



— POSITION AVAILABLE —

CITY MANAGER

Apply by April 17, 2020



Welcome to the City of Doraville

Located approximately 14 miles northeast of downtown Atlanta, Doraville is an exciting place with incredible potential and on the cusp of greatness. The city is a logistical hub and serves as the northeastern gateway to Atlanta. It is already the culinary destination for the region where you can find, for example, crawfish, Korean, Mexican, and Middle Eastern food all in the same block. The popular Buford Highway Farmer's Market is here. As development moves northeast from Buckhead (the ninth wealthiest zip code in the United States per Forbes), through Brookhaven and Chamblee (where tower cranes are everywhere), Doraville is the next stop. And it has land available! Only a small portion of the 165-acre shuttered General Motors' plant site has been redeveloped.

It's not just the economics that make Doraville vibrant—NICHE recently rated Doraville as excellent in its nightlife, diversity, health and fitness, and outdoor activities, with jobs, cost of living, commute, and environment for families not far behind. It lands solidly on the "Best Suburbs for Young Professionals in Georgia"



at #27 out of 164 and is considered a welcoming community that embraces diversity.

Doraville is a transportation center for the area. Interstate 85 forms part of its southeastern border and the City straddles Interstate 285. The two interstates meet at the Tom Moreland interchange which is just outside the city limits. The northeast spur of MARTA (Atlanta's regional commuter rail system) ends in Doraville and the station is a five-minute walk from city hall.

The quality of life is very good in Doraville and getting better. It is a small town known for its character and warmth while sitting upon a wooded landscape within the larger Atlanta metropolitan area. The community offers a variety of housing and its single-family homes generally have larger lots with old growth trees. Prices are reasonable but climbing. Recent data shows new construction of attached housing is selling for an average of \$418,000 while the average resale price of attached homes is \$228,000 and detached homes is \$274,000. The local schools are improving with a new 950 seat elementary school opening next year and with upcoming boundary realignments. Doraville is a livable, walkable community, offering a small town's cohesiveness while being part of one of the country's premier metropolitan areas. Several major universities are within a 30 minute drive.

The city is a friendly, growing and progressive community with active neighborhood associations. Doraville is ethnically diverse. At least 32 languages are spoken here, and the community cherishes its multicultural character. A stroll in a park will reveal many Asians, Pacific Islanders, and Latin Americans. Doraville has a long history of supporting youth sports and is known throughout North Georgia for its football, basketball, baseball, soccer, boxing and cheerleading programs. The city's active parks include Honeysuckle Park, Fleming Arena, the and Bernard Halpern Park. Several passive parks dot the city as well: Autumn Park, Brook Park, Chicopee Park, English Oak Park, and Flowers Park.

A short drive or ride on the MARTA rapid rail will take you to downtown Atlanta where opportunities to enjoy sports,

entertainment, the performing arts and museums abound. It is home to the NFL's Falcons, NBA's Hawks, and the MLS's Atlanta United FC. The Woodruff Arts Center hosts the Atlanta Symphony, the Alliance Theater, and touring Broadway plays. The renowned High Museum of Art is among the most visited in the world. The Georgia Aquarium is the largest indoor aquarium in the world and the Martin Luther King, Jr. National Historical Site are major venues. Others include the Atlanta Cyclorama and Civil War Museum, the National Center for Civil and Human Rights, the World of Coca Cola, and the Carter Center and Presidential Library. The Atlanta Botanical Garden and the Zoo Atlanta are also remarkable places.

If you are the outdoors type, Lake Lanier, the Chattahoochee National Forest, the foot of the Appalachian Trail, and the North Georgia Mountains are all less than two hours away. The Great Smokey Mountains are just a bit further. About four hours' drive to the east lie Savannah, Tybee Island and Hilton Head.

If you want to travel, Doraville is only 45-minutes from Atlanta's Hartsfield-Jackson International Airport—the world's busiest airport since 1998. In 2019, it served 110,531,300 passengers. Peachtree DeKalb Airport, the second busiest airport in Georgia, is located two miles to the southwest of the City limits and caters to general aviation traffic.

When you combine all the above with the plans for redevelopment, Doraville offers immense promise for the future. It is poised for greatness and presents a wonderful opportunity for its next City Manager.

History

Doraville was incorporated by an act of the Georgia General Assembly, approved December 15, 1871. Begun as a farming community, commerce soon found the city. A major railroad from Atlanta to Greenville, S.C. was built and passed through the city. During the early 1940s, Plantation Pipeline Company opened an oil pumping system and storage facility in Doraville along its petroleum transmission line that extends from Baton Rouge, LA, to Washington, DC.

At the end of World War II, General Motors discovered Doraville and opened an auto assembly plant in 1947. At its peak, the facility employed 3,100 people. The growth of Doraville then exploded from a population of 472 in 1950 to 6,160 in 1964. By then, the land area of the City was 1,722 acres (including the annexation of the Northwoods (1949) and Oakcliff (1958) neighborhoods).

The Doraville MARTA Station was built in 1992. In 2008, the community was devastated when the GM plant closed. At the time, it was producing 360 vans per day. With the country in the midst of the Great Recession, plans to turn the plant site into a mixed-use town center stalled. Since then, the city has installed many of the elements needed to support redevelopment. In the past few years, those efforts have paid off. Third Rail Studios opened a 270,000 sq. ft. facility and in May 2019, Serta Simmons opened a regional headquarters bringing 500 new jobs with an average annual salary of \$80,000. That is just the beginning!

Demographics

See Table 1 for information on Doraville’s Demographics.

Geography

Doraville covers approximately three and a half square miles and is situated on gentle, rolling hills. It lies 13 miles northeast of Atlanta at the intersection of I-285 (which it straddles) and I-85 (its southeastern boundary). The City is approximately 1,100 feet above sea level.

Climate

The climate is classified as subtropical with hot, humid summers, and mild winters. January temperatures average in the low 40s Fahrenheit while the high temperatures in July average 89°F. The area receives abundant rainfall which is relatively evenly distributed throughout the year. Severe weather events occur but are rare. Snowfalls are minimal, ice storms occur occasionally, and the Atlanta region is subject to infrequent tornados.

Table 1: Doraville Demographics

Estimated Population: 10,526			
Distribution by Race		Distribution by Age	
White	63.7%	0 to 15	24.8%
Black	9.9%	15 to 25	13.3%
Asian	14.4%	25 to 45	31.5%
Native American	2.6%	45 to 65	24.2%
Two or More Races	9.4%	65 to 85	5.5%
Total	100%	Over 85	0.7%
Hispanic Ethnicity (all races)	55.3%		

Educational Achievement (Over Age 25)	
High School or Higher	62.3%
Bachelor's Degree or Higher	25.1%

Educational Achievement (Over Age 25)	
Median Age—Doraville	30.9
Median Age-U.S.	37.8
Median Household Income	\$50,076
Poverty Rate	17.9%

Source: U.S. Census Bureau

Commerce

Modern Doraville had its roots in retail, serving as the commercial center of northeast Atlanta and the parts beyond. As the suburbs expanded to the northeast, however, the community’s major retail anchors also moved further out, leaving buildings and shopping centers that were sometimes occupied and sometimes not. The closure of the GM plant in 2008 accelerated the phenomenon. Over time, offices began to arrive as well as additional multicultural restaurants to compliment what was already here. Doraville is now the Southeast’s most prosperous immigrant-owned small business



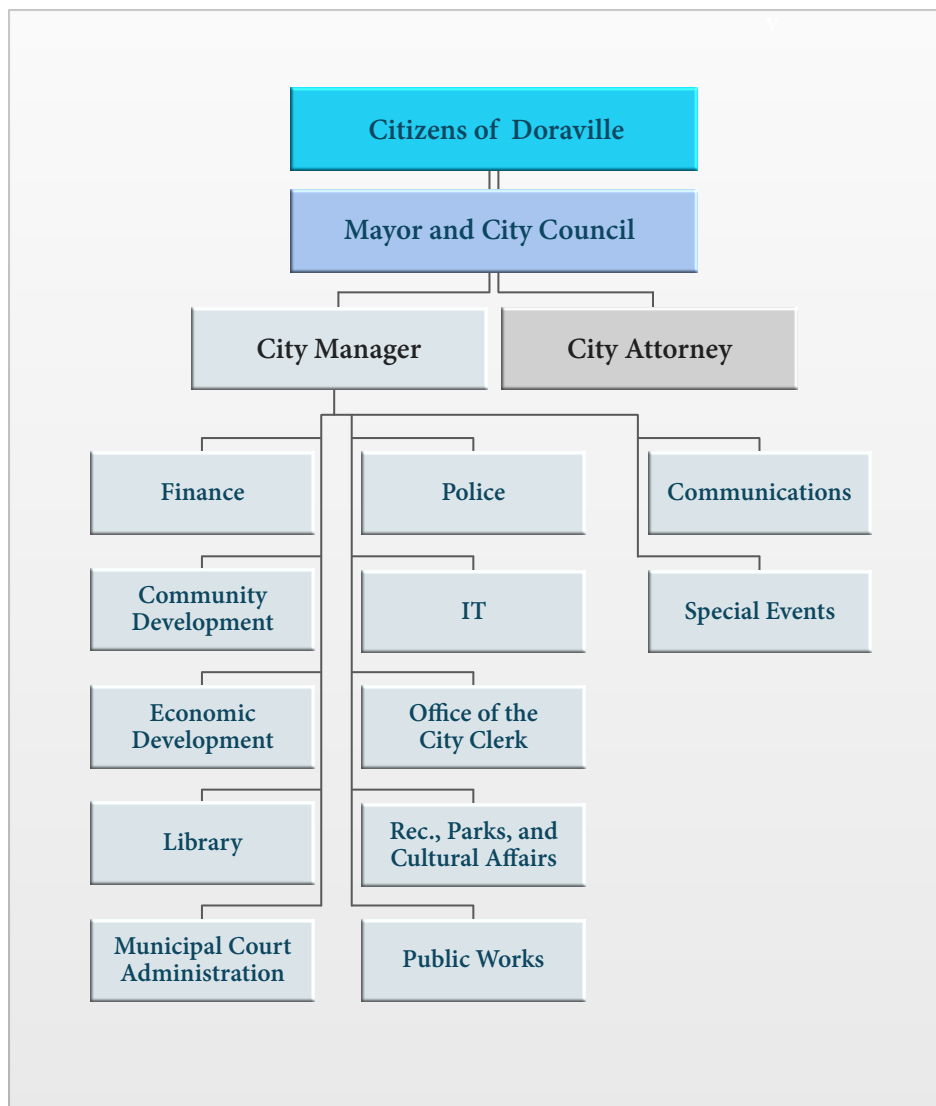
community, and a culinary hub for those with ethnic tastes.

At the same time, the City began to lay the foundations for its rebirth. Master plans and development structures were put in place that would encourage new businesses. A competitive tax structure, progressive leadership, and a “one-stop shop” permitting and licensing led by a lean and versatile award-winning staff has made the city more viable than ever before, opening access to a world-renowned workforce in the corporate and artisan communities.

The result is evident. The former GM plant has been reimagined as “Assembly”. Third Rail Studios located there and been very successful. It was the site of the filming Rampage with Dwayne “The Rock” Johnson. The Serta Simmons regional headquarters opened with expansive showrooms and an onsite research and innovations lab. The Assembly developer has recently announced that Ashton Woods and StreetLights Residential would, together, build 450 homes across 10.5 acres of land. The Alamo Drafthouse Cinema is scheduled to open in 2021, and Pace Properties will oversee 125,000 square feet of retail, dining, and entertainment space.

The Carver Heights neighborhood is transforming into 200 townhomes and 50 single family homes. The former K-Mart site project has been christened “Lotus Grove,” and it includes plans to add restaurants, retail, hotel, multifamily housing, and more to the site. The Village at Tilly Mill Crossing will host a mix of retail and approximately 300 apartments when completed.

Chart 1: Doraville Organizational Structure



The City Council is composed of a Mayor and six Council Members. The Mayor is elected at large and does not have a vote except in the case of a tie. The Council Members must reside in their geographic districts but are elected by the City's entire population. They serve staggered four-year terms with elections in November of odd numbered years.

It is a largely new council. The Mayor, while newly elected, served two years as a council member before running for Mayor. One member has served two years. A second served a four-year term concluding four years ago, and was elected last November along with three members who have not served previously. The final seat became vacant at the beginning of March when the member resigned to run for the County Commission.

It is a good council where members treat each other with respect, and

Doraville's future is indeed bright and rife with opportunity!

The Government

Doraville is one of thirteen cities in DeKalb County. In 2013, the strong mayor form of government was officially replaced by the city manager form. The reality is the transition has taken much longer and only now seems to be close to completion. As a signal, the new mayor elected last November has turned what was the mayor's office at city hall into a conference room and given up his designated parking place.

genuinely like each other. That said, they are still finding their way and coming together as a collective whole. They are active, engaged, and focused on making Doraville a better place for the residents. They engage in active debate, are progressive, and fiscally responsible. Further, they like and respect city staff.

The City provides the following services: code enforcement, planning and community development, municipal court, parks and recreation, police (including dispatch), library, public works, stormwater management and animal control. See Organizational Chart 1 (above) for more information. Fire, emergency medical services and water/sewer are provided through the County.

The city government is very lean at approximately 100 employees. Aside from police and court services with 59 employees, no other functional area has more than 10. They are dedicated, professional, and excel at multi-tasking. The City's FY 2020 General Fund Budget is \$15,255,700 with an unassigned fund balance of 23.5%. Its total budget is \$19,008,000. Its millage rate is 10 and the maximum allowed by charter. The city was recognized for excellence in financial reporting by the Government Finance Officers Association for the third year in a row in 2019.

The Challenges and Opportunities

First and foremost, the City Manager will need to work with the Council to ensure the city has a vision everyone understands and a strategic plan to implement the vision—a plan to bring together all the elements needed to ensure the long term health and well-being of the community.

Second, although it has made some notable progress, Doraville is ripe for and needs more development. It is the key to the city's future. At this point, much of the GM site remains vacant. A number of other parcels are in need of redevelopment. The good news is the City Council actively supports the right kind of development. Additionally, many of the owners of these parcels are discussing options for the properties and most have at least preliminary plans in place. Finally, the development is coming. Many projects nearer to Atlanta are in construction and will be completed in the relatively near future. As a result, developers looking for land will need to come to places like Doraville. The challenges are (1) to be ready for the coming development—amending the comp plan and addressing infrastructure (particularly transportation and sewer capacity), for example, (2) to be selective (getting the right kind of development—in addition to more offices and businesses, more owner-occupied housing), and (3) then to process it quickly and efficiently.

A related challenge is, while the city welcomes redevelopment, it is committed to protecting the businesses that are here and make the city what it is. No one wants to lose the vitality its ethnic restaurants and small businesses bring. They, along with

the Farmers' Market, are a regional draw, and almost everyone in Doraville wants them to stay.

In terms of finances, the City is sound, but has many unaddressed needs. Further, it has already reached its charter mandated tax cap. As more businesses and people relocate to the city, the tax base will grow, and the problem will at least be mitigated. The challenge is making ends meet while that happens. Part of the solution will be an in-depth review of the city's business processes to ensure they are as efficient and effective as possible.

Doraville has quite a few vacant positions at the senior management level. Aside from the City Manager, a new Police Chief, City Clerk, Courts Administrator, and Parks and Recreation Director will all need to be hired. In other words, the new City Manager will have a wonderful opportunity to build his/her own team!

Finally, the manager needs to work with the City Council to complete the transition from a strong mayor form of government to the council-manager plan. Much of the heavy lifting is done or well underway. It is more of applying the finishing touches.

The Ideal Candidate

Doraville is seeking an experienced manager who has demonstrated he/she is also an outstanding leader, and who is ready for a new challenge! The City Council wants someone to work with it as a partner, a supporter and a trusted advisor. The individual will be a practical visionary who realizes his/her job is to implement the Council's policies and direction. The manager will be a consensus builder yet not afraid to speak up when he/she feels a course correction is needed. The Council is not looking for a "yes" person, but someone they can count on to always provide their best professional opinion, diplomatically and in the appropriate setting. He/she will work to ensure every council member's views are being heard and considered. Communication will be frank, free-flowing, and without



surprises. The individual will be very open, approachable, and believe strongly in transparency.

The ideal candidate will be ready to serve as an effective ambassador and promote the city. Doraville's reputation has not kept up with reality, and its story needs to be told in a new light. It is a wonderful place that people can take pride in. Yes, it has challenges, but it has a fabulous future. The manager will realize resolving many of Doraville issues will require the involvement of others—of residents, developers, regional and state agencies, and the media. The individual will have strong interpersonal skills and a track record for building partnerships and for finding win-win solutions. He/she will realize that giving the credit to others is often the best way to get things done.

The next manager will have excellent oral and written communications skills. The individual must be able to speak equally well to the economic development community as to those with limited English skills. He/she will realize that listening and showing empathy can be more important than simply giving the right answer. The manager will embrace outstanding customer service and lead by example. The customers are not always right but they do deserve a fair hearing, and an honest effort to resolve their concerns. When the city cannot solve the problem, the customer also deserves a good explanation of why. Fluency in a second language is a definite plus – ideally, Korean, Chinese or Spanish.

The ideal candidate will inspire, manage, delegate and mentor the employees. Creativity will be encouraged. Staff members need to feel

they have the freedom to try new ideas. The city manager will have high expectations for staff members while working together in developing clearly defined programs that will achieve the City Council's vision. The manager will realize he/she cannot do it all. Once plans are in place, the individual will step back, delegate responsibility and authority, and then expect results. The ideal candidate will not tolerate anything less than the employees' best efforts, and certainly will not accept insubordination. Accountability is essential, and the manager will not hesitate to make sure people do their jobs as expected.

The best candidate will be action-oriented with a sense of urgency. Much needs to be done, and the individual will not dawdle. Faced with a difficult situation, he/she will make the best decision he/she can. If a course correction is needed later, the manager will admit a better decision should have been made, make the necessary changes, and move on. The ideal candidate will realize credibility sometimes means admitting making a mistake.

The next manager will have an eye for detail and be a problem solver with outstanding analytical skills. He/she will constantly ask, "Why?" or better yet, "Why not?" "We have always done it this way," will not be an acceptable answer. It may be the best way, but the reason it is the best way will need to be explained and/or demonstrated. The best candidate will have a strong understanding of technology and its application. Not only could more internal processes be automated, Doraville's website should be better. For example, forms and applications should be on-line.

Personally, the next manager will be a doer who is positive, bold, intelligent, confident, upbeat, friendly, outgoing, organized, tenacious, high energy, involved in the community, and resolute yet flexible. He/she will definitely not be a bureaucrat.

The ideal candidate will have a bachelor's degree in a subject area applicable to local government. He/she will have at least five to seven years' experience as a city manager or assistant. That said, we are not ruling out a department head with strong

experience with redevelopment, planning, and finance. Experience working with other governmental agencies and economic development is a definite plus.

Finally, the ideal candidate will see Doraville as a diamond in the rough and a once in a lifetime opportunity. It could be the capstone to an already successful career or an opportunity to establish themselves as an outstanding, achievement-oriented manager. The City Council wants to find the right person and, once proven, will work to keep them for a very long time!

The Prior City Manager

The prior City Manager came out of semi-retirement in June 2017 to become Doraville's City Manager, after a highly successful career as the city manager of Norfolk, VA, and San Jose, CA. She retired from the city at the end of 2019.

Internal Candidates

While we do not anticipate any internal candidates, the city of Doraville is committed to finding an outstanding City Manager and will select the best person available.

Compensation

The salary range is \$140,000 to \$180,000 depending on qualifications.

Residency

Residency is not required. However, the community offers a variety of housing opportunities and is a great place to live and invest in.

How to Apply

E-mail your cover letter and resume to Recruit29@cb-asso.com by April 17, 2020. Questions should be directed to Colin Baenziger at (561) 707-3537, or Lynelle Klein at (425) 658-7025.

The Process

Applications will be screened between April 18th and May 25th. Finalists will be selected on May 26th. Interviews will be held on June 4th and 5th. A selection will be made shortly thereafter.

Confidentiality

Applications will be treated as confidential until after the candidates interview and the City Council has evaluated the finalists. At that point, under Georgia law, the names of any of the finalists who remain in the process must be announced.

Other Important Information

The City of Doraville is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

Additional Information

For additional information about the city, visit:

<http://www.doravillega.us/>

