

G. ERIC LINTON, AICP, ICMA-CM

July 7, 2014

Mr. Robert E. Slavin
Slavin Management Consultants
3040 Holcomb Bridge Road #A-1
Norcross, GA 30071

Dear Mr. Slavin,

Enclosed is my resume for consideration for the City Manager of Dunwoody. Upon review of my resume you will find twenty years of progressively responsible experience. I am applying for this position because I feel my skill set and talents are an excellent fit for this position and I would be a valuable asset to the City of Dunwoody.

Having worked for boards my entire career, I feel I provide a strong link between the government and its citizens. In my current position, I have advanced the County through technological changes and solid business practices to improve the overall operations. During my tenure, I have managed to navigate the County through the toughest economic challenges in over 50 years and at the same time increased the County's Credit Rating. My experiences have provided me with the opportunity to work with many diverse groups, both internal to the organization and externally within the community.

As a metropolitan Atlanta (DeKalb County) native, and having worked in Georgia my entire career, I am very familiar with local governments in Georgia. Over the years, I have come to know many government and non-profit leaders and I have strong ties to the corporate leadership of metro Atlanta.

My current position as County Administrator for Douglas County has provided me with the opportunity to become a leader and improve the community through excellent customer service and a strong system of accountability. As County Administrator, I am responsible for a \$100 million budget. I serve as the Chief Operations Officer and I am the Chief of Staff for 25 departments with staffing of 1,000 employees. Since becoming County Administrator I have initiated many new programs, policies, and departments to improve efficiency and overall operations to the County.

With a Masters degree in Urban and Regional Planning and a Bachelors of Science in Management, I have the educational requirements for this position. My strengths include operations management, visionary planning, politically savvy, and bottom-line result driven leadership. I have a proven track record as an effective communicator / consensus builder and carry the respect and credibility of my board, the public, and my staff. Throughout my career, I have proven to have the strong leadership, fiscal management, and interpersonal communications skills it takes to carry out the policies, values, strategies, and long-term goals established by the board and organization.

Please review my resume and contact me at _____ if you have any questions. I welcome the opportunity for a personal interview.

Sincerely,

G. Eric Linton

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EMPLOYMENT:

July 2006 –
present

COUNTY ADMINISTRATOR

DOUGLAS COUNTY GOVERNMENT BOARD OF COMMISSIONERS Douglasville, GA
Promoted to serve as the government's Chief Operating Officer / Chief of Staff. Lead and manage day to day county operations. Recommend and implement policies on behalf of the Board of Commissioners. Develop and manage the County's budget (approximately \$100 million) while creating solid reserves and a fiscally responsible organization. Develop long range capital project planning including land acquisition and construction scheduling. Work closely with municipalities within the county as well as regional and statewide organizations to develop initiatives that benefit the public. Manage 25 county departments, 30 direct reports and an organization of approximately 1,000 county employees.

KEY ACCOMPLISHMENTS

- Manage and maintained a balanced annual budget for the County without furloughs or reduction in service while maintaining a healthy reserve, even though recent economic times.
- Created efficiency initiatives through the planning and ultimate procurement of new financial software with elements in purchasing, human resources, asset management and finance. Other financial initiatives include improved telephone plans, the purchasing of more fuel efficient vehicles, formation of a motor pool, consolidation of departments and utilization of the latest technology countywide.
- Programmed the construction of three new parks, an Emergency Operations Center and 911 facilities, and the Law Enforcement Center / Jail, all within or under budget.
- Successfully structured the 2009 SPLOST program for the construction of the Law Enforcement Center / Jail program.
- Secured the procurement of property adjacent to the courthouse campus for a future law enforcement complex. Property includes newly constructed E-911 / EOC building and Law Enforcement Center / Jail to be completed in late 2012.
- Started a public awareness campaign which included the first Parks and Recreation guide, annual calendar, improved countywide signage, as well as departmental brochures for the general public.
- Improved the employee merit evaluation system through new ranking procedures.
- Created a Project Manager position to streamline and oversee all county construction and property management. This position assists my office in completing construction projects on time and on budget.
- Developed a countywide Risk Management department to coordinate all insurance related issues from claims to negotiations of policies. This position also includes employee safety programs.
- Formed the Internal Audit Department and Finance Committee for more efficient and financially sound reporting and asset management.

August 2003 –
July 2006

DEVELOPMENT SERVICES – DIRECTOR

DOUGLAS COUNTY GOVERNMENT BOARD OF COMMISSIONERS Douglasville, GA
Promoted to include the Engineering Department. Responsible for the department of Planning and Zoning, Engineering, Building Inspections, Occupational Tax and Code Enforcement with 25 direct reports. Accomplishments include the development of a new Comprehensive Plan and Unified Development Code, the creation of zoning overlay districts on major corridors to guide quality development in the areas with the appropriate infrastructure, enhanced tree and stream buffer protection and improved housing standards.

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December 2000 –
August 2003

PLANNING AND ZONING, BUILDING INSPECTIONS, OCCUPATIONAL TAX, and CODE ENFORCEMENT – DIRECTOR

DOUGLAS COUNTY GOVERNMENT BOARD OF COMMISSIONERS Douglasville, GA
Supervised four divisions of the County Government with 20 direct reports. Responsible for all rezoning, variance, and appeal request recommendations as well as the monthly Planning Commission meetings. Developed and managed multi-departmental budgets. Served as liaison for Douglas County to the Atlanta Regional Commission.

April 1999 –
December 2000

PLANNING AND ZONING MANAGER

GAINESVILLE/HALL COUNTY GOVERNMENT Gainesville, GA
Supervised the twelve member staff of the Planning and Zoning Division. Reviewed and analyzed the staff's reports on upcoming zoning hearings. Managed public hearings for both City and County zoning boards. Developed and implemented the department's annual budget. Worked closely with City and County administration to carry out special projects.

April 1996 –
April 1999

SENIOR PLANNER

GAINESVILLE/HALL COUNTY GOVERNMENT Gainesville, GA
Coordinated zoning cases and presented recommendations at public hearings. Reviewed development plans for zoning and local ordinance compliance. Provided planning information to the public on local and regional issues. Assisted in special city projects; worked closely with the City Manager's office. Performed research and final preparation of the Gainesville/Hall County Transportation Plan.

July 1994 –
March 1996

INTERN - HOUSING AND COMMUNITY IMPROVEMENT

GEORGIA HOUSING AND FINANCE AUTHORITY Atlanta, GA
Developed a Housing Directory of statewide housing assistance programs. Assisted in initial planning efforts with FEMA during the 1994 flood relief effort. Monitored select city's and EMC's utilization of energy fund grants and loans.

EDUCATION:

Georgia Institute of Technology, Atlanta, GA

Master of Planning

Public Administration and Land Development

Minor: Environmental, Economic Development and Land Use Regulations

Georgia Institute of Technology, Atlanta, GA

Bachelor of Science in Management

Operations Management

Minor: Land Development and Economics

HONORS AND ACTIVITIES:

- Trustee, Association of County Commissioners of Georgia (ACCG) Pension Board
- Member, American Institute of Certified Planners (AICP)
- Member, American Planning Association and Georgia Planning Association
- Member, Georgia City-County Managers Association
- Member, International City-County Managers Association (ICMA)
- ICMA Credentialed Manager
- 2011 Douglas County Employee of the Year
- Participant, in the Atlanta Regional Commission's Leadership, Involvement, Networking, Knowledge (LINK) annual training

CITY MANAGER

SIMI FINALIST CANDIDATE QUESTIONNAIRE

Name: George Eric Linton

Home Address:

Home/Work/Cell phone numbers:

E-mail address:

- 1. Why are you interested in becoming Dunwoody's next City Manager and how does this job fit you overall career goals?**

As a native Atlantan who grew up less than five minutes from Dunwoody I have a strong passion to see the City of Dunwoody succeed. I am interested in becoming Dunwoody's next City Manager to help the City maintain its high quality of life and strong economic vitality. This position fits my overall career goals by allowing me the opportunity to work in a professional environment with a group of elected officials who desire to make the City of Dunwoody the premier community in the region. Having worked for Douglas County for 14 years, I feel it is time for a strategic change to a community where I can utilize my expertise and experience to help lead the City through its growth, citizen concerns, and dynamic economic environment. As my track record shows, I like to stay with an employer for many years. My goal with the City of Dunwoody is to continue this track record and have a solid working relationship with the City for many years to come.

- 2. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.**

I do not have any personal considerations that would need to be resolved before I could accept this position. However, as a professional courtesy, I would be expected to give my current employer ample notice and establish a reasonable transition plan.

- 3. What is the largest number of employees that you have managed and where? Explain any inordinately high or low staffing level relative to population (such as operating an airport or an electric utility).**

As the County Administrator of Douglas County, I am responsible for a workforce of 1,000 employees. This includes employees reporting to Constitutional Officers and the Board of Commissioners. I have 26 direct reports who serve as my Department Heads. These Department Heads work with me to manage over 600 employees and operate every aspect of government services.

- 4. What is the highest and lowest population local government you have worked in? (Number of citizens and number of customers.)**

During my nearly 20 years in public service I have worked for two local governments serving three groups of citizens. During my tenure with the City of Gainesville and Hall County, I represented a municipal population of 20,000 and county population of 145,000. In my current position, I serve a population of approximately 136,000.

- 5. What are the largest operating and capital budgets that you have managed and where? Explain any inordinately high or low amount relative to population (such as operating an airport or an electric utility).**

The largest operating budget I have managed is in my current position. Douglas County has an operational budget of \$100 million. The largest capital budget I have managed is also in my current position. These capital budgets include two SPLOST referendums in excess of \$100 million.

- 6. Do you hold any professional certifications such as ICMA - Credentialed Manager?**

I hold two professional certifications, ICMA Credentialed Manager and AICP Professional Planner (American Institute of Certified Planners).

- 7. The City of Dunwoody has several issues and opportunities it is facing. Please describe your process in addressing controversial issues. Apply the process to dealing with property management companies to encourage them to maintain established older residential properties.**

It is important to always understand the issues and the differences of opinion as you deal with controversy. To understand the issue I must also determine what is in the best interest of the citizens and/or the government. Why is it controversial? Can the issue be modified to make it less controversial? Is the controversy real or just perceived? What are the facts? Do I understand the facts? Does the public have the facts? Are the policy makers properly informed? As I go through this process, I begin to understand the issue and then I can form a factual opinion and recommendation to my elected body.

In the case of dealing with property management companies to encourage them to maintain established older residential properties, I would first set up a meeting with the property owner, on site, to discuss the issues with their property and the reasons the City wants the property maintained. Depending on the outcome and results of this meeting, I would determine if Code Enforcement would need to become involved. If the company chose not to improve their property to be in compliance with City ordinances, the property would have to be cited for failure to comply. Once this process is started, I would once again reach out to the management of the company to see what could be done to gain compliance. If the company fails to comply, the property would ultimately end up in municipal court so the City could take steps to force compliance either through court order or property liens.

- 8. Do you have experience in out-come based performance measurement? If so, please describe your experience and provide an example of the measurement with details of how the measurement was developed and is being used.**

Douglas County does not use a true form of outcome based performance measurement. However, I am a strong believer in continuous improvement. In my role I do set goals and targets for my staff and the County to achieve. I focus on the outcomes of the activities and resources used by my employees.

9. Describe any experience you may have with strategic planning and multi-year budgeting.

Having developed countywide budgets since 2006, I have significant experience in strategic planning and multi-year budgeting. Budgeting for a county government can be challenging. Each year, I must work closely with over 20 Constitutional Officers and their staff to assist them with their budget preparation. This is in addition to budgeting for all other County services. Once the maintenance and operation portion of the budget is complete, I usually have less ten percent of the total budget to designate for capital projects. To help with this, I have development several capital funds to help pay for long range or ongoing projects. Two of these funds include the capital transportation fund and the fire capital fund. These funds, like all capital funds, are designed to strictly pay for or support the capital equipment or projects for those departments. Along with the fund is a capital budget, which outlines the purpose of the fund and the equipment or project to be purchased or completed.

Another method of capital planning and multi-year budgeting I have implemented is the usage of lease-purchases. With this method of strategic budget planning, I am able to develop a smoother budget and control cost of the life of the capital expenditure. This has worked well for Douglas County. Through lease-purchases we have achieved a higher success rate of meeting our capital needs.

10. What positive effects have resulted from your approach to financial management and budgeting? Describe any extraordinary measures (if any) you took to achieve these results.

Since becoming the County Administrator, there have been many positive effects as a result of my approach to financial management and budgeting. Every year since I have been in control of the County's budget, Douglas County has ended the year with a budget surplus. The two years that proved to be most interesting were the early years of the recession, 2008 and 2009 when cities and counties were facing budget challenges. Each month, I have an in-depth meeting with the Finance Department to go over each department's revenues and expenditures to look for unusual changes and trends. In the first quarter of 2008 we noticed revenues were declining, we carefully monitored this change through the end of the second quarter. To set the stage, in early 2008 the recession had not officially been declared, but County trends indicated possible concerns. To counter these trends, I developed a plan to have countywide operational cuts of ten percent in June. Upon presentation to the Board with explanation of the declining revenues, the Board bought into my plan. Even though we had far less revenue than originally forecasted, our budget year ended with a one percent surplus. In addition, the 2008 budget and every budget since then has been designed without

furloughing employees. Despite the norm in the metropolitan area to furlough employees, especially in county governments, Douglas County never furloughed employees as a means to balance the budget. The decision not to furlough was my recommendation to the Board. This was not an easy sell since many governments were using furloughs to balance their budget. Today, the Board is very proud of the fact they did not furlough during those tough economic times.

The second achievement is increasing the County's credit rating. In the summer of 2014, the County's credit rating was raised by one level to AA. The AA rating is considered excellent for a County the size of Douglas. The rating agencies awarded the increased credit rating based on sound financial decisions, conservative fiscal policy, and a stable management.

Each year since I have been the County Administrator, the County has received both the Government Finance Officers Association of the United States and Canada (GFOA) Certificate of Achievement in Excellence in Financial Reporting and GFOA's Distinguished Budget Presentation Award. Douglas County is one of only a handful of governments in Georgia to receive both awards.

11. Please describe your leadership/management style with your elected policy making body, your department heads and your employees?

My leadership style with both my employees and department heads is one of delegation, support, and confidence. I do not believe in being a micro manager. I hold biweekly staff meetings to keep a strong pulse on my staff and the operations of the County. When necessary, I provide coaching to my department heads to provide additional direction. With such a large staff, this style of management has served me well and provides the confidence my directors need to fulfill their duties and allows me to focus on larger issues facing the county.

With the elected policy making body, my leadership style is to keep them informed and have them always equipped for issues at hand. I speak with each commissioner as least once per week either in person or telephone, some daily. I am in contact more frequently via email to provide requested information or simply inform them of a developing issue. I always treat the members of the Board with the utmost respect and I pride myself on the accuracy of the information I provide to them. I support five commissioners with a range of knowledge and expertise. My goal is to keep them informed and educated on County issues and eliminate surprises.

12. Please provide an example of a major capital project that you have managed.

For several years, Douglas County's adult detention facility had suffered from overcrowding. This aging facility was designed for an overall County population of 50,000 people. By the mid-2000s, the County's population was rapidly approaching 130,000 people. Since the old facility was simple outdated and could not be expanded, we set out on a journey to find alternative solutions as an entirely new facility was in order. Our challenge was how to build a consensus among the voters of the County to agree to a one percent sales tax increase for the purpose of a new Law Enforcement Complex and Adult Detention Facility, in a failing economy.

After the Board of Commissioners and the Sheriff had tried to pass this referendum before with other projects, only to be turned down by the voters because of politically unpopular projects, I decided it was time to ask the voters to vote for a single item referendum. This referendum would be for the new Law Enforcement Complex and Adult Detention Facility.

Once I built consensus among the Board of Commissioners, It was time for the true coalition building to begin. To start with I built alliances with the Chamber of Commerce and business and community leaders. The purpose of their involvement was for them to show the public the need for such a facility. During this time, we worked through the internal politics of the Board of Commissioners to develop a successful program and the external politics of the need, location, budget, scope, and the building aesthetics of the project.

Since this was a countywide referendum and the new facility was to be located somewhere within the county seat, we had to build and improve relationships with the City of Douglasville. This coalition took careful negotiations between me and my counterpart at the City. The referendum would only generate enough revenue for the Law Enforcement Complex and Adult Detention Facility and therefore the City would not receive one penny of the funds for any of their projects. This was a concern of the City since they has always received a generous percentage of past referendums. After many meeting with the City leaders, we gained their support for the project.

In the November 2009 general election, the referendum passed. All my hard work had paid off, now the daunting task of constructing the facility had begun.

With the passage of the referendum, I led the charge on how to devise a plan for the selection of the Program Manager, Project Manager, Architect, and General Contractor on the construction side and Legal Bond Counsel and Investment Bankers on the finance side. Since the public had voted to tax themselves we wanted the construction process to be very transparent in terms of accountability. We began work immediately and selected the top ranked firms to be our team for this project.

Dunwoody Questionnaire

This project proved to be one of the most successful construction projects of any Law Enforcement Complex and Adult Detention Facility built to date. With a total budget of \$115.7 million, the project was delivered 60 days ahead of schedule and under budget. Further, the facility achieved Leadership in Energy and Environmental Design (LEED) Certification, the first facility of its kind in Georgia and one of few Law Enforcement Complex and Adult Detention Facility in the country to receive its certification.

Because of successful coalition building we met all of the goals we set. The project was on budget, it has excellent design features, it is energy efficient, the delivery was on-time, and it will meet the needs of the County for the next 25 years.

During the early stages of the referendum I realized we were in a unique window of time, a window not seen for generations. This window was the great recession and with it came bargain pricing from the construction industry. Once again more efforts were poured into the passage of the referendum to explain this importance of timing. These efforts paid huge dividends. After watch construction cost rise consistently over the ten years prior, we were able to build the facility for a 20 percent discount from 2007 pricing estimates. This was a great victory for the County and its citizens.

I would be remiss without mentioning one of the most challenging yet rewarding issues of this project, the location. Before passing the referendum, the public demanded to know where the new Law Enforcement Complex and Adult Detention Facility would be constructed. Without this decision, the referendum would be defeated.

The old facility was located downtown. This location for the new Law Enforcement Complex and Adult Detention Facility drew much objection for nearby residents and business owners. Without their support, the vote was doomed. Therefore, I included them on the search committee for a new location. I identified a 40 acres tract that was adjacent to the 40 acres County Courthouse Campus. This location was bordered by the interstate, a state highway, and a natural stream buffer. The community loved the new location. This location also allows for future expansion of the government complex and it co-located with the Emergency Operations Center and 911 facilities.

The acquisition of this tract took careful negotiations since it was not only valuable land due to its location, but it also contained a viable business. At the end of the day, I was able to reach consensus between my Board and the landowner to successfully acquire the property a couple of months prior to the referendum.

13. Do you have any experience in economic sustainability in a suburban community? Can you describe the elements of economic sustainability and how you have used the elements in projects?

Having worked in suburban communities all of my career, I understand the concept of economic sustainability and its importance in a community. However, my role with economic development is a support role. The Development Authority handles economic development in Douglas County; therefore, there is a clear line of distinction between role of the County government and the role of the Authority.

14. Please describe your economic development experience and provide an example of one economic or industrial development project you moved forward in your community.

One of the many roles for a government is to support economic development. In Douglas County, the Development Authority handles economic development. As a line item in the County's Budget, the Development Authority coordinates economic development project with my office and the Board. Two examples of landing major companies to Douglas County include Google and Keurig. Both of these companies required high levels of confidentiality and short timelines for decisions and approvals. In both cases, I was able to coordinate the County's role with the Development Authority to make these projects successful for Douglas County.

15. Is the resume that we have for you accurate and current? If not, please explain any discrepancies.

The resume I submitted for this position is accurate and current and shows my tenure with Douglas County as well as the Board's belief in me with two promotions.

16. Are you currently employed?

I am currently employed as the County Administrator for Douglas County, Georgia.

- 17. Should you become a finalist candidate, we will perform education, credit, civil, criminal and motor vehicle court records, internet search and reference checks on you. In doing so, will we find anything that you need to explain in advance?**

Should I become a finalist candidate, you will find all of my background information is in good order without the need to explain in advance.

- 18. Have you ever been fired or resigned under pressure from a job? If so, please explain.**

I have never been fired or resigned under pressure from a job.

- 19. Have you ever sued an employer or been sued by an employer or employee? If yes, please explain.**

I have never sued an employer or been sued by an employer or employee.

- 20. What is your present or most recent salary and your anticipated beginning pay (if any)?**

Deleted by Heneghan - Final contract will be public at time of Council approval.