



AGENDA
PRE-COUNCIL MEETING OF
CITY OF HOMEWOOD
February 23, 2026
5:00 p.m.

Call to Order:
Absent:
Roll Call:
Additions to Agenda:

OLD BUSINESS AGENDA

- 02.02.26** Request for permission to work in the ROW at 905 and 909 Frisco Street to connect to existing sanitary sewer manhole – **Amy Zari, City Engineer**
Matt Sims Schole Engineering

- 06.02.26** Request for permission to put yellow stripe on the curb at Linden – **Councilor Lane (Carried Over 2/9/26)**

NEW BUSINESS

- 09.02.26** Request to amend the Budget for MGT Impact Solutions, LLC – **Cale Smith**

- 10.02.26** Request to authorize the Mayor to sign an agreement between Homewood, Mountain Brook, Birmingham, and Jefferson County relating to the eventual comprehensive bridge improvement construction project (that will include pedestrian accessibility) near the current Highway 280 bridge at Hollywood Boulevard – **Mayor Address**

- 11.02.26** Request to authorize the reimbursement of travel-related expenses for an out of state candidate for the position of City Manager – **Kim Kinder, HR Director**

- 12.02.26** Request to authorize the public release of recorded interviews of the five finalists for the position of City Manager – **Mayor Address**

- 13.02.26** Request to appoint Cale Smith as City Manager and enter into an Employment Agreement with the City Manager – **Mayor Address**

- 14.02.26** Amendment of Ordinance No. 1405, Section 2, Entitled “Board of Adjustment, Composition; Terms” and Amendment of Ordinance No. 1405, Section 3, Entitled “Board of Adjustment – Appointment – Regular Members” – **Keith Jackson, Jay Murrill, City Attorneys**

AGENDA

ITEM

02.02.26

RESOLUTION NO. 26-_____

WHEREAS, HF Property, LLC, the owner of the properties located at 905 and 909 Frisco Street in the City, has requested the City of Homewood (the “City”) to permit certain improvements in the alley right-of-way located at 905 and 909 Frisco Street; and

WHEREAS, the City Council has discussed the same and has determined that it would be in the public interest and serve a public purpose to authorize the execution of a Municipal Right-of-Way Improvement Permit and Indemnification Agreement (the “Agreement”).

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Homewood, Alabama, at a regular meeting, duly assembled, a quorum being present, as follows:

1. That the City Manager and City Clerk are hereby authorized and directed to execute, on behalf of the City, the Municipal Right-of-Way Improvement Permit and Indemnification Agreement attached hereto as Exhibit A (the “Agreement”) with HF Property, LLC, the owner of the properties located at 905 and 909 Frisco Street in the City.

2. That the City Manager and City Clerk are hereby authorized to take any other actions necessary in order to consummate the Agreement referred to hereinabove.

3. That this Resolution shall become effective immediately upon its adoption by the City Council.

ADOPTED and APPROVED by the City Council of the City of Homewood, Alabama this the _____ day of _____, 2026.

Mayor

ATTEST:

City Clerk

EXHIBIT A

STATE OF ALABAMA)
JEFFERSON COUNTY) **MUNICIPAL RIGHT-OF-WAY IMPROVEMENT PERMIT**
CITY OF HOMEWOOD) **AND INDEMNIFICATION AGREEMENT**

This Agreement is made the ____ day of _____, 2026, between the CITY of Homewood, a municipal corporation, hereinafter referred to as “CITY” or “GRANTOR,” and HF Property, LLC, owner of the properties located at 905 and 909 Frisco Street, Homewood, Alabama, being the legal owner of land whose boundary is the right-of-way line for that portion of the CITY’s right-of-way for which this permission is granted, hereinafter referred to as “GRANTEE.”

The CITY hereby grants permission to GRANTEE to use the CITY’s right-of-way for the following purposes:

To allow for installation of 2” force main sewer laterals in the 10’ alley right-of-way, constructed per Jefferson County Environmental Services Department standards, to connect to the existing sanitary sewer manhole at those locations, as depicted in Exhibit 1 attached hereto,

hereinafter referred to as “IMPROVEMENTS.”

The permissions granted pursuant to this Agreement shall be limited solely to the specific location and specific purposes as described hereinabove and shall not be construed as a franchise agreement to utilize the public right of way for commercial or business purposes, or for purposes that violate federal, state or local laws, regulations or ordinances.

1. Term. The permissions granted herein shall be possessed and enjoyed by GRANTEE for only so long as the conditions of this permit are complied with, unless otherwise terminated sooner as provided for herein.

2. Rights of City. The CITY retains full title and ownership for the right-of-way. The CITY further reserves the right to use and enjoy the right-of-way to the fullest possible extent, including the right to exercise police powers, traffic control and parking regulations and ordinances over the right-of-way subject to this permit. This Permit does not give the right to GRANTEE to exclude the public from the right-of-way nor prohibit the CITY from regulating parking thereon. It is understood by and between the CITY and GRANTEE that this is a non-exclusive Permit and the CITY reserves the right to convey similar or other permits to public utilities or private parties. This Permit is a mere license and as such confers no property rights upon GRANTEE.

3. Maintenance. GRANTEE shall be solely responsible for and shall bear all cost of upkeep and maintenance of the IMPROVEMENTS. In the event said IMPROVEMENTS fall into a state of disrepair or become unsightly or unsafe, the CITY shall have the right, upon ten (10) days’ written notice to the GRANTEE, to remove said IMPROVEMENTS, and the GRANTEE shall reimburse the CITY for the cost of said removal.

4. **City Guidelines.** During the construction of the IMPROVEMENTS, GRANTEE will coordinate any temporary, pedestrian or motor vehicle traffic rerouting with the CITY's Engineering Department. GRANTEE shall follow all applicable CITY Ordinances, Building Codes and Engineering Department Guidelines for the work.

5. **Termination/Removal.** The CITY shall have the absolute right to terminate this Permit upon ten (10) days' written notice to GRANTEE and to require removal in whole or in part by GRANTEE of said IMPROVEMENTS for any reason whatsoever. Upon receipt of such notice and as may be specified by the CITY, the GRANTEE, at the GRANTEE's expense, shall be responsible for removing any specified objects from the Improvement and returning the area to its original condition or an acceptable substituted condition. In the event the CITY exercises any of its rights pursuant to this Permit, GRANTEE does hereby waive and release any and all claims against the CITY, including but not limited to claims pursuant to Section 235 of the Alabama Constitution.

6. **Utilities.** The CITY gives its permission subject to the rights of any utility companies or franchises, including the CITY itself, which may now or in the future utilize the CITY's right-of-way. Furthermore, GRANTEE accepts responsibility for any costs incurred in connection with the repair, maintenance or replacement of any utilities affected by the issuance of this Permit. Furthermore, GRANTEE shall, and fully agrees to, indemnify and hold harmless the CITY, its agents, officers, servants and employees from any and all lawsuits, actions or claims of any nature brought forth due to injuries or damage received/sustained by any person, persons or property arising from the construction, maintenance and/or presence of the IMPROVEMENTS located as described herein.

7. **Laws and Regulations.** GRANTEE agrees to, and shall at all times comply with, all applicable federal, state and local laws and regulations.

8. **Indemnity.** GRANTEE agrees to indemnify and forever hold harmless the CITY, its officers, agents, employees and contractors from any and all damages or claims for damages which might arise in connection with the use of the CITY's right-of-way pursuant to the issuance of this Permit to GRANTEE.

9. **Third-Party Beneficiaries.** This Permit confers no property rights or interest upon GRANTEE. There shall be no third-party beneficiaries to this Permit.

10. **Non-Assignable.** This Permit is non-renewable, non-transferable, non-assignable and issued to the GRANTEE solely for the purpose(s) stated herein.

IN WITNESS WHEREOF, the parties hereto have executed this Permit, individually or through their authorized officers, agents or attorneys-in-fact as the case may be, causing their respective seals to be affixed hereto the day and year first above written.

Executed on this the _____ day of _____, 2026.

ATTEST:

GRANTEE, HF Property, LLC

By: Chase Fisher

Its: Managing Member

ATTEST:

GRANTOR, City of Homewood

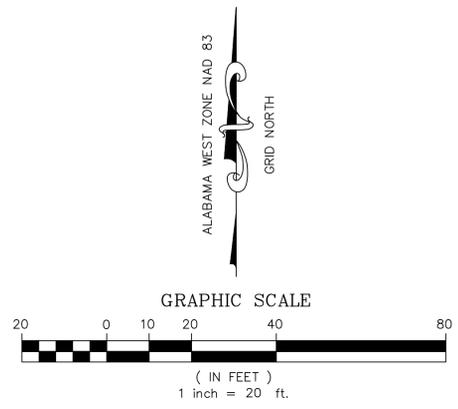
By: Cale Smith

Its: Acting City Manager

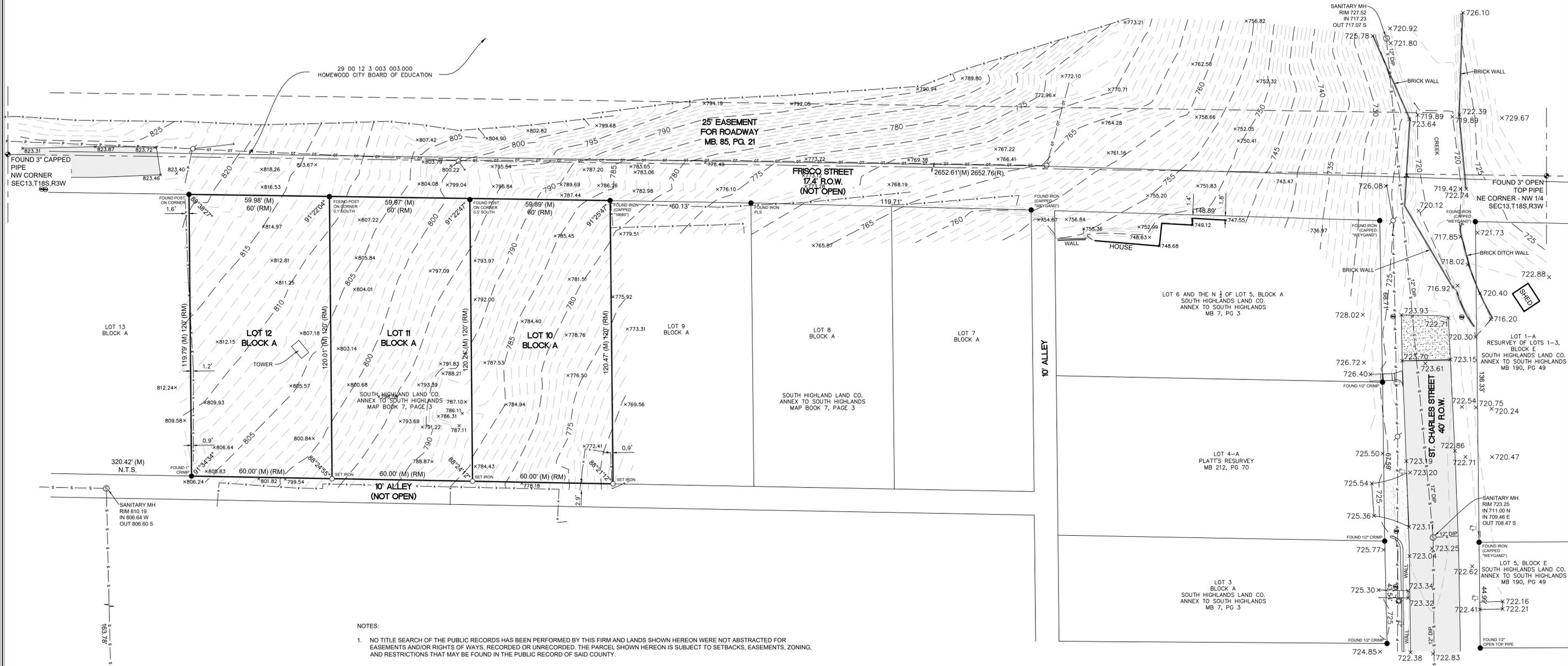
BOUNDARY AND TOPOGRAPHIC SURVEY OF 912 FRISCO STREET, HOMEWOOD, ALABAMA

SITUATED IN SECTION 13,
TOWNSHIP 18 SOUTH, RANGE 3 WEST,
JEFFERSON COUNTY, ALABAMA

EXHIBIT 1



LEGEND	
• 267.49	EXISTING SPOT ELEVATION
	UTILITY POLE
	LIGHT POLE
	GUY WIRE
	WATER VALVE
	WATER METER
	SANITARY MANHOLE
	MAILBOX
	OVERHEAD ELECTRIC
	OVERHEAD TELEPHONE
	SANITARY LINE
	FENCE
	ASPHALT
	CONCRETE
	GRAVEL



- NOTES:
- NO TITLE SEARCH OF THE PUBLIC RECORDS HAS BEEN PERFORMED BY THIS FIRM AND LANDS SHOWN HEREON WERE NOT ABSTRACTED FOR EASEMENTS AND/OR RIGHTS OF WAYS, RECORDED OR UNRECORDED. THE PARCEL SHOWN HEREON IS SUBJECT TO SETBACKS, EASEMENTS, ZONING, AND RESTRICTIONS THAT MAY BE FOUND IN THE PUBLIC RECORD OF SAID COUNTY.
 - ALL EASEMENTS AND RIGHT-OF-WAY OF WHICH THE SURVEYOR HAS KNOWLEDGE HAVE BEEN SHOWN HERON.
 - THE UNDERGROUND UTILITIES HAVE BEEN LOCATED FROM FIELD SURVEY INFORMATION AND/OR EXISTING DRAWINGS. HOWEVER, THERE MAY EXIST UNDERGROUND UTILITIES OR BURIED PIPES WHICH WERE NOT LOCATED OR OF WHICH THE SURVEYOR HAS NO KNOWLEDGE. THE SURVEYOR MAKES NO GUARANTEES THAT THE UNDERGROUND UTILITIES SHOWN COMPRISE ALL SUCH UTILITIES IN THE AREA. EITHER IN SERVICE OR ABANDONED. THE SURVEYOR FURTHER DOES NOT WARRANT THAT THE UNDERGROUND UTILITIES SHOWN ARE IN THE EXACT LOCATION INDICATED BECAUSE THE UNDERGROUND UTILITIES WERE NOT PHYSICALLY LOCATED.
 - BEARINGS SHOWN HEREON ARE RELATIVE TO THE ALABAMA STATE PLANE COORDINATE SYSTEM GRID AZIMUTH (ALABAMA WEST ZONE) (NAD 83) AND WERE DETERMINED USING GPS OBSERVATION.
 - CONTOURS AND SPOT ELEVATIONS ARE BASED ON USGS DATUM NAVD88.
 - SURVEY PREPARED FOR: CHASE FISHER
 - DATE OF FIELD WORK COMPLETED: MAY 31, 2023
 - ADDRESS OF SITE: 912 FRISCO STREET, HOMEWOOD, ALABAMA

DESCRIPTION: LOT 10, 11, AND 12, BLOCK A, ACCORDING TO THE SURVEY OF SOUTH HIGHLAND LAND CO ANNEX TO SOUTH HIGHLANDS, AS RECORDED IN MAP BOOK 7, PAGE 3, IN THE PROBATE OFFICE OF JEFFERSON COUNTY, ALABAMA.

I HEREBY STATE THAT ALL PARTS OF THIS SURVEY AND DRAWING HAVE BEEN COMPLETED IN ACCORDANCE WITH THE CURRENT REQUIREMENTS OF THE STANDARDS OF PRACTICE FOR SURVEYING IN THE STATE OF ALABAMA TO THE BEST OF MY KNOWLEDGE, INFORMATION AND BELIEF.

SURVEYOR:

RODNEY KEITH CUNNINGHAM DATE: September 25, 2023
ALABAMA LICENSE NO. 26013



DATE	SEP. 25, 2023
REVISIONS	LAND TIE AND ADDITIONAL SANITARY SEWER MANHOLES
DRAWN BY:	MBA
CHECKED BY:	RKC
PROJECT No.:	FISH0001
DATE:	September 25, 2023
SCALE:	1" = 20'
PROJECT:	912 FRISCO STREET, HOMEWOOD, ALABAMA
TITLE:	BOUNDARY AND TOPOGRAPHIC SURVEY
PROJECT:	120 BISHOP CIRCLE, SUITE 300 (PELHAM) PELHAM, AL 35124 TEL - (205) 403-9158 1000 E. LAUREL AVENUE (FOLEY) FOLEY, AL. 36555 (251) 943-8960
ENGINEERING DESIGN GROUP, LLC	CIVIL ENGINEERING & LAND SURVEYING (205) 403-9158 (251) 943-8960
SHEET NO.	1 OF 1

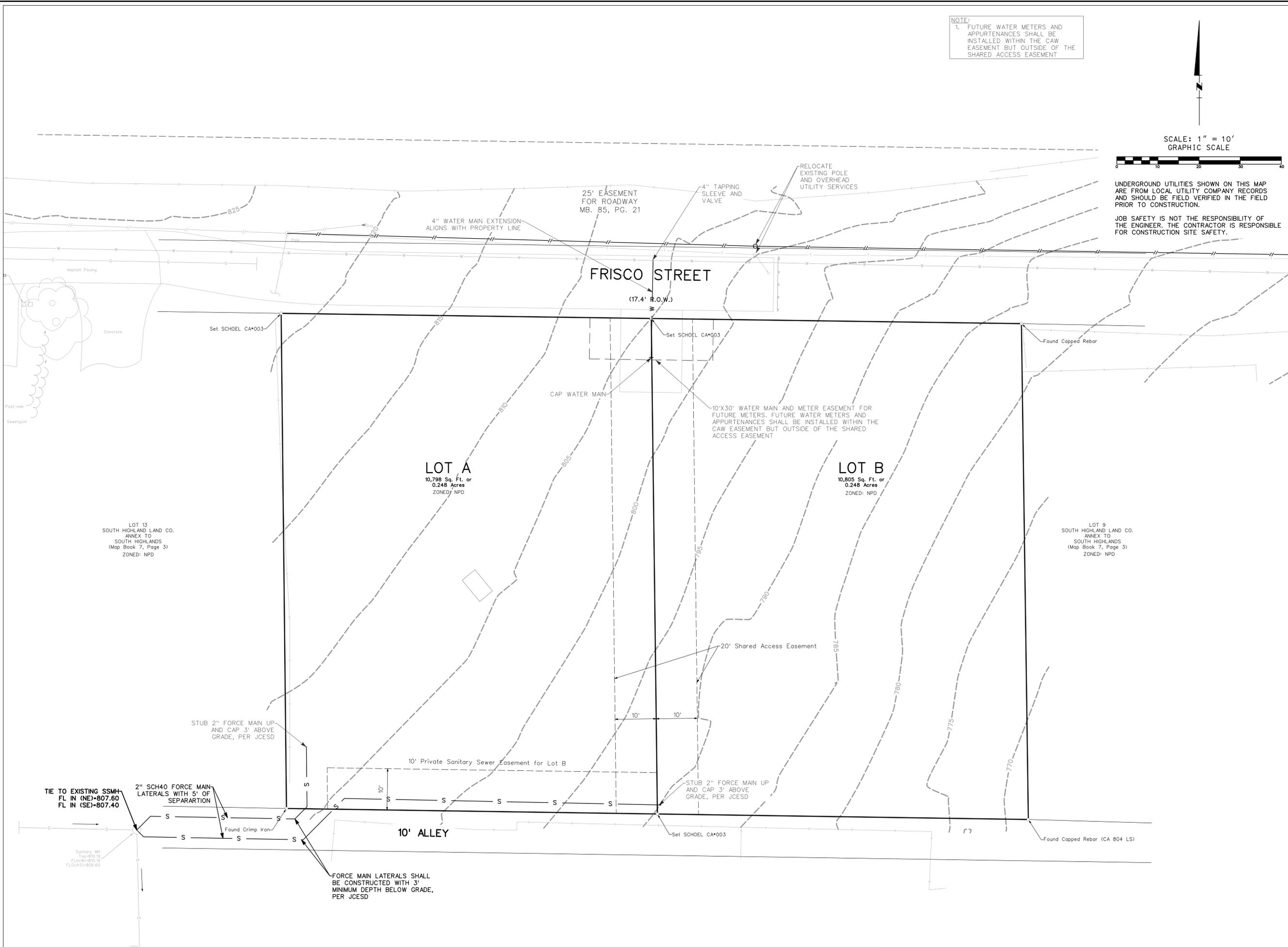
NOTE:
 1. FUTURE WATER METERS AND APPURTENANCES SHALL BE INSTALLED WITHIN THE CAW EASEMENT BUT OUTSIDE OF THE SHARED ACCESS EASEMENT

SCALE: 1" = 10'
 GRAPHIC SCALE



UNDERGROUND UTILITIES SHOWN ON THIS MAP ARE FROM LOCAL UTILITY COMPANY RECORDS AND SHOULD BE FIELD VERIFIED IN THE FIELD PRIOR TO CONSTRUCTION.
 JOB SAFETY IS NOT THE RESPONSIBILITY OF THE ENGINEER. THE CONTRACTOR IS RESPONSIBLE FOR CONSTRUCTION SITE SAFETY.

SCHOEL
 HUNTSVILLE
 101 WASHINGTON STREET SE
 HUNTSVILLE, ALABAMA 35891
 (256) 521-1111
 BIRMINGHAM
 1001 27th Street South
 Birmingham, Alabama 35209
 (205) 941-1111
 TUSCALOOSA
 2800 Waterford Road, Box 202
 Northport, Alabama 35891
 (205) 224-0000
 SCHOEL.COM



100% CONSTRUCTION DOCUMENTS
 905, 907, 909 FRISCO STREET
 HOMEWOOD, AL

REVISIONS:

UTILITY PLAN

DATE: 12/15/2025
 DRAWN BY: H.F.C.
 CHECKED BY: M.D.S.
 PROJECT NO.: 25389

AGENDA

ITEM

06.02.26

ORDINANCE NO. _____

AN ORDINANCE TO FURTHER REGULATE TRAFFIC IN THE CITY OF HOMEWOOD, ALABAMA, ON OR ALONG A PORTION OF LINDEN AVENUE IN THE CITY OF HOMEWOOD, ALABAMA, AND TO PROVIDE PENALTIES FOR THE VIOLATION THEREOF.

BE IT ORDAINED by the City Council of the City of Homewood, Alabama, as follows:

Section 1. That it should be unlawful for any person, firm, corporation, or association to park, cause to be parked, or permit to be parked, any motor vehicle, as defined by the Highway Code of the State of Alabama, on or along the western side of Linden Avenue as depicted in Exhibit A attached hereto.

Section 2. That the violation of any Section of this Ordinance shall constitute a misdemeanor and any person, firm or corporation violating the provisions thereof, on conviction, shall be punished as provided by Section 1-8 of the Code Ordinances of the City of Homewood adopted and approved by the City Council and Mayor of the City, or as the same may hereinafter be amended.

Section 3. That the Chief of Police for the City is authorized and directed to erect and install, or cause to be erected and installed, on the street referred to hereinabove and as defined in Exhibit A, appropriate lines, markings, and/or no parking signs at the places described in Section 1 hereof.

Section 4. That if any part, provision, or section of this Ordinance is declared unconstitutional or invalid by any court of competent jurisdiction, all of the parts, provisions, or sections of this Ordinance not thereby affected shall remain in full force and effect.

Section 5. That the provisions of this Ordinance shall become effective immediately upon its adoption by the City Council.

ADOPTED and APPROVED by the City Council of the City of Homewood, Alabama this the _____ day of _____, 2025.

Mayor

ATTEST:

City Clerk

This notice posted: _____, 2025

At the following locations: Mayor's Office (City Hall), Homewood Public Library, Homewood Senior Center (Oak Grove Road) and Lee Community Center (Rosedale)

And at www.cityofhomewood.com

EXHIBIT A



AGENDA

ITEM

09.02.26

RESOLUTION NO. 26-_____

WHEREAS, the City has solicited proposals from qualified consulting firms to conduct a comprehensive Organizational and Staffing Study for the City (the “Study”), and the City Manager has recommended and requested the City to accept the Proposal submitted by MGT Impact Solutions, LLC to conduct the Study, a copy of which is attached hereto as Exhibit A (the “Proposal”); and

WHEREAS, the City Council has considered the recommendation and request and has determined that it would serve a public purpose and is in the public interest to authorize the City Manager to accept the Proposal on behalf of the City.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Homewood, Alabama, at a regular meeting, duly assembled, a quorum being present, as follows:

1. That the City Council does by the adoption of this Resolution authorize the City Manager to accept the Proposal submitted by MGT Impact Solutions, LLC to conduct a comprehensive Organizational and Staffing study for the City (the “Study”), a copy of which is attached hereto as Exhibit A (the “Proposal”), at a cost of \$36,907.00, in that the services to be rendered pursuant to Exhibit A serve a public purpose.

2. That the City Council does by the adoption of this Resolution amend the General Fund Budget for the Fiscal Year 2025-2026 to provide for following transfer of funds:

a. \$36,907.00 from Account No. 01-09-499301/Carry Over Fund Balance to to Account No. 01-10-520400/Professional Services.

3. That the funds necessary to satisfy the financial obligations as authorized by paragraph 1 above are to be paid from Account No. 01-10-520400/Professional Services.

4. That this Resolution shall become effective immediately upon its adoption by the City Council.

ADOPTED and APPROVED by the City Council of the City of Homewood, Alabama this the _____ day of _____, 2026.

Mayor

ATTEST:

City Clerk



Proposal

JANUARY 30, 2026

RFP

Staffing and Organizational Assessment

City of Homewood, Alabama

Submitted by:

KARA SKINNER
DIRECTOR

790 FRONTAGE ROAD
SUITE 213
NORTHFIELD, IL 60093

847.380.3198
KSKINNER@MGT.US

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Cover Letter

January 30, 2026

City of Homewood
Cale Smith, City Manager
Sam Gaston, Special Assistant to the City Manager
2850 19th St. South
Homewood, AL 35209



Dear Mr. Smith and Mr. Gaston:

As the nation’s leading provider of human capital solutions, MGT Impact Solutions, LLC (MGT) is uniquely qualified to partner with the City of Homewood (“City”) on this project. Homewood is at a pivotal point as it continues its transition to a council–manager form of government and evaluates its citywide staffing and organizational structure. While the City has established itself as a strong, professionally managed municipality, this transition creates an opportunity to reassess roles, staffing levels and organizational structure to improve operational efficiency, modernize financial controls and enhance oversight. Rising personnel and infrastructure costs, coupled with deferred maintenance and a growing population, place pressure on city services and budgets. This project presents an opportunity to optimize staffing, streamline departmental structure, and support the City’s capital program ensuring the City remains responsive, efficient, and well-prepared for future growth.

MGT’s proven change management expertise and phased implementation approach will provide the stability and continuity Homewood needs during this critical leadership transition, ensuring organizational effectiveness is maintained while positioning the city for long-term success. With our national experience guiding municipalities through similar transitions, MGT delivers a data and engagement informed strategic roadmap to guide positive change for the organization and the community. MGT excels at identifying staffing imbalances through rigorous workload analysis and skills assessment. MGT’s collaborative approach brings city departments together, fostering teamwork and open communication so that residents experience seamless, coordinated services whether it’s public safety, parks, or streets. This integration ensures that voices are heard and that city resources are used equitably, building trust and a stronger sense of community among Homewood’s residents.

MGT has conducted numerous organizational assessments for municipalities nationwide, such as Bulloch County, GA; Onslow County, NC; City of Hillsboro, OR; City of Shawnee, KS; the Villages of Northfield and Winnetka, IL; and Ferguson Township, PA. Each engagement included leadership and staff interviews, surveys, comparable data analysis and gap assessments, resulting in clear recommendations to improve organizational structure, operational efficiencies, and policy alignment. This experience demonstrates our ability to deliver practical, data-driven solutions that strengthen local government operations, exactly the outcome sought by the City.

COVER LETTER

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT Impact Solutions, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 P: 813.327.4717 www.mgt.us FEIN: 81-0890071
PROPOSAL CONTACT	Kara Skinner, Director 790 Frontage Road, Suite 213 Northfield, IL 60093 720.739.1108 kskinner@mgt.us

Thank you for the opportunity to present our qualifications to the City. Should you have questions on any aspect of this proposal, please contact **Kara Skinner** at the contact information indicated above.

Regards,



Lawrence Cowan, Chief Operations Officer for Revenue Operations
Authorized to bind the firm



Firm Profile

Impacting communities for good.

MGT brings **50 years** of experience driving positive social change and performance in government, education, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change.** Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **1,200 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world’s most-pressing problems, and so do we. Their “why” is our why.

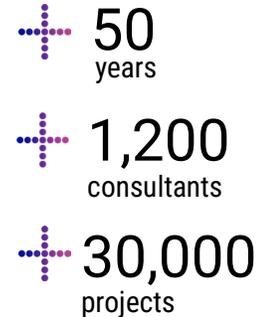
What sets us apart is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the “immediate” needs while changing systems to plan for future resilience and success.

MGT | FIRST LOOK

Name: MGT Impact Solutions, LLC (MGT)
Locations: Headquarters in Tampa, FL; branch offices nationwide.
Cooperative Contracts:
ASC 20-7359, 24-7484
OMNIA LS4612
Sourcewell 060624MGT
TIPS 220601, 220802, 230105
TXShare 2024-019
Structure: Privately held, employee-owned, client-driven Limited Liability Company.
Lines of Business: Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.

Markets we serve:

- Government
- Higher Education
- Prek-12
- Nonprofits
- Commercial Industries



Specialized technology and advisory solutions for society’s most mission-critical challenges.

M	G	T
Magister	Gratia	Talentum
Expertise	Service	Talent

Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **we are impacting communities for good.**

DEFINED BY IMPACT

MGT's collaborative approach brings city departments together, fostering teamwork and open communication so that residents experience seamless, coordinated services. This integration ensures that all voices are heard and that city resources are used equitably, building trust and a stronger sense of community among Homewood's residents.

People



We believe in the power of connecting people and ideas to solve mission-critical, complex challenges to foster trusted partnerships with clients, for life.

Purpose



We are led by a singular purpose—to offer partnerships and design solutions that provide enduring opportunities for individual prosperity and community well-being.

Performance



We partner with our clients to advance learning outcomes, manage technology networks, reduce operational costs, improve workflows, and engineer resilient IT infrastructure.

Education State & Local Government Enterprise & Critical Industries

Technology Solutions

We provide engineering expertise to modernize and manage IT infrastructure and ensure technology implementation is properly designed, integrated, optimized, and maintained. MGT delivers end-to-end solutions tailored to your unique needs, spanning managed services, cybersecurity, physical security, network infrastructure, cloud and data, SaaS offerings, and communications.

As your trusted advisors, we partner with you to develop strategic technology architectures and/or assist you in quickly procuring and installing equipment for immediate needs or to resolve an IT issue.

Advisory Solutions

We empower organizations to make data-informed decisions by unlocking and organizing critical information—financial and operational—to support strategic, evidence-based planning.

With that insight, we partner with clients to develop tailored strategies and actionable road maps that drive meaningful outcomes.

Our expertise spans data, talent, processes, and technology—optimizing each to achieve measurable impact with efficiency. From PMO support to workforce placement and development, we work alongside our clients to implement solutions and deliver results that matter.

Beyond the Project:

Comprehensive People Solutions

We support clients in addressing their most mission-critical human capital needs, with specialized expertise in executive recruitment, staffing solutions, and human resources consulting. With over 1,250 clients, 3,100 completed projects, and a 93% client satisfaction rate, MGT delivers tailored solutions to help organizations attract top talent, meet urgent short- or long-term staffing demands, support critical IT project staffing needs, and strengthen their workforce strategies.

To schedule a complimentary consultation, contact: **Senior Vice President Joellen Cademartori**, MGT's head of Human Capital, at jcademartori@mgt.us.



Experience and Qualifications

Empowering Employers with Cutting-Edge Talent Solutions

MGT knows that building the right-sized team is critical to any successful project. Our professional staffing services offer the expertise and flexibility that our clients need to augment their teams in a productive, convenient, and cost-effective way. We understand public service leadership requires talented staff to support the well-being of the communities they serve. With decades of experience working across the country, MGT strives for excellence by offering many services to meet our clients' ever-changing needs and budgets.

MGT's project team is composed of senior consultants with extensive experience conducting organizational assessments and human capital studies for public sector organizations. Our team members have served as Human Resource (HR) executives in local government, bringing firsthand knowledge of public sector staffing, operational structures, and policy requirements. Our team has successfully led organizational reviews that resulted in streamlined staffing structures, clarified reporting relationships, improved resource alignment, and enhanced service delivery, ensuring practical, sustainable outcomes for our clients.

Success Stories

"Your support not only ensured that our HR operations continued smoothly, but it brought a sense of stability and optimism to the workplace (and to me!). Your proactive approach and dedication to excellence sets a great example for everyone. Thank you once again for being such a great and positive help and influence. I appreciate you!"



MGT has completed the following staffing and structure review projects for clients:

BULLOCH COUNTY, GA | WORKFORCE DEVELOPMENT STUDY (2024)

Bulloch County, GA, contracted with MGT to conduct a comprehensive workforce development study, which involved a current workforce analysis, a forecast of future workforce needs, and the establishment of workforce performance metrics. The first phase of the study included a review of current staffing levels, organizational structure, and stakeholder engagement including surveys and interviews. The second phase of the study included recommendations for future staffing based on population changes, a review of how changes in technology and availability of qualified personnel impact hiring, and a change management plan for each department. This extensive study delved into several county departments, including County Manager, Finance, HR, Clerk of the Board, Community Relations, Information Technology, Building Inspections, Planning and Zoning, Government Buildings, Fleet, Roads and Bridges, Solid Waste, Engineering, Parks and Recreation, Public Safety, Courts, Elections, and the Sheriff's office. This study resulted in significant impact to the County. For example, the Sheriff's office analysis revealed a critical need to hire additional patrol deputies, recommending a strategy to double the number of deputies on a given shift. This

EXPERIENCE AND QUALIFICATIONS

recommendation was aimed at enhancing public safety and ensuring more effective law enforcement coverage throughout the county.

CITY OF HILLSBORO, OR – ORGANIZATIONAL ASSESSMENT

MGT's GovHR division conducted an organizational assessment of the Hillsboro Human Resources Department in 2023. The study included leadership and stakeholder interviews and surveys, comparable data collection and analysis, a gap analysis, review of key policies and procedures, and development of a final report with recommendations regarding organizational structure, efficiencies, policy updates, and Key Performance Indicators (KPIs).

CHARLES COUNTY, MD – ORGANIZATIONAL REVIEW

Charles County, MD, contracted MGT to conduct an organizational review. This project included an operations and organization review of the Department of Planning & Growth Management. Tasks included assessing the status quo and discussing how to scale the operations and organization structure for anticipated population growth in this Metro Washington DC suburban county.

CITY OF GAINESVILLE, FL – POLICE DEPARTMENT ORGANIZATIONAL REVIEW

MGT engaged with the City of Gainesville to conduct an organizational review of the Gainesville Police Department (GPD). The purpose of the study was to assess the organizational structure of GPD and provide recommendations based on findings. Through in person interviews, online questionnaires, and review of GPD documents, MGT provided a recommendations report for the City Manager to help inform staffing changes and process improvements for GPD.

CITY OF SHAWNEE, KS – ORGANIZATIONAL ASSESSMENT

MGT conducted an organizational assessment of the City of Shawnee, KS, in 2021. The review included all departments, and incorporated leadership and stakeholder interviews and surveys, comparable data collection and analysis, a gap analysis, review of key policies and procedures, and development of a final report with recommendations regarding organizational structure, efficiencies, policy updates, and KPIs.

CITY OF STONECREST, GA – ORGANIZATIONAL REVIEW OF HR DEPARTMENT

Stonecrest is an Atlanta suburb of approximately 60,000 residents. It incorporated in 2018. Initially, it outsourced most municipal functions, but in 2022, began taking work back in-house. During this change, several problems arose with the HR department. MGT was retained for several tasks, including:

- An organizational review of the HR department, including a compliance audit of HR files.
- A compensation and classification study.
- A workplace incident investigation.
- Staff augmentation serving as interim HR director until a new candidate was recruited and onboard.
- Executive search for the new (and current) City Manager.

CITY OF OREM, UT – ORGANIZATIONAL REVIEW

MGT conducted an organizational review of the City of Orem, Utah in 2024. We reviewed and provided insights for the following departments: Information Technology, Management Services, Legal Services, Courts, Development Services, Facilities Maintenance, Library, Purchasing, Fire, Police, Public Works, Recreation, and 311 Call Center.

COMMUNITY COLLEGE OF ALLEGHENY COUNTY, PA – ORGANIZATION AND OPERATION ASSESSMENT

Community College of Allegheny County (CCAC) selected MGT to perform strategic consulting services to conduct a comprehensive organizational review and implementation services to plan for a vibrant future. The goal of the organizational review was to develop an effective, efficient, and flexible administrative structure while directing valuable resources toward the college mission, and the success of students, faculty, and staff. The engagement included interviews with senior leadership, focus groups, two online surveys (designed for employees and students), and a review of peer organizational structured.

DALLAS AREA RAPID TRANSIT, TX – HUMAN RESOURCES ORGANIZATIONAL ASSESSMENT

MGT conducted a human resources organizational assessment for Dallas Area Rapid Transit (DART) focused on team structure, competencies, and performance. The engagement included interviews with members of the HR Strategy, Operations, and Benefits teams, as well as other internal stakeholders such as the Vice President of Human Capital, IT, Payroll, and third-party benefits consultants. The study involved a stakeholder analysis, a functional Strengths, Weaknesses, Opportunities and Threats (SWOT) assessment, a high-level review of HR processes and systems, and a competency gap analysis. The final report included recommendations for a future-state organizational structure, job design improvements, and a competency model aligned with best practices and strategic goals.

DUPAGE COUNTY, IL – ORGANIZATIONAL ASSESSMENT

MGT conducted an organizational assessment and cost-benefit analysis of a proposed departmental merger of the County Clerk and County Recorder’s offices. To support this merger, MGT performed a study to determine the potential benefits, cost savings, efficiencies and improved outcomes that may take place if these offices merged. The MGT project team developed a roadmap for transitioning to a consolidated office. This plan reflected recommendations for improving the economy and efficiency of the combined office by improvement to processes and systems and coordination of staff.

FERGUSON TOWNSHIP, PA – ORGANIZATIONAL ASSESSMENT

MGT conducted an organizational assessment of Ferguson Township’s administration departments in 2022. The study included leadership and stakeholder interviews and surveys, comparable data collection and analysis, a gap analysis, review of key policies and procedures, and development of a final report with recommendations regarding organizational structure, efficiencies, policy updates, and KPIs.

FLORIDA ATLANTIC UNIVERSITY - ORGANIZATIONAL ASSESSMENT OF THE OFFICE OF HUMAN RESOURCES

MGT conducted an organizational review of Florida Atlantic University’s (FAU) Office of Human Resources that identified practical recommendations for strategies to streamline and improve the efficiency and effectiveness of operations and exemplary programs that can be replicated – containing costs, improving management strategies, and establishing and implementing management and financial controls.

FLORIDA INTERNATIONAL UNIVERSITY - MANAGEMENT REVIEW

MGT performed a comprehensive management review of the Controller’s, Purchasing, and Human Resources Departments of Florida International University, South Florida’s largest public university, including an organizational analysis, operational analysis, and information systems

EXPERIENCE AND QUALIFICATIONS

review. The project included: an analysis of the manner in which resources were managed; evaluation of existing work processes and practices to identify inefficiencies and uneconomical practices; evaluation of internal controls; analysis of staffing requirements; evaluation of current automated systems; development of specific recommendations to improve organizational efficiency and effectiveness; and identification of automated system improvements needed.

HILLSBOROUGH COUNTY, FL – ORGANIZATIONAL AND OPERATIONAL STUDIES

This project comprised organizational and operational studies of offices including separate studies of process and operations improvement of land development, “Map and Gap” review of agencies reviewing development permits, economic opportunities and library system revenue requirements and a process improvements and fee study for Land Development Applications. MGT conducted a financial analyses of several county departments in addition to analyzing the work flows to identify bottlenecks that may have affected the cost of services materially. The four tasks were authorized on a rolling basis, resulting in a longer-than-normal total elapsed project period.

ONSLow COUNTY, NC – ORGANIZATIONAL ASSESSMENT AND EVALUATION OF POLICIES AND PROCEDURES

MGT conducted an organizational assessment and evaluation of policies and procedures for the Onslow County Human Resources Department in 2024. The organizational assessment included in-person interviews, random sample reviews of HR files for compliance, department stakeholder interviews, surveys of HR staff and key stakeholders, an evaluation of HR’s use/opportunities of its Human Resources Information System (HRIS) system, evaluation of HR policies and procedures, and a final report with recommendations and an implementation strategy.

VILLAGE OF NORTHFIELD, IL – POLICE STAFFING AND ORGANIZATIONAL ASSESSMENT

MGT conducted a staffing and organizational assessment of the Northfield’s Police Department in 2024. The study included a survey, employee interviews, focus groups, a full data analysis of calls for service and other workload measures, and a final report with recommendations.

VILLAGE OF WINNETKA, IL – POLICE STAFFING AND ORGANIZATIONAL ASSESSMENT

MGT finalized a staffing and organizational assessment of the Winnetka’s Police Department from late 2024/2025. The study included a survey, employee interviews, focus groups, a full data analysis of calls for service and other workload measures, and a final report with recommendations.

WYANDOTTE KANSAS CITY, KS UNIFIED GOVERNMENT – ORGANIZATIONAL ASSESSMENT OF HUMAN RESOURCES DEPARTMENT

MGT conducted an organizational assessment of the Wyandotte Unified Government’s Human Resources Department in 2024. The study included in-person interviews, random sample reviews of HR files for compliance, department stakeholder interviews, surveys of HR staff, key stakeholders, and union members, and a final in-person review of recommendations and implementation strategy with both leadership and the HR department.



Project Approach and Methodology

We deliver actionable, data-driven solutions that enhance organizational effectiveness, optimize staffing, and support high-quality service delivery for the community.

Serving a population of nearly 28,000 with 390 staff members, Homewood is at a pivotal point as it continues its transition to a council–manager form of government and evaluates its citywide staffing and organizational structure. While the City has established itself as a strong, professionally managed municipality, this transition creates an opportunity to reassess roles, staffing levels and structure to improve operational efficiency, modernize financial controls and enhance oversight. Rising personnel and infrastructure costs, coupled with deferred maintenance and a growing population, place pressure on city services and budgets. This project presents an opportunity to optimize staffing, streamline departmental structure, and support the City’s capital program, ensuring the City remains responsive, efficient, and well-prepared for future growth through responsible development.



Success Stories

“What I liked most about working with MGT staff is their creative approach in providing solutions to each project. The County has implemented MGT’s recommendations....”

MGT’s expertise in guiding organizational change, alongside its step-by-step implementation strategy, will give Homewood the consistency and support it needs throughout this essential shift, safeguarding operational effectiveness and setting the foundation for lasting progress. Drawing on extensive experience working with cities facing similar transitions, MGT offers a tailored roadmap and inclusive stakeholder engagement, turning governance obstacles into strategic strengths. Through careful workload evaluations and skills analyses, MGT pinpoints and addresses staffing disparities, ensuring the right people are in the right roles. MGT’s collaborative process unites different city departments, encouraging cooperation and transparent dialogue so that citizens benefit from smooth, integrated services. By prioritizing inclusion and equitable distribution of resources, MGT helps foster greater trust and a stronger sense of belonging among Homewood’s residents.

MGT understands that for an organization of the City’s size, every position carries outsized importance. Limited staffing flexibility makes it essential that organizational structures, reporting relationships, and resource allocations are both efficient and resilient. Our role is not only to identify whether staffing levels are sufficient, but to determine how the City can maximize the effectiveness of existing resources, clarify roles, and ensure the department is positioned to deliver high-quality services while managing compliance and capital workload.

We bring a proven methodology for helping small and mid-sized municipalities strengthen organizational capacity. Our approach integrates data-driven analysis, confidential input from staff, and benchmarking against peer jurisdictions to produce practical, actionable recommendations. Most importantly, our recommendations are grounded in what works for organizations of Homewood’s scale, balancing the need for efficiency with the realities of limited resources and a multi-functional workforce.

PROJECT GOALS

- Provide the City with a clear assessment of the current organizational structure and staffing levels to confirm strengths and identify gaps.
- Compare City's staffing and organizational structure with similar Alabama municipalities to give context for decision-making.
- Deliver actionable recommendations that align staffing and resources with the City's service priorities and strategic goals.
- Equip City leadership with a phased implementation roadmap that supports practical, sustainable improvements over time.

Our structured and collaborative approach combines broad input, targeted follow-up, and practical, prioritized recommendations. The work will be conducted in five phases: initial document review, stakeholder engagement (including a confidential survey to all full-time staff and targeted leadership interviews), benchmarking using publicly available data, development of draft recommendations, and finalization of a professional report. MGT will partner closely with City leadership, providing regular updates and ensuring that recommendations are tailored specifically to the City's needs and strategic goals.

- **Comprehensive Review and Stakeholder Input:** The analysis will incorporate document reviews, a confidential staff survey sent to all full-time employees, and targeted interviews with key staff and leadership to ensure a full understanding of internal operations and workforce perspectives.
- **Evidence-Based Recommendations:** Findings will be translated into clear, prioritized recommendations that address organizational structure, staffing alignment, role clarity, and workflow improvements.
- **Implementation-Focused Deliverables:** A professionally formatted final report will be providing the City with practical steps for rolling out recommended changes. The roadmap will offer strategic guidance to support internal rollout and communication.
- **Peer Comparison:** MGT will conduct benchmarking using publicly available information from up to three similar cities to provide additional context for staffing and structural recommendations. Optional interviews with peer leaders can be provided upon request as an additional service.
- **Collaborative Partnership:** The project will be managed as a transparent partnership with the City, with a dedicated Project Manager providing regular updates, coordinating meetings, and ensuring all deliverables remain on schedule. One local consultant will conduct up to two full days of on-site engagement during the assessment phase, and a final Council presentation will be delivered in person or virtually based on the City's preference. All other work will be completed remotely unless otherwise requested. MGT's team represent a breadth of executive and senior level experience across all aspects of local government operations and have worked with cities, counties, special districts, and other governmental entities of all sizes throughout the country. They have held leadership positions within local government, giving them an understanding of the complexities and challenges facing today's public sector leaders.

PROJECT APPROACH AND METHODOLOGY

MGT's experience includes organizational assessments for municipalities such as the City of Hillsboro, OR; City of Shawnee, KS; Villages of Northfield and Winnetka, IL; Ferguson Township, PA; Bulloch County, GA and Onslow County, NC. These engagements combined leadership and staff interviews, confidential surveys, peer data analysis, and gap assessments to produce actionable recommendations that enhanced organizational structure, improved operational efficiency, and aligned policies with best practices.



Proposed Work Plan & Timeline

A detailed plan specifically designed for you.

MGT will conduct a focused organizational and staffing assessment of the City of Homewood departments to confirm whether current resources are aligned with service demands and capital priorities. The assessment will evaluate staffing structure, reporting relationships, and workflow efficiency, using document review, staff engagement, and peer benchmarking as the foundation. The outcome will be clear, practical recommendations that support efficient service delivery, role clarity, and sustainable use of limited staffing capacity.

Proposed Work Plan

TASK 1.0: STUDY PREPARATION AND PROJECT KICKOFF

MGT approaches every engagement as a collaborative partnership. The project will begin with a virtual kickoff meeting with City leadership to confirm scope, communication protocols, and key milestones. In preparation, we will review organizational documents and data to establish a clear baseline for analysis. This will also include an initial review of financial resources and cost drivers that affect staffing and operations.

Activities:

- Conduct a kickoff meeting with the City Manager and/or designated leadership team to confirm scope, communication protocols, and project milestones.
- Request and review key organizational documents and data, including:
 - Organizational charts
 - Departmental mission/vision statements
 - Job descriptions
 - Key policies, procedures, and standard operating guidelines (SOGs)
 - Budget documents (current/prior year)
 - Strategic or departmental planning materials
 - Key workload measures/data
- Review organizational mission, community demographics, service demands, and staffing structure.

TASK 2.0: STAKEHOLDER ENGAGEMENT AND ORGANIZATIONAL ASSESSMENT

MGT will engage staff and leadership to build a complete picture of how the City functions today and where improvements can be made. A confidential electronic survey will be distributed to all employees. Questions will address role clarity, communication, workload, reporting structure, and barriers to efficiency. Findings will inform targeted interviews with department leadership, supervisors, and selected staff to explore key issues in greater depth and validate survey results.

PROPOSED WORK PLAN & TIMELINE

One consultant will spend up to two full days on site, meeting with employees and observing operations. This schedule allows time to meet with leadership, supervisors, and frontline staff without rushing the process, ensuring that every perspective is represented. All other work will be conducted remotely unless otherwise requested by the City.

Activities:

- Provide a link to the City for the distribution of a confidential electronic survey to designated employees.
- Analyze survey data to identify patterns and inform next-step engagement.
- Conduct targeted interviews with department heads, supervisory staff, and select employees.
- Evaluate key processes, workflows, policies, and procedures.
- Summarize findings in a SWOT analysis that highlights internal strengths, external pressures, and opportunities for growth.

Optional Employee Focus Groups

In addition to surveys and interviews, MGT can facilitate structured focus groups with employees. Focus groups provide a forum for staff to exchange ideas, surface themes that may not emerge in individual settings, and identify opportunities for stronger collaboration across divisions.

The City may elect to add focus groups either in advance of the site visit, so they can be built into the on-site visit, or after initial survey and interview findings are reviewed, if leadership determines that further exploration is needed. Focus groups can also be facilitated remotely if desired. This flexibility allows the City to align the scope of engagement with its priorities while ensuring the assessment captures the most meaningful staff input.

TASK 3.0: BENCHMARKING AND PEER COMPARISON

MGT will benchmark the City against three comparable municipalities identified in collaboration with the City. Using three peers ensures depth of analysis while keeping comparisons focused and meaningful. Too few peers can miss important context, while too many can dilute the clarity of findings. With three well-chosen comparables, the City will gain a reliable picture of how its staffing and structure align with similarly sized agencies in the same labor market.

The benchmarking review will focus on organizational charts, staffing levels, and functional responsibilities, using publicly available data to highlight similarities and differences. This will help the City assess whether current staffing and structure are aligned with peer practices and inform targeted improvements.

Optional Expansions

If the City desires broader context, MGT can expand the comparison to additional municipalities, either within the area or statewide. This expansion can provide added perspective on alternative service models, regional labor market dynamics, and organizational approaches.

For further insight, MGT can also conduct interviews with designated leaders from selected peer cities. These conversations can provide practical perspectives on staffing models, operational challenges, and lessons learned.

Activities:

- Collaborate with the City to identify three comparable municipalities.
- Collect and analyze publicly available organizational and staffing data.
- Identify relevant practices that may inform the City's planning.
- Conduct optional peer interviews if requested.

TASK 4.0: ANALYSIS AND DRAFT RECOMMENDATIONS

MGT will synthesize the findings from document review, staff engagement, and peer comparisons into a comprehensive analysis of the organizational structure and staffing. Recommendations will focus on ensuring the City has the right positions in the right places, with clear roles and efficient reporting relationships that support both daily service delivery and long-term capital planning.

Recommendations will be practical, evidence-based, and scaled to the realities of the City's size, ensuring they are both achievable and impactful. A draft report will be shared with City leadership for review and validation, allowing for discussion and refinement before finalization.

Activities:

- Translate findings into actionable recommendations addressing:
 - Organizational structure and reporting alignment
 - Staffing levels, role definitions, and supervisory spans of control
 - Workflow and process improvements to increase efficiency
 - Potential early retirement incentive programs with cost-benefit analysis
- Develop a phased framework for implementation to support short-, medium-, and long-term planning.
- Review draft findings and recommendations with designated City leadership for validation.

TASK 5.0: FINAL REPORT AND PRESENTATION

MGT will deliver a professional final report and phased implementation plan that the City can use as a clear roadmap for action. Recommendations will be prioritized based on impact and feasibility, with sequencing into short-, medium-, and long-term steps aligned with the City's operational capacity. The plan will outline roles and responsibilities, identify accountability measures, and include guidance to support effective communication of changes.

While direct change management or staff training is outside the scope of this engagement, the plan will provide foundational strategies to help the City manage transitions successfully. A final presentation will be delivered to the City Council, either in person or virtually, to ensure elected officials and staff share a common understanding of the assessment findings and proposed path forward.

Activities:

- Incorporate City feedback into the final report and implementation plan.
- Prioritize recommendations by impact and feasibility, with clear sequencing.

PROPOSED WORK PLAN & TIMELINE

- Define roles, responsibilities, and accountability measures for implementation.
- Provide communication guidance to support rollout of recommendations.
- Conduct one final presentation to the City Council (in-person or virtual).

Timeline

MGT anticipates completing the staffing assessment within approximately 12 weeks from project initiation, beginning the project in mid-March and wrapping up in early June. This schedule accounts for anticipated holiday periods and is designed to provide sufficient time for thorough staff engagement, peer benchmarking, and development of actionable recommendations. We believe this timeframe is realistic for a project of this scope and scale; however, we will work closely with the City to adjust or accelerate the schedule if needed to align with leadership priorities, Council reporting deadlines, or other strategic goals.

WORK PLAN TASKS	WEEK												
	1	2	3	4	5	6	7	8	9	10	11	12	
Task 1.0: Study Preparation and Project Kickoff	█	█											
Task 2.0: Stakeholder Engagement and Organizational Assessment			█	█	█	█							
Task 3.0: Benchmarking and Peer Comparisons					█	█	█	█					
Task 4.0: Analysis and Draft Recommendations							█	█	█	█	█		
Task 5.0: Final Report and Presentation										█	█	█	

Roles, Responsibilities, and Project Management

As outlined in the phases of the project above, MGT’s consultants will manage the assessment and coordinate closely with the City to ensure all milestones are met. The MGT project manager will serve as the primary point of contact, providing regular updates, facilitating communication, and ensuring the engagement remains on schedule. The City will be responsible for:

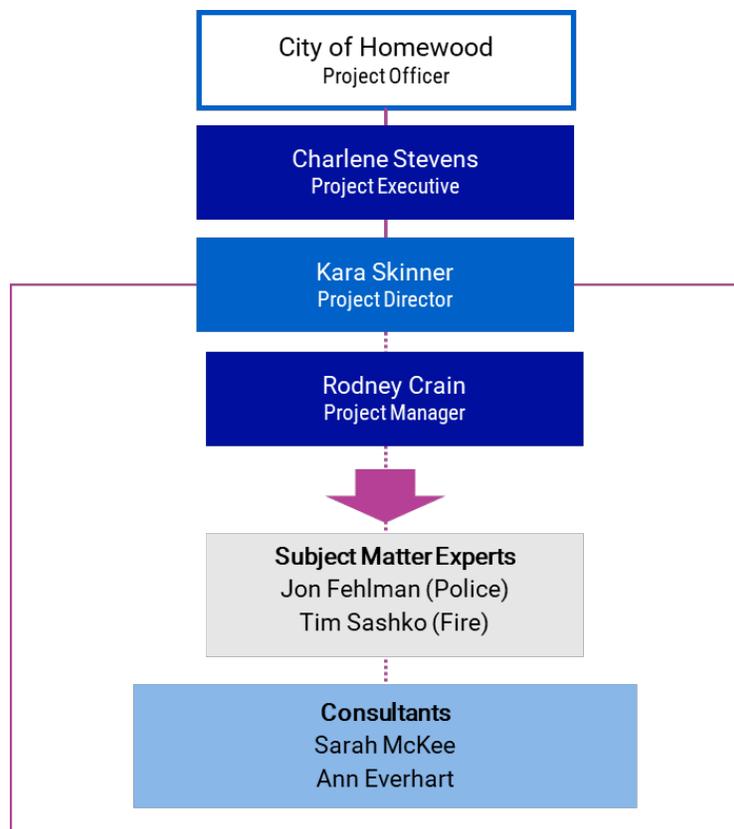
- Designating a project coordinator to serve as the primary recipient of all consultant communications and to provide guidance on communication protocols.
- Coordinating calendars of City leadership to schedule interviews, on-site meetings, and the City Council presentation
- Providing a single point of contact for distributing the confidential staff survey and collecting any additional internal information requested.
- Reviewing draft documents, consolidating internal comments, and returning feedback to MGT in a timely manner.
- Managing internal dissemination of deliverables and final products.
- Confirming availability of meeting space and technology for in-person sessions and making hard copies of documents if needed.



Team and Qualifications

The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.

The success of a consulting engagement is founded on the qualifications of the project team and how it is structured and managed. MGT employs a team of professionals with backgrounds in local government and the nonprofit sector. With the City’s staffing needs in mind and due to the significance of this project, we have assigned our highly knowledgeable and experienced consultants as the primary leads for this project. Additional MGT professional staff will assist with the development of tools/surveys and other tasks as needed. Please refer to the organizational chart below for the City’s team. Resumes are attached in **Appendix A**.



Why Choose MGT?

- ✓ **Unparalleled Expertise and Level of Service.** With clients in 44 states, in communities ranging in population from 1,000 to 3,000,000, we are a leader in providing management consulting and executive recruitment services to local governments. Our consultants have extensive experience in all aspects of local government and bring with them knowledge and approaches that are tried and true. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.

TEAM AND QUALIFICATIONS

- ✓ ***Delivering the Best.*** We believe that our services embody the very principles of good government: collaboration, communication, transparency, and excellence. We ensure our clients are well informed during the process, producing quality deliverables that exceed expectations.
- ✓ ***A Partner from Start to Finish.*** We are your partners in this important engagement. We work closely with your leadership team to ensure we fully understand your expectations and strive to facilitate a strategic plan that will guide your organization and community into the future. Our goal is your **complete satisfaction**. We can strategize with you during the process to pivot where it makes sense to deliver the quality product you seek.
- ✓ ***Services for Any Budget and Any Search.*** We strive to meet the specific needs of our clients by offering the opportunity to meet with you and modify our approach based on available resources. In the following proposal, we have provided the scope we believe **best fits your needs**.



References

A leader in local government consulting.

More than one-third of the organizations served by MGT have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

BULLOCH COUNTY, NC – WORKFORCE DEVELOPMENT STUDY

Cindy Steinmann, Interim County Manager
115 North Street, Statesboro, GA 30458
CSteinmann@bullochcounty.net | 912-764-6245

ONSLow COUNTY, NC – ORGANIZATIONAL STUDY & POLICIES AND PROCEDURES REVIEW

Thomas Sherwood, Human Resources Director
234 NW Corridor Boulevard, Jacksonville, NC 28540
Thomas_Sherwood@onslowcountync.gov | 910-989-3000

VILLAGE OF NORTHFIELD, IL – POLICE STAFFING AND ORGANIZATIONAL ASSESSMENT

Michael Hutensky, Chief Of Police
350 Walnut Street, Northfield, IL 60093
Mhutensky@Northfieldil.Org | 847-784-3502

Success Stories

"We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.

I would highly recommend MGT and hope to do business with them again for our next study."





Cost Proposal

*Defined by Impact. Driven by People.
Dedicated to the Community.*

We take pride in customizing our client’s needs – and we will work with you to ensure our fees are aligned with your expectations and budget.

Summary of Costs	Price (\$)
Professional Consulting (142 hours)	\$33,552
Consultant Travel Expenses (NTE)	\$3,355
TOTAL NOT TO EXCEED:	\$36,907

The quote includes \$3,355 for estimated travel expenses, however travel will be billed at actual cost. Any additional work outside the scope of this proposal requested by the City will be billed at \$224 per hour for consultants and \$329 per hour for director, plus any travel costs incurred.

Payment for Fees & Services

- **1st Invoice:** Contract award (40% of the consulting fee).
- **2nd Invoice:** Completion of the in-person workshop (40% of the consulting fee & expenses incurred to date).
- **Final Invoice:** Submittal of final report (20% of the consulting fee plus all remaining expenses).

Payment of invoices is due within 30 days of receipt.



Appendix A. Team Resumes

The resumes of our proposed team are provided on the following pages.



Charlene Stevens

Vice President

Charlene Stevens brings over 20 years of municipal management and 7 years of public sector recruitment experience to her role as Vice President at MGT. Charlene leads MGT's Executive Recruitment practice and provides consulting support for the Human Capital Consulting practice. Her career spans rural, suburban, and urban communities across Minnesota, Kansas, and Pennsylvania, giving her a strong ability to work effectively with diverse individuals and groups.

Her public sector background includes leadership in civic engagement, community visioning, workforce development, and downtown revitalization. Known for her professionalism and dedication to public service, Charlene is widely recognized for her leadership within the profession. She is a committed mentor and advocate for inclusive workplaces, with a strong track record in community engagement and project management.

Charlene is a frequent presenter at state and national conferences.

Areas of Expertise

- Executive Recruitment
- Human Resources
- Staff Development
- Strategic Planning
- Civic Engagement
- Community Visioning
- Parks and Greenspace Preservation
- Workforce Training Initiatives
- Municipal Management

Education

- M.P.A., University of Kansas
- B.A., International Relations, Pomona College

Training & Instruction

- Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program and Mid-Career Institute
- Presenter and Speaker for ICMA, MCMA, and State Association and Affiliate Groups

Memberships & Affiliations

International City/County Manager Association (ICMA), Current Member, Past Regional Vice President, Past Committee and Task Force Chair

Minnesota City/County Managers Association (MCMA), Current Member

League of Minnesota Cities, Past Board Member

Coalition of Greater Minnesota Cities, Past Board Member

Women in Public Service Wichita/Sedgwick County, Kansas, Founding Member

Professional Experience

MGT Impact Solutions, LLC, Vice President, 2019-Present

City of Cottage Grove, MN, City Administrator, 2015-2018

City of Willmar, MN, City Administrator, 2011-2015

Sedgwick County, KS, Assistant County Manager, 2006-2011

Township of Lower Gwynedd, PA, Assistant Township Manager, 1999-2006

Township of Buckingham, PA, Assistant Township Manager, 1997-1999

City of Wichita, KS, Neighborhood Assistant, 1995-1996



Kara Skinner
Director

Kara Skinner is a Director at MGT with nearly 20 years of experience in local government finance and strategic operations. She brings a wealth of expertise in budgeting, financial management, and organizational efficiency, gained from her roles as Chief Financial Officer for the City of Boulder and the City of Colorado Springs. Kara has managed multi-million-dollar budgets, led large teams, and guided complex projects, including financial system implementations and cost allocation studies. At MGT, she uses her extensive background to help municipalities optimize their financial operations and improve fiscal transparency.

With a strong foundation in economics and a track record of leading successful financial initiatives, Kara specializes in advising government agencies on budget development, risk management, and performance improvements. Her leadership and collaborative approach ensure that clients receive tailored, solutions-oriented strategies to enhance their financial management and achieve long-term success.

Areas of Expertise

- Government Financial Management
- Budget Development & Strategic Planning
- Cost Allocation & Fee Studies
- Financial Reporting & Auditing
- Risk Management & Internal Controls
- Public Sector Leadership & Team Management
- Financial Systems Implementation
- Stakeholder Communication & Advisory
- Economic Analysis & Forecasting
- Public Speaking & Written Communication

Education

- M.A., Economics, Duke University
- B.A., Economics, University of Colorado

Selected Project Highlights

City of Avondale, AZ <i>User Fee Study</i>	Gila County, AZ <i>Comprehensive Fee Study</i>
Colorado Department of Transportation <i>Cost Allocation Assessment</i>	Nashville Metro Davidson, TN <i>Codes & Fire Prevention User Fee Study</i>

Work Experience

MGT Impact Solutions, LLC, Director, 2024-Present
 City of Boulder, CO, Chief Financial Officer, 2022-2024; Assistant Director of Finance, 2017-2022
 City of Colorado Springs, CO, Chief Financial Officer, 2012-2017; Interim Budget Director, 2012; Fiscal Planning Manager, 2010-2011; Financial Services Manager, 2009-2010; Principal Analyst, 2006-2009
 Hawaii Public Utilities Commission, Economist
 State of Hawaii, Associate Analyst
 Hawaiian Electric Company, Rate Research Analyst
 University of Hawaii, Manoa, College of Business Administration, Adjunct Instructor, Economics
 University of North Florida, College of Business Administration, Adjunct Instructor, Economics
 Jacksonville University, Adjunct Instructor, Economics
 Maine Public Utilities Commission, Utility Analyst
 Maine Department of Labor, Economic Research Analyst



Rodney L. Crain, M.B.A.

Senior Consultant

Rodney L. Crain is a highly accomplished human resources executive with a rich and diverse career spanning over four decades in both public and private sectors. His expertise lies in executive search, management consulting, and talent development, where he has consistently delivered impactful results. Mr. Crain excels in executive coaching, talent acquisition, succession planning, and compensation strategies, leveraging his extensive experience to build high-performance organizations and drive strategic objectives. With a strong background in Fortune 100 and 200 companies, he brings innovative strategies for increasing employee engagement and achieving organizational missions. Transitioning seamlessly to the public sector, Mr. Crain has redefined the hiring process for municipalities, driving initiatives to promote diversity, equity, and inclusion while enhancing organizational capability. He is committed to earning trust as a strategic advisor, partnering with organizations to attract and retain diverse talent for long-term success.

Areas of Expertise

- Staffing Models and Planning
- Executive Search and Recruitment
- Executive Coaching
- Talent Acquisition
- Compensation Strategies
- Leadership Development
- Human Resources Governance
- Diversity and Inclusion Initiatives
- Performance Management
- Data Analytics for Talent Management

Education/Credentials

- M.B.A., Human Resources and Operations Management, Consortium for Graduate Study in Management Fellow, Washington University in St. Louis
- B.S., Secondary Education, magna cum laude, University of Central Missouri
- ECCP, Executive Coaching Certified Professional, IOD

Awards

- Travis County Sheriff's Office Vision Award
- TMHRA, Innovation in Municipal Human Resources Management
- City of Austin Distinguished Service Award

Memberships & Affiliations

Society of Human Resource Management (SHRM), Senior Certified Professional
 Texas Municipal Human Resources Association (TMHRA)
 Human Resources Certification Institute (HRCI), Senior Professional in Human Resources
 Board of Governors of the CA Community Colleges, California Community College Instructor

Professional Experience

MGT Impact Solutions, LLC, Senior Consultant, 2022-Present
 City of Austin, TX, Talent Acquisition Manager, 2014-2022
 Greater Austin Chamber of Commerce, Talent Council Member, 2016-2022
 Office of Police Oversight, City of Austin Citizen's Review Panel Member, 2009-2012
 ManpowerGroup, Human Resources Director, 2009-2013; Human Resources Manager, 2003-2008
 Hewlett-Packard Company, Human Resources Functional Manager, 1995-2002; Compensation Manager, 1986-1995



Jon Fehlman

Senior Consultant

Jon Fehlman, a seasoned Senior Consultant with MGT, brings over 40 years of distinguished experience in law enforcement and emergency management. Since joining MGT, Jon has been instrumental in consulting across various domains, including law enforcement, public safety, emergency management services, and 9-1-1 communications centers. He has spearheaded over 25 recruitments for police chiefs, public safety, and communications directors, along with conducting numerous assessment centers and staff studies. Jon's expertise extends to classification and compensation studies, where he has contributed to over 50 projects, reflecting his comprehensive understanding of organizational dynamics.

A sought-after speaker and trainer, Jon collaborates with the FBI Law Enforcement Executive Development Association (FBI LEEDA) to empower law enforcement professionals nationwide. He also serves on the advisory board of the Institute for American Police Reform (IAPR), offering invaluable insights into policing laws and policies, leadership development, and community partnerships. With extensive experience in critical incidents and a profound commitment to mental health advocacy, Jon's impactful contributions have earned him numerous accolades and commendations throughout his illustrious career.

Areas of Expertise

- Classification & Compensation Studies
- Recruitment and Assessment
- Law Enforcement and Public Safety
- Leadership Development
- Policing Laws and Policies

Education

- M.S., Emergency Management, California State University, Long Beach
- B.S., Workforce Education and Development, Southern Illinois University, Carbondale

Professional Development & Speaking Engagements

- FBI Law Enforcement Executive Development Association, Instructor/Consultant
- FBI National Academy (Class 245), Executive Development
- Graduate Certificate in Leadership (University of Virginia)
- National Internal Affairs Investigators Association Conference 2023 Presenter: Internal Affairs Role in Fostering and Maintaining Agency Leadership
- FEMA Courses in Emergency Management, Homeland Security Terrorism Liaison

Memberships & Affiliations

FBI Law Enforcement Executive Development Association
 FBI National Academy Alumni Association
 International Association of Chiefs of Police
 National Sheriffs Association
 American Society for Training and Development
 National Association of Field Training Officers
 National Alliance on Mental Illness
 United Against Sexual Assault
 Southern Illinois University Alumni Association
 California State University Long Beach Alumni Association
 Leadership Santa Rosa Alumni Association
 Washington Association of Sheriffs & Police Chiefs
 California Association of Hostage Negotiators
 California Narcotics Officer Association

Professional Experience

MGT Impact Solutions, LLC, Senior Consultant, 2020-Present
 Thatcher Lewis Leadership Consulting Services, 2000-Present
 City of Bainbridge Island, Chief of Police, 2008-2012
 City of Santa Rosa, Lieutenant, 2006-2008; Sergeant, 2000-2006;
 Police Officer, 1996-2008
 City of Laguna Beach, Police Officer, 1985-1996



Tim Sashko
MGT Approved Independent
Executive Recruiter

Chief T.E. Sashko (retired) boasts 38 years in fire/EMS/EMA public safety. Having advanced MGT's Assessment Center services program, he has led 45+ recruitments for fire service leadership at all ranks, EMS Directors, and Fire Prevention Directors, and has conducted operational studies for fire/EMS and 9-1-1 systems.

Areas of Expertise

- Fire/EMS/EMA Public Safety
- Recruitment
- Operational Studies
- Organizational Long-Term Strategic Planning
- Services Infrastructure Development
- Paramedicine
- Public Health
- United Way Organization
- Emergency Services Management
- Contract Negotiations

Education

- Bachelor of Management, Southern Illinois University

Awards

- Illinois Association of Blood Banks
- Chief of the Year, Illinois Fire Chief's Association, 2006
- Alumni of the Year from Buffalo Grove High School
- ADRP International Division of ABC, 2019 International Humanitarian Award

Beginning as a paid-on-call firefighter and paramedic, he retired as a fire chief/EMA Director, having also served as Executive Director for the Illinois Fire Chiefs Association. He's an active member of the Lake County Board of Health and was a founding member of the successful Lake/Cook Critical Incident Protocol which promoted public and private partnerships in planning and preparedness for emergency management. He was also active with the Red Cross Heroes program and Kiwanis and coordinated very successful community outreach programs and the development of local planning and support with CERT volunteers.

Mr. Sashko has coordinated the development of strategic plans, administered state and federal grant programs, and conducted extensive work in ISO rating processes and Emergency Operational Plans. He broadened initiatives that provided fiscal balance, while maintaining high-level service profile and Community Risk Reduction strategies. He has been active in legislation development, management, labor relations and negotiations, and professional representation at the local, county, state, and federal levels in public safety and public health. For 10+ years he has been focused on providing a balanced, professional approach to critical issues rooted in emergency medical services delivery.

Memberships & Affiliations

Lake County Board of Health, President (current)
Lake County Veterans and Family Services Foundation
Lake and McHenry Counties Specialized Response Teams
Combined Area Fire Training Partnership, Chair (former)
Metropolitan Fire Chiefs Association, Director (former)
W. S. Darley Corporation, Fire Advisory Board Member

Professional Experience

MGT Impact Solutions, LLC, Approved Independent Executive Recruiter, 2017-Present
iChiefs Solutions, 2017-Present
Lake County Board of Health, 2003-Present
Illinois Fire Chiefs Association, Executive Director, 2015-2017
Mundelein, IL, Fire Chief/EMA Coordinator, 2007-2015
OFIC, Inc., Principal/President, 1993-2006
Buffalo Grove, IL, Fire Chief/EMA Coordinator, 1979-2007



Sarah McKee, M.P.A.

Senior Consultant

Sarah McKee is a seasoned professional with over 25 years of experience in local government and non-profit management. As a Senior Consultant at MGT, she has led recruitment efforts and performed organizational analyses studies across 26 states, specializing in departmental organizational analysis, performance evaluations and classification and compensation studies. Her tenure in city management roles in Johnstown, OH, and Rolling Meadows, IL, highlights her strategic leadership, including successful community growth initiatives, comprehensive planning, and fiscal management during economic downturns.

Prior to her city management experience, Ms. McKee's extensive public works experience included innovative cost-saving measures, such as the establishment of Kentucky's first biosolids waste composting facility. Her international expertise through ICMA and APWA programs includes developing Bulgaria's solid waste management program and contributing to Lebanon's economic development plan. She also served as the Executive Director of the Issaquah Highlands Community Association, leading and managing a large-scale master-planned urban village and enhancing community services and infrastructure.

Areas of Expertise

- Local Government Management
- Non-Profit Management
- Recruitment and Organizational Analysis
- Performance Evaluations
- Classification and Compensation Studies
- Community and Economic Development
- Public Works Administration
- Strategic Planning and Fiscal Management
- Solid Waste Management
- Community Association Governance

Education

- M.P.A., Organizational Communications, Murray State University
- B.S., Business Administration, Management, Murray State University

Professional Development & Speaking Engagements

- ICMA, Coach
- ICMA – International Committee
- LGHN – Annual Conference
- ILGFOA – Annual Meeting
- ICMA – Women's Luncheon

Memberships & Affiliations

International City/County Managers Association's (ICMA), Coach
 Illinois Government Finance Officers Association
 Indiana Municipal Managers Association
 Illinois City/County Management Association
 American Public Works Association

Professional Experience

MGT Impact Solutions, LLC, Senior Consultant, 2015-Present
 Issaquah Highlands Community Association, WA, Executive Director, 2011-2014
 City of Rolling Meadows, IL, City Manager, 2008-2011
 Village of Johnstown, OH, Village Manager, 2003-2008
 City of Paducah, KY, Public Works Director – Public Works Department 1999-2003; Solid Waste Superintendent/Fleet Superintendent – Public Works Department, 1994-1999; Intake Coordinator – Community Development & Planning Department, 1992-1994; Administrative Assistant – Parks & Recreation Department, 1991-1992



Ann Everhart

MGT Approved Independent Executive Recruiter

Ann Everhart has more than 30 years of experience working in and with local governments, serving as both a municipal leader and Human Resource partner. Ann's focus in this role has been on the employee experience at all levels of the organization.

A lifelong learner, Ann has dedicated her efforts to excellence in training, opportunities for employee development and growth, and an environment of engagement and open communication. In her 32 years that spanned four different municipalities, Ann's attention to strong and lasting interpersonal relationships have positioned her as a respected leader and mentor to other HR professionals.

Ann is passionate in her commitment to advancing young professionals in local government and developing the next generation of leaders at all levels within the organization. Mentorship was a key component of her own growth as a young professional and she is committed to paying that forward through supporting, advocating for, and mentoring others in their journey to achieve their goals.

Areas of Expertise

- Human Resources Management in Local Government
- Employee Experience Enhancement Strategies
- Training and Development Program Design and Implementation
- Mentorship and Leadership Development Initiatives

Education

- M.A., Communications, Northern Illinois University
- B.A., Political Science, North Central College
- Foreign Policy Studies, American University

Professional Development & Speaking Engagements

Human Resources and Legal Topics:

- Legacy Project Seasonal training and Annual Conference
- Illinois Public Employer Labor Relations Association (IPELRA) training programs, workshops, and annual conferences
- National Public Employer Labor Relations Association (National PELRA) training programs and annual conference
- Illinois Public Service Institute (IPSI) annual training

Memberships & Affiliations

Senior Professional in Human Resources, HRCI

Senior Certified Professional, SHRM

Labor Relations Professional, National Public Employer Labor Relations Association

Diversity, Equity, and Inclusion in the Workplace, University of South Florida

Professional Experience

MGT Impact Solutions, LLC, Approved Independent Executive Recruiter, 2023-Present

Village of Schaumburg, IL, Director of Human Resources, 2015-2022

City of Crystal Lake, IL, Director of Human Resources, 2004-2015

City of Longmont, CO, Director of Human Resources, 1999-2003

City of Naperville, IL, Director of Human Resources, 1996-1999

City of Naperville, IL, Human Resources Generalist and Management Analyst, 1992-1996

Naper Settlement, Director of Administration, 1990-1992

MGT

AGENDA

ITEM

10.02.26

RESOLUTION NO. 26-_____

WHEREAS, the City of Homewood, Alabama, the City of Mountain Brook, Alabama, the City of Birmingham, Alabama, and Jefferson County, Alabama, a political subdivision of the State of Alabama (the “County”) are parties to the Highway 280 Public Road Cooperative District (“District”), which was established by said parties in December 2018 under Chapter 99B of Title 11 of the Code of Alabama for the purpose of constructing capital improvements and public infrastructure, specifically a plan to construct a pedestrian bridge across Highway 280 in Birmingham and north of and adjacent to Hollywood Boulevard between Homewood and Mountain Brook (the “Project”); and

WHEREAS, the viability of the Project is no longer feasible, the purpose of the District is precluded, and the parties to the District desire to dissolve the District; and

WHEREAS, under Article Eight of the District’s Certificate of Incorporation, upon dissolution of the District, title to all property, real and personal and, shall pass to and be vested in the County; and

WHEREAS, contingent upon the dissolution of the District, the parties to the District desire for the County to use the residual funds to construct sidewalks on either side of the current 280 bridge at Hollywood Boulevard that extends through Birmingham, Homewood, and Mountain Brook, which once completed will allow the parties to the District to pursue application for State and Federal funding for a comprehensive bridge improvement construction project to include pedestrian accessibility; and

WHEREAS, to effectuate the purposes stated above, the parties to the District would enter into the Intergovernmental Agreement attached as Exhibit A; and

WHEREAS, the City Council has considered the request and has determined that it would be in the public interest and serve a public purpose to authorize the Mayor to execute the Intergovernmental Agreement attached as Exhibit A;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Homewood, Alabama, at a regular meeting, duly assembled, a quorum being present, as follows:

1. That the City Council does by the adoption of this Resolution authorize the Mayor to execute the Intergovernmental Agreement attached as Exhibit A.
2. That this Resolution shall become effective immediately upon its adoption by the City Council.

ADOPTED and APPROVED by the City Council of the City of Homewood, Alabama this the _____ day of _____, 2026.

Mayor

ATTEST:

City Clerk

EXHIBIT A
INTERGOVERNMENTAL AGREEMENT

This Intergovernmental Agreement (hereinafter called “Agreement”) is entered into by and between Jefferson County, Alabama, a political subdivision of the State of Alabama, (hereinafter called "the County") and the City of Homewood, Alabama, the City of Mountain Brook, Alabama, and the City of Birmingham, Alabama (collectively referred to as the “Parties,” and individually as a "Party").

WHEREAS, Section 11-102-1 et seq., Code of Alabama (1975) authorizes counties or incorporated municipalities of the State of Alabama to enter into written contracts with any one or more counties or incorporated municipalities for the joint exercise of any power or service that state or local law authorizes each of the contracting entities to exercise individually; and

WHEREAS, The Highway 280 Public Road Cooperative District (“District”) was established by the Parties in December 2018 under Chapter 99B of Title 11 of the Code of Alabama for the purpose of constructing capital improvements and public infrastructure, specifically a plan to construct a pedestrian bridge across Highway 280 in Birmingham and north of and adjacent to Hollywood Boulevard between Homewood and Mountain Brook (the “Project”); and

WHEREAS, the viability of the Project is no longer feasible and the purpose of the District precluded; and

WHEREAS, the Parties therefore desire to dissolve the District; and

WHEREAS, under Article Eight of the District’s Certificate of Incorporation, upon dissolution of the District, title to all property, real and personal and, shall pass to and be vested in Jefferson County, Alabama; and

WHEREAS, contingent upon the dissolution of the District, the Parties desire for the County to use the residual funds to construct sidewalks on either side of the current 280 bridge at Hollywood Boulevard that extends through Birmingham, Homewood and Mountain Brook (outlined and attached hereto as Exhibit A), which once completed will allow the Parties to pursue application for State and Federal funding for a comprehensive bridge improvement construction project to include pedestrian accessibility; and

WHEREAS, the Parties find that it is in the public interest to enter into this Agreement to establish these respective roles and responsibilities and ensure continued coordination among the County and the three municipalities.

NOW WHEREFORE, in consideration of the premises and mutual covenants stated herein, and other good and valuable consideration, the receipt and sufficiency of which is acknowledged,

the Parties do mutually agree as follows:

- I. **PURPOSE:** The intent of this Agreement is to provide for cooperation among the Parties following the dissolution of the Highway 280 Public Road Cooperative District with respect to the management of remaining District funds, post-construction maintenance responsibilities, and coordination of future project improvements.
- II. **TERM:** This Agreement shall become effective upon the later to occur of (i) the dissolution of the Highway 280 Public Road Cooperative District or (ii) execution of this Agreement by all Parties and shall remain in effect until all obligations hereunder are fulfilled, unless otherwise terminated by mutual written consent.
- III. **IMPLEMENTATION:** The Parties agree to implementation as follows:
 - a. **Dissolution and Transfer of Funds:** Upon formal dissolution of the Highway 280 Public Road Cooperative District, all remaining funds shall be transferred to Jefferson County, which shall apply said funds to design, publicly bid, and manage the construction of the sidewalks as described in Exhibit A.
 - b. **Cost Overruns:** Any project costs exceeding available funds, including transferred District funds, shall be borne solely by Jefferson County.
 - c. **Permits:** Each municipality agrees to bear the cost of issuing any permits necessary to be acquired for work completed within their jurisdictional boundaries for the construction of the sidewalks without payment of any additional fees by the County.
 - d. **Maintenance Responsibility:** Each municipality shall assume responsibility for inspection, repair, and maintenance of the portions of the sidewalks located within their respective jurisdictions.
 - e. **Future Enhancements:** Following completion of the sidewalk project, Jefferson County shall pursue MPO TIP funding for additional bridge capacity and pedestrian improvements, in collaboration with the Cities of Birmingham, Homewood, and Mountain Brook.
 - f. **Management and Coordination:** The County shall act as the lead agency for project management and coordination with ALDOT, the MPO, and participating municipalities.
 - g. **Inspections:** County will provide Construction, Engineering & Inspection during the construction phase of the Project. The Cities may provide additional inspection staff for concurrent inspection, provided, however, that the provision or non-provision of such additional inspection staff shall not be deemed to waive or limit any code compliance or other regulatory inspections or approvals by a City.
 - h. **Liability:** Nothing herein shall be construed as a waiver of any Party's sovereign immunity. Each Party shall be responsible for its own acts and omissions and those of its officers, employees, and agents.

- i. **Incurring Debt:** Except as specifically provided in this Agreement, no Party to the Agreement shall have any other power to incur any debt which shall become the responsibility of any other Party.
- j. **Relationship of Parties:** Except as specifically provided in this Agreement, the execution of this Agreement or the performance of any act pursuant to the provisions thereof shall not be deemed or construed to have the effect of creating between the Parties the relationship of principal or agent or of partnership or of joint venture.
- k. **Jurisdictional Authority:** Except as otherwise provided by law and as limited by this Agreement between the Parties, any entity which contracts to perform or exercise any service or power pursuant to Title 11, Chapter 102 of the Code of Alabama (1975) shall have the full power and authority to act within the jurisdiction of all contracting entities to the extent necessary to carry out the purpose of this Agreement.
- l. **Authorizations:** This Agreement shall not take effect until it has been approved by the governing body of each of the contracting Parties and the Highway 280 Public Road Cooperative District has been dissolved. Approval by a county governing body shall be by adoption of a resolution and approval by a municipal governing body shall be by adoption of an ordinance of general and permanent operation. Each Party to this Agreement shall also adopt all ordinances, resolutions, or policies necessary to authorize the other contracting entities to carry out their contractual duties and responsibilities. Each of the contracting Parties shall deliver a copy of their resolution or ordinance to the other Parties prior to the effective date of this Agreement.

Each of the Parties hereto does hereby represent and warrant that it has taken all necessary action for the approval of this Agreement and the signature of its representative below has been duly authorized and is binding upon such Party. Each of the Parties hereto does further represent and warrant that this Agreement shall be enforceable against each Party upon the execution hereof by each Party's duly authorized representative. An executed copy of this Agreement shall be filed at the administrative offices of each Party.

- j. **Notice:** Each Party to this Agreement shall designate an individual (hereinafter "Administrator") who may be designated by title or position, to oversee and administer such Party's participation in this Agreement.

The County's designated Administrator shall be the following individual:

Director of Roads and Transportation/County Engineer
Room A200 Courthouse
716 Richard Arrington Jr. Blvd N Birmingham AL 35203

The City of Homewood's designated Administrator shall be the following:
City Manager
2850 19th Street South
Homewood, AL 35209

The City of Mountain Brook's designated Administrator shall be the following:
Steve Boone, City Manager
56 Church Street
Mountain Brook, Alabama 35213

The City of Birmingham's designated Administrator shall be the following:
James Fowler, P.E.
Chief of Public Infrastructure
710 20th Street North, Birmingham, AL 35203

IV. IMMIGRATION LAW COMPLIANCE: By signing this Agreement, the contracting Parties affirm, for the duration of the Agreement, that they will not violate federal immigration law or knowingly employ, hire for employment, or continue to employ an unauthorized alien within the State of Alabama. Furthermore, a contracting Party found to be in violation of this provision shall be deemed in breach of the Agreement and shall be responsible for all damages resulting therefrom.

V. NON-DISCRIMINATION: The Parties acknowledge that Section 3-3-18 of the General Code of the City of Birmingham requires that the following language be included in all of its municipal contracts:

- a. The Parties will not discriminate against any employee or applicant for employment because of race, color, religion, sex, gender identity, sexual orientation, disability, familial status, or national origin. The Parties will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, gender identity, sexual orientation, disability, familial status, or national origin. Such action shall include but not be limited to the following: Employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Parties agree to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
- b. In the event of a Party's noncompliance with the nondiscrimination clauses of this Agreement, this Agreement may be canceled, terminated or suspended in whole or in part and the contractor may be declared ineligible for further municipal contracts with the other Party.

VI. PARTICIPATION OF HISTORICALLY UNDER-UTILIZED BUSINESS ENTERPRISES.

The Parties acknowledge that the City of Birmingham, as a matter of public policy, encourages minority and women owned business participation to the maximum extent possible. This policy includes historically under-utilized business enterprises such as architectural firms, engineering firms, investment banking firms, other professional service providers, and construction contractors as part of the City's business, economic and community revitalization programs.

VII. ENTIRE AGREEMENT: This Agreement constitutes the entire agreement and understanding between the Parties with respect to the subject matter hereof and supersedes all prior agreements and understandings relating to the subject matter hereof; and there are no agreements, understandings, warranties or representations between the Parties hereto other than those set forth herein.

VIII. TERMINATION: Any Party hereto may terminate this Agreement prior to work beginning by giving thirty (30) days' notice of the intention to do so to the other Parties. Such notice shall be sent to the governing body of the other Parties.

IX. SEVERABILITY: If any provision of this Agreement is declared by a court having jurisdiction to be illegal or conflict with any law, the validity of the remaining terms and provisions shall not be affected; the rights and obligations of the Parties shall be construed and enforced as if the Agreement did not contain the particular provision held to be invalid.

(Signatures on following pages)

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed by their respective officers, officials or persons thereunto duly authorized, and the Agreement is deemed to be dated and to be effective on the date hereinafter stated as the date of its approval by the County.

JEFFERSON COUNTY, ALABAMA

Date

BY: _____
James A. (Jimmie) Stephens, President

ATTEST:

BY: _____
Aleshia Y. Coleman, Minute Clerk

CITY OF BIRMINGHAM, ALABAMA

Date

BY: _____
Randall L. Woodfin, Mayor

ATTEST:

BY: _____
Lee Frazier, City Clerk

Approved as to Form:

BY: _____
Assistant City Attorney / Date

AGENDA

ITEM

11.02.26

RESOLUTION NO. 26-_____

A RESOLUTION AUTHORIZING THE REIMBURSEMENT OF TRAVEL-RELATED EXPENSES FOR AN OUT-OF-STATE CANDIDATE FOR THE POSITION OF CITY MANAGER

WHEREAS, the City Council of the City of Homewood, Alabama (“City Council”), is vested with the authority and responsibility to appoint and employ a City Manager pursuant to applicable state law; and

WHEREAS, the City Council has undertaken a professional and competitive recruitment process to identify the most qualified candidate for the position of City Manager; and

WHEREAS, as part of that recruitment process, the City invited one or more qualified candidates residing outside the State of Alabama to travel to Homewood to participate in interviews and related evaluation activities; and

WHEREAS, an out-of-state candidate for the position of City Manager traveled to Homewood for an interview and has submitted documentation requesting reimbursement of reasonable and necessary travel-related expenses incurred in connection with such interview process; and

WHEREAS, the City Council has reviewed the submitted expenses and finds that they are reasonable, properly documented, and directly related to the City’s recruitment efforts; and

WHEREAS, the City Council further finds and determines that reimbursing such travel-related expenses serves a valid and essential public purpose by promoting the efficient, effective, and professional administration of municipal government; and

WHEREAS, the City Council finds that the reimbursement of such expenses is not a gift or gratuity, but rather an expenditure made in furtherance of the City’s governmental functions and in the best interests of the public health, safety, and welfare of the residents of the City of Homewood.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Homewood, Alabama, at a regular meeting, duly assembled, a quorum being present, as follows:

1. **Approval of Reimbursement.** The City Council hereby approves the reimbursement of reasonable and necessary travel-related expenses submitted by an out-of-state candidate for the position of City Manager reflected on Exhibit A hereto, in accordance with applicable City policies and subject to verification by the City’s finance staff.
2. **Public Purpose Determination.** The City Council expressly finds and declares that the reimbursement authorized by this Resolution serves a valid public purpose, is directly related to the City’s recruitment and selection of executive leadership, and constitutes a lawful expenditure of public funds.

3. Authorization to Disburse Funds. The City Clerk, Finance Director, Human Resources Director, and other appropriate City officials are hereby authorized and directed to take all actions necessary to process and disburse the approved reimbursement in accordance with this Resolution and applicable law.
4. Severability. If any provision of this Resolution is held invalid or unenforceable, such invalidity shall not affect the remaining provisions, which shall remain in full force and effect.
5. Effective Date. This Resolution shall become effective immediately upon its adoption.

ADOPTED and APPROVED by the City Council of the City of Homewood, Alabama this the _____ day of _____, 2026.

Mayor

ATTEST:

City Clerk

EXHIBIT A

From: Priceline info@travel.priceline.com
Subject: Your rental car receipt from Priceline (Trip #: 261-453-703-97)
Date: Feb 2, 2026 at 7:25:25 PM
To: ericellis1@gmail.com



Your rental car on Wednesday, Feb 4th, 2026 is confirmed

Priceline Trip Number: [261-453-703-97](#)

 **Mid-Size SUV**

Feb 4 - Feb 5 • Pick-up: 1:30PM

Confirmation Number: **L48718362C8**



Get help with your trip, discover local experiences, and more! [Chat with Penny](#)



[Manage Your Booking](#)

Payment Summary

Priceline trip number	261-453-703-97
Purchase date	Feb 3, 2026
Payment method	PayPal
Billing name	Eric Ellis
<hr/>	
Daily rate	\$62.64
Number of days	1
<hr/>	
Taxes and fees	\$25.84
Car subtotal	\$88.48
<hr/>	
Total charged	\$88.48

From: American Airlines no-reply@info.email.aa.com
Subject: Your trip confirmation (PVU - BHM)
Date: Feb 2, 2026 at 6:25:58 PM
To: ericellis1@gmail.com



Issued: February 3, 2026

Your trip confirmation and receipt

You can check in via the American app 24 hours before your flight and get your mobile boarding pass.

Confirmation code: **YXXNLX**

Wednesday, February 4, 2026

PVU AA 4928
Provo Operated by SkyWest Airlines
7:01 AM as American Eagle

DFW Seat: 8A
Dallas/Fort Worth Class: **Economy (S)**
10:55 AM Meals:

DFW AA 5316
Dallas/Fort Worth Operated by PSA Airlines as American Eagle
11:45 AM

BHM Seat: 12F
Birmingham Class: **Economy (S)**
1:34 PM Meals:

Thursday, February 5, 2026



BHM

Birmingham

1:05 PM

AA 5319

Operated by PSA Airlines as American Eagle



DFW

Dallas/Fort Worth

3:28 PM

Seat:

Class: **Economy (S)**

Meals:



DFW

Dallas/Fort Worth

7:45 PM

AA 6421

Operated by SkyWest Airlines
as American Eagle



PVU

Provo

9:51 PM

Seat:

Class: **Economy (S)**

Meals:

[Manage your trip](#)

Your purchase

Eric Ellis - AAdvantage® #: 67E****

New ticket (0012313181682)	\$826.40
[\$721.86 + Taxes & carrier-imposed fees \$104.54]	

Total cost	\$826.40
-------------------	-----------------

Your payment

Flight Credit (ending 1067)	\$1,131.40
------------------------------	------------

Total paid

\$826.40

Refund to Trip Credit (0014485005598)

-\$305.00

Bag information

Checked Bag (Airport)

1st bag No charge

2nd bag \$45.00

Checked Bag (Online*)

1st bag No charge

2nd bag \$45.00

Taxes are included, when applicable.

Maximum dimensions: 62 inches or 158 centimeters calculated as (length + width + height)

Maximum weight: 50 pounds or 23 kilograms

Bag fees apply at each Check-in location. Additional allowances and/or discounts may apply. For information regarding American Airlines checked baggage policies, please visit: [Bag and optional fees](#)

If your flight is operated by a partner airline, see the [other airline's](#) website for carry-on and checked bag policies.

*Online payment available beginning 24 hours (and up to 2 hours) before departure.

Carry-on bags (American Airlines operated flights)

Personal item A small purse, briefcase, laptop bag, or similar item that must fit under the seat in front of you.

Carry-on Maximum dimensions must not to exceed: 22" long x 14" wide x 9" tall (56 x 35 x 23 cm).



EXHIBIT A

From: Priceline info@travel.priceline.com
Subject: Your rental car receipt from Priceline (Trip #: 261-453-703-97)
Date: Feb 2, 2026 at 7:25:25 PM
To: ericellis1@gmail.com



Your rental car on Wednesday, Feb 4th, 2026 is confirmed

Priceline Trip Number: [261-453-703-97](#)

 **Mid-Size SUV**

Feb 4 - Feb 5 • Pick-up: 1:30PM

Confirmation Number: **L48718362C8**



Get help with your trip, discover local experiences, and more! [Chat with Penny](#)



[Manage Your Booking](#)

Payment Summary

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Purchase date	Feb 3, 2026
Payment method	PayPal
Billing name	Eric Ellis
<hr/>	
Daily rate	\$62.64
Number of days	1
<hr/>	
Taxes and fees	\$25.84
Car subtotal	\$88.48
<hr/>	
Total charged	\$88.48

From: American Airlines no-reply@info.email.aa.com
Subject: Your trip confirmation (PVU - BHM)
Date: Feb 2, 2026 at 6:25:58 PM
To: ericellis1@gmail.com



Issued: February 3, 2026

Your trip confirmation and receipt

You can check in via the American app 24 hours before your flight and get your mobile boarding pass.

Confirmation code: **YXXNLX**

Wednesday, February 4, 2026

PVU AA 4928
Provo Operated by SkyWest Airlines
7:01 AM as American Eagle

DFW Seat: 8A
Dallas/Fort Worth Class: **Economy (S)**
10:55 AM Meals:

DFW AA 5316
Dallas/Fort Worth Operated by PSA Airlines as American Eagle
11:45 AM

BHM Seat: 12F
Birmingham Class: **Economy (S)**
1:34 PM Meals:

Thursday, February 5, 2026



BHM

Birmingham

1:05 PM

AA 5319

Operated by PSA Airlines as American Eagle



DFW

Dallas/Fort Worth

3:28 PM

Seat:

Class: **Economy (S)**

Meals:



DFW

Dallas/Fort Worth

7:45 PM

AA 6421

Operated by SkyWest Airlines
as American Eagle



PVU

Provo

9:51 PM

Seat:

Class: **Economy (S)**

Meals:

[Manage your trip](#)

Your purchase

Eric Ellis - AAdvantage® #: 67E****

New ticket (0012313181682)	\$826.40
[\$721.86 + Taxes & carrier-imposed fees \$104.54]	

Total cost	\$826.40
-------------------	-----------------

Your payment

Flight Credit (ending 1067)	\$1,131.40
------------------------------	------------

Total paid

\$826.40

Refund to Trip Credit (0014485005598)

-\$305.00

Bag information

Checked Bag (Airport)

1st bag No charge

2nd bag \$45.00

Checked Bag (Online*)

1st bag No charge

2nd bag \$45.00

Taxes are included, when applicable.

Maximum dimensions: 62 inches or 158 centimeters calculated as (length + width + height)

Maximum weight: 50 pounds or 23 kilograms

Bag fees apply at each Check-in location. Additional allowances and/or discounts may apply. For information regarding American Airlines checked baggage policies, please visit: [Bag and optional fees](#)

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*Online payment available beginning 24 hours (and up to 2 hours) before departure.

Carry-on bags (American Airlines operated flights)

Personal item A small purse, briefcase, laptop bag, or similar item that must fit under the seat in front of you.

Carry-on Maximum dimensions must not to exceed: 22" long x 14" wide x 9" tall (56 x 35 x 23 cm).



AGENDA

ITEM

12.02.26

RESOLUTION NO. 26-_____

A RESOLUTION AMENDING PRIOR COUNCIL ACTION TO AUTHORIZE THE PUBLIC RELEASE OF RECORDED INTERVIEWS OF THE FIVE FINALISTS FOR THE POSITION OF CITY MANAGER

WHEREAS, the City Council of the City of Homewood, Alabama (the “Council”), previously unanimously adopted Resolution No. 26-11 (the “Prior Resolution”), which authorized the recording of interviews conducted with the five finalists for the position of City Manager; and

WHEREAS, the Prior Resolution provided that such recorded interviews would be viewable only by members of the City Council and the City Attorney, as needed, for purposes of evaluation and deliberation; and

WHEREAS, limiting access to the recorded interviews during the selection process promoted fairness and integrity in the process by preventing finalists from viewing the interviews of other candidates prior to completing their own;

WHEREAS, the Council recognizes the importance of transparency and public trust in the selection process for the City Manager, who serves as the chief administrative officer of the City; and

WHEREAS, the Council desires to amend the Prior Resolution to authorize the public release of the recorded interviews of the five finalists, subject to compliance with applicable law;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Homewood, Alabama, at a regular meeting, duly assembled, a quorum being present, as follows:

1. Amendment of Prior Resolution.

The Prior Resolution is hereby amended to provide that the recorded interviews of the five finalists for the position of City Manager shall be made available for public viewing in the manner set forth herein.

2. Public Access.

The City Clerk, or such other appropriate City official as may be determined by the Clerk, is authorized and directed to publish the recorded interviews on the City’s official website.

3. Severability. If any provision of this Resolution is held invalid or unenforceable, such invalidity shall not affect the remaining provisions, which shall remain in full force and effect.

4. Effective Date. This Resolution shall become effective immediately upon its adoption.

ADOPTED and APPROVED by the City Council of the City of Homewood, Alabama this the _____ day of _____, 2026.

Mayor

ATTEST:

City Clerk

AGENDA

ITEM

13.02.26

RESOLUTION NO. 26-_____

WHEREAS, the City desires to appoint Cale Smith as City Manager and enter into an Employment Agreement with the City Manager, a copy of which is attached hereto as Exhibit A.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Homewood, Alabama, at a regular meeting, duly assembled, a quorum being present, as follows:

1. That the City Council does by the adoption of this Resolution appoint Cale Smith as the City Manager for the City of Homewood and authorizes the Mayor to execute the Employment Agreement attached hereto as Exhibit A with the City Manager.

2. That this Resolution shall become effective immediately upon its adoption by the City Council.

ADOPTED and APPROVED by the City Council of the City of Homewood, Alabama this the _____ day of _____, 2026.

Mayor

ATTEST:

City Clerk

EXHIBIT A

EMPLOYMENT AGREEMENT

This Agreement, made and entered into February 23, 2026, by and between the City of Homewood, Alabama, a municipal corporation (hereinafter called the “Employer” or “City”), and Marcus Cale Smith, (hereinafter called the “Employee”), both of whom agree as follows:

Section 1. Appointment as City Manager; Duties Marcus Cale Smith shall serve as City Manager of the City and, in such capacity, shall perform all duties and responsibilities as set out in Section 11-43A-28, *et seq.* of the Code of Alabama; as specified in the Code of Ordinances of the City; pursuant to all applicable Rules and Regulations of the Personnel Board of Jefferson County, Alabama; all ordinances, resolutions and policies of the City; and other legally permissible and proper duties and functions consistent with the office of City Manager, as the City Council shall from time to time assign. Employee shall not engage in any other employment or pursuit that would conflict or interfere with his duties and responsibilities as City Manager without prior Council approval.

Section 2. Compensation and Benefits; Evaluation Employee shall receive as base compensation a salary of two hundred eight thousand dollars (\$208,000.00) annually, paid in increments according to the payroll system and schedule then in effect for the City. Employee shall also receive and be eligible for the same across-the-board raises and fringe benefits (including but not limited to health, dental, disability, and life insurance, longevity pay, and sick leave) as are accorded or made available to City department heads generally; provided, however, that nothing herein shall be construed to confer merit or civil service status on Employee.

Employee’s job performance shall be evaluated after six (6) months, annually on Employee’s hiring date, and otherwise at the discretion of the City Council. Effective six months after the effective date of this agreement and upon receipt of a satisfactory performance evaluation by the City Council, Employee shall receive a 5% merit increase in his annual salary. Thereafter, upon receipt of an annual satisfactory performance evaluation by the City Council, Employee shall be entitled to such increase in base compensation for the duration of the term of his appointment as the governing body may deem appropriate.

In addition to the foregoing, and in keeping with customary fringe benefits offered by other Alabama municipalities that employ or appoint a City Manager, the City shall furnish to Employee an automobile that may be used by Employee for city-related functions, activities, and purposes, and for transportation between work location(s) and his personal residence. The City shall pay or provide for all gasoline, oil, maintenance, and insurance expenses associated with operation of the automobile. The City shall also pay for or reimburse Employee for all actual and reasonable out-of-pocket expenses, dues, or fees incurred by Employee in attending city-related functions and activities, including but not limited to membership in and attendance at annual or semi-annual conferences sponsored by the ACCMA, the ICMA, and the Alabama League of Municipalities as well as any costs associated with continuing education to maintain Employee’s Professional Engineer licensing with the Alabama Board of Licensure for Professional Engineers and Land Surveyors.

Section 3. Hours of Work

The Employee is an exempt employee. The Employee is expected to engage in those hours of work that are necessary to fulfill the obligations of the position of City Manager. The position does not have set hours of work. It is recognized that the Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule. Employee must be reasonably available to elected officials, employees, the city attorney, and citizens during the normal working hours for City Hall.

Section 4. Vacation and Sick Leave Accrual

A. Employee will immediately be given 20 days or 160 hours of vacation leave annually, in addition to sick leave in accordance with standard City sick leave policy, and shall accrue sick and vacation leave on an annual basis as provided by the Rules and Regulations of the Personnel Board of Jefferson County, Alabama for all other department heads of the City. The Employee's anniversary date will be February 23 of each year.

B. The Employee is entitled to accrue all unused leave pursuant to the Rules and Regulations of the Personnel Board of Jefferson County, Alabama, and, in the event the Employee's employment is terminated, either voluntarily or involuntarily, the Employee shall be compensated as provided by the Rules and Regulations of the Personnel Board of Jefferson County, Alabama for all other employees of the City.

Section 5. Termination and Severance

For the purpose of this Agreement, termination of Employee's appointment shall occur when:

A. The majority of the governing body votes to remove the Employee at a duly authorized public meeting for any reason other than for cause as addressed in Section 5.D herein, whether the Council's reason be publicly stated or otherwise, pursuant to Section 11-43A-18 of the Code of Alabama, and in the sole discretion of the City Council. If Employee's appointment is terminated under this Section 5.A, Employee shall be entitled to severance payments totaling six (6) months of Employee's regular salary, plus all then-in-effect fringe benefits except for a City-furnished automobile, which Employee shall surrender to the City within one calendar week of the governing body's vote to terminate this Agreement. Employee's severance hereunder shall be payable to Employee by the City in accordance with the City's normal payroll schedule.

B. If the Employer or the legislature amends any provisions of the charter, code or enabling legislation pertaining to the role, powers, duties, authority, and responsibilities of the Employee's position that substantially changes the City's form of government, the Employee shall

have the right to declare that such amendments constitute termination. If Employee terminates this Agreement under Section 5.B, Employee shall have no right to any severance payment.

C. If the Employee voluntarily resigns his position with the Employer, the Employee shall provide a minimum notice of 60 days unless the parties agree otherwise. If Employee terminates this Agreement under Section 5.C, Employee shall have no right to any severance payment.

D. The majority of the governing body at a duly authorized meeting may terminate Employee's appointment at any time for cause. For purposes of this Agreement, termination "for cause" shall include: (i) any act of theft, embezzlement, immoral conduct, sexual harassment, use of illicit drugs, or intoxication while acting as an employee of the City; (ii) the conviction of any crime involving dishonesty or moral turpitude; (iii) the willful neglect by Employee of his duties hereunder; or (iv) the continued breach of any material term or condition of this Agreement by Employee after written notice provided by the City. Upon any such termination by the City for cause, Employee shall only be entitled to the compensation and benefits provided in this Agreement (including accrued but unused vacation and sick leave) computed on a prorated basis up to and including the date of such termination, and shall be entitled to no further compensation or severance payment subsequent to said date except as may be required by law. Any termination for cause by the City shall not prejudice its rights to seek any other redress or remedy to which it may be entitled under the law.

Section 6. Indemnification

The Employer agrees that it shall defend, hold harmless, and indemnify the Employee from any and all demands, claims, suits, actions and legal proceedings brought against the Employee in his individual capacity or in his official capacity as agent and employee of the City, providing the incidents arose while the Employee was acting within the line and scope of his employment, but excluding intentional wrongful and criminal acts and litigation arising out of intentional wrongful and criminal acts. The Employer shall not, however, be required to pay any cost of any legal proceedings in the event the Employer and Employee have adverse interests in litigation between said Employer and Employee. During the term of this Agreement or any extension thereof, the Employer shall maintain and pay the premiums on a general comprehensive liability insurance policy, including error and omissions coverage, insuring the Employee for all demands, claims, suits, actions and legal proceedings brought against the Employee in his individual capacity or in his official capacity as agent and employee of the Employer for acts or omissions within the line and scope of his employment.

Section 7. Bonding

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

Section 8. Notices. All notices, consents, requests, approvals, and other communications provided for herein shall be validly given, made, or served if in writing and delivered personally or sent by registered or certified mail, postage prepaid, as follows, viz:

TO EMPLOYEE: Marcus Cale Smith
 1017 Drexel Parkway
 Homewood, AL 35209

TO CITY: Mayor, City of Homewood
 2850 19th Street South
 Homewood, AL 35209

Section 9. Health Assessments

Employee agrees to abide by the City’s policies and procedures, or other requirements as may be in effect, as conditions of Employee’s participation in the City’s health insurance program, including any periodic health assessments. The Employer shall pay all costs of any required assessments.

Section 10. General Provisions

A. Modification. This Agreement cannot be changed, modified, or amended in any respect except by a written instrument signed by both parties.

B. Entire Agreement. This Agreement supersedes all other agreements previously made between the parties relating to its subject matter. There are no other understandings or agreements, as all prior agreements are hereby merged into this Agreement.

C. Severability. If any part, section or subdivision of this Agreement shall be held invalid or unenforceable for any reason, such holding shall not be construed to invalidate or impair the remainder of this Agreement, which shall continue in full force and effect notwithstanding such holding.

D. Choice of Law. This Agreement is to be construed and enforced in accordance with the laws of the State of Alabama.

E. Integration. This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employee by the Employer. Any prior discussions or representations by or between the parties are merged into and rendered null and void by this Agreement. The parties by mutual written agreement may amend any provision of this Agreement during the life of the Agreement. Such amendments shall be incorporated and made a part of this Agreement.

F. Non-Waiver. The failure of the Employer to assist in any one or more instances, upon a strict performance of any of the covenants of this Agreement, or to exercise any options herein contained, shall not be construed as a waiver or relinquishment for the future of such covenants or options, but the same shall continue and remain in full force and effect.

G. Construction of Terms. The Employee and the Employer negotiated the terms, provisions and conditions of this Agreement, and both parties have had equal opportunity for input for the drafting of this Agreement. Therefore, any ambiguities of this Agreement shall be construed fairly and equitably regardless of the participation of either party in the drafting of this Agreement.

H. Effective Date. This Agreement shall be effective upon approval of a resolution adopting or ratifying same.

Dated this the ____ day of _____, 2026.

CITY OF HOMEWOOD, ALABAMA

ATTEST:

Bo Seagrist, City Clerk

By: Jennifer Andress

Its: Mayor

STATE OF ALABAMA)
JEFFERSON COUNTY)

I, the undersigned authority in and for said County and State, hereby certify that Jennifer Andress, whose name as Mayor of the City of Homewood, Alabama is signed to the foregoing document, who is known to me, and who, being first duly sworn, acknowledged before me on this day that the statements contained herein are true and correct, that she has full authority to execute the same, and that she executed the same voluntarily on the day the same bears date.

Given under my hand this the ____ day of February, 2026.

Notary Public
My Commission Expires: _____

CITY MANAGER

Marcus Cale Smith

STATE OF ALABAMA)
JEFFERSON COUNTY)

I, the undersigned authority in and for said County and State, hereby certify that _____, whose name is signed to the foregoing document, who is known to me, and who, being first duly sworn, acknowledged before me on this day that the statements contained herein are true and correct and that [he/she] executed the same voluntarily on the day the same bears date.

Given under my hand this the 23rd day of February, 2026.

Notary Public
My Commission Expires: _____

EMPLOYMENT AGREEMENT

This Agreement, made and entered into February 23, 2026, by and between the City of Homewood, Alabama, a municipal corporation (hereinafter called the “Employer” or “City”), and Marcus Cale Smith, (hereinafter called the “Employee”), both of whom agree as follows:

Section 1. Appointment as City Manager; Duties Marcus Cale Smith shall serve as City Manager of the City and, in such capacity, shall perform all duties and responsibilities as set out in Section 11-43A-28, *et seq.* of the Code of Alabama; as specified in the Code of Ordinances of the City; pursuant to all applicable Rules and Regulations of the Personnel Board of Jefferson County, Alabama; all ordinances, resolutions and policies of the City; and other legally permissible and proper duties and functions consistent with the office of City Manager, as the City Council shall from time to time assign. Employee shall not engage in any other employment or pursuit that would conflict or interfere with his duties and responsibilities as City Manager without prior Council approval.

Section 2. Compensation and Benefits; Evaluation Employee shall receive as base compensation a salary of two hundred eight thousand dollars (\$208,000.00) annually, paid in increments according to the payroll system and schedule then in effect for the City. Employee shall also receive and be eligible for the same across-the-board raises and fringe benefits (including but not limited to health, dental, disability, and life insurance, longevity pay, and sick leave) as are accorded or made available to City department heads generally; provided, however, that nothing herein shall be construed to confer merit or civil service status on Employee.

Employee’s job performance shall be evaluated after six (6) months, annually on Employee’s hiring date, and otherwise at the discretion of the City Council. Effective six months after the effective date of this agreement and upon receipt of a satisfactory performance evaluation by the City Council, Employee shall receive a 5% merit increase in his annual salary. Thereafter, upon receipt of an annual satisfactory performance evaluation by the City Council, Employee shall be entitled to such increase in base compensation for the duration of the term of his appointment as the governing body may deem appropriate.

In addition to the foregoing, and in keeping with customary fringe benefits offered by other Alabama municipalities that employ or appoint a City Manager, the City shall furnish to Employee an automobile that may be used by Employee for city-related functions, activities, and purposes, and for transportation between work location(s) and his personal residence. The City shall pay or provide for all gasoline, oil, maintenance, and insurance expenses associated with operation of the automobile. The City shall also pay for or reimburse Employee for all actual and reasonable out-of-pocket expenses, dues, or fees incurred by Employee in attending city-related functions and activities, including but not limited to membership in and attendance at annual or semi-annual conferences sponsored by the ACCMA, the ICMA, and the Alabama League of Municipalities as well as any costs associated with continuing education to maintain Employee’s Professional Engineer licensing with the Alabama Board of Licensure for Professional Engineers and Land Surveyors.

Section 3. Hours of Work

The Employee is an exempt employee. The Employee is expected to engage in those hours of work that are necessary to fulfill the obligations of the position of City Manager. The position does not have set hours of work. It is recognized that the Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule. Employee must be reasonably available to elected officials, employees, the city attorney, and citizens during the normal working hours for City Hall.

Section 4. Vacation and Sick Leave Accrual

A. Employee will immediately be given 20 days or 160 hours of vacation leave annually, in addition to sick leave in accordance with standard City sick leave policy, and shall accrue sick and vacation leave on an annual basis as provided by the Rules and Regulations of the Personnel Board of Jefferson County, Alabama for all other department heads of the City. The Employee's anniversary date will be February 23 of each year.

B. The Employee is entitled to accrue all unused leave pursuant to the Rules and Regulations of the Personnel Board of Jefferson County, Alabama, and, in the event the Employee's employment is terminated, either voluntarily or involuntarily, the Employee shall be compensated as provided by the Rules and Regulations of the Personnel Board of Jefferson County, Alabama for all other employees of the City.

Section 5. Termination and Severance

For the purpose of this Agreement, termination of Employee's appointment shall occur when:

A. The majority of the governing body votes to remove the Employee at a duly authorized public meeting for any reason other than for cause as addressed in Section 5.D herein, whether the Council's reason be publicly stated or otherwise, pursuant to Section 11-43A-18 of the Code of Alabama, and in the sole discretion of the City Council. If Employee's appointment is terminated under this Section 5.A, Employee shall be entitled to severance payments totaling six (6) months of Employee's regular salary, plus all then-in-effect fringe benefits except for a City-furnished automobile, which Employee shall surrender to the City within one calendar week of the governing body's vote to terminate this Agreement. Employee's severance hereunder shall be payable to Employee by the City in accordance with the City's normal payroll schedule.

B. If the Employer or the legislature amends any provisions of the charter, code or enabling legislation pertaining to the role, powers, duties, authority, and responsibilities of the Employee's position that substantially changes the City's form of government, the Employee shall

have the right to declare that such amendments constitute termination. If Employee terminates this Agreement under Section 5.B, Employee shall have no right to any severance payment.

C. If the Employee voluntarily resigns his position with the Employer, the Employee shall provide a minimum notice of 60 days unless the parties agree otherwise. If Employee terminates this Agreement under Section 5.C, Employee shall have no right to any severance payment.

D. The majority of the governing body at a duly authorized meeting may terminate Employee's appointment at any time for cause. For purposes of this Agreement, termination "for cause" shall include: (i) any act of theft, embezzlement, immoral conduct, sexual harassment, use of illicit drugs, or intoxication while acting as an employee of the City; (ii) the conviction of any crime involving dishonesty or moral turpitude; (iii) the willful neglect by Employee of his duties hereunder; or (iv) the continued breach of any material term or condition of this Agreement by Employee after written notice provided by the City. Upon any such termination by the City for cause, Employee shall only be entitled to the compensation and benefits provided in this Agreement (including accrued but unused vacation and sick leave) computed on a prorated basis up to and including the date of such termination, and shall be entitled to no further compensation or severance payment subsequent to said date except as may be required by law. Any termination for cause by the City shall not prejudice its rights to seek any other redress or remedy to which it may be entitled under the law.

Section 6. Indemnification

The Employer agrees that it shall defend, hold harmless, and indemnify the Employee from any and all demands, claims, suits, actions and legal proceedings brought against the Employee in his individual capacity or in his official capacity as agent and employee of the City, providing the incidents arose while the Employee was acting within the line and scope of his employment, but excluding intentional wrongful and criminal acts and litigation arising out of intentional wrongful and criminal acts. The Employer shall not, however, be required to pay any cost of any legal proceedings in the event the Employer and Employee have adverse interests in litigation between said Employer and Employee. During the term of this Agreement or any extension thereof, the Employer shall maintain and pay the premiums on a general comprehensive liability insurance policy, including error and omissions coverage, insuring the Employee for all demands, claims, suits, actions and legal proceedings brought against the Employee in his individual capacity or in his official capacity as agent and employee of the Employer for acts or omissions within the line and scope of his employment.

Section 7. Bonding

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

Section 8. Notices. All notices, consents, requests, approvals, and other communications provided for herein shall be validly given, made, or served if in writing and delivered personally or sent by registered or certified mail, postage prepaid, as follows, viz:

TO EMPLOYEE: Marcus Cale Smith
 1017 Drexel Parkway
 Homewood, AL 35209

TO CITY: Mayor, City of Homewood
 2850 19th Street South
 Homewood, AL 35209

Section 9. Health Assessments

Employee agrees to abide by the City’s policies and procedures, or other requirements as may be in effect, as conditions of Employee’s participation in the City’s health insurance program, including any periodic health assessments. The Employer shall pay all costs of any required assessments.

Section 10. General Provisions

A. Modification. This Agreement cannot be changed, modified, or amended in any respect except by a written instrument signed by both parties.

B. Entire Agreement. This Agreement supersedes all other agreements previously made between the parties relating to its subject matter. There are no other understandings or agreements, as all prior agreements are hereby merged into this Agreement.

C. Severability. If any part, section or subdivision of this Agreement shall be held invalid or unenforceable for any reason, such holding shall not be construed to invalidate or impair the remainder of this Agreement, which shall continue in full force and effect notwithstanding such holding.

D. Choice of Law. This Agreement is to be construed and enforced in accordance with the laws of the State of Alabama.

E. Integration. This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employee by the Employer. Any prior discussions or representations by or between the parties are merged into and rendered null and void by this Agreement. The parties by mutual written agreement may amend any provision of this Agreement during the life of the Agreement. Such amendments shall be incorporated and made a part of this Agreement.

F. Non-Waiver. The failure of the Employer to assist in any one or more instances, upon a strict performance of any of the covenants of this Agreement, or to exercise any options herein contained, shall not be construed as a waiver or relinquishment for the future of such covenants or options, but the same shall continue and remain in full force and effect.

G. Construction of Terms. The Employee and the Employer negotiated the terms, provisions and conditions of this Agreement, and both parties have had equal opportunity for input for the drafting of this Agreement. Therefore, any ambiguities of this Agreement shall be construed fairly and equitably regardless of the participation of either party in the drafting of this Agreement.

H. Effective Date. This Agreement shall be effective upon approval of a resolution adopting or ratifying same.

Dated this the ____ day of _____, 2026.

CITY OF HOMEWOOD, ALABAMA

ATTEST:

Bo Seagrist, City Clerk

By: Jennifer Andress

Its: Mayor

STATE OF ALABAMA)
JEFFERSON COUNTY)

I, the undersigned authority in and for said County and State, hereby certify that Jennifer Andress, whose name as Mayor of the City of Homewood, Alabama is signed to the foregoing document, who is known to me, and who, being first duly sworn, acknowledged before me on this day that the statements contained herein are true and correct, that she has full authority to execute the same, and that she executed the same voluntarily on the day the same bears date.

Given under my hand this the ____ day of February, 2026.

Notary Public
My Commission Expires: _____

CITY MANAGER

Marcus Cale Smith

STATE OF ALABAMA)
JEFFERSON COUNTY)

I, the undersigned authority in and for said County and State, hereby certify that _____, whose name is signed to the foregoing document, who is known to me, and who, being first duly sworn, acknowledged before me on this day that the statements contained herein are true and correct and that [he/she] executed the same voluntarily on the day the same bears date.

Given under my hand this the 23rd day of February, 2026.

Notary Public
My Commission Expires: _____

AGENDA

ITEM

14.02.26

ORDINANCE NO. _____

**AN ORDINANCE TO AMEND ORDINANCE NO. 1405, § 2, ENTITLED
“BOARD OF ADJUSTMENT, COMPOSITION; TERMS” AND TO AMEND
ORDINANCE NO. 1405, § 3, ENTITLED “BOARD OF ADJUSTMENT –
APPOINTMENT – REGULAR MEMBERS”**

WHEREAS, the City Council did previously adopt Ordinance No. 1405, § 2 and § 3 on May 11, 1981, which are contained, respectively, within Chapter 17, Article II, Sections 17-21 and 17-22 of the City of Homewood Code of Ordinances. Ordinance No. 1405, § 2 is entitled “Board of Adjustment - Composition; terms” and sets forth the composition and terms for member of the City of Homewood Board of Adjustment. Ordinance No. 1405, § 3 is entitled “Board of Adjustment – Appointment – Regular members” and sets forth the appointment process for regular members of the Board of Adjustment.

WHEREAS, the City Council has determined it to be in the public interest to amend Ordinance No. 1405, §§ 2 and 3;

**NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF
HOMEWOOD, ALABAMA, AS FOLLOWS:**

1. That the City Council does by the adoption of this Ordinance amend Ordinance No. No. 1405. § 2 previously adopted by the City Council on May 11, 1981 to read in its entirety, as amended, as follows:

The board of adjustment shall consist of five (5) regular members, four (4) of whom shall be appointed from each of the four wards in the city and who shall reside in the ward for which they are appointed, one (1) of whom shall be appointed from the city at large, and two (2) of whom shall be supernumerary members, who shall be appointed from the city at large, all of whom shall be appointed for terms of three (3) years, or until the respective successors are duly appointed, except that, in the first instance, one (1) regular member shall be appointed for a term of three (3) years, two (2) regular members shall be appointed for terms of two (2) years and two (2) regular members shall be appointed for terms of one (1) year, and, thereafter, each regular member appointed shall serve for a term of three (3) years, or until a successor is duly appointed. The two (2) supernumerary members of the board shall be appointed for terms of three (3) years to serve at the call of the chairman of the board, and each of the supernumerary members shall be eligible for reappointment. Supernumerary members of the board shall be appointed from the city at large in the manner hereinafter provided in [section 17-23](#).

2. That the City Council does by the adoption of this Ordinance amend Ordinance No. 1405. § 3 previously adopted by the City Council on May 11, 1981 to read in its entirety, as amended, as follows:

All appointments of regular members of the board shall be made by the governing body in the following manner: The duly elected council member from each respective ward of the city may place in nomination the names of one (1) or more persons who are bona fide residents of, and qualified voters in, the ward of the city represented by the respective council member nominating such persons. The governing body, by majority vote, shall select and appoint one (1) such person as the regular member of the board from that ward of the city.

The mayor may place in nomination the names of one (1) or more persons who are bona fide residents of, and qualified voters in, any ward of the City of Homewood. The governing body, by majority vote, shall select and appoint one (1) such person as the regular at-large member of the board.

Priority shall be given to nominees who possess knowledge of or experience in matters related to planning, architecture, engineering, real estate, legal, construction, or related fields. The governing body shall give due consideration and substantial weight to nominees submitted by the council member representing the ward and to the nominees submitted by the mayor.

If, however, a majority of the governing body determines by a vote at a duly called public meeting that none of the nominees submitted by a ward's council member are qualified under the standards set forth herein, then any member of the governing body may nominate one (1) or more additional qualified persons who are bona fide residents of, and qualified voters in, that ward. The governing body shall in that case select by majority vote a member of the board from said nominations.

If a majority of the governing body determines by a vote at a duly called public meeting that none of the nominees submitted by the mayor are qualified under the standards set forth herein, then any member of the governing body may nominate one (1) or more additional qualified persons who are bona fide residents of, and qualified voters in, any ward of the City. The governing body shall in that case select by majority vote a member of the board from said nominations.

3. All other sections of Ordinance No. 1405 shall remain in full force and effect, including §§ 1, 4, 5, 6, and 7.

4. That this Ordinance as amended shall become effective as of that date upon its adoption by the City Council, or as otherwise becoming law.

ADOPTED this the _____ day of _____, 2026.

APPROVED:

Mayor

ATTEST:

City Clerk

This notice posted: _____, 2026

At the following locations: Mayor's Office (City Hall), Homewood Public Library, Homewood Senior Center (Oak Grove Road) and Lee Community Center (Rosedale)

And at www.cityofhomewood.com

STATE OF ALABAMA)
JEFFERSON COUNTY)

I, the undersigned City Clerk of the City of Homewood, do hereby certify that the foregoing Ordinance No. _____ is a true and correct copy of an ordinance passed by the City Council of said City at a regular meeting held on _____, 2026, a quorum being present, and as same appears of record in Minute Book No. _____.

City Clerk, City of Homewood