

## Coggins, Stephanie

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**From:** [Redacted] Email address  
**Sent:** Tuesday, May 7, 2024 5:34 PM  
**To:** Coggins, Stephanie  
**Subject:** FW: CM EXS SF  
**Attachments:** Amarillo, TX City Manager SF Report CV.pdf; Amarillo TX City Manager - SF Memo.pdf  
*Attachments withheld - marked confidential by Baker Tilly*  
**Follow Up Flag:** Follow up  
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**From:** Williams, Edward <Edward.Williams@bakertilly.com>  
**Sent:** Thursday, April 11, 2024 5:11 PM  
**To:** [Redacted] Email address  
**Subject:** CM EXS SF

Don,

Attached please find two documents for your review.

The SF Report contains the resume, cover letter, due diligence questionnaire response, and candidate written questionnaire responses to questions relating to the City Manager's role. The SF memo is a list of instructions, timelines, and a link you may use to select your top five candidates.

Please let me know if you have any questions.

Edward

**Edward G Williams**  
Director



Baker Tilly US, LLP  
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17 Cowboys Way, Suite 800, Frisco, TX, 75034  
[edward.williams@bakertilly.com](mailto:edward.williams@bakertilly.com) | [bakertilly.com](http://bakertilly.com)



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## Coggins, Stephanie

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**From:** [Redacted] Email address  
**Sent:** Tuesday, May 7, 2024 5:36 PM  
**To:** Coggins, Stephanie  
**Subject:** FW: Suggested Interview Questions

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

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**Attention:** This email was sent from someone outside of City of Amarillo. Always use caution when opening attachments or clicking links from unknown senders or when receiving unexpected emails.

**From:** [Redacted] Email address  
**Sent:** Friday, May 3, 2024 11:21 AM  
**To:** 'Williams, Edward' <Edward.Williams@bakertilly.com>  
**Subject:** RE: Suggested Interview Questions

Thank you, Edward!

**From:** Williams, Edward <[Edward.Williams@bakertilly.com](mailto:Edward.Williams@bakertilly.com)>  
**Sent:** Wednesday, May 1, 2024 2:31 PM  
**To:** [Redacted] Email address  
**Subject:** Suggested Interview Questions

Councilmember Tipps,

Attached please find our suggested interview questions for your review, edit, consideration, and preparation.

Let me know if you have any questions.

Edward

---

**Edward G Williams**  
Director



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**From:** [Redacted] Email address  
**Sent:** Tuesday, May 7, 2024 5:36 PM  
**To:** Coggins, Stephanie  
**Subject:** FW: Suggested Interview Questions  
**Attachments:** City of Amarillo TX Suggested Interview Questions\_ May 14-May 15, 2024.docx

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**Sent:** Friday, May 3, 2024 11:21 AM  
**To:** [Redacted] Email address  
**Subject:** FW: Suggested Interview Questions

**From:** Williams, Edward <[Edward.Williams@bakertilly.com](mailto:Edward.Williams@bakertilly.com)>  
**Sent:** Wednesday, May 1, 2024 2:31 PM  
**To:** [Redacted] Email address  
**Subject:** Suggested Interview Questions

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Attached please find our suggested interview questions for your review, edit, consideration, and preparation.

Let me know if you have any questions.

Edward

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**CITY OF AMARILLO, TEXAS  
CITY MANAGER  
EXECUTIVE SEARCH**

**Suggested Interview Questions  
May 14 - 15, 2024**

1. Tell us about yourself and why you are interested in the Amarillo, City Manager position?
2. What do you believe is the most significant challenge you will face, and most rewarding opportunity you will have, if selected?
3. Give us an example of how you have successfully impacted/improved an organizations' culture?
4. What factors, if any, do you consider before recommending the approval of funding for a current and future City of Amarillo project or initiative?
5. Where would becoming the Amarillo City Manager fit into your overall career path?
6. How would you best describe your overall experience, comfort and competence managing comprehensive plans, master plans and neighborhood plans?
7. As the City Manager, appointed by the Mayor and Council, you are to collaborate with the mayor and members of the City Council. How would you manage a situation where it became evident that there is a significant disagreement on an issue between council members, and you are in the middle?
8. What changes, if any, would you make to your leadership style, service delivery and response or approach if selected City Manager?
9. If selected City Manager, what would be your top four (4) priorities, or goals during your first 30, 60 and 90 days?
10. How would you best describe your management philosophy and how will your leadership style influence your relationship with City of Amarillo employees?
11. What strategies, approaches, techniques, or best practices would you champion or implement, to ensure a pleasant work atmosphere and "can-do" cooperative organizational culture if selected?

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**CITY OF AMARILLO, TEXAS  
CITY MANAGER  
EXECUTIVE SEARCH**

12. One could argue that terminating an employee is never an enjoyable part of a City Manager's job. What factors do you consider before approving the termination of a city employee?
  
13. In your professional opinion, what changes could/should the City of Amarillo make to impact its current "Brand"? and, what level of priority would you give to "Branding" of the City of Amarillo if selected City Manager?
  
14. What is one strategy you have found to be effective when it comes to balancing fiscal accountability, innovation, and quality service delivery?
  
15. City management often involves balancing the interests of various stakeholders. How have you, or would you, navigate a contentious issue or a conflict among different community groups? How did you approach it, and what strategies did you use to find a resolution?
  
16. Community engagement is a crucial aspect of city management. Share an example of a successful community engagement initiative you implemented, or would implement, to gather input and involve residents in a project that directly could impact Amarillo residents?
  
17. Cities nationwide may face challenges that include, but are not limited to, infrastructure development, public safety, environmental sustainability, or economic growth. Tell us about complex problems or initiative you tackled and the strategies you employed, or would employ, to achieve positive outcomes?
  
18. Transparency and ethical conduct are vital in public administration. How do you ensure transparency in your decision-making processes, and how have you, or would you manage ethical dilemmas that may arise in your role as a City Manager?
  
19. In times of crisis or emergencies, city management requires effective leadership. Can you provide an example of a crisis you have managed? What was the situation? What specifically did you do? What was the outcome? What lessons did you learn from the experience you shared?
  
20. Collaboration with department heads and city staff is essential for effective city management. How do you foster a culture of collaboration and teamwork within an organization you lead?

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**CITY OF AMARILLO, TEXAS  
CITY MANAGER  
EXECUTIVE SEARCH**

21. How would you manage a situation where you disagreed with a City Council decision?
22. Tell us about your overall knowledge and experience evaluating, managing, and leading infrastructure initiatives, programs, or services?
23. What steps would you take to learn about Amarillo, its residents, and the services they desire from the city?
24. Experts have dubbed this era as the "great resignation." What strategies have you implemented, or would implement to retain employees in a tight global workforce market?
25. Based on what you know, or have learned about the City of Amarillo, what is the most critical issue, or challenge, the next City Manager will face? How are you uniquely qualified to resolve the issue you described?
26. If selected, how would you go about establishing a strong, yet approachable and confident presence with your staff?
27. What is one question you believe the City Council should ask every City Manager candidate that we did not ask you, but you are prepared to answer?
28. Is there anything in your background that may adversely impact your ability to serve as a City Manager that you have not discussed, disclosed, or reported?
29. What is your desired salary and compensation?
30. If offered this position, when could you begin?
31. Do you have any questions for us?

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## Coggins, Stephanie

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**From:** [Redacted] Email address  
**Sent:** Thursday, May 23, 2024 4:37 PM  
**To:** Coggins, Stephanie  
**Subject:** FW: FYI  
**Attachments:** image001.gif; image002.png; image003.png; image004.png; image005.png; image006.png; image003.png; image001.gif; image002.png; image005.png; image004.png; image006.png; Amarillo City Manager Internet Search Report.pdf; Amarillo, Texas City Manager Finalist Report CV.pdf; City of Amarillo TX Suggested Interview Questions\_ May 14-May 15, 2024.docx

2 attachments withheld - contain unreleased candidate names / marked Confidential by Baker Tilly

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**From:** Don Tipps [Redacted] Email address  
**Sent:** Tuesday, May 14, 2024 8:22 AM  
**Subject:** Fwd: FYI

----- Forwarded message -----

**From:** Williams, Edward <[Edward.Williams@bakertilly.com](mailto:Edward.Williams@bakertilly.com)>  
**Date:** Mon, May 13, 2024, 8:36 PM  
**Subject:** FYI  
**To:** [Redacted] Email address

Councilmember,

Attached please find the following:

Final Report – This document contains details for each of the individuals you will see tomorrow:

- Recruitment Brochure (Page 5-11)
- Interview Schedule (Page 13)
- Individual Candidate Appraisal Form (Page 15) *Consider using this form individually after each interview or at the end of each day. Review prior to have a standard measure of evaluating the candidates.*
- Candidate Application Materials
  - o Cover Letter
  - o Resume
  - o Candidate Questionnaire.

o Due Diligence Form.

o **Suggested Interview Questions**. Consider identifying who will ask each question and ensure that you ask all candidates the same questions.

Also attached is a report on online mentions, or publications relating to each candidate.

Edward

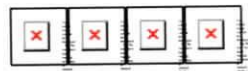
=====

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CITY MANAGER  
EXECUTIVE SEARCH**

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31. Do you have any questions for us?

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3	Email address	Email address (Tex. Gov't Code § 552.137)	4
5	Email address	Email address (Tex. Gov't Code § 552.137)	5
10	Email address	Email address (Tex. Gov't Code § 552.137)	3



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## Redaction Reasons by Exemption

Reason	Description	Pages (Count)
Email address	Email address (Tex. Gov't Code § 552.137)	1(3) 3(4) 5(5) 10(3)