



City Council Meeting Agenda

Our Vision: A well-planned lakeside community of quality neighborhoods, distinctive amenities, diverse employment, and cultural charm. Rowlett: THE place to live, work and play.

Monday, May 18, 2026

6:00 PM

Municipal Building – 4000 Main

Pursuant to Texas Government Code Section 551.127, on a regular, non-emergency basis, members may attend and participate in the meeting remotely by video conference. Should that occur, a quorum of the members, including the presiding officer, will be physically present at the location noted above on this Agenda.

As authorized by Section 551.071 of the Texas Government Code, this meeting may be convened into closed Executive Session for the purpose of seeking confidential legal advice from the City Attorney on any agenda item herein.

The City of Rowlett reserves the right to reconvene, recess or realign the Regular Session or called Executive Session or order of business at any time prior to adjournment.

Process for Public Input: If you are not able to attend in person, you may complete the [Public Input Form](#) on the City’s website by 3:30 p.m. the day of the meeting. All forms will be forwarded to the City Council prior to the start of the meeting.

For in-person comments, request to speak forms/instructions are available inside the door of the City Council Chambers.

1. Call to Order

2. Citizens’ Input

At this time, comments will be taken from the audience on any topic. No action can be taken by the Council during Citizens’ Input.

3. Work Session

3.A. Receive a presentation regarding proposed amendments to the Rowlett Development Code (RDC) and Form Based Code (FBC) regarding requirements for a Special Use Permit for Liquor Store use.

3.B. Receive an update regarding the implementation of the Downtown Strategic Plan.

3.C. Discussion regarding the results of the screening wall assessment completed by DCCM.

3.D. Discussion regarding Project Funding and Debt Management Strategies.

3.E. Review proposals and consider the engagement of a recruiting firm to perform a nationwide City Manager search.

4. Discuss Consent Agenda Items for May 19, 2026, City Council Meeting

5. Adjournment

Deborah Sorensen

Deborah Sorensen, TRMC, MMC, City Secretary

I certify that the above notice of meeting was posted on the bulletin boards located inside and outside the doors of the Municipal Center, 4000 Main Street, Rowlett, Texas, as well as on the [City's website](#) on May 12, 2026, by 5:30 p.m.

City of Rowlett City Council meetings are available to all persons regardless of disability. If you require special assistance, contact the City Secretary at 972-412-6109 or write 4000 Main St., Rowlett, Texas, 75088, at least 48 hours in advance of meeting.

City of Rowlett ~ 4000 Main Street, Rowlett TX 75088 ~ www.rowlett.com

Meeting Date: 5/18/2026

Agenda Item: 3.A.

Title

Receive a presentation regarding proposed amendments to the Rowlett Development Code (RDC) and Form Based Code (FBC) regarding requirements for a Special Use Permit for Liquor Store use.


Staff Representative

Munal Mauldadad, Interim Asst City Manager

Executive Summary

The purpose of this item is to receive a presentation and discuss the process for requiring a Special Use Permit (SUP) for a Liquor Store use in specific zoning districts contained within the Form Based Code (FBC) and the Rowlett Development Code (RDC).

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
 <p>Strengthen Neighborhood Livability</p>	<p>3.1 Value existing neighborhoods. 3.2 Sustain a community that is appealing to people at all stages of life. 3.4 Support efficient development patterns and communicate clear policy guidance. 3.5 Ensure that the Comprehensive Plan is observed and followed.</p>

Background Information

Currently the RDC nor the FBC specifically define Liquor Store use. In fact, this use has been permitted by right in zoning districts where Retail (general) in the RDC and Retail Sales in the FBC uses are permitted outright.

Specifically, Section 77-1100 Definitions, of the RDC defines Retail (general) *uses are private enterprises involved in the local and regional sale, lease, or rent of new or used products directly to the general public. This use does not include food service, retail (personal service), construction equipment rental, or recreation uses. No outdoor display or outdoor storage is permitted unless specifically authorized by this Code. Accessory uses may include offices, parking, storage of goods, assembly, repackaging, or repair of goods for on-site sale.*

Furthermore, Article 6 of the Form Based Code defines Retail Sales as *premises available*

for the sale of merchandise, food, beverages and services.

There are currently nine liquor stores permitted in the City. The table below identifies the establishment, location, when the Certificate of Occupancy was issued, and the permit number.

Table 1: Liquor Store Locations

Establishment	Address	CofO Issued Date	Permit #
A1 Liquor	1700 Dalrock Road	10.04.2021	21-003236
Premier Liquor	1800 Dalrock Road, Suite 300	08.13.2026	21-002112
Goody Goody	3500 Lakeview Parkway, Suite 100	04.26.2016	16-001799
Beverage Depot	5050 Lakeview Parkway	06.16.2020	20-001262
Sams Liquor	5119 Rowlett Road	06.07.2023	23-002538
Rowlett Liquor	6605 Dalrock Road	01.20.2026	16-001348
Specs	8505 Lakeview Parkway, Suite 320	12.18.2018	18-16000
Bayside Liquor	8601 Sunset Boulevard	09.12.2024	24-003824
Scorpion Liquor	9400 Lakeview Parkway, Suite 127	02.27.2026	25-005199

The location of these establishments is also reflected on the map below.

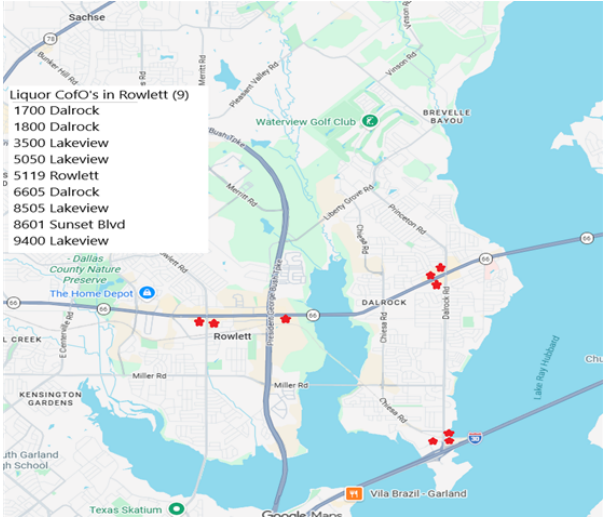


Figure 2: Liquor Store Locations

At the City Council’s request, the purpose of this agenda item is to discuss the process of requiring a Special Use Permit (SUP) for Liquor Stores. This process is articulated in the Discussion.

Discussion

A Special Use Permit (SUP) is a formal zoning action encouraging public engagement and comment on the use and site development features. This additional analysis is intended to ensure proposed uses will not present significant adverse impacts on the surrounding land uses, infrastructure, transportation corridors, or on the larger community. The purpose of a

SUP is not to relieve particular hardships, not to confer special privileges or rights for a particular project.

The SUP review and approval procedure provides a discretionary approval process for development and uses having unique or widely varying characteristics or unusual site development features. Additionally, a SUP is not to be used to legitimize nonconforming structures or uses, nor is it used when a variance, deviation, waiver or minor modification could be used to achieve the same result.

There are multiple sections in both the RDC and FBC zoning codes that would have to be amended in order to create the provision for a SUP for Liquor Stores. The proposed amendments are identified below.

- Definitions

Amendment of Article 6 Definitions Form Based Code and amendment to Section 77-11-3.c.11 to add a new section defining a liquor store use. The proposed definition is italicized below.

***Liquor Store:** a business, or building or structure of any type containing a business, that sells alcoholic beverages (as that term is defined in the Texas Alcoholic Beverage Code, Section 1.04) including liquor (as that term is defined in the Texas Alcoholic Beverage Code, Section 1.04) for consumption off-premises. The term “liquor store” shall exclude grocery stores or convenience stores in which beer and/or wine is offered for sale as a minor part of an overall larger inventory of goods. It shall also exclude a restaurant that is otherwise operating in accordance with its approved liquor license and all other provisions of the law.*

- Table of Permitted Land Uses

Amendment to the schedule of permitted uses allowing a Liquor Store use in the following districts is articulated in the table below. The use would only be permitted in the following zoning districts with the approval of a Specific Use Permit. The specific sections and Articles that would require amendments are identified in the attached draft Ordinances.

Table 1: Zoning Districts Requiring a SUP for Liquor Store Use

Rowlett Development Code Districts	Form Based Code Districts
Mixed Use Water Front (MU-WF) District	Urban Neighborhood (UN) District
Light Manufacturing (M-1) District	Commercial Center (CC) District
General Manufacturing (M-2) District	Urban Village (UV) District
Limited Commercial/Retail (C-1) District	North Shore Framework Plans <ul style="list-style-type: none"> • North Shore Commerce and Industry

	<ul style="list-style-type: none"> • North Shore North • North Shore South
General Commercial/Retail (C-2) District	
Commercial/Retail Highway (C-3) District	
Limited Office (O-1) District	
General Office (O-2) District	

- Separation of Liquor Stores

The development codes would also be amended to include a requirement that would stipulate a minimum separation of like uses of 1,000 feet.

The proposed amendments have been expressed in the attached draft ordinances, one regarding the RDC and the second regarding the FBC.

In summation, should there be City Council consensus to proceed with requiring a SUP for Liquor Store Uses, both zoning codes would have to be amended. A zoning text change requires a Public Hearing at the Planning and Zoning Commission for a recommendation to the City Council at which point the Council would conduct a public hearing and take action on the proposed ordinances.

Financial/Budget Implications

NA

Recommended Action

Is there City Council consensus to proceed with the requisite zoning code text amendments to require a Special Use Permit (SUP) for Liquor Store uses.

Attachments

1. ROWL ZORD Text Amendment Liquor Stores SUP
2. ROWL ZORD Amending FBC SUP for Liquor Stores 1000 feet

AN ORDINANCE OF THE CITY OF ROWLETT, TEXAS, AMENDING THE COMPREHENSIVE ZONING ORDINANCE OF THE CITY OF ROWLETT, AS HERETOFORE AMENDED, BY AMENDING (1) SECTION 77-1103.C.11 TO ADD A NEW SUBSECTION (O) DEFINING “LIQUOR STORE,” (2) SECTION 77-301.E AT TABLE 3.1-1 TO ALLOW LIQUOR STORE USE WITH A SPECIAL USE PERMIT (SUP) IN MIXED USE WATERFRONT (MU-WF), GENERAL MANUFACTURING (M-2), LIGHT MANUFACTURING (M-1), LIMITED COMMERCIAL/RETAIL (C-1), GENERALCOMMERCIAL/RETAIL (C-2), COMMERCIAL/RETAIL HIGHWAY (C-3), LIMITED OFFICE (O-1) AND GENERALOFFICE (O-2) ZONING DISTRICTS; AND (3) SECTION 77-302.C TO ADD A NEW SUBSECTION 10 REQUIRING A MINIMUM OF 1,000 FEET BETWEEN LIQUOR STORE USES; PROVIDING FOR A SAVINGS CLAUSE; PROVIDING FOR PENALTY OF FINE NOT TO EXCEED THE SUM OF TWO THOUSAND (\$2,000.00) DOLLARS FOR EACH OFFENSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Planning and Zoning Commission of the City of Rowlett, Texas and the governing body of the City of Rowlett in compliance with the laws of the State of Texas and the Ordinances of the City of Rowlett, have given requisite notice by publication and otherwise, and after holding due hearings and affording a full and fair hearing to all property owners generally and to all persons interested and situated in the affected area and in the vicinity thereof, and in the exercise of its legislative discretion, the City Council has concluded that the Comprehensive Zoning Ordinance and Map should be amended.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROWLETT, TEXAS, THAT:

SECTION 1. The Comprehensive Zoning Ordinance of the City of Rowlett, Texas, as heretofore amended, is hereby further amended at Chapter 77 “Development Code,” Chapter 77-1100, “Definitions” by amending Section 77-1103.C.11 to add a new subsection (o) thereto, which subsection shall read in its entirety as follows:

“(o) *Liquor store.* A business that sells alcoholic beverages (as that term is defined in the Texas Alcoholic Beverage Code, Section 1.04) including liquor (as that term is defined in the Texas Alcoholic Beverage Code Section 1.04) for consumption off-premises. For the purposes of this section, the term “liquor store” shall exclude grocery stores or convenience stores in which beer and/or wine is offered for sale as a minor part of an overall larger inventory of goods. It shall also exclude a restaurant that is otherwise operating in accordance with its approved liquor license and all other provisions of the law.”

SECTION 2. The Comprehensive Zoning Ordinance of the City of Rowlett, Texas, as heretofore amended, is hereby further amended at Chapter 77 “Development Code,” Chapter 77-300, “Use Regulations” at Section 77-301.E, Table 3.1-1 “Table of Allowed Uses” to add “Liquor Store” use as a Commercial Use, listed under “Retail, General” (after Pawn Shops in the Table) and indicating the Liquor Store use to be allowed with a Special Use Permit (SUP) in the Mixed Use Waterfront (MU-WF), Light Manufacturing (M-1), General Manufacturing (M-2), Limited Commercial/Retail (C-1), General Commercial/Retail (C-2), Commercial/Retail Highway (C-3), Limited Office (O-1) and General Office (O-2) zoning districts.

SECTION 3. The Comprehensive Zoning Ordinance of the City of Rowlett, Texas, as heretofore amended, is hereby further amended at Chapter 77 “Development Code,” Chapter 77-300, “Use Regulations” by amending Section 77-302.C to add a new subsection 10 to read in its entirety as follows:

“Section 77-302 Use Specific Standards

...

C. Commercial Uses

...

9. *Vehicle filling station*

...

10. *Liquor store.* No liquor store shall be allowed within 1,000 feet of another liquor store, as measured in a straight line from their respective property lines. “

SECTION 4. In the event of an irreconcilable conflict between the provisions of another previously adopted ordinance of the City of Rowlett and the provisions of this Ordinance, the provisions of this Ordinance shall be controlling.

SECTION 5. Should any word, sentence, paragraph, subdivision, clause, phrase or section of this ordinance, as amended hereby, be adjudged or held to be void or unconstitutional, the same shall not affect the validity of the remaining portions of said ordinance, or the Rowlett Code of Ordinances, as amended hereby, which shall remain in full force and effect.

SECTION 6. An offense committed before the effective date of this Ordinance is governed by prior law and the provisions of the Rowlett Code of Ordinances, as amended, in effect when the offense was committed, and the former law is continued in effect for this purpose.

SECTION 7. This ordinance shall take effect immediately from and after its passage.

4910-0075-6369, v. 2

AN ORDINANCE OF THE CITY OF ROWLETT, TEXAS, AMENDING THE FORM-BASED CODE OF THE CITY OF ROWLETT AS FOLLOWS: (1) AT ARTICLE 1 (“GENERAL PROVISIONS”), BY AMENDING SUBSECTION 1.4.10 “SPECIAL USE PERMIT;” (2) AT ARTICLE 2 (“FORM BASED DISTRICT STANDARDS”), BY AMENDING SUBSECTIONS 2.4.2, 2.6.2, AND 2.7.2; (3) AT ARTICLE 6 (“DEFINITIONS”) BY ADDING A DEFINITION FOR “LIQUOR STORE;” (4) AT APPENDIX 1.1 (“TABLE OF ALLOWED USES”) TO ADD “LIQUOR STORE” USE ALLOWED BY SPECIAL USE PERMIT (SUP) IN URBAN VILLAGE, URBAN NEIGHBORHOOD, COMMERCIAL CENTER, AND BAYSIDE DISTRICTS AND IN HEALTHY LIVING, SIGNATURE GATEWAY, WOODSIDE LIVING, AND NORTHSORE STRATEGIC AREAS; AND (5) BY AMENDING THE NORTH SHORE FRAMEWORK PLANS, TO REQUIRE SPECIAL USE PERMITS FOR ALL BUILDING TYPES CONTAINING LIQUOR STORE USE; PROVIDING A REPEALING CLAUSE; PROVIDING A SAVINGS CLAUSE; PROVIDING A SEVERABILITY CLAUSE; PROVIDING A PENALTY OF FINE NOT TO EXCEED THE SUM OF TWO THOUSAND DOLLARS (\$2,000) FOR EACH OFFENSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Planning and Zoning Commission of the City of Rowlett and the governing body of the City of Rowlett, in compliance with the laws of the State of Texas and the ordinances of the City of Rowlett, have given the requisite notices by publication and otherwise, and have held public hearings and afforded a full and fair hearing and where the governing body in the exercise of its legislative discretion has concluded that the Form-Based Code of the Zoning Ordinance of the City of Rowlett and the North Shore Framework Plans should be amended.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF ROWLETT, TEXAS:

SECTION 1: The Form-Based Code of the City of Rowlett, Texas, adopted on November 6, 2012 and as amended, be and is hereby amended to require special use permits for all structures containing liquor store use by amending Article 1.4 ("Administration") of Article 1 ("General Provisions"), by amending subsections 2.4.2, 2.6.2, And 2.7.2 of Article 2 ("Form Based District Standards"), and by amending Article 6 ("Definitions"), to read in relevant part as follows:

"ARTICLE 1. GENERAL PROVISIONS

...

Article 1.4 Administration

...

- a. A Special Use Permit (SUP) is a formal zoning action encouraging public engagement and comment of the use and site development features. An

SUP is required for multi-family dwellings in all subdistricts where multi-family residential dwellings are allowed. An SUP is required in all districts and subdistricts for any structure containing a liquor store use. In both instances, this additional analysis is intended to ensure proposed uses will not present significant adverse impacts on the surrounding land uses, infrastructure, transportation corridors, or on the larger community. The purpose of an SUP is not to relieve particular hardships, nor to confer special privileges or rights for a particular project. The SUP review and approval procedure provides a discretionary approval process for development and uses having unique or widely varying characteristics or unusual site development features. Additionally, a Special Use Permit is not be used to legitimize nonconforming structures or uses, nor is it used when a variance, deviation, waiver or minor modification could be used to achieve the same result.

- b. An SUP for liquor store use shall not be granted for any structure within 1,000 feet of another structure containing a liquor store use, as measured in a straight line from their respective property lines.
- c. The review, approval, public hearing, and notice procedures set forth in Section 77.206 of the Rowlett Development Code, as amended, shall apply to Special Use Permits.

....

ARTICLE 2 FORM BASED DISTRICT STANDARDS

...

Article 2.4 Urban Village (UV) Standards

...

2.4.2 General

...

c. Building Types

...

- 5. Any Building Type containing Liquor Store Use will require a Special Use Permit.

....

Article 2.6 Urban Neighborhood (UN) Standards

...

2.6.2 General

...

c. Building Type Mix

1. The UN Building Types as specified in *Appendix 1.2 Building Types*, establishes the range of uses, building types, height maximums, uses, etc. which will be permitted subject to the following: Any Building Type containing Liquor Store use will require a Special Use Permit.

....

Article 2.7 Commercial Center (CC) Standards

...

2.7.2 General

...

c. Building Types

1. The range of Building Types permitted in the Commercial Center FB District is established in *Appendix 2.1 Building Types*, subject to the following: Any Building Type containing Liquor Store use will require a Special Use Permit.

....

ARTICLE 6 DEFINITIONS

As used in this Chapter, the following terms have the meanings ascribed to them, unless the context clearly indicates otherwise.

...

Liquor Store: a business, or building or structure of any type containing a business, that sells alcoholic beverages (as that term is defined in the Texas Alcoholic Beverage Code, Section 1.04) including liquor (as that term is defined in the Texas Alcoholic Beverage Code, Section 1.04) for consumption off-premises. The term "liquor store" shall exclude grocery stores or convenience stores in which beer and/or wine is offered for sale as a minor part of an overall larger inventory of goods. It shall also exclude a restaurant that is otherwise operating in accordance with its approved liquor license and all other provisions of the law.

....”

SECTION 2. The Form-Based Code of the City of Rowlett, Texas, adopted on November 6, 2012, as previously amended, is hereby further amended by amending Appendix 1.1 ("Table of Allowed Uses") to add Liquor Store as a use under Retail/General and to allow said use with a Special Use Permit (SUP) in Urban Village, Urban Neighborhood Commercial Center, and Bayside FB Districts and in Healthy Living, Signature Gateway, Woodside Living, and Northshore Strategic Areas.

SECTION 3: The North Shore Framework Plans (The North Shore Center for Commerce and Industry Framework Plan, the North Shore North Framework Plan, and the North Shore South Framework Plan) adopted on or about April 15, 2014, are hereby amended to require a special use permit for any building type containing liquor store use.

SECTION 4: That all ordinances of the City of Rowlett, Texas, in conflict with the provisions of this ordinance be and the same are hereby repealed and all other ordinances of the City of Rowlett not in conflict with the provisions of this ordinance shall remain in full force and effect.

SECTION 5: That an offense committed before the effective date of this ordinance is governed by the prior law and the provisions of the Code of Ordinances, as amended, in effect when the offense was committed, and the former law is continued in effect for this purpose.

SECTION 6: That should any sentence, paragraph, subdivision, clause, phrase or section of this ordinance be adjudged or held to be unconstitutional, illegal or invalid, the same shall not affect the validity of this ordinance as a whole, or any part or provision hereof, other than the part so decided to be invalid, illegal or unconstitutional, and shall not affect the validity of the Code of Ordinances as a whole.

SECTION 7: That any person, firm or corporation violating any of the provisions or terms of this ordinance shall be subject to the same penalty as provided for in the Code of Ordinances of the City of Rowlett, as heretofore amended, and upon conviction shall be punished by a fine not to exceed the sum of two-thousand dollars (\$2,000.00) for each offense, and each and every day such violation shall continue shall be deemed to constitute a separate offense.

SECTION 8: That this ordinance shall take effect immediately from and after its passage and the publication of the caption, as the law and Charter in such cases provide.

Meeting Date: 5/18/2026

Agenda Item: 3.B.

Title

Receive an update regarding the implementation of the Downtown Strategic Plan.


Staff Representative


Munal Mauldadad, Interim Asst City Manager
Mailinh Nguyen, Economic Development Asst Director

Executive Summary

The purpose of this work session item is to provide an update regarding Downtown initiatives and identify a path forward regarding realization of the Downtown Strategic Plan.

Strategic Priority and Goal(s)

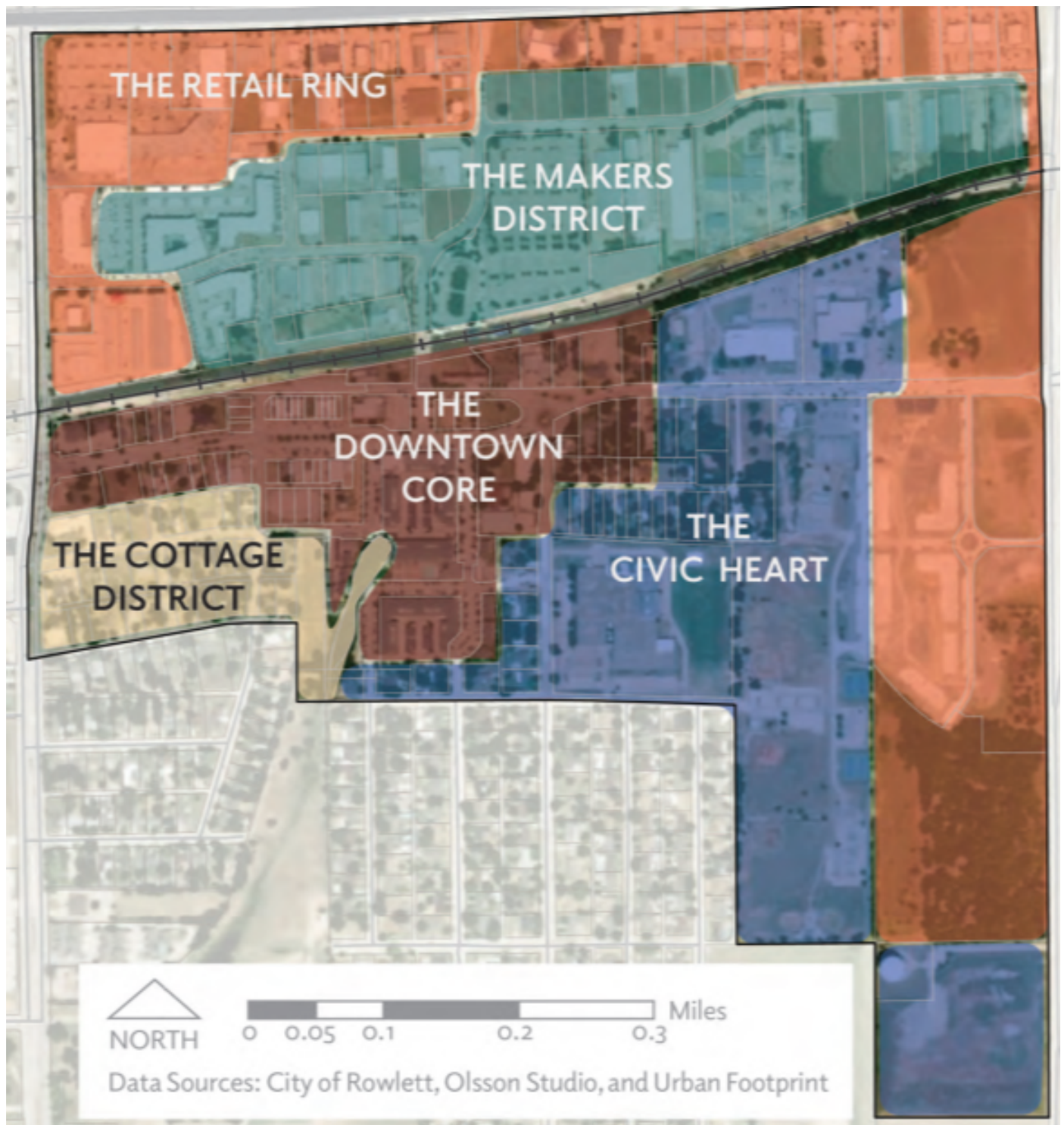
Strategic Priority	Strategic Goal
 ENHANCE QUALITY OF LIFE	4.3 Provide multi-modal mobility options connecting recreation and leisure nodes. 4.4 Create spaces, activities, and events for the arts, cultural enrichment, and community celebrations. 4.7 Cultivate an environmentally conscious community.

 FOSTER ECONOMIC VITALITY	5.1 Create and promote a positive brand identity. 5.2 Achieve regional, state, and national recognition. 5.4 Attract specialty retail development. 5.6 Strengthen the City's employment base. 5.7 Forge public/private development partnerships. 5.8 Responsibly develop identified economic opportunity areas.
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Background Information

At their October 17, 2023, meeting the City Council awarded a contract to Olsson Studio to prepare a comprehensive Downtown Strategic Plan. The Plan was adopted by the City Council with the approval of Resolution 093-24 on October 15, 2024.

The vision of this Plan is for the future of Downtown *to be a vibrant destination in the heart of Rowlett, home to diverse attractions and a walkable, family-friendly environment, upholding its small-town charm*



The Downtown Core offers a variety of dining and entertainment, shopping, and recreational uses with the quaint and vibrant character of a thriving downtown. It acts as a social and economic core of Rowlett and provides great programming, recreation, and activity in and around the Downtown green

area.

The Civic Heart is the ultimate hub of community and activity, is home to institutional anchors including the new municipal complex and other community hubs, integrated with recreational destinations and cherished public spaces. It acts as an anchor of social activity, recreation, governance, and public good. It's a communal area where many spend their days enjoying all that Rowlett has to offer.

The Makers District is the place of innovation, growth, and potential where transit-oriented-development meets creative employment hub. This district offers mixed-use development and activity that unlocks the economic development potential of the DART Station. This district will attract young professionals, creatives, and those looking for a fresh, connected, and dynamic place to live and work.

The Cottage District is a charming commercial and residential area that offers a transition into and out of Downtown through homey development and redevelopment, small-scale commercial uses, delightful and varied housing options, and a walkable and enjoyable public space.

The Retail Ring District serves as a transition into surrounding areas through commercial development. The Retail Ring provides a variety of shops and dining options that serve downtown and surrounding areas.

It should also be taken into consideration that prior to the adoption of the Downtown Strategic Plan, the City engaged RSN in 2018 to prepare a wayfinding and signage strategy for Downtown. However, this project did not result in any actionable items. Furthermore, between June and September of 2023, the Economic Development Department conducted a citywide branding survey to select a logo for Downtown. In concert with the branding exercise, the department also identified opportunities to energize the Downtown public realm which included Downtown furniture and public art opportunities. Neither the branding nor the public improvements gained any traction. The logo, Downtown benches and public art (murals) are provided for reference in Attachments A and B.

Additionally, on February 3, 2025 City Council meeting, Downtown branding, wayfinding, public realm, and activation concepts were presented during a work session. However, no formal implementation direction or follow-up actions were established.

Accordingly, this work session is intended to establish direction regarding Downtown implementation concepts and associated improvement opportunities. With the availability of DART-related funding programs, including GMP and PTI funding opportunities, the City is now positioned to move forward with phased implementation efforts consistent with the Downtown Strategic Plan.

Discussion

The focus of this discussion has an impact on all five aforementioned Downtown districts as it relates to funding opportunities available to address mobility and connectivity. The Downtown Strategic Plan has highlighted specific issues related to the latter which are itemized below.

1. Insufficient or discontinuous pedestrian infrastructure along major and minor thoroughfares pose safety hazards for pedestrians.
2. Lack of public wayfinding along gateway streets, making it difficult for all modes of transportation to navigate through Downtown and to key destinations.
3. Limited public parking spaces may discourage visitors and residents from frequenting Downtown establishments, impacting current and future local businesses and events.
4. The railroad creates division and physical barriers to the spatial relationships between the north and south sections of Downtown.
5. Lack of multimodal access to everyday destinations and the need for a trail network connecting Downtown parks.

Upon City Council consensus, Inter Local Agreements (ILA) were signed between DART and the City. These agreements establish two programs directly supporting Downtown mobility, connectivity, and activation improvements. The Public Transportation Improvement (PTI) funds from these grants are identified to be utilized for the following projects in the Downtown.

1. General Mobility Program (GMP) Funds: DART typically includes a standard set of amenities to support mobility hubs, such as bike repair stations, wayfinding and signage, rideshare drop-off areas, shelters, benches, electric scooter and bike parking zones, bus bays, bike-share hubs, short-term bike parking, and public art displays. These features have already been incorporated into DART's Capital Planning budget planning process.

More importantly, the City has identified the following elements to be programmed with the GMP funding source to effectuate the Downtown Strategic Plan which are in concert with the six-year GMP funding program.

1. Prepare and implement a Downtown wayfinding program
2. Improve and enhance safety of the at grade pedestrian railroad crossing at the DART station
3. Assess opportunities to install a new pedestrian crossing at the DART station
4. Enhance EV Charging Stations Downtown
5. Design and install a multi-purpose trail from Martin Drive to PGBT frontage and to Main Street
6. Assess opportunity to increase parking in Downtown on DART owned property
7. Assess opportunity to repurpose and activate the DART parking lot drop-off area as vendor space or visitor center

The GMP funds may be used for any expenses incurred on an approved project after the ILA execution date. For multi-year projects, the City could potentially reimburse itself from future GMP disbursements. Conversely, the City might be able to "bank" its GMP funds over several years to pay for a project that may be a few years out. However, this would be dependent on project qualifications.

It should be taken into consideration that the GMP funding is a six-year program, and this funding mechanism and allocation is identified below.

DART General Mobility Program ILA		
Year 1 - 2026	\$473,876	Actual (June 30, 2026)
Year 2 - 2027	\$578,915	Actual
Year 3 - 2028	\$701,066	Estimate
Year 4 - 2029	\$831,665	Estimate
Year 5 - 2030	\$971,176	Estimate
Year 6 - 2031	\$1,120,090	Estimate
Total allocation under agreement*	\$4,676,788	

As part of the GMP funding program, the City is advancing Downtown mobility, wayfinding, parking, and public realm improvements consistent with the findings and recommendations of the Downtown Strategic Plan. The proposed scope of work is intended to establish a coordinated system of mobility, access, navigation, and public space enhancements connecting the DART station to Downtown Rowlett and surrounding destinations.

A draft 6-Year Strategic Alignment Matrix Table, implementation scope of work, and DART GMP application for project funding are attached for reference as Attachments C, D, and E respectively. The scope of work aims to capture the elements itemized below

- Access and pedestrian connectivity
- Downtown identity and activation
- Wayfinding and navigation
- Public space and placemaking improvements
- Long-term multimodal connectivity

Additionally, staff is seeking City Council consensus and direction regarding the proposed Downtown branding and identity concepts included in Attachment B. The proposed branding concepts are intended to support the broader Downtown wayfinding program, placemaking efforts, public realm improvements, and activation initiatives identified throughout the Downtown Strategic Plan and associated GMP implementation framework.

Accordingly, Attachment B is being presented to obtain City Council approval and implementation direction so staff may proceed with integration into future Downtown wayfinding, activation, signage, placemaking, and public realm improvements consistent with the Downtown Strategic Plan and phased GMP program.

To support implementation of these Phase 1 improvements, including wayfinding, signage,

and Downtown activation elements, additional funding sources may be necessary beyond available GMP allocations. Accordingly, it is anticipated that dedicated Downtown bond funds in the amount of \$700,000 will be utilized toward portions of the Downtown wayfinding, identity, activation, and placemaking program.

2. Downtown Pavilion Funds: The City has been approved to spend PTI funds for Downtown Transit-Oriented Development (TOD) in the amount of \$3.8M by DART. These funds were made available due to savings realized from the Industrial Road reconstruction project. DART provided a grant in the amount of \$4.5M to reconstruct this roadway. Because the City chose to reconstruct Industrial Boulevard with in-house resources, it resulted in \$3.8M in savings. These funds are now being redirected to an agreed upon Downtown mixed-use pavilion. Planning and coordination discussions regarding this project are currently ongoing with DART.

It should be taken into consideration that in an effort to ensure these funded projects adhere to the DART’s published timelines, the City will be able to utilize DART’s consultants for preliminary design and consultation as time is of the essence.

Financial/Budget Implications

The proposed implementation framework is supported through a combination of DART General Mobility Program (GMP) funding and Downtown bond funding. The funding sources supporting the proposed implementation framework are generally identified below:

- DART GMP Funding: approximately \$4.68 million
- Downtown Bond Funding: approximately \$700,000
- DART ILA Funding: approximately \$3.8 million

Implementation will occur in phases and remain subject to funding availability, DART coordination and future design development.

Recommended Action

Seek City Council direction regarding the proposed Downtown identity and branding (logo) to facilitate the implementation of the Downtown wayfinding, identity, and activation program. This direction is necessary in order to finalize the DART GMP application and associated scope of work which is due June 30, 2026.

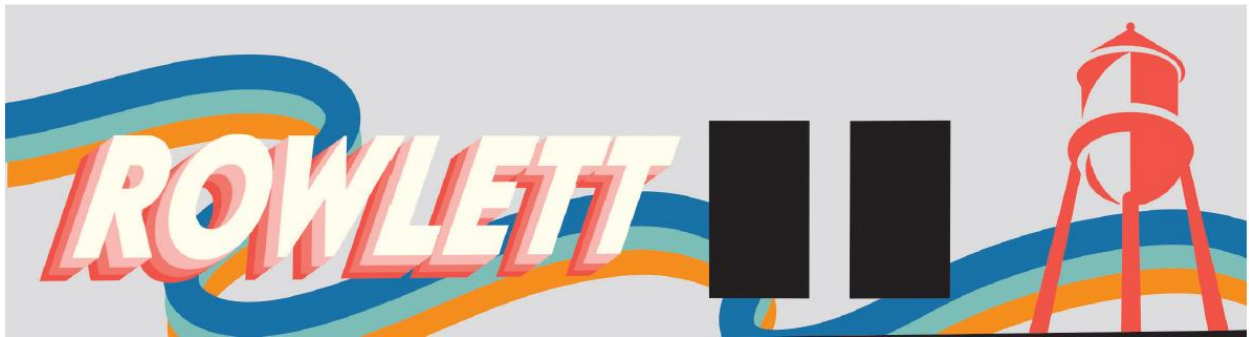
Attachments

1. Attachment A_Bench and Public Arts
2. Attachment B_Logo and Banner
3. Attachment C_Matrix Table 6 Year Plan
4. Attachment D_Draft Scope of Work
5. Attachment E_DART Submission Form_2026

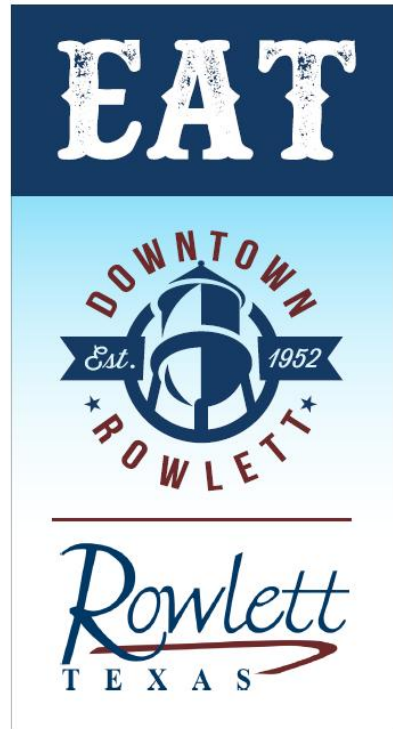
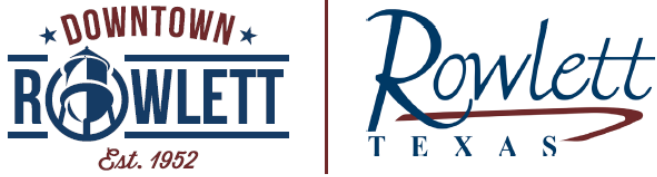
ATTACHMENT A – Bench Design and Locations, Public Art Options (Murals)


















Attachment B: Proposed Downtown Logos and Street Pole Banner Options



Attachment C: 6 Year Strategic Alignment Plan Matrix Table (2026-2031)

Phase	Scopes	Location	Funding	Year	Funding Source	Est Budget	Alignment	
Phase 1 (2026–2027) FOUNDATION & ACTIVATION (Core Safety, Access, Wayfinding & Downtown Experience)	Task 1.1: Core Safety Improvements	 Implement two at-grade pedestrian crossing safety <ul style="list-style-type: none"> Improve existing crossing at Martin Drive Install new crossing connecting Downtown Core and Civic Heart districts 	(1) Downtown at Martin Drive & Rail crossing (2) Downtown Station connection between “Downtown Core” and the “Civic Heart” districts	\$473,876	2026	DART GMP	\$5,552,791	DART (Mobility, Safety, Access) Strategic Plan (Connectivity, Walkability, Activation)
	Task 1.2: Wayfinding, Identity & Activation System	 <ul style="list-style-type: none"> Directional signage to key destinations “You Are Here” maps Parking wayfinding signage Integrated signage & visual consistency EV charging access & site improvements 	DART station and Downtown corridor	\$700,000		Downtown Bond Fund		DART (Access, Connectivity, Navigation) Strategic Plan (Identity, Wayfinding, Activation)
	Task 1.3: Parking Optimization & Public Access Improvements	 <ul style="list-style-type: none"> Convert underutilized DART parking areas to active-use spaces Develop additional public parking at Coyle & Marting Streets 	Existing DART parking facility (circle area) Coyle parcel (3909 Coyle Street)	\$578,915	2027	DART GMP		DART (Access, Connectivity, Transit Integration) Strategic Plan (Activation, Connectivity, Public Spaces)
	Task 1.4: Pavilion & Public Gathering Facility	 <ul style="list-style-type: none"> Pavilion & public gathering facility Community event & entertainment space Flexible activation & public-use area 	Downtown green space area	\$3,800,000		DART (Pavilion)		DART (Destination Access, Transit Integration, Community Connectivity) Strategic Plan (Activation, Public Spaces, Downtown)
Phase 2 (2028–2030) CONNECTIVITY (Expanded Access, Wayfinding & District Identity)	Task 2.1: Connectivity, Wayfinding & Identity Expansion	 Expand Wayfinding Network <ul style="list-style-type: none"> Phase 1 wayfinding expansion Downtown navigation enhancements 	Downtown core	\$701,066	2028	DART GMP	\$2,503,907	DART (Connectivity, Network Access, Ridership Support) Strategic Plan (Connectivity, Identity, Wayfinding)
		 Improve Pedestrian Connectivity <ul style="list-style-type: none"> DART-to-Downtown access improvements Pedestrian circulation enhancements 	District gateways (1) Main Street & PGBT	\$831,665	2029	DART GMP		
		 Install District Gateways & Identity Features <ul style="list-style-type: none"> District gateways elements Identity markers at key entry points 	District gateways (2) Martin Drive & Lakeview Parkway	\$971,176	2030	DART GMP		
Phase 3 (2031) EXPANSION (Multimodal + Trail System)	Task 3.1: Multimodal Connectivity & Trail Network	 Develop Downtown Trail Connectivity <ul style="list-style-type: none"> ~1 mile trail connection from rail to Main Drive to PGBT frontage and to Main Street  Improve Multimodal Access <ul style="list-style-type: none"> Pedestrian corridor enhancements Bicycle & micro-mobility infrastructure  Install Trail Navigation & Wayfinding <ul style="list-style-type: none"> Trail signage & directional wayfinding Bicycle navigation elements  Complete Network Integration <ul style="list-style-type: none"> Connectivity refinements between Phases 1 & 2 Multimodal system coordination improvements 	Downtown & DART station area (0.5-mile radius) Martin Drive to PGBT frontage and to Main Street Possibly connect Civic Heart district and Lake Ray Hubbard area	\$1,120,090	2031	DART GMP	\$1,120,090	DART (Connectivity, Network Access, Multimodal Mobility) Strategic Plan (Connectivity, Trails, Multimodal Access)
TOTAL BUDGET			\$9,176,788					

Downtown DART Connectivity & Downtown Experience Implementation Framework & Scope of Work

Executive Summary

This 6-year plan implements the Rowlett Downtown Strategic Plan through a phased mobility, access, and Downtown activation framework connecting the DART station, Downtown Rowlett, and surrounding destinations.

The approach prioritizes early investment in pedestrian safety, wayfinding, parking access, and Downtown activation improvements, followed by expanded connectivity, district identity, and multimodal access enhancements. The final phase completes the network through integrated trail, pedestrian, bicycle, and micro-mobility connections supporting long-term

connectivity between Downtown, the station area, and surrounding destinations.

The plan aligns with the DART General Mobility Program (GMP) under the 2026 Interlocal Agreement (ILA), Downtown bond funding, and DART ILA funding to support phased implementation over time.

This framework establishes a coordinated, flexible, and fundable approach to improving circulation, transit access, connectivity, Downtown identity, and overall user experience.

Funding Overview

The total estimated investment for this implementation framework is approximately \$9.2 million, supported through multiple funding sources and phased implementation.

Funding Source	Purpose	Amount
DART General Mobility Program (GMP)	Supports mobility, access, connectivity, circulation, wayfinding, parking, and multimodal improvements associated with the Downtown and station area	\$4,676,788
Downtown Bond Funding	Supports Downtown identity, activation, wayfinding, signage, seating, gathering areas, and public space enhancements	\$700,000
DART ILA Funding	Supports development of the Downtown Pavilion & Public Gathering Facility and related activation improvements	Approx. \$3.8 Million

DART GMP Funding Allocation

Year	Funding
2026	\$473,876 (Actual)
2027	\$578,915 (Actual)
2028	\$701,066 (Estimate)
2029	\$831,665 (Estimate)
2030	\$971,176 (Estimate)
2031	\$1,120,090 (Estimate)
Total	\$4,676,788

PRELIMINARY DRAFT

Scope of Work

This plan is organized into a phased set of tasks that improve access, strengthen connectivity, and enhance the Downtown experience between the DART station and surrounding areas

<p>Phase 1 (2026–2027): FOUNDATION & ACTIVATION Core Safety, Access, Wayfinding, and Downtown Experience</p>	<p>Phase 2 (2028–2030): CONNECTIVITY Expanded Access, Wayfinding & District Identity</p>	<p>Phase 3 (2031): EXPANSION Multimodal + Trail System</p>
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Task 1.1: Downtown Core Safety Improvements

Implement two at-grade pedestrian crossing safety

- Improve the existing at-grade pedestrian crossing at Martin Drive to enhance safety, visibility, and pedestrian access
- Install a new at-grade pedestrian crossing connecting the Downtown Core and the Civic Heart districts

Task 1.2: Downtown Approved Wayfinding, Identity & Activation System

Design and install a coordinated downtown wayfinding and identity system including:

- Directional signage to key destinations
- “You Are Here” maps for orientation and visitor experience
- Parking wayfinding signage to improve access and circulation
- Integrated signage materials and visual consistency
- EV charging access and related site improvements

Task 1.3: DART Parking Optimization & Public Access Improvements

Convert underutilized DART parking areas into active-use spaces, including:

- Vendor and flexible activation areas, or
- Visitor and information node

Develop additional Downtown Public Parking

- New public parking spaces at the DART-owned parcel located at Coyle Street and Marting Street

Task 1.4: Downtown Pavillion & Public Gathering Facility

Downtown Pavilion & Activation Space

- Pavilion and public gathering facility
- Community event and entertainment space
- Flexible activation and public-use area

Task 2.1: Downtown Connectivity, Wayfinding & Identity Expansion

Expand the Downtown Wayfinding Network

- Phase 1 wayfinding network expansion
- Downtown navigation enhancements

Improve Pedestrian Connectivity

- DART-to-Downtown access improvements
- Pedestrian circulation enhancements

Install District Gateways & Identity Features

- District gateways elements
- Identity markers at key entry points

Task 3.1: Expand Multimodal Connectivity and Trail Network

Develop Downtown Trail Connectivity

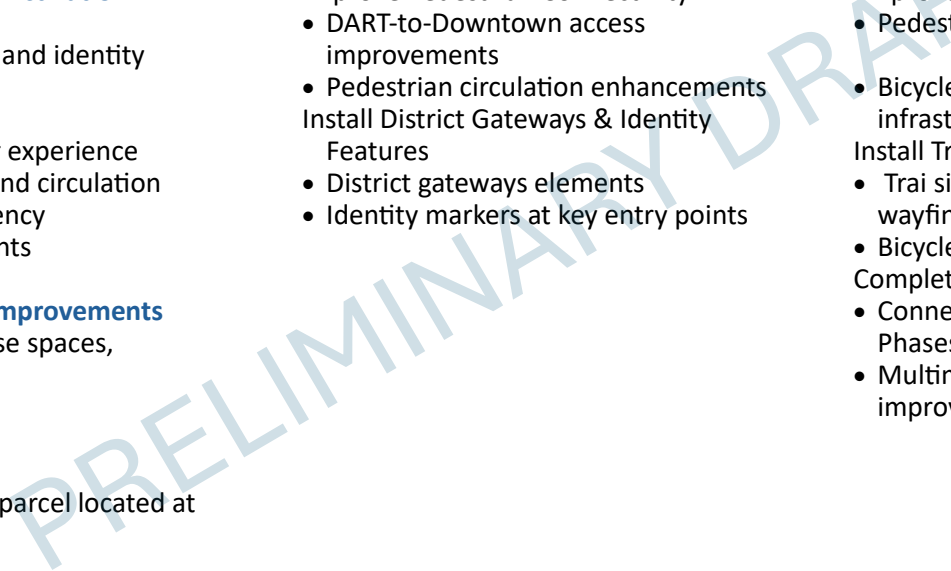
- Approximately 1 mile of trail connection between rail to Main Drive to PGBT frontage and to Main Street

Improve Multimodal Access

- Pedestrian corridor enhancements
- Bicycle and micro-mobility infrastructure

Install Trail Navigation & Wayfinding

- Trail signage & directional wayfinding
- Bicycle navigation elements
- Complete Network Integration
- Connectivity refinements between Phases 1 and 2
- Multimodal system coordination improvements



Project Scope & Connectivity Map



6-YEAR STRATEGIC ALIGNMENT PLAN : MATRIX TABLE (2026–2031)

Phase	Scopes	Location	Funding	Year	Funding Source	Est Budget	Alignment
Phase 1 (2026-2027) FOUNDATION & ACTIVATION (Core Safety, Access, Wayfinding & Downtown Experience)	Task 1.1: Downtown Core Safety Improvements Implement two at-grade pedestrian crossing safety <ul style="list-style-type: none"> Improve the existing at-grade pedestrian crossing at Martin Drive to enhance safety, visibility, and pedestrian access Install a new at-grade pedestrian crossing connecting the Downtown Core and the Civic Heart districts 	(1) Downtown at Martin Drive & Rail crossing (2) Downtown Station connection between Downtown Core and the "Civic Heart" districts	\$473,876	2026	DART GMP		DART (Mobility, Safety, Access) Strategic Plan (Connectivity, Walkability, Activation)
	Task 1.2: Downtown Approved Wayfinding, Identity & Activation System Design and install a coordinated downtown wayfinding and identity system including: <ul style="list-style-type: none"> Directional signage to key destinations "You Are Here" maps for orientation and visitor experience Parking wayfinding signage to improve access and circulation Integrated signage materials and visual consistency EV charging access and related site improvements 	DART station and Downtown corridor	\$700,000		Downtown Bond Fund		DART (Access, Connectivity, Navigation) Strategic Plan (Identity, Wayfinding, Activation)
	Task 1.3: DART Parking Optimization & Public Access Improvements Convert underutilized DART parking areas into active-use spaces, including: <ul style="list-style-type: none"> Vendor and flexible activation areas, or Visitor and information node Develop additional Downtown Public Parking <ul style="list-style-type: none"> New public parking spaces at the DART-owned parcel located at Coyle Street and Martin Drive 	Existing DART parking facility (circle area) Coyle parcel (3909 Coyle Street)	\$578,915	2027	DART GMP		DART (Access, Connectivity, Transit Integration) Strategic Plan (Activation, Connectivity, Public Spaces)
	Task 1.4: Downtown Pavillion & Public Gathering Facility Downtown Pavilion & Activation Space <ul style="list-style-type: none"> Pavilion and public gathering facility Community event and entertainment space Flexible activation and public-use area 	Downtown green space area	\$3,800,000		DART (Pavilion)		DART (Destination Access, Transit Integration, Community Connectivity) Strategic Plan (Activation, Public Spaces, Downtown Identity)
						\$5,552,791	

6-YEAR STRATEGIC ALIGNMENT PLAN : MATRIX TABLE (2026–2031)

Phase	Scopes	Location	Funding	Year	Funding Source	Est Budget	Alignment	
Phase 2 (2028-2030) CONNECTIVITY (Expanded Access, Wayfinding & District Identity)	Task 2.1: Downtown Connectivity, Wayfinding & Identity Expansion	Expand the Downtown Wayfinding Network <ul style="list-style-type: none"> Phase 1 wayfinding network expansion Downtown navigation enhancements 		Downtown core	\$701,066	2028	DART GMP	DART (Connectivity, Network Access, Ridership Support) Strategic Plan (Connectivity, Identity, Wayfinding)
		Improve Pedestrian Connectivity <ul style="list-style-type: none"> DART-to-Downtown access improvements Pedestrian circulation enhancements 		District gateways (1) Main Street & PGBT	\$831,665	2029	DART GMP	
		Install District Gateways & Identity Features <ul style="list-style-type: none"> District gateways elements Identity markers at key entry points 		(2) Martin Street & Lakeview Parkway	\$971,176	2030	DART GMP	
Phase 3 (2031) EXPANSION Multimodal + Trail System	Task 3.1: Expand Multimodal Connectivity and Trail Network	Develop Downtown Trail Connectivity <ul style="list-style-type: none"> Approximately 1 mile of trail connection between rail to Main Drive to PGBT frontage and to Main Street 		Downtown and DART station area (0.5-miles radius)	\$1,120,090	2031	DART GMP	DART (Connectivity, Network Access, Multimodal Mobility) Strategic Plan (Connectivity, Trails, Multimodal Access)
		Improve Multimodal Access <ul style="list-style-type: none"> Pedestrian corridor enhancements Bicycle and micro-mobility infrastructure 		Martin Drive to PGBT frontage and to Main Street				
		Install Trail Navigation & Wayfinidng <ul style="list-style-type: none"> Trai signage & directional wayfinding Bicycle navigation elements 		Possibly connect Civic Heart district and Lake Ray Hubbard area				
Complete Network Integration <ul style="list-style-type: none"> Connectivity refinements between Phases 1 and 2 Multimodal system coordination improvements 								
Total Budget					\$9,176,788			

6-YEAR STRATEGIC ALIGNMENT PLAN (2026–2031)

SCOPE OF WORK & BUDGET

PHASE 1
(2026 – 2027)

FOUNDATION & ACTIVATION

Core Safety, Access, Wayfinding & Downtown Experience



1.1 CORE SAFETY






\$473,876 | DART GMP

1.2 WAYFINDING & IDENTITY








\$700,000 | BOND FUND

1.3 PARKING & ACCESS







\$578,915 | DART GMP

1.4 PAVILION & ACTIVATION








\$3,800,000 | DART (PAVILION)



PHASE 1 TOTAL
\$5,552,791

PHASE 2
(2028 – 2030)

CONNECTIVITY

Expanded Access, Wayfinding & District Identity



2.1 CONNECTIVITY, WAYFINDING & DISTRICT IDENTITY




Wayfinding Expansion




Pedestrian Connectivity




Parking & Access




District Gateways & Identity




Enhanced Circulation & Connections

\$2,503,907 | DART GMP



PHASE 2 TOTAL
\$2,503,907

PHASE 3
(2031)

EXPANSION

Multimodal + Trail System



3.1 TRAIL & MULTIMODAL NETWORK

Trail & multimodal network development

Wayfinding & navigation for trails

Network integration with Phases 1 & 2

\$1,120,090 | DART GMP








PHASE 3 TOTAL
\$1,120,090


TOTAL INVESTMENT
(2026–2031)

\$9,176,788
(APPROX. \$9.2 MILLION)


FUNDING BY SOURCE (2026–2031)



DART GMP FUNDING
\$4,676,788
(50.9%)




DART PAVILION FUNDING
\$3,800,000
(41.4%)




DOWNTOWN BOND FUNDING
\$700,000
(7.7%)


INVESTMENT AREAS




SAFETY & ACCESS




WAYFINDING & IDENTITY




PARKING & PUBLIC ACCESS



CONNECTIVITY & WALKABILITY



MULTIMODAL & TRAILS



ACTIVATION & PUBLIC SPACES



Phase 1 (2026-2027) Core Safety, Access, Wayfinding & Downtown Experience



Access



Pavilion



Core Safety



Wayfinding

Phase 2 (2028-2030) Expanded Access, Wayfinding & District Identity



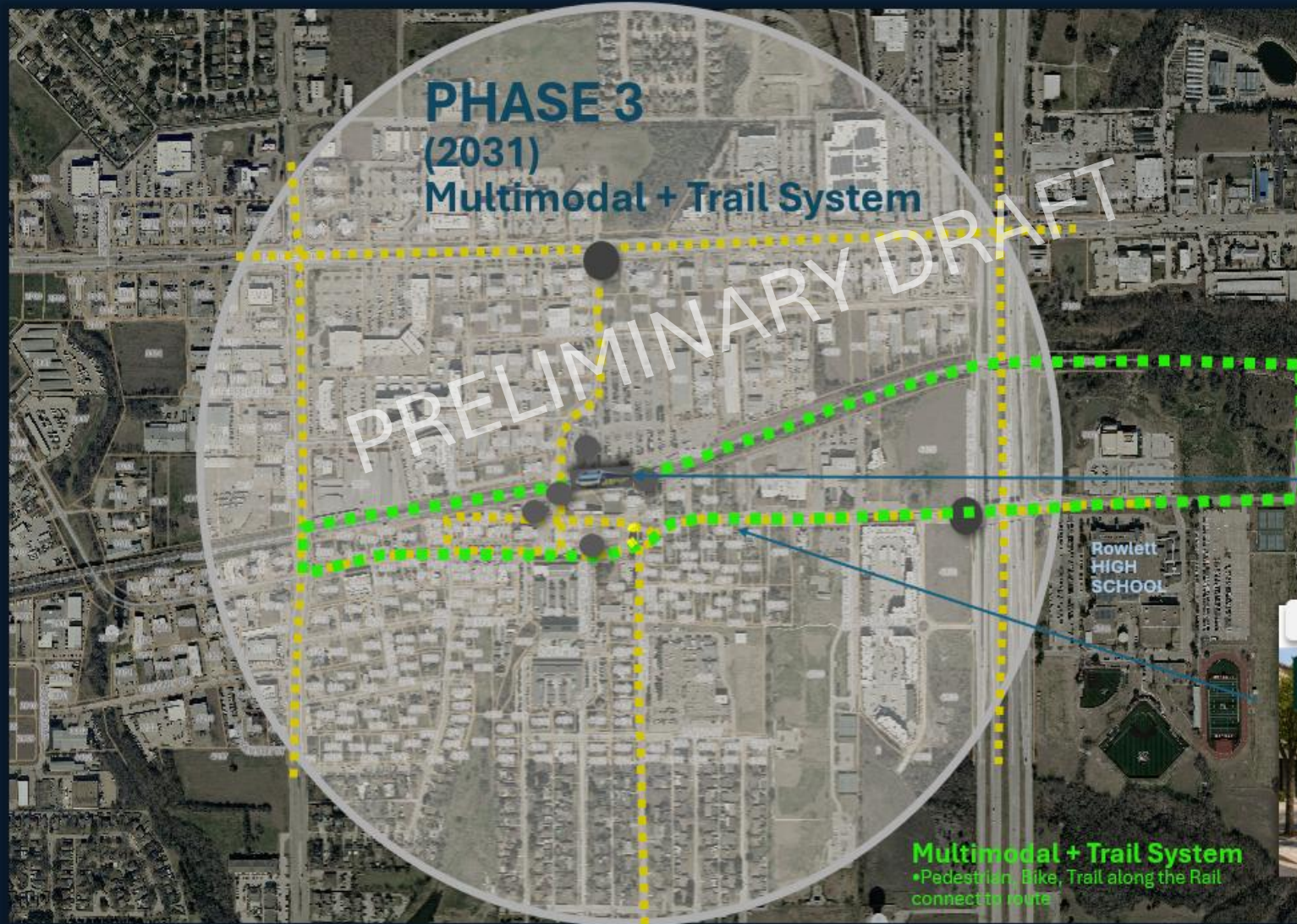
Gateways & Wayfinding



Expanded Access



Phase 3 (2031) Multimodal + Trail System

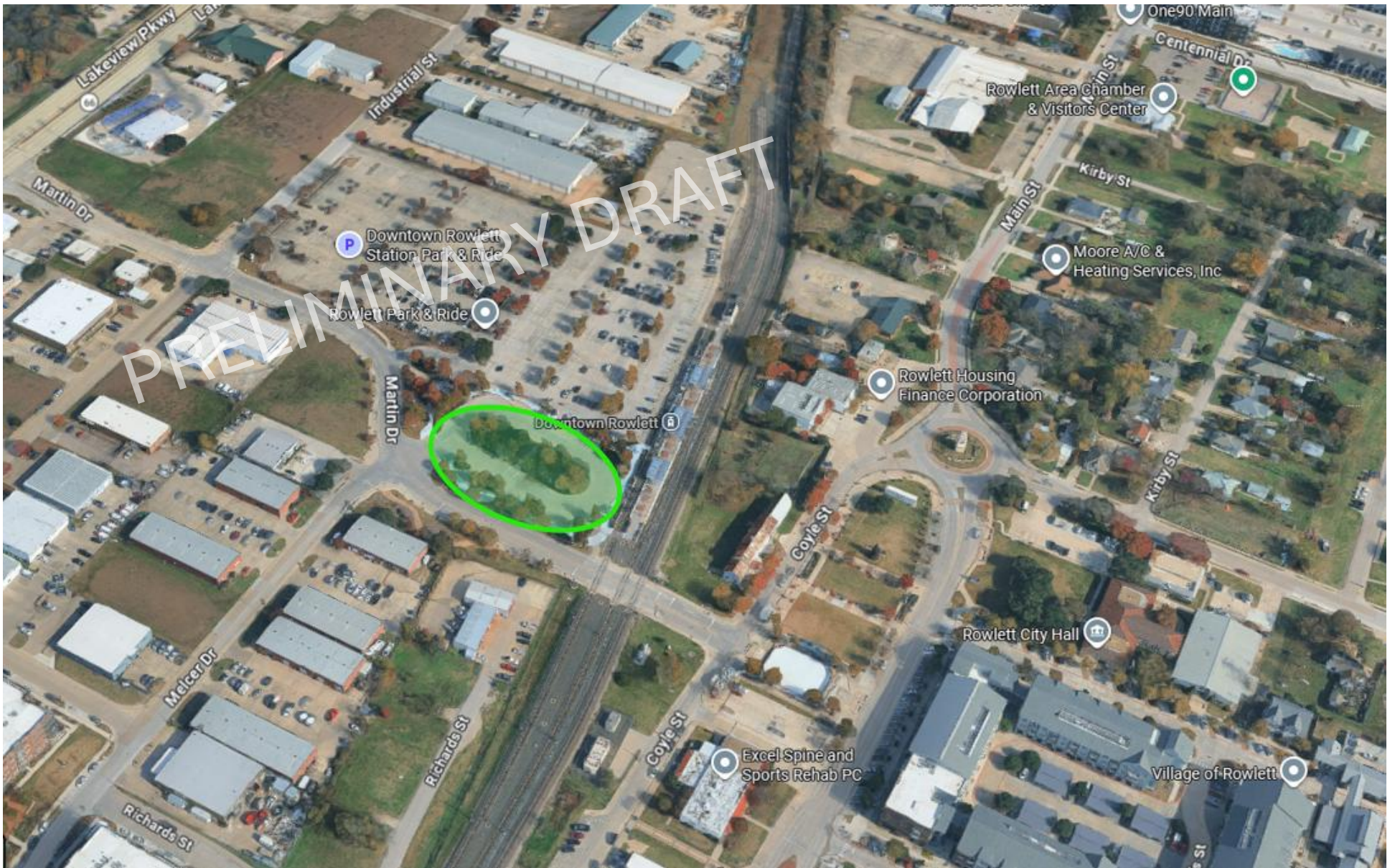


Multimodal + Trail

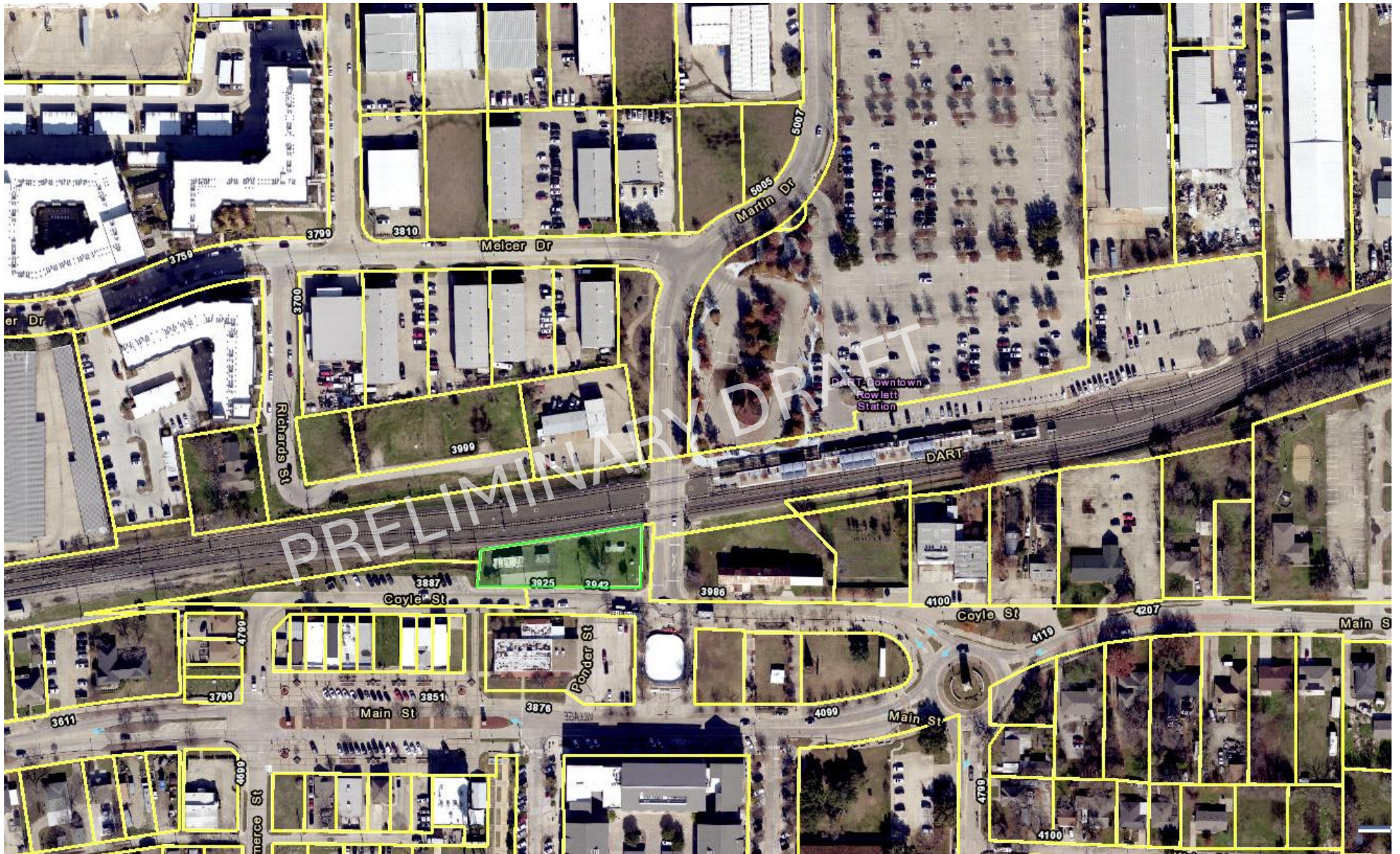


Multimodal + Trail System
• Pedestrian, Bike, Trail along the Rail connect to route

Appendix A: Underutilized DART Parking Areas



Appendix B: DART-Owned Parcel (Coyle Street and Martin Drive)



Project Submission

City	Rowlett	
Project name	Core Safety, Access, Wayfinding & Downtown Experience (Phase 1, 2026-2027)	
Project number		
Estimated cost	\$5,552,791 , including: \$473,876 DART GMP, FY2026 allocation, \$700,000 City's bond fund), and \$578,915 DART GMP, FY 2027	
Estimated completion date	09/30/28	
Description	Phase 1 establishes safe and connected multimodal access between the DART station and Downtown Rowlett. The project includes pedestrian crossing enhancements, a coordinated wayfinding and identity system, parking and public access improvements within the station area, and a Downtown pavilion and activation space to strengthen connectivity, improve circulation and navigation, support transit access, and enhance the overall user experience between the station area and Downtown destinations.	
What makes this project eligible for GMP funding? <i>(select only one)</i>		
Supports the public transportation system as defined in Sec. 1.4 of the ILA		<input checked="" type="checkbox"/>
Complementary Transportation Services - Special transportation services for seniors or disabled individuals		<input type="checkbox"/>
Complementary Transportation Services - Medical transportation services		<input type="checkbox"/>
Complementary Transportation Services - Street modifications needed to accommodate the public transportation system		<input checked="" type="checkbox"/>
Complementary Transportation Services - Any other service that complements the public transportation system, including parking and pedestrian corridors		<input checked="" type="checkbox"/>
Additional comments	<p>This project supports DART mobility and multimodal access goals by improving first/last-mile connectivity between the DART station, Downtown Rowlett, parking areas, and surrounding destinations.</p> <p>The project includes phased pedestrian safety, wayfinding, parking, and public realm improvements intended to improve circulation, navigation, and transit access within the station area and Downtown environment.</p> <p>This effort represents the initial phase of a broader long-term connectivity framework aligned with the City's Downtown Strategic Plan and ongoing DART coordination efforts.</p>	



**City of Rowlett
City Council Agenda Item**

Meeting Date: 5/18/2026

Agenda Item: 3.C.

Title

Discussion regarding the results of the screening wall assessment completed by DCCM.

Staff Representative

Kristoff Bauer, Interim City Manager

Executive Summary

The second and final phase of the screening wall assessment was recently completed, and the results of the full study will be presented for consideration.

Strategic Priority and Goal(s)

Background Information

Council directed staff to have additional research and assessment completed regarding the repair and maintenance of screening walls on major arterial streets in the City. DCCM Infrastructure, an engineering firm, was contracted to complete the initial assessment. The scope and timing of that effort was shared with Council during the Dec. 15, 2025 Council Work Session.

That scope was divided into two phases, with the first phase being more focused to address areas of significant interest more quickly was presented to Council on January 20, 2026. The results of the final phase will be presented for Council information.

Discussion

The issue of screening wall maintenance responsibility has evolved over time with inconsistent treatment and information provided. Some of that inconsistency has been due to diverse conditions on the ground. Further inconsistency has occurred due to evolving regulations and superficial staff analysis.

Staff worked with the City Attorney to complete a full analysis of the City's regulations and legal obligations in this area and presented the results of that analysis during the June 16, 2025, Work Session. That analysis concluded that the City's current regulations and conditions on the ground support the conclusion that adjacent property owners are responsible for maintaining screening walls and subdivision entrance

features, not the City.

The Council initiated a process to consider revising this policy and directed staff to initiate this study. The initial scope of which, as discussed with Council on Dec. 15th was:

- **Only screening walls abutting alleys**
 - Location / Size / Composition / Condition
 - Inventory & Assessment / Recommendations
 - Corridors
 - o Dalrock (Hwy 30 to Princeton)
 - o Miller (Dalrock to Dexham)
 - o Rowlett Rd. (South Border to North Border)

Council eliminated the first criteria in the list above expanding the proposed scope of the assessment.

The assessment of each wall section resulted in a recommendation to replace or repair with an associated cost estimate. Each section was also given a priority 1-3. The following summary was provided for the first phase of the assessment:

	High (Brick)		Low (Cedar)	
	Replace	Repair	Replace	Repair
Lake Bend Estates	\$1,110,000.00		\$249,750.00	
Southbay Estates	\$63,000.00	\$187,956.88	\$14,175.00	\$187,956.88
Kimbal Estates		\$144,506.29		\$144,506.29
Lake Highlands		\$127,500.25		\$127,500.25
	\$1,632,963.42		\$723,888.42	

The full results of the assessment will be reviewed with Council during the Work Session.

Financial/Budget Implications

CIP Code	Project Title	Available Budget	Encumbered	Estimate
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ST2084	Screening Wall Rehabilitation	\$ 1,535,361
	Screening Wall Assessment	\$ (63,235)
	Lake Bend Estates Design	\$ (128,400)
	Lake Bend Estates Construction	\$ (1,466,100)
Est. Balance		\$ (122,374)

Recommended Action

No Action Required

Attachments

1. Rowlett Screen Wall Cost Summary - Groups A and B Final
2. Wall Length Summary

Group A																		
Wall ID #	Adjacent Street	Cross Street	Type of Wall	Length (Feet)	Problem Type	Description of Problem	Recommendation	Priority Type	Units	Estimated Unit Cost	Priority 1 Cost	Priority 2 Cost	Priority 3 Cost					
D5-A	Dalrock Road	Southbay Drive	Masonry	280	A6	Wrought iron rust/paint peeling (60%)	Sand and paint metal railing	2	SF	\$25.00		\$ 6,300.00						
					C2	Damaged panel & column connections (90%)	Repair brick & mortar sections	2	EA	\$5,000.00	\$ 63,000.00							
					C3	Columns missing bricks and mortar sections (28%)	See above	2			\$ -							
					C5	Column lean of up to 2.75% (19%)	Monitor	2			\$ -							
					C8	Wrought iron detached from columns (60%)	Reconnect metal railing	2	EA	\$1,000.00	\$ 8,400.00							
					P2	Mortar loss at panels (25%)	Repoint mortar	2	SF	\$25.00	\$ 7,875.00							
					P5	Panel lean of up to 4.1% (40%)	Monitor	2			\$ -							
										WALL SUB-TOTAL	\$ -	\$ 85,575.00	\$ -					
D1-P1	Dalrock Road	Southbay Drive	Masonry	105	A6	Wrought iron rust/paint peeling (5%)	Sand and paint metal railing	2	SF	\$25.00		\$ 1,968.75						
					A8	Overgrown vegetation along backside of wall (70%)	Remove vegetation	2	LF	\$100.00	\$ 7,350.00							
					C2	Damaged panel & column connections (25%)	Repair brick & mortar sections	2	EA	\$5,000.00	\$ 10,500.00							
					C3	Columns missing bricks and mortar sections (12%)	Repair brick & mortar sections	2	EA	\$5,000.00	\$ 3,600.00							
					C5	Column lean of up to 3.75% (37%)	Monitor	2			\$ -							
										WALL SUB-TOTAL	\$ -	\$ 23,418.75	\$ -					
D1-P2	Dalrock Road	Southbay Drive	Masonry	105	A1	Wrought iron/metal railing missing	Add new railing	1										
					A5	Faded wrought iron/metal railing (80%)	See above	1										
					A6	Paint peeling on wrought iron/metal railing (10%)	See above	1										
					A8	Overgrown vegetation along backside of wall (20%)	Remove vegetation	1										
					C1	Cracks on column (60%)	See below	1										
					C2	Damaged panel & column connections (100%)	See below	1										
					C3	Columns missing bricks and mortar sections (50%)	See below	1										
					C5	Column lean of up to 7.8% (90%)	Replace screening wall	1	LF	\$600.00	\$ 63,000.00							
					P5	Panel lean of up to 7.68% (100%)	See above	1										
										WALL SUB-TOTAL	\$ 63,000.00	\$ -	\$ -					
D1-P3	Dalrock Road	Southbay Drive	Masonry	85	A5	Faded wrought iron/metal railing (60%)	Sand and paint metal railing	1	SF	\$25.00	\$ 1,912.50							
					A6	Paint peeling on wrought iron/metal railing (11%)	Sand and paint metal railing	1	SF	\$25.00	\$ 350.63							
					A8	Overgrown vegetation along backside of wall (20%)	Remove vegetation	1	LF	\$100.00	\$ 1,700.00							
					A9	Metal fence rust, broken welds, detached (30%)	Replace metal railing	1	LF	\$100.00	\$ 8,500.00							
					C1	Cracks on column (2%)	Repair brick & mortar sections	1	EA	\$2,500.00	\$ 5,000.00							
					C2	Damaged panel & column connections (60%)	Repair brick & mortar sections	1	EA	\$5,000.00	\$ 30,000.00							
					C3	Columns missing bricks and mortar sections (10%)	Repair brick & mortar sections	1	EA	\$3,000.00	\$ 3,000.00							
					C4	Exposed rebar (1%)	Patch column	1	EA	\$500.00	\$ 500.00							
					C5	Column lean of up to 7.8% (12%)	Remove & replace	1	EA	\$5,000.00	\$ 6,000.00							
					C6	Column undermining (50%)	Backfill & compact	1	LF	\$50.00	\$ 2,125.00							
					P1	Cracks on panel (2%)	Patch panel	1	SF	\$50.00	\$ 3,825.00							
					P5	Panel lean of up to 5.6% (30%)	Remove & replace	1	EA	\$5,000.00	\$ 13,500.00							
					P6	Panel undermining (60%)	Backfill & compact	1	LF	\$50.00	\$ 2,550.00							
															WALL SUB-TOTAL	\$ 78,963.13	\$ -	\$ -
D2	Dalrock Road	Navigation Drive	Masonry and Metal	334	A5	Graffiti on metal panel rail (2 Panels)	Repaint	1	SF	\$25.00	\$ 1,100.00							
					A8	Algae growth discoloration on brick wall (10%)	Powerwash	1	SF	\$2.00	\$ 420.84							
					C2	Mortar loss at brick joints (2%)	Repoint mortar	1	SF	\$25.00	\$ 5,260.50							
					C3	Spalling brick and mortar (1%)	Repair brick & mortar sections	1	SF	\$25.00	\$ 526.05							
					C5	Brick columns leaning up to 4.2% (58%)	Monitor	1	EA	\$5,000.00	\$ 34,800.00							
					C6	Column undermining (8%)	Backfill & compact	1	LF	\$50.00	\$ 192.00							
					P2	Mortar loss at brick joints (8%)	Repoint mortar	1	SF	\$25.00	\$ 4,208.40							
					P5	Metal panels leaning up to 14.5% (98%)	Remove and reset	1	LF	\$200.00	\$ 65,464.00							
					P6	Brick wall undermining (5%)	Backfill & compact	1	LF	\$50.00	\$ 835.00							
															WALL SUB-TOTAL	\$ 112,806.79	\$ -	\$ -
					D2-P1	Dalrock Road	Navigation Drive	Masonry and Metal	125	A8	Overgrown vegetation along metal panels(31%)	Remove vegetation	2	LF	\$100.00		\$ 3,875.00	
C5	Brick columns leaning up to 4.15% (31%)	Monitor	2								\$ -							
C6	Column undermining (57%)	Backfill & compact	2	LF						\$50.00	\$ 199.50							
P5	Metal panels leaning up to 9.1% (100%)	Remove and reset	2	LF						\$200.00	\$ 25,000.00							
P5	Brick panels leaning up to 2.0%	Monitor	2								\$ -							
P6	Brick wall undermining (42%)	Backfill & compact	2	LF						\$50.00	\$ 2,625.00							
										WALL SUB-TOTAL	\$ -	\$ 31,699.50	\$ -					
D3	Dalrock Road	Miller Road	Masonry and Metal	329	A5	Faded and/or rusting metal railing paint (20%)	Sand and paint metal railing	2	SF	\$25.00	\$ 10,692.50							
					A8	Overgrown vegetation (70%)	Remove vegetation	2	LF	\$100.00	\$ 23,030.00							
					C2	Mortar loss at brick joints (18%)	Repoint mortar	2	SF	\$25.00	\$ 8,883.00							
					C5	Brick columns leaning up to 3.4% (54%)	Monitor	2			\$ -							
					C6	Column undermining (64%)	Backfill & compact	2	LF	\$50.00	\$ 1,792.00							
					P2	Mortar loss at brick joints (36%)	Repoint mortar	2	SF	\$25.00	\$ 8,883.00							
					P3	Spalling brick and mortar (27%)	Repair brick & mortar sections	2	SF	\$25.00	\$ 6,662.25							
					P5	Metal panels leaning up to 13.1% (47%)	Remove and reset	2	LF	\$200.00	\$ 15,463.00							
					P6	Brick wall undermining (18%)	Backfill & compact	2	LF	\$50.00	\$ 1,480.50							
					P8	Broken metal railing welds (25%)	Clean & re-weld connections	2	EA	\$1,000.00	\$ 1,750.00							
										WALL SUB-TOTAL	\$ -	\$ 78,636.25	\$ -					
D3	Miller Road	Dalrock Road	Masonry and Metal	316	A4	Mortar expansion joint (wall/column) (1 location)	Repoint mortar	2	LF	\$500.00	\$ 500.00							
					A5	Faded and/or rusting metal railing paint (20%)	Sand and paint metal railing	2	SF	\$25.00	\$ 4,345.00							
					A8	Overgrown vegetation (1%)	Remove vegetation	2	LF	\$100.00	\$ 316.00							
					C1	Cracked column (16%)	Repair brick & mortar sections	2	EA	\$3,000.00	\$ 3,360.00							
					C2	Minor joint damage (22%)	Repair brick & mortar sections	2	SF	\$25.00	\$ 869.00							
					C5	Brick columns leaning up to 2.8% (54%)	Monitor	2			\$ -							
					C6	Column undermining (33%)	Backfill & compact	2	LF	\$50.00	\$ 1,400.00							
					P5	Metal panels leaning up to 5.6 (48%)	Monitor	2			\$ -							
P6	Brick wall undermining (37%)	Backfill & compact	2	LF	\$50.00	\$ 2,923.00												
										WALL SUB-TOTAL	\$ -	\$ 13,713.00	\$ -					

Wall ID #	Adjacent Steet	Cross Street	Type of Wall	Length (Feet)	Problem Type	Description of Problem	Recommendation	Priority Type	Units	Estimated Unit Cost	Priority 1 Cost	Priority 2 Cost	Priority 3 Cost
D3-P1	Miller Road	Dalrock Road	Masonry and Metal	105	A4	Mortar expansion joint (wall/column) (1 location)	Repoint mortar	1	LF	\$500.00	\$ 500.00		
					A5	Discolored brick walls	Powerwash	1	SF	\$2.00	\$ 735.00		
					A8	Overgrown vegetation (1%)	Remove vegetation	1	LF	\$100.00	\$ 105.00		
					C1	Cracked column	Repair brick & mortar sections	1	EA	\$3,000.00	\$ 3,000.00		
					C2	Mortar loss at brick joints (10%)	Repoint mortar	1	SF	\$25.00	\$ 918.75		
					C5	Brick columns leaning up to 10.4% (71%)	Reconstruct	1	EA	\$3,000.00	\$ 2,310.00		
					C6	Column undermining (14%)	Backfill & compact	1	LF	\$50.00	\$ 196.00		
					P2	Mortar loss at brick joints (10%)	Repoint mortar	1	SF	\$25.00	\$ 131.25		
					P5	Metal panels leaning up to 10.2 (75%)	Remove & Reset	1	LF	\$200.00	\$ 7,875.00		
					P5	Brick panels leaning up to 10.3% (75%)	Reconstruct	1	LF	\$200.00	\$ 7,875.00		
					P6	Brick wall undermining (18%)	Backfill & compact	1	LF	\$50.00	\$ 472.50		
					WALL SUB-TOTAL								
D3-P2	Miller Road	Dalrock Road	Masonry and Metal	120	A5	Metal fence color fading (80%)	Sand and paint metal fence	3	SF	\$25.00			\$ 7,560.00
					A6	Metal fence paint peeling (5%)	Sand and paint metal fence	3	SF	\$25.00			\$ 472.50
					C1	Cracked column	Repair brick & mortar section	3	EA	\$3,000.00			\$ 3,000.00
					P5	Metal panels leaning up to 3.9% (35%)	Monitor	3					\$ -
					WALL SUB-TOTAL								
D4-A	Dalrock Road	Circlevue Street	Precast Concrete	400	A5	Faded paint throughout wall and columns (40%)	See below	1					
					A6	Paint peeling from concrete cap (80%)	See below	1					
					C1	Cracked columns	See below	1					
					C5	Cast-in-place columns leaning up to 7.7% (60%)	Replace screening wall	1	LF	\$600.00	\$ 240,000.00		
					P2	Damaged panel joints (46%)	See above	1					
					P5	Precast panels leaning up to 7.5% (70%)	See above	1					
					P7	Collision damage to panel	See above	1					
					P8	Cracked grade beam	See above	1					
					WALL SUB-TOTAL								
D4-A-P1	Dalrock Road	Circlevue Street	Precast Concrete	85	A5	Faded paint throughout wall and columns (40%)	See below	1					
					A6	Paint peeling from concrete cap (50%)	See below	1					
					C1	Cracked columns (25%)	See below	1					
					C5	Cast-in-place columns leaning up to 6.3% (81%)	See below	1					
					P1	Cracked panels (26%)	See below	1					
					P2	Damaged panel joints (46%)	See below	1					
					P5	Precast panels leaning up to 17.5% (85%)	Replace screening wall	1	LF	\$600.00	\$ 51,000.00		
					P8	Loose panel caps (47%)	See above	1					
					WALL SUB-TOTAL								
D4-B	Dalrock Road	Circlevue Street	Precast Concrete	740	A1	Missing panels (4 panels)	See below	1					
					A5	Faded paint throughout wall and columns (50%)	See below	1					
					A6	Paint peeling from concrete cap (80%)	See below	1					
					C1	Cracked columns (31%)	See below	1					
					C4	Exposed rebar (2 locations)	See below	1					
					C5	Cast-in-place columns leaning up to 11.3% (50%)	Replace screening wall	1	LF	\$600.00	\$ 444,000.00		
					P1	Cracked panels (4%)	See above	1					
					P5	Precast panels leaning up to 11% (60%)	See above	1					
					P7	Collision damage to panel (2 locations)	See above	1					
					P8	Loose panel caps (48%)	See above	1					
WALL SUB-TOTAL										\$ 444,000.00	\$ -	\$ -	
D4-B-P1	Dalrock Road	Circlevue Street	Precast Concrete	85	A1	Missing panels caps (1) and portions (24%)	See below	1					
					A2	Chipped column cap (1), chipped/broken panel caps	See below	1					
					A5	Faded paint throughout wall and columns (20%)	See below	1					
					A6	Paint peeling from panel/concrete caps (95%)	See below	1					
					C1	Cracked columns (18%)	See below	1					
					C2	Joint damage (27%)	See below	1					
					C5	Cast-in-place columns leaning up to 8.2% (95%)	Replace screening wall	1	LF	\$600.00	\$ 51,000.00		
					P2	Joint damage (27%)	See above	1					
					P5	Precast panels leaning up to 7.7% (98%)	See above	1					
P8	Loose panel caps (47%)	Reset/replace with mortar	1										
WALL SUB-TOTAL										\$ 51,000.00	\$ -	\$ -	
D4-B-P2	Dalrock Road	Trail Lake Drive	Precast Concrete	85	A1	Missing panels (2) and columns (1)	See below	1					
					A5	Faded/discolored paint throughout (20%)	See below	1					
					A6	Paint peeling from panel/concrete caps (98%)	See below	1					
					A8	Overgrown vegetation (1%)	See below	1					
					C1	Cracked columns (48%)	See below	1					
					C5	Cast-in-place columns leaning up to 16.2% (100%)	Replace screening wall	1	LF	\$600.00	\$ 51,000.00		
					P2	Joint damage (38%)	See above	1					
					P5	Precast panels leaning up to 17.2% (100%)	See above	1					
					P8	Loose panel caps (38%)	See above	1					
WALL SUB-TOTAL										\$ 51,000.00	\$ -	\$ -	
D4-C	Dalrock Road	Trail Lake Drive	Precast Concrete	370	A5	Unmatched paint at panels (4)	See below	1					
					A6	Paint peeling from panel/concrete caps (80%)	See below	1					
					C1	Cracked columns (27%)	See below	1					
					C5	Cast-in-place columns leaning up to 5.2% (12%)	See below	1					
					C8	Panel separation from columns (5%)	See below	1					
					P1	Cracked panels (5%)	See below	1					
					P2	Joint damage (35%)	See below	1					
					P5	Precast panels leaning up to 6.9% (70%)	Replace screening wall	1	LF	\$600.00	\$ 222,000.00		
					P8	Loose panel caps (95%)	See above	1					
WALL SUB-TOTAL										\$ 222,000.00	\$ -	\$ -	

Wall ID #	Adjacent Steet	Cross Street	Type of Wall	Length (Feet)	Problem Type	Description of Problem	Recommendation	Priority Type	Units	Estimated Unit Cost	Proirity 1 Cost	Proirity 2 Cost	Proirity 3 Cost	
D4-C-P1	Dalrock Road	Trail Lake Drive	Precast Concrete	85	A1	Missing panel portions (3)	See below	1						
					A6	Paint peeling from panel/concrete caps (100%)	See below	1						
					C1	Cracked columns (33%)	See below	1						
					C5	Cast-in-place columns leaning up to 4.5% (100%)	See below	1						
					C8	Panel separation from columns (3 locations)	See below	1						
					P2	Joint damage (40%)	See below	1						
					P4	Exposed rebar (1 location)	See below	1						
					P5	Precast panels leaning up to 5.9% (100%)	Replace screening wall	1	LF	\$600.00	\$ 51,000.00			
					P8	Loose panel caps (59%)	See above	1						
WALL SUB-TOTAL											\$ 51,000.00	\$ -	\$ -	
											\$ 1,388,888.42	\$ 233,042.50	\$ 11,032.50	
Group A											TOTAL	\$ 1,632,963.42		

Group B																		
Wall ID #	Adjacent Street	Cross Street	Type of Wall	Length (Feet)	Problem Type	Description of Problem	Recommendation	Priority	Type	Units	Estimated Unit Cost	Priority 1 Cost	Priority 2 Cost	Priority 3 Cost				
D5-A	Dalrock Road	Willowbrook Drive	Masonry	547	A6	Wrought iron rust/paint peeling (100%)	Sand and paint metal railing	2	SF		\$25.00		\$	28,095.29				
					A8	Overgrown Vegetation	Remove vegetation	2	LF	\$100.00		\$	1,641.00					
					C2	Damaged panel & column connections (26%)	Repair brick & mortar sections	2	EA	\$5,000.00		\$	44,200.00					
					C5	Column lean of up to 6.6% (14%)	Reconstruct	2	EA	\$3,000.00		\$	14,280.00					
					C8	Wrought iron detached from columns (60%)	Reconnect metal railing	2	EA	\$1,000.00		\$	1,000.00					
					P2	Joint damage and/or mortar loss (panels) (48%)	Repoint mortar	2	SF	\$25.00		\$	38,530.68					
					P5	Panel lean of up to 4.1% (15%)	Monitor	2				\$	-					
					P8	Cracked grade beam (mow strip) (various locations)	Monitor	2				\$	-					
WALL SUB-TOTAL											\$ -	\$ 127,746.97	\$ -					
D5-A-P1	Dalrock Road	Willowbrook Drive	Masonry	80	A8	Overgrown vegetation (45%)	Remove vegetation	2	LF		\$100.00		\$	3,600.00				
					C5	Column lean of up to 6.6% (44%)	Reconstruct	2	EA	\$3,000.00		\$	11,880.00					
					P5	Panel lean of up to 5.9% (38%)	Reconstruct	2	EA	\$3,000.00		\$	9,120.00					
					P8	Grade beam (mow strip) settlement/cracks	Reconstruct	2	LF	\$250.00		\$	5,000.00					
					WALL SUB-TOTAL											\$ -	\$ 29,600.00	\$ -
D5-B-P1	Dalrock Road	Willowbrook Drive	Masonry	90	A8	Overgrown vegetation (11%)	Remove vegetation	2	LF		\$100.00		\$	990.00				
					C2	Damaged panel & column connections (20%)	Repair Brick & Mortar Sections	2	EA	\$5,000.00		\$	9,000.00					
					C3	Columns missing bricks and mortar sections (44%)	Repair Brick & Mortar Sections	2	EA	\$3,000.00		\$	13,200.00					
					C6	Column undermining (50%)	Backfill & compact	2	LF	\$50.00		\$	500.00					
					C5	Column lean of up to 1.2% (30%)	Monitor	2	EA									
					C8	Missing Column Cap	Replace with new cap	2	EA	\$750.00		\$	4,500.00					
					P2	Joint damage	Repair Brick & Mortar Sections	2	EA	\$2,000.00		\$	4,500.00					
					P5	Panel lean of up to 1.7% (66%)	Monitor	2	EA									
P6	Grade beam (mow strip) undermining and settlement	Backfill & Compact	2	LF	\$50.00		\$	2,970.00										
WALL SUB-TOTAL											\$ -	\$ 35,660.00	\$ -					
D5-B	Dalrock Road	Willowbrook Drive	Masonry	477	A1	Missing/bent vertical metal posts	Repape, weld, paint	3	EA		\$500.00		\$	1,500.00				
					A5	Faded wrought iron/metal railing (15%)	Sand and paint metal railing	3	SF	\$25.00		\$	1,788.75					
					A6	Paint peeling on wrought iron/metal railing (15%)	Sand and paint metal railing	3	SF	\$25.00		\$	1,788.75					
					A8	Overgrown vegetation (3%)	Remove vegetation	3	LF	\$100.00		\$	1,431.00					
					C1	Cracks on column (19%)	Repair brick & mortar sections	3	EA	\$2,500.00		\$	14,725.00					
					C3	Columns missing bricks and mortar sections (3%)	Repair brick & mortar sections	3	EA	\$3,000.00		\$	3,060.00					
					C5	Column lean of up to 1.2% (90%)	Monitor	3	EA									
					P1	Cracks on panel (9%)	Patch panel	3	SF	\$50.00		\$	2,146.50					
					P2	Mortar loss at brick joints (36%)	Repoint mortar	3	SF	\$25.00		\$	10,553.63					
					P3	Panels missing bricks and mortar sections	Repair brick & mortar sections	3	EA	\$25.00		\$	2,110.73					
					P5	Panel lean of up to 2.0% (90%)	Monitor	3	EA									
					WALL SUB-TOTAL											\$ -	\$ -	\$ 39,104.36
					D5-B-P2	Dalrock Road	Willowbrook Drive	Masonry	95	A1	Missing/bent vertical metal posts	Repape, weld, paint	3	EA		\$500.00		\$
A5	Faded wrought iron/metal railing (15%)	Sand and paint metal railing	3	SF						\$25.00		\$	356.25					
A6	Paint peeling on wrought iron/metal railing (15%)	Sand and paint metal railing	3	SF						\$25.00		\$	356.25					
A8	Overgrown vegetation (3%)	Remove vegetation	3	LF						\$100.00		\$	285.00					
C1	Cracks on column (19%)	Repair brick & mortar sections	3	EA						\$2,500.00		\$	14,725.00					
C3	Columns missing bricks and mortar sections (3%)	Repair brick & mortar sections	3	EA						\$3,000.00		\$	3,060.00					
C5	Column lean of up to 1.2% (90%)	Monitor	3	EA														
P1	Cracks on panel (9%)	Patch panel	3	SF						\$50.00		\$	427.50					
P2	Mortar loss at brick joints (36%)	Repoint mortar	3	SF						\$25.00		\$	2,101.88					
P3	Panels missing bricks and mortar sections	Repair brick & mortar sections	3	EA						\$25.00		\$	420.38					
P5	Panel lean of up to 2.0% (90%)	Monitor	3	EA														
WALL SUB-TOTAL											\$ -	\$ -	\$ 23,232.26					
D6	Dalrock Road	Princeton Road	Precast Concrete	350						A1	Missing panels (2 panels)	See below	1					
					A5	Faded paint throughout wall and columns (50%)	See below	1										
					A6	Paint peeling from concrete cap & balustrade (90%)	See below	1										
					C1	Cracked columns (1%)	See below	1										
					C5	Cast-in-place columns leaning up to 10.2% (100%)	Replace screening wall	1	LF	\$600.00	\$	210,000.00						
					C5	Masonry major columns leaning up to 10.2% (100%)	See above	1										
					C8	Panel separation from columns (5%)	See above	1										
					P1	Cracked panels (1%)	See above	1										
P5	Precast panels leaning up to 10% (100%)	See above	1															
WALL SUB-TOTAL											\$ 210,000.00	\$ -	\$ -					
D6-P1	Dalrock Road	Princeton Road	Precast Concrete	119	A5	Faded paint throughout wall and columns (80%)	See below	1										
					A6	Paint peeling from concrete cap & balustrade (100%)	See below	1										
					C1	Cracked columns (1%)	See below	1										
					C5	Cast-in-place columns leaning up to 4.1% (100%)	Replace screening wall	1	LF	\$600.00	\$	71,400.00						
					C5	Masonry major columns leaning up to 4.1% (100%)	See above	1										
					C8	Panel separation from columns (2%)	See above	1										
					P1	Cracked panels (5%)	See above	1										
					P5	Precast panels leaning up to 6.9% (100%)	See above	1										
P8	Panels settled and/or damage (55%)	See above	1															
WALL SUB-TOTAL											\$ 71,400.00	\$ -	\$ -					
M1-A	Miller Road	Dorchester Drive	Masonry / Wood	192	A5	Faded wood fence panel (100%)	Powerwash and stain	3	SF		\$8.00		\$	5,529.60				
					A8	Overgrown vegetation (33%)	Remove vegetation	3	LF	\$100.00		\$	6,336.00					
					C1	Cracks on column (33%)	Repair brick & mortar sections	3	EA	\$2,500.00		\$	2,500.00					
					C2	Damaged panel & column connections (67%)	Repair brick & mortar sections	3	EA	\$5,000.00		\$	10,000.00					
					C3	Columns missing bricks and mortar sections	See other repair items	3	EA	\$3,000.00		\$	3,060.00					
					C5	Column lean of up to 1.7% (33%)	Monitor	3	EA									
					P5	Panel lean of up to 3.9% (100%)	Monitor	3	EA									
					P6	Undermining of grade beam (15%)	Backfill & compact	3	LF	\$50.00		\$	1,440.00					
P8	Minor cracks in grade beam	Patch concrete cracks and monitor	3	EA	\$500.00		\$	2,500.00										
WALL SUB-TOTAL											\$ -	\$ -	\$ 31,365.60					

Wall ID #	Adjacent Steet	Cross Street	Type of Wall	Length (Feet)	Problem Type	Description of Problem	Recommendation	Priority Type	Units	Estimated Unit Cost	Proirity 1 Cost	Proirity 2 Cost	Proirity 3 Cost					
M1-A-P1	Miller Road	Dorchester Drive	Masonry / Wood	88	A5	Faded wood fence panel (100%)	Powerwash and stain	3	SF	\$8.00			\$ 2,534.40					
					A9	Broken wood slats (10%)	Replace wood slats	3	LF	\$75.00			\$ 1,320.00					
					C1	Cracks on column (30%)	Repair brick & mortar sections	3	EA	\$2,500.00			\$ 2,500.00					
					C5	Column lean of up to 1.4% (66%)	Monitor	3	EA									
					P2	Mortar loss at brick joints (20%)	Repoint mortar	3	SF	\$25.00			\$ 4,356.00					
					P5	Panel lean of up to 2.9% (100%)	Monitor	3	EA									
WALL SUB-TOTAL											\$ -	\$ -	\$ 10,710.40					
M1-B-P1	Miller Road	Dorchester Drive	Masonry / Wood	104	A5	Faded/deteriorated wood fence (street side) (100%)	Remove, replace, & stain	3	LF	\$40.00			\$ 15,267.20					
					A6	Faded and warped fence top board (100%)	Remove, replace, & stain	3	LF	\$10.00			\$ 1,040.00					
					A7	Cracks on column (33%)	Repair brick & mortar sections	3	EA	\$2,500.00			\$ 2,500.00					
					A8	Column lean of up to 5.6% (100%)	Monitor	3	EA									
					A9	Cracks on panel (15%)	Patch panel	3	SF	\$50.00			\$ 1,950.00					
					A10	Panel lean of up to 2.7% (100%)	Monitor	3	EA									
WALL SUB-TOTAL											\$ -	\$ -	\$ 20,757.20					
M1-B	Miller Road	Dorchester Drive	Masonry / Wood	420	A5	Faded/warping wood fence panel top board (100%)	Remove, replace, & stain	3	LF	\$10.00			\$ 4,200.00					
					A9	Cracks on panel (14%)	Patch panel	3	SF	\$50.00			\$ 6,027.00					
					C2	Damaged panel & column connection	Repair brick & mortar section	3	EA	\$5,000.00			\$ 5,000.00					
					C5	Column lean of up to 1.1% (83%)	Monitor	3	EA									
					C6	Undermining at column (33%)	Backfill & compact	3	LF	\$50.00			\$ 600.00					
					P5	Panel lean of up to 1.9% (100%)	Monitor	3	EA									
WALL SUB-TOTAL											\$ -	\$ -	\$ 15,827.00					
M1-B-P2	Miller Road	Univeristy Drive	Masonry / Wood	77	A5	Faded/deteriorated wood fence (100%)	Powerwash and stain	3	SF	\$8.00			\$ 4,435.20					
					A6	Faded and warped fence top board (100%)	Remove, replace, & stain	3	LF	\$10.00			\$ 770.00					
					A8	Column lean of up to 4.0% (100%)	Monitor	3	EA									
					A9	Mortar loss at brick joints	Repoint mortar	3	SF	\$50.00			\$ 834.30					
					A10	Panel lean of up to 2.6% (100%)	Monitor	3	EA									
					WALL SUB-TOTAL											\$ -	\$ -	\$ 6,039.50
M1-C-P1	Miller Road	Univeristy Drive	Masonry / Wood	79	A5	Faded wood fence panel (100%)	See below	1										
					C2	Failed brick joints	See below	1										
					C5	Column lean of up to 5.5% (100%)	Replace screening wall	1	LF	\$500.00	\$ 39,500.00							
					P2	Failed brick joints (50%)	See above	1										
					P2	Cracks in panels (50%)	See above	1										
					P5	Panel lean of up to 7.0% (100%)	See above	1										
WALL SUB-TOTAL											\$ 39,500.00	\$ -	\$ -					
M1-C	Miller Road	Univeristy Drive	Masonry / Wood	371	A5	Faded wood fence panel (100%)	See below	1										
					A5	Wood fence top cap warped and kick board detached	See below	1										
					C2	Failed brick joints	See below	1										
					C5	Column lean of up to 11.5% (100%)	Replace screening wall	1	LF	\$500.00	\$ 185,500.00							
					P2	Failed brick joints (50%)	See above	1										
					P2	Cracks in panels (50%)	See above	1										
WALL SUB-TOTAL											\$ 185,500.00	\$ -	\$ -					
M2-P1	Miller Road	Lafayette Drive	Masonry (Limestone)	163	C2	Mortar loss/joint cracks (25%)	Repoint mortar	3	SF	\$50.00			\$ 1,168.00					
					C5	Column lean of up to 5% (62%)	Monitor	3										
					P2	Mortar loss/joint cracks (87%)	Repoint mortar	3	SF	\$50.00			\$ 1,260.00					
					P5	Panel lean of up to 3.8% (75%)	Monitor	3										
					WALL SUB-TOTAL											\$ -	\$ -	\$ 2,428.00
					M2-P2	Miller Road	Lafayette Drive	Masonry (Limestone)	42	C5	Column lean of up to 3.3% (20%)	Monitor	3					
P2	Mortar loss/joint cracks (100%)	Repoint mortar	3	SF						\$50.00			\$ 1,260.00					
WALL SUB-TOTAL											\$ -	\$ -	\$ 1,260.00					
M2	Miller Road	Lafayette Drive	Masonry (Limestone)	574	A1	Missing stone(s) at top of panel	Repair stone and mortar section	2	EA	\$2,500.00		\$ 2,500.00						
					A8	Overgrown vegetation	Remove vegetation	2	LF	\$100.00			\$ -					
					C2	Mortar loss/joint cracks (18%)	Repoint mortar	2	SF	\$50.00			\$ 3,456.00					
					C5	Column lean of up to 2.4% (21%)	Monitor	2										
					C6	Undermining at column (46%)	Backfill & compact	2	LF	\$50.00			\$ 1,472.00					
					P2	Mortar loss/joint cracks (40%)	Repoint mortar	2	SF	\$50.00			\$ 7,576.80					
					P5	Panel lean of up to 5.2% (43%)	Monitor	2										
					P6	Undermining of grade beam (46%)	Backfill & compact	2	LF	\$50.00			\$ 13,202.00					
WALL SUB-TOTAL											\$ -	\$ 28,206.80	\$ -					
M2-P3	Miller Road	Sunrise Drive	Masonry (Limestone)	93	A1	Missing stone(s) at top of panel	Repair stone and mortar section	2	EA	\$2,500.00		\$ 2,500.00						
					C2	Mortar loss/joint cracks (50%)	Repoint mortar	2	SF	\$50.00			\$ 2,400.00					
					C5	Column lean of up to 4.0% (25%)	Monitor	2										
					C6	Undermining at column (50%)	Backfill & compact	2	LF	\$50.00			\$ 400.00					
					P2	Mortar loss/joint cracks (50%)	Repoint mortar	2	SF	\$50.00			\$ 2,301.75					
					P5	Panel lean of up to 6.6% (50%)	Monitor	2										
					P6	Undermining of grade beam (50%)	Backfill & compact	2	LF	\$50.00			\$ 2,325.00					
					WALL SUB-TOTAL											\$ -	\$ 9,926.75	\$ -
R1-P2	Rowlett Road	Faulkner Drive	Masonry (Brick)	318	A4	Retrofitted brick joint filler at panel/column	Monitor integrity	2	EA									
					A5	Discoloration of brick wall and concrete caps	Power wash (segments to remain)	2	SF	\$2.00			\$ 1,272.00					
					C1	Cracked columns (4%)	See replacement below	2	SF									
					C3	Spalling of concrete columns (8%)	See replacement below	2										
					C4	Exposed rebar at coumns (8%)	See replacement below	2										
					C5	Column lean of up to 7.8% (40%)	See replacement below	2	EA									
					P1	Loose/cracked concrete panel caps (50%)	Remove & replace (segments to remain)	2	LF	\$100.00			\$ 15,900.00					
					P2	Mortar loss/joint cracks (87%)	Repoint mortar (segments to remain)	2	SF	\$50.00			\$ 3,816.00					
					P5	Panel lean of up to 7.6% (70%)	Replace screening wall segments (50%)	2	LF	\$700.00			\$ 111,300.00					
WALL SUB-TOTAL											\$ -	\$ 132,288.00	\$ -					

Wall ID #	Adjacent Steet	Cross Street	Type of Wall	Length (Feet)	Problem Type	Description of Problem	Recommendation	Priority Type	Units	Estimated Unit Cost	Proirity 1 Cost	Proirity 2 Cost	Proirity 3 Cost					
R1-P1	Rowlett Road	Faulkner Drive	Masonry (Brick)	101	A4	Retrofitted brick joint filler at panel/column	Monitor integrity	2	EA									
					A5	Discoloration of brick wall and concrete caps (90%)	Power wash	2	SF	\$2.00		\$ 1,454.40						
					C5	Column lean of up to 4.2% (100%)	Monitor	2	EA									
					P1	Loose/cracked concrete panel caps (75%)	Remove & replace	2	LF	\$100.00		\$ 10,100.00						
					P1	Cracked panel	Repair brick & mortar section	2	EA	\$2,500.00		\$ 2,500.00						
					P5	Panel lean of up to 5.1% (87%)	Monitor	2	LF									
WALL SUB-TOTAL											\$ -	\$ 14,054.40	\$ -					
R1	Rowlett Road	Faulkner Drive	Masonry (Brick)	296	A4	Retrofitted brick joint filler at panel/column	Monitor integrity	2	EA									
					A4	Damaged bricks in panel/column gap filler	Repair brick & mortar sections	2	EA	\$500.00		\$ 5,000.00						
					A5	Discoloration of brick wall and concrete caps (60%)	Power wash	2	SF	\$2.00		\$ 2,132.00						
					C4	Exposed rebar at columns (15%)	Patch concrete columns	2	SF	\$50.00		\$ 600.00						
					C5	Column lean of up to 3.2% (50%)	Monitor	2	EA									
					P1	Loose/cracked concrete panel caps (100%)	Remove & replace	2	LF	\$100.00		\$ 29,600.00						
					P4	Exposed rebar at panels (5%)	Patch panels	2	SF	\$50.00		\$ 370.00						
					P5	Panel lean of up to 2.4% (47%)	Monitor	2	LF									
					WALL SUB-TOTAL											\$ -	\$ 37,702.00	\$ -
					R2	Rowlett Road	Dogwood Trail	Masonry (Brick)	199	A5	Discoloration of brick wall and concrete caps (50%)	Power wash	2	SF	\$2.00		\$ 2,388.00	
C1	Cracked brick and mortar at columns (46%)	Repair brick & mortar sections	2	EA						\$2,500.00		\$ 14,950.00						
C3	Missing brick at column caps (15%)	Repair brick & mortar sections	2	EA						\$500.00		\$ 975.00						
C5	Column lean of up to 3.6% (38%)	Monitor	2	EA														
P2	Mortar loss/joint cracks (100%)	Repoint mortar	2	SF						\$50.00		\$ 5,970.00						
P5	Panel lean of up to 4.5% (33%)	Monitor	2	LF														
WALL SUB-TOTAL											\$ -	\$ 24,283.00	\$ -					
R2-P1	Rowlett Road	Dogwood Trail	Masonry (Brick)	81	A5	Discoloration of brick wall (50%)	Power wash	2	SF	\$2.00		\$ 486.00						
					A9	Cracked/falling landscape low wall	Likley an HOA responsibility	2										
					A9	Missing cast stone entry sign	Likely an HOA responsibility	2										
					C3	Missing brick at column caps (14%)	Repair brick & mortar sections	2	EA	\$500.00		\$ 490.00						
					C5	Column lean of up to 1.6% (14%)	Monitor	2	EA									
					P2	Mortar loss/joint cracks (75%)	Repoint mortar	2	SF	\$50.00		\$ 3,645.00						
P5	Panel lean of up to 4.4% (28%)	Monitor	2	LF														
WALL SUB-TOTAL											\$ -	\$ 4,621.00	\$ -					
R2-P2	Rowlett Road	Dogwood Trail	Masonry (Brick)	145	A5	Discoloration of brick wall (60%)	Power wash	2	SF	\$2.00		\$ 522.00						
					A9	Cracked/falling landscape low wall (extensive)	Likley an HOA responsibility	2										
					C3	Missing brick at columns (5%)	Repair brick & mortar sections	2	EA	\$500.00		\$ 500.00						
					C5	Column lean of up to 7.1% (77%)	See replacement to include columns below	2										
					P2	Mortar loss/joint cracks (66%)	Repoint mortar	2	SF	\$50.00		\$ 2,871.00						
					P5	Panel lean of up to 7.6% (50%)	Replace screening wall segments (50%)	2	LF	\$700.00		\$ 60,900.00						
WALL SUB-TOTAL											\$ -	\$ 64,793.00	\$ -					
R3-P1	Rowlett Road	Faringdon Lane	Masonry (Brick)	45	C2	Mortar loss/joint cracks (20%) (rowlock brick)	Repoint mortar	3	SF	\$50.00			\$ 675.00					
					C5	Column lean of up to 1.4% (40%)	Monitor	3										
					P5	Panel lean of up to 1.8% (50%)	Monitor	3	LF									
WALL SUB-TOTAL											\$ -	\$ -	\$ 675.00					
R3-P1	Rowlett Road	Faringdon Lane	Masonry (Brick)	1092	A8	Overgrown vegetation	Remove vegetation	3	LF	\$100.00			\$ 1,201.20					
					C2	Mortar loss/joint cracks (1%)	Repoint mortar	3	SF	\$50.00		\$ 1,638.00						
					C3	Chipped/missing brick	Repair brick & mortar sections	3	EA	\$1,500.00		\$ 1,470.00						
					C3	Chipped concrete peir cap	Patch concrete	3	EA			\$ 250.00						
					C5	Column lean of up to 2.2% (7%)	Monitor	3										
					P2	Rowlock bricks detached	Repair brick & mortar sections	3	LF	\$50.00		\$ 1,000.00						
					P2	Mortar loss/joint cracks (20%) (panels & rowlock bricks)	Repoint mortar	3		\$50.00		\$ 10,920.00						
					P3	Chipped/missing brick	Repair brick & mortar sections	3	SF	\$50.00		\$ 3,276.00						
					P5	Panel lean of up to 1.9% (11%)	Monitor	3	LF									
					WALL SUB-TOTAL											\$ -	\$ -	\$ 19,755.20
R4-A	Rowlett Road	Glenstone Street	Masonry (Brick)	318	A5	Discoloration of brick wall (10%)	Power wash	2	SF	\$2.00		\$ 1,259.28						
					A8	Overgrown vegetation	Remove vegetation	2	LF	\$100.00		\$ 1,272.00						
					C2	Cracked/spalled, exposed rebar	Remove & replace concrete column	2	SF	\$2,500.00		\$ 5,250.00						
					C3	Damaged column cap	Remove, replace & mortar cap	2	EA	\$1,000.00		\$ 5,000.00						
					C5	Column lean of up to 4.2% (100%)	Monitor	2										
					P2	Mortar loss/joint cracks (85%)	Repoint mortar	2	SF	\$50.00		\$ 20,272.50						
P3	Chipped/missing brick	Repair brick & mortar sections	2	SF	\$50.00		\$ 954.00											
P5	Panel lean of up to 7.7% (85%)	Remove & Reconstruct Panels (50%)	2	LF	\$400.00		\$ 63,600.00											
WALL SUB-TOTAL											\$ -	\$ 97,607.78	\$ -					
R4-A-P1	Rowlett Road	Glenstone Street	Masonry (Brick)	86	A1	Missing panel brick	Repair brick & mortar sections	2	SF	\$50.00		\$ 2,150.00						
					A8	Chipped or pitted columns and/or panels	Repair brick & mortar sections	2	SF	\$50.00		\$ 1,032.00						
					C2	Cracked column	Patch column	2	EA	\$750.00		\$ 750.00						
					C3	Damaged column cap	Remove, replace & mortar cap	2	EA	\$1,000.00		\$ 5,000.00						
					C5	Column lean of up to 3.7% (71%)	Monitor	2										
					P2	Mortar loss/joint cracks (100%)	Repoint mortar	2	SF	\$50.00		\$ 12,900.00						
					P3	Chipped/missing brick	See A1 above	2										
P5	Panel lean of up to 3.8% (71%)	Monitor	2															
WALL SUB-TOTAL											\$ -	\$ 21,832.00	\$ -					
R4-B-P1	Rowlett Road	Glenstone Street	Masonry (Brick)	90	A5	Discoloration of brick wall (10%)	Replace for uniformity with R4-B below (contiguous)	1										
					C2	Cracked/spalled, exposed rebar		1										
					C3	Damaged column cap (chipped / loose) (71%)		1										
					C5	Column lean of up to 3.1% (100%)		1										
					P5	Panel lean of up to 5.4% (100%)		1	LF	\$700.00		\$ 63,000.00						
WALL SUB-TOTAL											\$ 63,000.00	\$ -	\$ -					

Summary of Walls

Road	Wall ID	Alley Wall Length (Ft)	Private Wall Length (Ft)	Subdivision	Alley Wall Length (Ft)	Private Wall
Dalrock	D1-P1		105	Southbay Estates	0	105
Dalrock	D1-P2		105	Southbay Estates	0	105
Dalrock	D1	280		Southbay Estates	280	0
Dalrock	D1-P3		85	Southbay Estates	0	85
Dalrock	D2	334		Kimball Estates	334	0
Dalrock	D2-P1		125	Kimball Estates	0	125
Dalrock	D3-P1		105	Lake Highlands at Lake Ray Hubbard	0	105
Dalrock/Miller	D3	645		Lake Highlands at Lake Ray Hubbard	645	0
Dalrock	D3-P2		120	Lake Highlands at Lake Ray Hubbard	0	120
Dalrock	D4-A	400		Lake Bend Estates Phase 2	400	0
Dalrock	D4-A-P1		85	Lake Bend Estates Phase 2	0	85
Dalrock	D4-B-P1		85	Lake Bend Estates Phase 2	0	85
Dalrock	D4-B	740		Lake Bend Estates Phase 2	740	0
Dalrock	D4-B-P2		85	Lake Bend Estates Phase 2	0	85
Dalrock	D4-C-P1		85	Lake Bend Estates Phase 1	0	85
Dalrock	D4-C	370		Lake Bend Estates Phase 1	370	0
Dalrock	D5-A	505		Dalrock Heights	2769	985
Dalrock	D5-A-P1		100	Dalrock Heights		
Dalrock	D5-B-P1		110	Dalrock Heights		
Dalrock	D5-B	475		Dalrock Heights	29	31
Dalrock	D5-B-P2		90	Dalrock Heights		
Dalrock	D6	355		Graham Estates		
Dalrock	D6-P1		90	Graham Estates		
Miller	M1-A	170		Ridgecrest		
Miller	M1-A-P1		85	Ridgecrest		
Miller	M1-B-P1		115	Ridgecrest		
Miller	M1-B	418		Ridgecrest		
Miller	M1-B-P2		85	Ridgecrest		
Miller	M1-C-P1		85	Ridgecrest		
Miller	M1-C	385		Ridgecrest		
Miller	M2-P1		140	Harborside Estates		
Miller	M2-P2		80	Harborside Estates		
Miller	M2	602		Harborside Estates		
Miller	M2-P3		115	Harborside Estates		
Rowlett	R1-P2		330	Toler Bay		
Rowlett	R1-P1		105	Toler Bay		
Rowlett	R1	300		Toler Bay		
Rowlett	R2	195		Chapel Hill Estates		
Rowlett	R2-P1		70	Chapel Hill Estates		
Rowlett	R2-P2		130	Chapel Hill Estates		
Rowlett	R3-P1		59	Springfield Addition Section Four		
Rowlett	R3	1090		Springfield Addition Section Four		
Rowlett	R4-A	330		Springfield Addition Section Three		
Rowlett	R4-A-P1		85	Springfield Addition Section Three		
Rowlett	R4-B-P1		85	Springfield Addition Section Three		
Rowlett	R4-B	890		Springfield Addition Section Three		
Rowlett	R4-B-P2		90	Springfield Addition Section Three		
Rowlett	R5-A	860		Springfield Estates		
Rowlett	R5-A-P1		85	Springfield Estates		
Rowlett	R5-B-P1		90	Springfield Estates		
Rowlett	R5-B	365		Springfield Estates		

2769	985
% Complete	
29	31

Sub Totals	9709	3209
Total Wall Length (Ft) =	12918	
% Alley Walls =	75	
% Private Walls =		25



**City of Rowlett
City Council Agenda Item**

Meeting Date: 5/18/2026

Agenda Item: 3.D.

Title

Discussion regarding Project Funding and Debt Management Strategies.



Staff Representative

Michael Kuhn, Treasurer & Debt Mgr.

Executive Summary

The purpose of this item is to discuss the City's strategy for funding capital improvement projects and various vehicles and equipment.

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
 <p>GOVERN TRANSPARENTLY & INCLUSIVELY</p>	<p>1.8 Provide accurate and timely information to policy makers and the public.</p>
 <p>INVEST IN TRANSPORTATION & INFRASTRUCTURE</p>	<p>6.1 Systematically manage the Capital Improvement Program. 6.2 Upgrade residential streets, alleys, drainage ways, and utility systems. 6.4 Improve traffic flow across all transportation modes.</p>

Background Information

The City's general fund operations are primarily supported by property taxes which are highly regulated by state law and consist of two components: Maintenance and Operations (M&O) and Interest and Sinking (I&S). The purpose of the I&S rate is to support the repayment of outstanding debt. The purpose of the M&O rate is to fund operating expenses of the City. The City previously had a practice of utilizing revenue from the M&O rate to pay short term debt. In 2024, staff presented a strategy to fund eligible capital purchases with debt supported by the I&S tax rate, shifting those costs from the M&O tax rate. City Council subsequently approved and implemented this approach.

Discussion

Since 2015, the City has engaged in a 3-year bond election cycle to fund capital

projects. Chosen capital projects are ultimately funded with a public offering of General Obligation bonds – which are then repaid with the City’s I&S tax rate. Capacity in each Bond Election cycle is determined by i) the then current Taxable Assessed Values, ii) an estimated growth rate of Taxable Assessed Values, iii) market conditions at the time of issuance, iv) the City’s outstanding debt, and v) a targeted I&S Tax Rate.

The City also previously funded a component of its debt via the M&O tax rate through capital leases and other short-term debt. A capital lease is a form of debt that is not secured by a pledge of property taxes and is not recognized as debt for the purposes of calculating the I&S rate. Capital leases had been used historically to fund large equipment purchases, particularly for our Fire Department, including needs such as ambulances, fire trucks, and lifesaving medical equipment.

In 2024, during the FY2025 budget process, the City had projected the need for the acquisition of vehicles and equipment valued at approximately \$4.7 million annually over 10 years. To best accommodate the operational and capital needs of the City, a plan was developed on the strategy of transitioning capital expenditures from leases and similar debt instruments supported by the City’s M&O tax resources to traditional debt instruments supported by City’s I&S tax resources. That budget plan provided Council the opportunity to fund significant initiatives, such as police compensation, and created an opportunity to enhance the City’s expenditure on infrastructure. The Council supported and affirmed the proposed budget strategy. Further, Council affirmed this approach during the FY2026 budget planning process by continuing to prioritize capital investments consistent with the strategy implemented in 2024.

Rowlett’s Debt Portfolio and Overall Debt Strategy

Rowlett’s tax-supported debt portfolio consists of three types of debt:

General Obligation (“GO”) debt

- Voter-approved for identified purposes
- Debt typically issued for up to 30 years

Certificates of Obligation (“CO”) debt

- Notice required and subject to protest
- Statutorily restricted to specific use categories, including infrastructure and public safety, for example
- Debt typically issued for up to 30 years

Tax Notes

- Statutorily restricted to specific use categories, including materials, supplies, equipment and machinery, for example
- Short-term debt issued for up to 7 years

The FY25-27 investments supported by the debt strategy include:

GO Supported Investments
Public Safety Facility, Animal Shelter, Herfurth Park, Road Construction and Reconstruction, Traffic Signal Controls, Community Park Maintenance Facility, Parks Improvements, Wet Zone Waterpark, Kids Kingdom, Fire Station Improvements, Street Lighting
CO Supported Investments
Concrete Panel Replacement, Asphalt Road Improvements, Street & Alley Reconstruction, Sidewalk Connectivity, Screen Wall Repair, Fire Equipment and Apparatus
Tax Note Supported Investments
Fire Equipment and Apparatus, Police Equipment and Vehicle Replacement, IT Equipment, Parks Equipment, Public Works Equipment, Community Development Vehicle, Various Department Vehicles, Facilities Improvements

In August of 2024 and 2025, the first and second tranche of CO's and Tax Notes were priced, respectively. The third tranche of CO's and Tax Notes, pursuant to the debt plan, are anticipated to price in August of this year and will fund various capital improvement projects and equipment within the FY2027 budget. These specific projects are described further in **Attachment 1** and are summarized below:

FY2027 Contemplated CO and Tax Note Projects

CO Supported Investments
Road Improvements and Reconstruction and Parks Projects
Tax Note Supported Investments

Fire Equipment and Apparatus, Police Equipment and Vehicle Replacement, IT

Equipment, Other Department Vehicles, Facilities Improvements

To continue the debt plan strategy, City Council approval is needed at the May 19, 2026 meeting to authorize publication of the Notice of Intent to Issue Certificates of Obligation. This step does not authorize new CO debt, rather, it is a legally required step in order to consider the issuance of debt. If approved, a newspaper notice will be published two times in the Dallas Morning News and at a future meeting (proposed July 21, 2026), Council will consider approving an ordinance authorizing the issuance of CO's and other debt instruments.

Financial/Budget Implications

The CO and Tax Note components of the debt plan are structured to be supported within the City's current I&S tax rate, without requiring a tax rate increase.

The publication of the Notice of Intent to issue CO's does not create or cause a debt obligation to be incurred by the City, rather it is a formal step required by law to consider a future issuance of CO's.

Recommended Action

N/A

Attachments

1. Attachment 1 – Project Funding Overview

Bond Sale Date	Aug-24	Aug-25	Aug-26
Fiscal Year Expense	FY 2025	FY 2026	FY 2027
GO Supported Investments			
Public Safety		17,328,980	20,000,000
Animal Shelter		4,360,000	3,000,000
Herfurth Park		4,000,000	
Traffic Signal Controls	4,100,000		
Traffic Signal Install Liberty Grove		900,000	
Road Construction	4,842,500	2,607,500	
Liberty Grove Rd. / Merritt Road Interconnector		1,000,000	6,300,000
Chiesa Road design			2,000,000
Street & Alley reconstruction	4,000,000	5,250,000	4,000,000
Wet Zone Waterpark	1,500,000		
Kids Kingdom	1,000,000		
Com. Park Maint. Facility		500,000	1,500,000
Rowlett Community Center		1,250,000	
Parking Lot Improvements		2,250,000	
Kayak Docks & Launches			500,000
Fire Station #1		1,410,000	
Fire Station #3		2,170,000	
Fire Station #4		1,120,000	
Street Lights	300,000	2,850,000	
GO Supported Investments Total	15,742,500	46,996,480	37,300,000
CO Supported Investments			
Municipal Complex		20,000,000	
Concrete Panel Replacement	3,000,000	1,003,800	1,000,000
Asphalt Rd. Improvements	2,000,000	1,167,839	
Sidewalk Connectivity	150,000	150,000	200,000
Streets Projects	150,000	-	-
Street & Alley reconstruction	2,700,000	1,793,000	2,500,000
Screening Wall Rehab		1,535,361	
Flood Gate Automation			300,000
Downtown District Infrastructure		1,000,000	
Erosion Control		1,000,000	
Rowlett Community Center		350,000	
Shorewood Park			400,000
Lakefront at Pecan Grove			400,000
Nature Trail		250,000	
Parks Projects	-	150,000	200,000
Twin Star Park Basketball Court			150,000
Sapphire Bay - Light and Air Truck - SB/Station #5	600,000		
Sapphire Bay - Spartan Ladder Truck (Tiller) - SB/Station #5	2,186,000		
Engine - Station #2		1,250,000	
Blocking Truck		250,000	
CO Supported Investments Total	10,786,000	29,900,000	5,150,000

City of Rowlett, Texas

Project Funding Overview

5/7/2026

Bond Sale Date	Aug-24	Aug-25	Aug-26
Fiscal Year Expense	FY 2025	FY 2026	FY 2027
Tax Note Supported Investments			
Stryker Equipment	1,528,000		
Scott Breathing Apparatus	899,000		
Medic 1 Replacement	376,000		
Bunker Gear	617,000		
Medic 4 Replacement		376,000	
Fire - Ram 1500 (VERF)		39,301	
Fire - Durango (VERF)		39,301	
Dodge 5500 Type I Horton Ambulance - Medic 2			434,000
Dodge 5500 Type I Horton Ambulance - Medic 3			434,000
7 Patrol Cars	763,000		
Police - 2 Motorcycle (VERF)	146,904		
Dispatch - Radio Console Communications Center	80,000		
BearCat	200,000		
6 Patrol Cars		654,000	
SWAT - Van (in VERF)		80,000	
Dispatch - Radio Console EOC		80,000	
3 CID Vehicles		100,000	
New Police Vehicles 8.14.25		107,677	
5 Patrol Cars			545,000
Police - Motorcycle (VERF)			73,452
Axon Tasers			500,000
Core switches for Data Center 1 (N2K-C2248TP-1GE)	110,838		
Core switches for Data Center 2 (N5K-C5548UP)	82,518		
IT Networking Equipment		164,000	
Dell VX Rail			611,666
Parks - PA Paging System RCC	17,000		
Mower (VERF)	82,521		
Aerway (VERF)	39,000		
Streets - Trailer (VERF)	27,403		
Z Sprayer (Parks Maintenance)	19,588		
Turf Aerator (Pub Works)	14,192		
Bobcat Track Loader	83,124		
Code Enforcement Officer Vehicle	50,000		
Enterprise Vehicle Replacement	840,000	1,186,323	634,000
OpenGov			322,387
Facility Improvements	200,000	200,000	200,000
Tax Note Supported Investments Total	6,176,088	3,026,602	3,754,505
Total	32,704,588	79,923,082	46,204,505

Meeting Date: 5/18/2026

Agenda Item: 3.E.

Title

Review proposals and consider the engagement of a recruiting firm to perform a nationwide City Manager search.


Staff Representative

Rick DeOrdio, HR Director

Executive Summary

Review proposals and consider the engagement of a recruiting firm to perform a nationwide City Manager search.

Strategic Priority and Goal(s)

Strategic Priority	Strategic Goal
 <p>Promote Operational Excellence</p>	<p>7.2 Become an employer of choice.</p>

Background Information

The permanent position of City Manager was vacated on February 27, 2026, and the search for a new permanent City Manager needs to begin.

Discussion

Review the proposals from recruitment firms and make a decision on which firm to hire.

Financial/Budget Implications

Recommended Action

Attachments

1. Mosaic Public Partners - Proposal - City of Rowlett TX - City Manager_D1
2. Rowlett City Manager Recruitment Proposal_Clear Career Professionals
3. SGR City Manager Proposal_Rowlett CM (TX)_04-26



MOSAIC
PUBLIC PARTNERS

EXECUTIVE SEARCH PROPOSAL



CITY MANAGER CITY OF ROWLETT, TX

DATE SUBMITTED
APRIL 24, 2026

SUBMITTED TO
MAYOR JEFF WINGET

and Members of the City Council
City of Rowlett

PREPARED BY
GREG NELSON

MOSAIC PUBLIC PARTNERS
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916-550-4100
greg@mosaicpublic.com
connect@mosaicpublic.com

Placing today's public leaders

April 24, 2026

Mayor Jeff Winget
and Members of the City Council
City of Rowlett
400 Main Street
Rowlett, TX 75088



RE: PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES – CITY MANAGER

DEAR MAYOR WINGET AND MEMBERS OF THE CITY COUNCIL:

Mosaic Public Partners is pleased to present our qualifications and approach to your executive search needs for the position of City Manager. Mosaic Public Partners was founded on the principles of providing higher levels of innovation and client collaboration to complement the tried-and-true principles of executive search. By using private-sector technologies and search methodologies, we deliver a better client experience and results, while staying within the constraints of the public sector. We pride ourselves on our speed, agility, thoroughness, and client communications.

Members of our project team are seasoned public sector executives who have a true passion for the work of public agencies. We understand the challenges that public agencies face and their unique needs. Our consultants have conducted over 365 executive searches across the United States, bringing both experience and a national perspective on current trends and issues. This has allowed us to develop an extensive network of executives as potential candidates that we will deliver to the City if awarded this search. If selected, supported by both principals of the firm will lead this recruitment.

Our firm has extensive experience in executive recruiting, having successfully partnered with municipalities across the state of Texas and nationally to identify and secure top-tier leadership talent. We have a proven track record of placing key executives who drive strategic growth and operational excellence across diverse governmental industries. We believe this experience, along with our proven track record of successful recruitments, makes Mosaic Public Partners the ideal executive search partner.

After reviewing our proposal, please contact us at (916) 550-4100 if you have questions or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Best Regards,

A handwritten signature in black ink that reads "Gregory R. Nelson".

Greg Nelson
Founder and Managing Partner
greg@mosaicpublic.com

A handwritten signature in black ink that reads "Bryan Noblett".

Bryan Noblett
Founder and Managing Partner
bryan@mosaicpublic.com

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PROFESSIONAL QUALIFICATIONS

We are seasoned public sector executives who have profound respect for the work of public agencies. We are passionate about placing today's public leaders, which enables public agencies to deliver exemplary leadership to their constituents.

Following several years of experience in a leadership role with a well-known national public sector search firm, Greg Nelson founded Mosaic Public Partners with his business partner, Bryan Noblett, in January of 2022. Since the launch of our firm, we have conducted nearly 200 successful executive searches and are operating in eleven states. Including their experience with the prior firm, our consultants have led over 365 successful executive recruitments for public agencies across the nation.

Mosaic Public Partners is a Limited Liability Company (LLC) registered in the state of California. Greg Nelson and Bryan Noblett are the founders and managing partners of Mosaic Public Partners with 55% and 45% respective ownership, and both have the authority to bind the firm. There are no known conflicts of interest related to this executive search, and no subcontractors are utilized. Mosaic Public Partners has never been involved in litigation, nor has it been involved in any form of financial insolvency.

MOSAIC APPROACH

Placing today's public leaders is our mission. Aligning the right candidates with the right opportunities helps our clients build effective teams. We enjoy building relationships with the people involved in our searches, whether it is the candidates, hiring managers, team members, or stakeholders. Establishing meaningful connections with those involved in our search processes is the basis from which we derive our success as a trusted partner and client-focused search firm.

CLIENT FOCUSED

Mosaic Public Partners provides a client-focused, customized approach to every search. We create an open, transparent, and interactive search process for both our clients and candidates. As a small firm, we remain highly responsive to client needs and objectives, along with being personally available during the search process. Honest communication, collaboration, and connecting with people are key components in a successful search. At Mosaic Public Partners, we pride ourselves on excellent customer service, agility, and responsiveness. We tailor our workload so that we can be readily available to assist with all elements of the search process for our clients and candidates alike.

Our use of innovative technology allows our clients unparalleled real-time access and visibility into the search process. We use an executive search software platform that provides a client portal for each project. Our commitment is that our clients have a 360-degree view of all elements of their recruitment at any time. As the only public sector search firm using this platform, we offer an innovative and collaborative experience to our clients that allows a higher level of partnership and transparency. We are proud to bring private sector technology to our public sector searches to make them as efficient and transparent as possible for our clients.

— *Placing today's public leaders*

TRUSTED PARTNERS

Our founding partners are two former public sector executives, each with exemplary service careers. We understand local government and the importance of accountability and responsiveness. Our combined career histories exemplify professionalism and a dedication to public service, along with a keen understanding of what it takes to be an effective leader in a public sector environment. Leveraging our public service careers, we became experienced executive search consultants, bringing with us a continued dedication to public service and an ethical, confidential, and discrete approach to assisting public agencies in the executive search process. Mosaic Public Partners is your trusted partner in placing today's public leaders.

COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

The Mosaic Team celebrates and prioritizes diversity, equity, and inclusion in its search practices and in its own organizational culture. We understand the dynamic nature of diverse teams and our clients' need to build organizations that are as representative of the communities they serve as possible. Simply stated, the need for public employers and public sector search firms to build recruitment processes anchored by a commitment to diversity, equity, and inclusion is more important now than ever. Mosaic Public Partners is committed to ensuring outreach to diverse candidate pools via inclusive and strategic advertising, targeted outreach, and other methods which are all intended to deliver a diverse, highly qualified candidate pool to our clients. Evidence of this commitment can be seen in the placements we have made by viewing [Mosaic Placements](#) on our website.

WHY CHOOSE MOSAIC PUBLIC PARTNERS?

NATIONAL REACH

While we have extensive experience conducting executive searches in Texas, our work across the nation brings a valuable perspective on issues and candidate markets to our clients. We invite you to review our consultants' body of executive search experience by viewing our [Consultant Portfolio](#).

DIVERSITY

Today's public sector leadership teams thrive when they are diverse in race, ethnic and cultural identity, gender, background and thought. Mosaic Public Partners is here to assist, guide, and lead in that endeavor.

COLLABORATION

Mosaic Public Partners believes that executive searches are more successful when the consultants and clients work closely together throughout the engagement. We treat each search as a true partnership with our clients.

EXPERIENCE

Public service is the world in which we have lived. Our search team has over 80 years of public service experience. Having attained executive level positions in our public sector careers has given us valuable insight and an advantage in understanding and responding to the nuances and challenges of selecting public sector leaders.

SERVICE

Our team will be your partner from start to finish. We are committed to providing excellent service to clients and candidates alike, as well as representing our clients at the highest level.

INNOVATION

Applying private sector technologies to the tried-and-true practices of public sector searches allows Mosaic Public Partners to deliver needed agility and improved communications to our clients.

RELEVANT EXPERIENCE

Our consultants have conducted city management recruitments in the last few years that position us to successfully complete this search on behalf of the City of Rowlett. Below is a list of our most relevant searches.

City of Bloomington – Bloomington, MN

Population – 89,000
City Manager (2025)



City of Orange – Orange, CA

Population – 138,500
City Manager (2025)



City of Austin – Austin, TX

Population – 1,005,000
City Manager (2024)



Town of Addison – Addison, TX

Population – 17,400
City Manager (2023)



City of Brownsville – Brownsville, TX

Population – 190,000
City Manager (2023)



ADDITIONAL EXPERIENCE

The following is the consultants' additional experience in conducting city management executive recruitments, some of which are attributed to their work with a prior firm (*).

YEAR	CLIENT	POSITION
2026	City of San Angelo – San Angelo, TX	City Manager (Current)
2025	City of Lodi – Lodi, CA	City Manager (Current)
2025	City of Chico – Chico, CA	City Manager (Current)
2026	Town of Loomis – Loomis, CA	Town Manager
2026	Town of Sunnyvale – Sunnyvale, TX	Town Manager
2026	City of Midlothian – Midlothian, TX	Assistant City Manager
2025	City of Pismo Beach – Pismo Beach, CA	Assistant City Manager
2025	City of San José – San José, CA	Deputy City Manager
2025	Adams County – Brighton, CO	Deputy County Manager
2025	City of Paso Robles – Paso Robles, CA	Assistant City Manager
2025	City of South Pasadena – South Pasadena, CA	Assistant City Manager/CFO
2025	Adams County – Brighton, CO	County Manager
2025	Town of Gilbert – Gilbert, AZ	Assistant Town Manager
2025	City of Moorpark – Moorpark, CA	City Manager
2025	City of McKinney – McKinney, TX	Assistant City Manager
2025	Cosumnes Community Services District - Elk Grove, CA	General Manager
2025	City of San José – San José, CA	Deputy City Manager
2024	City of Arroyo Grande – Arroyo Grande, CA	City Manager
2024	City of Elk Grove – Elk Grove, CA	Assistant City Manager
2024	City of Cleburne – Cleburne, TX	Assistant City Manager
2024	City of San Marcos – San Marcos, TX	Assistant City Managers (2)
2024	City of Rancho Palos Verdes – RPV, CA	Deputy City Manager
2024	City of Venus – Venus, TX	City Administrator
2023	City of Burleson - Burleson, TX	Deputy City Manager
2023	City of Morro Bay – Morro Bay, CA	City Manager
2023	City of Denton – Denton, TX	Deputy City Manager
2022	City of Riverbank – Riverbank, CA	Assistant City Manager
2022	City of Palm Desert – Palm Desert, CA	Assistant City Manager
2021	City of Burleson – Burleson, TX	Deputy City Manager*
2021	City of Lewisville – Lewisville, TX	City Manager*
2021	City of Indio – Indio, CA	City Manager*
2021	City of Austin – Austin, TX	Assistant City Manager*

2021	City of Lincoln – Lincoln, CA	City Manager*
2019	City of South Padre Island – South Padre Island, TX	City Manager*
2019	City of Denton – Denton, TX	Assistant City Manager*
2019	City of Sugar Land – Sugar Land, TX	City Manager*
2019	City of Bishop – Bishop, CA	City Administrator*
2019	The Woodlands Township – The Woodlands, TX	General Manager*
2019	City of Allen – Allen, TX	City Manager*
2018	City of Austin – Austin, TX	Assistant City Managers (4)*
2018	City of Brownsville – Brownsville, TX	City Manager*
2018	City of Austin – Austin, TX	Deputy City Manager*
2018	Town of Apple Valley – Apple Valley, CA	Town Manager*
2018	City of Lawrence – Lawrence, KS	City Manager*
2018	City of Suisun City – Suisun City, CA	City Manager*
2017	City of Morro Bay – Morro Bay, CA	City Manager*
2017	City of Moorpark – Moorpark, CA	City Manager*
2017	Big Bear City Community Services District - Big Bear Lake, CA	General Manager*
2016	City of McKinney – McKinney, TX	Assistant City Manager*
2016	City of Reno – Reno, NV	City Manager*
2016	City of McKinney – McKinney, TX	City Manager*
2016	City of South Jordan – South Jordan, UT	Assistant City Manager*
2015	City of Lawrence – Lawrence, KS	City Manager*
2015	City of Sanger – Sanger, CA	City Manager*

REFERENCES

The consultants at Mosaic Public Partners are proud of their past work and are happy to provide the following references to the City of Rowlett in the City Manager search.

TOWN OF ADDISON – ADDISON, TX

DARREN GARDNER, COUNCIL MEMBER OR **DAVID GAINES, CITY MANAGER**

972-450-7000

dgardner@addisontx.gov

15600 Addison Road

Addison, TX 75001

972-450-7037 | dgaines@addisontx.gov

Searches: City Manager, Police Chief, Assistant Police Chief, Director of Economic Development, and Director of Special Events.

CITY OF MCKINNEY – MCKINNEY, TX

PAUL GRIMES, CITY MANAGER (PLACEMENT AND CLIENT)

401 E. Virginia Street

McKinney, TX 75069

972-547-7500 | pgrimes@mckinneytexas.org

Searches: Assistant City Manager, Fire Chief, First Assistant City Attorney, Economic Development Corporation President*, Assistant City Manager*, Director of Parks and Recreation*, and City Manager*.

CITY OF AUSTIN – AUSTIN, TX

JOSÉ “CHITO” VELA, COUNCIL MEMBER OR **SUSAN SINZ, DIRECTOR OF HUMAN RESOURCES**

512-978-2100

jose.vela@austintexas.gov

One Texas Center, 505 Barton Springs Road, Suite 600

Austin, TX 78704

512-974-3400 | susan.sinz@austintexas.gov

Searches: Director of Economic Development (Current), City Manager, Chief of Police, Assistant Director of Human Resources, Director of Homeland Security and Emergency Management, Deputy Director of Capital Delivery Services, Assistant Director of Austin Water, Assistant City Manager for Health & Environment*, Chief of Police*, Chief Information Officer*, Deputy Chief Information Officer*, Building Services Officer*, Deputy Director of Communications and Technology Management*, Assistant Director of Developmental Services*, Director of Watershed Protection Department*, Assistant City Manager for Culture & Lifelong Learning*, Deputy City Manager*, Assistant City Manager for Economic Opportunity and Affordability*, Executive Director for Austin Sobriety Center*, Assistant City Manager for Safety*, Assistant City Manager for Mobility*, and Public Works Director*.

*Projects completed during the consultants' tenure with a prior firm.

APPROACH AND SEARCH METHODOLOGY

We approach every executive search as a partnership with our client. In this light, we use a proven framework as the foundation for the project and collaboratively tailor the work plan to meet the unique needs and wishes of our clients. In every search, we aim to provide our client with three deliverables: 1) a diverse selection of qualified candidates, 2) a thoughtful, inclusive, and well-communicated search process, and 3) sound advice and consultation. The following is a representation of the approach and methodology to a Mosaic Public Partners Search.

KICKOFF

PROJECT MANAGEMENT

For council-appointed positions, such as the City Manager, our primary point of contact throughout the search will be a Search Committee of the City Council, along with designated staff contacts to support the search effort. The full Council is involved at critical points of the recruitment.

The Mosaic Team will initially meet via videoconference with the Search Committee, and others, as desired. The objectives of this meeting are to learn contact and communication preferences, conduct a stakeholder analysis, develop the project timeline, and create the preliminary selection process.

During this phase of the project, the consultants will review the organization's job description and review the salary and benefit offering for competitiveness in the market. The consultants will also conduct a stakeholder analysis with the City to determine the level and manner of community and stakeholder engagement necessary for a successful process.

CANDIDATE PROFILE DEVELOPMENT

Based on the project management kickoff meetings, the project team will meet with the Council members individually, as well as previously identified stakeholders to solicit input on the desired qualities sought in the next City Manager and anticipated challenges and opportunities they may face. The project team will also gather important documents, information, and media from the City to be used in the development of the candidate profile.

The Mosaic Public Partners team will meet with City staff and stakeholders individually or in small groups to gather their input relative to the desired characteristics sought for candidates, as well as challenges and opportunities facing the City of Rowlett.

Utilizing the input received, Mosaic Public Partners will create a candidate profile that accurately and attractively presents the opportunity to prospective candidates. Once approved by the City, this candidate profile serves as the standard by which all prospective candidates are evaluated and for guiding the search strategies.

A sample brochure from the Town of Addison, TX – City Manager recruitment is included in this proposal as a visual example of the quality way in which we represent our clients and market their search to potential candidates.

The City Council Search Committee will be provided with online access to Mosaic Public Partners' recruitment software through a client portal that ensures the search strategy and approach are properly calibrated for success. Our goal is to ensure that our clients are continually kept updated on the status of the recruitment.

OUTREACH

OUTREACH AND RECRUITING

Based upon the search strategy developed with the City, Mosaic Public Partners will immediately launch a targeted and comprehensive search effort that sources candidates from the following five primary categories.

- **Advertising Campaign:** Advertisements will be placed in sources targeted at attracting a diverse selection of highly qualified candidates.
- **Website and Social Media Campaign:** Mosaic Public Partners provides a comprehensive social media marketing campaign that includes custom graphics, eye-catching photos and distribution on LinkedIn to share the position with potential candidates. Social media posts are crafted at several points throughout the recruitment process. In addition, partners and recruiters share Mosaic Public Partners blog and social media posts on their respective LinkedIn accounts. Mosaic Public Partners will also highlight the position on our website with a blog post, listing in our "Upcoming Career Opportunities" and ultimately on our "Careers" page once the position is open.
- **Direct Outreach:** The search consultants have an extensive candidate network across the nation. These networks will be leveraged to identify and recruit candidates that appear well matched to the candidate profile.
- **Indirect Outreach:** By using the same candidate networks, Mosaic Public Partners can seek nominations from other leading public sector executives who often provide excellent insight into rising talent.
- **Researched Outreach:** Using the search strategy as a guide, Mosaic Public Partners will apply innovative technologies to find and recruit candidates that may not have been identified through other methods.

Each potential candidate is personally engaged by the search consultants, and many hours are typically spent answering questions and providing information to candidates to minimize any barriers that may be a discouragement.

CANDIDATE SCREENING AND EVALUATION

The search consultants perform an initial evaluation of candidates based upon their submitted materials. Candidates who are well aligned with the candidate profile, along with all internal candidates, are interviewed via videoconference to further evaluate their qualifications and suitability for the position.

Candidates who are well matched to the candidate profile are identified and a thorough Internet and news search is conducted to help understand each candidate's public persona, as well as to ensure that any items that may be seen as controversial are known and understood.

PRESENTATION OF CANDIDATES

During an executive session meeting with the City Council, the search consultants will present the candidates that submitted interest in the position and make recommendations to the City Council. The meeting will be facilitated by Mosaic Public Partners' innovative client portal which provides the Council with direct access to all candidate materials. From this meeting, the Council decides on a small group of candidates that are invited to participate in the selection process.

SELECTION PROCESS

Having previously designed the selection process collaboratively with the City, the search consultants will provide on-site facilitation of the interviews. A typical interview process for a City Manager will include an interview with the full City Council and may also include other interview panels which represent community and staff perspectives. Mosaic Public Partners will design and provide tailored interview materials for all interview panels and ensure the City retains the completed materials for records retention needs.

Customarily, this initial round of interviews will reduce the field of candidates to a smaller number who are then invited for a second interview with the full Council.

BACKGROUND AND FINAL QUALIFICATION

Once the City has identified its candidate of choice, the search consultants will perform a thorough background check of the candidate, accompanied by a series of consultant-driven reference checks that seek input from people with a variety of perspectives to the candidate.

NEGOTIATION

Mosaic Public Partners will negotiate on the City's behalf to succeed in reaching an agreement with the selected candidate. Across earlier candidate conversations, the search consultants attempt to ensure the candidate's salary and benefit expectations are in alignment with the City's to prevent surprises at this critical culmination of the recruitment.

CLOSEOUT COMMUNICATIONS

Throughout the search process, Mosaic Public Partners maintains professional communications with all candidates involved. We realize that we are representing the City of Rowlett throughout the recruitment and ensure that each person we interact with is left with a favorable impression of the City. In this final communication, we inform all candidates who were not selected of their status and the City's appreciation for their interest.

EXECUTIVE SEARCH TIMELINE

At the beginning of each search engagement, Mosaic Public Partners meets with clients to collaboratively craft a work plan and timeline that best aligns with our client's needs. Our consultants will suggest best practices and share examples from prior engagements to tailor a process that is thoughtful and well communicated.

The typical duration of a traditional search project is 12-17 weeks. Additionally, the selected candidate will customarily need to provide 30 days for notice and transition, if selected from outside of the organization. This brings the total duration to approximately 16-21 weeks.

A customized timeline will be crafted in collaboration with the City during the first step of the search engagement. We are confident that we can deliver a successful search effort that meets the needs of the City of Rowlett.

The following timeline represents the typical key milestones of an executive search, including tasks and approximate durations.

KICKOFF	Project Management	1-2 Weeks
	Pre-kickoff meeting: project schedule, stakeholder analysis, communication methods, collection of background material	
OUTREACH	Candidate Profile Development	
	Client input meetings, stakeholder input meetings Drafting and layout of candidate profile	
	Outreach and Recruiting	4-6 Weeks
SELECTION	Advertising strategy and campaign, candidate research and identification Seek nominations, recruit candidates	
	Candidate Screening and Evaluation	2 Weeks
	Paper screening, screening interviews, News and Internet research	
	Presentation of Candidates	1 Week
	Client meeting to review candidates and select those to advance, candidate updates	
	Selection Process	2-3 Weeks
	Consult and design interview process Facilitation of on-site interview process, typically 4-7 candidates	
	Background and Final Qualification	1-2 Weeks
	Background investigation and thorough reference checks for finalist candidate	
	Negotiation	1 Week
	Negotiation with final candidate Assistance with offer letter and employment agreement	
	Closeout Communications	Concurrent

PROJECT TEAM

If awarded the search, both Founders and Managing Partners of the firm will lead this recruitment, supported by the firm's Business Support Manager, Administrative Services Manager, Recruitment Support Specialist, and a Graphic Designer.



GREG NELSON

FOUNDER & MANAGING PARTNER

For the better part of a decade, Mr. Nelson has led a successful executive search practice for a national search firm. In his role, Mr. Nelson has successfully recruited public sector executives on a national scale for a diverse array of fields and positions. His work has included positions with intense community interest, high levels of stakeholder involvement, and those with political sensitivities.

In the first twenty years of his career, Mr. Nelson served leadership roles in municipal government where he was known for his progressive and principled leadership. Under his tenure, the City increased employee engagement, citizen satisfaction (amongst the highest in a national survey), and made drastic improvements in the labor-management climate. He created public-private partnerships that allowed for superior levels of service during budget shortfalls, while enhancing relationships with stakeholders in the community. Additionally, he has provided expert testimony for state and local legislative bodies. Mr. Nelson was a co-founder of a municipal Human Rights Committee, engaging businesses and citizens in workshops and community dialogue on diversity and social equity issues, in and out of the workplace.

Mr. Nelson holds a Master's degree in Public Administration from the University of Illinois-Springfield with a graduate certificate in Public Sector Labor Relations.

As a founder of Mosaic Public Partners, Mr. Greg Nelson leverages decades of experience in the public sector with many years of successful experience leading executive searches for a variety of client roles across the nation.

GREGORY R. NELSON | 916.550.4100

200 Gateway Drive #1908, Lincoln, CA 95648

www.linkedin.com/in/greg-nelson-95728113

greg@mosaicpublic.com

www.mosaicpublic.com

EDUCATION

Master of Public Administration – University of Illinois – Springfield, Springfield, IL

Graduate Certificate in Public Sector Labor Relations – University of Illinois – Springfield, Springfield, IL

Bachelor of Arts, Social Justice Professions – Sangamon State University, Springfield, IL

Federal Bureau of Investigations National Academy, Quantico, VA

EMPLOYMENT HISTORY

Mosaic Public Partners

January 2022 - Present

Founder and Managing Partner

Lincoln, California

- Together, with Bryan Noblett, founded the firm to provide higher levels of service and client collaboration in public sector executive search. As co-principals of the firm, we are building a winning employee culture which leads to exceptional customer service.

Ralph Andersen & Associates

February 2015 – December 2021

Vice President

Rocklin, California

- Led the firm's public safety practice area, as well as served a diverse client portfolio primarily in the Western Region of the United States (primarily California, Nevada, Texas, Washington and Oregon).
- Leveraged 20-year career in municipal policing to dramatically increase the firm's public safety practice area.
- Successfully performed executive recruitments for clients in a variety of environments, including populations served between 5,000 in population to well over 1 million; various forms of government, including cities, counties, special districts and non-profit.

Pekin Police Department

September 1994 – February 2015

Chief of Police (2011-2015), Deputy Chief of Police, Lieutenant, Sergeant, Patrolman (1994-2011)

Pekin, Illinois – Direct Report to City Manager (population 34,000)

- Created a goal-oriented organizational culture within the agency. Crime reduced over 20% in 2014.
- Worked cooperatively to establish the best labor-management climate in agency history.
- Focused on customer service; Participated in a national study of police-citizen encounters with a rating of 94% favorable, amongst the highest in the study.
- Led a state-wide legislative effort in controlling pseudoephedrine to solve the state's methamphetamine lab problem, building consensus of various stakeholders of government and business collaboration.
- Along with one other member, stood up the City's Human Rights Committee promoting community diversity in the workplace and the community.



BRYAN NOBLETT

FOUNDER & MANAGING PARTNER

Bryan Noblett spent over 34 years working as a public safety leader in the Greater Sacramento Region. The majority of his career was spent working in leadership and executive level roles. Bryan placed a strong focus on staff development and on ensuring his organization was responsive to community needs throughout his career. He possesses a strong commitment to customer service and worked diligently as a municipal government executive to ensure his organization was focused on partnering with the community it served. In addition, Bryan is well-versed in labor negotiations and working collaboratively with labor groups to achieve successful outcomes. Bryan's passion for leadership development, talent assessment and public service led him to accept a position with a nationally recognized public sector search firm shortly after his retirement. Bryan holds a Bachelor's degree in Criminal Justice, a Master's degree in Organizational Leadership and has attended several prestigious professional development courses.

As a long-time contributor to city executive teams, Bryan possesses a thorough understanding of all areas of public sector leadership. He spent the last 5 years partnering with municipal clients and communities across the country by assisting them in recruiting talented leaders to serve as Police Chiefs, City Managers, Chief Financial Officers, and other executive-level leadership positions. Bryan deeply values his connections with people, which has led to several outstanding placements and ongoing relationships with clients and candidates alike.

As a founder of Mosaic Public Partners, Bryan is very excited to focus on client needs and work with candidates to place today's public leaders.

BRYAN A. NOBLETT | 916.550.4100

200 Gateway Drive #1908, Lincoln, CA 95648
www.linkedin.com/in/bryan-noblett-47689131

bryan@mosaicpublic.com
www.mosaicpublic.com

EDUCATION

Master of Arts, Organizational Leadership – Chapman University, Orange, CA
Bachelor of Science, Criminal Justice – CSU Sacramento, Sacramento, CA
Senior Management Institute for Police – Boston University, Boston, MA
Federal Bureau of Investigations National Academy, Quantico, VA

EMPLOYMENT HISTORY

Mosaic Public Partners

January 2022 - Present

Founder and Managing Partner
Lincoln, California

- Along with Greg Nelson, founded the firm to provide higher levels of service and client collaboration in public sector executive search. As co-principals of the firm, we are building a winning employee culture which leads to exceptional customer service.

Ralph Andersen & Associates

October 2019 – December 2021

Executive Search Consultant
Rocklin, California

- Worked with Greg Nelson in the firm's public safety practice area, as well as served a diverse client portfolio primarily in the Western Region of the United States (primarily California, Nevada, Texas, Washington and Oregon).
- Leveraged 30+ year career in municipal policing to successfully complete several police chief searches in multiple states.

Elk Grove Police Department

July 2009 – September 2019

Chief of Police (2016-2019), Assistant Chief of Police (2015-2016), Captain (2009-2015)
Elk Grove, CA – Direct Report to City Manager (population 175,000)

- Established Chief's Community Advisory Board to increase community collaboration.
- Created mission, vision, values for the organization through collaboration and team building.
- Worked with City Council, City Manager and others to build a real-time information center to improve police response, along with increasing officer and public safety.

Lodi Police Department

February 1985 – July 2009

Lieutenant, Sergeant, Corporal, Detective, Police Officer
Lodi, CA (population 65,000)

COST OF SERVICES

Our flat fee to provide executive search services as outlined in this proposal for the position of City Manager is **\$31,500**. The flat fee includes both professional services and consultant expenses related to the aforementioned work plans. These expenses include graphic design, a single round of advertising, consultant travel, administrative support, printing, postage, technology, and educational verification and background check on the selected candidate.

Invoicing will be in four installments:

- Upon Execution of the Professional Services Agreement: \$9,450
- After Presentation of Candidates: \$9,450
- After Initial Interviews: \$9,450
- After Accepted Offer of Employment: \$3,150

Included in the flat fee is up to one consultant trip. All other consultant meetings will be conducted via videoconference. Additional consultant trips, if requested, shall be supplementally invoiced at \$1,500 per day, per consultant plus consultant travel expenses. Any additional expenses will be invoiced at the end of the project and are supplemental to the flat fee. Candidate travel expenses shall be the responsibility of the City of Rowlett.

This cost proposal and professional search services referenced herein are valid for 60 days from date of submittal.

\$31,500 FLAT FEE

OPTIONAL SERVICES

MARKET COMPENSATION STUDY

Should the City wish to better understand the competitive compensation landscape for the position, Mosaic Public Partners will conduct a market compensation study. This includes research and analysis of total compensation packages for comparable roles in peer agencies, with a focus on base salary, incentives, and key benefits. A summary report detailing the findings and recommendations will be provided to assist the City in determining an appropriate and market-aligned salary. The fee for a market compensation study is **\$2,000**.

CITY EMPLOYEE AND/OR COMMUNITY SURVEY

Should the City be interested in a utilizing a survey to extend opportunities for employees of the City of Rowlett and/or the community to provide input into the recruitment and selection of the next City Manager, Mosaic Public Partners will develop a survey instrument and provide a summary report to help inform the selection. The City would be responsible for any announcements to create awareness of the survey opportunity. The optional fee for either an employee or community survey is **\$2,500** or **\$5,000** for both.

A sample employee survey and community survey from the City of Austin, City Manager recruitment is included in this proposal as an example of the value and expectations a survey can provide the City.

GUARANTEE

Mosaic Public Partners offers an industry-standard one-year guarantee on our full search process. If, within a one-year period after appointment, the selected candidate in a search voluntarily resigns or is dismissed for cause, Mosaic Public Partners will conduct another search effort without additional fees for professional services. The City would be expected to reimburse the firm for all actual expenses incurred, which are approximately 30% of the flat fee and could include advertising costs, background checks, and consultant travel. This guarantee does not apply to the appointment of internal candidates or to candidates selected over the expressed objection(s) of the consultants.

If a placement is not made in the first search attempt, Mosaic Public Partners will conduct a second search effort with no charge for professional services. The City would be expected to pay for all actual expenses incurred in furtherance of the second search effort which could include advertising costs, background checks, and consultant travel.

Mosaic Public Partners will never actively recruit our placement while they are employed with the City of Rowlett.

INSURANCE

Mosaic Public Partners maintains the following insurance coverage:

Errors and Omissions/Professional Liability	\$2,000,000
General Liability/Commercial	\$2,000,000
Automobile Liability (hired/non-owned)	\$1,000,000
Workers Compensation	\$1,000,000
Cyber/Data Breach Liability	\$2,000,000

SAMPLE CANDIDATE PROFILE

TOWN OF ADDISON, TX – CITY MANAGER



CITY MANAGER
Town of **Addison, Texas**

Recruitment Services Provided By



The Opportunity

Truly unique, Addison offers a career capstone opportunity for top city management professionals. Addison has long been a trailblazing city, and its innovation and excellent customer service delivery have surely helped fuel its prosperity. The next City Manager will enjoy working with a Council and staff unified in the goal of advancing Addison to its next version of greatness.



About Addison, Texas

The Town of Addison is located in an area once called Peters Colony. It was settled as early as 1846 when Preston Witt built a house on White Rock Creek. The area was not known as Addison until 1902. Addison was named after Addison Robertson, who served as the community's second postmaster from 1908–1916. In 1902, the first industry was introduced to Addison when a cotton gin was built on Addison Road, near the railroad, by the Pistole brothers.

In 1975, a town election to allow liquor served by the drink was a major contributor to the expansion of businesses and restaurants. All combined, Addison's restaurants and eating establishments can seat over 20,000 patrons at one time.

The region, which developed rapidly over the past five decades, is home to affluent neighborhoods, hundreds of million-dollar companies, and scores of quality restaurants. Because of Addison's overwhelming commercial atmosphere, residents of Addison enjoy a unique lifestyle not common in other suburbs. Though Addison has only 16,661 residents in 4.4 square miles, the Town has developed into a cosmopolitan center which serves well over 125,000 business persons, shoppers, and visitors daily.

The area commands a central location in proximity to downtown Dallas, DFW International Airport, Dallas'

Platinum Corridor, and the Plano Legacy corporate campus area. Addison places a special emphasis on quality of life that demands all development meet the most rigorous building requirements. For example, all commercial development must submit landscaping plans to ensure attractive green areas accompany buildings. The attention to aesthetics extends to all of Addison's major boulevards, which are also landscaped. This approach has made Addison a cosmopolitan "downtown uptown" distinguished from almost any other urban area in the nation.

With its central location in the north Dallas metro area and significant transportation assets – including Addison Airport, the Dallas North Tollway, and the DART bus terminal and (coming soon) rail station – Addison is an attractive place to locate a business. Texas' business-friendly environment and Addison's location near the geographic center of the country have helped to fuel a recent rush of corporate relocations to North Texas; proximity to Addison Airport and the convenient air transportation access it provides has been a key factor in many relocations, especially for companies with far-flung business interests. Business aviation is about convenience and efficiency, so businesses that rely on aviation will choose a location close to a suitable airport. Addison Airport doesn't just serve Addison; it is a regional transportation asset serving adjacent communities including Carrollton, Farmers



About Addison, Texas (cont.)

Branch, Richardson, Irving, and Dallas. Addison is the closest airport – and therefore the primary choice for many business aviation users – to business centers in Las Colinas (Irving), Legacy (Plano), Dallas' Platinum corridor, the Galleria (Dallas), and of course along the Dallas North Tollway (Farmers Branch and Addison). In addition to numerous corporate aviation departments and air charter operators, Addison Airport is home to many flight training operators, aircraft maintenance shops, and associated businesses ranging from aviation insurance to aircraft detailing. Addison Airport is a key asset that helps drive economic growth in the community and the wider region.

Addison's reputation for maintaining a high quality of urban life has attracted considerable development over the past few years. Addison is home to nearly 12 million square feet of quality office and warehouse space. Addison also boasts 22 hotels with over 3,600 rooms and over 200 restaurants (an average of 46 restaurants per square mile). Developments such as Addison Circle and Vitruvian Park have not only become a desired location to live but a focal point for some of North Texas' major events such as nationally recognized Addison Kaboom Town!, Oktoberfest, and Taste Addison.



City Government

The City of Addison was incorporated on June 15, 1953, and in 1982 the name was changed to the Town of Addison. With a council-manager form of government, policy-making and legislative authority are vested in a seven-member governing City Council. The Council is comprised of a Mayor and six members who are elected in at-large elections. Members are elected for two-year terms in alternating years and may serve up to three consecutive terms.

The Town's all-funds budget for fiscal year 2021-22 totals \$87.7 million and the City has a total of 300 FTE positions. City Departments include Airport, Athletic Club, City Manager's Office, City Secretary, Conference and Theatre Centre, Development Services, Economic Development, Finance, Fire, General Services, Human Resources, Information Technology, Marketing and Communications, Municipal Court, Parks and Recreation, Police, Public Works and Engineering, Special Events, and Tourism.

Addison's strong financial position includes AAA/Aaa bond ratings from S&P and Moody's and allows it the opportunity to achieve what many cities cannot. While strong financial stewardship remains important, Addison is a city willing to pay for quality and that is evidenced throughout.

300 FTE
Employees

\$87.7M
Operating Budget





The Addison Way

The “Addison Way” is the Town’s service delivery philosophy that serves as the cornerstone of how staff delivers outstanding service to its internal and external customers. This philosophy is known by Addison residents and employees and is the foundation of Addison’s organizational culture of service. The next City Manager will be critical in not only reinforcing the “Addison Way of Service” among current staff but also supporting the transfer of Addison’s culture of service to its next generation of leaders. The next City Manager will lead the organization in celebrating “The Addison Way” and its imprint and impact across areas of Town operations and the community at large. The heart of the “Addison Way” is to:

- Be service-minded and kind;
- Exceed expectations;
- Be solution driven; and
- Value employees as partners.

Staff searches out all options to exceed expectations during each customer service interaction. The next City Manager will serve as the leader in fostering and supporting excellent service delivery, which is celebrated through established and celebrated employee awards and appreciation programs, and is recognized throughout the community and is the hallmark of Addison culture.



City Council

Values

The Council will always seek to enact policies that will promote, and to personally exemplify, the values of the Town of Addison. The Council values:

- Integrity
- Respectfulness
- Fun
- Innovation/Creativity
- Accountability
- Efficiency
- Kindness
- Openness
- Transparency

Role

The role of the Council is to develop a long-term vision for the Town, to develop policies necessary to achieve the vision, and to communicate with, and seek input from stakeholders. This includes:

- Providing the direction, trust, and support necessary for the City Manager to implement the operations aspects of our vision.
- Making difficult and sometimes unpopular decisions that preserve our unique culture, safeguard our assets into the future, and effect the positive change necessary to achieve our goals.
- Identifying future trends, challenges, and opportunities.
- Being a positive and resourceful representative for the Town.
- Promoting transparency in communicating with residents, businesses, and regional partners.
- Being good financial stewards and creating an environment that nurtures a strong, diverse business ecosystem.

Pillars of Success

Like most cities, Addison is confronted with a few issues that demand time and attention of elected officials and the Town's management team. To best apply Addison's limited resources, the City Council has established the following strategic pillars to guide the organization's efforts.

- Innovation in Entrepreneurship and Business
- Excellence in Asset Management
- Excellence in Transportation Systems
- Gold Standard in Customer Service
- Gold Standard in Financial Health
- Gold Standard in Public Safety
- Optimize the Addison Brand



The Position

The City Manager is appointed to effectively implement and administer the policies established by the City Council. The City Manager is responsible for making recommendations to the Council concerning policies and programs and developing methods to ensure the efficient operation of city services. The City Manager also helps the Town anticipate and adapt to change. Significant responsibilities for the operation of the Town include:

- Provide overall leadership for the City staff;
- Fully oversee and assist the City Council on policy matters;
- Establish procedures for policy/program implementation;
- Maintain the delivery of established services in alignment with the community standard;
- Hire, assign, and promote employees;
- Implement federal, state, and county mandates as appropriate.

The City Manager also represents the Town within the community and with other government agencies.

Challenges & Opportunities

The next City Manager will be presented with a few known challenges and opportunities in which to excel, including:

- Decades ago, Addison established “The Addison Way” as an embodiment of its excellent customer service delivery and values toward community members and employees. Its success has been replicated in many Texas cities and there remains a strong desire across Council and staff to reinvigorate the Addison Way throughout the organizational culture.
- Addison recently inked agreements with two master developers for a \$472 million Transit-Oriented Development (TOD) surrounding a Silver Line station on the Dallas Area Rapid Transit. This massive project will provide both high-quality development but also rail connectivity east to Plano and west to the Dallas-Fort Worth International Airport.
- With little available land, the aforementioned TOD fully turns Addison’s focus toward redevelopment and reinvestment. Addison has the opportunity to reinvent itself in this next era of leadership.

- Addison’s housing mix has an unusually small percentage of single-family homes, with a greater proportion of apartments and townhomes. This dynamic presents both challenges and opportunities to connect to its residents and develop meaningful relationships across the community.
- Many of Addison’s municipal facilities were constructed in the 1980s and are experiencing increasing maintenance costs. Additionally, the Town’s staff are sited in multiple locations, limiting opportunities for collaboration and efficiencies. The next City Manager will have the opportunity to develop a long-term solution.



Ideal Candidate

In addition to being ethical, well qualified, and experienced, the next City Manager for Addison must possess certain traits that will be essential for success.

- The ability to build and maintain rich and effective relationships with Council, staff, and the community is of critical importance for success in the position.
- Related, there is a strong desire for the next City Manager to reside in Addison and fully become part of the fabric of the community.
- Top candidates will have an engaging leadership style that can drive organizational culture and truly connect with its many talented staff. Likewise, the City Manager should seek to empower staff to be decisive, innovative, and take calculated risks.
- The next City Manager should be confident, yet humble; driven, yet patient; experienced, yet seeking to learn; and inclusive, yet decisive.
- While the Council sets the vision and policy for Addison, it would benefit from a City Manager who is also creative and future-minded with the ability to present bold ideas to the Council for consideration.
- Experience with high-quality redevelopment and transformation of cities would be an asset.

Qualifications

The following are the minimum qualifications for the position of City Manager:

Education: A Bachelor's degree from an accredited college or university in public administration or a related field. A Master's degree is preferred.

Experience: Ten years public service experience or equivalent, including at least five years of experience as a City Manager, Assistant City Manager, Deputy City Manager, or Department Head.

Residency: There is a strong interest on the City Council for the selected candidate to live within the corporate limits of the Town of Addison.





Compensation & Benefits

The successful candidate will receive a highly competitive salary with an excellent executive benefits package that considers the candidate's qualifications and track record of career success. The City Council will negotiate a mutually agreeable employment agreement with the selected candidate, including assistance with moving and relocation if appropriate.

The Recruitment Process

This recruitment will be handled with strict confidentiality. References will not be contacted until mutual interest has been established.

Due to the public nature of searches in the State of Texas, confidential inquiries are recommended to Greg Nelson or Bryan Noblett at (916) 550-4100 before submission of materials.

Interested candidates should submit a comprehensive résumé and compelling cover letter online at www.mosaicpublic.com no later than Monday, October 3, 2022.

This recruitment incorporates existing rules and regulations that govern public sector recruitments in the State of Texas. In accordance with public disclosure/open record laws, information submitted for consideration may be made available to the public upon request by interested parties.

The Town of Addison is an Equal Opportunity Employer



SAMPLE SURVEY RESULTS

CITY OF AUSTIN, TX – CITY MANAGER - COMMUNITY OUTREACH AND ENGAGEMENT SURVEY RESULTS

COMMUNITY OUTREACH AND ENGAGEMENT



CITY MANAGER

CITY OF AUSTIN, TEXAS

Outreach conducted by

MOSAIC
PUBLIC PARTNERS

BOARD/COMMISSION MEMBER SURVEY RESULTS



This report summarizes the results of the City of Austin Board and Commission Member Survey conducted as part of the City of Austin's City Manager recruitment and selection process. The survey was distributed to Board and Commission members by the Austin City Clerk's office. 46 responses were received.

Three questions were asked as part of the survey:

- Question 1 was designed to elicit the top priorities the next City Manager should focus on.
- Question 2 sought to collect the most important characteristics that best define the ideal City Manager for the City of Austin.
- Question 3 provided an opportunity for respondents to include any additional thoughts they desired to share regarding the selection of the next City Manager.

The responses to each question are summarized into categories of importance and are listed in order of priority. All categories receiving over a 5% response have been reported.

For clarification, percentages shown will not total 100%. Respondents often provided multiple topics, areas or characteristics of importance in their responses. Therefore, the results indicate the percentage of all respondents that included the category in their response.

BOARD/COMMISSION MEMBER SURVEY RESULTS

Question 1 - What do you believe are the areas that the next City Manager should prioritize?

EXTERNAL ISSUES

AREAS OF PRIORITY % OF RESPONDENTS

Housing Affordability	45.6%
Homelessness	34.8%
Transportation and Traffic	21.7%
Climate Change and the Environment	19.7%
Equity	19.6%
Crime, Public Safety, and Civic Disorder	13.0%
Open Space	8.7%
Building Public Trust	6.5%

INTERNAL ISSUES

AREAS OF PRIORITY % OF RESPONDENTS

Employee Recruitment and Retention	10.9%
Police Accountability	8.7%
Transparency	8.7%



BOARD/COMMISSION MEMBER SURVEY RESULTS

Question 2 - What characteristics do you believe best define the ideal City Manager for the City of Austin?

IDEAL CHARACTERISTICS % OF RESPONDENTS

Collaborative Relationship Builder	37.2%
Effective Communicator	34.9%
Equity-focused	18.6%
Experienced	16.3%
Leader	13.9%
Integrity - Honest and Ethical	13.9%

IDEAL CHARACTERISTICS % OF RESPONDENTS

Compassion and Empathy	13.9%
Transparent	13.9%
Visionary and Innovative	11.6%
Decisive Problem Solver	11.6%
Accountability	9.3%
Change Agent	7.0%



BOARD/COMMISSION MEMBER SURVEY RESULTS

Question 3 - Is there anything else you would like to share regarding the selection of the next City Manager?

The following is a list of the most mentioned topics provided during the free response question of the survey. The responses are grouped into themes or concepts for organizational clarity.

OTHER TOPICS	% OF RESPONDENTS
Experienced Leader and Decision Maker	22.2%
No Affiliation with Current Leadership	16.7%
Female Preferred	11.1%



COMMUNITY STAKEHOLDER SURVEY RESULTS



This report summarizes the results of the Community Stakeholder Survey conducted as part of the City of Austin's City Manager recruitment and selection process. The survey was developed to allow respondents the opportunity to provide input on the desired priorities for and characteristics of the next Austin City Manager. The survey was electronically distributed to identified community stakeholders and was open for nine days in February. The survey was first shared with identified stakeholders but was also distributed more broadly through Council office newsletters, etc. 1,558 responses were received.

Three questions were asked as part of the survey:

- Question 1 elicited input from the community stakeholders about the top priorities the next City Manager should focus on.
- Question 2 sought to collect the most important characteristics that best describe the ideal City Manager for the City of Austin.
- Question 3 provided an opportunity for respondents to include any additional thoughts they desired to share regarding the selection of the next City Manager.

The responses to each question are summarized into categories of importance and are listed in order of priority. All categories receiving over a 4% response have been reported.

For clarification, percentages shown will not total 100%.

Respondents often provided multiple topics, areas or characteristics of importance in their responses. Therefore, the results indicate the percentage of all respondents that included the category in their response.

COMMUNITY STAKEHOLDER SURVEY RESULTS

Question 1 - What do you believe are the areas that the next City Manager should prioritize?

EXTERNAL ISSUES

AREAS OF PRIORITY % OF RESPONDENTS

Homelessness	28.1%
Crime and Public Safety, and Civic Disorder	24.2%
Transportation and Traffic	23.7%
Housing Affordability	22.4%
Preservation - Parks and Green Spaces	7.5%
Climate Change and the Environment	7.4%

INTERNAL ISSUES

AREAS OF PRIORITY % OF RESPONDENTS

Police Staffing	14.2%
Managing Growth and Scaling of Services	10.9
Zoning, Codes, and Permits	5.87
Police Accountability	5.61%



COMMUNITY STAKEHOLDER SURVEY RESULTS

Question 2 - What characteristics do you believe best define the ideal City Manager for the City of Austin?

IDEAL CHARACTERISTICS % OF RESPONDENTS

Effective Communicator	20.0%
Integrity – Honest and Ethical	15.2%
Experienced	13.4%
Transparent	11.9%
Ability to uphold Council-Manager Roles	11.7%
Leader	11.2%
Fair and Equitable	8.4%
Collaborative Relationship Builder	7.8%

IDEAL CHARACTERISTICS % OF RESPONDENTS

Fiscally Astute	7.1%
Visionary and Innovative	6.6%
Decisive Problem Solver	5.9%
Accountability	5.4%
Compassion and Empathy	5.1%
Intelligence and Common Sense	5.1%
Accessible and Community First	4.3%
Politically Savvy, yet not Political	4.3%



COMMUNITY STAKEHOLDER SURVEY RESULTS

Question 3 - Is there anything else you would like to share regarding the selection of the next City Manager?



Upon review of the responses to this question, there was a wide variety of input with no dominant themes.

CITY OF AUSTIN EMPLOYEE SURVEY RESULTS



This report summarizes the results of the City Employee Survey conducted as part of the City of Austin's City Manager recruitment and selection process. The survey was developed to allow all respondents the opportunity to provide input regarding the desired priorities and attributes for the next Austin City Manager. The survey was electronically distributed to over 16,000 city staff members and given 11 days in February to respond. A total of 1,585 responses were received, which equates to 10% of city staff choosing to provide input as a part of this process.

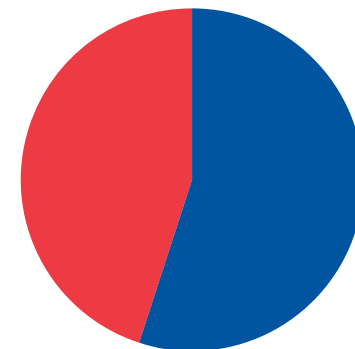
Five questions were asked as part of the survey:

- Question 1 collected residency information from employees.
- Questions 2 and 3 were designed to elicit from staff the most significant challenges the next City Manager should focus on and what areas should be improved.
- Question 4 sought to collect the most important characteristics staff are seeking in their next leader.
- The final question provided an opportunity for respondents to include any additional thoughts they desired to share regarding the selection of the next City Manager.

The responses to each question are summarized into categories of importance and are listed in order of priority. All categories receiving over a 4% response have been reported.

For clarification, percentages shown will not total 100%. Respondents often provided multiple topics, areas or characteristics of importance in their responses. Therefore, the results indicate the percentage of all respondents that included the category in their response.

45%
OF CITY STAFF
LIVE OUTSIDE
OF AUSTIN



55%
OF CITY STAFF
LIVE AND WORK
IN AUSTIN.

CITY OF AUSTIN EMPLOYEE SURVEY RESULTS

Question 2 – What do you believe will be the most significant challenges for the next City Manager?

POLITICAL ENVIRONMENT

CHALLENGES % OF RESPONDENTS

City Council and Politics	15.2%
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EXTERNAL ISSUES

CHALLENGES % OF RESPONDENTS

Homelessness	18.3%
Housing Affordability	16.2%
Crime, Public Safety, and Civic Disorder	7.7%
Transportation and Traffic	6.0%

INTERNAL ISSUES

CHALLENGES % OF RESPONDENTS

Managing Growth and Scaling of Services	17.6%
Employee Morale and Rebuilding Trust	16.2%
Employee Recruitment and Retention	13.9%
Police and Public Safety	13.1%
Telework Policy	10.6%
Compensation and Benefits	8.8%
Budget and Finances	4.9%



CITY OF AUSTIN EMPLOYEE SURVEY RESULTS

Question 3 -What do you believe are areas of improvement you would like to see the City Manager prioritize?

EXTERNAL ISSUES

AREAS OF IMPROVEMENT	% OF RESPONDENTS
Housing Affordability	15.7%
Homelessness	13.0%
Crime and Public Safety	12.55%
Transportation and Traffic	12.2%
Equity Focused	4.45%

INTERNAL ISSUES

AREAS OF IMPROVEMENT	% OF RESPONDENTS
Police and Public Safety	16.4%
Compensation and Benefits	16.1%
Telework and Flexible Work	15.9%
Morale and Organizational Culture	13.3%
Employee Recruitment and Retention	9.4%
Investments in Infrastructure	5.8%



CITY OF AUSTIN EMPLOYEE SURVEY RESULTS

Question 4 – What characteristics do you believe best define the ideal City Manager for the City of Austin?

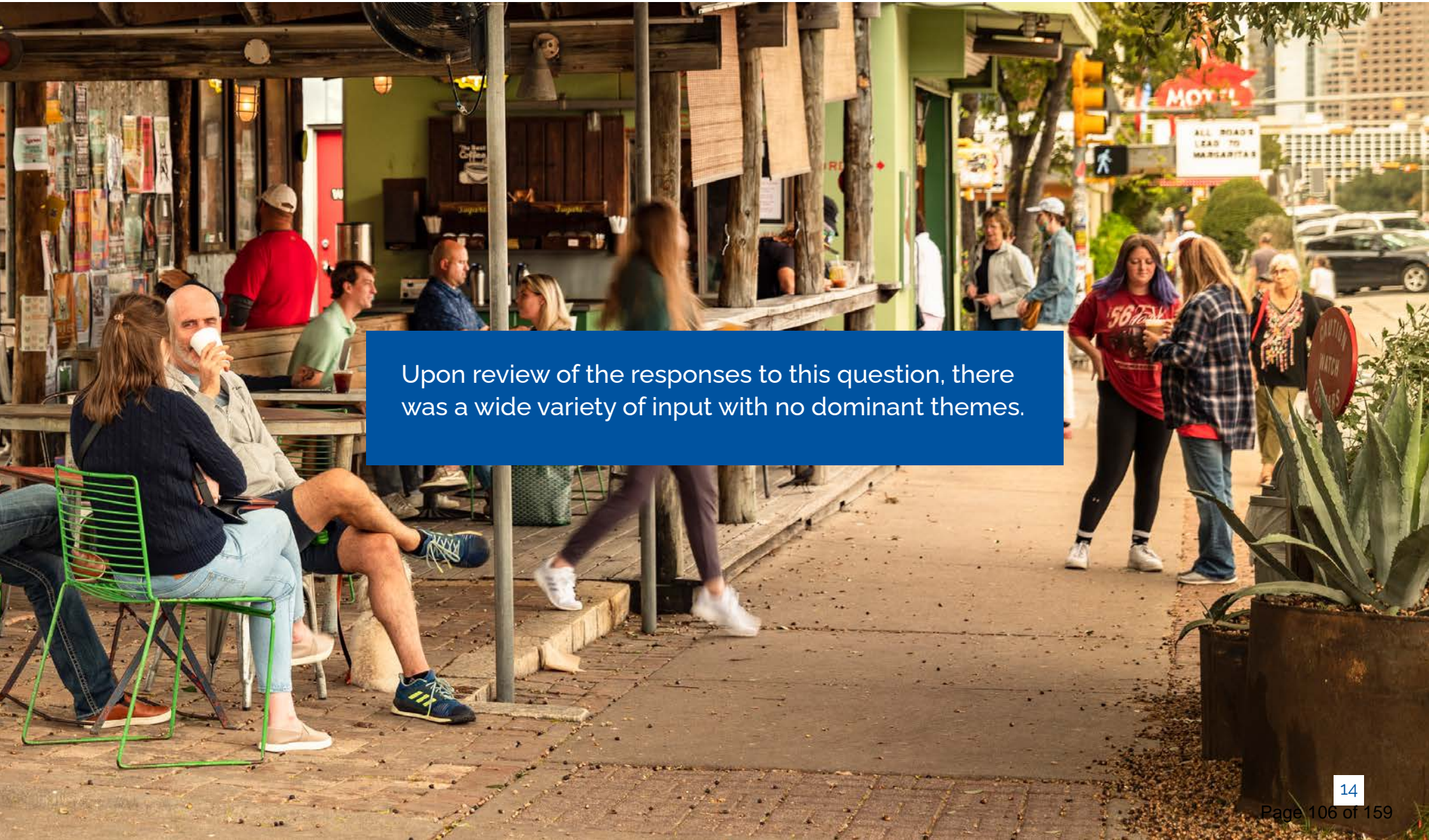
IDEAL CHARACTERISTICS	% OF RESPONDENTS
Employee-focused	19.1%
Effective Communicator	17.6%
Integrity - Honest and Ethical	16.7%
Fair and Equitable	12.1%
Leader	10.4%
Visionary and Innovative	10%
Compassion, Empathy and Humility	8.7%

IDEAL CHARACTERISTICS	% OF RESPONDENTS
Transparent	8.5%
Strategic	6.3%
Community First	6%
Politically Savvy, yet not political	5.45%
Experienced	4.9%



CITY OF AUSTIN EMPLOYEE SURVEY RESULTS

Question 5 - Is there anything else you would like to share regarding the selection of the next City Manager?



Upon review of the responses to this question, there was a wide variety of input with no dominant themes.

CITY OF AUSTIN FOCUS GROUPS

During the month of February 2024 the consultants at Mosaic Public Partners met with several focus groups of identified stakeholders to solicit input on the City Manager recruitment. Participants were offered the opportunity to meet in-person or via videoconference. The vast majority of the meetings were conducted in-person. The following themes were identified in each of the group meetings:

CITY OF AUSTIN FOCUS GROUPS

CHALLENGES AND OPPORTUNITIES

	Mobility	Neighborhoods	Housing	Environment	Higher Ed	Business	Parks/ Trails	Black	Hispanic	Asian	Labor	Justice	Health	Transit	Total
Homelessness	✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	✓		11
Housing Affordability		✓	✓		✓	✓		✓	✓	✓	✓	✓			9
Bureaucracy and Poor Execution	✓		✓	✓		✓	✓		✓	✓	✓			✓	9
Communication - Listening, Voice, and Trust	✓	✓		✓		✓	✓		✓	✓	✓				8
Equity		✓	✓		✓			✓	✓	✓	✓	✓			8
Austin PD - Staffing, Performance, and Accountability	✓		✓		✓	✓	✓		✓		✓		✓		8
Crime, Public Safety, and Civic Disorder	✓	✓	✓		✓	✓			✓		✓				7
Full Use of Council-Manager Government	✓	✓			✓	✓	✓							✓	6
Transportation and Traffic	✓				✓	✓			✓		✓			✓	6
Improved Partnerships			✓		✓		✓		✓					✓	5
Climate Change and the Environment		✓		✓			✓				✓				4
Employee Recruitment and Retention			✓	✓	✓						✓				4
Growth, Services, and Downstream Effects					✓	✓			✓		✓				4
Support of Arts and Small Business								✓	✓	✓		✓			4
Employee Morale	✓			✓							✓			✓	4
Improved Intergovernmental Relationships		✓				✓	✓								3
Action over Analysis							✓	✓			✓				3
Improved Services for Vulnerable Populations									✓	✓		✓			3
Stability and Change Fatigue				✓			✓				✓				3
NIMBYism			✓		✓										2
Streamline Legacy Policy Programs						✓								✓	2
Transparency and Accessibility to City Information		✓													1
Land Development and Zoning Code Rewrite			✓												1
Budget and Finance													✓		1
Healthcare													✓		1

CITY OF AUSTIN FOCUS GROUPS

IDEAL CANDIDATE CHARACTERISTICS

	Mobility	Neighborhoods	Housing	Environment	Higher Ed	Business	Parks/ Trails	Black	Hispanic	Asian	Labor	Justice	Health	Transit	Total
Effective Communicator and Listener	✓	✓	✓			✓	✓	✓	✓	✓	✓		✓		10
Effective and Willing to Execute	✓		✓	✓		✓	✓		✓			✓	✓		8
Long-range Focus with City's Best Interests			✓		✓	✓	✓	✓	✓		✓				7
Relationship Builder	✓	✓	✓		✓	✓					✓		✓		7
Balanced Decision Maker			✓	✓	✓	✓					✓		✓		6
Engaged and Accessible		✓	✓	✓	✓				✓					✓	6
Shares Austin's Progressive Values and Passion	✓		✓	✓			✓					✓			5
Transparency	✓						✓		✓		✓		✓		5
Experience with Complex Municipal Issues			✓			✓	✓					✓	✓		5
Strong Management Skills		✓			✓						✓		✓	✓	5
Hires Talented Leaders	✓		✓			✓		✓							4
Skilled Leader	✓				✓						✓		✓		4
Experience with Equity		✓	✓									✓	✓		4
Open-minded and Willing to Try New Ideas							✓				✓	✓	✓		4
Regional Knowledge		✓			✓		✓							✓	4
Ability to Merge Diverse Voices			✓			✓							✓	✓	4
Uphold Council-Manager Form of Government						✓	✓						✓	✓	4
Employee Empowerment	✓			✓	✓										3
Courage to Make Bold Moves and Changes						✓			✓		✓				3
Trustworthy, Integrity, and Follow Through	✓								✓				✓		3
Organizational Efficiency	✓									✓				✓	3
Politically Savvy, but not Political						✓						✓		✓	3
Inspirational	✓										✓				2
Data-based Decision Maker	✓		✓												2
Humility	✓							✓							2
Willing to Speak Unpopular Truths	✓	✓													2
Proven Experience with Emergency/ Crises Response		✓				✓									2

CITY OF AUSTIN FOCUS GROUPS

IDEAL CANDIDATE CHARACTERISTICS

	Mobility	Neighborhoods	Housing	Environment	Higher Ed	Business	Parks/ Trails	Black	Hispanic	Asian	Labor	Justice	Health	Transit	Total
Accountable and Fosters Accountability		✓							✓						2
Energetic with a Sense of Urgency						✓			✓						2
Business Accumen						✓				✓					2
Brave and Bold										✓		✓			2
Ability to Manage Diverse Stakeholders						✓							✓		2
Direct			✓											✓	2
Produce Quality Staff Work with Researched Recommendations	✓														1
Customer Service	✓														1
Use of Best Practices		✓													1
Experience with Rapid Growth			✓												1
Empathetic and High EQ						✓									1
Tolerant of Negative Criticism						✓									1
Grounded with a True North								✓							1
Skilled in the Nuances								✓							1
Values Diversity									✓						1
Bilingual									✓						1



PROPOSAL TO PROVIDE
RECRUITMENT SERVICES FOR THE
CITY OF ROWLETT, TEXAS
CITY MANAGER

DATE: APRIL 27, 2026

MICHAEL BOESE, MPA, PRESIDENT
5700 TENNYSON PARKWAY STE. #300
PLANO, TX 75024
(214) 550-2850 EXT. 4
MICHAEL@CLEARCAREERPRO.COM

THE CLEAR ADVANTAGE

CLEAR CAREER PROFESSIONALS

THE FUTURE OF RECRUITMENT SOUNDS DIFFERENT

Clear Career Professionals is a Plano, Texas based executive recruitment and consulting firm founded in 2022, staffed by a team of over 25 seasoned professionals, including former city managers and public-sector executives. We specialize in leadership recruitments for local governments and special districts across the country, customizing each search to align with the unique needs, culture, and long-term goals of our clients. With real-world operational experience, we move beyond résumé matching to identify candidates who build trust, strengthen culture, and create measurable results.

We understand the complexities of local government leadership because we've led in these environments ourselves. Our recent recruitments include the City Manager for Freeport, Texas, and the City Manager for Nederland, Texas, as well as strategic advisory work on governance and organizational management for the recently created City of Starbase developed in partnership with SpaceX. Whether leading a full recruitment or supporting internal recruitments, our focus is unwavering: to provide a highly qualified candidate pool and ensure the selection process is structured, informed, and tailored to your goals.

What sets Clear Career Professionals apart is our commitment to expert-led service, direct outreach to top-tier talent, and a possible one-year guarantee that reinforces our dedication to long-term success. Additionally, we are pioneers of position-specific recruitment podcasts, giving our clients access to a broader pool of candidates who are uniquely suited for their needs.

OUR NETWORK & APPROACH

Our network spans a broad spectrum of public management professionals nationwide, cultivated through ongoing relationships and active engagement with key organizations such as the International City/County Management Association (ICMA), and other state and national public management associations. We also maintain strong connections through regional leadership cohorts and specialized public-sector networks, ensuring our reach encompasses both functional and executive talent in local government.

We don't rely on passive applicants. Instead, we proactively engage qualified professionals through targeted outreach, peer referrals, and direct contact, often connecting with leaders who are not actively seeking new opportunities. Our recruitment podcast, The Clear Voice is the industry's first position-specific audio feature, with over 50,000 nationwide listeners. For each role, we produce a custom podcast episode that tells your city's story and allows candidates to hear directly from the leaders they would be working with, providing a rare opportunity to understand the team, culture, and expectations before they ever apply.

We do more than deliver candidates, we expand your reach to top talent across the country while ensuring a deep understanding of municipal leadership and governance. Our experience allows your team to focus the selection process and confidently identify the best fit for your organization.

GENERAL RECRUITMENT TIMELINE

CLEAR CAREER PROFESSIONALS CUSTOMIZES THE RECRUITMENT PROCESS TO ALIGN WITH YOUR GOALS, ENSURING SUCCESSFUL OUTCOMES.

RECRUITMENT
FOUNDATION
2 WEEKS

- Meetings with executive team, mayor, and council
- Meetings with community stakeholders
- Determine the Selection Criteria
- Create a Custom Candidate Profile
- Create a Customized Recruiting Brochure

RECRUITMENT
ACTION
4 WEEKS

- Record and Promote Position Podcast on "The Clear Voice"
- Direct Outreach to Network & Candidates
- National, State, & Regional Position Postings

CANDIDATE ENGAGEMENT & EXPERIENCE

IDENTIFY TOP
CANDIDATES
2 WEEKS

- Screen Candidates
- Identify Semi-Finalists
- Complete Virtual interviews with Semi-Finalists
- Recommend Finalists

VERIFY & CHECK
FINALISTS
2 WEEKS

- Obtain Unique Leadership Profiles
- Complete Detailed Reference & Background Verifications on Finalists
- Complete Social Media and News Investigation for each Finalist
- Complete Academic Verifications

INTERVIEW
& HIRE
2 WEEKS

- Schedule Finalist Interviews
- Facilitate Finalist Interviews
- Assist with Finalist Selection



RECRUITMENT FOUNDATION

Our recruitment process is built on understanding your organization and the leadership demands of the role before we begin candidate outreach.

Our recruiter conducts an on-site visit early in the process (the first of two on-site visits). We meet with the Mayor, City Council, the executive team, key department leaders, and selected community stakeholders. That time on the ground matters because it surfaces expectations, operating realities, and the leadership approach that will succeed in your organizational culture.

From those conversations, we establish clear selection criteria that leadership and governing officials can support, then translate that into a candidate profile that guides our screening and presentation to candidates. We also produce a custom recruiting brochure that accurately represents your organization, the community, and the opportunity, helping attract the right candidates and set clear expectations from the start.



RECRUITMENT ACTION

At Clear Career Professionals, every recruitment begins with a tailored strategy designed to attract the right candidates, not just applicants. We combine targeted outreach with high-impact marketing tools so your opportunity reaches top-tier professionals across city management and public administration. Whether you're recruiting an experienced City Manager or a rising leader, we focus on long-term fit.

What sets our approach apart is PositionCast™, powered by our exclusive recruitment podcast, The Clear Voice. We are the only firm in the industry producing a professionally crafted, position-specific episode for each recruitment at no additional cost. Each episode features your leadership team and gives candidates direct insight into your priorities, culture, governing environment, and expectations, often prompting strong candidates to engage who would not have otherwise considered the role. Since July 2025, The Clear Voice has generated 50,000+ plays across podcast platforms and short-form video.

Our network spans municipal government professionals nationwide through ongoing relationships and active engagement with ICMA, TCMA, and other state and national associations, plus regional leadership cohorts and specialized public-sector networks. We don't rely on passive applicants, we proactively engage qualified professionals through targeted outreach, peer referrals, and direct contact, including candidates who are not actively searching.

We implement a four-part recruitment strategy built to maximize quality and visibility:

A CUSTOM RECRUITMENT BROCHURE:

Professionally designed to market the organization, role, and community.

POSITIONCAST™ (THE CLEAR VOICE):

A position-specific episode with your leaders to help candidates understand fit before applying.

DIRECT OUTREACH:

Relationship-based contact with experienced executive directors and municipal leaders nationwide.

STRATEGIC ADVERTISING:

Targeted placement through ICMA, TCMA, and other public administration job boards.



INNOVATIVE ENGAGEMENT

THE CLEAR VOICE PODCAST

At Clear Career Professionals, we believe that recruitment is not just about job postings, it's about connection. PositionCast™ is one of our most unique and powerful tools in collaboration with The Clear Voice podcast, our in-house podcast that amplifies the reach of your leadership opportunity beyond traditional recruitment.

As part of our executive search process, we record a custom podcast episode for your position featuring:

A conversation with city leaders (e.g., the mayor, HR director)

Insight into community values and vision

A narrative of the role's impact and strategic priorities

This podcast is distributed across LinkedIn, Apple Podcasts, Spotify, and embedded in all job announcements and email outreach. Candidates can listen during their commute or while exercising, creating an emotional and authentic connection to your organization before they apply.

WHY IT WORKS:

Reaches passive candidates who prefer authentic storytelling

Humanizes the community and council

Boosts visibility across digital and social channels

Let your next team member hear your voice and share your vision.

PODCAST LINKS

<https://youtu.be/Zky33nyYFgE>

<https://podcasts.apple.com/us/podcast/the-clear-voice-podcast/id1824562318>

<https://open.spotify.com/episode/1FyCYlcpOZyjd22eNozWrP?si=9fd3e02952c64cb1>



CANDIDATE ENGAGEMENT & EXPERIENCE

WHEN CANDIDATES FEEL VALUED, THEY APPLY.

Applying for a new leadership position takes real mental energy. There's uncertainty, vulnerability, and often anxiety, not just about whether they'll be selected, but about how they'll be treated. At Clear, we've been in their shoes. As former candidates ourselves, we understand the emotional weight that comes with putting your name forward for a public-facing role.

That's why we've made candidate care a cornerstone of our recruitment process. We don't just process applications, we invest in relationships. Every active candidate receives weekly contact from our team, offering updates, guidance, and a human point of connection throughout the process. We answer questions. We provide clarity. We ensure no one is left wondering where they stand.

This approach isn't just kind, it's strategic. When candidates feel respected and supported, they perform better. They communicate more authentically. And they recommend Clear to their peers. The result? Broader reach, stronger candidate pools, and a reputation that draws in professionals who otherwise wouldn't apply. Our candidate-first philosophy creates momentum, trust, and better outcomes for everyone involved.

engagement



experience



IDENTIFY TOP CANDIDATES

With a strong national candidate pool in hand, Clear shifts to helping you identify the leaders who are best positioned to succeed in your organization.

We screen and compare each candidate against the established selection criteria using an operational lens shaped by real executive experience. That means we look beyond titles and tenure to assess leadership judgment, communication ability, professional maturity, and readiness to work effectively with elected officials and staff.

At the close of the application period, Clear recommends 8–10 semi-finalists. Each semi-finalist then completes a recorded 30-minute virtual interview with former municipal executives from the Clear team providing far more insight than a résumé or cover letter can. These interviews are structured to show how candidates communicate, explain decision-making, demonstrate leadership style and ethics, and connect their experience to the realities of the role and community.

The City receives a complete semi-finalist package that includes:

- Master list of applicants
- For each semi-finalist: cover letter, résumé, and recorded interview

Using this decision-ready set of materials, Clear then recommends finalists for in-person interviews with the selection committee and/or governing body.



VERIFY CANDIDATE BACKGROUND

Once you approve of finalists for on-site interviews, our team obtains a leadership profile from each candidate and initiates a thorough background verification process encompassing comprehensive reference checks, background examinations, detailed social media reviews, and academic verifications. A comprehensive report summarizing all findings will be presented to you for thorough review prior to the commencement of finalist interviews and the selection process. This ensures that you have a complete and informed perspective before making the ultimate decision.

For the background checks, we will collect information on the candidates in the following areas:

- City/County/State Criminal
- Federal District Criminal
- City/County/State Civil Litigation
- Employment Verification
- Reference Verification
- Social Media Review
- Federal District Civil Litigation
- Judgment/Tax Lien
- Sex Offender Registry
- Motor Vehicle Driving Record
- Educational Verification
- Professional Association Verification



INTERVIEW AND HIRE

Clear works with the City to design and execute a finalist interview process that is organized, consistent, and focused on the outcomes you need from your next leader.

We coordinate finalist interview scheduling and provide a structured interview plan, including recommended questions tailored to the position and aligned with the selection criteria. Prior to interviews, the City receives a complete finalist package for each candidate, including the cover letter, résumé, unique leadership profile, semi-finalist recorded interview, and completed verification materials as applicable.

During finalist interviews, Clear is present to facilitate the process and manage logistics so the selection committee and governing body can stay focused on evaluation. We help maintain consistency across interviews, support panel members with process guidance, and keep the process moving on schedule.

Following interviews, we assist the City with finalist selection steps, communications, and close-out, helping ensure a professional experience for candidates and a smooth transition into appointment and onboarding.



RECENT RECRUITMENTS

Expertise in Public Sector Recruitment

Clear Career Professionals has successfully facilitated the recruitment of various public management leadership positions, including roles such as City Manager, City Attorney, Economic Development Director, Finance Director, Public Safety Executives, and many others nationwide.

Recent Recruitment Clients Include:

Montana

- City of Columbia Falls
- City of Great Falls

California

- CPS HR Consulting (Sacramento)

Texas

- City of McKinney
- City of Bonham
- City of Brownsville
- City of Freeport
- City of Missouri City
- City of Kerrville
- City of Weatherford
- City of Murphy
- City of Nederland
- City of Kingsville
- City of Dumas
- City of Liberty
- City of Hondo
- City of Navasota
- City of Whitesboro
- City of Dalhart
- City of Meadowlakes
- City of Abernathy
- City of Umland
- City of Fairfield
- City of Victoria
- City of Lamesa

Proven results across communities of every size, helping local governments hire the right fit with confidence.



REFERENCES

City of Brownsville, TX

Alan Guard, Deputy City Manager
Phone: (956) 548-6007
alan.guard@brownsvilletx.gov

City of Murphy, TX

Chelsie Montgomery, Human Resources Director
Phone: (972) 468-4018
Email: cmontgomery@murphytx.org

City of Liberty, TX

John Hebert, Mayor
Phone: (936) 334-2528
Email: Mayor@cityofliberty.org

City of Hondo, TX

John McAnelly, Mayor
Phone: (830) 426-3378
Email: mayor@hondo-tx.org

City of Fair Oaks Ranch, TX

Joanna Merrill, Director of Human Resources & Communications
Phone: (210) 698-0900 ext. 203
Email: jmerrill@fairoaksranchtx.org

City of Plano, TX

LaShon Ross, Deputy City Manager
Phone: (972) 941-5310
Email: lashon@plano.gov

City of Bonham

Sean Pate, City Manager
Phone: (903) 738-2730
Email: spate@cityofbonham.org



We proudly offer a **one-year guarantee** for any candidate selected through our full recruitment process. If the individual hired leaves the position for any reason within one year, we will conduct a new recruitment at no additional cost to the organization. This guarantee reflects our confidence in the thoroughness of our recruitment and selection process.

PROPOSED PROJECT SCHEDULE

The timeline provided is a general breakdown of tasks, milestones, and timeframes to support a thorough and successful recruitment process.

This timeline is a suggestion only and we will work with you to finalize and approve an exact timeline.

RECRUITMENT FEE STRUCTURE: CITY MANAGER

We offer a transparent, fixed-fee structure.

Full Executive Recruitment Fees (All-Inclusive)

- \$22,000

This fee is all-inclusive and covers all services and expenses, including graphic design for the recruitment brochure, position podcast, national and statewide job postings, background and academic verifications, and consultant travel. The only additional costs the City will incur are candidate-related expenses for finalist interviews (travel, lodging, and meals for candidates and spouses, if invited).

Billing Schedule

We bill in phases aligned with key milestones in the recruitment process:

- \$11,000 due at contract execution
- \$7,000 due upon selection of semi-finalists
- \$4,000 due upon selection of final candidate





Michael Boese, MPA

President

Michael Boese, MPA, brings over 27 years of distinguished municipal service to his role as President of Clear Career Professionals LLC. With extensive leadership experience across multiple executive roles, Michael has become a trusted expert in executive recruitment, leadership coaching, and municipal consulting.

Michael has served as both City Manager of Keene and City Administrator of Wimberley, where he was instrumental in advancing sustainability initiatives and promoting tourism, ensuring long-term growth for the communities. His strategic approach to leadership and fiscal management has made a lasting impact on these municipalities, driving innovation and operational excellence.

As a sought-after recruiter, Michael has guided numerous successful executive placements, always prioritizing the unique needs of both the organizations and candidates. His comprehensive understanding of local government and public safety allows him to identify top talent and implement efficient, people-focused recruitment processes.

In addition to his consulting and recruitment expertise, Michael is a recognized public speaker and instructor, sharing his insights through leadership training programs, including his work with the Bill Blackwood Law Enforcement Management Institute of Texas (LEMITE).

Michael's career exemplifies a commitment to enhancing organizational leadership and community well-being, making him a trusted leader in the public sector.

Education

Bachelor of Arts in History
Metropolitan State
University

Master of Public Affairs
The University of Texas at
Dallas

Professional Affiliations

TCOLE Master Peace
Officer, ICMA, TCMA,
NTCMA, Region 6 & 7
TCMA, GFOA, TPCA, past
member of the Texas Police
Chief's Legislative
Committee, and the
Professional Development
Committee for the Texas
City Manager Association,
Instructor at the Bill
Blackwood Law
Enforcement Management
Institute of Texas (LEMITE)
Leadership Command
College



Brad Stafford, CPM

Vice President

Brad Stafford, CPM brings over 30 years of proven municipal leadership to his work with Clear Career Professionals. He served as City Manager of Navasota for 15 years, where he oversaw all municipal operations, including finance, utilities, public safety, and economic development.

Earlier in his career, Brad led the cities of Sundown and Morton as City Administrator and City Manager/City Secretary, managing diverse services from infrastructure and utilities to police, fire, and EMS.

In addition to his city management experience, Brad has worked in the private sector as Client Services Director for Bleyl Engineering, supporting municipalities with infrastructure planning and recruitment, and recently retired from serving as the Director of Parks, Recreation & Facilities for the City of Bryan, Texas.

Brad has been an active leader in the Texas City Management Association (TCMA), serving as President in 2020-2021, on the TCMA Board of Directors from 2013-2015, and as Region 7 President in 2010-2011.

He is a Certified Public Manager and holds a B.S. in Recreation and Parks Administration from Texas Tech University and an A.S. from South Plains College.

Brad's career reflects a lifelong commitment to public service, organizational leadership, and professional development, making him a trusted advisor and consultant for municipalities across Texas.

Education

Bachelor of Science in
Recreation and Parks
Administration
Texas Tech University

Certified Public
Manager

Professional Affiliations

TCMA (Past President),
TCMA Board of
Directors, TCMA
Region 7 (Past
President)



Kelly Kuenstler, MPA

Vice President

Kelly brings a wealth of experience and a deep-seated passion for public service to her role as Vice President of Training Services at Clear Career Professionals. With a diverse background that includes serving as Director of the Administrative Office of the District Attorneys, County Manager, and City Manager, Kelly has honed her expertise in leadership and management. She holds a master's degree in Public Administration from New Mexico State University and boasts over 25 years of involvement in board appointments, guest lectures, and professional development committees.

Born in Cotulla, Texas, and raised primarily in New Mexico, Kelly's commitment to public service has garnered statewide recognition, earning her prestigious awards in both states. Notably, she was named Employee of the Year for the State of New Mexico in 2002 and City Manager of the Year in Texas in 2020. From 2019 through 2020 Kelly was TCMA region 8 president. Kelly's dedication extends beyond accolades, as evidenced by her active participation in numerous boards and associations, including the New Mexico Association of Counties, the Texas Municipal League, and the Texas City Management Association.

Kelly's commitment to excellence in management extends to her role at the University of Texas, San Antonio, where she served as an adjunct instructor and contributed to the Public Administration Advisory Board. She is deeply invested in nurturing the next generation of government leaders, serving as a coach and advocate for graduate students pursuing careers in government management.

With her unwavering dedication to responsible and ethical government practices, Kelly is a valuable addition to the Clear Career Professionals team, embodying the values of integrity, professionalism, and quality management.

Education

Bachelor of Arts in
Criminal
Justice/Sociology
New Mexico State
University

Master of Public
Administration
New Mexico State
University

Professional Affiliations

TCMA, ICMA, Texas
Women Leading
Government, American
Cancer Society



Kent Myers, Ph.D.

Vice President

Dr. Kent Myers is a seasoned professional with over 45 years in city management, bringing unmatched experience and leadership to municipal organizations. His career began as the first City Manager in Converse, Texas, and has included serving as City Manager in Casa Grande, Arizona; Hot Springs, Arkansas; Port Angeles, Washington; and Fredericksburg, Texas, where he led for a decade.

Dr. Myers has also guided major projects of national significance, including supporting SpaceX in the creation of Starbase, Texas, and he now serves as the first City Manager of Starbase through Clear Career Professionals. In addition to his leadership roles, he has actively contributed to the profession as Past-President of the Texas Public Power Association (TPPA) and as a mentor and educator. He served seven years as Manager in Residence at the University of Texas at San Antonio, received the TCMA Mentor of the Year Award, and earned a Ph.D. in Leadership Studies in 2021.

As Vice President of Recruitment for Clear Career Professionals, Dr. Myers has led numerous executive searches, including City Manager placements in Kerrville, Murphy, Kemah, and others. Known for his strategic vision and commitment to mentorship, Dr. Myers continues to make a positive impact on local governance and leadership development across Texas and beyond.

Education

Bachelors in Criminal Justice
University of Texas
Arlington, Tx

Master of Public Administration
Texas Christian University
Ft. Worth, Texas

Ph.D. Leadership Studies
Our Lady of the Lake
University
San Antonio, Texas

Professional Affiliations

ICMA, TCMA, ICMA
Taskforce on job hunting
handbook, TCMA Public
Policy Committee, TCMA
Ethics Trainer, TPPA Past
President,
Arkansas Municipal League



Clear Career Professionals

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**City Manager
City of Rowlett, Texas**

April 30, 2026

This proposal is valid for 60 days

Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com



April 30, 2026

Hon. Mayor Jeff Winget & City Council
City of Rowlett, Texas



Dear Mayor Winget & Councilmembers,

Strategic Government Resources (SGR) is thankful for the opportunity to submit this proposal to assist the City of Rowlett in your recruitment for a City Manager. Our nationwide reach, deep municipal expertise, and servant leadership mindset help us deliver tailored recruitment services that will strengthen your culture and community.

We would like to highlight some key aspects that set SGR apart from other firms:

- **Local government experience:** Our team brings decades of direct local government experience, giving us an insider's understanding of your unique challenges. We've conducted executive searches for over 450 local governments across 37 states, including recent experience with Marshall, TX; Greenville, TX; & Aledo, TX. We are also actively conducting the search for your next Fire Chief, further deepening our current understanding of your organization and community needs. This experience provides us with valuable insight into the unique needs of recruiting a City Manager in Texas.
- **National reach and candidate pipeline:** With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e-newsletter, and almost 5,000 city & county management Job Alert subscribers, your SGR recruitment will be seen by a vast audience engaged in the profession.
- **Active engagement in the profession:** As recognized thought leaders in local government management, we are directly involved in the latest operations, challenges, and best practices. This ongoing engagement ensures we are attuned to the evolving skills and leadership qualities needed in today's local government leaders.

Jay Singleton, Senior Vice President, will serve as your Executive Recruiter and primary contact for this recruitment. Jay has over 25 years of experience in city & county management in Texas.

We are eager to partner with the City of Rowlett to identify your next leader. We look forward to the opportunity to discuss our proposed approach in more detail and are available for a meeting at your convenience.

Respectfully submitted,

A handwritten signature in black ink that reads "Rebecca L. Fleury".

Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com

PO Box 1642, Keller, TX 76244

817-337-8581

www.GovernmentResource.com

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About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 21 recruiters, 22 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise. View all SGR team members and their bios at: [GovernmentResource.com/Meet-the-Team](https://www.GovernmentResource.com/Meet-the-Team)

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Michigan, Montana, Nevada, New York, North Carolina, North Dakota, Ohio, Oklahoma, and South Carolina.

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to over 5,000 opt-in subscribers of SGR's City & County Management Job Alerts.
- Your position will appear on SGR's Website which attracts approximately 20,000 visitors per month. [GovernmentResource.com/Open-Recruitments](https://www.governmentresource.com/open-recruitments)
- Your position will be posted on SGR's Job Board which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month. [SGRJobs.GovernmentResource.com](https://www.sgrjobs.governmentresource.com)
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

Equal Opportunity Commitment

SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of underrepresented groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a "boutique" firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility and Communication

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded semifinalist interviews.
- Media search reports incorporating both internet and social media results tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

Executive Recruitment Clients

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

Project Personnel

Jay Singleton, Senior Vice President

Email: jaysingleton@governmentresource.com

Phone: 817-223-2654



Jay Singleton joined SGR in 2020 as Senior Vice President. Prior to joining SGR, Jay served for 21 years as Assistant County Administrator for Tarrant County, Texas, which has a population of more than 2 million citizens. Jay also has prior work experience in city government, including 5 years of service as a City Manager. Jay's local government career began in the areas of personnel, budgeting, and finance prior to moving into city and county management.

Jay is a member of the International City/County Management Association (ICMA), National Association of County Administrators (NACA), Texas City Management Association (TCMA), Government Finance Officers Association (GFOA), and Government Finance Officers Association of Texas (GFOAT). For over 20 years, Jay has been an active volunteer for Meals on Wheels of Tarrant County, delivering meals and serving in advisory roles for the organization.

Jay attended Abilene Christian University, where he received a Bachelor of Business Administration. He also holds a Master of Public Administration from the University of North Texas.

Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
 - Project Kickoff Meeting and Develop Anticipated Timeline
 - Stakeholder Interviews and Listening Sessions
 - Develop Recruitment Brochure
- 2. Recruitment Campaign and Communication with Candidates**
 - Advertising and Marketing
 - Sourcing Prospective and Active Candidates
 - Communication with Prospective Applicants
 - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
 - Written Questionnaires
 - Recorded Semifinalist Interviews
 - Media Searches
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
 - Background Investigation Reports
 - DiSC Management Assessments (if desired, supplemental cost)
 - First Year Plan or Other Advanced Exercise
 - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (if desired)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine Terms of an Employment Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release Announcing New Hire (if requested)

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

View sample recruitment brochures here: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Sourcing Prospective and Active Candidates

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We

round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Evaluation of Semifinalists

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively

with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

Written Questionnaires

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

Recorded Semifinalist Interviews

Recorded one-way or two-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

Media Searches

Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with links to the recorded online interviews and a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The objective of this meeting is to narrow the

list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate's preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

Stakeholder Engagement

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

Deliberations

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

Press Release (if requested)

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

Satisfaction Surveys

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Post-Hire Services

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to \$4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please email training@governmentresource.com or visit GovernmentResource.com/leadership-and-professional-development/leadership-development-services/.

Typical Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. *

Initial Steps Prior to Posting Position:	
<ul style="list-style-type: none"> ● Contract Execution ● Kickoff Meeting to Discuss Recruitment Strategy and Timeline ● Organization/Position Insight and Analysis ● Stakeholder Interviews and Listening Sessions ● Deliverable: Draft Recruitment Brochure ● Deliverable: Recommended Ad Placements ● Organization Approves Ad Placements ● Search Committee Reviews and Approves Brochure 	<p><i>Timing varies. Estimated to take 2 weeks.</i></p>

Task	Week
<ul style="list-style-type: none"> ● Post Position and Firm up Timeline ● Recruitment Campaign and Outreach to Prospective Applicants ● Initial Screening and Review by Executive Recruiter 	Weeks 1-4
<ul style="list-style-type: none"> ● Search Committee Briefing to Review Applicant Pool and Select Semifinalists 	Week 5
<ul style="list-style-type: none"> ● Questionnaires ● Recorded Semifinalist Interviews ● Media Searches 	Week 6
<ul style="list-style-type: none"> ● Deliverable: Semifinalist Briefing Books via Electronic Link ● Deliverable: Recorded Interviews 	Week 7
<ul style="list-style-type: none"> ● Search Committee Briefing to Select Finalists 	Week 8
<ul style="list-style-type: none"> ● Background Investigation Reports ● Disc Management Assessments (if desired, supplemental cost) ● First-Year Plan or Other Advanced Exercise (if desired) 	Weeks 9-10
<ul style="list-style-type: none"> ● Deliverable: Finalist Briefing Books via Electronic Link 	Week 11
<ul style="list-style-type: none"> ● Face-to-Face Interviews ● Stakeholder Engagement (if desired) ● Deliberations ● Reference Checks (may occur earlier in process) ● Negotiations and Hiring Process 	Week 12

* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.

Fee Proposal

Not-to-Exceed Price: \$27,669

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$25,169 (reflects \$750 discount)**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
 - Questionnaires for up to 15 Semifinalists
 - Recorded Interviews for up to 15 Semifinalists
 - Media Searches for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

Reimbursable Expenses included in the not-to-exceed price:

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

Reimbursable Expenses not included in the not-to-exceed price:

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for \$1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Additional questionnaires over and above the 15 included in the Fixed Fee - \$230 per candidate.
- Additional recorded interviews over and above the 15 included in the Fixed Fee - \$256 per candidate.
- Additional media search reports over and above the 15 included in the Fixed Fee - \$766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the Fixed Fee - \$511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the Fixed Fee - \$256 per candidate.
- DiSC Management assessments - \$179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,021 per day. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

Billing

SGR will bill the fixed fee in three (3) installments: 35% upon contract execution, 35% after the applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

SGR Similar Recruitments

The recruitments listed below are full service executive recruitments, except for those with an asterisk (*) noting a custom or limited scope recruitment engagement.

City & County Management Recruitments, 2021-Present

In Progress

- Milton-Freewater, OR (pop. 7,000) – City Manager*
- Lawrence, KS (pop. 98,000) – City Manager
- Eustis, FL (pop. 26,000) – City Manager
- Giddings, TX (pop. 5,500) – City Manager
- Azle, TX (pop. 15,000) - City Manager
- Bowie, MD (pop. 58,000) - City Manager
- Farmersville, TX (pop. 4,300) - City Manager
- Green Cove Springs, FL (pop. 10,000) - City Manager
- Independence, MO (pop. 123,000) - City Manager
- Iowa Colony, TX (pop. 17,200) - City Manager
- Ketchikan, AK (pop. 8,200) - City Manager/Ketchikan Public Utilities General Manager
- Lisbon, ME (pop. 9,800) – Town Manager *
- Madisonville, TX (pop. 4,630) – City Manager
- Milton-Freewater, OR (pop. 7,000) – City Manager *
- Olathe, KS (pop. 149,000) – City Manager
- Richlands, VA (pop. 5,260) – Town Manager

2026

- Annapolis, MD (pop. 40,000) – City Manager
- La Vista, NE (pop. 16,746) – City Administrator

2025

- Waco, TX (pop. 140,000) - City Manager
- Ottawa, KS (pop. 12,630) – City Manager
- Portland, OR (pop. 650,000) - City Administrator
- Wadena County, MN (pop. 14,400) – County Administrator
- Aledo, TX (pop. 7,000) - City Manager
- Abilene, TX (pop. 125,000) - City Manager
- Argyle, TX (pop. 6,000) - Town Administrator
- Athens-Clarke County Unified Government, GA (pop. 130,000) - County Manager
- Battle Creek, MI (pop. 52,700) - City Manager
- Biddeford, ME (pop. 22,300) - City Manager
- Blaine, MN (pop. 75,900) - City Manager
- Bonner Springs, KS (pop. 7,600) - City Manager
- Cameron, MO (pop. 8,300) - City Manager

- Canadian, TX (pop. 2,300) - City Manager
- Clay County, MO (pop. 260,000) - County Administrator
- Dundee, FL (pop. 5,700) - Town Manager
- Elgin, TX (pop. 12,800) - City Manager
- Finney County, KS (pop. 38,000) - County Administrator
- Florence, CO (pop. 3,800) - City Manager
- Garden Ridge, TX (pop. 5,000) - City Manager
- Heath, TX (pop. 10,400) - City Manager
- Jonestown, TX (pop. 2,500) - City Administrator
- La Junta, CO (pop. 7,200) - City Manager
- Lamar, CO (pop. 7,700) - City Administrator
- North Central Texas Council of Governments (NCTCOG), TX - Executive Director
- Oak Point, TX (pop. 6,000) - City Manager
- Pacific, MO (pop. 7,800) - City Administrator
- Plainview, TX (pop. 20,000) - City Manager
- Sedalia, MO (pop. 22,000) - City Administrator
- Springfield, MO (pop. 170,200) - City Manager
- Stevenson, WA (pop. 1,600) - City Administrator
- Trinidad, CO (pop. 8,100) - City Manager

2024

- Brunswick, ME (pop. 21,800) - Town Manager
- Chester County, PA (pop. 540,000) - Chief Executive Officer
- Coffeyville, KS (pop. 8,800) - City Manager
- Des Moines, WA (pop. 32,400) - City Manager
- Duncan, OK (pop. 23,000) - City Manager
- DuPont, WA (pop. 10,200) - City Administrator
- Edwardsville, KS (pop. 4,700) - City Manager
- Leander, TX (pop. 67,000) - City Manager
- Leavenworth, KS (pop. 37,600) - City Manager
- Manhattan, KS (pop. 55,000) - City Manager
- Marysville, KS (pop. 3,500) - City Administrator
- Medford, OR (pop. 90,900) - City Manager
- Miami, OK (pop. 12,200) - City Manager
- New Rochelle, NY (pop. 80,800) - City Manager
- New Smyrna Beach, FL (pop. 32,400) - City Manager
- Orono, ME (pop. 11,400) - Town Manager
- San Juan County, WA (pop. 18,600) - County Manager
- St. Joseph, MO (pop. 72,000) - City Manager
- Topeka, KS (pop. 125,500) - City Manager
- Treasure Island, FL (pop. 6,500) - City Manager

2023

- Camp Verde, AZ (pop. 12,000) - Town Manager

- Cleburne, TX (pop. 33,000) - City Manager
- Bristol, TN (pop. 27,000) - City Manager
- Dobbs Ferry, NY (pop. 11,000) - Village Administrator
- Gatesville, TX (pop. 16,000) - City Manager
- Glastonbury, CT (pop. 35,000) - Town Manager
- Great Bend, KS (pop. 15,000) - City Administrator
- Justin, TX (pop. 5,000) - City Manager
- Lafayette, CO (pop. 30,000) - City Administrator
- Laredo, TX (pop. 256,000) - City Manager
- Largo, FL (pop. 84,000) - City Manager
- Lawton, OK (pop. 90,000) - City Manager
- Mexia, TX (pop. 7,000) - City Manager
- Nassau Bay, TX (pop. 5,000) - City Manager
- Navajo County, AZ (pop. 106,000) - County Manager
- Ottawa, KS (pop. 12,500) - City Manager
- Parker, AZ (pop. 3,500) - Town Manager
- Rowlett, TX (pop. 68,000) - City Manager
- Shawnee, KS (pop. 69,000) - City Manager
- Snoqualmie, WA (pop. 14,000) - City Administrator
- Snyder, TX (pop. 11,000) - City Manager
- Stillwater, OK (pop. 48,000) - City Manager
- Trophy Club, TX (pop. 13,000) - Town Manager
- Williston, ND (pop. 29,000) - City Administrator

2022

- Aledo, TX (pop. 5,500) - City Manager
- Blaine, WA (pop. 6,000) - City Manager
- Crandall, TX (pop. 4,000) - City Manager
- Dalhart, TX (pop. 8,500) - City Manager
- Edinburg, TX (pop. 100,000) - City Manager
- Fort Collins, CO (pop. 175,000) - City Manager
- Frisco, CO (pop. 3,000) - Town Manager
- Graham, TX (pop. 8,000) - City Manager
- Hutto, TX (pop. 40,000) - City Manager
- Johnston, IA (pop. 24,000) - City Administrator
- Kennebunk, ME (pop. 11,000) - Town Manager
- Kennedale, TX (pop. 9,000) - City Manager
- Ketchikan, AK (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, OR (pop. 22,000) - City Manager
- Leawood, KS (pop. 34,000) - City Administrator
- Levelland, TX (pop. 14,000) - City Manager
- Live Oak, TX (pop. 16,000) - City Manager
- Madisonville, TX (pop. 4,500) - City Manager
- Manor, TX (pop. 15,000) - City Manager

- Marshall, TX (pop. 23,000) - City Manager
- Mineral Wells, TX (pop. 15,000) - City Manager
- Mont Belvieu, TX (pop. 8,000) - City Manager
- Montgomery, TX (pop. 2,400) - City Administrator
- Parkville, MO (pop. 7,000) - City Administrator
- Rocky Hill, CT (pop. 21,000) - Town Manager
- Sunnyvale, TX (pop. 8,000) - Town Manager
- Tolland, CT (pop. 15,000) - Town Manager
- Walla Walla, WA (pop. 34,000) - City Manager
- West Lake Hills, TX (pop. 3,000) - City Administrator
- Wethersfield, CT (pop. 26,000) - Town Manager
- Wickenburg, AZ (pop. 7,500) - Town Manager

2021

- Bainbridge Island, WA (pop. 25,000) - City Manager
- Breckenridge, TX (pop. 5,000) - City Manager
- Bridgeport, TX (pop. 6,500) - City Manager
- Briarcliff Manor, NY (pop. 8,000) - Village Manager
- Chandler, AZ (pop. 270,000) - City Manager
- Chanhassen, MN (pop. 27,000) - City Manager
- Chickasha, OK (pop. 16,000) - City Manager
- Choctaw, OK (pop. 12,000) - City Manager
- Clermont, FL (pop. 44,000) - City Manager
- Flower Mound, TX (pop. 79,000) - Town Manager
- Johnson City, TN (pop. 65,000) - City Manager
- Kennett Square, PA (pop. 6,000) - Borough Manager
- Lago Vista, TX (pop. 8,000) - City Manager
- Lamar, CO (pop. 7,500) - City Administrator
- Monett, MO (pop. 9,000) - City Administrator
- North Port, FL (pop. 77,000) - City Manager
- Port Chester, NY (pop. 30,000) - Village Manager
- Sherwood, OR (pop. 20,000) - City Manager
- Spokane, WA (pop. 220,000) - City Administrator



New Municipal Building/City Hall. Scheduled completion December, 2025.

CITY MANAGER

Aledo, Texas



Are you a strategic and community-minded municipal leader who can guide a fast-growing city through a period of exciting transition? If so, apply to be Aledo's next City Manager!

We're looking for an exceptional, collaborative executive who is:

- Skilled in financial management and infrastructure planning
- Experienced with smart growth and development
- Adept at community engagement and cross-functional leadership

"Infinite Potential, Creating Endless Possibilities" – read on to learn more about this opportunity!

ABOUT THE COMMUNITY

Aledo, Texas, is a high-performing, family-focused city blending its small-town charm with a bold vision for the future. With a proud history and a newly adopted home-rule charter, Aledo is positioned for continued growth and long-term success.

Located just two miles south of I-20 between Fort Worth and Weatherford, Aledo offers exceptional schools, historic character, and a rapidly growing population. Residents enjoy access to six city parks, 10+ miles of trails, community festivals, and a vibrant local business scene.

Aledo ISD is one of the city's largest employers and is consistently ranked among the best school districts in Texas. The city also offers proximity to multiple private schools and higher education institutions like Texas Christian University and the University of Texas at Arlington.

With a growing number of families choosing to call Aledo home, the city is managing expansion with an emphasis on smart infrastructure investments and a connected community.



POPULATION
7,000+



MEDIAN HOUSEHOLD INCOME
\$152,083



MEDIAN HOME VALUE
\$553,173

AVERAGE MONTHLY RENT
\$1,091

[History](#)



GOVERNANCE & ORGANIZATION

Aledo operates under a council-manager form of government. The Mayor is elected at-large and serves a three-year term, alongside five City Council members also elected for three-year terms.

The City provides a full range of services including:

- Water and Wastewater services
- Road and Park Maintenance
- Law Enforcement
- Library Services

Aledo's 25-member workforce includes 23 full-time and 2 part-time employees. Additional personnel for police and library services are proposed for FY 2026. The City recently created their own police department, while fire and EMS are handled by special districts.



ABOUT THE JOB

The City Manager provides organizational leadership and oversight for all City operations.

Reporting to the Mayor and City Council, the new City Manager will:

- Oversee strong financial management and ensure ongoing fiscal discipline.
- Evaluate staffing strategies and support department personnel, including hiring and mentoring a relatively young workforce
- Oversee scheduling, standards, and workflow quality
- Promote significant public engagement and transparency
- Ensure responsible growth that sustains an exceptional quality of life in the community

CITY QUICKFACTS



EMPLOYEES

25
and growing!



CITY BUDGET

\$36.9
MILLION
Operating & Capital

2026 KEY PROJECTS

- COMPLETE CONSTRUCTION OF NEW MUNICIPAL BUILDING
- DESIGN AND CONSTRUCT EXPANDED WASTEWATER TREATMENT PLANT
- LAUNCH AND COMPLETE DEVELOPMENT OF A NEW COMPREHENSIVE PLAN

THE IDEAL CANDIDATE

The ideal candidate will have experience in strategic planning, budgeting, and municipal development in high-growth settings.

They will demonstrate:

- Transparent and ethical leadership
- Strong communication and listening skills
- Experience with infrastructure, capital projects, and economic incentives
- Talent for building trust and consensus among stakeholders

This is an exciting opportunity for a seasoned municipal leader who is ready to roll up their sleeves, build strong relationships with staff and residents, and leave a lasting impact on a fast-growing community. The right fit will be collaborative, pragmatic, and ready to lead Aledo through its next chapter of growth and modernization.



EXPERIENCE & QUALIFICATIONS

REQUIRED:

- Bachelor's degree in Public Administration, Political Science, Business, or related field
- Minimum 5 years of municipal government experience
- At least 3 years as a department director, assistant/deputy city manager, or city manager

PREFERRED:

- Master's degree in Public or Business Administration
- Experience in communities with populations between 3,000–20,000
- Experience managing strategic growth and long-term capital planning
- Credentialed Manager (ICMA) or Texas CPM certification

COMPENSATION & BENEFITS

Salary: Competitive base salary; previous City Manager earned \$195,000 annually

Health Insurance: Choice of four medical plans, plus dental and vision coverage. Premiums for employees are fully paid by the City; dependent coverage available at discounted rates

Retirement: Texas Municipal Retirement System (TMRS) with a 7% employee contribution and a 2:1 employer match

Leave:

- 13 paid holidays annually
- Vacation, sick, and other leave benefits that increase with years of service

Other:

- Monthly car allowance
- Short-term disability, life, and AD&D insurance
- Potential for relocation assistance
- Leadership opportunity in a growing, home-rule city poised for continued expansion



HOW TO APPLY

Apply Here



For more information on this position, contact:

Mark McDaniel, Interim City Manager
mmcdaniel@aledotx.gov | 817-773-6558

The City of Aledo is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

**Agreement for Full Service Executive Recruitment Services (“PROJECT”)
to City of Rowlett, Texas (“CLIENT”) between
CLIENT and Strategic Government Resources, Inc., DBA SGR (“SGR”)**

SGR and CLIENT (together, “Parties”) agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

1. SGR promises and agrees:

- A. To perform the services described in SGR’s Proposal for PROJECT dated April 30, 2026 (“PROPOSAL”) substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

2. CLIENT promises and agrees:

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR’s reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR’s reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.
- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR and not impede SGR from performing its obligations to CLIENT.

3. Additional Terms and Conditions:

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
 - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
 - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to successfully perform its obligations, including identifying and attracting qualified candidates. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.
- I. This Agreement will be governed by the substantive laws of the State of Texas without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in Dallas County of the State of Texas.

- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
- i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
 - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

Legal Notices:

SGR

Attn: Melissa Valentine, Corporate Secretary
 PO Box 1642
 Keller, TX 76244

Melissa@GovernmentResource.com

CLIENT

Attn:
 Address:

Email:

PROJECT Representative:

SGR

Rebecca L. Fleury
 President of Executive Recruitment
RebeccaFleury@GovernmentResource.com
 817-337-8581

CLIENT

Name:
 Title:
 Email:
 Phone:

Billing and Invoicing:

SGR

Attn: Finance

Finance@GovernmentResource.com

817-337-8581

CLIENT

Name:

Title:

Email:

Phone:

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, placement guarantee, and any representations and warranties survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

SGR

CLIENT

Signature

Printed Name:

Title:

Date:

Signature

Printed Name:

Title:

Date: