AGENDA
City of Griffin Board of Commissioners
November 10, 2026
W. ELMER GEORGE MUNICIPAL HALL
4:00 PM

PRESENT

CALL TO ORDER

APPROVAL OF AGENDA

REGULAR AGENDA

1. Discuss proposal from Mercer Group Associates, LLC to conduct an executive hiring and selection process for the City Manager position. *City Attorney, Drew Whalen, and Human Resources Director, Stephanie Woods, will present.*

ADJOURN

AGENDA ITEM SUMMARY

ITEM SUMMARY:

Discuss proposal from Mercer Group Associates, LLC to conduct an executive hiring and selection process for the City Manager position. *City Attorney, Drew Whalen, and Human Resources Director, Stephanie Woods, will present.*

SPECIAL CONSIDERATIONS OR CONCERNS:

The purpose of this called meeting of the Board of Commissioners is to meet with representatives of Mercer Group Associates, LLC to review their Proposal, dated Nov. 5, 2026, to conduct an executive hiring process to fill the City Manager position. Senior Associate Jeff Hale, who will serve as Project Manager, will attend in person. Senior Associate Alan Reddish, who will serve as Project Adviser, will be present by ZOOM. Commissioners should review the attached Proposal in advance and be prepared to discuss with Mr. Hale and Mr. Reddish. Consideration of the Proposal will be on the Commission's regular meeting at 6:00 p.m. as an action item.

FINANCIAL IMPACT:

The Proposal estimates a total cost of $22,900, which could vary based on cost of expenses, such as advertising and travel. Total amount would not exceed $25,000.

Submitted By:
Andrew Whalen

Meeting Date:
10/11/2026

Reviewed By:
Jennifer Freeman

ATTACHMENTS:
Mercer Group Associates - Executive Search Services Proposal Griffin City Manager 110526.pdf

MERCER GROUP ASSOCIATES

PROPOSAL FOR EXECUTIVE SEARCH SERVICES

City Manager Executive Search

City of Griffin, Georgia

PREPARED FOR

The Honorable Mayor and Board of Commissioners

Griffin
Growing, TOGETHER

SUBMITTED BY

Jeff Hale Senior Associate · Project Manager

Alan Reddish Senior Associate · Senior Project Advisor

DATE

November 5, 2026

Localgov HR Solutions, LLC dba Mercer Group Associates

(706) 371-6126 · jeffhale@localgovhrs.com

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November 5, 2026

The Honorable Mayor and Board of Commissioners
City of Griffin
100 South Hill Street
Griffin, Georgia 30223

Dear Mayor and Members of the Board of Commissioners:

Localgov HR Solutions, LLC dba **Mercer Group Associates** is pleased to submit a proposal to assist the City of Griffin in the search for a new City Manager. Mercer Group Associates has extensive experience in conducting executive level searches for local governments, boards, and authorities nationwide. Mercer Group Associates is a consortium of professional consultants with specialized government experience, education, and training who provide executive search and management services. Localgov HR Solutions, LLC is a member of Mercer Group Associates and was incorporated in the State of Georgia to provide those services.

Mercer Group will partner with the City of Griffin to recruit a City Manager who has the technical qualifications necessary for success; who demonstrates supportive working relationships with elected officials, department directors, staff, and the public; and who promotes quality customer service while embracing the values of the Griffin community.

Mercer Group Associates understands the unique needs of local government and the importance of the City Manager role to your community. We will employ targeted, proactive search methods to deliver a selective, highly qualified applicant pool for the Griffin City Manager position. By developing a clear understanding of the city's unique needs, we will build a tailored recruitment plan that leverages specialized public-sector platforms, the Mercer Group Associates proprietary network of local government executives and professionals, and our proven sourcing methods. This approach allows us to engage both active and passive candidates — ensuring that the City of Griffin is in a position to select a City Manager from the best leadership talent available.

Mercer Group Associates is best positioned to help the city in its search for a City Manager by virtue of our extensive experience in Georgia conducting similar searches. We have averaged 15 executive level searches per year over the last three years for local governments across the State of Georgia. The assigned Mercer team is based in the Athens, GA area and brings decades of upper-level Georgia local government management and human resource experience to your search.

The following is a partial list of city and county manager/assistant searches we have successfully conducted representing a wide range of **Georgia** communities:

Cities

Columbus, Newnan, Adel, Tucker, Roswell, Bainbridge, Flowery Branch, Lawrenceville, Hinesville, Jesup, Madison, Social Circle, Valdosta, Richmond Hill, Tifton, Kennesaw, Loganville

Counties

Barrow, Bryan, Glynn, Hall, Liberty, Thomas

Alan Reddish and I will be the Mercer Group Associates team assigned to your search. Our biographical information is included below for your review. Mr. Reddish will serve as the Senior Project Advisor ensuring delivery of all critical elements of the search, evaluating qualifications of applicants, interacting with City of Griffin leadership as needed, and assisting with coordination of candidate interviews. I will be the Project Manager in support of all aspects of the search and will be your primary contact. This national search will be supported by the Mercer Group Associates consortium of consultants which has assisted communities nationwide with over 2,200 executive level searches. This network and national experience are important assets for attracting and encouraging highly qualified candidates to consider the Griffin City Manager opportunity.

Included in this proposal for your consideration is an overview of our firm and project team, scope of services, project timeline, guarantees, and fee structure, as well as our Professional Services Agreement. We look forward to working with the City of Griffin on this important project. If you have any questions concerning our proposal, please contact me at (706) 371-6126 or jeffhale@localgovhrs.com.

Sincerely,



Jeff Hale
Senior Associate, Mercer Group Associates

02 Firm Overview and Project Team

Who We Are

Mercer Group Associates is a consortium of senior level consultants who bring decades of previous experience as practitioners in local, state, and federal government, as well as institutions of higher education and municipal leagues to each engagement.

Mercer Group Associates consultants have served as county and city managers, public safety leaders, risk managers, state league directors, federal legislative development officers, upper-level strategic planners, human resources directors, government legal counselors, and finance directors. We are excited to partner with you to bring this level of expertise to your project.

2,200+
Executive level searches by the Mercer consortium nationwide

15
Georgia executive searches per year, averaged over the last three years

90
Day target from notice to proceed to City Manager selection

Mercer Group Associates provides an array of services including

- **Executive Searches**
- Strategic Planning
- Compensation Studies
- Organizational Improvement Analysis
- Public Safety Leadership Development
- Financial and Budget Strategies
- Succession Planning
- Administrative Investigation

Mercer Group Associates provides high touch, responsive expertise to every project where we are committed to providing a dedicated team that is accessible and highly invested in your project.

Our goal in executive search is to identify highly qualified and suitable candidates for moving your organization forward in service to your community. We are fully committed to the continued delivery of services on-time, on-budget, with highly effective, workable outcomes that build organizational health. We will provide the City of Griffin with no less.



Senior Project Advisor

Alan Reddish

Senior Associate, Mercer Group Associates

Alan Reddish specializes in executive search for Mercer Group Associates and will serve as the Senior Project Advisor for this search. He focuses his work on the State of Georgia having completed an average of 12 to 15 Georgia local government executive searches per year since 2017. Mr. Reddish will serve as the Senior Project Advisor ensuring delivery of all critical elements of selected search services, evaluating qualifications of all applicants, interacting with city leadership as needed, and assisting with coordination of candidate interviews.

Mr. Reddish has over 35 years of experience as a local government manager serving as Manager in three Georgia communities, most recently retiring as Manager of the Unified Government of Athens-Clarke County after 15 years of service. In that capacity Mr. Reddish was responsible for an operating budget exceeding $190 million, 1,700 employees, and three capital programs totaling over $500 million. During his tenure as Manager, Mr. Reddish conducted many national searches to recruit and hire a professional team of department directors to ensure efficient delivery of services to the Athens-Clarke County community of 123,000, which is home to the University of Georgia.

Mr. Reddish's professional career also includes three years of service as the Associate Director of the Carl Vinson Institute of Government at the University of Georgia. In that role he was responsible for the management of faculty and support staff that delivered 500 training and professional development programs annually to local and state government officials throughout Georgia.

Mr. Reddish holds a Bachelor's degree in Political Science from the University of Georgia and a Master's degree in Public Administration from Troy State University. He received the first Pillar of the Profession Award from the Georgia City/County Management Association which annually recognizes a person that has demonstrated a sustained commitment to personal and professional development along with mentoring, coaching, and counseling peers and other local government officials.

Experience
35+ years as a Georgia local government manager

Education
BA, University of Georgia; MPA, Troy State University

Recognition
First GCCMA Pillar of the Profession Award



Project Manager · Primary Contact

Jeff Hale

Senior Associate, Mercer Group Associates

Jeff Hale is a Senior Associate with Mercer Group Associates and will serve as the Project Manager for this search. As an experienced Human Resources professional, Mr. Hale led recruitment and retention efforts throughout his 16-year tenure with the consolidated city/county government in Athens, GA, with over 1,700 employees in a community of over 128,000 and home to the University of Georgia. He served as the HR Director for seven years as a key member of the management team over government-wide human resources and risk management. Mr. Hale is an accomplished HR executive who has successfully led large, complex initiatives across a wide range of HR functions and brings a service orientation to every project. Mr. Hale has experience working closely with city management and understands the necessary expertise, traits, characteristics, and problem-solving approaches that predict success in the critical and complex role of City Manager.

Mr. Hale has led and participated in a wide variety of successful executive searches throughout his career. With Mercer Group Associates, he has demonstrated a keen ability to identify highly qualified candidates, build rapport, and communicate client needs to ensure a selective pool of applicants who might not otherwise have applied. Mr. Hale has recently helped the Town of Edenton, NC place a new Fire Chief, the City of Jacksonville, NC place a City Attorney, Greensboro ABC, NC find an Assistant General Manager, the City of Boca Raton, FL recruit a new City Manager, the City of Athens, AL find a highly qualified Public Works Director and has been integral in Police Chief selections in Minnesota, as well as in CEO, Director, and CFO placements for local government risk management associations in Colorado, Kansas, Kentucky, and Nebraska.

Mr. Hale has a master's degree in American Government and Public Law from the University of Georgia and a bachelor's degree in political science from Knox College in Galesburg, IL. He has maintained professional certifications to include the SHRM-CP designation and Certified Human Resources Manager from the University of Georgia's Carl Vinson Institute of Government.

Experience
16 years with Athens-Clarke County; 7 as HR Director

Education
MA, University of Georgia; BA, Knox College

Certifications
SHRM-CP; Certified Human Resources Manager

03 Scope of Services

Engaging Mercer Group Associates ensures that the new City Manager will be selected through a thorough, objective national search process.

The Scope of Services described below will ensure that the search process is on time, within budget, and produces the best available pool of talent for consideration by the city. Leveraging Mercer's experience and reputation in executive search services builds further confidence in the integrity of the recruitment and selection process, supports equal opportunity, and provides independent professional expertise.

Position Analysis

Our process begins with understanding as we first conduct a position analysis to identify the specific KSAs, traits, characteristics, and background that will define success for the new City Manager. Mercer will review key documents and conduct individual interviews with the Mayor and Commissioners and other identified stakeholders to learn about the historical and organizational context of the position; organizational needs; issues, challenges, and opportunities; as well as the preferred communication, management, and leadership styles needed in the new City Manager.

Mercer will build a highly customized profile that reflects this unique opportunity with the City of Griffin. The profile will form the basis of our recruitment efforts and will highlight your community's quality of life, resources, and attractive amenities to make a compelling case for talented professionals to consider joining your team. We will engage the marketplace of active and passive job seekers through our ever-growing national network and through targeted channels for reaching prospective candidates.

Deliverables

- Position Analysis: interviews with leadership and stakeholders; analysis of the job description, total compensation, budget and resources, and other relevant documents
- Customized Recruitment Brochure to be approved by the city

Recruitment — The Mercer Network

Mercer will actively and continuously market the City Manager opportunity over a 30-day recruitment cycle, reaching qualified candidates nationwide but with a sensitivity to those with local, state, and regional qualifications. Mercer will make direct contact with hundreds of City/County Managers and Assistant/Deputy Managers, as well as other upper-level local government professionals to market the City of Griffin's City Manager opportunity.

We will contact potential applicants in our extensive network while identifying additional candidates based on the unique needs of the City of Griffin. Our recruitment plan will include advertisement on specialized national, state, and local websites, as well as with appropriate professional associations, newsletters, and listservs. Mercer places a premium on advertising and individual outreach efforts that invite professionals of all relevant backgrounds and characteristics to apply. We believe those efforts serve to strengthen organizations and the communities they serve.

Deliverables

- Recruitment Plan identifying targeted recruitment channels and job site postings
- A pool of highly qualified applicants available in the current market who meet the specific needs of the City of Griffin

Candidate Screening

Mercer will assess the technical background, experience, education and training, management and communication styles, professional goals, and personality traits of applicants through their application materials, telephone and/or video interviews, and preliminary internet checks. Mercer knows you are looking for a long-term employment relationship with a professional who will embrace the City of Griffin and your organizational values. We will also seek those who are most suitable for your specific role and organizational culture.

Candidate Screening (continued)

Evaluate — Mercer will receive, track, and evaluate applications to identify a short list of candidates who most closely match position profile criteria. We will keep applicants well informed of the status of their applications and appropriately keep applicants of interest engaged.

Present — Mercer will present our recruitment efforts, a summary of the resulting applicant pool, and information known to date about our identified short-list of candidates.

City Decides — The City of Griffin will make all employment decisions with respect to applicants throughout the selection process, beginning with the approval of a semifinalist list from a shortlist of candidates developed by Mercer.

Mercer will then conduct initial background screening for those selected candidates to prepare them for a potential on-site interview. The deliverables below describe information that will be provided to the City to aid you in the approval of the semifinalist list of candidates.

Deliverables

- Recruitment Summary, Applicant Summary
- Candidate summaries, application materials, one-way video interview responses for a short list of promising candidates
- Mercer insights to date into candidate backgrounds, goals, readiness, and motivations

Background Screening

Mercer will conduct limited background screening of each semifinalist candidate selected by the city for on-site interviews. The Mayor and Commissioners, and other designated interview panelists selected by the city, will benefit from Mercer's preview of candidate backgrounds, goals, strengths, opportunities for development, motivations, and other information in the form of a written report. This report, along with previously gathered information, will further describe candidate qualifications and suitability allowing panelists to be fully informed and prepared for the interview process.

Deliverables

- Verification of employment and academic credentials; preliminary third-party criminal and motor vehicle records checks and credit checks; Mercer conducted reference checks and social media/internet reviews
- Candidate Background Reports

Onsite Interviews

Mercer will coordinate an interview process that best meets the needs of the city. The interview panel(s) may include subject matter experts and additional stakeholders as designated by the city. Mercer will facilitate interviews and participate in the interview process at any appropriate level as directed.

Mercer will provide suggested customized interview questions to ensure equal opportunity, to gain quality information for decision-making, and to support a job-related and defensible interview process. Mercer employs a competency/behavioral based interview approach. Questions will be designed to assess a candidate's past behaviors and experiences to gauge their ability to perform the specific competencies of the Griffin City Manager position. Our team will provide interview guidelines and best practices and will be on site to support an effective interview process. Mercer will facilitate post interview discussions with the panelists, provide observations and insights about candidates, and communicate to candidates as to their post interview status.

Deliverables

- Interview scheduling, coordination, and facilitation of interviews
- Guidelines and briefing of interview panel(s) on best practices and compliance
- Customized competency/behavioral based interview questions
- Facilitation of post interview panel discussions with Mercer observations and insights

Negotiations

At the city's request, Mercer will provide support for the negotiation of salary, benefits, and other conditions of employment for the selected candidate. Final approval of all terms and conditions of employment and the execution of any employment agreement rest with the City of Griffin. If an employment agreement with the selected candidate cannot be negotiated, Mercer will work with the city to select an alternate candidate. The selected candidate is subject to City of Griffin final and official background checks, and any other conditional offer requirements of the City Manager position in accordance with city policy and procedure. All such information should be fully reviewed and approved by the hiring authority prior to a final offer of employment.

Project Timeline

Mercer will develop a project calendar for city approval with specific target dates and the goal of a City Manager selection within 90 days from date of notice to proceed. Such calendar approval and commitment will mitigate the risk of scheduling conflicts and delays. Mercer will provide timely responses and communications throughout the project and will depend on the same from the city to meet approved target dates.

The major project activities and estimated days for completion are listed below. However, the calendar will remain flexible in order to meet the city's specific procedural and calendar needs, as well as to reduce the timeline when both possible and advisable.



1. Position Analysis / Interview Stakeholders Days 1–14		14
2. Marketing Material Development and Recruitment Process Days 15–54		40
3. Application Review & Candidate Screening Days 55–64		10
4. Candidate Background Screening Days 65–85		21
5. Interview / Selection Process Days 86–88		3
6. Follow-up / Negotiate Employment Agreement Days 89–90		2

Total estimated time from notice to proceed **90 days**

04 Mercer Guarantees and Fee Structure

Mercer Guarantees

Mercer Group Associates enjoys a hard-won reputation for excellence, professionalism, and the highest integrity.

We are committed to the highest standards required of those of us who serve and have served in local government. We maintain that reputation in part by providing the following assurances:

1. **Suitable Candidate Guarantee**

   If there is not a suitable candidate in the developed applicant pool, Mercer will conduct an additional search (one-time only) and will charge the city only for the cost of additional expenses.

2. **12-Month Placement Guarantee**

   If the candidate selected, hired, and onboarded leaves for any reason (including termination) during the 12-month period following the date of employment, Mercer will conduct an additional search (one-time only) and will charge the city only for the cost of additional expenses required to make the new placement.

3. **City Staff Protection**

   Mercer will not recruit candidates from the city staff for two years from the date of hire of the selected candidate without the approval of the Mayor and Board of Commissioners or other designated authority.

4. **Placed Candidate Protection**

   Mercer will never recruit a candidate we placed as long as they are employed by the city without the approval of the Mayor and Board of Commissioners or other designated authority.

Fee Structure

Mercer will provide executive search services as described above for a base fee of $18,000.00 (eighteen thousand dollars). The base fee is invoiced in thirds with the second and third billing inclusive of any reimbursable direct costs as follows:

Base Fee

$18,000

Invoiced in three equal installments

Direct Cost Reimbursables

$4,900

Not to exceed without written approval of the city

	Billing Milestone	Amount
1	One-third of the base fee at the time notice to proceed with the search is issued, usually in the form of a Mercer Group Associates executed Professional Services Agreement (see Attachment A, inclusive of the Scope of Services described above).	**$6,000.00**
2	The second third of the base fee and initial expense reimbursement when applications are closed and Mercer provides a recommended list of semi-finalists to the City to be approved for more intensive review by Mercer.	**$6,000.00** + expenses
3	The final third of the base fee and final expense reimbursement when interview packages for the semi-finalists approved by the city are delivered to the city and interview dates are established by Mercer in coordination with the city.	**$6,000.00** + expenses
	Total Base Fee	**$18,000.00**

Direct Cost Reimbursables

Costs for direct expenses for reimbursement will not exceed $4,900.00 (four thousand nine hundred dollars) without the written approval of the city. Direct expenses may be incurred for marketing material design, advertising, initial third-party background checks, customary expenses for consultant travel, and other reasonable incidentals. The costs for candidates to travel to Griffin for interviews or other reasons approved by the city are not included in the Professional Services Agreement but may be reimbursed by the city directly to the candidates selected for interviews.

Attachment A — Professional Services Agreement

This AGREEMENT, made as of this _____ day of _____ 2026, by and between Localgov HR Solutions, LLC dba Mercer Group Associates and the City of Griffin, a municipal corporation of the State of Georgia.

WITNESSETH:

WHEREAS the City of Griffin (hereinafter referred to as "City") has made a request for a final proposal from Localgov HR Solutions, LLC dba Mercer Group Associates (hereinafter referred to as "Mercer") to assist the City conducting a search for a City Manager (hereinafter referred to as "Manager"); and

WHEREAS the City selected Mercer's proposal as the proposal that best meets its needs and the City desires to hire Mercer to perform the search; and

WHEREAS Mercer desires to provide professional assistance to the City as it undertakes its responsibility of hiring a Manager.

NOW THEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by all parties hereto, Mercer and the City hereby agree as follows:

1. Mercer agrees to work with the City to conduct an effective search process for filling the position of Manager in accordance with the Scope of Services attached and made a part of this agreement.
2. The City agrees to compensate Mercer for its services with a base fee of $18,000 (eighteen thousand dollars). The City also agrees to reimburse Mercer for direct expenses incurred such as marketing material design, advertising, preliminary third-party background checks, approved travel, and other reasonable incidentals. Cost for direct expenses will not exceed $4,900 (four thousand nine hundred dollars) without written approval of the City.
3. The City agrees to pay one-third of the base fee ($6,000.00) at the time notice to proceed is given to Mercer; one-third of the base fee ($6,000.00) when applications are closed and Mercer provides a recommended list of semi-finalists to the City to be approved for more intensive review by Mercer; and the final one-third of the base fee ($6,000.00) when interview packages for the semi-finalists approved by the City are delivered to the City and interview dates are established by Mercer in coordination with the City. All payments for agreed upon services shall be due and payable upon submittal of Mercer invoice describing services completed.

4. The City and Mercer both agree that this Agreement shall be governed by the laws of the State of Georgia.

5. The City and Mercer agree that Localgov HR Solutions, LLC dba Mercer Group Associates is an independent contractor to the City and Mercer acknowledges that it will not be the recipient of any benefits granted to employees by the City.

6. Mercer warrants that it carries necessary and sufficient insurance coverages to protect its interests and acknowledges that municipalities are most often prevented from indemnifying third party professional services. Mercer will provide Certificate of Insurance and other documentation required to verify contractual insurance requirements.

7. Mercer confirms that the firm presently is a member of the E-Verify program and will apply the E-Verify process during the entire duration of this contract to ensure the firm does not employ or sub-contract with persons who are undocumented immigrants or who otherwise cannot legally work in the United States.

8. Mercer confirms that the firm is an equal opportunity employer and assures equal opportunity based on ability and fitness for all employees, contractors, and applicants regardless of race, color, religion, sex, sexual orientation, gender identity, pregnancy, age, marital status, past/present/future military status, national origin, disability, or genetic information. Our equal employment policy is disseminated to all applicants, employees, and contractors. The intent of this policy applies to internal operations, recruitment, and consulting activities conducted by the firm.

9. The City and Mercer both agree that in the event any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of the receipt of such notice.

10. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days written notice to the affected party. Should either party terminate this agreement, the City shall only be obligated to pay Mercer for those services rendered as of the date of termination.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

LOCALGOV HR SOLUTIONS, LLC dba MERCER GROUP ASSOCIATES	**CITY OF GRIFFIN, GEORGIA**
Signature	Signature
Jeff Hale, Senior Associate	
Print Name and Title	Print Name and Title
Date	Date

Attachment B — City/County Manager and Administrator Searches

2016 to 2026 · Georgia searches highlighted in blue

Aberdeen, Washington
City Administrator

Adel, Georgia
City Manager

Avondale Estates, Georgia
City Manager

Bainbridge, Georgia
City Manager

Barrow County, Georgia
County Manager

Beacon, New York
City Administrator

Bellevue, Washington
Deputy City Manager

Benson, North Carolina
Town Manager

Berwyn Heights, Maryland
Town Manager

Billings, Montana
City Administrator

Biscayne Village, Florida
Village Manager

Bladensburg, Maryland
Town Manager

Bowie, Maryland
City Manager

Brattleboro, Vermont
Town Manager

Brevard County (Viera), Florida
County Manager

Brunswick, Georgia
City Manager

Bryan County, Georgia
Assistant County Administrator

Cambridge, Maryland
City Manager

Carrollton, Georgia
Assistant City Manager

Cartersville, Georgia
City Manager

Charlotte, North Carolina
City Manager

Cheverly, Maryland
Town Administrator

City of South Fulton, Georgia
City Manager

Clarkston, Georgia
City Manager

Clayton, North Carolina
Town Manager

Cleveland, Tennessee
City Manager

Clinton, North Carolina
City Manager

Cocoa, Florida
City Manager

College Park, Maryland
City Manager

Columbus, Georgia
City Manager

Coventry, Rhode Island
Town Manager

Cramerton, North Carolina
Town Manager

Creedmoor, North Carolina
City Manager

DeBary, Florida
City Manager

Delray Beach, Florida
City Manager

Delta, Colorado
City Manager

Deltona, Florida
City Manager

Dover, Delaware
City Manager

Dunedin, Florida
City Manager

Edenton, North Carolina
Town Manager

Edmond, Oklahoma
City Manager

Emerald Isle, North Carolina
Town Manager

Fairburn, Georgia
City Administrator

Flowery Branch, Georgia
City Manager

Forest Heights, Maryland
Town Administrator

Forest Lake, Minnesota
City Administrator

Forsyth County, Georgia
County Manager

Franklin, New Hampshire
City Manager

Franklinton, North Carolina
Town Manager

Garrett Park, Maryland
Town Manager

Gaston County, North Carolina
Assistant County Manager

Glynn County, Georgia
County Manager

Goldsboro, North Carolina
City Manager

Great Falls, Montana
Deputy City Manager

Hall County, Georgia
County Administrator

Hallandale Beach, Florida
City Manager

Hampton, Virginia
Assistant City Manager

Hartford, Vermont
Town Manager

Hastings, Minnesota
City Administrator

High Point, North Carolina
City Manager

Hinesville, Georgia
City Manager

Indian River Shores, Florida
Town Manager

Indian Trail, North Carolina
Town Manager

Isle of Palms, South Carolina
City Administrator

Jacksonville, North Carolina
City Manager

Jesup, Georgia
City Manager

Kennesaw, Georgia
City Manager

Largo, Florida
City Manager

Las Cruces, New Mexico
City Manager

Lawrenceville, Georgia
City Manager

Lebanon, New Hampshire
City Manager

Liberty County, Georgia
Assistant County Administrator

Loganville, Georgia
City Manager

Los Angeles County, California
Assistant CEO & Legislative Affairs

Madison, Georgia
City Manager

Mankato, Minnesota
City Manager

Manteo, North Carolina
Town Manager

Marco Island, Florida
City Manager

New Carrollton, Maryland
City Administrative Officer

New Shoreham, Rhode Island
Town Manager

Newnan, Georgia
Assistant City Manager

Norcross, Georgia
City Manager

Oxford, North Carolina
City Manager

Palatka, Florida
City Manager

Palmetto Bay, Florida
Village Manager

Pickens County, South Carolina
County Administrator

Pocomoke City, Maryland
City Manager

Polson, Montana
City Manager

Poolesville, Maryland
Town Manager

Port Orange, Florida
City Manager

Portsmouth, Virginia
City Manager

Portsmouth, Virginia
Deputy City Manager

Poughkeepsie, New York
City Administrator

Powhatan County, Virginia
County Administrator

Richmond Hill, Georgia
Assistant City Manager

Roosevelt City, Utah
City Manager

Rosenberg, Texas
City Manager

Roswell, Georgia
City Administrator

Sandy Springs, Georgia
Assistant City Manager

Scottsdale, Arizona
City Manager

Seabrook Island, South Carolina
Town Administrator

Sidney, Nebraska
City Manager

Smyrna, Tennessee
Town Manager

Social Circle, Georgia
City Manager

South Kingstown, Rhode Island
Town Manager

South St. Paul, Minnesota
City Administrator

Southern Shores, North Carolina
Town Manager

St. Cloud, Florida
City Manager

Sumter County, Georgia
County Manager

Takoma Park, Maryland
City Manager

Taneytown, Maryland
City Manager

Temple Terrace, Florida
City Manager

Thomas County, Georgia
County Manager

Tifton, Georgia
City Manager

Tucker, Georgia
City Manager

Tucker, Georgia
Assistant City Manager

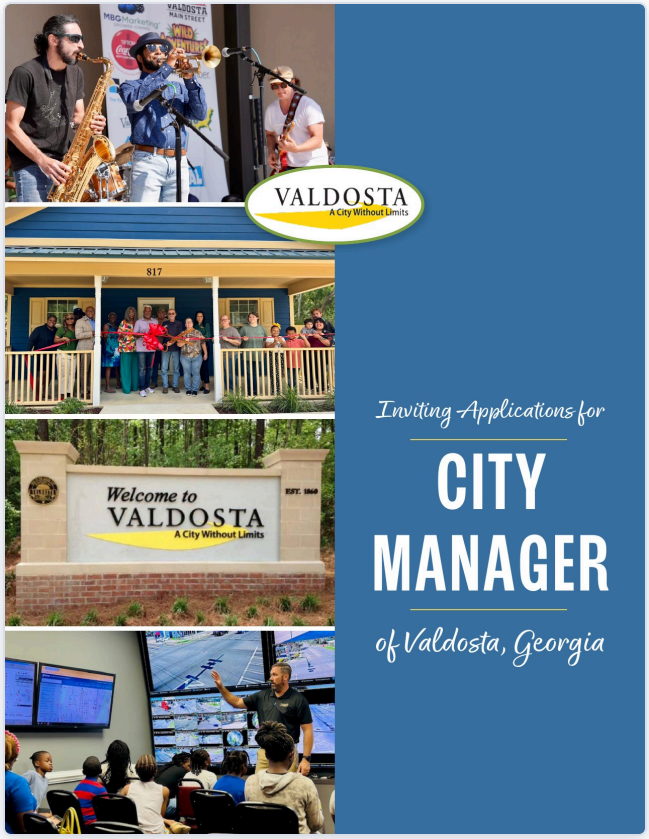
Valdosta, Georgia
City Manager

West St. Paul, Minnesota
City Manager

Westminster, Maryland
City Administrator

Attachment C — Mercer Group Associates Sample Recruitment Brochure

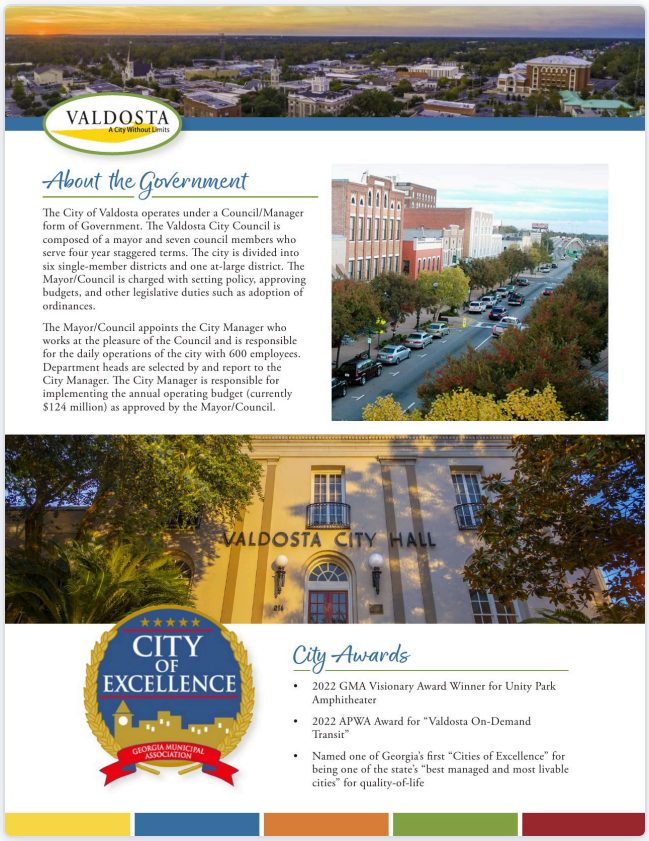
Working with Griffin staff and other resources, a similar brochure that describes the position and the Griffin community will be developed.



Cover



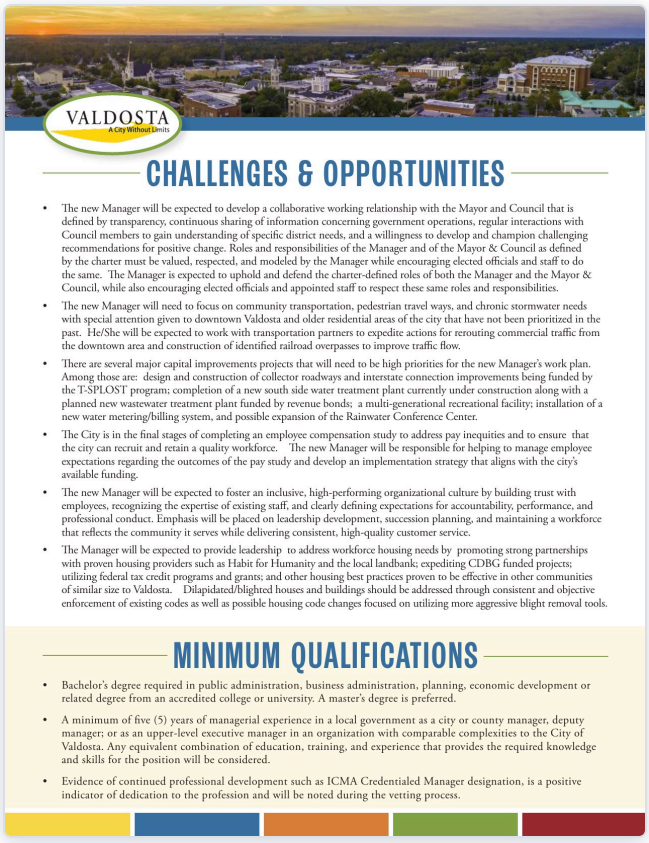
About the City



About the Government



About the Position · The Ideal Candidate



VALDOSTA
A City Without Limits

CHALLENGES & OPPORTUNITIES

- The new Manager will be expected to develop a collaborative working relationship with the Mayor and Council that is defined by transparency, continuous sharing of information concerning government operations, regular interactions with Council members to gain understanding of specific district needs, and a willingness to develop and champion challenging recommendations for positive change. Roles and responsibilities of the Manager and of the Mayor & Council as defined by the charter must be valued, respected, and modeled by the Manager while encouraging elected officials and staff to do the same. The Manager is expected to uphold and defend the charter-defined roles of both the Manager and the Mayor & Council, while also encouraging elected officials and appointed staff to respect these same roles and responsibilities.
- The new Manager will need to focus on community transportation, pedestrian travel ways, and chronic stormwater needs with special attention given to downtown Valdosta and older residential areas of the city that have not been prioritized in the past. He/She will be expected to work with transportation partners to expedite actions for rerouting commercial traffic from the downtown area and construction of identified railroad overpasses to improve traffic flow.
- There are several major capital improvements projects that will need to be high priorities for the new Manager's work plan. Among those are: design and construction of collector roadways and interstate connection improvements being funded by the T-SPLOST program; completion of a new south side water treatment plant currently under construction along with a planned new wastewater treatment plant funded by revenue bonds; a multi-generational recreational facility; installation of a new water metering/billing system, and possible expansion of the Rainwater Conference Center.
- The City is in the final stages of completing an employee compensation study to address pay inequities and to ensure that the city can recruit and retain a quality workforce. The new Manager will be responsible for helping to manage employee expectations regarding the outcomes of the pay study and develop an implementation strategy that aligns with the city's available funding.
- The new Manager will be expected to foster an inclusive, high-performing organizational culture by building trust with employees, recognizing the expertise of existing staff, and clearly defining expectations for accountability, performance, and professional conduct. Emphasis will be placed on leadership development, succession planning, and maintaining a workforce that reflects the community it serves while delivering consistent, high-quality customer service.
- The Manager will be expected to provide leadership to address workforce housing needs by promoting strong partnerships with proven housing providers such as Habit for Humanity and the local landbank; expediting CDBG funded projects; utilizing federal tax credit programs and grants; and other housing best practices proven to be effective in other communities of similar size to Valdosta. Dilapidated/blighted houses and buildings should be addressed through consistent and objective enforcement of existing codes as well as possible housing code changes focused on utilizing more aggressive blight removal tools.

MINIMUM QUALIFICATIONS

- Bachelor's degree required in public administration, business administration, planning, economic development or related degree from an accredited college or university. A master's degree is preferred.
- A minimum of five (5) years of managerial experience in a local government as a city or county manager, deputy manager; or as an upper-level executive manager in an organization with comparable complexities to the City of Valdosta. Any equivalent combination of education, training, and experience that provides the required knowledge and skills for the position will be considered.
- Evidence of continued professional development such as ICMA Credentialed Manager designation, is a positive indicator of dedication to the profession and will be noted during the vetting process.

Challenges & Opportunities · Qualifications



VALDOSTA
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COMPENSATION & BENEFITS

The expected starting salary range for this position is **$200,000 - $225,000** (depending on qualifications of the selected candidate).

A very comprehensive benefits package is offered for this position, including:

Health, dental and vision insurance; no cost Medical Clinic – Premise Health; Basic Life and AD&D – provided by the city at no cost; Long-term disability paid by the city; Employee Assistance Program – EAP; Pension benefit – employee contributes 3%, vested in 10 years; Deferred Compensation 457 offered through Empower and Paid time off (PTO) and paid holidays.

The city offers a generous annual and sick leave program, as well as vehicle and cell phone allowances. Relocation expenses are negotiable.

HOW TO APPLY

Interested candidates must submit by email a cover letter, resume, a list of at least five job related references (with email and phone numbers), as well as salary history **no later than March 13, 2026 to lisaward912@gmail.com.**

Please direct any questions to Lisa Ward, Senior Associate, Mercer Group Associates, at 706-983-9326; or Alan Reddish at 706-614-4961.

MERCER GROUP ASSOCIATES

Compensation & Benefits · How to Apply