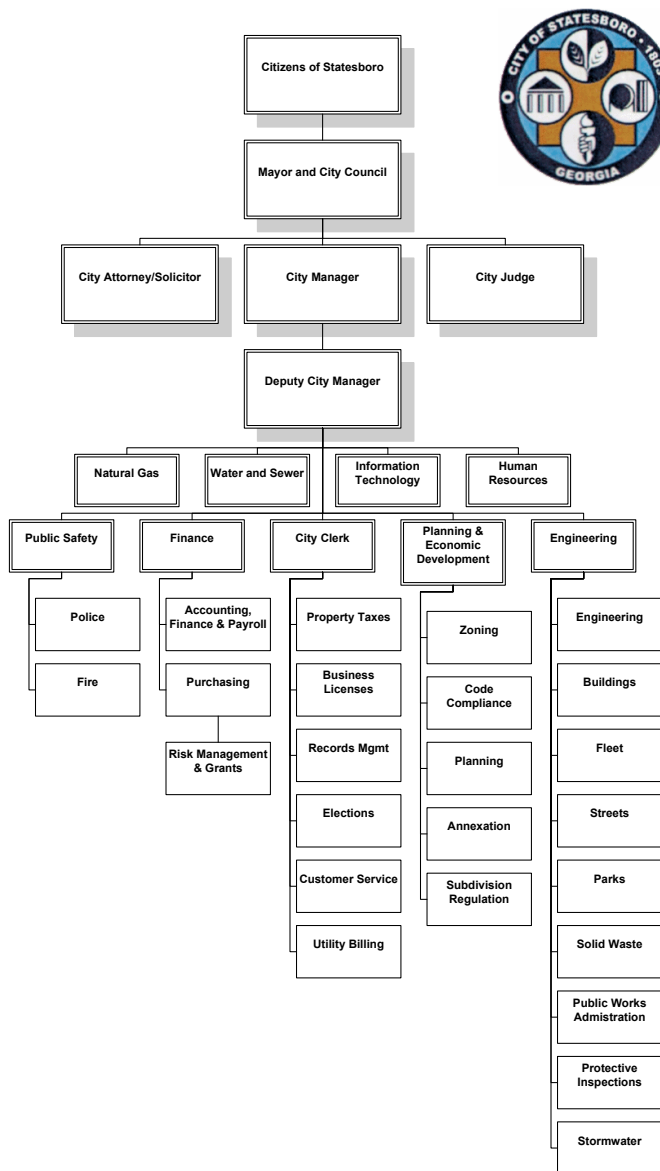
The City maintains 121 miles of roads, 192 miles of sanitary sewers, 233 miles of water mains and 1,596 fire hydrants. Natural gas is sold to 3,686 customers while water and sewer service is provided to more than 13,500 customers. The City maintains a Class 3 ISO rating with 2 fire stations. The City's total All Funds budget for 2016 is \$57,960,585 of which \$25,093,088 is the Governmental Funds budget. There are 311 FTE positions authorized.

The Mayor and City Council Members

Mayor Jan Moore	At Large
Council Member Phil Boyum	District One
Council Member Sam Lee Jones	District Two
Council Member Jeff Yawn	District Three
Council Member John Riggs	District Four
Council Member Travis Chance	District Five

City of Statesboro, Georgia

Organizational Chart



Issues, Challenges and Opportunities

(Not Prioritized)

- Statesboro is in transition - - with new residential growth, annexations, and a growing student body at Georgia Southern University (GSU), Statesboro is moving from a town to a city.
- The City needs to do better at financial forecasting - - both revenue and expenditure forecasting.
- The City's growth is increasing the demand for services without commensurate and concurrent increases in revenue.
- Statesboro is one of few Georgia cities that is not authorized to levy a local option sales tax.
- Anticipated SPLOST revenues are coming in below anticipated levels.
- The City has recently started a storm water utility and is now beginning comprehensive program to explain and market it to the public.
- Initiation of the new downtown *City Campus* which is an exciting collaborative project between the City and GSU which includes a 3-D printer, a fabrication Lab, a business incubator and more.
- GSU has built attractive new student housing thus vacating older facilities which are now low-income housing and in deteriorating condition.
- Find ways to make downtown more attractive and more easily accessible to Georgia Southern students.
- Completion of the utilities expansion to I-16 and the development of a new industrial park.
- A comprehensive analysis of what the City does and how it does it is needed - with particular focus on existing ordinances, procedures, processes and policies. Are these doc-

uments still relevant; are they being consistently followed; are there compliance and enforcement issues and how can they be improved?

The City Manager

Under Statesboro's Council-Manager form of government, the City Council performs legislative and policy functions, sets the overall policy in matters concerning the operation of the City's affairs, approves the budget and appoints the City Manager to oversee the day-to-day operations of the organization. The City Manager administers the City's operating and capital budgets.

In Statesboro the City Manager coordinates all of the City's municipal services and business affairs, prepares the annual budget, carries out the policies established by the City Council and sees that all City department duties are performed efficiently and economically.

The City Manager makes, or initiates, studies on a multitude of issues. He/she presents to the City Council thoroughly researched recommendations with alternative solutions. Statesboro is known for being an active and innovative community and the City Manager is expected to take an active role in community affairs.

The City Council is seeking a talented City Manager with unquestionable sense of integrity and professionalism who has the ability to build consensus and forge strategic partnerships, both internally and externally.

Minimum Requirements include:

Equivalency to the completion of a master's degree in public administration, business administration, public finance or other course of study related to this position combined with sufficient senior management level experience in local government (at least 3 to 5 years) that has provided comprehensive knowledge and understanding of all or most of the administrative and operational functions provided by the Statesboro municipal government. Must be outcome focused with a strong grasp in public finance and budget as well as overall organizational management.

Must have or readily obtain a valid driver's license issued by the State of Georgia.

Management and Leadership Characteristics

With the Mayor and City Council

- Is accessible to all council members
- Listens to and is responsive to Council direction



- Full disclosure - no surprises, hidden agendas or end runs
- Fair and even-handed - treats all members the same
- Provides well developed recommendations to Council with options and pros and cons
- Provide regular and timely operational status reports to Council

With Staff

- Is a consensus and morale builder
- Is accessible and visible with staff - - regularly gets out of the office to other City work locations
- Sets clear directions and expectations and then delegates effectively and holds staff accountable
- Solicits ideas and input from staff, listens and adjusts accordingly
- Listens to staff and relies on their knowledge and abilities
- Is fair and equal and does not play favorites
- Is a generalist with sufficient technical knowledge to be able to effectively evaluate staff recommendations
- Able to attract, retain and motivate a quality staff

Personal and Professional Characteristics

- Honest, transparent and direct
- In-depth knowledge and understanding of governmental finance and budget
- Even keeled -- not a loose cannon
- Pragmatic; evaluates programs and resources on the basis how well they are meeting their intended purpose
- Uses resources well
- Able and willing to make tough decisions when need be
- Looking to make a difference as City Manager of Statesboro and not using the job as a career stepping stone
- Goal oriented and solution focused - - with an approach that is perpetually observant, analytical and innovative

For more information about this excellent and unique opportunity, visit the City's web site at www.statesboroga.gov.

To Apply

Apply by April 15, 2016 with cover letter, detailed resume and present salary to:

Robert E. Slavin

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3040 Holcomb Bridge Road #A-1

Norcross, GA 30071

TEL 770/449-4656

FAX 770/416-0848

Email: slavin@bellsouth.net



A competitive starting salary and excellent benefits are negotiable depending upon qualifications and experience. City residency is not required.

Note: Under the Georgia Open Records Law, applications of the final three candidates are subject to public disclosure 14 days prior to appointment.



The City of Statesboro is an Equal Opportunity Employer