

Section 15

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING

Section 15

William “Bill” P. Shanahan

*Gainesville City Manager
Candidate Report*

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Cover Letter and Resume

William P. Shanahan Jr.

305 Rose Garden Ct., Rock Hill, SC 29732
Cell Phone (706) 832-7625
E-Mail: Bills12342@yahoo.com

Colin Baenziger/David Collier
Colin Baenziger & Associates
Executive Recruiters

07/29/2019

Dear Colin and David:

Please accept my resume and cover letter for the City Manager's Position for the City of Gainesville, Florida. I believe my local government experience, military experience, education, and ICMA Manager Credentials make me a good fit to aid the Board of Commissioners to attain the goals of the City of Gainesville.

Until June 28, 2019, I worked for York County, S.C., with 1,200 employees, \$460,000,000 Aaa budget, and 274,000 + citizens. Some of our current projects were: \$115 Million in current building projects, \$70 Million of on-going road projects, Creating/Implementing Impact Fees, Creating/Implementing a Stormwater Utility District Fee, Upgrading our volunteer Fire Department, and 14 Completed Economic Development Projects with 2,346 jobs generated and \$166 Million in capital investment.

My goal as the City Manager would be to ensure the Commission have the needed information to make decisions and implement goals that benefit their citizens. In addition, I will bring solutions and alternatives and effectively implement those decisions once made. I consider my most valuable assets to be my professionalism and my ability to remain consistent and calm—particularly under stressful circumstances.

Being an active member of the United States Air Force, I have had the privilege of living in several European countries. This cross-cultural interaction has provided me with the insight to help bring citizens, employees, and elected officials together and create consensus. The secret is simple: open and honest communication, a desire for win/win solutions, qualified staff, and an understanding that different is not bad. This does not always mean that the answer to the request is "yes," sometimes a "no" is what is best for the local government and its citizens; but, it does mean remembering that we are all on the same team and everybody understands why the decision was made.

My understanding of creating and streamlining government organizations/processes comes from seven of my twenty years in the United States Air Force, where I worked as an Industrial Engineer, working as a Management Analyst for the City of Savannah, GA, and being a part of several re-organizations over the course of my career. My experience building and upgrading processes has taught me that citizens support transparent efficient processes.

I understand that economic development is more than just job creation. It is also ensuring we have the infrastructure needed to support the growth within the community (strategic planning) and understanding that one entity cannot manage economic development. You have to work with other agencies/governments, both internal and external, businesses, and citizens. A major component of Economic Development, which is often overlooked, is ensuring that your community provides a desirable quality of life. This is vital in bringing and/or keeping employees in the community. Finally, you must remember that the cost of your plan needs to justify the benefits to the community.

Realizing this summary, as well as my resume, cannot adequately communicate my qualifications, I would appreciate meeting to discuss the skills needed for this position. I can be reach at the above phone numbers or e-mail address.

Thank you,

Signed

William P. Shanahan Jr.
County Manager, York County, S.C.

William P. Shanahan Jr.

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Cell Phone (706) 832-7625
E-Mail: Bills12342@Yahoo.com

OBJECTIVE: To be hired as the next City Manager for the City of Gainesville, Florida.

SUMMARY: Highly accomplished manager with twenty-two (22) years of managing experience in local government with expertise in the following areas: Growth Management, Consensus Builder, Intergovernmental Management, Team Builder, Change Agent, Economic Development, Local Government Budgets, Communications, and Strategic Planning. Uniquely skilled at building relationships, resolving issues, and resolving dispute resolution, providing outstanding customer service, and leading teams to deliver optimum results.

CURRENT WORK EXPERIENCE:

York County, S.C. (1,200 Employees) (6 South Congress St, York, S.C. 20745, 803-684-8511, Salary: \$194,300)
(County Rating of Aaa)

09/13 – Present: **County Manager:** Provide for the daily oversight and long range planning of York County administration and operations. (Administration, Human Resources, Procurement, Economic Development, Public Works, Engineering, Finance, Assessor, Auditor are direct reports.)

Accomplishments:

- Recognized, by media, for the last two years as best in the nation for Economic Development for a county our size. (5,000 new jobs in 4 years.)
- Fiscally Sound, one of the stronger budgets (Aaa) in the State as briefed by our Auditors.
- \$115 million worth on-going building construction on time and on budget.
- \$90 million worth of on-going road construction on time and on budget.
- Completed and implementing the York County Comprehensive Plan.
- Reorganized both the HR and Planning Departments.

City of Augusta, GA (2,700 FTE of which I was responsible for 1,150, Budget responsibility was \$180,000,000.)
(Salary \$118,500.00) (530 Green St, Augusta, Ga 30907, 706-821-2400)

03/11 – 09/13 **Deputy Administrator:** Supervised the day-to-day operations of the Engineering (Roads, Traffic, Construction, and Engineering), Public Safety (Corrections, Fire Department, 911, and Animal Services), Recreation (Recreation, Building Maintenance, and Cemetery), Environmental Services, and Utilities (Water, Sewer, and Infrastructure) Departments.

Accomplishments:

- Identified and fixed violations with the E-911 Department in reference to GCIC.
- As Interim Director, we reorganized the Augusta Fire Department from three to two Battalions to reduce overtime costs, improved processes, created a "Fire Team", and increased moral. Reorganized the department and created and implemented new SOPs.
- As Interim Director for the Recreation Department we reorganized the timecard process.
- As Interim Director of the H.R. Department we reorganized the whole department to improve all processes and stop employee complaints.

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- City/County Liaison to Housing and Development. Worked with staff in the areas of Community Housing Development Organization (CHUDO) and Home Investment Partnership Program to expand the supply of decent and affordable housing for low and very low income citizens. In addition, our goal was to create and strengthen partnerships among all levels of government and the private sector, including for-profit and nonprofit organizations, to produce and/or manage affordable housing.

City of St. Marys, Georgia (418 Osborne St., St. Marys, GA 31558, 912-510-4000)

04/04 – 03/2011 City Manager: Managed the daily operations of the City by serving as a liaison between the Mayor, Council, and the public.

Accomplishments:

- Acting Chief of Police for my first four months of employment.
- Brought together the governments, within the County, and we, as a team, created a Service Delivery Plan without hiring Consultants.
- Reduced FTE's from 199 to 157 without layoffs.
- Upgraded the Point Peter WWTP from .8 MGD to 4 MGD in approximately 36 months which was under budget and under schedule.

Habersham County Board of Commissioners (555 Monroe, St., Unit 20, Clarkesville, GA 30523, 706-839-0200)

12/02 – 04/04 County Manager: Managed the daily operations of the County.

Accomplishments:

- First manager under the Commission/Manager form of Government.
- Streamlined processes to improve productivity.
- Developed and implemented long range plans and attached them to the budget.
- Restructured the Fire Department making it more responsive to citizen needs.

Camden County Board of Commissioners (200 E. 4th St., PO Box 99, Woodbine, GA 31569, 912-576-5601)

11/01-12/02 Assistant County Administrator: I supervised the work of personnel involved in general services, to include Administrative, Animal Control, and Human Resources. Media representative.

Liberty County Board of Commissioner: (RM 201, Courthouse Annex, 112N. Main St., Hinesville, GA 31310, 912-876-2164)

12/99-11/01 Assistant County Administrator: Directed and administered purchasing, fixed assets, and computer operations of the County. I administered the County's pay plan and performance appraisal system. Media representative.

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City of Savannah (P.O. Box 1027, 2 E. Bay St., Savannah, GA 31401, 706-651-6415)

03/96-12/99 **Special Projects Manager:** (Bureau of Public Development) I conducted studies of management and/or budgetary issues to include performance assessment, staffing analysis, cost benefit analysis, and determining performance measures for Bureau and City wide service areas.

Management Analyst: Performed professional analytical work in identifying, defining, analyzing, and recommending solutions to a variety of management systems and/or budgeting problems and to do related work.

United States Air Force: (Total Time Active Duty, 20 Years) (D.D. Fm. 214 Available)

02/76-02/96 **Superintendent of Personnel/Resource Management (Manpower Craftsman)**
Assistant Superintendent of Law Enforcement (Security Craftsman)

QUALIFICATIONS:

Education:

- 1995 *MPA, City University, Washington*
- 1992 B.S. Vocational Education Studies, Southern Illinois University
- 1991 A.S. Personnel Administration, Community College of the Air Force
- 1991 A.S. Criminal Justice, Community College of the Air Force

Accomplishments:

- 2015 Completed the South Carolina Economic Development Institute
- 2012 *Certified Mediator, UGA and Gatlin Education Services*
- 2007 Graduated the UGA Planning Institute
- 2007 *Nims (Incident Command System) Training: 100, 200, 402, 700, and 800*
- 2007 *Introductory Governmental Accounting, University of Georgia*
- 2006 *ICMA Credentialed Manager (Still Credentialed)*
- 2005 County Commissions Training Program (Certified County Official)
- 2005 Recovery from Disaster/Hurricane Conference
- 2004 Regional Economic and Leadership Development
- 1999 Certificate of Public Management, University of Georgia

Candidate Introduction

William P. Shanahan Jr.

EDUCATION:

Master of Public Administration, City University, Bellevue, Washington State
Bachelor of Science, Vocational Education Studies, Southern Illinois University, Charleston Division
Associate of Science, Personnel Administration, Community College of the Air Force
Associate of Science, Criminal Justice, Community College of the Air Force

EXPERIENCE:

County Manager, York County, S.C. (Will continue to be paid as “on call” until 03/2020)	09/2013 – 06/2019
Deputy Administrator, Augusta, GA.	03/2011 – 09/2013
City Manager, City of St. Marys, GA.	04/2004 – 03/2011
County Manager, Habersham County, GA.	12/2002 – 04/2004
Assistant County Administrator, Camden County, GA.	11/2001 – 12/2002
Assistant County Administrator, Liberty County, GA	12/1999 – 11/2001
Special Projects Manager/Analyst, Savannah, GA	03/1996 – 12/1999
Superintendent of Personnel and Resource Management	02/1976 – 02/1996
Assistant Superintendent of Law Enforcement, USAF	

BACKGROUND:

Situated in northcentral South Carolina York County is one of the most attractive places to live, work and play in the southeast. York County is the 2nd largest County in the Charlotte Metropolitan Area with a population of 274,118. Strategically located in the center of the East Coast, York County is South Carolina’s seventh largest county and enjoys the advantage of being part of the greater Charlotte metropolitan region, an area consisting of over 2.5 million people living in sixteen counties between North and South Carolina. Due to being approximately 25 miles South of the City of Charlotte and Charlotte International Airport, Columbia 80 miles to the South, Charleston ports being 192 miles and I77 running North to South through the Eastern side of York County from Charlotte to Columbia meeting I26 which goes East to Charleston, we are in the perfect location for quick growth. (So much so that the South Carolina Panthers are looking at York County as their new training location.) In the last three years, York County has been able to bring approximately 5,000 new jobs with companies such as Schuff Steel Company, QIMS, Linde Hydraulics Corporation, Round Point Mortgage Corporation and still purchase 1,900 acres on the Catawba River, at a cost of \$21 Million for green space.

The York County Manager directly supervises ten employees (3 deputies, 4 directors, and a POI and Executive Assistant.) York County currently employs 1,200 personnel. The York County General fund budget is \$152 Million and our total budget is \$470 million. Currently, York County

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is completing a \$115 million building project (Administrative Facility, Public Works Complex, Magistrates (2) Buildings, Moss Justice Center, and a Family Court House.). While completed facilities are on time and budget, the weather has slowed down the Court House. Based on current costs, we believe upon completion all facilities will be on budget (\$115 Million). In addition, we have \$90 million of ongoing road projects due to our roads sale tax program. Called Pennies, we have done well enough that our citizens have voted to extend the program for another 7 years, which will provide us with another \$277 million for roads. At the end of the Penny's 4 Program, York County will have spent approximately \$1 billion for local roads in 27 years.

The three major issues facing York County are:

- a. **Growth Management:** York County Council have realized that growth management includes a combination of economic development, infrastructure, residential development, roads, and greenspace/parks to manage future growth in a way that improves quality of life in the county. While these are different disciplines, they need to be working together and not in individual vacuums to be successful. We want to keep those quality of life issues that bring people to York County even with the rapid growth.
- b. **Roads Program:** Our citizens have approved, by referendum, another \$277 million in road improvements throughout York County. This process includes the roads to be built in order of priority and a maintenance budget for already built roads. (Both state and local roads.) Now that the plan is in place, we need to ensure that we do what was approved or this program will go away. (The only issue with this program is that the roads listed by order of priority are identified by a citizen committee and not the Council or York County Staff.) This program actually pays the state to maintain their roads, municipalities to maintain their roads, and we have created an internal maintenance road program for county roads. The internal maintenance road program shows hard dollar savings (\$1 million last year projected \$3 million this year) and better quality then we have had using outside construction crews to do this work.
- c. **Fire Service:** York County has a volunteer fire service which consists of 18 Departments, 8 of which are in special tax districts. There is no real control/accountability on how the money is being spent and studies show that we have too much equipment and facilities. Our main issue is not enough volunteers to man that stations as needed. Currently, MOUs between the volunteer departments and municipalities help us meet needs, this is just a band aid due to future growth. Also, the mission of fire departments is changing. We are having a lot less fire responses and a lot more medical and accident responses. We have to change the way we do things in order to ensure the safety of our citizens. However, creating a county fire department with both fulltime employees and volunteers, while needed, is a very political process. Volunteer Fire Chiefs who admit there is a need are currently not willing to give up their authority. In addition, a County Fire Department would have to follow mandated training and physical fitness programs, which is not happening at this time. A ten year master plan has been created and now needs to be followed.

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GENERAL MANAGEMENT STYLE AND EXPERIENCE:

As I briefed my Council six months ago, while we are doing great things in York County and we are moving in the right direction as per our comprehensive plan and the goals presented when I started. So, I am looking for new challenges. When reading the brochure for the City of Gainesville, I saw several needs that caught my attention. Things such as: looking for a manager who is action oriented and progressive, someone who will partner with staff, elected officials, and citizens, a mentor, and someone who identifies goals and provides the resources and training to get the job done. I believe my work history show me as a manager; who, by working with the Council, Citizens, Staff, and outside organizations thrives on process improvement, eliminating waste, and constantly looking for ways to be better. You cannot accomplish the things that my past organizations have without working together and creating an environment of trust and realizing that one person cannot do everything.

I believe my staff would tell you that I let my experts be experts. I ensure that they have the resources and training to do the job and I let them do it. I am there when they need me and I believe that a great leader gets more done using a team approach. We set goals and hold individuals accountable; but, we also ensure that staff have the training and resources to do the job. Accountability means we understand why things don't happen as planned before we take action. Accountability also means giving your staff the authority to make changes when it makes the process better. (Understanding that the manager is kept in the loop.)

My elected officials have briefed me that I am seen as a manager who gets the job done and keeps them in the loop. They know that I will give them the best recommendations in reference to getting the job done. But the bottom line is once they make a decision; they know, I will give 100% to complete it. The Council know that I believe in a team approach and they can trust me to keep them in the loop no matter what the situation. Both staff and elected officials would use words like: high energy, ethical, fair, available, team builder, planner, professional, committed, community centered, and likes schedules and metrics. (Some examples of results of this would be the recent upgrade of our bond rating to Aaa, building construction completed, and road construction projects completed, and reorganization of the Planning Department to be more efficient.) Also, while the Deputy Administrator in the City of Augusta I was the Interim director for the Recreation, HR, and Fire Departments at the same time. This could not have happened without both staff and my Administrator working with me as a team.)

I believe my strength is that once a goal is established, I want to get it done. Once the Council and Citizens have approved of a goal, I believe we need to come up with a plan, identify costs, and move forward.

My biggest weakness in the past has been that I automatically trust you. While, most of the time this has allowed for professional staff to get things done. (Normally better than I have requested.) Sometimes, this allows those not so professional staff, for a very short time, not to do what they are being paid to do. So, while I do trust my professional staff, I also verify what is being said.

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The metrics used depends on the process being measured. I have found that the best approach is to first identify what the end result should be. Then, identify a process, with as little waste as possible, to get to the end result desired. Finally, create a schedule of steps to complete the process. I would use this information to create metrics to measure whether or not we are meeting our goals. I would not waste time using metrics to measure issues that are not important. Metrics need to mean something.

I am very proud of being able to manage and reorganize three departments that were in trouble, when I first arrived at the City of Augusta. This is an example of why team works. The Fire Department issue was brought to light in a Commission meeting. A public complaint was made by staff in reference to mismanagement in the department. An investigation showed this was the case and the Fire Chief and his two deputies retired pretty quickly. Working with the battalion chiefs and the training director, we were able to identify areas of weakness in: staffing, facilities, training, and equipment. Over the next three months, working as a team, we were able to move equipment where needed, staff based on skills, abilities, and education rather than friendships, reduce the number of battalions from 5 to 3, thereby reducing the number of chiefs needed. I believe my ability to guide and create consensus allowed what started as a major issue to become a complete reorganization that benefited the City.

While this was going on we were getting major complaints about HR customer service lacking. While this was not my department, I was directed by the Administrator to “fix it.” Investigations revealed that employees had no training or resources to do their jobs. In addition, the organization and processes did not serve the employees. Working with staff, who wanted to do a great job, we put the right people in the right positions based on skills and education. We streamlined our process by identifying and eliminating waste. Upon completion of this process, as requested by the Deputy Administrator that H.R. actually reported too, we had a consultant look at and approve our new organization. We finished this process by hiring an H.R. Director from outside of the organization.

Finally, while this was going on, we had to terminate the Recreation Director. The issue had to do with when and if people came to work. Working with Administrative Staff we came up with a new automated time card process with enough checks to ensure that employees were actually working. My pride does not come from the fact I was able to manage the three departments, with major issues, at the same time; it was that I got the staff on the same page, working together, to create something better than we had at the beginning. This was a successful reorganization, conducted from within, with a group of employees who wanted to do the right thing.

My biggest failure happened while I was an Industrial Engineer in the USAF. I was assigned the task of identifying why a department was not meeting their goals and make recommendations to correct it. When I got there, I realized that they had a newly promoted supervisor who was unsure of both herself and the process. While it was not a major issue, somehow I convinced the new supervisor that I was out to replace her and all access to information that could help the situation stopped. I believe that I probably came in to cocky and did not show the respect needed. So, I

William P. Shanahan Jr.

contacted my commander and advised her what had happened and requested that another engineer/analyst take over the process. While I was still able to help by evaluating the information collected, I failed by losing the trust of my customer. Since that time I have tried very hard to make sure that my customers are supported. I do my best to create an environment where the customer understands that they can trust the organization. My goal is to ensure that my customer knows they are my first priority.

While I have fired people, I do not like to do this. It is always the last resort. The first thing I do is ensure that I completely understand the situation. Then I look to see if the organization has followed our own policy. (Progressive discipline, documentation, training, and resources) If we have, I meet with the employee explain the situation and advise them that they will no longer be working for the organization. This is not something I enjoy; but, the organization has to be our priority.

I believe, based on the available information, the City of Gainesville has the following challenges:

- a. Review the Comprehensive Plan with both staff and Elected Officials to identify ways to improve the quality of life for our citizens. (economic development, infrastructure, residential development, roads, and greenspace) Making sure our citizens are either aware or a part of this process.
- b. Create and organizational review to include the organization structure, staffing, and identifying waste.
- c. Put together a committee who are able to think outside of the box and come up with ways to fund services rather than just raising taxes.
- d. Continue to implement the Blue Ribbon Citizen Panel goals.
- e. Meet with both internal and external actors and start building trust and look for “win win” solutions for all of us.

During the first six months my efforts will involve: (I would like to start the below process before starting work at the City of Gainesville.)

- a. Meet with each Commission Member individually. I would ask them about their goals and priorities for both myself and the community. I would use this time to come up with a way to communicate that will meet the needs of the whole Commission.
- b. Meet with Employees. I need to know my staff and they need to know me. The sooner they know me, my expectations, and vision, the easier it will be to gain their trust and support.
- c. Reach out to the entire community. A new manager is a time of transition for the entire community. I would want to make sure that local groups, committees and organizations new what to expect from me. I would also like to know what is important to them.
- d. Assess past decisions, financial position, and review future trends/plans.

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- e. Ensure day to day expectations are being met. (Reviewing current performance measures to ensure staff and I are meeting current goals and if not what do we need to do to correct this.)

I want the media to be a part of my team. By working with the media and gaining their trust, they will present the City's message to the community.

Currently, I ensure that any news worthy information is sent to the media asap. I also make personal appearances as often as needed. I always ensure the elected official know before it happens.

There is nothing in my background that would embarrass the City of Gainesville if it became public knowledge.

Working with our PIO and H.R. Department York County we have implemented social media such as face book and twitter to ensure our messages get out. However, on our website we have a program called notify me. Once our citizens sign up, we send them information either using text or email in reference to: Calendars, Agenda Items, News Flashes, Bid Postings, and Boards and Commission information.

I do not believe that there are any community activists that will contact the City with dirt on me. I have terminated or requested past employees retire who might still be mad at me. But, no dirt.

In my leisure time I am either hanging out with my wife and/or kids, listening to Motown, at the gym, watching a movie, or mountain biking.

SIX ADJECTIVES OR PHRASES YOU WOULD USE TO DESCRIBE YOURSELF:

- a. Honest/Ethical
- b. High Energy/Proactive
- c. Appreciates Diversity
- d. Accessible and willing to listen.
- e. Loyal
- f. Strategic Planner

REASON FOR WANTING TO LEAVE CURRENT JOB

I am looking for a new challenge. I believe working with the Commission, we will be able to meet the goals of the City of Gainesville. I have worked at York County for 5 years and 6 months and we have accomplished a lot in the areas of Economic Development, Road Improvement, Capital Building Projects, Completed the new Comprehensive Plan, and went from an AA+ to an Aaa

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Bond rating. So, six months ago I briefed my Council that I would be looking for new challenges. What I read in your Brochure about the City of Gainesville excited me and I believe that I can working with the Commission be an asset in helping them reach their goals.

CURRENT/MOST RECENT OR RELEVANT SALARY

\$194,300 of which \$7,000 was a vehicle allowance.

CB&A Background Checks

**Background Check Summary for
WILLIAM “BILL” P. SHANAHAN**

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
York County, SC	No Records Found
Richmond County, GA	No Records Found
Camden County, GA	No Records Found
State	
South Carolina	No Records Found
Georgia	No Records Found

Civil Records Checks:

County	
York County, SC	No Records Found
Richmond County, GA	No Records Found
Camden County, GA	No Records Found
Federal	
South Carolina	No Records Found
Georgia	No Records Found

Motor Vehicle

South Carolina August 2018 - Accident

Credit Excellent

Bankruptcy No Records Found

Education Confirmed

Employment Confirmed

Under the Fair Credit Reporting Act, 15 U.S.C. 1681-1681Y, credit and bankruptcy information are very sensitive and should not be used in the consideration of hiring. The information is included for each candidate because we do not want you to be surprised if third parties raise what they consider to be a concern.

**Background Check Summary for
WILLIAM "BILL" P. SHANAHAN
Personal Disclosure**

Personal Disclosure Questionnaire


Name of Applicant: William P. Shanahan Jr.

The following questions are designed so that we will be able to make full disclosure to our client concerning your background. Please answer them honestly. Cutting corners or misrepresenting your past will result in you being eliminated from all further searches conducted by this firm. We understand that frivolous charges are sometimes made and that charges do not mean you were guilty. We also understand that you may have been wronged and needed to seek compensation. The bottom line is that we want to be certain that our client is fully informed. If you have any questions, please contact us for clarification.

Please explain any yes answers on a separate sheet of paper.

1. Have you ever been charged or convicted of a felony?
Yes No x
2. Have you ever been accused of or have been involved in a domestic violence or abuse incident?
Yes No x
3. Have you ever declared bankruptcy or been an owner in a business that did so?
Yes No x
4. Have you ever been the subject of a civil rights violation complaint that was investigated or resulted in a lawsuit?
Yes No x
5. Have you ever been the subject of a sexual harassment complaint that was investigated or resulted in a lawsuit?
Yes No x
6. Have you ever been convicted of driving while intoxicated?
Yes No x
7. Have you ever sued a current or former employer?
Yes No x
8. Do you have a personal My Space, Face Book or other type of Web Page?
Yes No x
9. Do you have a personal Twitter Account?
Yes No x
10. Is there anything else in your background that, if made public, would cause you, our client or our firm embarrassment if it came to light through the press or any other mechanism?
Yes No x
11. Please provide a list of any lawsuits in which you are or have been a party either as plaintiff or defendant.
N/A

Attested to:


Signature of Applicant

Please email this form via PDF DOCUMENT to Lynelle@cb-asso.com or via fax to (888) 539-6531 no later than 5:00 PM PST 07/08/19.

(Note: Please be sure to sign the form with your actual signature if you are sending Fax or PDF Document)

CB&A Reference Notes

Reference Notes
William “Bill” P. Shanahan

Robert Winkler – Councilmember, York County, SC 803-230-7836

Mr. Winkler was elected to the Council in 2014. He is also a representative for the Association of Counties. Mr. Winkler has received a great deal of positive feedback from Association Board Members when Mr. Shanahan presented information to them. York County is the envy of the state in terms of their job growth and the way they work.

Mr. Shanahan made tough personnel decisions. He had high expectations for staff and some of them left after he arrived who were set in their ways and did not want to change. Everyone he hired was an upgrade from the employee they replaced. He tries to make good decisions in general and to please Council when they want something done. He backs decisions with his thought process. He rallies the troops around the vision of the Council more than he manages processes. He responds well to stress and was a big believer that even though he did not handle everything himself, the buck stopped with him. He did not blame others.

As a manager Mr. Shanahan is a change agent and he maintains the organization at a high level. He introduced a Citizens 101 class where residents could learn more about government. It was a six month course, ½ day per month, led by department heads. He held community speaking tours to talk about the budget. When the Council put together their goals at a retreat, he shared these goals with different communities so they understood the priorities. He was very involved in the community. The constituents have given much positive feedback regarding their interactions with them, they appreciated his visibility in the community and how approachable he was when they had an issue.

The County had a bond referendum totaling \$100 million for new buildings and construction. Mr. Shanahan was instructed to overbuild by 20% to prepare for future growth. He put the team together, worked with the consultant to analyze how much space was needed, created a plan, and presented it to the public. The referendum was passed with over 70% approval.

The County has a tremendous CFO but Mr. Shanahan was involved in every aspect of the budget. He was very knowledgeable of the processes and numbers. He could not accomplish everything that all seven Councilmembers wanted all the time, but he was very timely when given a reasonable goal. The referendum had important timelines that he met. They disbanded the tax district and he met every deadline in the process. While he did not meet all the growth management goals, they are the 3rd or 4th fastest growing county in the entire Country so he still did quite well.

Personnel issues are controversial but those that Mr. Shanahan addressed were with employees he inherited, not those he hired. He had to make tough decisions at times. His background is clear of any incident that would concern an employer. Councilmembers who represent the fast growing parts of the County felt like he and the Council did not react to their concerns as fast as they wanted but the County represents every community, not just the fast growing ones. When the County does something in one district, it affects the other districts and therefore decisions have to be carefully considered.

Reference Notes
William “Bill” P. Shanahan

Mr. Winkler would hire Mr. Shanahan and wishes he were still the manager for York County. While Mr. Winkler has never worked with another County Manager, he has worked with many managers in the private sector. Mr. Shanahan is a good Manager.

Words or phrases used to describe Bill Shanahan:

- Good person,
- Honest,
- Approachable,
- Tells you when he does not know the answer,
- Very people oriented, and
- Analytical.

Strengths: Very people oriented, very good at analyzing the issues, structured, has a military background, always listens to others even when he could not give them what they wanted.

Weaknesses: Some Councilmembers felt like communication between management and Council was not at the level they wanted. However, Mr. Winkler did not want much communication on day to day issues, that is why they hire a manager.

Michael Kendree – County Attorney, York County, SC 803-684-4851

Mr. Kendree has known Mr. Shanahan since 2013. Their relationship is one chiefly of attorney representation of County business. However, by virtue of similarities of projects, they became friends and Mr. Kendree can speak to Mr. Shanahan’s character as well.

Mr. Shanahan’s performance was good overall. York County has a booming economy, many access points with constituents, seven board members, and competing development pressures. They have a rural section of the County in addition to the urban component. He came in with a number of tasks to perform and transitioned smoothly.

Mr. Shanahan was tasked with evaluating fire protection services and did well because he is analytical. He made recommendations on diverse districts with influences at play and coalesced a strategy that worked over time. He is very supportive of his staff and has a fair mind with employee issues, he is always focused on the overall objective of the government. He evaluates each employee issue independently and does not prejudge the issues, taking in all the competing factors and rendering a decision when necessary. He takes the time to speak to individuals and witnesses and reaches conclusions that further the County objectives.

Mr. Shanahan did better than average in terms of hiring. He made sound and beneficial hires that improved departments in York County. He assembles a team so he has different points of view

Reference Notes
William “Bill” P. Shanahan

and hires in a deliberate fashion. He is not influenced by other’s input, he understands the importance of hiring the right staff. He is deliberate when making decisions in general. He values the input of his deputies and considers their views. When it is time to make the decision, he owns it and moves forward.

Some of Mr. Shanahan’s assistants were purely change agents which is problematic in a well run County like York County. He had pressure from staff to make changes but asked them to prove why the change was necessary before implementing it. He was tasked with maintaining operations and improving where he could. He listens to the staff.

Working with others Mr. Shanahan suggested the innovative idea to purchase 1,900 acres for preservation purposes, which is out of the ordinary for local government. The land has over a mile of waterfront on a river. He assisted in brokering the deal with the property owner, which has been a large success in York County and was well received in the community.

When it comes to being in the public Mr. Shanahan not only attended the mandated meetings but had a presence in the community and considered that to be part of his responsibility. He was very visible. The feedback from the public that Mr. Kendree has heard was that Mr. Shanahan comported himself well. He answered questions and was engaged.

Some managers can fall victim to not keeping their attorney informed. While Mr. Shanahan did not tell Mr. Kendree everything, he communicated appropriately by asking questions and sharing pertinent information. Mr. Kendree was comfortable with the level of communication they had.

Mr. Shanahan worked with the Assistant Manager, Fire Chief, County Fire Director, volunteer organizations and a consultant hired to evaluate and report on the Fire department. They wanted to change the way that the department was run but they work with with independent volunteer organizations and fire suppression services, so they included them in the process. Mr. Shanahan was primarily responsible and led the process to a positive result.

While the Treasurer is hired by the Council, Mr. Shanahan marshalled the applicants. The individual they picked is very skilled. Working together, they managed large financial components, tax districts, and referendums. Mr. Shanahan is strong enough in finance to be able to lead discussions related to these matters.

Compared to previous managers Mr. Shanahan is very timely in completing assignments. Some might want results immediately but the issues are complicated in York County with its competing issues. He never made decisions slowly, but did take time to research when necessary.

Mr. Shanahan’s position is stressful but he never raised his voice or let the stress affect him. He always handles himself professionally with the utmost respect for the people on the other side, which is one of his greatest strengths. He truly treats people fairly.

Reference Notes
William “Bill” P. Shanahan

One instance of controversy was Mr. Shanahan having to provide written testimony in a personnel matter in a former district but it never made the papers. He never acted in such a way to be in the newspapers in York County. While Mr. Shanahan could not make everyone happy with the decisions he made, Mr. Kendree cannot point to anyone in particular who would disagree with the statements in this reference.

Mr. Kendree recommends Mr. Shanahan without any qualms whatsoever and really enjoyed working with him. He was a good Manager for York County.

Words or phrases used to describe Bill Shanahan:

- Professional,
- Deliberate,
- Encouraging of staff,
- Ethical,
- Strong leadership, and
- Honorable man.

Strengths: Analytical, very supportive of staff, player’s coach, honorable man, fair minded, ethical individual.

Weaknesses: With all of the competing and varying views of what is important, he tried to be everyone’s savior and coalesce on the issues rather than offending one person. However, this is a lawyer speaking who offends someone every time he talks and the difference in approach might be attributable to their professions.

Kevin Madden – Deputy County Manager, York County, SC 803-620-5673

Mr. Madden was the County Audit Partner and he worked with Mr. Shanahan in that capacity from 2013 to 2016. In 2016 he was hired as the Deputy County Manager. Mr. Madden enjoyed working with Mr. Shanahan quite a bit. Mr. Shanahan never lied to him, did not micro manage him, and helped him complete what he was assigned.

Mr. Shanahan is outstanding. He comes across as a normal person so citizens like him and can relate to him. When someone does not get their way, they are not as resentful because he always listens to them and they feel heard. He also explains why he made the decision that he did. He always kept the staff informed and spoke to Mr. Madden on a daily basis.

The County staff improved with the hires that Mr. Shanahan made. The new hires were stronger employees than those they replaced. The employees who were not performing well left because he would not do their job for them. He faced backlash on one hire because while this person was capable they did not have much experience in the area. However, this employee continues to

Reference Notes
William “Bill” P. Shanahan

perform well in her role, and she has followed the rules while keeping everyone else within the boundaries, which has prevented the County from getting into trouble. Some Councilmembers see this employee as a road block because they do not always want to follow the rules. His decisions in general are good.

Mr. Shanahan is both a leader and a manager. He trusts department heads to do their job and if they have a better idea, he listens to it and will facilitate it the best he can if he believes it has value. He is innovative. The County was not performing at a high level when he was hired, but he raised performance to the highest level it has ever been. He trusts the department heads unless they prove they cannot be trusted. It is impossible to describe how much they were able to accomplish together.

Mr. Shanahan is often out in the community and his personality meshes really well with the public. Some managers seem aloof, but he is someone that anyone in the community can talk to and respect. Citizens called him all the time and he listened to them even when he could not give them what they wanted.

One issue that Mr. Shanahan addressed was performance related. He shifted the organization from a flat raise to a merit based raise. They had to move up the appraisal time, which was a significant endeavor. He worked with everyone to help them understand what was happening and why it was happening, and they were able to make this change which has had a good impact across the board. When employees receive a low raise it forces a discussion between them and their manager, and they realize they need to improve. This change has had a lasting impact on how the organization performs year to year. He is timely in completing assignments. He is mellow and does not become stressed. He looks at the issues and addresses them rather than ignoring them.

Controversy always exists in County government. The hiring situation mentioned earlier was a turning point between Mr. Shanahan and some of the Councilmembers. A Director mismanaged some of his responsibilities and then resigned before he could be fired. He did not acknowledge what he did and lied about it. This situation had a huge impact throughout the County with those who did not know the details of his mismanagement. Another controversy was the Penny’s program which is a sales tax that the County uses to fix roads. The program goes to a vote every two years and is always controversial. The County decides which roads will be fixed and lists them on the referendum in the order that they will be addressed. One person on the committee wanted a certain road on the list and tried to force Mr. Madden to change his revenue estimates so this road could be on the list. Mr. Madden would not falsify his estimates and it became a big to-do. In the end, they made a resolution to put the road on the referendum with an asterisk by it and it will be fixed if they can afford to fix it.

Nothing in Mr. Shanahan’s conduct or background would concern an employer. While some might disagree with the statements in this reference Mr. Madden was not comfortable speaking for them.

Reference Notes
William “Bill” P. Shanahan

Mr. Madden would hire Mr. Shanahan, he is the longest serving Manager in York County since 1991. He is a good person and has done very well but politics eventually caught up with him. The County is better off from having him as their Manager.

Words or phrases used to describe Bill Shanahan:

- Well travelled,
- Happy,
- Does a good job,
- Takes pride in how everyone performs at the County,
- Open,
- Easy to talk to,
- Honest.

Strengths: Easy going personality – not arrogant or condescending, facilitates good discussions between Directors, listens to everyone and lets them make their point then digests the data and makes a decision.

Weaknesses: Perhaps he could be more blunt with people or crack the whip a little harder, instead of listening for twenty minutes before shutting them down.

Chris James – Fire Chief and Emergency Manager, City of Augusta, SC 706-627-2209

Mr. James has known Mr. Shanahan since 2011. Mr. Shanahan’s job performance was exemplary. He had a good way of knowing when to guide employees and when to let them do their job. He let department heads manage their responsibilities and assisted them when they needed it. He encouraged them to move forward and encouraged growth.

Mr. Shanahan made good decisions when hiring personnel. His decisions in general were good because he listened to diverse groups with different perspectives. He gathered more information on what the outcome of an idea might be and did well at measuring twice and cutting once.

Mr. Shanahan can be described as innovative and a change agent. Even Directors who were doing well improved under his leadership. He brought ideas from different cities. One such idea was from Austin Texas and related to performance engines. He gathered information from citizens on how the City could perform better.

They have a Martin Luther King Day parade in Augusta and the fire department shows up in uniform to hand candy out to the crowds. Mr. Shanahan did not have a uniform but he was the first Deputy Administrator to walk with the fire department rather than riding in the vehicle. He wore himself out passing out candy that day. He showed up to community breakfasts and liked interacting with community members.

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William “Bill” P. Shanahan

Augusta has a SPLOST and Mr. Shanahan went to the mall, and different city functions and events to sell the program to the citizens because the first time it went up for vote it did not pass. He talked to citizens to find out what they wanted and tailored the SPLOST around their desires. One piece of information he learned was that residents did not want money going to non-profits, they wanted the money to be used for public safety and infrastructure. They were able to pass the SPLOST the second time around because they tailored it to what the citizens want.

Mr. Shanahan spoke to employees regularly and they discussed the issues for their department and the City as a whole. He can pull diverse groups together and work with everyone. He understands that respect is what allows a team to work. Because he respected and honored each team member and made them feel heard, they worked better for the City.

The City lost their Recreation Director and Mr. Shanahan took the reins. He significantly improved morale and help the employees perform better. The department had been chaotic but it was not under his leadership. He did the same when they lost their Human Resource Director, which affected the entire organization because the HR staff was conducting customer service training for each department for both external customers and internal customers. He brought leadership to the organization and after watching the improvements in these organizations, Mr. James asked him to have the instructor come to the Fire Department for the same training.

Mr. Shanahan is very upfront and honest. He did not have any issues managing the budget and York County has had good surpluses under his leadership. Mr. James explained to him the needs and concerns that he had and Mr. Shanahan helped him get approval to make the necessary changes. He is not only timely in completing assignments, he is generally ahead of schedule. He works through stress and does not shut down or avoid responsibilities. He rolls up his sleeves and goes to work. He is always professional and has never become angry.

The most controversial situation in Augusta were the issues with the Recreation Department. Mr. Shanahan did not create the controversy but he did resolve it. He also managed a dismissal where an employee was falsifying their time cards. The employee sued the City but they did not win and no moneys were paid by the City in settlement.

Mr. James is not aware of anything in Mr. Shanahan’s past that would concern an employer. He was the Deputy Administrator in Augusta and was hired as the County Administrator in York, so he left for a promotion. While everyone was most likely not happy with him, Mr. James does not personally know anyone who would complain about Mr. Shanahan’s performance.

Mr. James would hire Mr. Shanahan today. He was a good manager through good times and challenging situations. When things were tough, the Directors did not have to look for him, he was always there beside them and they did not have to go through the issues alone.

Reference Notes
William “Bill” P. Shanahan

Words or phrases used to describe Bill Shanahan:

- Loyal,
- Hard working,
- Caring,
- Innovative,
- Leader, and
- Visionary.

Strengths: Ability to work with diverse groups of people which allows for a stronger team because they have different perspectives which leads to better decisions. Got the best out of employees.

Weaknesses: None identified.

Steve Willis – Lancaster County Administrator, SC 803-416-9300

Lancaster and York County are neighboring counties. Mr. Willis has known Mr. Shanahan since 2013. They see each other at association meetings. While they did not work terribly close together, they did interact on issues that came up particularly in the Council of Governments and regional projects and solutions. Mr. Willis always enjoyed working with Mr. Shanahan.

On the work they did together Mr. Shanahan made good decisions. From the accounts Mr. Willis has read in the paper about York County, he seems to have done well there, too. Sometimes a manager will suggest a path and the Council say no, but then when something goes wrong it is the manager’s fault.

Mr. Shanahan was always active with regional groups and worked well with others. He was part of the team who addressed regional planning issues and was very much a team player. They have had limited contact regarding finance but Mr. Shanahan seems to have a good understanding. He was very responsive. The only stress Mr. Willis noted was after knee surgery Mr. Shanahan could not do everything that he wanted to do, but he handled the situation well.

York County had a system where every elected official ran for office every two years and so you can have all the members change at once. They changed to four year staggered terms during Mr. Shanahan’s tenure, which is better for the organization.

While this is second hand information, the last election changed the makeup of the Council and the new members affiliated Mr. Shanahan with the previous Council. His departure was a political fallout casualty.

Reference Notes
William “Bill” P. Shanahan

Mr. Willis could not afford to hire Mr. Shanahan, but he would if he could. Mr. Shanahan is a really nice person and seems to be a great manager.

Words or phrases used to describe Bill Shanahan:

- Active,
- Energetic,
- Willing to participate,
- Cooperative,
- Helpful, and
- Innovative.

Strengths: His ability to think outside the box on issues was impressive, he came up with great ideas that no one else had thought of.

Weaknesses: Mr. Willis heard third hand, and hates to mention it because he cannot verify the validity of the statement, that Mr. Shanahan’s management style was “this is how we need to do things”. Mr. Willis never personally observed a weakness.

Charlie Funderburk – Tega Cay Administrator, SC 803-578-8523 / 803-371-0782

Mr. Funderburk has known Mr. Shanahan since 2013. Mr. Shanahan is very passionate about the people who work for him and the people he works for. He stands behind employees and does not micro manage them. He lets employees do the job they were tasked with without looking over their shoulder which can be difficult when the buck stops with him. This trait is his best professional strength. On a personal level, he is a family man.

Working in York County is not easy, it is one of the fastest growing counties in the country and the fastest in South Carolina. Mr. Shanahan came in with his hands full, including many capital projects, and completed everything he was tasked with. He is fantastic and determined. He is a good person and a hard worker.

One challenge in York County is that when Mr. Shanahan was hired the entire Board of elected officials were up for election every two years. The process changed during his tenure to four-year staggered terms, but it was a challenging situation and he handled it well.

Any time that Mr. Funderburk needed information or assistance with a project, Mr. Shanahan jumped right on it. He was a good partner who was enjoyable to work with. Most organizations would be blessed to have him.

Mr. Funderburk is not aware of anything controversial or concerning related to Mr. Shanahan.

Reference Notes
William “Bill” P. Shanahan

Mr. Funderburk would not have a problem hiring Mr. Shanahan, he did a good job in York County with the tools he was given and the situation he was put in. He came in when the County took on a high amount of debt for capital projects that were overdue. The County is in better shape than before he arrived. He is a very honest and genuine man. He is a hard worker and when given a task to get done, he works extremely hard to complete it.

Words or phrases used to describe Bill Shanahan:

- Open,
- Honest,
- Caring,
- Determined, and
- Passive.

Strengths: Very passionate about his work, supports staff but does not micromanage them.

Weaknesses: Being hands off is a strength but it can also be a weakness. He delegates too much and could take more ownership at times, however it all ended up working out well. He has many irons in the fire with York County being the fastest growing County in the region.

Rob Youngblood – Executive Director, Chamber of Commerce, York County, SC
803-324-7500

Mr. Youngblood has known Mr. Shanahan since 2013. They worked together fairly closely in their roles as County Manager and Chamber President.

Mr. Shanahan did a good job for York County. He created many positive relationships with other local governments and municipalities. He was a nice person who participated and was responsive, cordial, and friendly. He made good decisions that were in the best interest of the people. He always wanted to be fair to those involved.

The County lost no ground when Mr. Shanahan was the Manager and even improved operations. He was the most participative Manager that York County has had in terms of Chamber involvement. He took initiatives to Town Hall meetings around the County to let citizens know what was happening. He also initiated a leadership program with senior staff to help them better lead and represent the County as a whole.

York County is governed by a group of diverse community leaders from different parts of the County. Mr. Shanahan tried to get ahead of issues related to the high growth areas and was sometimes successful. While these topics are not interesting to the public, the County had extensive storm water drainage issues that needed to be addressed.

Reference Notes
William “Bill” P. Shanahan

When it comes to finance Mr. Shanahan relies on his finance director. He addressed the storm water issues without raising taxes which is difficult to do. He is responsive and timely in his responses. Handling stress well is a good trait of his. He never complained about the difficult job he had and seemed to roll along. He took orders from the Council without complaining.

In terms of controversy Mr. Shanahan had to discipline a long time employee which became a public issue. He handled it well and did what was right. Another issue involved an employee speaking derogatory about females in the workplace. He handled it appropriately and swiftly, and did what he needed to do. The high growth and dynamically changing area were also controversial but not a negative at all.

Mr. Youngblood is not aware of anything in Mr. Shanahan’s background or conduct that would concern a reasonable person.

Mr. Youngblood would hire Mr. Shanahan for another municipality. He was not a perfect fit for York County, but Mr. Youngblood is not sure who would be a good fit. York County is challenging because it is driven by Charlotte’s growth. Mr. Shanahan would excel in a smaller operation and perhaps a city instead of a County. Mr. Youngblood believes that Mr. Shanahan is a good person and he wishes Mr. Shanahan well.

Words or phrases used to describe Bill Shanahan:

- Friendly,
- Responsive,
- Participative,
- Caring,
- Concerned, and
- Focused on quality growth.

Strengths: Likeability, builds quality relationships that evolve into good things for the citizens of York County, good on follow through, congenial.

Weaknesses: Sometimes nice people have a hard time telling people no, he was not as strong in the leadership department as he is in other areas. Overall it was not a problem but it was a weakness.

Shirley Douglas – Animal Welfare Activist, York County, SC 803-280-3392

Ms. Douglas has known Mr. Shanahan since 2013. Mr. Shanahan is very efficient. One of his strong points is that he actually listens when people talk and he hears them. Many things fall on his desk as Manager and he has to pick and choose the order in which he addresses them, which

Reference Notes
William “Bill” P. Shanahan

he does very well. He is very decisive but he is very fair and dedicated to his job. He is also dedicated to the residents of the County. He gets along with everyone.

York County has improved through Mr. Shanahan’s leadership. He did much good. He is very innovative and listens before making any changes. He gathers input from everyone. He has good financial skills. He takes everything in stride and never becomes stressed. He is good under pressure.

Mr. Shanahan was very visible in the community. He works very well with the public because he does not have to be heard all the time. He is present and he listens. He is always very customer service oriented.

Mr. Shanahan brought employees together to talk about the issues. He learned from each of them individually what the issues were and resolved them. From all accounts he made the very best choices in how he addressed the issues.

Ms. Douglas has never known Mr. Shanahan to be involved in any controversy. Nothing in his conduct or background would concern a reasonable person. One individual would not agree with the comments in this reference but his reasons are personal and not professional.

Ms. Douglas would absolutely hire Mr. Shanahan. He is one of the better Managers that York County has had in a long time. His departure was a great loss. He is an upstanding citizen who deeply cares about the community that he lives in. The world would be a better place if more people like him were involved and active. She wishes that she could clone him.

Words or phrases used to describe Bill Shanahan:

- Hard working,
- Dedicated,
- Loyal,
- Honest,
- Responsible, and
- Good listener.

Strengths: Very efficient, actually listens when people talk, decisive, fair, dedicated, well spoken, thorough, gets along with everyone.

Weaknesses: He could say no at times but he just desires to make the world a better place.

Reference Notes
William “Bill” P. Shanahan

Lisa Davidson – Human Resource Director, York County, SC 803-230-7796 / 803-684-8540

Ms. Davidson has known Mr. Shanahan since 2013. Because of her position, she can only give a personal reference because they have become friends. She could not answer any questions related to job performance within the organization.

In general Mr. Shanahan makes good decisions. His personality is one of being interested in making updates and improvements.

Ms. Davidson is not aware of anything in Mr. Shanahan’s background or conduct that would concern a reasonable person.

Mr. Shanahan is a very conscientious and reliable person. He is intelligent and very smart. Ms. Davidson enjoyed working with him and misses him.

Words or phrases used to describe Bill Shanahan:

- Loyal,
- Reliable,
- Friendly,
- Very outgoing,
- Conscientious, and
- Intelligent.

Strengths: Tells you how it is, honest to a fault.

Weaknesses: He sees the best in everyone and some people do not deserve that.

Prepared by: Lynelle Klein
Colin Baenziger & Associates

CB&A Internet Research

Internet – Newspaper Archives Searches

WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Herald, The: Web Edition Articles (Rock Hill, SC)
June 18, 2019

Shanahan gone by end of June, officials say. Interim York County manager announced

Author: Hannah Smoot and John Marks

York County Council has appointed an interim county manager after current county manager **Bill Shanahan** announced his resignation. **Shanahan's** last day is June 28. Council appointed current York County planning and community services director David Hudspeth to serve as interim county manager. York County spokesperson Trish Startup did not say when the county's search for a new county manager will start, just that Council will begin the search in "the most prompt and efficient time frame."

Council voted to accept **Shanahan's** resignation Monday night after returning from an executive session. Christi Cox, council vice chairwoman, said she and other members appreciate what **Shanahan** has done. "We want to thank Mr. **Shanahan** for all of his years of service here at the county," Cox said. "We certainly extend best wishes to him on his future endeavors."

Council then voted to appoint Hudspeth as interim, with a 15% increase to his pay. Hudspeth was the long-time town manager in Fort Mill before coming to York County, where he oversees a variety of growth, planning and development issues. "With over 35 years of experience in local government, 20 of those being in a manager (or) administrator capacity, we look forward to his help serving our county while we search for a new county manager," Cox said.

Shanahan was in the running for jobs in other South Carolina counties while working for York County. He was named in May as one of four finalists for the Richland County administrator job, and named a finalist for the Beaufort County administrator position in July 2018. Other candidates were hired for both positions.

Shanahan started at the top York County job in 2013, after working as the deputy administrator of Augusta, Ga. Efforts to obtain comment from **Shanahan** were unsuccessful. York County 'pulls rug out from under' tax board hiring Lake Wylie fire chief The York County Council voted Thursday to disband the Bethel Rural Fire District board in Lake Wylie. The council voted in favor of disbanding the five-member board and leaving financial decisions for the tax district to county administration.

**Internet – Newspaper Archives Searches
WILLIAM “BILL” SHANAHAN**

Note: This research will be presented in reverse chronological order

Fort Mill Times (SC)
July 4, 2018

York County budget includes higher taxes, employee raises

Author: Hannah Smoot

York County York County Council has adopted a budget of about \$470 million for the fiscal year that starts July 1, a decrease from 2017's budget by about \$80 million. The budget for fiscal year 2017-2018 was over \$550 million. The new budget raises the county tax rate by 2.8 mills. That means someone who owns a house worth \$100,000 would owe an additional \$11.20 in property taxes.

The increased taxes would go to the county's general fund to pay the county's general obligation debt in 2024, and to provide a merit-based raise to county employees, according to a York County statement. The average raise would be a 2.5 percent increase, the statement says. "I want to say thank you to our Council for approving a raise for employees," York County manager **Bill Shanahan** said in the statement. "By doing this, council verifies that our employees are our most valuable asset."

The raises will be completely merit-based, the statement, released Monday, said. The budget was adopted June 18. "This allows the County to reward the employees who are performing well; while, at the same time provide an incentive to those who are not," **Shanahan** said.

The council also approved new positions in the county operations, the solicitor's office, the sheriff's office, the rural fire board and water and sewer, the statement says. "I'm very pleased with this budget," **Shanahan** said. "The budget is balanced and focuses on the 2018 strategic goals Council has set forth; as well as, it positions the County to be even stronger financially in the future."

The county statement highlighted two key initiatives of the budget: paying off the general obligation debt in 2024 by increasing property taxes until then, and supporting a reserve fund to allow the county to pay for capital items annually.

The county estimates the plan to pay of the general obligation debt in 2024 will "instantly save taxpayers approximately \$9 million," the statement says. The county will raise the tax rate by 2 mills this fiscal year and by 3 mills thereafter until 2024, the statement says.

Internet – Newspaper Archives Searches

WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Herald, The (Rock Hill, SC)
May 16, 2018

County manager will hold town hall events to discuss budgeting, goals for York County

Author: John Marks

YORK COUNTY Have some thoughts on the way York County is run? The man in charge is listening. **Bill Shanahan**, county manager, is hosting several town hall meetings to hear thoughts, ideas and feedback residents have. **Shanahan** said he isn't looking at any one specific issue, but for whatever residents may want to discuss. "Our goal is to provide our citizens information on current accomplishments and future direction based on (York County) Council goals and objectives," he said. "In addition, we will be providing our citizens an update on our current budget process."

Residents and non-residents alike are welcome. **Shanahan** said it's important to get input from the public when making decisions to shape the county. "Very," he said. "I manage York County, through the council, for our citizens. This is their government, so what they say is very important to both the council and staff." Four meetings are planned:

- * May 21: Noon; Anna K. Hubbard Fire Training Center, 2500 McFarland Road, York.
- * May 24: 6 p.m.; York County Heckle Complex large conference room, 1070 Heckle Boulevard, suite 104, Rock Hill.
- * June 7: 6 p.m.; Fort Mill Church of God, 221 Academy St., Fort Mill.
- * June 12: 6 p.m.; York County Council Chambers, 6 S. Congress St., York.

On May 7, the council passed the first of three readings needed for its upcoming fiscal year budget, even as county leaders workshop what will become the final amounts. A public hearing is likely May 30. A new fiscal year begins in July.

This time last year, the county budgeted more than \$550 million in its general, special revenue, fire district, debt service, capital projects and enterprise funds. The county also has a variety of goals **Shanahan** can discuss, many of them related to preparing for and managing community growth. The county is looking at impact fees, road improvements and numerous code revisions on what to allow, and where.

Internet – Newspaper Archives Searches

WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Herald, The (Rock Hill, SC)
April 5, 2016

Water Contract

Shanahan: Extension is still a possibility

County Manager Bill Shanahan clarified comments published in The Herald Sunday County leaders are still collecting information and "everything is open," Shanahan said

Author: Jennifer Becknell

ROCK HILL York County leaders have not ruled out an extension of Carolina Water Service's contract to serve Lake Wylie and Fort Mill, York County Manager **Bill Shanahan** said Monday. **Shanahan** characterized his comment in The Herald's Sunday edition, in which he was quoted as saying that the county is "not looking at an extension" of the water contract, as a misunderstanding of his statement on the county's position. "Right now, everything is open, because we are still collecting information," **Shanahan** told The Herald Monday. "We're going to try to figure out what the best approach is going to be for everybody."

York County and the state Department of Health and Environmental Control have scheduled a meeting at 6 p.m. Tuesday at Camp Thunderbird in Lake Wylie to explain water service options to the public and gather feedback. DHEC found high levels of lead in the water in the River Hills subdivision in Lake Wylie and the Foxwood neighborhood in Fort Mill, which are served by Carolina Water Service.

Shanahan said factors being weighed in that decision will include the cost of other options and the views of county leaders and those of the water services company. The water service contract with York County ends Jan. 1. **Shanahan** expects to make a recommendation on that contract to the York County Council by early fall. County officials are examining options for providing services to 8,900 residents, he said.

**Internet – Newspaper Archives Searches
WILLIAM “BILL” SHANAHAN**

Note: This research will be presented in reverse chronological order

Herald, The (Rock Hill, SC)
December 8, 2015

Plan for administration bond sparks controversy

Author: Bristow Marchant

Plans to pass a multimillion-dollar bond to pay for building a new York County headquarters drew sharp criticisms from conservative activists on Monday. The York County Council was scheduled to vote on a \$108 million bond issue at Monday's council meeting, with funding to a new county administration building in York getting a vote alongside a list of projects approved by voters in an \$89.8 million bond issue in November. But some conservatives who supported the Nov. 3 vote to fund mostly public safety-related county building issues said this wasn't what they signed up for. Before November's vote, the GPS Conservatives for Action PAC publicly endorsed the listed items on the referendum.

That decision wasn't easy for a group that mostly opposes government spending, and GPS President Paul Anderko said he had an understanding from county leaders that the referendum projects would move forward without the county spending money on other projects he characterized as "wants" instead of "needs." He sees the county's plans to move forward with the new administration building as a betrayal. "They turned around and stuck us in the butt," Anderko said.

Anderko sent an email, copied to The Herald, to members of the County Council on Monday calling on them to separate the administration building, which was not included in November's bond referendum, from the other projects and vote to move forward with it only after the referendum projects are completed. A timeline included in the council's meeting packet projected all the approved projects from November won't be completed until late 2018.

The council had not voted on the bond issue by press time Monday, and a phone call to council chairman Britt Blackwell seeking comment had not been returned. But an emailed reply to Anderko's letter said the new headquarters, which the council approved months before the bond referendum, would only end up costing taxpayers more money if the county delayed starting construction, and an expanded building will save the county money on rental offices some staff are forced to use now. "Why would we vote on an admin. site location if we are not planning on building the building?!" Blackwell wrote in his reply.

Anderko dismissed concerns about a delay adding to the cost of the project. "That's pure bull----," Anderko said. "They don't have any plans for it, yet. They haven't bid for the project." Blackwell also cited the lack of space for all the people who attend council meetings, where citizens are often sent to overflow rooms to watch a closed-circuit broadcast of the meeting. Anderko suggested the council move proceedings to the McCelvey Center, also in York, if they want to accommodate a larger crowd.

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Beginning work on the administration building would require a \$19 million bond issue, plus \$5 million taken from the county's fund balance, according to county documents. County Manager **Bill Shanahan** said the impact of the debt service on the bond would be equivalent to \$6 a year on a \$100,000 home. Because it would cost less than 8 percent of York County's total tax base, the council isn't required to seek voter approval before issuing another bond.

Councilman Robert Winkler, whose district includes York, also said passing both bonds at once would ultimately save the taxpayers money. He said crowded council meetings today could pose a security concern, since council meetings usually only have a single sheriff's deputy present to handle large crowds. "We've been told we could save a million dollars in underwriting by doing them both at one time," Winkler said. "The longer the wait, the more expensive it will get."

Anderko, who worked with Blackwell on his campaign when he first ran for the county council, said he's so upset about the administration building he's considering running against Blackwell when he comes up for re-election next year. "Britt knows this is a way to go around the voters to get his pet project built," he said. "This is Britt's Taj Mahal."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Herald, The: Web Edition Articles (Rock Hill, SC)
July 6, 2015

‘We lost one of our own’: York County officials remember slain assistant manager

Author: Anna Douglas and Teddy Kulmala

York County Manager **Bill Shanahan** started Monday morning with a grievous task. He called a department head meeting to discuss the death of Assistant County Manager Anna Moore, who was shot to death in her home Sunday. Moore, 50, was one of four people found dead at 985 Dunlap Roddey Road in Rock Hill about 5:45 p.m. Sunday. Also dead were her husband, Randy Eugene Moore, 55, her son Jason Lockamy, 31, and her son’s girlfriend, Lora Kathryn Young, 31. All four died of gunshot wounds.

“It wasn’t real until we walked in the office this morning,” said **Shanahan**, while speaking with reporters Monday morning. “York County government is a family, and we lost one of our own.” **Shanahan** said Moore supervised multiple departments during her 10 years as assistant county manager, including Public Safety Communications, Animal Control and the Department of Fire Safety.

“She will be missed by not just the York County government but the citizens of York County,” he said. “When the fire trucks show up at your house and put out that fire, when the ambulances show up and get you to the hospital and save your life, when you need someone just to talk to – Anna made that possible. Every life that’s saved, whether she’s here or not, she was responsible.”

York County Manager reacts to shooting death of assistant manager York County Manager **Bill Shanahan** speaks with the media following the shooting death of Assistant County Manager Anna Hubbard Moore. Former York County Councilman Curwood Chappell also was saddened to hear the news of Moore’s death. “York County citizens lost a dedicated employee,” he said. “She did her job well.”

While Moore served as acting county manager, Chappell said, she worked hard “trying to keep peace in the valley” during a time of transition. County Council Chairman Britt Blackwell recalled working closely with Moore during that process.

She was reluctant to take on the interim role, Blackwell said, but “she was a true professional about it.” During the transition, Blackwell said, Moore provided “solid” leadership and displayed tremendous work ethic.

Shanahan said Moore, who was previously county manager for a smaller county, took him under her wing when he came to York County. “She told me, ‘Don’t do that,’ a couple of times. It was needed,” he said. “Anyone can have people around them that are yes people, that are gonna tell you what you want to hear. As you go forward, that hurts. You need people that have

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Note: This research will be presented in reverse chronological order

strong character and have enough respect for you and enough professionalism in themselves to say, ‘Don’t do that.’”

Former County Manager Jim Baker on Monday recalled Moore’s kindness when his wife and son initially couldn’t come with him when he left St. Louis, Mo., to work in York County.

“When I first came to York County, Anna knew my family was still back in St. Louis,” he said. “There wasn’t a holiday that came up Anna didn’t come into my office and say, ‘Why don’t you get a head start and go back and see your family?’”

County officials on Monday weren’t aware of plans for memorials. **Shanahan** said county employees will find a way to continue on while coping with Moore’s absence. “I reminded them that, whether she’s here or not, she loved them,” he said. “She would want them to go on, and she would want them to keep doing great things and to serve the citizens of York County. That’s what we’re gonna do.”

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Herald, The: Web Edition Articles (Rock Hill, SC)
January 1, 2015

Residents can sign up for York County 101 course

Author: Bristow Marchant

Ever wonder just what York County’s government is doing? County Manager **Bill Shanahan** hears it all the time. “People wonder why it takes the county so long to do some things,” **Shanahan** said. “(I hear) ‘Why do you do this?’ ‘What are the rules you have to follow?’ ‘Why are you paving one street and not others?’”

Last year the county started York County 101 Citizens Academy to answer those frequently asked questions. The free monthly course, which is now taking registration for its second year, matches curious residents with staff members to get a better understanding of how county government works.

The course will meet on the fourth Thursday of each month from February through October, from 9 a.m. to noon. Each session will cover a variety of topics, giving participants an overview of York County’s departmental functions, operational procedures and the chance for the public to talk with those who serve them.

Shanahan says there was such a demand for more information that the county plans to make the citizens academy a recurring course and expanded it from six months to eight. “Our goal is for the citizens to know how their county is run, because we’re spending a lot of their money,” **Shanahan** said. The course lets participants ask their questions about county government directly to the officials who carry out those functions, because “who knows more about a ditch than the ditch digger?” **Shanahan** said.

Participation is limited to 20 people, which will be filled on a first-come, first-served basis. Applications can be picked up at the York County manager’s office, 6 S. Congress St., York, or submitted online at [yorkcountygov.com/citizens academy](http://yorkcountygov.com/citizens%20academy). York County residents or someone who owns a business in York County are eligible for the course.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Herald, The: Web Edition Articles (Rock Hill, SC)
April 5, 2014

York County manager turns to teaching to improve staff's skills

Author: Jie Jenny Zou

York County Manager **Bill Shanahan** plans on taking his teaching experience at universities to a different classroom – county headquarters in York. **Shanahan**, who has been overseeing day-to-day operations for the county since he was hired late last summer, said a new leadership course will get county staff on the same page and thinking ahead. “Your employees are your greatest resource,” **Shanahan** said. The six-month course is a way to maximize the potential of the county’s current department heads while grooming current employees for leadership roles.

While working in Augusta and Savannah, Ga., **Shanahan** said leadership courses and professional development classes were crucial in training staff. **Shanahan** has taught public policy and administration courses as an adjunct professor at Valdosta State University in Georgia.

The county’s program would mirror similar courses with the added benefit of being done completely in-house, he said. That will allow **Shanahan** to tailor the classes to York County’s culture and governmental structure. With the council’s approval, **Shanahan** hopes to start the first class later this summer. The class would have about 20 students – all current department heads. Each session would start with a question and be more conversational, not a lecture, he said.

Topics would vary from an overview of the county’s personnel policy, ethics and integrity, conflict resolution techniques, management styles and identifying types of power. The final class is “Understanding and Influencing Public Policy,” a guide to recognizing the distinction between theory and practice in achieving organizational objectives. “We’re not politicians and we should not be politicians,” **Shanahan** said. He added staff is increasingly playing larger roles in shaping policy as what’s expected of local government has also increased.

Staff recommendations are commonly cited by council members during biweekly meetings and the current council is interested in being involved in matters early on, including the current budget process, **Shanahan** said. In the past, **Shanahan** said, residents expected the bare minimum from the county in terms of sewage, water and utility services. The county’s role has expanded to include more federal and state mandates, a push for greater economic development projects, and housing needs.

The course will culminate with a project where participants present an idea to make a county department more efficient – whether it’s cutting costs or creating a new way to increase communication between departments. Graduates of the first class will select the next group of incoming participants, or current employees who they see as their successors. The county tends to promote internally, he said.

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The course falls within **Shanahan’s** overall mantra of efficiency, teamwork, and “no surprises.” His office is currently updating software to track complex capital projects. The system will allow **Shanaha** to instantaneously see changes. “I will always know what’s going on,” he said, Council members will also have access to the software.

Shanahan said he hopes the software will add a layer of accountability to change made to ongoing capital projects. The manager’s background in military and government administration makes his perspective “unique,” according to assistant manager David Larson. “In looking at our organization, he recognized early on that we lack a program for preparing the next generation of managers and supervisors,” Larson wrote.

Assistant manager Anna Moore, who served as interim county manager last year, said the program will help broaden perspectives for supervisors. **Shanahan** said that leadership is combination of people skills and experience – a balance that might not come naturally to people. The monthly sessions from the six-month course should also improve interaction among departments. “No department in York County is an island,” he said.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Herald, The: Web Edition Articles (Rock Hill, SC)
March 15, 2014

Conditional zoning seen as ‘win-win’ for York County

Author: Jie Jenny Zou

In an effort to create more “win-win” situations when it comes to rezoning requests, the York County Council will likely allow conditional approvals as a way to strike a balance between preserving existing communities and fostering development. A new conditional zoning designation, which is scheduled for a vote Monday, would allow the 7-member council to “prevent or minimize adverse impacts upon property or the environment,” according to a memo by York County Planning and Development Director Dave Pettine.

The proposed change would allow the council to place requirements or limitations on a property in the county’s unincorporated areas as a condition of rezoning. This could include measures as simple as requiring developers to conserve green space, or as specific as limiting the hours of operations for businesses, or prohibiting building or parking-lot construction in particular areas.

While the option doesn’t yet exist, it’s already become a popular idea with some council members. The council has deferred two rezoning requests until after conditional zoning becomes available, despite staff recommendations that conditional rezoning be used in a limited matter and not as a panacea to “address every rezoning request.”

Councilman Joe Cox recently heard concerns from a group of residents during a March 3 rezoning hearing that would open a residential section of Old York Road to general business development for a Dollar General store. “You have to have a sweet spot of commercial and residential,” said Cox, who spoke in favor of allowing the business to rezone, despite residents’ concerns regarding traffic and future development. “The Dollar General is not a bad product, it’s an amenity.”

Opposed to the the rezoning was Vernon Prosser, president of a local homeowners association and superintendent of York School District. Prosser cited congestion and “less desirable businesses” relocating to the area in the future as negative consequences of the rezoning. Cox said the same parcel would generate more than five times the amount of property taxes for the county and local school system as a business site than as a single-family housing area.

The request has been deferred until after the council considers conditional zoning. Another request to rezone a single-family district to a general business district by a convenience station owner currently located on Mount Gallant Road in Rock Hill was also deferred on Feb. 17. The new designation would allow the convenience store to expand, but may open up the area to large-scale commercial and business development if the current owner vacates the lot.

Chairman Britt Blackwell said the Mount Gallant request is an opportunity for the council to use conditional zoning to restrict the types of future businesses. “You want to be accommodating to

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business, but at the same time you want to make sure you don't affect, in a negative way, the surrounding residential neighborhood,” said Blackwell. “Everybody can win,” he said.

Not a Standard

Proposed development in the booming areas of Fort Mill and Lake Wylie have resulted in some of the more contentious rezoning requests considered by the council in the past year as residents complained of clogged roadways and overcrowded school districts. On Feb. 17, the council unanimously rejected rezoning a planned development district to a single-family district in Fort Mill. The rezoning would allow developers to construct more than 100 houses near Stone Village Drive. After backlash from homeowners, councilman Michael Johnson voted against rezoning, citing already strained traffic in the area. Johnson said he received 40 to 50 emails in a single weekend opposing the change.

In matters of rezoning, the council tends to vote as a block, based on the parcel's location. “We tend to just respect the councilman for that district,” Blackwell said. The council considers rezoning requests during its biweekly meetings. Each request must be passed by a council majority on three separate readings to be approved. The county's planning commission also makes recommendations to council.

In the case of the rejected Fort Mill development, both staff and the planning commission had recommended rezoning. Conditional zoning is used by planners in neighboring Charlotte and Mecklenburg County, said Mary Newsom, associate director of urban and regional affairs of the University of North Carolina at Charlotte Urban Institute. Newsom said conditional approvals give planners in Charlotte more fine-tuned control over how developments are built, but may add roadblocks to those hoping to construct more complex projects.

According to a county memo any conditions approved by the council can only be changed by the council – not by the Zoning Board of Appeals. The Planning Commission and Pettine will work with the council to suggest when conditional zoning can be helpful in guiding development that complies with the county's comprehensive plan, which sets a long-term vision for the county's growth.

The county's comprehensive plan was last updated in 2004, which sought to temper the county's booming urban centers with its rural west. County Manager **Bill Shanahan** has started work on updating the plan, which will be based on more current population growth projections and forecast development for the next 10 years.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Augusta Chronicle, The: Web Edition Articles (GA)
August 20, 2013

York County, S.C., Council picks Augusta deputy administrator for county manager

Author: Susan McCord

Augusta Deputy Administrator **Bill Shanahan** was selected Monday for the top government post in York County, S.C. **Shanahan**, the deputy administrator over city operations since March 2011, was the unanimous choice of the seven-member York County Council to fill the open position of county manager, according to council Chairman Britt Blackwell. **Shanahan** and fellow finalist Steve Layson, the chief administrative officer in Bibb County, Ga., were separated by "a razor-thin margin" as the council made its final decision, Blackwell said. In the end, **Shanahan's** sincerity and his ability to "talk from the heart" to council members won them over, he said.

Shanahan, a former boxer and the father of four, retired from the Air Force and began a career in Georgia local government in 1996. He did not return a call Tuesday seeking comment. Blackwell said that he had a verbal agreement that **Shanahan** would accept the position and that he hoped to have **Shanahan** working in York County within 45 days.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Augusta Chronicle, The (GA)
March 9, 2012

CITY IS FACING CHOICE FOR HR \ REVAMP OR ADP CALLED NECESSARY

Author: Susan McCord Staff Writer

Augusta is at a human resources crossroads - either rebuild an inadequate city department or relinquish its tasks to global outsourcing giant Automatic Data Processing, which has a local call center. According to information provided at a recent city work session, outsourcing payroll, leave and other benefits administration to ADP will cost Augusta about \$1.4 million annually.

The cost doesn't include about \$1 million in one-time implementation charges, or additional fees that ADP charges when work exceeds established volume levels, Deputy City Administrator **Bill Shanahan** said. In 2011, the city spent about \$1.6 million on payroll and other human resources services. **Shanahan** and ADP officials agree that the department is understaffed and ill-equipped to handle the city's human resources needs. "If we don't use ADP, we cannot leave HR as it currently is," **Shanahan** said, adding that when he first visited the office last year, it lacked standard operating procedures.

ADP Vice President Colette Hughes, who manages the company's Augusta call center, said employees in the human resources department who might be displaced would probably be provided a "private job fair" to see if they might be hired by the company. **Shanahan** said the department now has eight employees but needs about 15 to be functional.

At Thursday's work session, Randy Welch, the government and education district sales manager for ADP, slammed the city's antiquated paper filing system, adding that ADP would store all employee files on secured computer servers, permitting several employees to access them at once.

During a tour of city departments, the first timecard he saw - at the landfill - was calculated incorrectly, Welch said. Under ADP's proposal, city employees calling about their city benefits plans would be handled by ADP's Augusta call center, Welch told four Augusta Commission members at the work session. **Shanahan**, however, said he has found complaints of ADP's performance handling the University System of Georgia's payroll. Unnamed university officials told the deputy administrator they "would not do it again if we could start the process over, due to the current amount of bugs and issues with ADP," he said.

An Augusta interoffice memo obtained by The Chronicle last month detailed additional difficulties the city has had with ADP, which already handles some human resources tasks. The problems include inadvertently dropped plans, employee confusion and distrust, and even "combative" ADP staffers, according to the memo. Sixty million employees, including those of 1,631 local governments, are paid through ADP every year, but "we can't make everybody happy all the time," said John Joaquim, ADP's public sector sales manager.

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Note: This research will be presented in reverse chronological order

Joaquim said the situation with the University System was different from the arrangement ADP is seeking with Augusta because ADP and the system opened a shared services center in Sandersville. Augusta's work would be handled directly by ADP service centers "using a different work model," he said.

The ADP Augusta Solutions Center on Flowing Wells Road has 800 employees and is growing, Hughes said. She detailed the community outreach, grants and events the center has implemented since opening in 2008. The center has 50 "solutions teams" that handle various aspects of payroll and human resources, allowing it to take on some, but not all, of the Augusta functions that would be outsourced, she said.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Augusta Chronicle, The (GA)
March 16, 2011

Shanahan begins work\New deputy administrator to oversee operations sector

Author: Susan McCord

For the first time since 2002, Augusta has a new deputy administrator, one of two answering to City Administrator Fred Russell. **William P. "Bill" Shanahan** began work Monday after the commission voted 7-3 last month to hire him at a salary of \$117,500. **Shanahan**, who comes to Augusta after nearly seven years as city manager of St. Marys, Ga., spent most of his first two days meeting city staffers. "There is just a lot of work going on in the city, and everyone seems to be real positive and real motivated, and they all care about the citizens," **Shanahan** said. "So that's a great first two days."

The son of a New Yorker and a Liver-pudlian, **Shanahan** grew up in Liverpool, England, feeling like the only boy there "not related to The Beatles," he said. **Shanahan** retired from the Air Force and has worked in Georgia municipal governments since 1996, according to his resume. The soccer fan and former boxer said that his wife and the youngest of his four children, a junior in high school, soon will join him in Augusta.

Shanahan replaces retiring Deputy Adm-in-istrator Robert Leverett, who served as warden at Richmond County Correctional Institution for many years after joining local government in 1971. **Shanahan** will work as deputy administrator for operations, overseeing emergency services such as fire, the correctional institution, Emergency Management and animal services in addition to the solid waste, recreation, utilities and engineering departments, Russell said.

Deputy Administrator Tameka Allen will continue to supervise the city's other branch of government, which includes information technology, housing and community development, procurement, customer service and transit, Russell said. Allen, who joined the city in 1992, also directs the IT department.

Though city employees have been under a raise freeze for several years, **Shanahan** begins work on at a higher salary than Allen and his predecessor. This year, however, **Shanahan** will be subject to the 1.88 percent reduction that commission recently approved in the form of five furlough days. He comes on during a challenging time for city government as the commission struggles to approve a government reorganization plan devised by Russell. During its first phase, the plan will eliminate two department and at least 26 currently filled positions, including two department heads.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
November 11, 2010

**Fired tourism director to sue St. Marys for \$1 million
Among other issues, city is accused of damaging her reputation.**

Author: Gordon Jackson

ST. MARYS - City officials face a \$1 million lawsuit for the firing of longtime St. Marys tourism director Janet Brinko in July. Lawyer Jim Stein said a notice was sent Monday notifying city officials of Brinko's intent to sue. City officials have 30 days to respond before the suit can be filed in Superior Court, Stein said. Stein said Wednesday the city is being sued for wrongful termination, libel, slander, defamation, intentional infliction of emotional distress and a hostile work environment. He said city officials permanently damaged Brinko's reputation and ability to find a new job. She was fired for making conflicting statements about another department head who she accused of violating an order not to discuss confidential city business, officials said. "They accused her of making false statements," Stein said. "Your reputation is hard to gain back once they have taken it." Brinko, 62, has been applying for other jobs, but Stein said it's unlikely she will be hired because of damage to her reputation and her age. Stein said he advised Brinko not to comment about her firing or the lawsuit.

In an earlier interview, Brinko said she never had a problem or reprimand in her 15 years on the job until this year. In February, Brinko said she was reprimanded for sending a memo asking tourism board members if they supported proposed legislation that would give council members authority to remove anyone from the board at any time with no legal recourse. Brinko said she was also warned that she intimidated Downtown Development Authority director Alyce Thornhill by saying "things could get nasty" if the city tried to merge tourism and downtown development. Brinko said she was referring to likely opposition to consolidation and was not threatening Thornhill.

The tourism board voted in September to rehire Brinko at her old pay rate but without benefits. She refused the offer, saying the hostile working relationship between herself and City Manager **Bill Shanahan** would make it impossible to perform her job.

Stein claimed **Shanahan** "knowingly communicated false information" about Brinko to city officials and the state and used the information to wrongfully terminate her. **Shanahan** said the notice to sue has been given to the city attorney. **Shanahan** said he could not comment because Brinko's firing is now a legal matter.

City officials refused to grant Brinko unemployment compensation after she was fired. But she won her appeal in October after the hearing officer ruled the city failed to prove she was discharged under "disqualifying circumstances."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
September 29, 2010

St. Marys tourism building closed

Board hopes the forced relocation will lead to new digs on waterfront.

Author: Gordon Jackson

ST. MARYS - The building that housed the St. Marys Welcome Center is closed because its concrete floor has buckled throughout the building. City officials said the potential for an injury was too great to keep the building open. "It's just an accident waiting to happen," City Manager **Bill Shanahan** said. Water apparently got under the floor and caused the damage. The slab will have to be removed and replaced and the work will cost as much as \$25,000 - money the city doesn't have in its budget, **Shanahan** said.

The tourism office has been relocated next door to City Hall. But if tourism board members have their way, they will not stay there long. And they won't move back into the old building once the floor is repaired. The tourism board plans to ask the City Council to approve a proposed agreement to lease space in a building on Osborne Road, next to the Riverview Hotel. If council members approve the move, the tourism office will move into the building that houses a kayak store that is closing its sales office at the end of October. Barbara Ryan, the tourism board's chairwoman, said it will be much easier to promote hotels, restaurants, gift shops, museums and other attractions if the visitor center is moved to where the tourists are.

The old location next to City Hall was too far from the waterfront to capture much walk-in traffic, she said. Tourism board members said they set a goal of moving to the waterfront earlier this year and have scouted locations since early summer. Councilman Keith Post, a tourism board member, said the board needs the City Council's permission because the budget will have to be changed. "In order to allocate funds, you have to have a line item in the budget," he said.

Shanahan said tourism officials plan a workshop to explain why they want to move downtown at an upcoming council meeting. "That way, everybody will be on the same sheet of music," he said.

If the move is approved, Ryan said plans include rocking chairs on the porch, baked cookies for visitors, and treats and water for pets to make it inviting for tourists.

John Carroll, a tourism board member, said he hopes city officials understand why the move to waterfront is important. "Tourism is so important to this city," he said. "The location is perfect. I don't know of a better place."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
September 21, 2010

Former St. Marys tourism director rejects job offer

ST. MARYS — Former St. Marys tourism director Janet Brinko has rejected an Aug. 24 offer to return to her old job. Her lawyer, Jim Stein, sent a letter to the city’s tourism board Monday explaining why she won’t return to the position she held for 15 years.

In her letter, Brinko said City Manager **Bill Shanahan** imposed conditions that would have made it difficult for her to perform her job. She would have been required to get **Shanahan’s** permission before she could order her part-time staff to do any work-related activities. “For 15 years I have been in the position of directing the staff,” she said. “The staff does not receive any holiday or health benefits from the city. They are all part-time, work less than 30 hours a week and are paid by hotel/motel tax.”

Shanahan fired Brinko July 15 for giving conflicting information about another department head who, Brinko said, violated an order to not discuss confidential city business.

The tourism board voted 6-2 last month to rehire her, but the offer to pay her \$ 25 an hour did not include benefits she had as a city employee. And having to answer to the person who fired her would have created added potential for conflict, Brinko said. “Being required to go through **Bill** to direct the activities of the tourism staff would be an entirely unworkable situation,” Brinko said. “Because of my firing by the city manager, this is an impossible position for me and a hostile working environment.”

Brinko said concerns about damaging an already frail relationship between City Council, a majority of whom supported the firing, and the tourism board, a majority of whom voted to rehire her, contributed to her decision. “I’m concerned,” she said. “We have some really great leaders.”

Shanahan declined to comment directly Monday when told why Brinko turned down the job offer. “It’s her decision,” he said.

Barbara Ryan, the tourism board’s chairwoman, praised Brinko and defended the decision to offer her job back. “Her work for the city over the past 15 years has been commendable,” Ryan said. “Offering her the opportunity to come back as our tourism director was the right thing to do. With her decision made, we will move forward as expeditiously as possible to bring a qualified candidate into the director’s position.”

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
August 23, 2010

St. Marys manager 'being nosy'

He is looking for jobs elsewhere, but mayor won't "hold him back."

Author: Gordon Jackson

ST. MARYS - Though he denies it, City Manager **Bill Shanahan** may be growing weary of the political turmoil in St. Marys. **Shanahan**, who has been city manager since April 2004, has applied for at least three city manager jobs since April. "All I'm doing is seeing what's out there," he said. "I'm just being nosy right now." He is a candidate for the Paducah, Ky., city manager's job and was one of four finalists for the Oak Ridge, Tenn., city manager's job in June. **Shanahan** was also an applicant for the Cape Coral, Fla. city manager job in April. Adrienne Gleeson, deputy finance director in Paducah, said **Shanahan** remains a candidate but a decision won't be made for at least three weeks. A city of 26,000 residents, Paducah is a hub for river transportation businesses, she said. Other large employers include professional services, retail and heavy industrial, she said. St. Marys Mayor Bill Deloughy said he is aware **Shanahan** has been applying for other jobs.

Moving on

"If he can find something better, I wouldn't hold him back," he said. "I found him to be a very dedicated person." Deloughy described **Shanahan's** management style with department heads as cordial. "He expects you to do the job and you'll be fine," he said. Councilman Greg Bird said he won't miss **Shanahan** if he moves on. "I'm glad the city manager is looking for a new job," Bird said. "I would absolutely be glad to see the city manager go. He's been here too long." **Shanahan** has conducted too many closed door meetings, Bird said, including some that Bird believes were held in violation of state law. He said **Shanahan** and council members violated the open meetings law this year when they met with a developer in private to discuss its plans to buy the Cumberland Harbour development. "To bring him [the developer] into a closed session does not fall within the parameters," he said. More recently, Bird said, city officials violated state law when they voted in closed session in June to buy a tract called the Gilman Boat House for \$1.3 million.

Shanahan disagreed, saying the votes behind closed doors were "perfectly legal." Bird criticized **Shanahan** for recommending the city get a \$43 million loan to expand the city's wastewater treatment capacity by 4 million gallons a day. Water rates were increased by 35 percent this year to help pay the debt, which city officials expected to be repaid through fees to new residents. "When you meet behind closed doors, people don't know what's going on until after the fact," he said. "It certainly bears looking into how we possibly mismanaged the money." Before the expansion, the city was facing daily fines of \$50,000 by the state Environmental Protection Division for exceeding its treatment capacity, **Shanahan** said. "My job is to support council, no matter what," he said. "We did the best with what we had."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
July 28, 2010

Tourism board votes to ask St. Marys councilman to leave: Member urged to resign for apparent role in agency chief's firing.

Author: Gordon Jackson

July 28--ST. MARYS -- The St. Marys Visitors and Convention Bureau board voted 6-2 Tuesday to ask City Councilman Keith Post to resign from the panel. The board members who want Post gone claim he never warned the board that he planned to back the firing of longtime tourism director Janet Brinko. "Keith never said a word. We were as sucker punched as you were," board Chairwoman Barbara Ryan said. The St. Marys City Council voted 4-2 in a July 15 closed session to give City Manager **Bill Shanahan** permission to fire or otherwise discipline a department head. Three days later, he fired Brinko. Council members Greg Bird and Sydney Howell have both criticized Brinko's dismissal. Post abstained Tuesday from voting on his own resignation and didn't respond as he was roundly criticized. After the meeting, he declined to comment on the call for him to quit or on his role in Brinko's firing. "It's an ongoing appeal process," Post said of Brinko's attempt to be reinstated. Ryan, Jolene Haney, Dave Phillips, John Carroll, Mardja Gray and Julie Riffe-Babbs voted to ask Post to resign. Board members Mary Neff and Sue Lockhart voted against it. Board members are appointed by the City Council. The board didn't stop with demanding for Post to step down. It also questioned the fairness of the process, from Brinko's firing to her pending appeal.

Ryan questioned why **Shanahan** fired Brinko after telling her this year that she would answer directly to the chairman and vice chairman of the Visitor and Convention Bureau board. Ryan is chairwoman and Haney is the vice chairwoman. **Shanahan** was out of town and could not be reached for comment. **Shanahan** fired Brinko after he said she contradicted herself when she told him that Downtown Development Authority director Alyce Thornhill discussed confidential city business with Haney in violation of a city order. Brinko claims she gave only one version: that she overheard Haney tell others that Thornhill was opposed to a proposal to consolidate the tourism and downtown development departments. **Shanahan** said Brinko contradicted herself by saying that Haney told her directly what Thornhill had said.

During the meeting's public comment period, supporters waited in line to praise Brinko's job performance the past 15 years. "I'm appalled at what's going on behind closed doors," Kathy Wilson told Post. "You can't serve on two boards like this." Former councilman Doug Vaught said Post was "leading the pack" in making decisions without public input or knowledge. "You're not fooling anyone. We know what's going on," he said. James Stacey had perhaps the harshest words for Post. "It's times like this I wish we were back in the 19th century, where people like him would be tarred and feathered and run out of town," he said. Brinko's lawyer, Jim Stein, also criticized the city's appeal process because **Shanahan** will be the hearing officer who will make the ultimate decision on whether to uphold his own action in firing Brinko. "It's a kangaroo court," he said. "Janet Brinko is a sacrificial goat in this thing. St. Marys appears to be out of control and out of touch with its citizens."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
May 18, 2010

**St. Marys officials say airport documents are inaccurate
Property appraisers say City manager said to assume there are 480 acres of usable land.**
Author: Gordon Jackson

ST. MARYS - An appraisal of the site where St. Marys officials want to relocate the municipal airport indicates the property's value is nearly \$500,000 less than it was appraised for a year ago. The new appraisal estimates the site's value at \$9.6 million. One released last year appraised the value at nearly \$10.1 million. Critics of the relocation project say the new appraisal jeopardizes plans to relocate the airport and that City Manager **Bill Shanahan** is trying to overstate the property's value. According to an appraisal report released May 6 by Cantrell Real Estate in Jacksonville, the company was instructed by **Shanahan** to assume the property contains 480 acres of usable land.

"No survey of the subject site was provided to the appraiser," according to the report. "The client [**Shanahan**] has stated this assumption to the appraiser verbally and has not written this assumption in a letter to include in this report." An earlier Department of Interior study indicates more than 220 acres at the proposed site near Woodbine are wetlands. Dick Russell, former chairman of the city's airport authority, said **Shanahan** is trying to maximize the value of the site to offset the city's financial obligation for the project. The Federal Aviation Administration is requiring the city to spend \$10.5 million on the project - the estimated fair market value of the existing airport property. "The city may not be getting the idea this whole scheme is falling apart," Russell said. "They're trying to tell the government it's worth a lot more than it is."

Councilman Greg Bird said **Shanahan** knows nearly half the site is wetlands and is deliberately trying to mislead the FAA. "I think the whole thing is bogus," he said. "I think it's fraud. It's corruption and politics." **Shanahan** insisted Tuesday he did nothing improper or illegal. "We're not hiding the fact it has wetlands," he said. He said the FAA and Georgia Department of Transportation told him to consider the entire site as an airport for the appraisal. "It doesn't change the fact that we'll have to mitigate the wetlands," **Shanahan** said. "It's hard to say we're hiding things."

Scott Seritt, manager of the FAA's Atlanta Airports District Office and coordinator of regional airport projects, said he is aware of wetlands at the site. He said the second appraisal that takes wetlands into account arrived at his office a few days ago, but he hasn't had time to review the document. "It doesn't appear based on the strategy that there is sufficient funding for their match," Seritt said of the city's plan to pay its share of the project with land donated by Sea Island Co. City officials are trying to convince Sea Island to donate an additional 75 acres to increase the site's value, but they haven't received an answer to the request. City officials promised not to use taxpayer money for the project after voters approved a non-binding referendum supporting relocation two years ago. Bird said he doesn't believe Sea Island will donate more property for the project. "All we have is promises from a company on the verge of

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

bankruptcy," Bird said. "We don't even have deeds [for the proposed site]. This is nothing but a real estate deal gone south." Sea Island has defaulted on loans but with the blessings of its lenders has contracted with Goldman Sachs to find a buyer or financial partner. Seritt said corporate funding or other sources could also be used to meet the city's financial obligation. The project's future will remain uncertain until the first shovel of dirt is turned at the site, he said. "We don't care where the local match comes from," he said. "If we go forward, our share is 95 percent of the cost. One of the things we're looking at is the wetlands issue."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
May 11, 2010

**St. Marys says airport authority in breach of lease agreement
Despite authority's payment last week, city says insurance isn't paid**

Author: Gordon Jackson

ST. MARYS - City officials say the St. Marys Airport Authority is in breach of a lease signed in July and is threatening to terminate the agreement if the issue is not resolved by May 21. The city is asking the authority to prove it has at least \$1 million in liability insurance for each businesses operating at the airport. In an April 26 letter to authority chairman Steve Swanson, city manager **Bill Shanahan** said the lease with the city will be terminated if proof of insurance is not provided by the deadline. Swanson said the issue is confusing because the authority sent a \$7,800 check to the city last week after receiving an invoice indicating how much it would cost to insure the airport. "We already had the insurance they required," Swanson said. "It's been very frustrating. It revolves around terminology."

The authority's lawyer, Jim Stein, said he is thoroughly confused by **Shanahan's** letter. "We have no idea what they want us to do," Stein said. "They are threatening to kick us off the board. We're at wits' end about what to do, and I get the impression they don't know what's going on." Stein said city officials never told authority members they were required to purchase any other type of insurance until they received the letter. "I'm sure you can appreciate the confusion over being requested to pay an invoice for general liability coverage one day and then shortly thereafter being advised that was not the request," Stein wrote in his response.

Shanahan expressed confidence the issue will be resolved sometime this week. He said the city did not cash the authority's check. He and Swanson will have a conference call with an insurance company on Thursday to resolve the issue. **Shanahan** said the airport needs insurance for protection against lawsuits that could be filed in accidents. "The idea is they can protect themselves," he said. "Basically, all we want them to do is get that insurance."

Councilman Greg Bird, who owns a business at the airport, said the dispute and threats by the city don't make sense. "It appears to be more harassment," he said, referring to past disputes and legal battles between the city and authority. "What they're saying is that insurance doesn't protect the airport authority from lawsuits," Bird said. "The right hand doesn't know what the left hand is doing."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
January 12, 2010

**St. Marys replaces dissidents on city airport board
They had voted against moving the facility**

Author: Gordon Jackson

ST. MARYS, Ga. — The City Council has replaced two airport authority members who went to court to get more say in airport operations. Although J. Gregory Moore and former chairman Dick Russell were willing to accept appointments to new four-year terms, the City Council replaced them at their Monday night meeting. Moore and Russell were on the authority that challenged the city’s ability to close and move the St. Marys airport without the permission of the appointed authority. In May, the Georgia Court of Appeals affirmed a Superior Court decision that the City Council had final say in the airport and its operations. Russell served on the board since 1994, including six years as chairman. Moore has been on the board since 2002. In the vote for Russell’s former position, Mayor Bill Deloughy cast the tie-breaking vote to appoint Keith Thompson, owner of St. Marys Avionics, a business he runs from his home. Ronnie Smith, currently chief operations officer for the Jekyll Island Authority at Jekyll Island Airport, was selected to replace Moore. Before the vote, Councilwoman Deborah Hase asked for a legal opinion on whether Jeff Stanford, the fixed operations manager at the airport, could serve on the authority. Atwood said it would be a conflict of interest and recommended against appointing Stanford. “I think it would be difficult for him to do the job,” he said. “If you’re going to err, err on the side of prudence.” The council also will amend its application for the design of a new airport and discussed Sea Island’s verbal agreement to donate land near Woodbine. Since 2003, St. Marys has maintained that the strongest argument for relocating the airport is its close proximity to Kings Bay Naval Submarine Base and how a crash there could affect operations. But an application recently submitted to the Federal Aviation Administration for money to design the new airport did not mention those concerns. Councilman Greg Bird questioned why that information was not included in the application. “We still keep hearing the airport is a Navy issue,” Bird said. Instead, the application states the intent is to improve business and general aviation in Southeast Georgia, Bird said.

City manager **Bill Shanahan** said the omission was an oversight on his part when he filled out the application. “I was answering the question about the potential for economic development,” he said. Council members instructed **Shanahan** to notify the FAA and add information about the Navy’s concerns to the application. Bird also questioned if a verbal commitment by Sea Island Co. to donate a 520-acre tract for a new airport is enough to satisfy the FAA’s requirement for the city’s financial contribution toward the project. City Attorney Alexander Atwood said at some point the city will need more than a promise from Sea Island. “If you’ve got a good-faith commitment, that should be enough,” he said. “But at some time you need a written agreement.” There is actually a written “donative property agreement” that was signed June 13, 2005, by the city and Sea Island Co. The agreement expired, but Sea Island Co. signed a new one April 25, 2008, in which it waived all deadlines.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
December 7, 2009

**Camden construction could be sign of change
The St. Marys market might be improving as development resumes.**
Author: Gordon Jackson

ST. MARYS — Ongoing construction of a 196-unit apartment complex may indicate the housing market is rebounding in St. Marys. Tom Purdie, developer of Brant Creek Apartments, said he decided to start construction in August because he believes the project fills a void for affordable rental property in the city. “I do think the market needed a new product,” he said. “We are at the front of a new wave that would be best for us and the community.” The Jacksonville developer said he wanted to start building the complex in 2006 but had a problem — the city didn’t have the sewer capacity to allow new construction. But now, the city’s capacity has been increased, and the first phase is on schedule for completion sometime in next spring. The entire project should be built by September, he said.

Purdie said it took lots of work to find financing for the \$14.6 million project through a federal Housing and Urban Development construction loan designed for multi-family housing. He said banks aren’t lending money for new construction, so the HUD loan was the only route for financing and was worth the extensive paperwork to get the loan. Part of the review process was to prove a need for rental property in the city, as well as considering potential impacts to the community. “It turned out to be the only source available,” he said. “It went through lots of review. It showed a need.”

The HUD loan is not for subsidized housing, and the rental rates are at fair market value, he said. Rent for the one-, two- and three-bedroom apartments will range from \$695 to \$895 a month, Purdie said. Each three-story apartment building will contain 28 rental units that Purdie said will be energy efficient, have fire suppression systems and contain all the features residents will need. The complex will have a swimming pool and clubhouse with exercise equipment and two large flat-screen televisions. The complex will also have garage space and storage facilities for an additional fee, he said. Purdie said his target audience is sailors at Kings Bay Naval Submarine Base and employees at large businesses such as Express Scripts and Walmart.

Sheila McNeill, former national president of the Navy League, said the rental rates fall within the range of housing supplements given to sailors and their families living off base. “It will upgrade the quality of life for those young sailors who come in,” she said. “It will be an asset.”

McNeill said the complex could also lead to more work at the base. She said some work on submarines may be done at Kings Bay instead of sending the boats to shipyards in Norfolk, Va. or other locations because additional rental housing will be available. Another reason the project started despite the poor economy is City Council members changed the building fee ordinance as a way to encourage new construction, City Manager **Bill Shanahan** said. The new ordinance,

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

which was changed Jan. 14, 2008, allows city officials to negotiate building fees with all developers instead of having a flat rate. The developer paid more than \$348,000 in building fees, including permits, capital recovery fees and equipment costs. Without the flexibility to negotiate, city officials said Purdie would have paid \$651,000. “We needed to get it started,” **Shanahan** said. “It’s bringing development to the city. It’s all perfectly legal.”

Mayor-elect Bill Deloughy said the project gives him optimism the housing market is improving in the city. “It will fill a nice niche here,” he said of the project. “I’ve felt we don’t have enough moderate-priced housing in the city.”

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
September 18, 2009

**St. Marys Officer fired after Facebook posting
But officials are tight-lipped on the reason; online activities are suspected.**

Author: Gordon Jackson

ST. MARYS - A city police officer serving under a one-year probation period has been fired. City Manager **Bill Shanahan** said officer Robert Godley was dismissed Tuesday by Chief Tim Hatch. **Shanahan** said he is not allowed to disclose the reason, citing a state law that prohibits releasing information about the investigation that led to the firing for 10 days. **Shanahan** said he could not confirm Godley, who was hired Feb. 13, was terminated for his response to a Facebook posting on Sept. 5. On the site, Godley responded to a posting that said: "Keep sex offenders off of Facebook." Godley, whose photograph in a St. Marys police uniform was posted next to his response, said, "What do you mean then we would have nowhere to go!!! HaHAHa!!!" Hatch said he was "aware of the Facebook page," but isn't allowed to discuss the firing until the 10-day period ends Sept. 25. Godley, who does not have a listed phone number and has a post office box in Woodbine for an address, could not be reached for comment. All new police officers hired by the city are automatically on a one-year probation period and can be released for any reason, **Shanahan** said. "The probation period actually works," he said. **Shanahan** said the city sent the investigation report to the Georgia Peace Officer Standards and Training Council, also known as POST. The agency has the authority to revoke an officer's certification. Brad Pope, director of investigations for POST, confirmed Friday the city has reported the termination of an officer, but he didn't have the documents in his office.

Pope said the documents cannot be retrieved until Monday because of employee furloughs mandated due to budget problems in the state. Godley was the subject of a previous POST investigation in 2002 or 2003, but Pope again cited the employee furloughs as a reason he did not have access to those records. When a Times-Union reporter described what was posted on the Facebook site, Pope said "that is a disciplinary incident." Officials at Kings Bay Naval Submarine Base said Godley was employed there as a security guard from March 1999 until August 2001, but they aren't allowed to say why he was no longer working there because of federal privacy employment laws. Homeland Mayor Austin Hickox said Godley worked as a part-time officer for the city for about 13 months until he resigned on Feb. 18 for a job in St. Marys. Hickox said he was aware of an earlier complaint filed against Godley when he worked at Kings Bay, but he decided to hire the officer because POST restored his certification to serve as an officer. Hickox said the complaint against Godley indicated he looked at inappropriate materials on a computer, "but there's no indication there was child pornography on it." "Bob did a good job for us while he was here," Hickox said. "I can't say anything bad about him." Godley filed a federal age-discrimination suit against the Camden County Sheriff's Office on Aug 9, claiming his age, 44, was the reason for his termination earlier this year. Sheriff Tommy Gregory, however, said he can't discuss specific reasons for firing Godley on Jan. 2 because of the pending complaint. All Gregory would say about Godley's firing was, "He didn't reflect the moral characteristics I want in a deputy. He had a past I knew about."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
July 20, 2009

**St. Marys lifts ban on new construction
Improvements to water treatment plant allow the city to handle growth**

Author: Gordon Jackson

ST. MARYS - The city's capacity to treat wastewater was in such dire condition three years ago that it declared a moratorium on all new construction. But thanks to an ongoing \$43 million expansion, the City Council has lifted the construction ban imposed during the height of the building boom and is actively seeking new water customers. Ongoing improvements to the Point Peter wastewater treatment plant have increased its capacity from 800,000 gallons a day to 1.8 million gallons a day. Continuing work will soon more than double the plant's capacity to treat 4 million gallons a day, officials said. Once the work is completed, the city will close the aging wastewater plant on Weed Street. Despite the low demand for new water hookups, Councilman Bill Deloughy said he has no regrets in voting to increase capacity. "We were really struggling to get this going," he said. "We juggled a lot of things to keep things going. Right now, we can handle growth."

City manager **Bill Shanahan** said the expansion had to be done because the state Environmental Protection Division threatened to fine the city as much as \$50,000 each time the city exceeded capacity at its treatment plants. "My sense of urgency was because we were over capacity," he said. "We were facing major fines. It had to be done."

It's the extra capacity that city officials said makes their recent offer to annex Laurel Island in an unincorporated area near city limits so attractive to developers. If city officials and the developer agree on the annexation, new residential customers on the island would help replace some of the failed developments the increased capacity was intended to serve. Land Resource, the company that owned partially built Cumberland Harbour, has declared bankruptcy, along with Jacksonville-based LandMar Group, which had planned to build a 2,000-home subdivision at the former Durango-Georgia Paper Co. site. "I think it would raise hopes," Councilwoman Gull Weaver said. "Because of the economic downturn, we don't have the [demand] we wanted." Weaver doesn't believe the city made a mistake expanding wastewater capacity at a time with little demand for new housing starts. She said the excess capacity puts the city in a strong position to provide water hookups for developers when the economy improves.

The bond to finance the improvements is designed so payments increase as more customers hook up to the service, Deloughy said. "We were really struggling to get this going," he said. "The payments are intended to be low until growth comes." While the city will eventually have to hire more employees to accommodate the extra demand for services, Deloughy said no new hiring is currently necessary. "I'm sure we'll need more people, but not now," he said. "Right now, we have excess capacity."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
May 4, 2009

St. Marys raises water, sewer fees

Taxpayers to cover debt from wastewater treatment expansion after halt in growth

Author: Gordon Jackson

ST. MARYS - When city officials borrowed \$43 million in December 2007 to increase the city's wastewater treatment capacity, they predicted the debt would have little impact on existing residents. They expected impact fees on new construction plans to pay off the bonds over the next 30 years. They didn't expect the housing market to collapse. With few new housing starts planned and an obligation to repay the debt, city officials have raised some water and sewer fees as much as 30 percent effective last Friday. The monthly rate increase for the routine use of water, sewage and trash pickup, however, will be more modest, said **Bill Shanahan**, city manager. He estimated the average bill for a customer who doesn't use more than 6,000 gallons of water each month will increase less than \$3. The highest increases will be collected on what are sometimes one-time services, such as meter testing, reconnecting service, tampering penalties, transfers and temporary service, a fee schedule shows. For example the fee to reconnect service increased from \$25 to \$30; the tamper penalty increased from \$75 to \$100 and the meter testing fee increased from \$20 to \$25. If new home construction was still strong in the city, **Shanahan** said residents may have still paid higher fees, but the intent was for builders to bear the brunt of the cost to increase the city's wastewater treatment capacity. "That's why we implemented a construction fee," **Shanahan** said. "The downturn in the economy is catching us off guard." Councilman Bill DeLoughy said city officials had no choice when they began discussions to increase capacity during the height of the building boom in St. Marys.

The wastewater treatment plants serving an estimated 6,000 homes and businesses were at capacity and the city could not issue new building permits to developers with plans to build an estimated 7,000 new homes over the next decade. Those estimates did not include Jacksonville-based LandMar Group's plans to build an anticipated 2,200 homes and condominiums at the former Durango-Georgia Paper Co. site, DeLoughy said. The state Environmental Protection Division also threatened to fine the city \$50,000 for each violation if the city exceeded its daily wastewater capacity. The capacity has been increased by 1 million gallons a day and work continues to add another 2.2 million gallons capacity, DeLoughy said. Increasing capacity will "put us in a great position" once the housing market improves, he said. "The prudent thing to do would be to continue," he said. Councilman Greg Bird, however, said it's a "mistake" for the city to continue to increase its capacity when the demand doesn't exist. Bird, who was not a councilman when the bond was approved, said city officials should have let the voters decide the issue through a bond referendum. Bird said the city "made some poor choices," but he believes developers were sincere when they said they needed additional capacity to accommodate growth. "Nobody saw the time bomb ticking," he said. "Who's going to pay the fees, now? The solution is not easy."

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WILLIAM “BILL” SHANAHAN**

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)
November 14, 2008

DOWNSTATE MUNICIPALITY EYES 4-DAY WORKWEEK

Author: *MORRIS NEWS SERVICE*

City officials grappling with budget problems are considering a switch for most employees to four-day workweeks. The move could save the city \$100,000 a year, City Manager **Bill Shanahan** said.

While details are still being considered, **Shanahan** said the proposal calls for city employees to work 10-hour shifts, four days a week. If the St. Marys City Council approves the proposal for a four-month trial period beginning Jan. 1, **Shanahan** said city offices, which are open from 8 a.m. to 5 p.m. on weekdays, will open at 7 a.m. and close at 6 p.m. four days a week.

City officials have not decided which day of the week offices would be closed, he said. Police, fire and tourism offices would retain their normal workweeks. Council members are expected to vote on the issue by the end of the year. City officials are seeking comment from residents and city employees. "We're trying to think outside the box to save money," **Shanahan** said. "We want it to be long term so we don't have to go through this next year."

City officials, most of whom are opposed to raising taxes, have been looking at ways to make up an estimated \$1 million shortfall in tax revenues. They said the budget problems are caused by the economic downturn, which has impacted residential development, housing sales and businesses.

The city has already frozen hiring and eliminated assistant department head positions.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
September 9, 2008

St. Marys' shortfall means job cuts, tax increase - For starters, 18 city jobs will go

Author: Gordon Jackson

ST. MARYS - As city officials prepared Monday to levy property taxes, it became clear residents will pay more. It also became clear during an afternoon budget planning session that job and service cuts are in the offing because higher taxes alone won't offset revenue shortfalls, City Council members said. City Manager **Bill Shanahan** said the city could come up \$1 million short without some changes.

"We are where we are for a multitude of reasons," Councilman Chuck Trader said. "We're extremely dependent on limited resources." The city's budget problems are the result of a slow economy that muffled an expected housing boom. To gear up for that growth, city officials added staff members that it can no longer afford and likely no longer need. The city has implemented a hiring freeze and plans to eliminate assistant department heads in public works, public safety and other areas in city government. In all, 18 positions will be eliminated or left vacant. But there's only so much the city can do without raising taxes, Councilman Bill Deloughy said. "No one wants to call the police department and reach an answering machine," he said. "We have to look at the cuts." Councilman Greg Bird, however, said he is opposed to raising property tax rates to cover the budget shortfall. "I want to be sensitive to the people who live here and the employees," Bird said. "We can't correct it overnight. We have to live within our budget."

Trader and other council members, however, said they are reluctant to take any additional money from the city's reserves to balance the budget, even with proposed cuts of \$1.3 million. "The reality is you can only spend from the fund equity once until you allow your revenues to grow," Trader said. "We've got to face the fact that taxes are going to be higher." Councilwoman Deborah Hase said the problem she's heard from speaking with residents is homeowners aren't nearly as opposed to higher taxes as is the business community. Some business owners have seen property value increases of as much as 400 percent and say they can't afford taxes at the existing rates because of the new assessments. "They're barely hanging on with the budget we have right now," she said.

Shanahan said after the property tax rate is set, he will continue to evaluate every city department to determine where further cuts can be made. City officials will also look at cuts in office supplies and other areas. "We feel there are other positions we can look at now," he said. "None of it will be easy." The City Council was to vote on the tax rate at its regular meeting Monday night.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
December 29, 2006

LandMar finalizes St. Marys site deal

Author: Gordon Jackson

ST. MARYS - LandMar Group became the owner of the Durango-Georgia Paper Co. site Thursday after the Jacksonville-based company signed the paperwork to close on the deal. Charlie Smith, a St. Marys attorney representing LandMar, said the documents changing the ownership to LandMar were filed in the Camden County Courthouse after the deal was consummated earlier in the day in Jacksonville. LandMar was the highest bidder for the property at a bankruptcy court auction in November 2005, offering roughly \$40 million for the paper mill and most of its assets, including the St. Marys Railroad. The company was given until April 30 to close on the deal, but was granted an extension until Thursday after telling court officials they needed more time to submit a plan for an environmental cleanup of the 750-acre site. "I'm pleased to hear this," said St. Marys city manager **Bill Shanahan**, after the closing was announced. "Now, this property goes back on the tax rolls."

The property has been off the tax rolls since Durango filed for bankruptcy shortly before shutting its doors, costing about 900 workers their jobs in November 2002. The company was the county's largest private employer for more than 60 years until the paper mill closed. Now that the deal is official, LandMar can demolish buildings at the industrial site along the North River near downtown St. Marys. The demolition and cleanup should last about four years, LandMar officials said. After the site is cleaned, the company plans to build single-family homes, a business district, four condominiums as tall as 100 feet, a 100-room hotel, hiking and biking trails and a marina. The projects will unfold over the next decade. As many as 2,200 residential housing units are planned for construction at the site, LandMar officials said.

Shanahan said LandMar's plans for the site will have a "major impact" on the city by adding to the tax base and bringing new businesses to the area. "We think this will make St. Marys a destination for a lot of people," he said. City services will be affected as residents move into development, but **Shanahan** said the cost of hiring employees to provide city services for the residents should be covered by the site returning to the tax rolls. The agreement is also good news for former employees who lost their jobs more than four years ago when Durango announced they were closing the paper mill, **Shanahan** said. "The workers have been a primary objective by the city council and mayor," he said. "They want those folks to get what's coming to them."

Many of the former employees who are owed vacation and severance pay, as well as medical benefits, should receive at least partial repayment within the next three months, LandMar officials said. Former workers could receive as much as \$4,200 in initial payments, said Ward Stone, the attorney representing the bankruptcy court trustee overseeing the company's sale. Any employees owed more than \$4,200 could receive as much as 80 percent of what they are owed, but there is no timetable set for repayment to all creditors. Stone said it could take as long as

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

seven years for everyone to be repaid. Jim Stein, a St. Marys attorney representing some of the creditors owed money, said the closing will not give long-overdue financial help to those who have been waiting four years for repayment. "They're getting relief long after they needed it," Stein said. "Something is better than nothing. The question is when will it be?" Stein said area residents will be glad to see the deteriorating buildings at the site torn down because they are an eyesore to the community. "It's like a junkyard," he said. "It's just a bad reminder. It's an open sore."

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Note: This research will be presented in reverse chronological order

Florida Times-Union, The (FL)
April 7, 2006

St. Marys polls development's residents on joining the city

Author: Gordon Jackson

ST. MARYS -- A letter delivered to 270 households in the Point Peter development this week has residents concerned St. Marys city officials aren't paying attention to recent history. In the letter, property owners are told "the city of St. Marys is looking into having your property annexed" and explains the advantages they would have by living within city limits. City residents have faster response times to emergencies, lower fire insurance rates, good water and sewer service and increased property values, the letter said.

City Manager **Bill Shanahan** said he was instructed by City Council members to send the letter, which he said was simply a survey. "All we're doing is checking to see what people think," he said. "There's nothing guaranteed." But some residents in the development are concerned they will be forced into the city, like about 500 other homes in 2000 and 2001. Twenty-year Point Peter resident Jim Farley said he'll help organize opposition if St. Marys tries to force him to become a resident. "People here are quite content," he said. CHRIS VIOLA/The Times-Union

Six years ago, when residents were told they were being annexed, they told elected officials they didn't want to pay city taxes for services they were already getting from Camden County. City officials, however, said a state law allowed them to forcibly annex areas near the city that were receiving city services such as fire and police protection, even if the residents were opposed. After they were forced into the city, the new residents vowed to exercise one of their new rights - to participate in city elections -- and vote the incumbents from office. In 2001, when the first city election was held after the forced annexations, all four incumbent council members were voted from office. The former council members blamed their losses on voter backlash from the forced annexations.

City Councilman Jerry Lockhart said the letter was sent to "see what the feeling is," but said the Point Peter residents may eventually be forced into St. Marys. "If they have a fire, we're the first ones to respond," he said. "If they need the police, we're the first ones to respond. The city is providing these folks a huge amount of services." Lockhart, who was in office in 2001 when the four incumbents were defeated, was re-elected when his four-year term expired in 2003. He said he realizes the risk to his council seat in the 2007 city elections by possibly forcing Point Peter residents into the city. "Nobody wants to get into one of these battles," he said. "Honestly, it's the right thing to do." Point Peter residents who received the letter say history will repeat itself if city officials annex them against their will.

Ed Nuzum said he is concerned about the costs of becoming a city resident and wants to remain in Camden County. "It will cost more money for fewer services," Nuzum said. "It's a lose-lose situation for everyone out here." Jim Farley, who has lived in his home on Lookout Drive since

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Note: This research will be presented in reverse chronological order

1986, said he's very satisfied as a county resident. "I moved into the county for a specific reason," Farley said. "I like St. Marys, but I don't believe in overpaying for the services we get. People here are quite content." Farley said he'll help organize opposition to the proposed annexation if the city tries to force him to become a resident. And if he and his neighbors are annexed, Farley predicted all the incumbents would be voted from office when they run for re-election. "I will do everything I can to wipe the slate clean and start with new blood," Farley said. "Maybe they only want to be a one-termer."

Marianne Goins agreed, saying she is opposed to becoming a city resident. "My experience is, you don't fight City Hall because if they have something on their mind, they're going to do it," she said. But she plans to make an exception if the city tries to annex her home. "I won't vote for anyone who votes for this," she said. "I'm pretty satisfied with things right now."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

The Tribune-Georgian
April 5, 2006

St. Marys finds itself at capacity for treatment

By Renee M. Liss

The City of St. Marys has a problem when it comes to its water and sewer system, Council Member Gary Blount announced at the March 27 city council meeting. With the opening of the Scrubby Bluff treatment plant, St. Marys is right at capacity for its current population.

Blount said it took 10 years from start to finish on Scrubby Bluff, although City Manager **Bill Shanahan** thought it was five or six. Either way, it was longer than it was supposed to be. When the city planned for Scrubby Bluff, the Durango-Georgia Paper Mill was still open and people were not moving into the city at the rate they are now. The water and sewer master plan at the time was based on that growth, rather than the growth being seen now.

“Future growth [of St. Marys] has surprised everybody,” **Shanahan** said, adding that not just local officials were caught off guard, but also state officials.

To combat the problem, a plant is being built at Point Peter that will be able to handle 4 million gallons of waste water a day, Scrubby Bluff will be increased from .8 million to 1 million and another plant will be built, location to be announced, at 4 million gallons per day capacity. The city will shut down the Weed Street plant when the new Point Peter plant opens.

“Hopefully, growth will top out,” **Shanahan** said, adding that those plants should keep the city in a good place for at least 25 years. **Shanahan** said the state Environmental Protection Division gave verbal agreement for the new plants, although nothing has been finalized in writing yet.

The engineers working on the current projects, JJ&G, are not the same engineers who worked on the problem-plagued Scrubby Bluff. When Scrubby Bluff did finally open, **Shanahan** announced at a city council meeting that diesel fuel was leaking into the plant, making it unusable. The Public Works Department was unable to find the source of the leak, but **Shanahan** said shortly after the announcement, the problem cleared up. He said that whoever was responsible for the leak must have known about it and taken care of it on its own. **Shanahan** said that is the way he prefers such matters to be cleared up.

**Internet – Newspaper Archives Searches
WILLIAM “BILL” SHANAHAN**

Note: This research will be presented in reverse chronological order

The Tribune-Georgian
March 24, 2006

Retiree flocking to St. Marys

By Renee M. Liss

Of all the places retirees can choose to live, St. Marys is up at the top of the list. A Brookings Institute demographics study ranks the coastal Georgia city, once a sleepy small town, as No. 7 for growth rate in people over age 55, stating that these retiring Baby Boomers are looking to be more active in their golden years, wanting to continue working, and many choosing to run their own businesses. St. Marys was the only town east of the Mississippi to make the top 10, although Palm Coast, Fla., was No. 11. “I think this is some of the best positive publicity we could receive,” said Janet Brinko, St. Marys director of tourism. She said most people who eventually move to St. Marys visit first, and often more than once, meaning revenue for hotels, restaurants and shops. The listing has already garnered national attention, with an article on the report in national magazine U.S. News and World Report last week. Brinko said ABC’s Good Morning America was on Cumberland Island March 22 filming for a segment on the coastal barrier islands. It will appear on the Sunday morning broadcast, Brinko said. “I think there is a lot of interest [in St. Marys] because of the [U.S. News] article,” Brinko said. “I feel like it’s going to create a big stir.”

City Manager **Bill Shanahan** and Mayor Rowland Eskridge agree that the ranking and national attention are good for the city. “I’m really happy people see us as a desirable place to be,” **Shanahan** said. “It speaks volumes on the people [who live here already]. They’re good, friendly people.” Eskridge added that the ranking shows the city is doing something right. “I think it’s great,” he said. Of course, all this growth means challenges for the city government, with an estimated 7,000 new homes proposed to be built in the next few years. **Shanahan** said the challenge has always been there, but it is not something that cannot be handled, as long as it is done right. “The area is growing smart,” **Shanahan** said. “I’m real pleased.” He said the main focus is to ensure standards are maintained on city services. And he said he does not think St. Marys will end up being strictly a retirement community. He said as older people move in, their children and other young relatives will visit and **Shanahan** believes they, too, will fall in love with St. Marys.

He said with Naval Submarine Base, Kings Bay, and current and future businesses in the city, there is and will be enough employment for younger generations. **Shanahan** added that Brunswick and Jacksonville, Fla., offer job opportunities, as well, and are close enough that people will live in St. Marys and work in those cities. “I thank God every day we started [planning] early,” Eskridge said. He said the city is careful about what developers are allowed to build in St. Marys, ensuring that no one will cut and run. The top 10 list is Gillette, Wyo., Silverthorne, Colo., Juneau, Alaska, Edwards, Colo., Jackson, Wyo., Bozeman, Mont., St. Marys, Rock Springs, Wyo., Taos, N.M., and Evanston, Wyo.

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Anderson Independent-Mail (SC)
April 3, 2004

Volunteers persist despite Shanahan leaving

Author: *Heidi Cenac Georgia Bureau*

CLARKESVILLE - Volunteers for Habersham County's Emergency Management Agency still are upset about how officials re-organized the emergency response system and said County Manager **Bill Shanahan**'s resignation will not stop them from fighting the change. Mr. **Shanahan** faced harsh criticism from volunteers when the county put the fire department in charge of emergency first response, and he said the volunteers made it difficult for him to continue being effective as the county manager.

Sue Popham said she and other volunteers plan to address the issue at Monday's commission meeting. The group also has discussed taking legal action against the county. Volunteers claim county officials told them in March that their services no longer were needed, but Mr. **Shanahan** said the volunteers have the opportunity to work under the fire department. According to Mrs. Popham, volunteers who tried to work for the fire department were turned away. "They said they didn't need them; didn't want them," she said. Volunteers also were upset that they would not be allowed to drive county vehicles, enter the building without a fire marshal present or act as first responders as they had for the past 30 years.

Mr. **Shanahan** said the county is giving volunteers the opportunity to do the same job under the fire department. People who work or volunteer for the county are allowed to drive the county vehicles, he said. They were not allowed in the building without a fire marshal because Mr. **Shanahan** said he has written statements saying volunteers took several files from the building. "I was briefed that these were only the individual volunteers' personnel files, but I have no way of knowing what actually was taken," Mr. **Shanahan** said.

Volunteers said they also are concerned about how the re-organization will affect county residents, both in cost and service. The 24 Emergency Management Agency volunteers worked for about \$3 a call and together have about 50 years experience, said volunteer Linda Church. Most of the volunteers are qualified to do almost the same work as paramedics. The only exceptions are giving an IV or tracheotomy, Mrs. Popham said. But county officials said the change will not affect safety in the county or increase the budget because it doesn't add new employees.

"We will be serving the people at a lower cost to the county citizens, while both maintaining and in some areas improving services," Mr. **Shanahan** said. "These changes are not about department loyalty, they are about what is best for the citizens of this county."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

The Florida Times-Union
March 30, 2004

St. Marys selects ex-Camden official - County offered Shanahan similar position 18 months ago

Author: *Gordon Jackson, The Times-Union*

Dateline: **ST. MARYS**

Former assistant county administrator **Bill Shanahan** is returning to Camden County -- this time as the new city manager in St. Marys. **Shanahan**, 47, said he applied for the St. Marys job because he liked the quality of life and people he knew while serving as assistant Camden County administrator for nearly 15 months. **Shanahan** left Camden County to accept the Habersham County manager's job 18 months ago. **Shanahan** was offered a similar position as Camden County administrator, but had already accepted the Habersham County job, located in North Georgia near the South Carolina border. He said his experience dealing with many of the public officials still holding office and his understanding of local issues probably separated him from other candidates considered for the job.

Councilman Jerry Lockhart said **Shanahan's** knowledge of local politics and issues made him the unanimous choice for the job. The council voted to hire **Shanahan** last week. "I'm looking forward to having a guy run the city on a day-to-day basis," Lockhart said. **Shanahan** described his new job as "a destination, not a steppingstone," meaning he has no plans to use his experience in St. Marys as a way to land another job elsewhere. "I care about the city and county," he said. "My family and I have made some lifelong friends here." **Shanahan** said he plans to begin working before April 26, so he can play an active role in the city's budget planning sessions.

Other issues **Shanahan** said he'd have to deal with in upcoming months include possible consolidation between the city police department and the county sheriff's office, population growth and improvements to the city's water and sewer systems.

Shanahan replaces Bill Lewis, who resigned to take a job in Gainesville, Ga., in late 2003.

Mayor Deborah Hase has been interim city manager since Lewis resigned. Hase said the unanimous vote gives **Shanahan** "a wonderful start" to begin his new job. Hase described her past experience working with **Shanahan** in Camden County as "very professional, upbeat, positive." "He is going to be as busy as I have been," Hase said of her interim city manager duties. "I won't miss having to be here most of the day."

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Note: This research will be presented in reverse chronological order

Times, The (Gainesville, GA)
February 12, 2004

Commandments case still is active

By PEARCE ADAMS

Habersham County appeal in the Ten Commandments lawsuit still is active in the 11th U.S. Circuit Court of Appeals, even though commissioners voted this week to drop it. On Nov. 17, U.S. District Court Judge William O'Kelley ordered Habersham to remove its display. In December, the county appealed, but voted 3-2 Monday to drop it. Paperwork to stop the process has not been received at the Atlanta appeals court, said Court Clerk Nicole Jones. "They need to file a motion to dismiss," she said. "It's still an open case."

Jones said Habersham's appeal had not proceeded beyond collecting briefs. A date to hear the appeal has not been set, she said. That leaves Habersham with two options, Jones said. Court clerks have the authority to dismiss the case without prejudice, meaning it could be reopened. If the request is to dismiss with prejudice, a two-judge panel has to approve the request, leaving no way to revisit the issue.

Said County Manager **Bill Shanahan**: "The only thing approved at the meeting is not to go forward with the appeal. They did not say which way." Habersham attorney Jac-queline Groover said a decision has not been made whether to drop the appeal with or without prejudice. "We're not there yet," she said. But she said commissioners were concerned about increasing legal fees.

O'Kelley signed a consent order Tuesday awarding \$74,462.50 to five attorneys for the American Civil Liberties Union, which represented two plaintiffs in the lawsuit. Nancy Schaefer, president of Turnerville-based Family Concerns, said several hundred supporters were in Clarkesville on Monday, urging commissioners to continue the case. **Shanahan** said Tuesday that money was the issue.

Schaefer disagreed, saying \$100,000 had been committed to help Habersham meet its legal obligations. "Four members, including me, of Habersham County's Ten Commandments Support Committee each took out a \$25,000 line of credit just for this project," she said. "(Commissioners) tried to say that to use the money would be like buying influence."

Members of Ten Commandments Georgia have raised more than \$85,000 to pay Barrow County's legal expenses in a similar fight with the ACLU. A trial date has not been scheduled. The appeals court has been asked to decide if it has jurisdiction to hear an appeal of O'Kelley's order allowing the ACLU to represent an anonymous plaintiff.

O'Kelley wrote in his Feb. 10 order that the ACLU would not be entitled to their legal fees should the appeals court side with Habersham. "We had a chance to win," Groover said. But "the clock was running for additional expense." For Charles "Bo" Turner of Tallulah Falls, the commission put an end Monday to a battle that began almost two years ago when he and Gregg

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Note: This research will be presented in reverse chronological order

Holder of Demorest sued the county. "I have said all along that this was not a contest between me and somebody else," Turner said. "I feel very strongly that separation of church and state ought to be maintained. I'm glad it's over and tired of the hassle. "Other things need to be done in this county ... To spend time and money on this is just ridiculous and wasteful. I feel if they have that kind of money to throw around, they need to help the poor in our county. To me, that is more in keeping with the words of Jesus."

Said Schaefer: "It's just a sad day for Habersham County. This is not just about the Ten Commandments. I wanted to see someone take a stand, and I wanted to see (Habersham) take that stand. The bottom line is: `Will government acknowledge God?' I personally feel this troubles all of us, because Habersham did not stand. God will raise a standard from another source."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

February 12, 2004

The Atlanta Journal-Constitution

County gives up fight for Commandments

Habersham leaders won't risk 'waste'

Author: *PLOTT BRICE*

Habersham County has dropped its appeal of a federal judge's order to remove the Ten Commandments displays in county facilities. "It was basically a financial decision," County Manager **Bill Shanahan** said Wednesday. "The commissioners had made a promise when this all started that they would not waste taxpayers' money. And, it looks like it was heading in a way that would have cost us money." The Rev. Charles "Bo" Turner and Gregg Holder, represented by the American Civil Liberties Union, filed a suit against the county's displays of the commandments in the courthouse and at a public swimming pool complex. The two Habersham County residents said the displays were an unconstitutional promotion of religion. The county argued its displays were secular because they were posted along with other historical documents such as the Bill of Rights, the U.S. Constitution and the Magna Carta.

But U.S. District Judge William O'Kelley ruled in November that the county had not proven the displays were not religious and ordered them removed. **Shanahan** said the displays were removed after the November ruling. The Liberty Counsel, an Orlando-based conservative legal foundation, represented Habersham for free. But **Shanahan** said the county's decision was based "on the fact that if we lost then we would be picking up the fees and costs of the other attorneys. The costs would have come to us." Erik Stanley, Liberty Counsel attorney, said he was disappointed Habersham dropped its appeal. "I can certainly understand their position concerning the money," Stanley said, "but I also think they have a very strong position. They had a secular display, not a religious display." Before the commission decision, **Shanahan** said county officials received calls supporting both sides of the issue. "I can't say it was lopsided either way. Some were strongly for and some against. I think it's one of those things where nobody wins, really," **Shanahan** said. "I think we all would have liked to have had a ruling from the appeals court, but a win is a win," said ACLU attorney Frank Derrickson. "And I have been practicing way too long to think anything is guaranteed in litigation."

Derrickson said he expects Habersham to pay ACLU court costs for work done through the District Court level but did not specify an amount. Turner, a tattooed, motorcycle-riding Baptist preacher, was the lead plaintiff. The former Clarkesville mayor said the commandments belong in people's homes and hearts and not in government buildings. "As far as we're concerned, it's over," Turner said. "Ultimately, there's no way they could have won this case, so perhaps now they have time to do what they are elected to do -- run the county's business. I'd like to see the money they spend on this spent on people who need it: the poor, the unemployed. That won't happen, of course." The Ten Commandments are also the subject of a lawsuit in Barrow County. Judge O'Kelley has ruled that the ACLU can proceed with its lawsuit against the county representing an anonymous plaintiff. The county is appealing that ruling to the 11th Circuit Court of Appeals in Atlanta. But that suit has been complicated by the death of Barrow County

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Note: This research will be presented in reverse chronological order

Commission Chairman Eddie Elder last Friday. Virginia-based attorney Herb Titus, who represents Barrow in the suit, said the county must have a spokesman in court. Barrow could not call a special election any sooner than July, and Titus said the chairman pro tem, Bill Brown, can't represent the county because he is a district commissioner who was not elected countywide. "I don't think that should be an issue for delay," Derrickson said. "I mean, it was not one person who made the decision [to display the Commandments], it was the County Commission. I am very sorry that the gentleman died, but I don't think his death affects this lawsuit."

Habersham County has decided to dropped its appeal of a federal judge's order to remove the Ten Commandments displays in county facilities. "It was basically a financial decision," said county manager **Bill Shanahan**. "The commissioners had made a promise when this all started that they would not waste taxpayers money. And, it looks like it was heading in a way that would have cost us money." Habersham residents Rev. Charles "Bo" Turner and Gregg Holder, represented by the ACLU, filed a suit against the county's displays of the commandments in the courthouse and at a public swimming pool complex. Both charged the displays were an unconstitutional promotion of religion. The county argued its displays were secular because they were posted along with other historical documents like the Bill of Rights, the U.S. Constitution and the Magna Carta.

But U.S. District Judge William O'Kelley ruled last November that the county had not proved the displays were not religious. He ordered them removed. **Shanahan** said the displays were removed after the November decision. The Liberty Counsel, an Orlando-based conservative legal foundation, represented Habersham for free. But **Shanahan** said the county's decision was based "on the fact that if we lost the appeal then we would be picking up the fees and costs of the other attorneys. "

Erik Stanley, Liberty Counsel attorney, said he was disappointed Habersham dropped its appeal. "I can certainly understand their position concerning the finances," Stanley said, "but I also think they had a very strong position. They had a secular display, not a religious display. " Before the commission decision to drop the appeal, **Shanahan** said calls came in often both pro and con. "I can't say it was lopsided either way. Some were strongly for and some against. I think it's one of those things where nobody wins, really." "I think we all would have liked to have had a ruling from the appeals court, but a win is a win," said ACLU attorney Frank Derrickson. "And I have been practicing way too long to think anything is guaranteed in litigation." Derrickson said he expects Habersham to pay ACLU court costs for work done through the District Court level but did not specify an amount.

Turner, the tattooed, motorcycle-riding Baptist preacher, was the lead plaintiff in the suit. A former Clarkesville mayor. Turner said the commandments belong in people's homes and hearts and not in government buildings. "As far as we're concerned, it's over," Turner said. "Ultimately, there's no way they could have won this case, so perhaps now they have time to do what they are elected to do: run the county's business. I'd like to see they money they spend on this spent on people who need it. The poor, the unemployed. That won't happen, of course." The Commandments are also the subject of a lawsuit in Barrow County. Judge O'Kelley has ruled

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Note: This research will be presented in reverse chronological order

that the ACLU can proceed with its lawsuit against the county representing an anonymous plaintiff. The county currently is appealing that ruling to the 11th Circuit Court of Appeals. The Barrow suit has been complicated by the death of Barrow County Commission Chairman Eddie Elder, who died last Friday. Virginia-based attorney Herb Titus, who represents Barrow in the suit, said the county must have a spokesman for the county in the court during the hearing. Barrow could not call a special election any sooner than July and Titus said the chairman pro tem, Bill Brown, can't speak for the county because he is a district commission and was not elected in a countywide ballot. "I don't think that should be an issue for delay," Derrickson said. "I mean, it was not one person who made the decision (to display the commandments), it was the county commission. I am very sorry that the gentleman died, but I don't think his death affects this lawsuit."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Anderson Independent-Mail (SC)
November 20, 2002

Habersham County selects Shanahan to be manager

Author: *Wendy Weinhold*

HABERSHAM - William "Bill" Shanahan has accepted an offer from the Habersham County Commissioners to become the new county manager. The commissioners announced their selection of Mr. **Shanahan** on Monday during their regular meeting. Since current County Manager Ron Vandiver announced plans to retire in May, the commission has been working to fill the position. Mr. **Shanahan** gave Camden County 30-day notice Tuesday that he would be resigning from his position there as assistant county manager. He said he expects to fill Mr. Vandiver's shoes by mid-December.

Mr. **Shanahan** comes to Habersham County with a wealth of experience in public management, County Commissioner Doug Vermilya said. He said Mr. **Shanahan** stood out in the pool of finalists as the complete package. He described Mr. **Shanahan** as "very intelligent" and "a man of discipline." "He appears from every reference to have done a wonderful job wherever he's been," Mr. Vermilya said. "Every reference either wanted him back or didn't want to lose him. I know this, we were in a win-win situation. All four of the finalists were impeccable. The wealth of talent and ability available was pretty exciting." The other finalists for the job were Chip King, Tanya Worley Quickel and Wayne Johnson, all of whom have prior experience in public management.

Before his career in public management, Mr. **Shanahan** served as an analyst for the United States Air Force, examining Air Force departments to improve overall efficiency. Before working in Camden County, he worked as the assistant county manager in Liberty County, and he has been an analyst and special programs manager for the city of Savannah. "I'm very excited to begin the job," Mr. **Shanahan** said Tuesday. An enthusiastic soccer coach with four children, Mr. **Shanahan** said his wife and children have visited the county and "fell in love with the place."

To gain more of an idea about the county's long term plans, he said he plans to meet with the commissioners and county employees as well as residents. "Until you understand the county, if you go in there, the only thing you can do is mess it up," Mr. **Shanahan** said. "You can't just run in and start making decisions that are going to effect the county without knowing a little about it first."

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WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

February 17, 2000

COUNTY PLEASED WITH NEW ADMINISTRATOR

Author: *Anne Cordeiro*

Savannah Morning News

Bill Shanahan, a former middleweight boxing champion in the Air Force, hopes his skills in the military will pay off in his new job as Liberty County's assistant administrator. He fills a vacancy created when Palmer Dasher retired in December after 8 1/2 years of service with the county. County Administrator Joey Brown said **Shanahan** was picked from among about 25 applicants.

Brown was impressed with **Shanahan's** people skills, his ability to analyze information and identify more efficient ways of doing things. In addition, **Shanahan** worked with the Census 2000 project in Chatham County. "I feel like we've made a very good choice," Brown said.

Taffanye Young, the city of Savannah's director of community planning and development, worked with **Shanahan** for about two years. She is pleased for **Shanahan** and believes the county has hired a worker with an attitude that can't be beat. "He's one of the most energetic and optimistic people I've ever met," said Young, worked with **Shanahan** for about two years. He's the type who -- when a group is facing challenges -- encourages them to stick with it, she said.

Shanahan worked for the city of Savannah for about three years. Two years ago he and his wife, Margaret, took a drive through Liberty County, found a house they liked, and moved. Last year, the Long Island native decided to try for this job to be closer to home. His duties include purchasing, control of the county's fixed assets and maintaining the county's computer system. In addition, he is working with the county's Census project. His salary is \$42,000, according to county records.

Internet – Newspaper Archives Searches

WILLIAM “BILL” SHANAHAN

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

October 22, 1999

**CENSUS TAKERS AIM TO BE MORE ACCURATE
MISCOUNTING COULD COST THE AREA MILLIONS IN FEDERAL FUNDING.**

Author: *John Zebrowski*

Bill Shanahan won't allow the city to be wrong again. Ten years ago, when the 1990 census was taken, 137,560 people were counted in Savannah. But the real number turned out to be about 3,000 higher. It's a small number, except when money is involved. The U.S. Census Bureau estimates \$45 million was lost in grants and services to Savannah because of the miscount. Schools and housing were never built, Medicare provided less than was needed, community centers went unplanned. Since both the state and federal agencies use census figure to calculate which cities get what, Savannah lost out. "People have been directly impacted by this," said **Shanahan**, coordinator of Savannah's census projects. "The census is extremely important because what happens next year will affect the city for the next decade. And usually those not counted are the ones who need the services the most."

The 3,000 estimated people are largely poor, living in the inner city or homeless. The Rev. Thurmond Tillman, who is acting as a liaison between the Census Bureau and the community, said there is much suspicion among this group toward people from the government asking probing questions. In order to count them, Tillman said their trust must be earned. To achieve this, the Census Bureau with the help of the city is hiring census takers from within Savannah's varied communities. Ministers are asked to help, as are neighborhood associations. The goal is that when the knock comes on someone's door for the census, the face is familiar. "We need not a few people trying to count everybody, but everybody counting everybody," Tillman said. The official count does not begin until April 1, 2000. Until then, the Complete Count Committee, as the community census group is known, will work to get people ready for it. Advertisements will blanket TV and billboards and posters will go up to remind people what's ahead. The Census Bureau will run a multimillion-dollar national advertising campaign this winter. In Savannah, the local group has put together a 45-second commercial paid through donations. With less than a \$10,000 budget, **Shanahan** is also buying space for at least six billboards on major roads in the area and for 10 posters in the city. The push is needed, **Shanahan** said, because a recent test of a count through the mail in South Carolina had less than a 50 percent response. City Manager Michael Brown said such a system could even produce worse results. "We could easily get a 10 to 20 percent" response, he said. "It's got to go well beyond that all the way to the personal level." **Shanahan** said this is exactly what the 800-1,200 people now being hired by the federal government to count people in southeastern Georgia will do. "Even if it's under the bridge," he said. "We want to get everybody."

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