ATTACHMENT A

Government Operations Committee Meeting

September 19, 2012 10:00 a.m.

Agenda

1). Review recruitment materials that have been collected from International City/County Management Association (ICMA) and other municipalities and search firms.

2). Review and discuss options that are available to the City Council regarding a search for a City Manager.

3). Next Steps.

Attachment B

CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager *Richard C. Rossi, Deputy City Manager*

TO: David Maher, Chair, and the City Council Government Operations Committee

FROM: Robert Healy, City Manager

DATE: September 18, 2012

SUBJ: Materials

I am attaching a series of documents for the City Council's review, as they continue to deliberate on the process of filling the position of City manager.

The first set of documents are publications of the International City Management Association (ICMA), including:

1.) "Recruitment Guidelines for Selecting a Local Government Administrator"
2.) A brief summary of the ICMA textbook on "Strategic Planning for Local Government
3.) Recruitment and Publication Resources

The second set of documents are samples of various recruitment brochures from a "representative" group of "Search Firms". As the Council can see upon review, and irrespective of firm, the format is relatively similar. The key issues for the City Council will be the content to be included in the areas of "Issues and Challenges," "The Ideal Candidate," "Position Profile," and "Job Requirements". This content is a necessary task for the City Council, whether a "Search Firm" is utilized, or the work is done "in-house".

During the last Government Operations Committee meeting, the terms "visioning" and strategic plan" were included. If these processes are to be included, the Council needs to make that decision, as the "Scope of Services" for that work is a different, and a separate process than a recruitment.

I hope the City Council finds this material helpful.

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ATTACHMENT C

"Pathways/Options" for the City Council's consideration....

1) The City Council begins to develop the formal criteria and parameters they are looking for in a search firm. This process will require adherence to public bid laws. This would be the first step in the process of hiring a professional search firm.

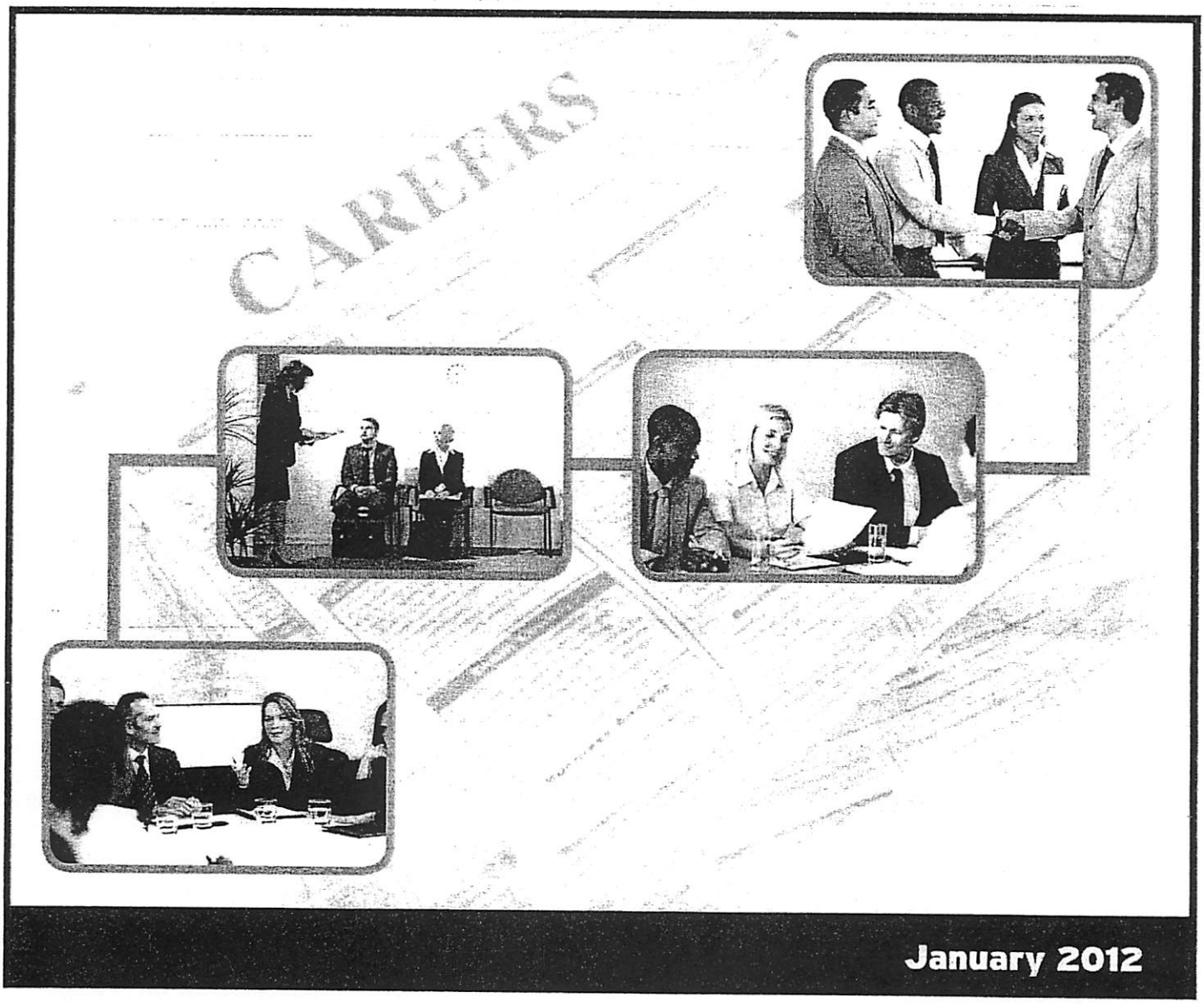
2) The City Council manages the search process internally with the assistance of dedicated staff to support the City Council's search efforts.

3) Begin the process to hire consultants to help the City Council conduct a long range Strategic Plan for the City of Cambridge. Such a plan would involve the community, staff and city council. This plan would be developed simultaneously while conducting a search for the new City Manager.

4) Begin the process to hire consultants to help the City Council conduct a long range Strategic Plan for the City of Cambridge. Such a plan would involve the community, staff and city council. This plan would be completed and used as a tool in the recruitment of a new City Manager.

5) Other possible options.

Recruitment Guidelines for Selecting a Local Government Administrator



January 2012

ICMA

Leaders at the Core of Better Communities

Preface

This *Recruitment Guidelines for Selecting a Local Government Administrator* was first published just over ten years ago. While a lot has changed in ten years, the basic process for selecting a chief administrator[1] has remained substantially the same. It still requires careful planning, astute evaluation of candidates, and a clear understanding of the relationship between the governing body[2] and the chief administrator. In this edition, however, new focus has been given to the ICMA Code of Ethics—the foundation of the local government management profession—and the emergence of the Voluntary Credentialed Manager program.

The Task Force on Recruitment Guidelines was formed in Fall 2010 and consisted of a very diverse group of ICMA members (many of whom have served on the ICMA Executive Board), Range Riders (former local government practitioners), younger members of the local government management profession, and representatives from executive search firms. From its only face-to-face meeting at the 2010 ICMA Conference in San José, this Task Force embraced the challenge of updating the guidelines. Over the next several months, we formed work groups to focus on three key elements of the process: recruitment, selection, and negotiation. After countless conference calls and emails, the new and improved *Recruitment Guidelines for Selecting a Local Government Administrator* emerged.

The Task Force consisted of the following ICMA members:

Jane Bais-DiSessa
City Manager
Berkley, Michigan

Bill Baldridge
Executive Search Committee
Former City Manager
Michigan Municipal League

Troy Brown
Assistant City Manager
Livermore, California

Garry Brumback
Town Manager
Southington, Connecticut

Charlie Bush
City Administrator
Prosser, Washington

Mike Casey
Partner
Management Partners, Inc.
Cincinnati, Ohio

Tony Dahlerbruch
City Manager
Rolling Hills, California

Ed Daley
City Manager
Hopewell, Virginia

Tim Ernster
City Manager
Sedona, Arizona

Tom Fountaine
Borough Manager
State College, Pennsylvania

1 Chief administrator refers to a manager, administrator, or executive of a local government.

2 Governing body refers to the elected officers of a town, village, borough, township, city, county, or a legally constituted council of governments.

Peter Herlofsky
Former City Administrator
Farmington, Minnesota

Kay James
City Manager
Canandaigua, New York

Dave Krings
Former County Manager
Hamilton County, Ohio
Peoria County, Illinois

Debra Kurita
Former Assistant City Manager
San Bernardino, California

Juliana Maller
Deputy City Manager
Park Ridge, Illinois

Bob Murray
President
Bob Murray & Associates
Roseville, California

Andy Pederson
Village Manager
Bayside, Wisconsin

Sheryl Sculley
City Manager
San Antonio, Texas

William Sequino
Town Manager
East Greenwich, Rhode Island

Paul Sharon
ICMA Range Rider, Florida
Former Town Manager
Ashland, Massachusetts
North Andover, Massachusetts

Scot Simpson
City Administrator
River Falls, Wisconsin

Charlene Stevens
City Administrator
Willmar, Minnesota

Larry Stevens
City Manager
Edmond, Oklahoma

Bill Taylor
Field Services Manager
Municipal Association of South Carolina
Columbia, South Carolina

Michael Van Milligen
City Manager
Dubuque, Iowa

Melissa Vossmer
City Manager
Angleton, Texas

Michael Willis
General Manager
Shellharbour City Council
New South Wales, Australia

Special appreciation is extended to Tom Fountaine for serving as the negotiation section chair; Peter Herlofsky, selection section chair; and Debra Kurita, recruitment section chair. Debra Kurita deserves special recognition as she labored many hours converting writing styles and formats into one consistent, easy-to-read document. On behalf of ICMA, I am grateful for the active engagement of each Task Force member. Special thanks to Jared Dailey of the ICMA staff, who assisted in the overall coordination of the Task Force.

It is the hope of the Task Force that this guidebook is promoted and distributed to those who are in the environment to hire a chief administrator for a community. To the governing body representatives who use this guidebook, we thank you for your service to your communities and wish you every success in finding the professional local government manager to help you guide your community to be the best it can be.

In closing, it has been my privilege to have served as the chair of this Task Force.

Bonnie Svrcek
Deputy City Manager
Lynchburg, Virginia

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1. Introduction

"Thousands of decisions are made every day in cities, towns, and counties that determine our quality of life.... Professional managers craft the plans and make the decisions that transform good communities into great ones.

–International City/County Management Association (ICMA)

Selecting a chief administrator is perhaps the most important decision that elected local officials will make for their community.

This guidebook was created by experienced, seasoned local government managers. It is designed to help elected officials, human resource professionals, local government staff, and professional executive search firms navigate the recruitment, selection, and negotiation processes to find the individual who is best suited to serve as the chief administrator. The chief administrator is like an orchestra conductor, directing and managing a team of professional, administrative, and field staff while interpreting and working toward the goals and objectives of the community's elected officials.

This guidebook offers best practices that will be most meaningful to you and your community in selecting a chief administrator. Because all communities, governing bodies, and chief administrators are not the same, this is not a "one size fits all" guidebook. Nevertheless, the local government managers who created this document are firmly committed to the ICMA Code of Ethics, which is a non-negotiable foundation for professional local government management, and strongly recommends that the hiring governing body use the Code of Ethics as a tool in its search for a professional local government manager. Herein, we explain recruitment choices and the selection processes to fit the unique size, culture, and dynamics of an individual community. Topics include provisions for interim management; the spectrum of resources available to assist in the recruiting process; applications, communications with applicants, and interviews; compensation; and transition. The appendices provide the ICMA Code of Ethics, ICMA Compensation Guidelines, a directory of professional organizations that are likely places advertise for a chief administrator, potential interview questions, the do's and don'ts of applicant relations, and the ICMA Model Employment Agreement. Using this guidebook can make recruiting and selecting a new chief administrator a positive, enjoyable, and unifying experience for you and your colleagues as elected officials.

As you use this resource, you will see highlighted in the margins important points for selecting the best individual for the position.

When faced with an upcoming or immediate vacancy in the chief administrator position, the governing body must quickly address the following questions:

- What should we do to ensure that the affairs of the local government are properly administered until a new chief administrator is selected and on board?
- How do we conduct a recruitment to fill the vacancy?

The following material provides tips and guidelines on the processes that the governing body needs to employ to successfully answer these questions. It identifies and discusses the key elements of managing the organization between the time that one chief administrator departs and another arrives, as well as the major decision points in conducting the recruitment, selection, and negotiation processes for appointing the new chief administrator.

Professional local government managers are committed to

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics
- Building sustainable communities as a core responsibility
- Networking and exchanging knowledge and skills across international boundaries
- Lifelong learning and professional development
- Financial integrity and responsibility for management of the community
- Implementing best management practices.

2. Managing the Organization during Recruitment

The governing body must act thoughtfully and deliberately in determining how to ensure that the operations of the local government are properly managed during the period before a permanent chief administrator is selected and on the job. When faced with a vacancy in the chief administrator position, the governing body needs time to carefully consider the qualities, expertise, and experience it hopes to find in a new administrator and to use the agreed-upon criteria to develop the administrator profile. It then needs sufficient time to recruit and select the best possible successor who meets these criteria. While that is happening, however, it is important that the governing body identify a professional who will act as the chief administrator and properly manage local government operations while the recruitment process is underway.

Major Decision Point: Appointing an Interim Administrator

If the vacancy is the result of a planned retirement, the governing body may consider asking the current administrator to continue leading the organization for a short period of time on a contract basis. Alternatively, the governing body may elect to consult with the outgoing administrator regarding possible staff members who could fill this role.

In some cases, the members of the governing body may agree that they have confidence in a specific staff person. If there is an assistant administrator, for example, the governing body may appoint that person as interim administrator. If this assistant will be considered for the permanent position, the appointment as interim administrator will provide the elected officials with an opportunity to observe firsthand how the assistant handles the job. Another option is to appoint an assistant or department director (who will not be a candidate for the position); someone who is mature, seasoned, competent and respected by fellow employees.

Should the governing body determine that there is no one on staff who it can or wants to appoint as the interim administrator, it may decide to retain the services of a retired administrator or an administrator who is between jobs. State associations, municipal leagues, or ICMA Range Riders are resources for identifying potential interim administrators.

The governing body should publicly announce the appointment of the interim chief administrator. Regardless of who is appointed, it should be made clear to all local government officials and staff that the interim chief administrator is responsible for implementing governing body policy and overseeing operations. It should also be made clear that if the interim administrator is ultimately selected to fill the position permanently, it will be because that person has proven to be the best among all the applicants.

Interim Management: The Governing Body's Role

Obviously, the local government must continue to operate during the interim between the departure of the current chief administrator and the appointment of the new one. The governing body and interim management team should do whatever is necessary to make sure that important projects and service delivery continue to move forward. It is important to reiterate that the governing body has the responsibility to make it clear to the staff and community that the interim administrator is in charge of the organization's operations.

The governing body should consider deferring new initiatives, when possible, until the new administrator is appointed and on the job. After all, to ensure effective administrative leadership in the future, it is desirable that the new administrator be involved in as many policy decisions as possible. Just filling a vacant department director position, for example, is an opportunity for the new administrator to begin building an administrative team. In fact, such an opportunity can be used to pique the interest of potential applicants during the recruitment process.

Although it is not desirable for the governing body to immerse itself in the administrative affairs of the local government, its members should be briefed about current organizational problems and the status of important projects before the current administrator leaves, if possible. In this way, the governing body may monitor progress on important matters, provide direction, and set priorities for the person selected as interim administrator.

3. Initiating the Recruitment

The governing body should initiate the recruitment process immediately after the official decision has been made regarding resignation, retirement, or termination. Failure to do so can potentially generate rumors within the community by various interested parties who may attempt to exert pressure on members to quickly fill the vacancy. The members of the governing body must bear in mind that an impulsive response to this pressure can be divisive for them and can damage their credibility. They must take charge of the recruitment: they must determine the process that will be used to recruit and select the best administrator, and make that decision clear to all concerned.

There may be a number of special circumstances that influence the approach and timing used to recruit a new chief administrator. The following examples provide some tips for addressing those circumstances:

- **Vacancy due to the chief administrator's termination or resignation under pressure.** If the position is vacant because the former administrator was terminated or forced to resign, neither the local government nor the former administrator will benefit from a public quarrel. It is far better for all concerned to mutually decide on a timetable for the administrator's departure. If this departure is handled professionally and in a mutually respectful manner, there is less likelihood for controversy and ill will to arise around the issues of the separation. Further, and from a recruiting standpoint, handling a difficult situation well will enhance the local government's image and thus its ability to attract quality applicants.
- **Vacancy occurring prior to an election:** Occasionally, a governing body will delay initiating the recruitment process because an election is pending. But even in the face of an election, it should prepare for the process by developing the administrator profile (described in full later in this document) and determining how the recruitment will be conducted so as to reduce the time lapse between the departure of one administrator and arrival of another.
- **Vacancies due to newly adopted council-manager form of government.** If the position is vacant because voters either just approved the formation of or adopted a change to the council-manager form of government, the beginning of the search for a new chief administrator will depend on when the change becomes effective. Depending on the circumstances, it may be possible to have applications on file by the time the new members of the governing body are sworn in. In any case, the recruitment process should be initiated as soon as possible.

4. Conducting the Recruitment

There are several major elements and decision points in the recruitment process. This section of the handbook provides tips and guidelines for the governing body in determining the approach to use in this part of the process.

The governing body has three major choices for conducting the recruitment. It can:

- Conduct the recruitment in-house
- Retain an outside party to conduct the recruitment
- Use a hybrid approach and conduct the recruitment in conjunction with an outside party.

In-House Expertise Method: Recruitments Conducted by the Local Government

If the governing body chooses to conduct the recruitment in-house, it should be with the understanding that the task will be time-consuming and complex. The governing body may also have to decide whether to conduct the process as a body, delegate the responsibility to the chairperson, or assign the task to a committee of its members. If it elects to delegate the responsibility to one or more of its members, it must be sure to select people who are well respected and have the time to provide the necessary leadership and follow-through.

To provide support in the process, the governing body should seek the assistance of the local government's human resources officer and municipal attorney. In conducting the recruitment in-house, staff can work with the governing body to develop the administrator profile and design an effective and legal recruitment and selection process. Staff can also be responsible for the administrative tasks of placing advertisements, collecting résumés, and scheduling interviews. However, the governing body or its delegated members will approve the selection of the final candidates and conduct the interviews, and, of course, the body as a whole will make the final selection. In this scenario, staff serve as a resource throughout the entire recruitment process.

Outside Expertise Method: Recruitments Conducted with an Outside Party

The governing body can retain an outside party to conduct the recruitment. In some cases the interim or a retired administrator may be asked to coordinate the recruitment process. More often, however, the governing body will contract with a firm that specializes in providing executive search assistance.

When using an executive search firm, the governing body plays an active role in the process. It develops the administrator profile, approves the selection of the applicants, interviews the candidates, and, of course, makes the final selection. The benefit of using an executive search firm is the expertise that the firm brings to the process and its ability to coordinate the recruitment.

Typically the executive search firm begins by meeting with the elected officials either individually or as a group to help them develop the administrator profile. It is the firm's responsibility to facilitate these discussions and help the governing body reach a consensus. After this matter has been settled, the firm coordinates the overall process and assumes responsibility for all tasks until it is time for the elected body to select and interview candidates. During this process, the firm updates the governing body, keeping the members informed of its progress. As the firm will be responsible for all the administrative details, the role of the staff is usually limited to providing information about the local government and coordinating with the firm.

Governing bodies that use an outside service should ensure that a reputable firm, one familiar with the special requirements of local government management, is selected. The experience of the firm should be checked through contact with references—in particular, representatives of local governments that have used its services. Further, the governing body should be fully aware of the costs and benefits when deciding whether to use outside expertise.

Hybrid Method: In-House in Conjunction with Outside Party

In the third alternative, the governing body can conduct the recruitment in-house and supplement the process, where necessary, with assistance from an executive search firm or another outside source, such as an the ICMA Range Rider.

In some cases, the governing body may seek assistance at the beginning of the process to facilitate the discussion, develop the administrator profile, and determine the structure of the recruitment process. In other cases, local government officials may initiate the process in-house by developing the profile and advertising for the vacancy, and they may then use an outside source to help review résumés, conduct reference checks, and structure the interview process. This alternative may be most appropriate if cost is a concern; however, because it also presents opportunities for lapses in communication, the exact responsibilities of each party must be clarified in a written agreement.

5. Key Elements of the Recruitment Framework

Regardless of the method chosen for conducting the recruitment, the governing body must develop a framework for the recruitment process. It must agree at the outset on a number of key issues critical to the success of the recruitment, including criteria for the administrator profile, compensation range and components, and timing and geographic scope of the search.

Major Decision Point: Development of an Administrator Profile

The most significant decision point for the governing body in the recruitment of a new administrator is to define what the members are looking for—that is, to create the administrator profile. The profile will encompass those qualities, characteristics, experience, and areas of expertise that would be found in an ideal candidate. Only by considering how applicants compare and measure against one another and, of course, against the established criteria, can the governing body be sure that the candidate it appoints has the appropriate combination of work experience, management experience, and leadership style to be successful in the position.

The governing body should begin with a survey of its needs and those of the organization. To determine the needs of the organization, the governing body should invite input from the department directors. Items to be considered include size of the local government, composition of the community, services provided, and overall objectives and priorities of the governing body. The work experience, skills, and expertise of the candidates must relate to these factors. The governing body should also consider both the "nuts-and-bolts" skills and abilities, such as budgeting, human resources, and technological know-how, and the "soft" skills, such as the ability to work with people and to lead an organization. These criteria will form the basis for reviewing résumés, selecting finalists, and making a hiring decision.

Unless the governing body can come to consensus on these criteria, it may be difficult to find the right candidate. By reaching consensus, however, the governing body will be better able to inform the applicants on what it is looking for in a chief administrator.

The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. For more information, visit www.icma.org/en/icma/members/credentialing.

Developing the administrator profile helps the governing body define its needs and establishes the groundwork for generating a rich pool of applicants with the skills and abilities to address the needs of the governing body, the community, and the organization.

Decision Point: Community Engagement in Administrator Profile

The governing body must decide whether to engage community members or committees in the recruitment process. In most cases, the local government assumes responsibility for the recruitment and conducts the process without involving members of the community.

In some cases, however, a governing body may seek input from community members or committees when developing the administrator profile. This not only allows the community to be part of the process but also may provide the governing body with a better understanding of the role of the administrator. Depending on the method that the governing body uses to conduct the recruitment, gathering input from the community would be facilitated by staff, the outside recruiter, or the elected officials.

Although community input will be valuable, the governing body will ultimately determine the qualities and experiences to be incorporated into the administrator profile, and this should be clearly communicated to the community. It is, after all, to the governing body that the new administrator will be directly reporting.

Governing bodies need to be very alert to the dangers of either hiring a clone of the outgoing administrator, assuming that person is leaving on good terms, or a polar opposite, assuming that person is leaving on less than good terms. The importance of evaluating the current needs of the governing body and locality cannot be overstated.

Major Decision Point: Administrator Compensation

Another critical element to be considered at the outset of the recruitment process is administrator compensation. It is important for the local government to have some general understanding of the acceptable salary range, but it is also important to have some flexibility. Some local governments identify a range; others provide the salary of the current administrator as an indicator; and still others may leave the salary open, to be commensurate with the new hire's background and experience. The governing body will also determine other components of the administrator's compensation, such as deferred compensation, vacation accrual, and professional development allowances.

It is important for the governing body to make clear that it wants the best administrator it can find. In general, potential applicants for the position will want to have some indication of the salary range and compensation package. But that will be only one of many factors that they will use in deciding whether to apply.

ICMA has developed compensation guidelines for negotiating salary and benefits for local government positions. These guidelines are provided in Appendix B and are also available online at www.icma.org/compensationguidelines. The actual compensation package will be negotiated with the final candidate at the conclusion of the recruitment process.

Schedule

Since top candidates often view applying for a new job as a major career decision, it is important that they have adequate time to consider the opportunity, discuss it with their families, and prepare an appropriate résumé. Similarly, the governing body, staff, or executive recruitment firm needs sufficient time to review résumés and conduct reference checks to ensure that good candidates are not overlooked and that finalists meet the desired qualifications. It cannot be overemphasized that the recruitment should move forward expeditiously while also allowing adequate time for a thorough and comprehensive search.

The timing of the recruitment can sometimes be affected by publication deadlines, which are important in terms of properly advertising the vacant position. An ideal timetable would provide **at least sixty days** from the start of the recruitment to the deadline for submitting résumés; **thirty days** to review résumés, conduct background checks, interview candidates, and make a final selection; and **at least thirty days** for the new administrator to relocate. To maximize flexibility in the process, the governing body may advertise the position with an "open until filled" statement.

Profile: Impact of Special Circumstances:

As the governing body decides on the criteria for the administrator profile, three types of situations should receive special consideration:

1. A local government that has just changed its form of government will ordinarily need an administrator who can inspire local government officials with the enthusiasm needed to implement the new structure. A first administrator in a new structure should be adept at public relations and at establishing relationships with incumbent officials and employees.
2. When an administrator has been dismissed or has resigned under pressure, the governing body tends to look for strengths in areas in which the outgoing administrator showed weaknesses. There are dangers, however, in overcompensating for qualities that have led to dissatisfaction. If the outgoing administrator gave too much freedom to subordinates, for example, suddenly changing to a strong disciplinarian might result in antagonisms that would only lead to further problems. Sometimes a new administrator will be confronted with major problems that must be addressed immediately. If such a situation is anticipated, the governing body should make these circumstances known to any applicant who is being seriously considered.
3. When a popular administrator retires or moves to another local government, the governing body may ask for this person's assistance in the search for a successor. However, the governing body should not overlook the possible need for new strengths or different qualities.

Geographic Scope

Another factor to consider in determining the recruitment framework is the geographic scope: should the search be nationwide, statewide, or regional? A broad geographic search may attract more applicants who have demonstrated an ability to manage in a complex urban environment. On the other hand, a focus on the local government's state or region may provide applicants who have a better understanding of and orientation to local problems, legal issues, financing alternatives, and similar matters. In any event, the new administrator will provide a fresh perspective on the issues and challenges facing the community and the organization.

From the applicant's perspective, it is assumed that the local government is looking for the best candidate and that all résumés, regardless of where the applicant currently works, will be reviewed carefully. The determination of the scope of the recruitment will influence the advertising and outreach strategies used.

Advertising and Outreach Strategies

In order to generate a sufficient and diverse pool of qualified applicants, the governing body should develop advertising and outreach strategies.

Advertising Campaign It is to the advantage of the local government to ensure that every professional who might have an interest in the vacant position is aware of the opportunity to apply for it. Therefore, it is important that the advertising campaign be comprehensive and include a carefully worded advertisement. This does not mean, however, that the campaign has to be extensive or expensive. Most local governments, for example, avoid advertising for an administrator in general circulation newspapers unless there is a local requirement to the contrary; this is an expensive form of advertising that does not reach the targeted audience.

More effective vehicles for advertising for chief administrators can be found with organizations that are directly related to local government. In addition to ICMA, the following sources should be considered:

- National League of Cities
- National Association of Counties
- National Association of County Administrators
- National Forum for Black Public Administrators
- International Hispanic Network
- American Society for Public Administration.

Resources at the state level include state municipal leagues, county associations, and municipal assistants organizations. Many of these organizations publish newsletters or magazines and have a online presence; the subscribers to these resources are the men and women in the public administration and local government management professions. Addresses and websites for these resources are listed in Appendix C.

Local governments have some flexibility when preparing and placing advertisements, but at a minimum, the advertisement should include the following:

- Title of the vacant position
- Name of the local government
- Population of the local government
- Amounts of the operating and capital budgets
- Number of full-time employees
- Services provided
- Statement regarding the compensation package
- Filing deadline, including any special items of information desired such as current salary and work-related references
- A brief description of key areas of interest and desirable experience and qualifications (or a reference or email link to the administrator profile)
- Indication of whether residency is required
- A timetable indicating the principal steps and timeframe for the overall recruitment
- Where and to whom to send résumés with a notation as to whether email submittals are acceptable or required
- Website of the local government.

It should be noted that some publications permit the use of display ads that incorporate the local government logo and/or graphics within an innovative format.

In addition to the advertisement, the governing body, through the staff or the executive recruiter, will usually develop a printed brochure that describes the community, the organization, and the position, as well as providing the administrator profile and the governing body's key goals and objectives.

Outreach Strategy While advertising can generate outstanding applicants and the local government should look closely at all received résumés, the governing body should supplement the advertising campaign by identifying an outreach strategy to ensure that the search extends to the widest possible pool of

qualified applicants. The outreach strategy may have a number of approaches for attracting external candidates, encouraging superior internal candidates to apply, and promoting diversity in the applicant pool.

For External Applicants Useful sources of information about potential external candidates include the current administrator, former and retired administrators, members of the local government, local government officials in adjacent communities, executive directors of state leagues, directors of university public administration programs, leaders of regional municipal assistants, and ICMA Range Riders.

When determining an outreach strategy, the governing body, in conjunction with staff or the recruiter, could consider sending letters to identified individuals advising them of the opening and inviting them to send a résumé if they are interested in the position. The correspondence should include a basic package of information describing the local government and the vacant position. For the purposes of confidentiality, all correspondence should either be sent to the applicant's private residence or marked "Personal and Confidential" if sent to the workplace.

Shortly after the letter has been mailed, a follow-up telephone call should be made to confirm that the correspondence was received, assure the recipient that it was not a form letter, indicate why the position may be a good career opportunity, and answer questions. The same deadline for submitting résumés should be used in both the advertisements and the supplemental letters of invitation.

For Internal Applicants The local government should be sure to inform its employees of the vacancy and of how and when to apply. The governing body itself may directly invite one or more employees, such as the assistant city administrator or a department director, to submit a résumé, or it may do so indirectly through staff or the executive recruiter. Whether in-house applicants are solicited or apply on their own, it is important that they be treated in the same manner as other applicants.

It should be made clear that if an in-house applicant is ultimately selected, it is because the governing body has determined that the candidate was the best choice of all those who applied. While most applicants will receive written notification of their status, the governing body may decide to talk personally with any in-house applicant who was not selected in order to provide good communication with staff, maintain morale, and help ensure an orderly and positive transition.

For Diversity of Applicants Development of a strategy to generate a diverse applicant pool helps to ensure a broad cross-section of candidates. A rich pool with applicants of both sexes and from different races and ethnic backgrounds is beneficial because the chosen candidate will likely bring a different perspective to the organization. Having diversity within a local government can enhance the organization's overall responsiveness to an increasingly more diverse spectrum of residents, improve its relations with surrounding communities, increase its ability to manage change, and expand its creativity.

In addition, the governing body may develop an outreach strategy to encourage the participation of applicants from diverse professional backgrounds. Organizations large and small use executive members of their staff on various levels, and there is often a significant wealth of knowledge to be found among candidates who have had successful careers as assistant city administrators, as department heads, and in other management positions.

6. Key Elements of the Application Process

The application process is the point where effective screening of candidates begins. For this part of the recruitment to be successful, the governing body must proceed carefully and with considerable thought. This section addresses issues such as whether to use a standardized application form; how to provide potential applicants with key information about the position and the local government; and the importance of establishing and maintaining good relations with applicants. High-quality applicants are more likely to pursue the vacancy if the local government can portray itself as a well-run, organized, and efficient organization.

The Application Form

Most local governments prefer to ask applicants to submit a résumé in whatever format the applicant determines will be most effective, rather than a standardized application form. For the applicant, this approach provides flexibility to present past work experience in a way that relates directly to the position in question. At the same time, it permits the local government to see how the applicant organizes and presents material in a written format. The manner in which materials are prepared can be an indication of real interest in the position.

A standardized application form is not recommended in recruitments for the governing body's top administrative professional. If one is used, however, it should be easy to complete, and the information requested should be relevant to the vacant position. Regardless of the form of application, the applicant should be required to submit a cover letter and résumé.

The Local Government Information Packet

Serious applicants will not submit a résumé for consideration until they have done their homework and have satisfied themselves that the position represents a good career opportunity. Often they will seek information from local government officials about the community, the organization, and the position.

This is one of the first contacts that will form an impression of the local government on the potential applicant. If the impression created is that the recruitment is well organized, that the local government officials know what they are looking for and are consistent in the message, and that sufficient information about the locality is easily obtained, potential applicants are more likely to form a positive image of the position and the governing body in deciding whether to apply.

Two critical elements of applicant relations are important to stress: keeping the candidates informed of the status of the process and maintaining confidentiality.

To help disseminate the same information to all applicants, the governing body could put together a packet of information that includes:

1. A copy of the outreach brochure or other documents that provide the criteria for the position, indicating key objectives and priorities and the administrator profile
2. Ordinance or charter requirements if they contain significant or unusual provisions regarding the position
3. Summary information about the local government, including organizational structure, personnel practices, number of employees, services provided, and budget data
4. Information about the community in the form of a chamber of commerce brochure or similar publication, if such is attractively prepared and available
5. Websites that contain information on the local government and community
6. The name, phone number, and e-mail address of a contact person.

Applicant Relations

Appendix E in this handbook provides some basic do's and don'ts regarding applicant relations and the recruitment process. The two key areas that are important to stress are candidate status notification and confidentiality.

There is no faster way to damage the image of the local government and to lose good applicants than to violate the trust or assurance that was given regarding confidentiality.

Candidate Status Notification As a rule, it is important to engage in the simple and courteous steps of acknowledging résumés as they are received and of notifying applicants of their status as the recruitment proceeds. Prompt acknowledgment of résumés is one indication that the process is being handled in a businesslike manner, and it can add to the applicant's positive impression of the organization. This acknowledgment also should inform the applicant of the recruitment timetable. Unless there are unusual or unanticipated delays, this response should be sufficient until applicants are actually notified as to their final status. To maintain confidentiality, all correspondence should be directed to the applicant's home, not business address.

Additionally, if special circumstances arise (such as a recall election) that might cause a delay in either the recruitment or the selection process, it is important to communicate any changes in the established schedule to all applicants.

Similarly, notifying all applicants as to their status, even if they are not selected as finalists, is a basic courtesy that will affect how the candidate views the local government.

Maintaining Confidentiality Confidentiality is an important consideration in any recruitment. Present job security and long-term career opportunities could be jeopardized if an applicant's interest in another position is made public prematurely. While applicants realize that the local government will want to contact their current employers to conduct background checks and assess their job performance, they typically prefer to wait until it is clear that they are going to be considered as finalists who will be invited to the second interviews for the position.

The governing body should determine, at the outset, the extent to which the recruitment process will be confidential. The governing body, in consultation with the local government's attorney, should decide the level of confidentiality due to the varying open record and disclosure statutes between the states. If applicants' names are likely to be disclosed at any point, potential applicants should be advised so that they may take it into account in deciding whether to pursue the vacancy.

From a recruiting standpoint, assurance of confidentiality will result in more applications being submitted, particularly from those who are currently employed elsewhere. As confidentiality is important to both parties, such assurances should be honored, and applicants should be given adequate time to notify their current employers before those employers are contacted by the recruiting local government.

7. The Role of the Media in the Recruitment Process

Members of the media will obviously have an interest in the recruitment process and their involvement will be dictated in part by state law and in part by tradition. At the outset, local government officials should brief the media on the timing and steps involved in the overall process. After the deadline has passed for submitting résumés, the governing body may decide to brief the media and the community on the overall response.

As the confidentiality of résumés is a major concern in any recruitment and can significantly affect the number and quality of résumés received, applicants should be apprised of any applicable state laws in this area, and the governing body, with advice from the local government's attorney, should determine what information will and will not be made available to the media.

8. The Selection Process

Once the deadline for submitting résumés has passed and all applications have been received, the selection process begins. Principal steps are as follows:

- Reviewing the applications
- Determining which candidates will be interviewed
- Interviewing the candidates
- Making the final selection.

Reviewing the Applications

The selection process begins with a review of the applications and résumés that have been submitted. Depending on how the governing body has chosen to conduct the recruitment, the participants involved in this initial review may be the body as a whole, the chief elected officer, a subcommittee of the governing body, the staff, or the executive recruitment firm. Alternatively, some local governments have used a panel of chief administrators from other local governments to serve as a screening panel. Regardless of who performs the screening, the objective of the initial review is to identify those candidates who best reflect the qualities, characteristics, experience, and areas of expertise that were defined in the administrator profile.

Major Decision Point: Determining the Candidates to Be Interviewed

The determination of the candidates to be interviewed is a significant decision point in the selection process. The objective here is to narrow the total group of applicants to a smaller group that will continue to the next step.

Initial Background Check After the group of applicants has been narrowed down to those who meet the qualifications described in the administrator profile, the list may be further refined by confirming educational credentials and conducting online checks. Such reviews should not violate the confidentiality of the applicant pool. For online checks, it is important to consider the source and avoid drawing hasty conclusions from these sources.

Selection of Candidates After the review of the résumés and the initial background check, the participants in this process should meet with the governing body as a whole to recommend which applicants should be invited to an interview. The chosen group of candidates should be large enough to expose the governing body to an array of personalities. In most cases, **five to ten candidates** should be selected. The governing body may also establish a secondary list of candidates who could be invited to the interview if one or more of the first group of candidates decline or are unable to continue with the process.

Informing the Candidates Once candidates have been selected, the governing body representative, the staff, or the executive recruiter should contact the each candidate by phone and do the following:

1. Inform the candidate that he or she has been selected to be interviewed and offer congratulations (the candidate should be made to feel that the governing body is pleased to have reviewed his or her résumé). At the same time, confirm the candidate's continuing interest in the position.
2. Advise the candidate of: the nature of the interview process, including date and time, number of other candidates, whether there are any in-house candidates, and when a decision is expected to be made. Indicate that all the details and information will be confirmed in a written correspondence. If email is to be used for this correspondence, confirm the candidate's email address.
3. As described in the section on applicant relations, the governing body should have already determined the extent to which the recruitment process will be confidential. At this point, the candidate should be advised if the names of candidates are to be made public and be given the opportunity to withdraw.
4. Confirm that the candidate has received the information package provided during the application process. Indicate that a supplemental package with more detailed information will be provided directly to the candidate's home in advance of the interview. The supplemental package may include:

- A list of governing body members and their occupations
- Copies of meeting minutes from the past several months
- The general or comprehensive plan and land use maps
- The most recent budget
- A recent bond prospectus
- Any other material that would be of particular relevance, given the goals and objectives of the local government and the criteria for the position.

As an alternative to a paper package of information, the candidates can be directed to the locality's website for such information.

5. Confirm local government policy on reimbursement of expenses incurred in conjunction with the interview. Many local governments reimburse candidates for all out-of-pocket expenses, including reasonable transportation, room, and board. ("Reasonable" is intended to eliminate first-class airline tickets, four-star hotels, and gourmet restaurants.)

Such reimbursement of expenses is another way that the local government can demonstrate its interest in the candidate. It reinforces the positive nature of the recruitment process and is sometimes a factor in whether the candidate is able to attend. Should there be strong reluctance on the part of the governing body to reimburse all expenses, the local government can share expenses with the candidate or can agree to reimburse all expenses incurred after the first trip.

The local government staff can offer to handle all reservations, transportation, and related matters, but this can be cumbersome and time-consuming. In most cases, the local government confirms the time and place and lets the candidate make his or her own arrangements. The candidates usually prefer this approach as well.

Interviewing the Candidates

Most local governments use the interview approach for selecting the chief administrator. In this approach, the governing body will meet as a whole with each individual candidate. As the initial interview is usually limited to an hour, a second interview with one or more of the finalists is generally incorporated into the process.

Initial Interview The following provides important guidelines for conducting the initial interview.

Structure of the Interview The interview process should be well organized in a comfortable setting for both parties that invites open and relaxed discussions. This element of the process is generally not considered a public meeting, although the governing body, staff, or executive recruiter should consult with the city's legal advisor to ensure that all requisite notices are sent and other legal requirements are met.

All members of the governing body should participate in the interview with one member, usually the chair, designated as the discussion leader. This interview should last at least an hour as it is difficult to pursue a range of questions in less time. Further, all candidates anticipate and deserve an opportunity to present their qualifications to the governing body and describe their interest in the position. It is important to realize that the interview process not only provides the governing body with an opportunity to improve its knowledge of the candidate but also influences the candidate's interest in the position.

As part of the initial interview, the governing body may want to include a comprehensive tour of the community. A trusted senior staff person would be a likely tour guide.

Content of the Interview Questions During the first interview, the governing body will question the candidate about a variety of matters, such as overall work experience, specific accomplishments, career objectives, alternative approaches to practical problems faced by the local government, and similar matters. A list of potential questions is provided in Appendix D.

The interview also gives the candidate an opportunity to evaluate the governing body as a group and to ask questions. An important issue to discuss during the interview is the governing body's working relationship with the administrator, clarifying all roles and responsibilities.

During the formal and any informal meetings between the governing body and the candidates, discussions and questions should focus on the criteria for the position that were established at the outset of the recruiting process. Obviously, discussions should stay within acceptable legal parameters and should not include references to politics, religion, age, racial origin, and sexual preferences.

When the initial interview process is over, the governing body should avoid impulsive action but rather take whatever time is necessary to arrive at a comfortable and well-reasoned decision. At this point, either one person has emerged as the clear choice of the

governing body; or, more likely, the pool of candidates has been narrowed down to two or three individuals that the governing body would like to further pursue. In most cases, the process will involve a second interview of this smaller group of finalists. However, if there is one clear choice, please refer to the section entitled "Making the Final Selection."

Second Interview If, after the initial interview, there are two or three candidates that the governing body would like to further consider, a couple of options exist for setting up a second interview:

1. The governing body may invite the finalists back for a second, more in-depth interview, coupled perhaps with some sort of community function. This arrangement often provides the governing body with the insight needed to make a final decision.
2. The governing body may invite the finalists back for a second, more in-depth interview, coupled with an opportunity for community leaders and/or staff to provide input into the selection of the chief administrator.

In either case, finalists should be notified of their status, congratulated for being among the select few who will be further considered, informed of the process, and asked for permission for the governing body to conduct reference checks.

Reference Checks As the governing body is now deciding between two or three qualified candidates, it is important at this point to conduct reference checks that provide additional information on which to base the decision. References should be checked to learn about each finalist's ability to work effectively with people, to develop a more complete understanding of the finalist's work experience and specific accomplishments, and to see if the finalist's qualifications match the profile for the position. The following suggestions are important for ensuring consistency and thoroughness when conducting reference checks:

- The reference checks may be performed by members of the governing body, staff, or executive recruitment firm. In general, however, it is advisable to limit the number of people performing the checks to one or two. It may be difficult, depending on the number of candidates, to have one person perform all the reference checks, especially if there are three references for each candidate. Further, it can be helpful if two people compare notes on the same candidates.
- Be consistent in discussing issues with and asking questions of each candidate in order to provide a good basis for comparison.
- Contact enough people to ensure a consistent reading as to the candidate's strengths and weaknesses. If a reference can say only good things about the candidate, he or she should be asked directly what weaknesses the candidate has.

Decision Point: Inviting the Candidate's Spouse/Partner While the focus of the recruitment is on the chief administrator, the governing body may formally invite the candidate's spouse/partner to the community during the interview process. Generally, this type of invitation occurs only after the first interview process has narrowed the group of candidates down to the top two or three. The spouse/partner should never be included in the formal interview process, nor made to feel as if he or she is being interrogated in any way.

If the governing body formally invites the spouse/partner to accompany the candidate, it is important that this part of the process be as well organized as all the other parts that concern the candidate directly. Here, too, an important impression about the community is being made. The interests of the spouse/partner should be carefully determined and accommodated.

On the other hand, the governing body may use an informal, non-structured approach to the involvement of the spouse/partner. Understanding that a candidate may bring his or her spouse/partner along to explore the community as a possible future home, the governing body may consider having a packet of relevant community information available.

Decision Point: Community Involvement The governing body must decide whether to involve community members or committees in the interview process. In most cases, the local government assumes responsibility for the interviews and conducts the process of selecting the new chief administrator without the involvement of members of the community.

In some cases, however, governing bodies have chosen to supplement the usual discussion between members and finalists by inviting community leaders to participate. For example, finalists may meet with selected community leaders to answer questions and receive their input on matters they consider important to the local government. If this option is taken, the purpose of the meeting should be made clear to all involved. Both the finalist and the community members should know whether these meetings are intended simply to provide the

finalist with additional information on the local government or whether the community group will also be involved in the actual selection process. In the latter case, although the input from the community will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

Decision Point: Staff Involvement The governing body must also decide whether to involve staff members in the interview process. It may choose to supplement the usual discussion between members and finalists by inviting staff members to participate. For example, finalists may meet with selected department directors to answer questions and review departmental operations in more detail.

If this option is taken, its purpose should be made clear to all involved. Both the finalist and the staff members should know whether these meetings are intended simply to provide the finalist with additional information on the local government or whether the group will also be involved in the selection process. In the latter case, although the input from the staff will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

Major Decision Point: Making the Final Selection

After the second interviews, there should be one person who is the clear first choice of the majority, if not all, of the governing body. It is important to both the governing body and the potential new hire that the decision be unanimous, if possible. A unanimous vote from the governing body demonstrates a commitment of support to the new chief administrator and sends a positive message to both the organization and the community. If the governing body is divided on the appointment and the decision is not unanimous, however, the chosen finalist should be advised of this prior to accepting the position.

Once the selection has been made, the governing body, staff, or executive recruiter should contact the finalist, confirm his or her willingness to accept the position, and obtain permission to conduct a very thorough background check, which will be performed by an outside party. This process includes interviews with individuals in the candidate's current community, an investigation into possible criminal history, and a credit check, which requires the candidate's consent.

It is important that the vote for the new chief administrator be unanimous, if possible. This sends a positive message to the organization and the community.

Another element of this final selection process may include some or all of the members of the governing body making an on-site visit to the finalist's current community. Often finalists insist that an agreement regarding terms and conditions of employment be agreed upon before being open to a site visit.

Once the governing body is satisfied with the results of that process, it may inform the finalist and move ahead to put together a total compensation package and discuss other related arrangements. However, if the governing body is unable to satisfactorily conclude negotiations with its first choice, it may need to engage in discussions with one of the other finalists. Thus, it should refrain from notifying the other finalists until all arrangements have been finalized with the first-choice candidate.

From a public image standpoint, it is imperative that all candidates learn about the final selection from the governing body or its representative, as opposed to hearing about it from a third party or reading about it online or in a newsletter or professional publication. A representative from the governing body, staff, or executive recruitment firm should personally contact the runners-up prior to or at the same time that a news release about the appointment is issued.

9. The Negotiation Process

Once the local government has made its decision and the finalist has indicated a willingness to serve as the chief administrator, a number of final arrangements must be completed. These include negotiating a compensation package and completing transition activities. Only after these arrangements are concluded can the new chief administrator relocate and begin work for the community.

Preparation for Negotiation

The governing body needs to ensure that relations with the new administrator get off to a good start. At this point, nothing should happen that causes the new administrator to reconsider.

It is important that the governing body identify a single individual to act as the negotiator for the local government. Depending on the approach that the governing body has selected, the negotiator may be a member of the governing body; a member of the staff, such as the interim chief administrator or the municipal attorney; or the executive recruiter. The following are important guidelines regarding the structure of the negotiations:

1. The atmosphere should be friendly and relaxed.
2. The negotiator should be flexible. Negotiating implies a willingness to consider options and alternatives in pursuit of an acceptable package. There may well be more than one way to meet the financial objectives of the new administrator.
3. The governing body should be realistic. No matter how beautiful and desirable the community or position may be, the finalist is unlikely to accept the new position without an increase in pay over his or her present salary.

Major Decision Point: Negotiating Compensation

In compensation negotiations, base salary is a good place to start. The ICMA Compensation Guidelines, which are provided in Appendix B, are a good source of information to help with this part of the process. The person conducting the negotiation on behalf of the local government should keep the following questions in mind:

The governing body should rely on a single individual to handle its part of the negotiation process. The process should be friendly and relaxed; the negotiator should be flexible; and the governing body should be realistic in its guidelines to the negotiator.

1. Ultimately, what salary will be acceptable to the governing body?
2. What is the bargaining range?
3. What is the current salary of the applicant?
4. What type of salary and total compensation package did the candidate discuss during the interview?

ICMA, the National Association of Counties, and state leagues of cities and counties are sources of information on the salaries of local government administrators around the country. Prior to initiating negotiations, the governing body should compare its salary range with that of other governing bodies in same region of the country.

Elements of Total Compensation Elements of a total compensation package typically include:

- Base salary
- Deferred compensation
- Severance pay
- Use of government car or car allowance
- Use of technology or technology allowance
- Retirement plan
- Medical and other insurance (dental, optical, life, disability)
- Vacation accrual
- Holidays
- Sick leave accrual
- Membership dues, conference, and professional development attendance fees.

Before the negotiation begins, the governing body should ask the candidate to provide a written itemization of his or her current total compensation. After receiving this information, the person negotiating on behalf of the governing body should outline a proposed package and provide it to the candidate. Usually there will be no negotiation on those benefits that are similar among local governments, such as medical insurance and holidays. The variables most often relate to base salary and particular financial objectives, such as deferred compensation, health insurance, and requirements to join a state retirement system.

The proposed compensation package should (1) leave the individual whole on basic benefits, (2) provide an appropriate step forward in cash-related benefits, (3) ensure an increase in take-home pay, and (4) deal with any particular financial objectives that the new administrator may have.

Noncompensation Elements During the negotiations, some issues will arise that do not relate to the total compensation package but may well have significant financial implications for both the local government and the new administrator. Both parties need to be flexible and realistic in dealing with these issues:

- **Relocation expenses:** It is common for local governments to pay the one-time cost of relocating the administrator and his or her family and household furnishings to the new local government. Sometimes both parties agree on a "not-to-exceed" figure based on estimates from moving companies.
- **Temporary housing:** An allowance for temporary housing is usually provided until the new administrator is able to sell his or her former home and/or relocate his or her family. Typically, this amount is sufficient to cover the cost of a modern furnished apartment or condominium. Again, both parties may agree to a fixed time period or amount.
- **Commuting expenses:** As with temporary housing, the local government often will agree to reimburse the administrator for periodic family visits or for the spouse/partner to visit for house-hunting purposes.
- **Housing assistance:** Regional variations in the cost of housing or housing financing can complicate the negotiations. There is considerable precedent for local governments—using appropriate safeguards and limits—to assist in the purchase and/or financing of housing for the new administrator. A variety of options exist, including a loan or a salary supplement.

Employment Agreements It is in the interests of both the community and the chief administrator to have a written summary of the terms and conditions of employment to which both parties have agreed. The stable working situation created by such an agreement helps to attract and keep top-flight administrators in a generally mobile profession. ICMA recommends the use of employment agreements because the detailing of salary, benefits, and other conditions of the administrator's job puts those items where they belong—in a contract where both parties can know what is expected—and removes them from the daily agenda of the chief administrator and members of the governing body.

While such an agreement usually does not refer to a specific term of employment and permits either the governing body or the chief administrator to terminate for cause or at will, it should include a section providing the administrator with severance pay for a fixed period of time if he or she is terminated. This provides important personal and professional security for local government chief administrators, as they have the rather unique situation of working at the pleasure of the governing body with the possibility of dismissal for any reason at any time.

While not a lengthy legal document, the employment agreement is usually drafted by the local government's attorney. The new administrator is often given an opportunity to prepare a first draft for consideration. If an employment agreement is not used, a formal letter of understanding, at a minimum, should be prepared.

As a final note on this process, the governing body should be prepared for the possibility that it will be unable to reach agreement on compensation or other matters with the first-choice candidate. In these instances, the governing body typically enters into negotiations with its second-choice candidate. As indicated previously, once an agreement has been finalized, all other candidates should be promptly notified that they were not selected.

10. The Transition Process

After the governing body and new chief administrator have reached agreement on the issues of compensation, starting date, and method and timing of announcing the selection to both the community and the administrator's former local government, the transition process begins.

Announcing the Selection

The announcement of the selection should be well planned and coordinated between the governing body and new chief administrator. Two factors should precede any formal announcement of the appointment:

- The successful candidate has formally accepted the position and the negotiations have been concluded; and
- The successful candidate has been given the opportunity to notify his or her current governing body about the appointment.

This public announcement should be coordinated carefully to recognize the instantaneous nature of electronic communication.

Additional Elements

Additional elements that the governing body may employ to ensure a smooth transition for the new chief administrator are as follows:

- **General assistance:** For a smooth transition, the local government should offer whatever general assistance the new administrator might need in moving, such as introductions to realtors and bankers and support to the spouse/partner in finding suitable employment.
- **Orientation meetings:** The governing body should arrange to introduce the new chief administrator to department heads and local government staff. While the new administrator may have met some of these individuals during the interview process, a special meeting or reception can be a pleasant way to turn over responsibility. Similar meetings, briefing sessions, and/or receptions can be arranged to introduce the new administrator and his or her family to community groups, civic leaders, and residents in general.
- **Local government work session, orientation, and review of objectives:** It is desirable to have an initial work session with the new administrator to discuss and clarify initial expectations on both sides and to review goals and objectives. Even though some of these issues may have been raised during the interview process, communication from the outset can help ensure a smooth working relationship.
- **Performance evaluation:** Using the position's goals and objectives as a starting point, the governing body and new chief administrator should agree to an annual or semiannual review of the administrator's performance. This established and formal process helps to ensure that communication between the parties is maintained, that progress is monitored, and that goals and objectives are reviewed and refined on a regular basis.

11. Conclusion

Choosing a chief administrator can be the most significant action of the governing body. The chief administrator is a leader, coach, and chief of strategy for the staff team whose job it is to implement a vision, policy, and procedures; accomplish goals; and achieve the desired output of the organization. Similar to a chief executive officer of a Fortune 500 company, the chief administrator is also responsible for serving an elected governing body, managing the financial aspects of the organization, directing the employees, ensuring quality customer service, and implementing legal and ethical standards. Furthermore, unique to public agencies, the chief administrator oversees an organization that is focused on providing a variety of services to the community rather than on making a profit.

In addition to a very diversified portfolio of services that must be provided and interests that must be served fairly, the chief administrator is responsible for an organization that must balance its budget; provide for and encourage public input into decision making; and understand, respect, and appreciate the political environment. In summary, the position of chief administrator requires a variety of skill sets—not every person is capable of performing the role. Therefore, selecting the right person for the job is critical for the governing body and for the community.

This guidebook addresses a number of factors to consider in recruiting, selecting, negotiating, and hiring a professional local government manager. In doing so, it elaborates on the "best practices" for identifying the appropriate skills and background of a chief administrator, noting that the governing body must identify the qualities, characteristics, experience, and areas of expertise that would be found in the ideal candidate. Throughout the entire process, clear communication to staff, the community, and the media is essential for achieving the governing body's goals. In the end, the process of recruiting and selecting a chief administrator should be a positive and unifying experience, resulting in the appointment of an individual who represents and embodies the governing body's vision for the future.

ICMA and its members are resources available for providing guidance and recommendations in the recruitment of a chief administrator. With this document, we hope we have provided a basic understanding of the process involved in selecting a professional local government manager who meets the needs of the community.

Appendix C:

Professional Organizations to Consider Posting Position Vacancy

International City/County Management Association (ICMA)
777 North Capitol Street NE, Suite 500
Washington, DC 20002
Phone: 202-289-4262

JobCenter
Rates/Information:
www.icma.org/en/icma/career_network/employers/difference

American Society for Public Administration (ASPA)
1301 Pennsylvania Avenue NW, Suite 700
Washington, DC 20004
Phone: 202-393-7878

PublicServiceCareers.org (online)
Rates/Information:
www.publicservicecareers.org/?pageid = 617

National Association of Counties (NACo)
25 Massachusetts Avenue NW, Suite 500
Washington, DC 20001
Phone: 202-393-6226 or 1-888-407-6226

JobsOnline (website) **and County News Job Market/Classified Ad** (newspaper)
Rates/Submissions:
www.naco.org/programs/jobsonline/Pages/JobsOnlineSubmission.aspx

National Association of County Administrators (NACA)
777 North Capitol Street NE, Suite 500
Washington, DC 20002
Email: naca@icma.org

National Forum for Black Public Administrators (NFBPA)
777 North Capitol Street NE, Suite 807
Washington, DC 20002
Phone: 202-408-9300

NFBPA Career Center
Ad Rates/Information: careers.nfbpa.org/rates.cfm
Phone: 1-866-964-2765
E-mail (Job Posting Sales): postings@boxwoodtech.com

National League of Cities (NLC)
1301 Pennsylvania Avenue NW, Suite 550
Washington, DC 20004

Nation's Cities Weekly Classifieds
Rates/Submissions:
www.nlc.org/news-center/nations-cities-weekly/classifieds/ncw-submit-classified

International Hispanic Network (IHN)
2107 North First Street, Suite 470
San José, CA 95131
Phone: 408-392-0232

Job Posting
Rates/Submissions:
www.ihnonline.org/jobsaddform.asp

STATE MUNICIPAL LEAGUES

Alabama League of Municipalities (www.alalm.org)
535 Adams Avenue
Montgomery, AL 36104
Phone: 334-262-2566

Municipal Classified Ads
Posting Information: carrieb@alalm.org

Alaska Municipal League (www.akml.org)
217 Second Street, Suite 200
Juneau, AK 99801
Phone: 907-586-1325

AML Classifieds
Informational Brochure:
www.akml.org/uploads/MunicipalClassifiedAdGuidelines.pdf
Phone: 1-877-636-1325
Email: info@akml.org

Appendix D:

Potential Interview Questions[3]

It is suggested that each member of the governing body ask the same question(s) of each candidate.

Candidate Traits/Experience/ Qualifications

1. Provide a brief summary of your education and work experience.
2. Please briefly describe your experience with
   a. Land use planning
   b. Economic development/redevelopment
   c. Tax increment financing
   d. Business attraction and retention programs
   e. Beautification programs
   f. Business assistance programs—e.g., façade improvement, code compliance
   g. Annexation
   h. Subdivision policies and regulations, particularly as they relate to storm-water management
   i. Zoning
   j. Building code administration
   k. Municipal facilities expansion—in particular, water and wastewater utility expansions
3. How would you describe your leadership and management styles?

Interaction with Governing Body

1. What do you perceive to be the chief administrator's role in working with the governing body, local government attorney, and clerk?
2. What are your expectations of the governing body in relation to
   a. Yourself
   b. Other staff
3. How and when do you communicate with the governing body?

Candidate Thoughts on Role of Administrator

1. In your opinion, what role should the administrator have in the community?
2. Do you believe the administrator should be an active member of a service or fraternal organization? If yes, why?
3. How do you deal with the news media?
4. How do you deal with special-interest or single-interest groups?
5. What is the best way for an administrator to deal with an angry constituent?

Personnel Experience

1. How and when do you delegate responsibility and authority?
2. Have you ever been at the bargaining table and been actively engaged in negotiating an agreement?
3. Have you taken part in mediation, fact finding, or arbitration? Which ones? Please explain your experience in such process(es) including your role/level of involvement and your thoughts regarding the outcomes of these experiences.
4. Have you ever had to discipline, demote, or fire an employee? Please elaborate.
5. How do you educate, encourage, and motivate your staff?
6. Are you familiar with state and federal laws relating to nondiscrimination, sexual harassment, employees with disabilities, and equal opportunity?
7. Have charges of violation of state or federal employment laws or a grievance ever been filed against you or your city? Please explain.
8. What experience have you had in the preparation and implementation of personnel rules, regulations, procedures, and compensation plans? Please describe.

3 Adapted from the Illinois City/County Management Association's *A Guide to the Recruitment and Selection of a Chief Administrative Officer.*

9. What is your experience with employee benefits administration, group health insurance, and risk management?
10. What in your opinion is the most serious issue today in local government personnel management?
11. How and when should private sector resources (e.g., contractors) be used to provide village services?

Financial Management Experience

1. Is there a difference between a financial plan and a budget? If so, please explain how they differ.
2. Are/were you the designated budget officer for your local government? Did you prepare and present the budget to the council, and upon adoption, were you responsible for implementation? Please explain the outcomes of various budget processes and any challenges you encountered through budget development through council adoption.
3. What is your experience with debt financing? Please give an example.
4. Have you secured and administered any type of loans or grants? Please give an example.
5. Describe the most successful capital improvement project you were responsible for and what made it successful?
6. Have you reviewed our annual budget and/or annual report? If yes, what is your impression of our financial condition?
7. What is your opinion of "pay as you go" financing of maintenance and capital projects? Special assessments? Special taxing districts?
8. What type of financial reports do you provide the elected body and with what frequency?
9. Have you read our comprehensive or general plan? What are your impressions or thoughts?

Intergovernmental Relations Experience

1. What experience have you had in dealing with
   a. Councils of government/intergovernmental agencies?
   b. County government?
   c. Other local governments (schools, parks, etc.)?
   d. State agencies?
   e. Federal agencies?
   f. State legislature?
   g. Congress?
2. Do you feel comfortable "lobbying"?

External Organizational and Professional Association Relations

1. Have you been an active participant in the activities of a statewide municipal league, statewide city or county management association, the International City/County Management Association (ICMA) or other professional organizations devoted to local government? Please give examples of your activities.
2. Are you an ICMA Credentialed Manager? If so, how do you fulfill your annual professional development requirement?

Appendix E

Relations with Applicants–Do's and Don'ts

Do:

- Keep all candidates informed of their status at all times.
- Identify one point of contact through which everything flows, including contacts with candidates, reference checks, etc., in order to ensure that the information, messages, and details are consistent and that the process is fair and equitable.
- Keep all information strictly confidential throughout the entire recruitment and selection process unless state law requires otherwise.
- Create an outreach strategy that will ensure a diverse candidate pool.
- After carefully reviewing all applicant submittals, select a short list of the most promising candidates.
- While maintaining the confidentiality, carefully check educational credentials and references on those candidates judged best qualified.
- Invite those candidates judged best qualified for initial interviews at the local government's expense.
- Send the candidates under consideration an information packet that may include the outreach brochure and copies of your government's budget, charter, annual report, and other pertinent documents; or provide the information on where to find this material on the agency's website.
- Pay expenses of the candidates invited to a second interview (and of their spouses/partners, if applicable).
- Perform detailed background checks on the final candidate(s).
- Visit, if possible, the local governments in which the most promising candidates work.
- Be prepared to enter into a formal written employment agreement with the successful candidate.
- Promptly notify all other candidates once the selection has been made and the position has been accepted. However, it is best to wait until the selected finalist has accepted the position and the agency and candidate have mutually agreed to the provisions of the employment contract.

Don't:

- Let the selection process last too long.
- Expect to get all the necessary information about the candidates from written material.
- Forget that you are seeking overall management ability, not technical competence in one specialized field.
- Forget to consider candidates who are assistant managers as well as current managers
- Overlook the need for candidates to possess municipal administrative experience and the advantages or value of college or university training, post degree training, and continued professional development.
- Release for publication any names or local governments of candidates unless state law requires it.

Strategic Planning for Local Government

SECOND EDITION

Gerald L. Gordon

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Library of Congress Cataloging-in-Publication Data

Gordon, Gerald L.
Strategic planning for local government / by Gerald L. Gordon.—2nd ed.
p. cm.
ISBN 0-87326-177-1
1. Local government–United States. 2. Strategic planning—United States. I. Title.
JS356.G66 2005
352.3'4214–dc22

2005006217

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Printed in the United States of America.

09 08 07 06 05

5 4 3 2 1

Design: Will Kemp

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About ICMA

The International City/County Management Association (ICMA) is the professional and educational organization for appointed managers and administrators serving cities, towns, counties, regional entities, and other local governments throughout the world. The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management and leadership worldwide. To further this mission, ICMA develops and disseminates new approaches to management and leadership through training programs, information services, and publications.

Local government managers and administrators—carrying a wide range of titles—serve at the direction of elected councils and governing boards. ICMA serves these managers and local governments through many programs that aim at improving the manager's professional competence and strengthening the quality of local governments. While ICMA recognizes professional management in all forms of local government, ICMA's origins lie in the council-manager form of local government, which combines the strong professional experience of an appointed local government manager or administrator with the strong political leadership of elected officials in the form of a council, board of selectmen, or other governing body.

ICMA was founded in 1914, adopted its Code of Ethics in 1924, and established its Institute for Training in Municipal Administration in 1934. The Institute provided the basis for the Municipal Management Series, popularly knows as the "ICMA Green Books." By 1994, the institute had evolved into the ICMA University, which provides professional development resources for members and other local government employees.

ICMA's programs and activities include providing professional development; establishing guidelines for voluntary credentialing and standards of ethics for members; managing a comprehensive information clearinghouse; conducting local government research and data collection and dissemination; providing technical assistance; and producing a wide array of publications focused on local government management issues, including *Public Management* magazine, newsletters, management reports, and texts. ICMA's efforts toward the improvement of local government—as represented by this book—are offered for all local governments and educational institutions.

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Acknowledgments

This volume was a labor of love. Municipal strategic planning is a process in which I have been engaged throughout the United States and the world for more than thirty years. I have been a practitioner, a lecturer, a professor, and a consultant on the subject. And every time I get involved in a community, I learn a lot of new things about strategic planning. Every situation and every community is different. The issues are different, the stakeholders are different, and, hence, the process is different. This book is a guide. It requires exceptional professionals and active citizens to conduct strategic planning exercises successfully in their communities.

In recognition of the need for strength in numbers and a diversity of perspectives, I asked a number of public officials from across the United States to serve as an advisory committee in the conduct of this research and the writing of this book. Not only was their collective counsel invaluable, it also directed me to include concepts and issues that greatly strengthened the product and make it a far greater tool for local government leaders.

Although I have met some of these exceptional men and women only through telephone conversations and e-mail exchanges, they feel like friends. Moreover, they personify the exceptional qualities and capabilities of today's officials in America's cities, towns, and counties.

Jane Bais DiSessa, city manager, Berkley, Michigan

Michael Freeman, regional partner, HDR, Inc., Fort Collins, Colorado

Richard Kirkwood, city manager, Woodland, California

Robert A. Stalzer, deputy county executive for planning and development, Fairfax County, Virginia

Susan Thorpe, former city manager, Rowlett, Texas

Amy Vansen, city planner, Berkley, Michigan

Gerald L. Gordon, Ph.D.
May 2005

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Preface to the Second Edition

In 1993, the International City/County Management Association (ICMA) published my volume, *Strategic Planning for Local Government*. That text described the process of strategic planning as it had been practiced in the private sector for many years and the successes of city and county leaders who applied those practices to the public sector as well. At that time, although some governments were well versed in the concepts of strategic planning and had achieved significant results, these governments were few and far between. Other local governments were just beginning to acknowledge the applicability of strategic planning to local issues, but most local governments had not yet focused on the benefits that could be derived from such a process. In 1993, developing and pursuing a longer-term vision was the stuff of political rhetoric and theory and was thought to represent a less-than-critical demand on peoples' time.

For the 1993 edition, approximately 40 strategic plans were collected from across the United States, and positive examples were selected for that book. Sections of plans, entire plans, and descriptions of planning processes were drawn from municipalities throughout the country—north, south, east, west; urban, suburban; large, small; thriving economies and struggling.

Lessons from 1993

From the examples presented in 1993, community leaders report that they were able to apply the process and learn the lessons of other communities that had already engaged in strategic planning. Nine important lessons were covered in the first edition of *Strategic Planning for Local Government*.

1. There are no significant variations in the strategic planning process for different local governments.

Although the content of strategic plans was distinct from one community to the next, the process of planning remained essentially the same. Issues varied among communities, and content variations were often the result of areas' distinguishing characteristics. Cities, towns, and counties have different responsibilities and powers; similarly, strategic planners in larger or urban localities tended to identify issues

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in the planning processes that were different from the issues identified by their counterparts in smaller or rural locations.

Leaders in all communities tended to walk staff and constituents through the same steps, starting with developing a vision and identifying the organizational mission. From there, they conducted various forms of environmental scanning, which culminated in goals, objectives, and strategies. This consistency enabled local government leadership to observe the processes of other communities and apply them at home.

2. The process needs to be promoted locally.

Many participating communities in 1993 addressed the importance of having the local government initiate and strongly promote the strategic planning process. They derived benefits from community awareness of, and involvement in, the process. Sessions were often conducted in open meetings. Leadership actively used local print and electronic media to apprise the community of progress on the plan. Public hearings sometimes permitted citizens to comment on the plan while it was still in draft. The support and involvement of the most senior people in the community—elected and executive—was made clear. Residents knew the process had the full support of those at the top, and support was generated even before conclusions and action steps were announced.

3. Strategic planning begins with strategic thinking.

Communities embarked on their strategic planning exercises by determining their vision for the future and by addressing broad themes of common interest to all. The issues of the day and the most common concerns of those living and working in the area were addressed later. It was first important to define what the future should be like; afterward it would be possible to begin to assess what the specific issues were and how best to address them.

4. The planning group should be more, rather than less, inclusive.

Local government leaders in 1993 noted the value of including staff from different levels of the organization in the planning process. Staff who received and responded to citizen inquiries and complaints were possibly more aware than their supervisors of the issues and concerns citizens were raising. Their input provided valuable intelligence in the environmental scanning phase of strategic planning. An unexpected benefit of including staff from other levels was that it led to greater employee "buy-in" for the final document.

5. It is important to assess and announce the core values, or inherent beliefs, of the local leadership.

It appeared to be important for strategic planners in 1993 to state the core beliefs of the local government and its elected and appointed officials. In most cases, the statements of most communities were similar—all communities want to provide efficient and effective services to their constituents and enhance the general quality of life of their communities—but in addition there was an acknowledgment that those statements needed to be made to the public. Themes of different jurisdictions varied because they were responsive to either specific local issues or local histories.

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6. The most critical element of the strategic planning process is the environmental scan.

The environmental scan is a structured process through which participants in the process seek to apply their collective wisdom to describe the future as clearly and comprehensively as possible. It is from this exercise that strengths, weaknesses, opportunities, and threats are identified, and goals, objectives, and strategies developed. Compromise viewpoints often emerge and issues under review are categorized according to importance. Local government planners in 1993 realized that if the scan was not thorough and rigorous, the final plan would be flawed. This scan is recognized as the most critical phase as well as the most time-consuming phase of strategic planning, and it is the most voluminous in terms of the final written plan.

7. The strategic plan must outline measurable outcomes that will result from its implementation.

A plan without measurable outcomes provides no way to assess its success. It is essential that community leaders be able to document what transpires after the planning phases. Such measures are equally important to those who implement the plans because they provide a guide to both daily and longer-term activities. Staff and volunteers of local governments need to know how many, when, and how often; and those who manage agencies of local government need to participate in those decisions lest the plan result in demands that exceed available resources—financial or human.

The conundrum comes when staffs attempt to apply measures to goals, objectives, and actions. Many local government strategic planners in 1993 recognized that measurement need not be only by the numbers. A valid measure can be a date; for example, one might finish streetscape improvements by May 1. Another measurement that was specified in the 1993 plans was the completion of a specific project. In the 1993 plans, attempts to achieve the measures often fell short, and none of the 1993 plans reviewed mentioned the need to put measurement systems in place to capture data necessary to determine whether the plans had been met.

8. Those who implement plans need to understand and embrace them.

Including representatives of different levels of the municipal government in the planning process provides valuable input and typically results in a higher level of buy-in for the plan. Important also is a review of the finished product with agency staffs because it will help them understand why their activities are important to the bigger picture. Connecting individual performance with an appreciation and implementation of the plan and staff members' pay with the completion of those objectives can provide a strengthened focus and commitment on the part of local government employees.

9. Feedback loops and scheduled replanning sessions are important means of ensuring that plans do not become the end but, rather, the means to an end.

Many of the 1993 plans—especially those that recognized the need to promote the process publicly—stated the need for a schedule of meetings to ensure that strategic plans were revisited, reconsidered, and reworked. Some even included a

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schedule in the printed document. The resultant feedback on the plan and progress made toward its objectives were deemed to be valuable for local leaders. The schedule also provided a series of time frames in which planners could report back to their constituents on the progress of their efforts.

In 2004

Now, more than a decade has passed and much has changed. Cities, towns, and counties still confront the issues of a decade ago and have added new issues. Economic problems of the first years of the twenty-first century have combined with the new challenges of public safety to add to the planning issues on already crowded agendas. Local governments report that the continued loss of state and federal revenues—exacerbated by unfunded mandates—has cluttered the planning agendas for their communities. Finally, users of the 1993 volume have pointed out the need to tie together their strategies and their business plans more closely.

In short, a decade later, we need to reexamine the lessons of 1993. This book is intended to do just that. Despite the growing complexities of municipal governance specifically, and of life in general, the second edition of *Strategic Planning in Local Government* has in many ways been an easier task. A greater proportion of cities and counties report that they have been conducting strategic planning processes than was the case in 1993. Most officials who participated in the second edition simply e-mailed me copies of their plans or were able to direct me to appropriate sections of their Web sites.

In other ways, the research was not so much simple as it was different. In this volume, I include communities that represent specific issues in outer suburbs, a comparative concept that was not widely recognized in 1993. Issues in the outer suburbs could well be distinct from issues confronting areas closer to the center city.

In rewriting this volume, I intended to evaluate whether, ten years later, there are new or different lessons to be learned. To discover the answer, I asked community leaders across the United States to allow me to review their plans. From these, I have selected what I believe to be excellent examples of the process and the components of municipal strategic planning. From that analysis, I have drawn conclusions about the lessons for municipal leaders who will conduct strategic planning exercises that are appropriate to our new times and needs. Again, positive examples are cited and sections of plans or whole plans are provided to illustrate the concepts under discussion. In this way, local government leaders can see what has worked elsewhere. A new step-by-step guide, accompanying poster, and PowerPoint® presentation are provided to facilitate the process for others.

The 1993 volume generated a great deal of constructive feedback. My expectation is that this volume will as well, for, as rapidly as this world changes and as quickly as the practice of public administration grows, I fully expect there to be another volume in 2014.

Gerald L. Gordon, Ph.D.
May 2005

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8 Performance Measurement

Performance measurement enables stakeholders to assess the effectiveness of the strategic plan and enables managers to evaluate the performance of individuals and agencies tasked with accomplishing the tactics and objectives of the strategic plan.

To facilitate review and evaluation, managers in some jurisdictions assemble all assignments from the strategic plan into one list. This list can become an action plan and can be used to monitor assignments, determine performance, and adjust work schedules. It can also form the basis of a regular progress report to the community.

A comprehensive list of all the measures and tactics from the various sections of the strategic plan enables agency managers to evaluate the impact on available resources of new or expanded assignments. Does this agency have enough staff hours to accomplish the items on its portion of the list? Do the new work levels require additional funding or facilities from which to work? What other tasks or expenses can be cut back or delayed in order to assume these new responsibilities?

The measurable benefits and costs of objectives and tactics in the strategic plan should be considered at many levels. At the highest level, what is the relative importance of the program vis-à-vis other programs that must compete for the same limited funding? At the department level, objectives and tactics must be related to the department's mission, capabilities, and resources. The department must also be able to collect the data necessary to measure success. At the program level, outcome measures can be used to help make decisions about whether constituent services are being provided in the most effective and efficient manner possible. At the level of the unit or the individual, outcome measures can influence pay and promotion decisions.

For all of the reasons cited above, a single listing of all of the measures from all of the objectives and tactics listed in the plan can be very useful. Some communities have begun to apply a balanced scorecard model to strategic planning objectives: a weighted index of performance metrics is assessed within the context of acceptable ranges of outcomes. The format that is best for any given community must be the format its leadership finds most comfortable.

The city of Kingsport, Tennessee, lists very general performance outcomes to be expected from each of the goals in its strategic plan. In the plan adopted by the mayor and aldermen of Kingsport in May of 2003, one goal was to "create a healthy

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economy by continuing efforts to expand and diversify the economic base." One strategic objective under this goal was to become a "smart city." The very succinct and easily understood summary of that objective and its measures is shown below.

Goal:

Create a healthy economy by continuing efforts to expand and diversify our economic base

Strategic objective:

Make Kingsport known as a "smart city," exemplifying high-quality educational initiatives

Measures:

- Number of students enrolled in higher education institutions in the city
- Percentage of high school graduates who go on to post-secondary education
- Number of high school students who enroll in RCAT [Regional Center for Applied Technology, a collaborative effort of Northeast State Technical Community College and the city of Kingsport]
- Number of students enrolled in post-secondary distance learning in Kingsport
- Percentage of high school graduates who earn post-secondary degrees or certifications
- Vocation survey score (Is the educational system producing what area business needs for its workers?)
- ACT/SAT scores of city school students
- Percentage of households with high-speed Internet
- Number of graduating seniors obtaining ASQ [American Society for Quality] Quality Improvement Associate certification.

Gaithersburg, Maryland, also offers concise measures of performance.

Strategic direction:

Implement traffic and transportation strategies to improve the safety, structure, and function of streets, transit, bikeways, and sidewalks within the city

Critical measures:

- Number of speed studies completed
- Number of citations for traffic violations
- Average reduction of speed after a traffic calming measure has been implemented
- Number of new sidewalks and bike paths.

Appendix G shows performance measures listed in the section on community safety in the strategic plan for Charlotte, North Carolina. Charlotte's measures provide a complete and easily scanned picture of the plan's expected results.

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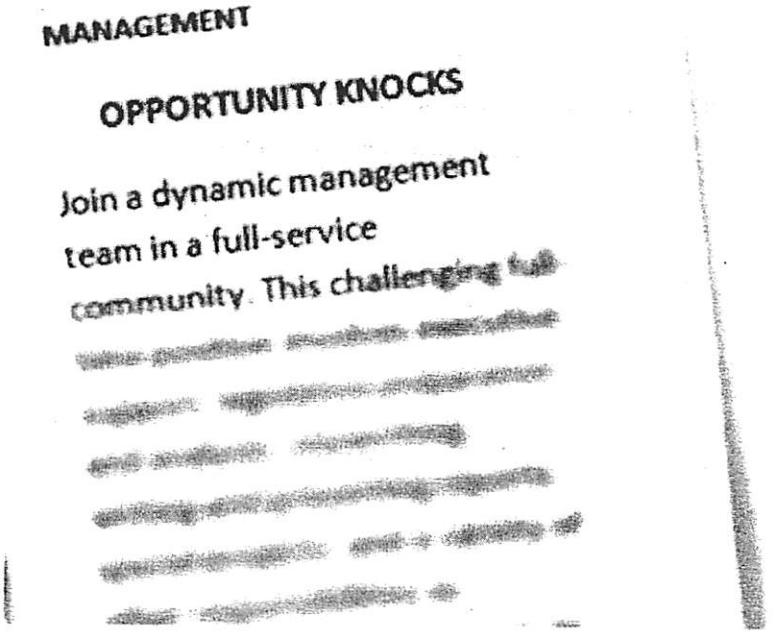

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We've. Got. Eyeballs. ICMA's Job Center attracts more than 12,000 unique visitors (and more than 150,000 page views) each month. There's no better place to attract dedicated, ethical public service professionals to your local government opportunity.

By default, all jobs posted are included in the weekly ICMA member newsletter *Leadership Matters* (subscribers 9,000). For additional coverage, you can add your job to the weekly *Leadership Matters, Non-member Highlights* (subscribers ~35,000). Ads appear in the newsletters as long as they are live on the site.

Why ICMA is different

Established in 1914 as the professional association for local government managers, ICMA has maintained a Code of Ethics since 1924 that establishes professional and personal standards for managers. Many communities prefer to hire ICMA members because of their commitment to the Code of Ethics, professionalism, and continuous learning. Learn more about Membership, Credentialed Managers, or recruiting resources on this site.

How do I place my ad?

Complete details on placing job ads, ad rates, newsletter deadlines, and video tutorials (coming soon) can be found in the menu items at the right. Resources for employers/recruiters include:

ICMA / Jobs / Employers

Employer/Recruiter Resources

So, you're hiring a manager or chief administrator. Successful executive recruitment is complex and takes time, and ICMA has resources available to assist you!

Thank you for using ICMA's Career Network to advertise your executive opportunity. We wish you great success with your recruitment efforts. You may wish to consult the following resources available from ICMA to assist you with your search and hiring process:

- Recruitment Guidelines Handbook: Guidelines for local government officials to recruit and select the best possible professional for their needs.
- Model Employment Agreement: The model employment agreement is a template for administrators of municipal governments. Useful for both the council and the manager.

CONSIDERATIONS

- ICMA urges employers to verify resume details when conducting an executive or other search to ensure that accurate credentials have been presented.
- ICMA maintains a list of executive search firms to assist those who would like to contract out their search. Contact ICMA for a complimentary copy.
- ICMA maintains a job center targeted to ICMA members and other local government professionals. Designed to be self-service, our state of the art online job board is available directly to local governments and recruiters alike.
- ICMA's Knowledge Network has a collection of sample job descriptions for your use when crafting or revising your own. Below are specific examples, and additional CAO and non-CAO position descriptions are available in the job descriptions topic area:
  - City Manager Job Description, City of Cupertino
  - City Manager Job Description, City of Moab
  - City Manager Job Description, City of Petaluma
  - City Manager Job Description, City of Mesa
  - City Manager Job Description, City of Traverse City

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- ICMA is concerned that local government administrators, assistants, and support staff maintain high personal and professional standards and **requires** its members to submit complete and accurate credentials when they apply for employment.
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- If you hire a nonmember of ICMA, encouraging membership in the association will bring those same benefits to both the individual, and your community. Details are available at icma.org/membership.
- If you would like a copy of ICMA's Code of Ethics with Guidelines, download it at icma.org/ethics.

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CONTACT US

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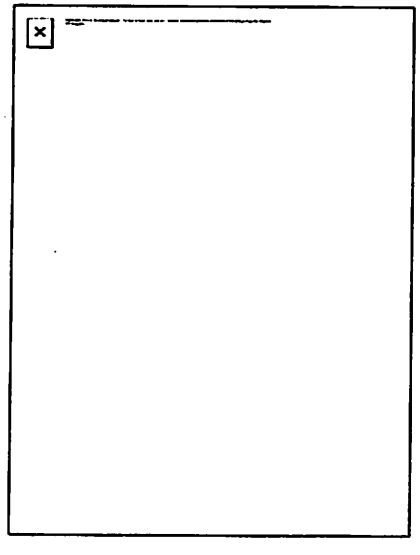
International City/County Management Association
777 North Capitol Street NE, Suite 500
Washington, DC 20002-4201

202.289.ICMA | fax 202.962.3500

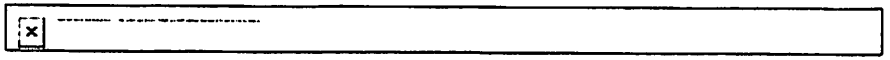
DID YOU KNOW?

That all ICMA members who are self-published authors can have their books displayed at the annual conference on the "Members Bookshelf?" Contact Christine Gendell at cgendell@icma.org for details by Thursday, September 20.

SEPTEMBER 2012 *PM* MAGAZINE



Read about the value of priority-based budgeting, the nationwide public safety network, why police



Applications **Retirements**

Appointments **In Transition**

TOP STORIES

- 2012 All-America Cities
- Knowledge Network Top 5 Questions

More stories

CAREER OPPORTUNITIES

CAO Positions

City of Ada, OK (16,810)
City Manager.

Village of Algonquin, IL (30,046)
Village Manager. Salary: Salary: $150,000+ depending on qualifications and experience.

Town of Brentwood, MD (2,844)
Town Administrator/Manager. Salary: $70,000

City of Broken Bow, NE (3,491)
City Administrator. Salary: DOE

City of Burlingame, CA (28,158)
City Manager.

City of Canandaigua, NY (11,264)

public policy development, and more.

LOCAL GOVERNMENT MATTERS

Legal Constraints on Changes in State and Local Pensions

Fire Service Role in Emergency Management and Homeland Security

City Manager. Salary: $80,000-$100,000 full package of benefits

City of Cape Girardeau, MO (35,349)
Chief of Police.

Township of Cheltenham, PA (36,875)
Township Manager.

City of Chesapeake, VA (225,000)
City Manager. Salary: $175,000+ DOQ/E

City of Clear Lake Shores, TX (1,064)
City Administrator. Salary: DOQ

City of De Kalb, IL (39,018)
County Administrator, DeKalb County, Illinois.

City of East Point, GA (39,595)
City Manager. Salary: market competitive depending on experience & qualifications

Town of Fairview, TX (2,644)
Town Manager.

City of Faribault, MN (23,352)
City Administrator. Salary: $100,000-$117,000

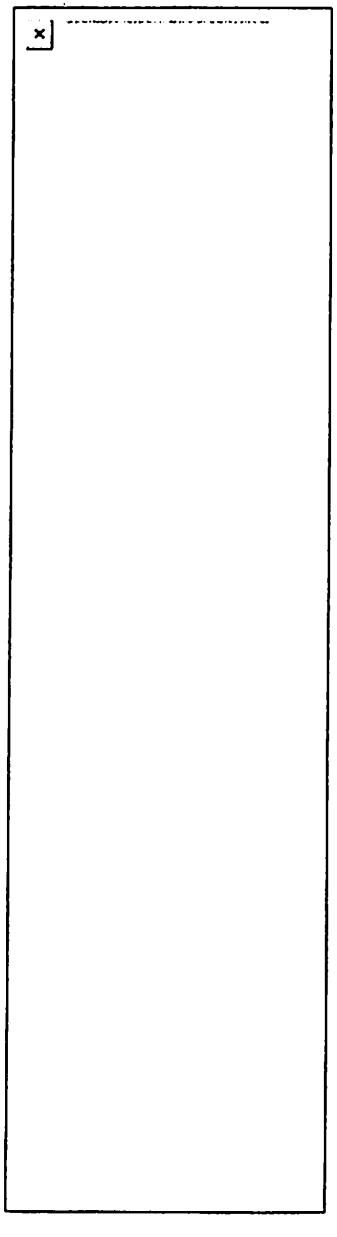
Town of Florence, AZ (17,054)
Town Manager.

City of Fort Atkinson, WI (12,368)
City Manager. Salary: Starting salary: up to $90,000 DOQ with excellent benefits.

Town of Fort Mill, SC (11,027)
Town Manager. Salary: $77,492-$108,489 excellent benefits package

City of Frankfort, KY (27,741)
City Manager. Salary: Negotiated by City Commission

City of Globe, AZ (7,486)
City Manager.



View the print version

City of Klamath Falls, OR (19,462)
City Manager.

Town of Kremmling, CO (1,578)
Town Manager. Salary: $68,000-$78,000

City of Laguna Niguel, CA (61,891)
City Manager.

City of Lebanon, OR (12,950)
City Manager. Salary: $112,200(salary currently under review), plus an excellent benefit package

City of Melbourne, FL (71,382)
City Manager. Salary: $140,000-$180,000

City of Mesa, AZ (396,375)
Controller. Salary: $87,818-$118,206

Mid-Ohio Regional Planning Commission, OH
Executive Director. Salary: market competitive depending on qualifications and experience

City of Millington, TN (10,433)
City Manager. Salary: $70,000Based on qualifications

County of Montgomery, OH (559,062)
County Administrator, Montgomery County Ohio. Salary: DOE/DOQ Presently $180,000

Montrose County, CO
County Manager. Salary: $105,000-$125,000 DOQ

Town of North Branford, CT (13,906)
Town Manager.

Town of North Hampton, NH (4,259)
Town Administrator, North Hampton, NH. Salary: $85,000 DOQ

City of North Mankato, MN (13,394)
City Administrator. Salary: $75,612-$112,416

City of North Topsail Beach, NC (743)
Town Manager.

City of Northglenn, CO (31,575)
City Manager. Salary: $115,000-$125,000 Excellent Benefits

City of Oil City, PA (11,504)
City Manager. Salary: $70,000-$80,000

City of Painesville, OH (19,563)
City Manager. Salary: See link for details

City of Park City, UT (7,371)
City Manager.

City of Perry, OK (5,230)
City Manager.

City of Port Orange, FL (56,386)
City Manager. Salary: $125,000-$160,000

City of Port Orange, FL (56,386)
City Manager. Salary: $125,000-$160,000

City of Poteet, TX (3,305)
City Administrator.

City of Rio Rancho, NM (87,521)
City Manager. Salary: Up to $135,000 DOQ/E

City of Seat Pleasant, MD (4,885)
City Administrator. Salary: $80,000

Skyway Water and Sewer District, WA
General Manager. Salary: $95,000-$110,000 With excellent benefits and state PERS.

City of Sun Prairie, WI (20,369)
City Administrator. Salary: $95,000-$110,000 Starting salary negotiable

County of Sutter, CA (78,930)

County Administrative Officer.

County of Toombs, GA (26,067)
COUNTY MANAGER. Salary: NEGOTIABLE

Town of Tusayan, AZ (569)
Town Manager.

City of Valdosta, GA (43,724)
Human Resources Director. Salary: DOQ

City of Waverly, IA (9,874)
City Administrator. Salary: $110,000-$125,000

Town of Wellfleet, MA (2,749)
Town Administrator. Salary: $105,000-$120,000

City of Wentzville, MO (29,451)
City Administrator. Salary: $109,000-$140,000 DOQ plus excellent benefits

City of Williston, FL (2,768)
City Manager. Salary: Up to $85,000 depending upon qualifications.

City of Yankton, SD (13,528)
CITY MANAGER.

All CAO listings

Assistants

City of Annapolis, MD (35,838)
Assistant City Manager. Salary: $54,971-$87,954

Athens-Clarke Unified Government, GA (117,000)
Assistant Manager for Transportation and Community Development. Salary: $95,000-$105,000 DOQ

Borough of Carlisle, PA (17,970)
Assistant Borough Manager. Salary: $66,477-$93,059

City of Chandler, AZ (239,610)

Assistant City Manager. Salary: $132,052-$184,872 DOQ

City of Coral Gables, FL (40,091)
Assistant City Manager for Finance & Administrative Support. Salary: $102,357-$140,546 Salary is negotiable depending on qualifications. Benefits include: vehicle allowance of $450 per month, medical, dental and life insurance, retirement plan, leave allowances, and more

City of Durham, NC (187,035)
Deputy City Manager. Salary: $125,000-$140,000 Depnding on Qualifications

County of Johnson, KS (451,086)
Assistant County Manager. Salary: $123,818-$165,090

Minneapolis Park & Recreation Board, MN
Deputy Superintendent.

City of Sun Valley, ID (1,427)
City Administrator. Salary: $95,000-$130,000 DOQ

City of West Hollywood, CA (35,716)
Assistant City Manager. Salary: DOQ

All Assistant listings

Interns

City of Huntington Beach, CA (189,594)
Graduate Management Fellowship Program. Salary: DOQ

All Intern listings

Management

City of Aurora, CO (276,393)
Internal Services Director. Salary: $105,000-$145,000

City of Bellevue, WA (109,569)
Human Resources Director. Salary: $106,008-$169,332 Annually and

is dependent upon qualifications. The City also offers an attractive benefits package.

City of City of Scottsdale, AZ
Executive Director-Water Resources.

Gwinnett County Board of Commissioners, GA
Support Services Director. Salary: Negotiable

California State Association of Counties, CA
EXECUTIVE DIRECTOR. Salary: Open DOQ

County of Dallas, TX (2,218,899)
Assistant County Administrator Operations.

City of Fayetteville, AR (58,047)
Water & Sewer Operations Manager. Salary: $75,000Salary range

City of Fort Lauderdale, FL (165,521)
Talent Manager. Salary: $84,240-$128,107 Annually

Goleta Water District, CA
Principal Analyst. Salary: $7,677-$11,342 Plus Benefits

County of Hennepin, MN (1,116,200)
County Recorder / Registrar of Titles Division Manager. Salary: $74,771-$116,351

ICMA, DC
Director, Center for Performance Measurement. Salary: DOQ

Town of Leesburg, VA (42,606)
Human Resources Manager. Salary: $71,122-$119,374 excellent benefits package

City of Orlando, FL (185,951)
Building Official. Salary: $66,489-$106,413

City of Orlando, FL (185,951)
Customer Service Manager. Salary: $53,144-$83,137

County of Pasco, FL (344,765)

Chief Building Official. Salary: $67,400-$104,219 Annually

Portland Development Commission, OR
Human Resources Director. Salary: $110,000-$135,000 + excellent benefit package

City of San Antonio, TX (1,359,758)
Human Resources Assistant Director (Compensation and Benefits).

City of Tallahassee, FL (150,624)
Building Official. Salary: $25-$59 Hiring rate generally will not exceed $43.77/hour.

City of West Bend, WI (28,152)
Director of Administrative Services. Salary: $75,000-$105,000

Finance and Budgeting

BART, CA
Principal Financial Analyst. Salary: DOE

Town of Brookline, MA (57,107)
Comptroller. Salary: $91,000-$108,000 plus generous benefits

County of Broward, FL (1,623,018)
Budget and Management Analyst. Salary: $47,250

Town of Castle Rock, CO (50,000)
Finance Director. Salary: $99,944-$139,880

City of Lancaster, PA (60,000)
Accounting Supervisor. Salary: $47,815-$54,988 DOQ plus City Benefits

City of Newton, IA (15,579)
Comptroller. Salary: $67,234-$83,729

City of Richland, WA (48,058)
Administrative Services Director. Salary: $90,230-$135,324 DOQ

City of Saginaw, MI (61,799)
Administrative Budget Analyst. Salary: $45,591-$52,214

City of San Jose, CA (894,943)
Finance Director. Salary: $127,417-$199,153

The Waters Consulting Group, Inc., TX
Director of Finance.

Village of Woodridge, IL (32,000)
Director of Finance. Salary: $96,637-$131,581 DOQ

Public Safety

Village of Bayside, WI (4,518)
Emergency Communications Center Director. Salary: $63,000-$80,000 DOQ

City of Bellevue, NE (44,382)
Police Chief. Salary: $88,000-$104,000 with competitive benefits.

City of Cedar Park, TX (58,732)
Police Chief. Salary: Starting salary highly competitive, based on experience and qualifications, and use of a city vehicle and other benefits

City of Crystal Lake, IL (40,743)
Chief of Police. Salary: $102,544-$145,392 with excellent benefits

City of Durham, NC (187,035)
Fire Chief. Salary: $120,000-$130,000 Beginning salary range DOQ

City of Georgetown, TX (47,400)
Fire Chief. Salary: Commensurate with qualifications and experience

City of Groveland, FL (7,647)
Chief of Police. Salary: $69,614-$107,037 Depending on experience and qualifications

City of Knoxville, IA (7,731)
Fire Chief. Salary: DOQ, Prior Chief had salary of $45,000

City of Maricopa, AZ (4,998)
Police Public Information Officer.

City of Santa Paula, CA (28,598)
Chief of Police. Salary: $106,288-$129,188 + attractive benefits package

County of Stafford, VA (128,961)
Chief of Fire and Rescue Operations. Salary: Starting salary range is negotiable and highly competitive, DOQ, with comprehensive benefits

City of Tempe, AZ (161,719)
Administrative Assistant I/II. Salary: $29,699-$47,662

County of Volusia, FL (443,343)
Beach Services Director. Salary: $78,803-$118,204 Depending on Qualifications

Public Works

City of Casper, WY (49,644)
Public Services Director. Salary: $97,006-$117,936 Annual

City of Clarksville, AR (7,719)
General Manager. Salary: DOQ plus excellent benefits

City of Grand Island, NE (48,520)
Public Works Director. Salary: $75,820-$106,696 annually

City of Mesa, AZ (396,375)
Deputy Energy Resources Director. Salary: $106,745-$143,665

City of San Antonio, TX (1,359,758)
Assistant Public Works Director (Planning & Engineering).

Economic Development

County of Garfield, CO (43,791)
Community Development Liaison. Salary: $5,187-$6,484

City of Rock Island, IL (39,684)
Budget and Grants Manager. Salary: $41,929-$65,045

City of Wauwatosa, WI
Economic Development and Small Business Specialist.

City of Winchester, VA (25,000)
Downtown Manager. Salary: $55,287-$88,462

Community Development

City of Gardner, KS (19,123)
Community Development Director. Salary: $97,896 Starting salary commensurate with qualifications and experience

County of Roanoke, VA (85,778)
County Engineer. Salary: $75,000-$85,000

City of San Antonio, TX (1,359,758)
Grants Administrator.

City of San Bruno, CA (40,165)
Community Development Director. Salary: $132,024-$162,012 Annually

Technology

City of Mesa, AZ (396,375)
IT Purchasing and Contract Coordinator.

City of Fort Wayne, IN (253,691)
Deputy Director - Chief Information Officer. Salary: $69,184-$92,250 Annually

City of Goodland, KS (4,489)
Director of Information Technology. Salary: $50,000-$60,000 DOQ

City of Goodyear, AZ (65,275)
Director of Information Technology Services. Salary: $110,015-$134,043

County of Peoria, IL (183,433)
Chief Information Officer.

City of Rock Island, IL (39,684)
Network Administrator. Salary: $46,227-$71,712

City of Rock Island, IL (39,684)
Information Systems Specialist I. Salary: $38,478-$59,690

County of San Mateo, CA (718,451)
Chief Information Officer. Salary: $198,702 Maximum Annual Salary

Planning

County of Albemarle, VA (98,970)
Senior Project Manager. Salary: $58,488-$76,978 DOQ/DOE (+) benefits

City of Rock Island, IL (39,684)
Planning & Redevelopment Administrator. Salary: $58,999-$91,524

Parks and Recreation

City of Burlington, VT (42,000)
Director of Parks and Recreation. Salary: $76,042-$85,635

City of Vermillion, SD (9,765)
Parks and Recreation Director. Salary: DOQ

Human Services

City of Virginia Beach, VA (437,994)
Deputy Director of Human Services. Salary: $85,453-$128,179

City of Virginia Beach, VA (437,994)
Deputy Director of Human Services, Community Service Board. Salary: $85,453-$128,179

City of Virginia Beach, VA (437,994)
Deputy Director of Human Services, Social Services. Salary: $85,453-$128,179

City of Winchester, VA (25,000)
Director of Social Services. Salary: $70,553-$112,902

Community Relations

City of Bellevue, WA (109,569)
Chief Communications Officer.

City of Bristol, VA (17,367)
Public Information Official/Grant Writer/Administrator. Salary: $45,153-$54,663 DOQ

City of Rock Island, IL (39,684)
Director of MLK Center. Salary: $56,189-$87,166 The City offers an excellent fringe benefit package which includes pension, major medical, paid leave, tuition reimbursement, car allowance, health club membership and also contributes 5 percent of salary to ICMA's 457-deferred compensation plan.

Performance Measurement

County of Ramsey, MN (511,035)
Director of Policy Analysis and Planning. Salary: $83,584-$124,213

Transportation

County of Fairfax, VA (1,081,726)
Director, Vehicle Services. Salary: $91,424-$152,373 (Grade E-9)

County of Loudoun, VA (328,500)
Transportation Director.

County of Loudoun, VA (328,500)
Transportation Director. Salary: $155,642 DOQ

Service Delivery

Metropolitan Area Planning Council, MA
Municipal Services Specialist. Salary: $50,000-$65,000

Emergency Management

City of Knoxville, IA (7,731)

Fire Chief. Salary: DOQ, Prior Chief had salary of $45,000

Fire

City of Knoxville, IA (7,731)
Fire Chief. Salary: DOQ, Prior Chief had salary of $45,000

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Editor: Kathleen Karas kkaras@icma.org

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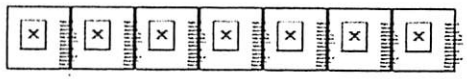

Professional Local Government Management

Today's elected local government officials can better fulfill their legislative or policy-making roles by delegating the day-to-day management of the municipality to an appointed professional administrator.

The Benefits of Professional Management

- The appointed manager or administrator is charged with carrying out the policies established by the elected officials, and with delivering public services efficiently, effectively, and equitably. Elected officials, in turn, have more time to concentrate on creating a vision for the community's future.
- Day-to-day operations are managed by a professional who is educated and trained in current city and town management practices, state and federal laws and mandates, and cost-effective service delivery techniques.
- Responsiveness to citizens is enhanced by centralizing administrative accountability in an individual appointed by the elected governing body. City and town managers or administrators are appointed by and serve at the pleasure of the elected legislative body. They generally do not have guaranteed terms of office or tenure. They are evaluated based on their responsiveness to the elected legislative body and community, and on their ability to provide efficient and effective services. If the administrator is not responsive to the elected officials, s/he may be terminated at any time. In that sense, the manager's or administrator's responsiveness is tested daily.
- Professional managers or administrators bring technical knowledge, experience, academic training, management expertise, and dedication to public service.

Duties of an Appointed Manager or Administrator

- Carries out policies adopted by the elected officials.
- Manages city or town services, which may include public works, public safety, planning and economic development, parks and recreation, libraries, youth services, resource recovery and recycling, and utilities.
- Prepares a comprehensive annual budget and capital improvement program.
- Ensures fiscal responsibility and modern accounting practices.
- Develops performance measurement systems for city or town services.
- Applies for and administers federal, state, and private foundation grant funding.
- Recruits, hires, and supervises the workforce of the city or town, including key department heads.
- Prepares council or board meeting agenda materials.
- Develops long-range plans with guidance from elected officials and assists in the achievement of common goals and objectives.

- Facilitates the flow of ideas and information between and among elected officials, employees, and citizens.

Ethical Conduct: Honoring the Public Trust

ICMA members are committed to standards of honesty and integrity that go beyond those required by law. City and town managers or administrators who are members of the ICMA agree to abide by its Code of Ethics, which specifies 12 principles of personal and professional conduct, including dedication to the cause of good government. ICMA members believe in the effectiveness of representative democracy and the value of government services provided equitably to all residents of their communities. The Code is enforceable by a confidential peer-review process.

How to Hire a Professional Manager or Administrator

FIRST STEPS

Before a professional manager or administrator can be hired, a municipality's structure of government must be modified to provide for the position. The process of creating a position of city or town manager or administrator can vary from state to state.

- Some municipalities have the authority to act on their own initiative to adopt local ordinances, laws, or resolutions to create the position of city manager or administrator appointed by the elected governing body.
- In states where municipalities may write their own charter under home-rule provisions, a number of them have taken advantage of that opportunity to create a professional administrator position.
- Some states have enacted statutes providing for alternative forms or optional charters for local governments to adopt.
- In some states, structural change can take place by obtaining charters through special legislation adopted by the state legislative body.

CONSIDER YOUR MUNICIPALITY'S UNIQUE DEMANDS AND NEEDS

Many managers and administrators have studied local government management at the graduate level and have held positions of increasing authority.

- Beyond the basic education and experience the position requires, you should develop a job description that outlines your expectations and the measurable objectives you want to accomplish.
- You should also develop a profile of the administrator who will best serve your community's needs.

ICMA can help your municipality facilitate this process. ICMA's *Recruitment Guidelines for Selecting a Local Government Administrator* (download below) contains tips on recruiting applicants, determining finalists, and interviewing techniques.

BEGIN YOUR SEARCH

- Determine whether you want to conduct your own search or work with an executive recruitment firm.
- Prepare and place advertisements in publications that will attract the most qualified local government candidates, such as the *ICMA Newsletter,* ICMA JobCenter, and/or state association publications.

MAKE THE SELECTION

- Review resumes and identify potential candidates based on their experience and your criteria.
- Select the top candidates and schedule interviews with your evaluation panel.
- Upon reaching a decision, negotiate the terms and conditions of employment with your new manager or administrator and formalize a written agreement.
- At this time, it is important to develop mutually agreed-upon goals and establish an annual review process through which the elected body and the manager or administrator can discuss performance.

DOWNLOADS

Recruitment Guidelines for Selecting a Local Government Administrator

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International City/County Management Association
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Washington, DC 20002-4201
202.289.ICMA | fax 202.962.3500

ICMA / Jobs / Employers

Employer/Recruiter Resources

So, you're hiring a manager or chief administrator. Successful executive recruitment is complex and takes time, and ICMA has resources available to assist you!

Thank you for using ICMA's Career Network to advertise your executive opportunity. We wish you great success with your recruitment efforts. You may wish to consult the following resources available from ICMA to assist you with your search and hiring process:

- Recruitment Guidelines Handbook: Guidelines for local government officials to recruit and select the best possible professional for their needs.
- Model Employment Agreement: The model employment agreement is a template for administrators of municipal governments. Useful for both the council and the manager.

CONSIDERATIONS

- ICMA urges employers to verify resume details when conducting an executive or other search to ensure that accurate credentials have been presented.
- ICMA maintains a list of executive search firms to assist those who would like to contract out their search. Contact ICMA for a complimentary copy.
- ICMA maintains a job center targeted to ICMA members and other local government professionals. Designed to be self-service, our state of the art online job board is available directly to local governments and recruiters alike.
- ICMA's Knowledge Network has a collection of sample job descriptions for your use when crafting or revising your own. Below are specific examples, and additional CAO and non-CAO position descriptions are available in the job descriptions topic area:
  - City Manager Job Description, City of Cupertino
  - City Manager Job Description, City of Moab
  - City Manager Job Description, City of Petaluma
  - City Manager Job Description, City of Mesa
  - City Manager Job Description, City of Traverse City

CODE OF ETHICS AND MEMBERSHIP

- ICMA is concerned that local government administrators, assistants, and support staff maintain high personal and professional standards and **requires** its members to submit complete and accurate credentials when they apply for employment.
- ICMA connects your advertisement to a network of ICMA members who are committed to the ICMA Code of Ethics. In addition to many professional benefits, it is valuable for a local government to encourage membership because ICMA members must agree to the principles of the Code as a condition of membership and are subject to peer review of their conduct under a well-established enforcement process.

- If you hire a nonmember of ICMA, encouraging membership in the association will bring those same benefits to both the individual, and your community. Details are available at icma.org/membership.
- If you would like a copy of ICMA's Code of Ethics with Guidelines, download it at icma.org/ethics.

JOB ADVERTISEMENT

ICMA's job center offers additional features included in the cost for executive/deputy CAO ads

- Because recruiting an executive can take time to find a fit, your ad is renewable at no additional charge, for another 60 days, as much as you need until you find the right candidate.
- CAO/Deputy CAO ads are automatically included in the weekly ICMA *Leadership Matters* newsletter and *Leadership Matters: Non-member Highlights* as long as the ad is live. A 60 day ad reaches nearly 45,000 local government professionals each week, for about eight weeks.

CONTACT US

If you have any additional questions, please contact ICMA at advertising@icma.org or call (202) 289-4262 / (800) 745-8780. Thank you again for trusting ICMA with your recruiting needs!

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MANUAL

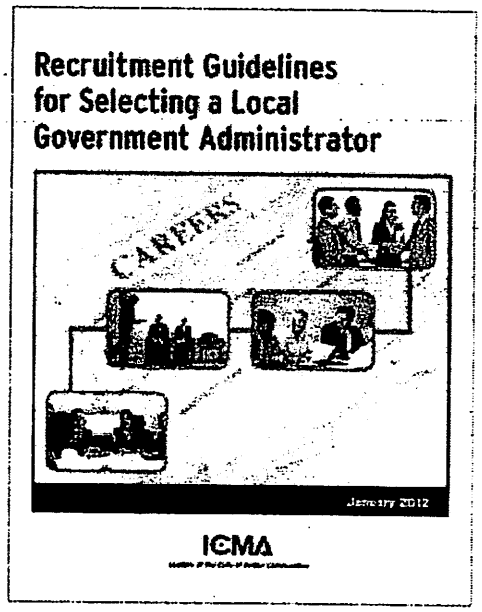
Recruitment Guidelines

for Selecting a Local Government Administrator

by Recruitment Guidelines Task Force

ICMA Recommended

Download: Recruitment Guidelines (PDF, 562 Kb)



Recruiting and selecting a local government manager or administrator is one of the most important responsibilities of a local governing body. It requires careful planning, astute evaluation of candidates, and a clear understanding of the relationship between the local government and the administrator.

This handbook presents guidelines to help council members conduct a successful recruitment process. While no two jurisdictions require precisely the same qualifications and responsibilities from their chief appointed official, the guidelines outlined here provide the basis for determining priorities. These guidelines will enable local government officials to go about recruiting and selecting the best possible professional for their needs.

This handbook includes a discussion of:

- Resources available to assist in the process conducting the recruitment
- Reviewing applications
- Identifying and interviewing finalists
- Negotiating compensation
- Handling the transition

Exhibits present resources and publications available, suggested interview questions, and a summary checklist and timetable.

Updated and expanded, 2012.

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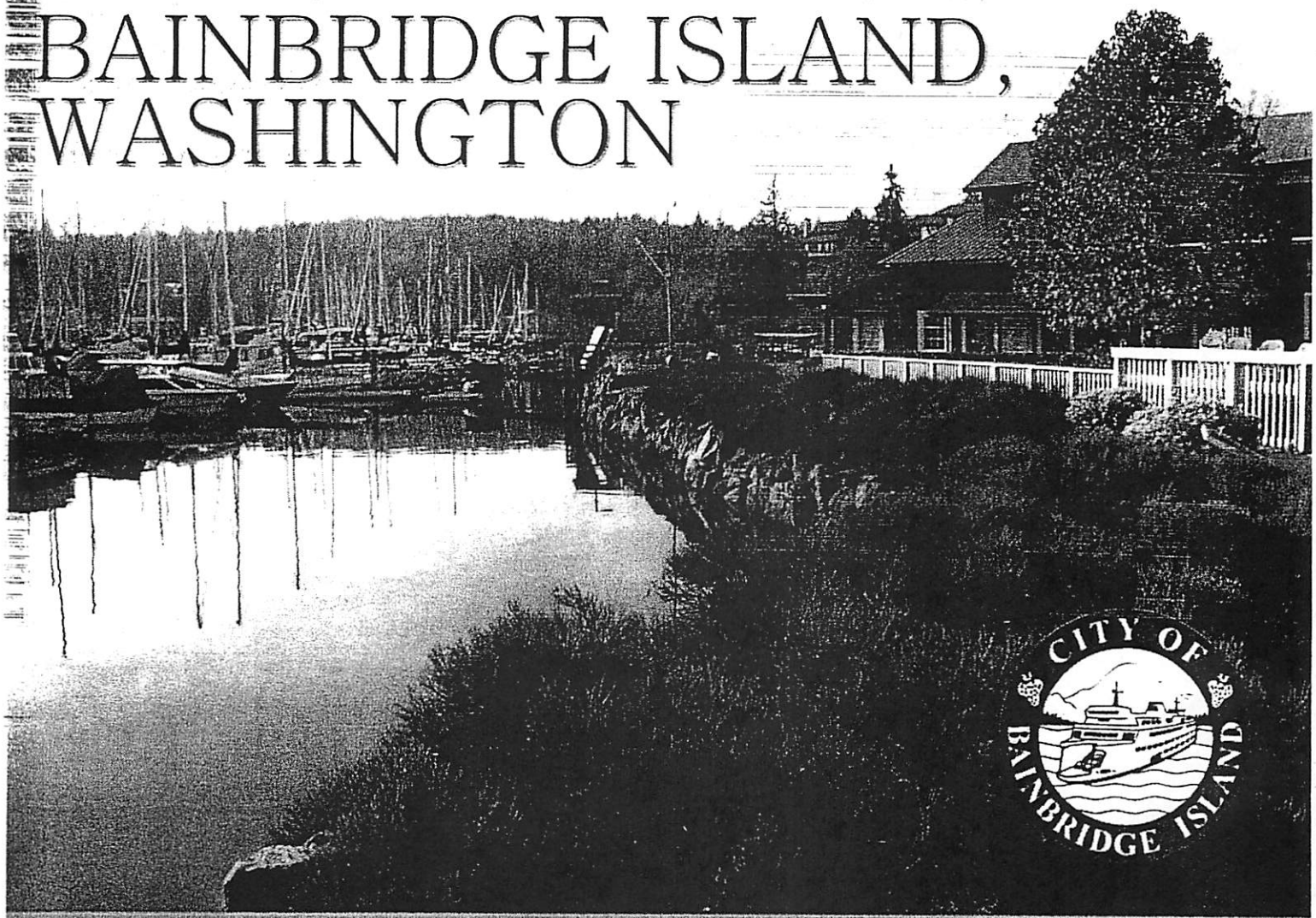
FIRM – Strategic Government Resources

CITY OF BAINBRIDGE ISLAND, WASHINGTON



CITY MANAGER POSITION PROFILE

the community

Bainbridge Island, located 35 minutes from downtown Seattle via ferry, has a population of just over 23,000. This vibrant, diverse community, with 53 miles of shoreline, is rich in history, culture and natural beauty. With its semi-rural environment, the Island is home to an eclectic mix of farms, wineries, hiking trails, museums, and local arts.

With views of the snow-capped Olympic Mountains to the west and Mount Rainier to the east, Bainbridge Island is the closest getaway destination by ferry from Seattle. Residents and visitors enjoy the best of scenic, small-town charm. Islanders have gone to great lengths to reach a delicate balance: preserving nature, while living within it. Bainbridge Island successfully blends its Pacific Northwest heritage with a casual, artistic, forward-thinking sensibility.

Working farms and grassy meadows still dot this friendly island. With several natural harbors, the Island has a strong boating community, and boasts several marinas, yacht clubs, and moorage facilities. Waterfront parks,

resources

city website
www.ci.bainbridge-isl.wa.us

chamber of commerce
www.bainbridgechamber.com

economic development alliance
www.kitsapeda.org

visitor information
www.bainbridgeisland.com

woodland trails and miles of shoreline with natural harbors provide water-related, as well as land-based, recreation for all generations. Popular outdoor sports include kayaking, canoeing, and sailing. Bainbridge is home to the 150-acre internationally renowned Bloedel Reserve, a bountiful and popular farmers' market, numerous parks and two golf courses, as well as the Bainbridge Historical Museum, the Kids Discovery Museum and the future home of the Bainbridge Island Museum of Art.

Residents hold protection and conservation of the Island's natural systems as a primary community value. They voted to tax themselves to purchase hundreds of acres of forests, meadows, beaches, trails, and public farmland to insure the sustainability of environmental protections, community recreational access, and opportunity for local food sources. A 2008 survey of community values reported that 90% of respondents wanted taxes and City services to remain the same or were willing to support a tax increase to support increased services. 93.5% of respondents rated quality of life as good or excellent.

Incorporated in 1947 as the City of Winslow, the City of Bainbridge Island was established in 1991 as a strategy for dealing with island-wide growth issues. At that time, Winslow, which was two square miles with a population of 6,000, annexed the remaining 26 square miles of the Island's unincorporated area. Immediately following incorporation, the city experienced a significant increase in population. This growth has been in single digits and stable during the last five years. Currently, Bainbridge Island ranks 42 out of Washington's 281 cities in terms of population.

Once home to the world's largest sawmill, Bainbridge Island has grown primarily as a residential community with an active central business district and three small business parks. Employment on the Island comes from a mixture of small retail shops, numerous home-based businesses, manufacturing, government, and healthcare. Many Island residents commute for employment, primarily to Seattle using the Washington State Ferry System.

Highly rated Bainbridge Island School District (BISD), with an enrollment of approximately 3,800 students, is the community's largest employer with a staff of 500. BISD's mission is to prepare students for the global workplace, college and personal success.

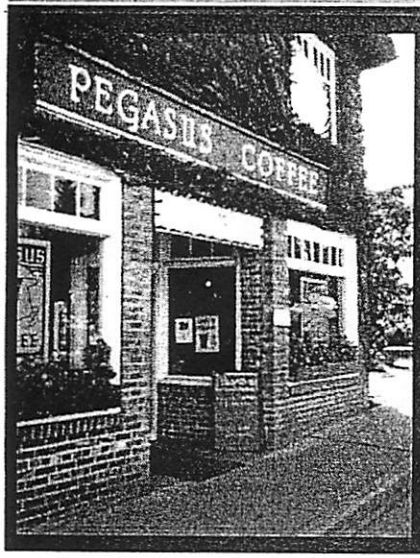
District students demonstrate some of the highest academic achievement in the state. In 2012, US News & World Report ranked Bainbridge High School and Eagle Harbor High School in the list of "America's Best High Schools." Of the 22,000 public high schools ranked, BHS received a Gold Medal as #212 in the nation, and EHHS was designated with a Silver Medal as #1,583. BHS also was designated as one of the US News Best High Schools in Math and Science, ranking #68 in the nation. In addition, a number of Island students attend parochial and private schools on the Island.

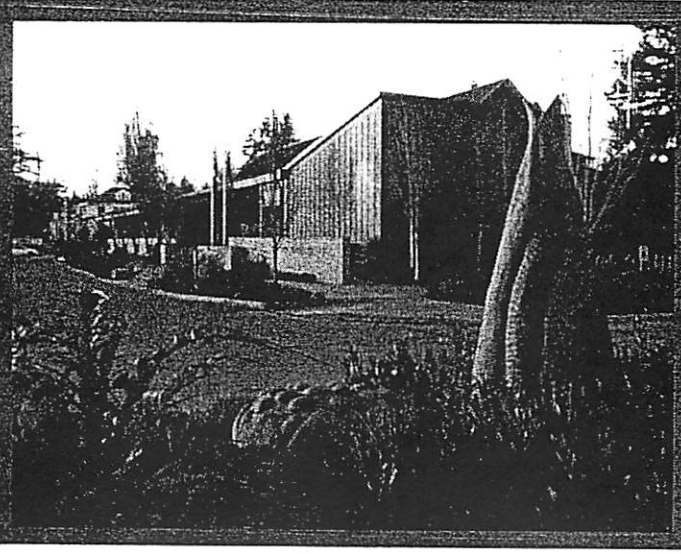
With over 75% owner-occupied housing units, the average home value in Bainbridge Island is $597,500 with a median family income of $113,686.

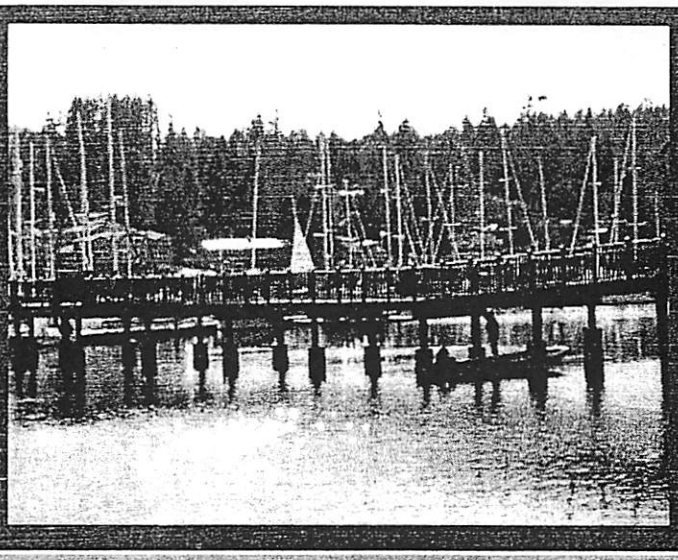
city organization

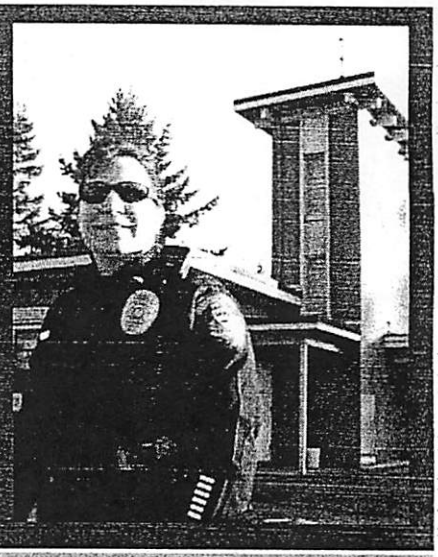
The City of Bainbridge Island is a non-charter code city with a Council-Manager form of government. The City Council is made up of seven members, including two representatives from each of three wards (north, central, south), and one "at-large" member representing the Island as a whole. Council members each serve a staggered four-year term. The members of the City Council choose a chair on a biennial basis. The Chair has the title of Mayor and presides at Council meetings. A Mayor Pro Tem is also selected and presides over City Council Study Sessions.

The City Council appoints a professional City Manager, who reports to the City Council and is responsible for the day-to-day operations of the organization. Those directly reporting to the City Manager include the City Attorney, Deputy City Manager, Finance and Administrative Services Director, Information Technology Manager, Planning and Community Development Director, Police Chief, and Public Works Director. The City of Bainbridge Island has 108 fulltime equivalent employees.









CITY MANAGER POSITION PROFILE

The City of Bainbridge Island adopts a biennial budget. The 2012 Adopted Budget includes $21 million in operating expenditures, $10.5 million in non-operating expenditures, and total revenues of $32.3 million.

Bainbridge Island has several separate government entities (i.e. Special Purpose Districts, also referred to as junior taxing districts), including a Fire District, Metro Parks and Recreation District and School District. Other taxing districts provide services to specific areas/neighborhoods around the Island, and a local branch of the County-wide library system serves Bainbridge Island.

issues & challenges

Having rebalanced the City budget and established reserve accounts over the past 18 months, sustainable and smart growth, sound fiscal management and economic development are high priorities for the City Council. Bainbridge Island has an aging infrastructure. Capital improvements have been largely grant funded and with limited resources allocated for repairs, there has been very little maintenance of the Island's 142 miles of roadway for many years. Having no major industry, the majority of revenues come from property taxes, real estate excise taxes and city development and building fees.

The City of Bainbridge Island has limited water and sewer service. The majority of the Island is served by private wells or water systems and septic systems. The City Council intends to reassess the City's operation of its small water system later this year.

It will be important for the next City Manager to communicate well and utilize team building skills to improve customer service, facilitate community participation, and strengthen public trust.

The next City Manager will be responsible for working with the City Council to develop and implement an assessment of the organization and its processes to assure provision of the best municipal services at the lowest cost.

ideal candidate

The new City Manager should be a seasoned and professional leader who can demonstrate exceptional leadership ability, a collaborative spirit, and excellent communication and interpersonal skills. An empowering management style with a strong commitment to organizational development and team building is critical. A commitment to open and transparent government and the willingness to be an integral part of the community are highly desired attributes.

Dedication to improving the credibility of the municipal government organization and the Police Department will be important in strengthening the public's trust. The successful candidate will have experience in community policing and unionization issues.

The new City Manager will need to work with the City Council to develop a broad community vision and strategic plan that preserves the Island's characteristics, charm, and its artistic and diverse culture. A person who recognizes what is special about Bainbridge Island and will work to protect its unique nature using economic sustainability is vital. The ideal candidate will be personally involved in the community and have a sense of humor, as well as the ability to engage residents, resulting in a more involved citizenry.

The successful candidate will be results oriented, have a keen understanding of economic development principles and a proven track record of business retention and development. The candidate will need to cultivate a positive working relationship with other jurisdictions and organizations, clearly define zoning to protect Island resources, and encourage smart growth.

A strong background in municipal finance and performance based budgeting is essential. The new City Manager will be dedicated to financial transparency and have the ability to improve cost efficiency through creative service delivery. Challenged with an aging infrastructure and limited resources, the new City Manager will need to quickly grasp the big picture and present the City Council with options for solutions to balance resources and expenses.

The new City Manager will promote organizational development through process improvement. The successful candidate will be capable of guiding and coaching employees in a calm and professional manner to encourage a team approach to delivering a high level of customer service. Setting clear expectations and accountability standards will be important as the new City Manager reviews the organizational structure and considers redistribution of resources to more efficiently manage operations.

education & experience

The successful candidate should have a Bachelor's Degree in Public Administration, Business Administration or a related field with a minimum of ten (10) years of progressively responsible experience as a professional City Manager. An advanced degree in a relevant field, as well as ICMA training and membership are preferred.

The successful candidate should have strong leadership skills, experience with economic development, a solid financial background, and familiarity with unionization and labor laws, as well as complex land-use issues. The candidate should have a demonstrated record of process improvement and the ability to evaluate a variety of municipal issues and opportunities and offer sound policy and procedural recommendations.

compensation & benefits

The City of Bainbridge Island offers a competitive salary, depending on experience and qualifications, and a choice between two State of Washington retirement plans. A full range of leave and insurance benefits is also provided.

application process

To apply for this position, please email cover letter and resume to:

Tom Muehlenbeck, Senior Vice President
Strategic Government Resources
Tom@GovernmentResource.com
972-740-4468

Applications are preferred electronically. Please insert "Bainbridge Island City Manager" in the subject line. Kindly use PDF format if possible. Should you have any questions regarding the opportunity, or a recommendation of a colleague, please contact SGR Executive Search.

This position is open until filled. Please visit www.GovernmentResource.com for the review status of this position. The City of Bainbridge Island is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

SGR

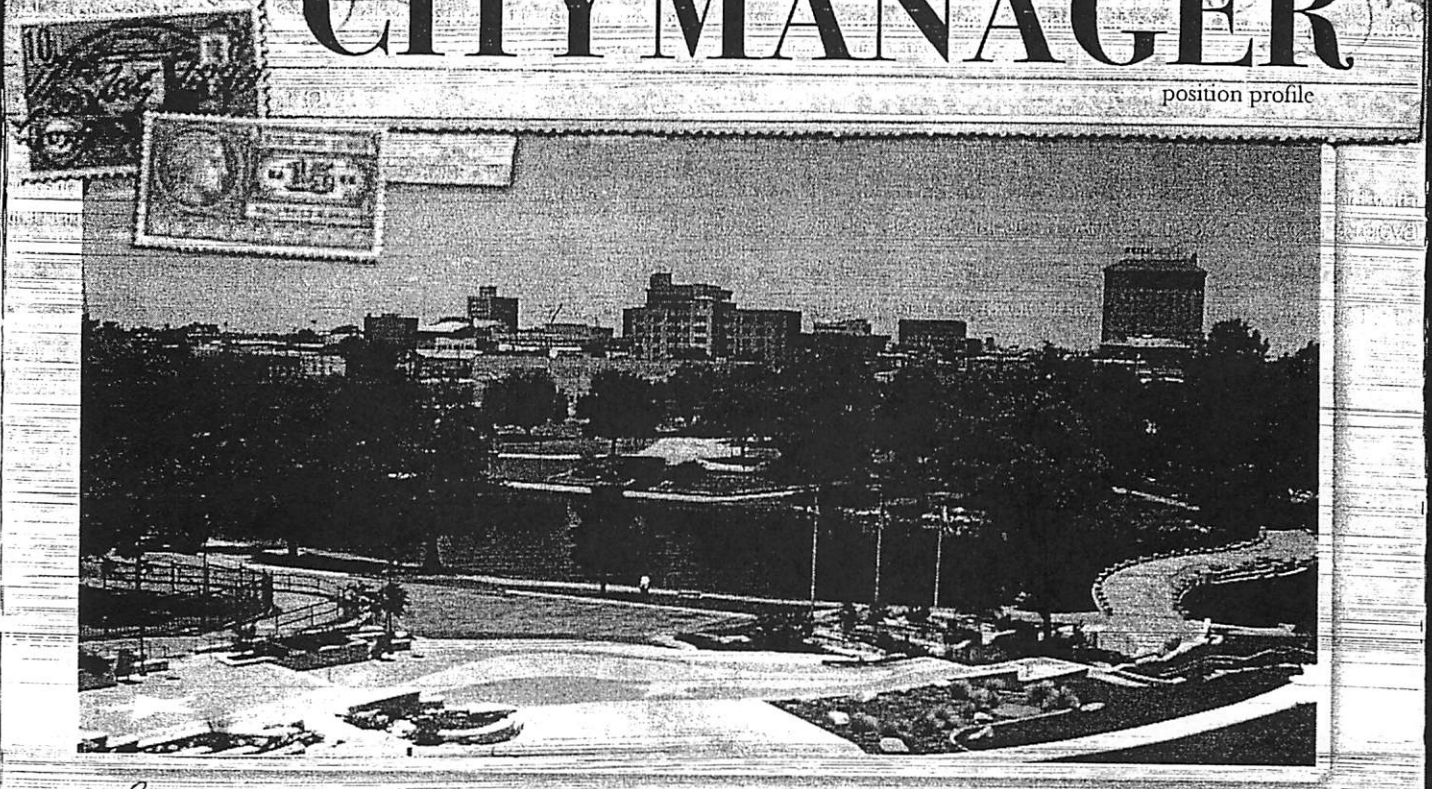
CITY MANAGER POSITION PROFILE

FIRM - SGR

City of San Angelo, Texas

CITY MANAGER

position profile



The Community

Lying in the midst of West Texas ranching country is San Angelo, known as the "Shining Star of Texas." With a population of 93,200, this virtual oasis is home to three lakes, as well as the beautiful Concho River which runs through the heart of the City. In 2010, Kiplinger's Personal Finance named San Angelo as one of the "Best Cities of the Next Decade." In 2009, CNN Money ranked San Angelo as one of the best cities in which to launch a small business, and Forbes Magazine has repeatedly ranked the City as one of the "Best Places for Business and Careers."

Residents of San Angelo enjoy a high quality of life with a delightful mixture of arts and culture. The San Angelo Symphony Orchestra showcases a diverse offering of artists including the Vienna Boys Choir, legendary Country and Western performers, and a talented Civic Ballet. The state's longest running theatre, The Angelo Civic Theatre, features live shows, while the Old Chicken Farm Art Center displays works by visual artists of all mediums. The world-class San Angelo Museum of Fine Arts received the prestigious National Museum Service Award and houses continually changing exhibits by artists from Texas and around the world.

Annual events including the Texas Wine and Food Festival, Cactus Jazz and Blues Festival, International Lily Fest, "Showdown of San Angelo" drag boat race, and the San Angelo Stock Show and Rodeo make the City an entertainment destination for residents and visitors alike. Sports fans enjoy watching the San Angelo Colts Minor League baseball team and the San Angelo Stampede Indoor Arena football team. The pleasant climate allows for year round outdoor recreational opportunities, including some of the best deer, turkey and quail hunting in Texas. Boating, fishing, and water skiing are enjoyed at Lake Nasworthy, Twin Buttes Reservoir, San Angelo State Park, Concho River, and other area lakes. The City is also home to an outstanding local park system with community and neighborhood parks, nature and walking trails, athletic fields, playgrounds, municipal swimming pool, and organized recreational programs and activities. Fourteen public tennis courts, an indoor soccer facility, three public golf courses and two country clubs provide additional recreational opportunities..

Resources

www.sanangelotexas.us

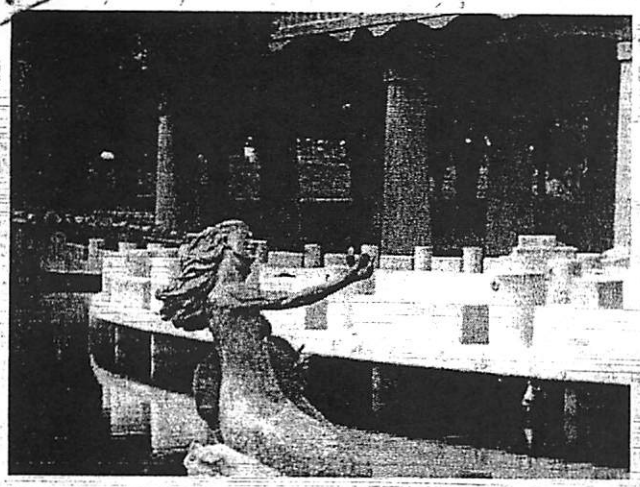
www.sanangelo.org

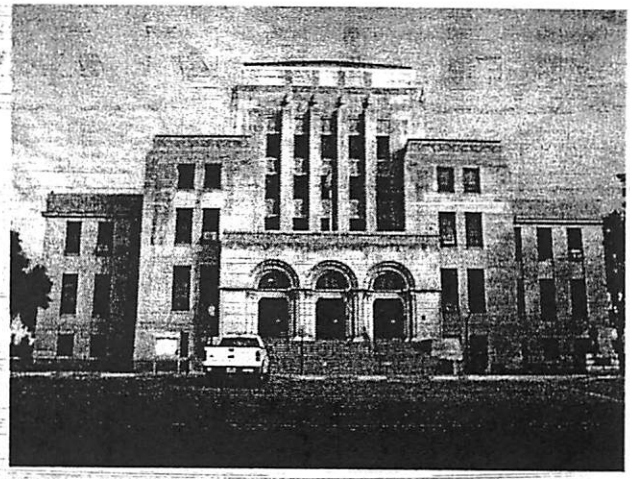
www.visitsanangelo.org

www.saisd.org

www.quickfacts.census.gov

THE CITY OF SAN ANGELO ★ TEXAS ★





The Community, continued

Goodfellow Air Force Base is San Angelo's largest employer with a workforce of nearly 5,000 people. The installation is the primary United States Air Force training facility for Aircraft Rescue and Firefighting (ARFF) personnel, military intelligence, surveillance and reconnaissance professionals.

San Angelo Independent School District (SAISD) is comprised of two high schools, one freshman campus, three middle schools, 17 elementary schools and one alternative school and has an enrollment of over 13,000 students. Families enjoy an excellent public school system with 15 of the 24 SAISD schools having either "Exemplary" or "Recognized" ratings by the Texas Education Agency. San Angelo also has seven certified private and/or parochial schools. Higher education opportunities are available at Angelo State University, Howard College, and Park University.

The City is a regional trade, agriculture, business, and industrial manufacturing center and is also a specialized medical care hub for a large part of southwest Texas. The community is home to two well respected acute care hospitals. Shannon Health Systems, the City's second largest employer, and San Angelo Community Medical Center, along with a large number of physicians and other specialized medical professionals, provide state of the art health care to the area.

San Angelo is served by U. S. Highways 67, 87 and 277, and is located one hour from Interstate 10 and one and a half hours from Interstate 20. With an outstanding transportation network of highways and major roadways, vehicular travel inside San Angelo is rarely congested, even during peak daily travel times. The community is also served by a public bus system. The City is located on the established and nationally recognized "Ports to Plains Highway Corridor," a Federal highway system extending from the Texas/Mexico border northward to Minnesota. American Eagle provides commercial air carrier service to San Angelo and surrounding communities from San Angelo Regional Airport - Mathis Field. There are seven scheduled commercial flights each day to and from Dallas/Fort Worth International Airport (DFW).

City Organization

The City of San Angelo is a home rule city with a Council-Manager form of government. The San Angelo City Council consists of a mayor, elected at large, and six single member district representatives. Serving two-year terms, half of the council and mayor are elected in odd-numbered years, while the other half of the council are elected in even-numbered years.

The City has 877 employees. The City Council appoints the City Manager and Municipal Judge. The Chief of Police is an elected position and serves a four year term.

Reporting to the City Manager are the City Attorney, three Assistant City Managers (one serves as CFO), Emergency Management Coordinator, Director of Operations, Director of Human Resources and Risk Management, and Director of Water Utilities.

The City of San Angelo 2011-2012 adopted budget may be viewed at www.sanangelotexas.org/budget. The current tax rate is $0.7860, the median home value is $86,900, and the median household income is $39,616.

Issues & Challenges

In 2011, the City of San Angelo faced an unprecedented drought and heat wave forcing City officials to focus on obtaining additional water resources. An underground water supply had been located some 62 miles southeast of the City in prior years and efforts were intensified to access this aquifer. The City obtained a low interest loan from the Texas Water Development Board to finance the approximately $120 million dollar project to install a 30" pipeline, ensuring that the City has sufficient water supplies well into the future. Prompt completion of this project will be a top priority for the new City Manager as well as continuing the positive intergovernmental cooperation with other regional cities to identify, fund, and develop new water supply sources for the long term viability of the San Angelo community.

Another important issue for the new City Manager will be to continue the development and funding of transportation system upgrades. The new City Manager will need to work not only through cooperation and assistance from local resources, but also from State and Federal programs available from the United States and Texas Departments of Transportation and the Ports to Plains Alliance Organization. Efforts are also underway to secure additional commercial air carrier service to and from San Angelo Regional Airport.

Other issues the new City Manager will need to address include:

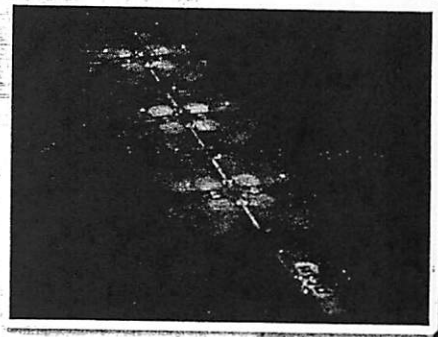
- Funding and implementation of an infrastructure maintenance, repair, and replacement program.
- Improving the appearance, livability, safety, and property values of San Angelo neighborhoods through effective, publicly accepted, and supported programs and services.
- Continued emphasis on a strong, viable, and sustainable economic development program to attract new business and industry, create jobs, and ensure active and successful business retention and expansion.
- Enhance and improve transparency of City operations and communication with a thriving military base, a state university and the citizens of San Angelo.
- Promote an organizational culture that provides effective and efficient public services and programs that deliver the highest level of customer service.
- Improve employee retention, morale, and teamwork and ensure that the City's employee pay and classification plan remains competitive with the local and regional labor market.

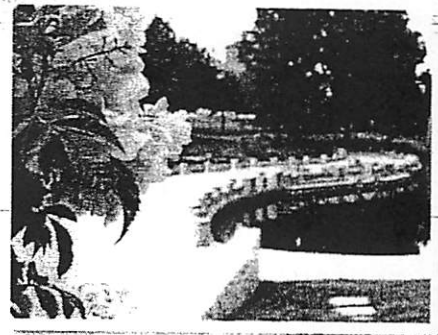
Ideal Candidate

The successful candidate should be a visionary who understands the true nature of public service and is equipped with a plan for leading the organization with the highest level of customer service, values, and skills. The new City Manager will be intuitive and well versed in the local government political process and demonstrate excellent communication skills that promote positive inter-governmental relations and transparency.

It will be important for the new City Manager to be a person of the highest integrity and professional and personal character who will keep the needs of the public ahead of special interest groups, and who is not afraid to bring new, progressive ideas and options forward to the City Council.

Excellent budgeting and finance skills are critical as well as the ability to deal with fiscal constraints including budget and revenue challenges. Experience in economic development, business retention and expansion, and the redevelopment, stabilization, and enhancement of neighborhoods is highly desirable.

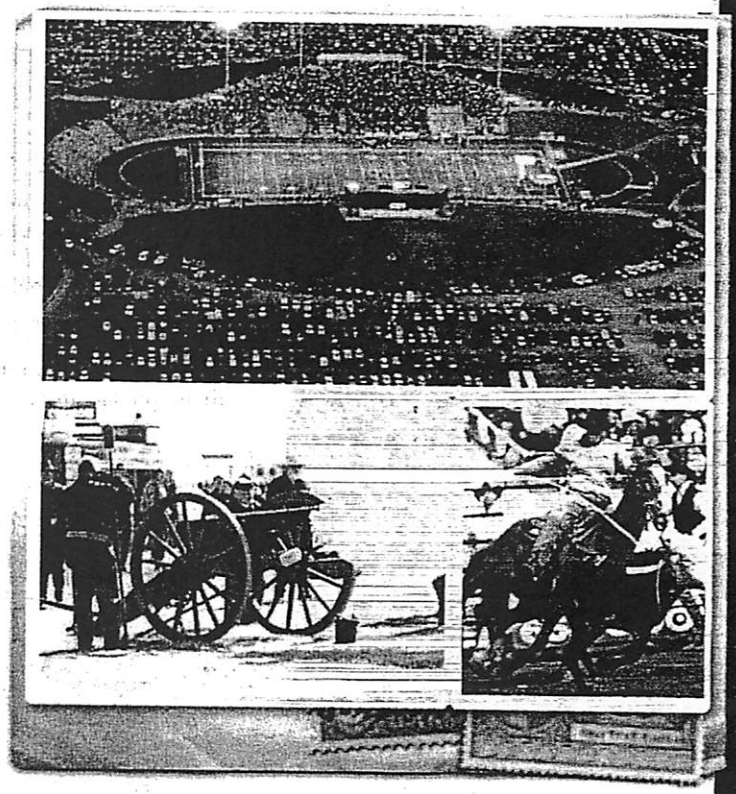




Ideal Candidate, continued

The new City Manager must be visible and accessible to the City Council, City Staff, and members of the community, a role model for City employees, and someone who values input from citizens and community groups.

Working to maintain an organizational focus on the present and future goals and objectives identified by the City Council for the San Angelo community will be a top priority. An important council goal is for San Angelo to become the Best and Most Desirable Mid-Sized City in Texas by 2027.



Education & Experience

The successful candidate should have a Bachelor's Degree in Public Administration, Finance or a related field, and a minimum of seven (7) years experience as a City Manager in a comparable community, or as an Assistant City Manager in a similar or larger community. Experience as a Senior Level Administrator in a larger municipal organization will also be considered. A Master's Degree is preferred, as is being a Certified Public Manager and/or ICMA Credentialed Manager.

Special consideration will be given to candidates with Texas municipal experience and knowledge of and experience with Texas laws, including water regulations and legislation, and associated State and Federal regulatory agencies.

Compensation & Benefits

The City of San Angelo offers a competitive starting salary, depending on qualifications and experience. The City participates in the Texas Municipal Retirement System (TMRS) at a seven percent employee deposit rate with a municipal matching ratio of 2:1 and a five year vesting period. A full range of leave and insurance benefits is also provided.

Process for Consideration

An expression of interest should be submitted to:

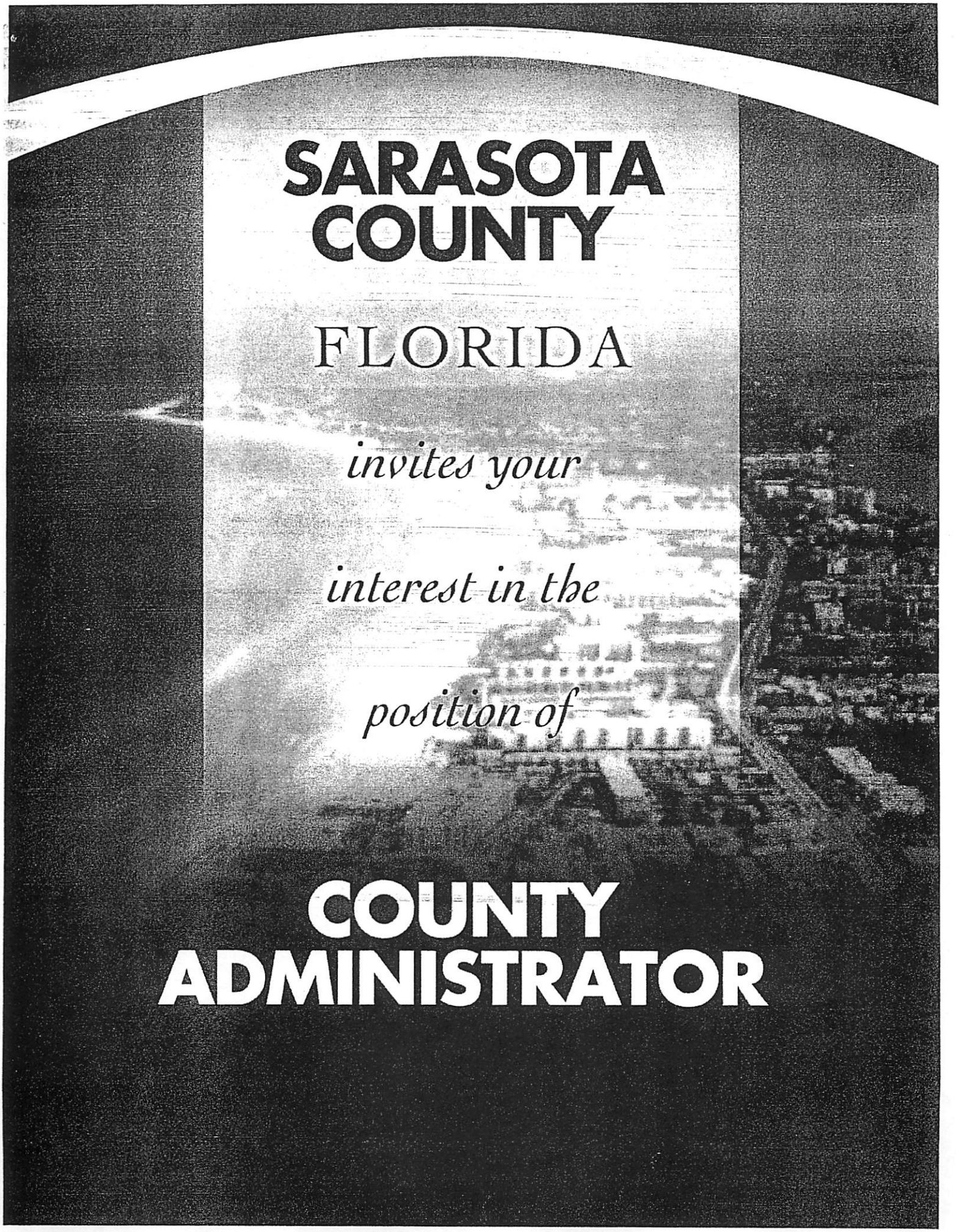
Alan Taylor, Senior Vice President
Strategic Government Resources
Alan@GovernmentResource.com
806-678-3758

Expressions of interest are preferred electronically. Please insert "San Angelo City Manager" in the subject line. Kindly use PDF format if possible.

Should you have any questions regarding this opportunity, or a recommendation of a colleague, please contact SGR Executive Search.

This position is open until filled. Please visit **www.GovernmentResource.com** for the review status of this position. The City of San Angelo is an Equal Opportunity Employer and values diversity in its workforce. Finalists for this position will be subject to a comprehensive background check.

Firm - The Mercer Group



SARASOTA COUNTY — AN EXCITING OPPORTUNITY

COMMUNITY

Sarasota County anchors the middle of Florida's western coast, approximately 60 miles south of Tampa Bay. It consists of the cities of Sarasota, Venice, and North Port, and the Town of Longboat Key. The county is home to approximately 381,000 permanent residents; more than 450,000 during the winter months. The community encompasses over 563 square miles, and is surrounded by 37 miles of open shoreline along the Gulf of Mexico.

Blessed with inspiring natural beauty, an appealing climate, and world-class arts and culture, this coastal paradise has superior schools, significant medical research and education facilities, high educational attainment and a regional workforce of more than 350,000.

Sarasota Memorial Hospital is the only hospital in southwest Florida named in the nation's top 1 percent of hospitals for consistent clinical excellence. It has also has received the independent Patient Safety Excellence Award for patient safety, and is one of only five hospitals in the nation to win both awards five years in a row.

Sarasota County is a leader in innovative environmental management and sustainable living. The County's focus on quality of life outshines many communities. In an annual Citizens Survey, 91 percent of residents rated the quality of life in Sarasota as well as in their own neighborhoods as either good or excellent, and over three-fourths are satisfied with most of the many services provided by Sarasota County Government.

- Siesta Beach named "America's Best Beach"
- Inc. Magazine: Ranks 8th for "Boomtowns"
- Relocate-America: Top 100 "Best Places to Live"
- Money Magazine: Ranks 7th for "Top Places to Retire Young"
- KPMG Study: Tampa Bay Region Ranks 2nd Lowest Overall Business Cost

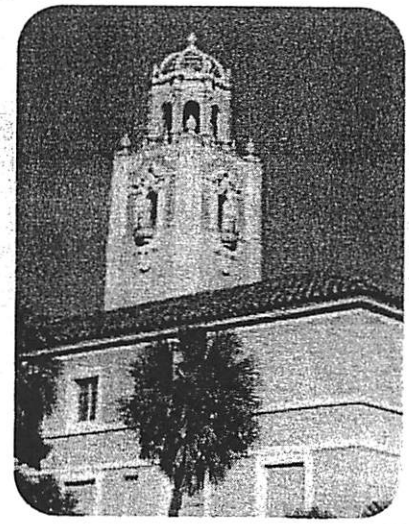
Sarasota County is a full-service county typical of charter counties in Florida. The County provides fire protection and EMS service to unincorporated areas and some municipalities. There are three utility service operations – water/sewer, storm water and solid waste. The County also operates typical infrastructure programs such as transportation and facilities. A countywide transit operation, with interconnecting routes in a neighboring county, also is a County responsibility. A full range of community and human services is provided to residents – parks, recreation, human services, health-related services, planning, zoning, permitting and environmental resource management. The primary support services include financial planning, information technology, communications, legal and human resources.

In addition to working closely with the Commission, the Administrator must work cooperatively with other elected and appointed officials, including the Clerk of the Circuit Court, Sheriff, Tax Collector, Property Appraiser, Supervisor of Elections, Chief Judge of the Circuit Court, Court Administrator, County Attorney and others.

COUNTY GOVERNANCE AND ORGANIZATION

Sarasota County was established in 1921 and adopted a Home Rule Charter in 1971. The Charter establishes a Commission-County Administrator form of government. Five commissioners are elected to four-year terms countywide, but each commissioner must live in a specific district. The County Commission appoints only two employees – the County Administrator and the County Attorney. The County Administrator is the chief administrative officer for the county and serves at the pleasure of the County Commission.

All employees under the County Commission, with the exception of the Office of the County Attorney, report through an administrative structure to the County Administrator.

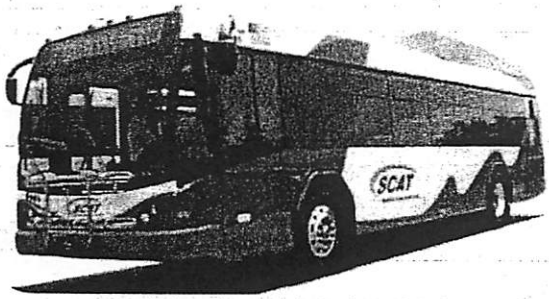


The County has recently experienced substantial declines in property values and all major revenue sources. Through the use of fund balances, County services have remained relatively stable through this economic downturn. The county will need an increase in revenue or significant expenditure reductions by 2015 to maintain current service levels.

Sarasota County Government, excluding constitutional officers, employs 2,071 full-time employees and operates with a budget of $867,145,196. The County's general obligation debt is rated AAA by Standard & Poor's.

STRATEGIC GOALS

- Preserve and enhance the quality, value, character, health and safety of our neighborhoods.
- Create a business climate that promotes a diversified growing economy consistent with established growth management plans and balances economic development with the preservation/conservation of natural resources.
- Provide a safe and reliable water supply and flood protection system.
- Provide for the mobility needs of the citizens.
- Develop successful partnerships that provide human services.



POSITION PROFILE

The County Administrator shall carry out and exercise such powers and duties required by the County Charter and prescribed by the Board of County Commissioners. The County Administrator shall have the following general duties and responsibilities:

- Administer and carry out directives and policies as issued by the Board of County Commissioners in official meetings.
- Provide information and reports to the Board of County Commissioners or individual members as requested.
- Provide advice and recommendations regarding County government operations to the Board of County Commissioners in official meetings.
- Be responsible for managing the provision of services under the Board of County Commissioners.
- Select, supervise, set compensation for, and suspend or dismiss at-will employees as designated by County ordinance, with the exception of those persons employed in the Office of the County Attorney.
- Select, supervise, set compensation for, and suspend or dismiss all career service employees of the County, except that (a) Board of County Commissioners shall confirm the appointment of Executive Directors, as that title may be amended from time to time, and Deputy County Administrators, and (b) dismissed or suspended career service employees shall have right of appeal to the Board of County Commissioners.
- Candidate is expected to be a problem solver who is focused on the end result as well as the process and someone who is willing to get involved in the community to solve a problem and invite collaboration in the solution.

CANDIDATE PROFILE

Candidate shall have a Bachelor's degree from an accredited college or university and a minimum of 10 years of progressively responsible professional management experience. A Master's degree and 2 years as an appointed city manager or county administrator is acceptable.

The candidate will demonstrate a history of fiscally conservative stewardship of public funds by ensuring that the first priority is to focus on high-quality services, maintenance of infrastructure and the safety of Sarasota County citizens.

An indisputable reputation for high standards of ethical conduct, integrity and honesty is essential. These values will be conveyed to staff through high standards for staff integrity and performance.

With an emphasis on collaboration and high-quality customer service, the candidate will establish clear objectives tied to the County's strategic goals and hold staff accountable for achieving positive results. The candidate will be a strategic thinker, as well as decisive, wise and judicious, and be able to make tough recommendations when necessary on personnel and financial matters.

The candidate is expected to establish and maintain an open and supportive relationship with the County Commissioners, understanding and respecting their governing role. The candidate will provide thoughtful recommendations supported by thorough research and credible evidence.

The candidate will be comfortable working in a high-performing government where residents and businesses have high expectations for the delivery of programs and services within fiscal constraints.

The candidate is expected to represent Sarasota County before the Florida Legislature, cities, community groups, neighborhood associations and state, regional and national venues and effectively communicate in an articulate and compelling manner the County's vision, policies and plans that have been approved by the County Commission.

The candidate will maintain residency within Sarasota County while employed by the County and will not engage in any other business or occupation.

The candidate is expected to be non-political and to establish and maintain successful and positive relationships with citizens, employees, businesess, and community groups as well as build upon the communitys's human, economic and physical assets.

Sensitivity to the differences in the socio-economic status in the community is important along with a personality and management style that includes candor, objectivity, fairness, transparency and flexibility. The candidate shall also have demonstrated the ability to be a team builder/leader, a good communicator, listener and facilitator, innovative, accessable and adaptable to change.

COMPENSATION AND BENEFITS

A starting salary and benefits are competitive and negotiable depending on experience and qualifications.

HOW TO APPLY

For additional information on this outstanding opportunity, please contact James L. Mercer, President, The Mercer Group, Inc. at 505-466-9500; mercer@mindspring.com.

Resumes should be sent by close of business October 21, 2011 to:

James L. Mercer, President/CEO
The Mercer Group, Inc.
551 W. Cordova Road, #726
Santa Fe, NM 87505

Voice: 505-466-9500
Fax: 505-466-1274
E-Mail:jmercer@mercergroupinc.com
Website: www.mercergroupinc.com

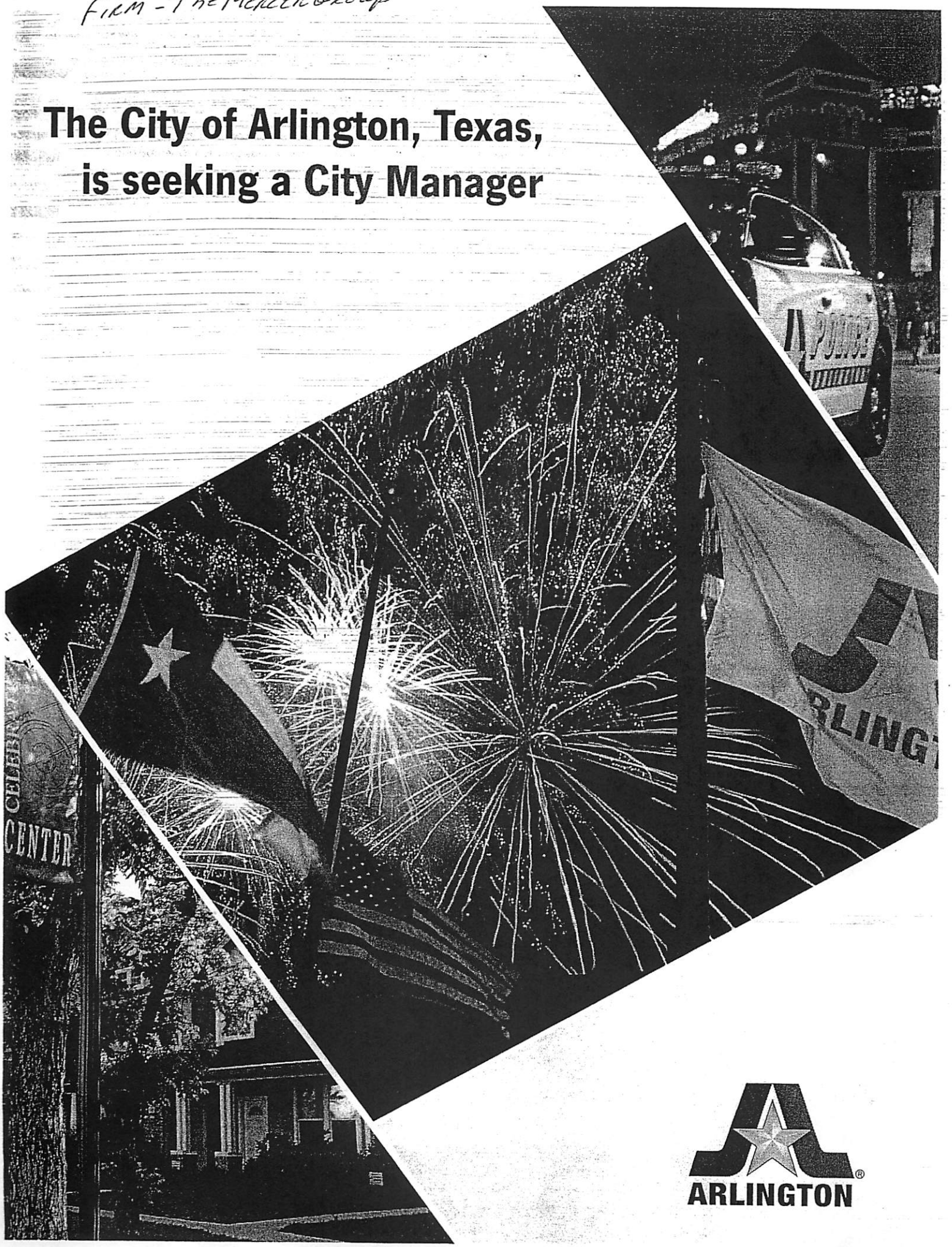
Resumes subject to the provisions of Florida Public Records Statutes.

Sarasota County is an Equal Opportunity Employer. Sarasota County does not discriminate on the basis of race, color, religion, creed, sex, age, marital status, national origin, political ideas or disability in employment or in the provision of services.

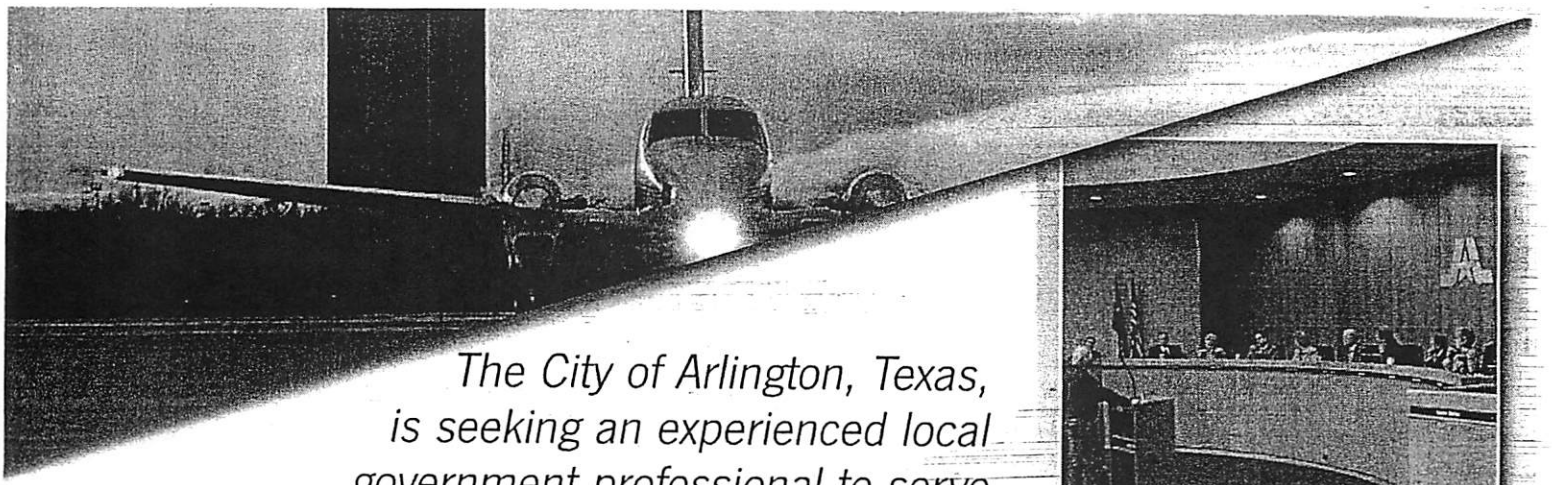
The Mercer Group, Inc.
Consultants To Management

Firm - The Mercer Group

The City of Arlington, Texas, is seeking a City Manager



ARLINGTON®



The City of Arlington, Texas, is seeking an experienced local government professional to serve as City Manager

CITY GOVERNMENT

The City of Arlington operates under the Council-Manager form of government. The City has eight Council members and a Mayor. Five of the Council members are elected from geographic districts, three are elected at-large, and the Mayor is also elected at-large. The Council appoints the City Manager, City Attorney, City Auditor and Municipal Judges. Deputy City Managers and Department Directors are appointed by the City Manager.

Arlington is consistently ranked as one of the best managed cities in the nation. To learn more about the City of Arlington, visit the City's website at www.ArlingtonTX.gov.

CITY MANAGER'S OFFICE

The Arlington City Manager's Office is organized in three groups (Neighborhood Services; Economic Development and Capital Investment; and Strategic Support) with each being overseen by a Deputy. The responsibilities for each service team are as follows:

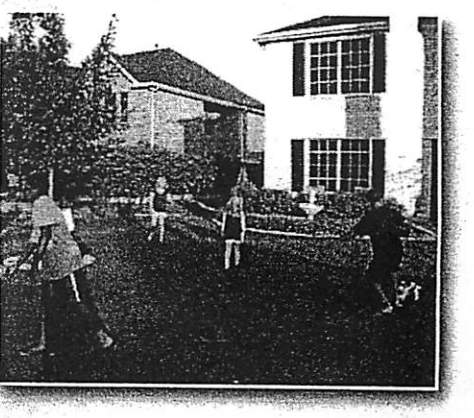
- **Neighborhoods** – The City of Arlington's Neighborhood City Service Team consists of the following departments: **Code Compliance Services, Fire, Library, Parks and Recreation, and Police**. The mission of the Neighborhood City Service Team is to strengthen neighborhoods by providing services which maintain public safety and health, enhance livability, protect property values, and encourage responsible neighbors. Each department in the Neighborhood City Service Team provides services and resources that enhance safety, expand opportunities for recreation and culture, assist neighborhoods, or bring order to the city.
- **Economic Development and Capital Investment** – The City of Arlington's Economic Development and Capital Investment City Service Team consists of the following departments: **Aviation, Community Development and Planning, Convention Center, Economic Development, Public Works and Transportation, and Water Utilities**. The mission of the Economic Development and Capital Investment City Service Team is to strengthen Arlington's competitive future by creating a community environment and customer service spirit that attracts new residents, consumer spending, quality investment, and job creation led by the private sector and to ensure that all development and construction activities for capital programs in the city meet the current and future needs of the community
- **Strategic Support** – The City of Arlington's Strategic Support City Service Team consists of **Financial and Management Resources, Information Technology, Municipal Court, and Workforce Services**. The mission of the Strategic Support Team is to embrace the City's vision of being a pre-eminent city by dedicating resources to partner with customer departments.

CURRENT ISSUES

Performance Based Budgeting

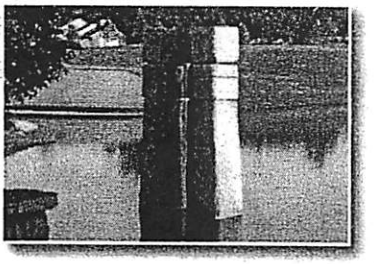
The City of Arlington has moved to an integrated performance based budget, which links the budget with organizational performance, the City's strategic plan and community priorities. The FY 2012 Budget funds the following City Council priorities:

- Safe anywhere, all the time
- Enhance and preserve neighborhoods
- Cultural, recreational, and learning opportunities
- Coordinate programs to support youth, seniors and families
- Energy efficiencies/environmental stewardship
- Protect from flooding and erosion
- Focus on mobility
- Capital investment
- Convention and tourism
- Vibrant downtown
- Grow and diversify the economy utilizing redevelopment opportunities
- Create and coordinate effective regional and community partnerships
- Customer service
- Fiscal stewardship
- Quality employer

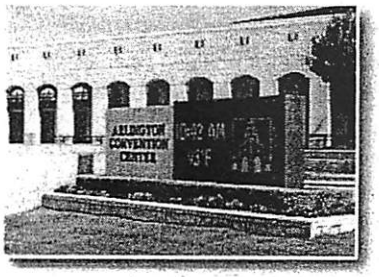


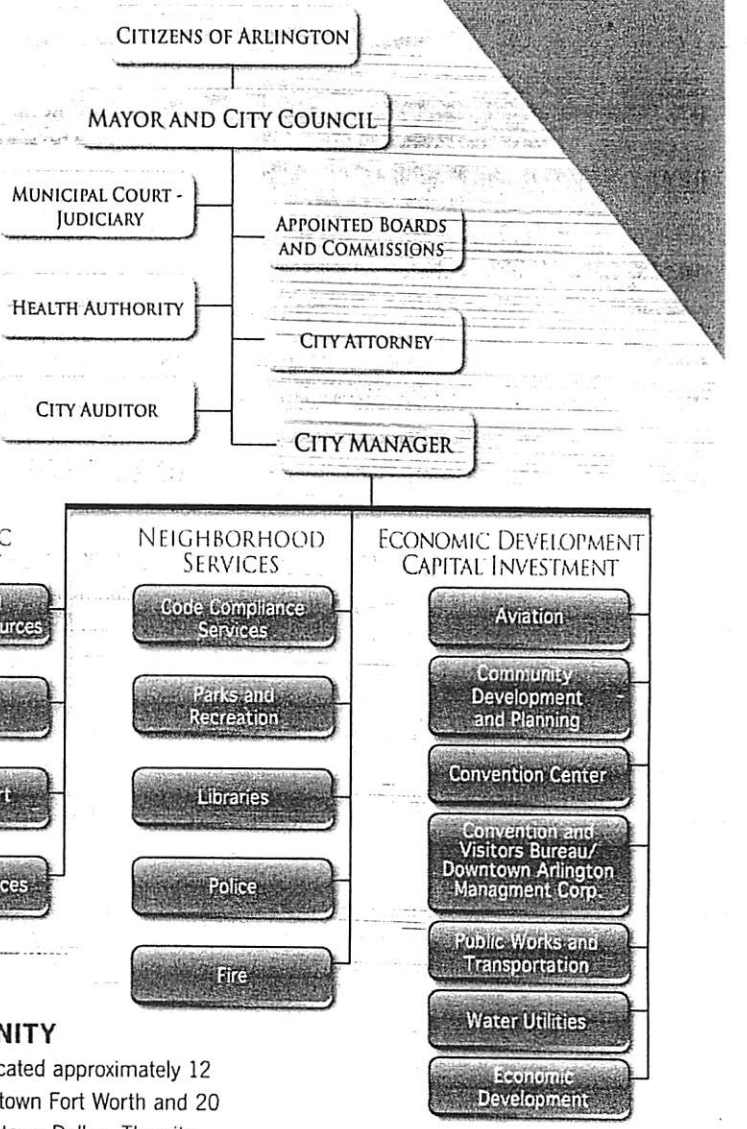
FY 2012 Budget Highlights

The FY 2012 Budget provides funding for services provided to Arlington's citizens by more than 2,400 full-time employees. Public safety remains a primary focus of the City Council, with specific initiatives targeting crime reduction, gang activity, and injury accidents, as well as 12 new positions in the Fire Department. The budget also reflects a one-time payment for all employees, and an 8 percent increase in health care costs borne by the City.



Projects included in the FY 2012 Budget cycle include the redevelopment of the New York Avenue corridor, expanded signage to assist tourists and visitors to the downtown areas, business retention initiatives, arterial street rebuilding, capital improvements at the City's Convention Center, enhancements to our Information Technology and Municipal Court software systems, funding for expansion and maintenance of the City's park land and facilities, and additional resource materials available at City libraries. For the eighth consecutive year, the budget includes no increase in the City's property tax rate.





ARLINGTON STATISTICS

Founded: 1876, incorporated April 21, 1884
Population: 365,438 (based on latest Census data)
Land Area: approximately 100 square miles
City of Arlington Property Tax Rate: .6480 per $100 valuation

Median Age: 30.9 years old
Median Household Income: $48,617

Served by Two Institutions of Higher Learning: University of Texas at Arlington, Tarrant County College Southeast Campus
Served by Four Independent School Districts: Arlington ISD, Kennedale ISD, Mansfield ISD, Grand Prairie ISD

Population by Race and Ethnicity*: White 59.0%, Black or African American 18.8%, American Indian and Alaska Native 0.7%, Asian 6.8%, Native Hawaiian and Other Pacific Islander 0.1%, Two or more races 3.3%, Hispanic or Latino (of any race) 27.4%, Other 11.3%
*Source: 2010 Census, U.S. Census Bureau

Parks & Recreation: Park acres 4,651, Recreation Centers 5, Senior Centers 2, Tennis Courts 49, Swimming Pools 7, Miles of Park Trail 44, Basketball Courts 21, Golf Courses 4, Softball Complexes 2

Visitors to Arlington: 6.8 million

THE COMMUNITY

Arlington is located approximately 12 miles east of downtown Fort Worth and 20 miles west of downtown Dallas. The city has truly surpassed its 19th century roots. Arlington is no longer the rural farming community it was in 1884. Today, Arlington is the 50th largest city in the United States and the seventh largest city in Texas. From a regional perspective, it is the third largest city in north Texas with more than 365,000 residents.

From shopping, dining and recreation, Arlington proves that it really is 99.7 square miles of culture, excellence and excitement. Arlington is a popular destination known for family-style attractions such as Six Flags Over Texas, Hurricane Harbor, Cowboys Stadium, International Bowling Campus, and Texas Rangers Major League Baseball.

Arlington is home to quality medical, research and education such as the University of Texas at Arlington, Tarrant County College, and Arlington and Mansfield Independent School Districts.

The transportation infrastructure in and around Arlington is continually revamped as millions of dollars in local, state, and federal money fund roadway improvements. A local sales and use tax for street maintenance continues to provide an additional funding mechanism for repairs of neighborhood streets and thoroughfares.

The local economy is strengthened even more by the presence of quality neighborhoods, parks, libraries, commercial development and the Arlington Municipal Airport, which provides excellence in corporate and leisure aviation services.

HELPFUL LINKS

www.ArlingtonTX.gov
www.championarlington.com
www.arlingtontx.com www.aisd.net
www.uta.edu www.tccd.edu

APPLICATION AND SELECTION PROCESS

Confidential applications will be accepted until January 23, 2012 or until the position is filled. Candidate will be required to relocate to Arlington. EOE. A Class C Texas Operators License is required. Reasonable accommodations available upon request.

For additional information regarding this position please contact:

James L. Mercer, President/CEO

The Mercer Group, Inc.
551 W. Cordova Road, #726
Santa Fe, NM 87505

vm: 505.466.9500
fax: 505.466.4185
email: jmercer@mercergroupinc.com
or mercer@mindspring.com
website: www.mercergroupinc.com

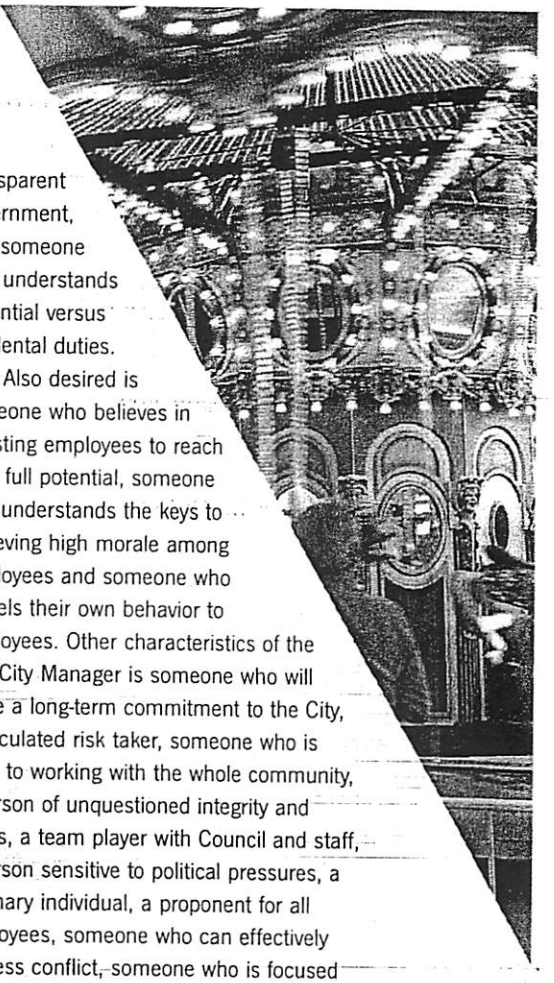
IDEAL CANDIDATE

The Mayor and City Council of the City of Arlington are seeking an outstanding leader and manager to be their next City Manager. The ideal candidate should possess a Bachelor's degree in Public or Business Administration with a related Master's degree preferred. The successful candidate should show evidence of continued professional development. An ICMA Credentialed Manager designation would be a plus.

The ideal candidate should possess 7-10 years of increasingly responsible experience as a local government city manager, deputy or assistant with operational experience in a city with a population of approximately 200,000 or greater. Large sports complex and university community experience would be helpful. Experience in Texas local government would be a plus.

The Mayor and Council also prefer a strategic individual, someone on the cutting edge of their profession, someone with a diverse background, an upbeat individual who respects others, outstanding interpersonal and communications skills, a servant leader, and someone who is resilient, responsive, and flexible.

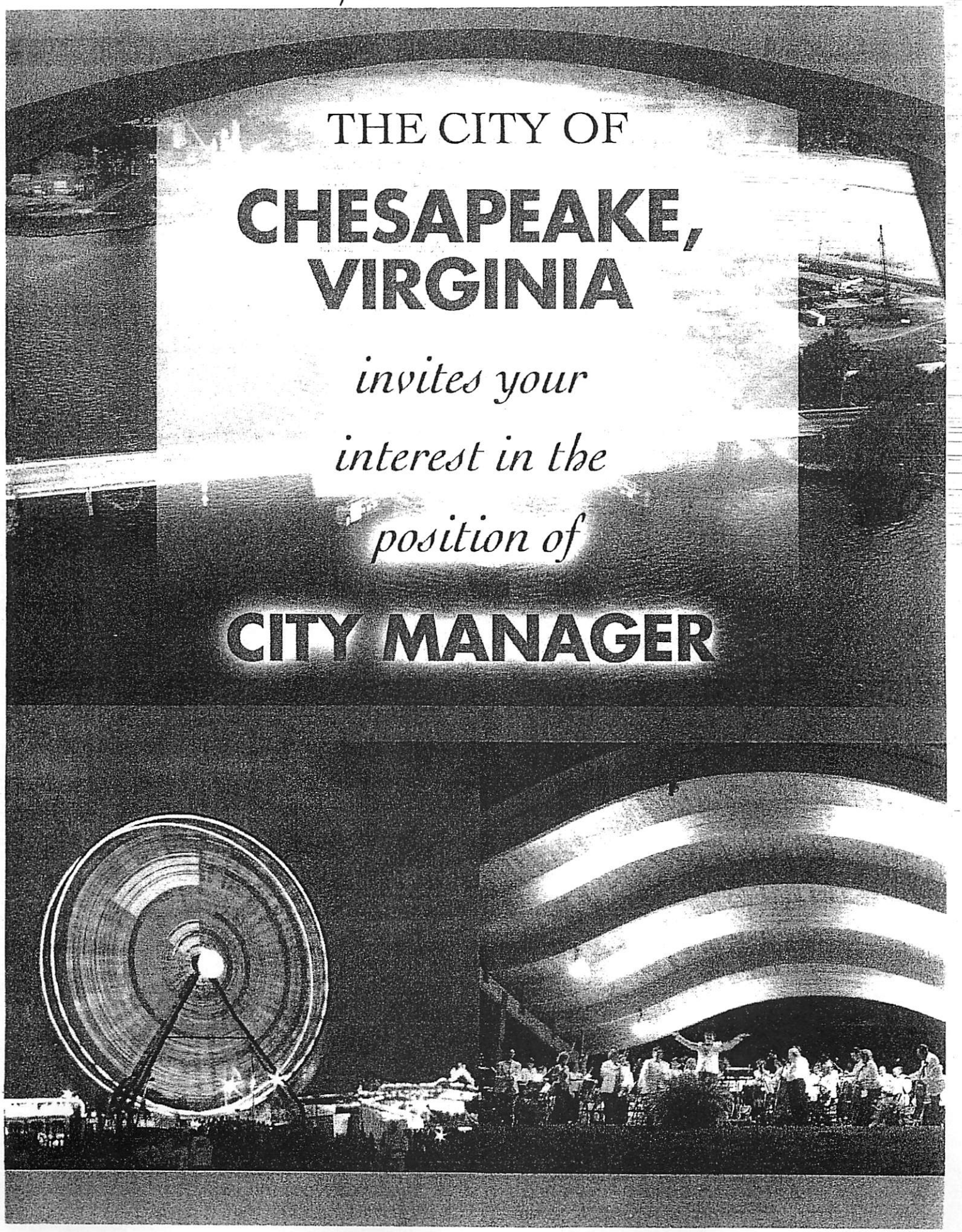
Other attributes of the successful candidate include a person with knowledge and experience in economic development, a confident and strong individual who is aware of their own strengths and weaknesses, someone who can think regionally, a conservative individual, an individual who believes in transparent government, and someone who understands essential versus incidental duties.



Also desired is someone who believes in assisting employees to reach their full potential, someone who understands the keys to achieving high morale among employees and someone who models their own behavior to employees. Other characteristics of the new City Manager is someone who will make a long-term commitment to the City, a calculated risk taker, someone who is open to working with the whole community, a person of unquestioned integrity and ethics, a team player with Council and staff, a person sensitive to political pressures, a visionary individual, a proponent for all employees, someone who can effectively address conflict, someone who is focused and provides continuity, someone who can effectively manage an aggressive business model, and a person of courage to do the right thing.

ARLINGTON

Firm – The McKee Group



CHESAPEAKE, VIRGINIA – AN EXCITING OPPORTUNITY

THE COMMUNITY

The City of Chesapeake was founded in1963 by the merger of Norfolk County (1636) and the City of South Norfolk (1921). With a population of 225,000, Chesapeake is one of the cities comprising the Norfolk-Virginia Beach-Newport News Metropolitan Area. Chesapeake is bordered on the west by the City of Suffolk, south by the North Carolina border and the north by the cities of Portsmouth and Norfolk.

With a land area of 353 square miles, Chesapeake is the 13th largest city in land area in the United States. Its central location, availability of land, and good transportation system will continue to contribute to Chesapeake's attractiveness as a well-balanced residential community and commercial center. In 2011Chesapeake was named the 21st best city in America by Bloomberg BusinessWeek and the city's AAA bond rating is an indication of the city's financial status.

Chesapeake and the metropolitan area offer a variety of outstanding educational, cultural and recreational opportunities. There are seven high schools within the city. Two community colleges and seven universities are located within the metropolitan area The area also has a symphony orchestra, opera house, museums and a stage company. Numerous indoor and outdoor entertainment venues are located throughout the area. The beaches along the Atlantic Ocean and Chesapeake Bay offer recreational opportunities. The Great Dismal Swamp National Wildlife Refuge and the city's golf courses, tennis courts, libraries and community centers provide leisure time opportunities for people of all age groups.

CITY GOVERNANCE

The City is governed by the City Council/City Manager form of government with the Mayor and eight Council members serving four year overlapping terms. The Mayor and Council members are elected at-large. Chesapeake is an independent city with no overarching county government. This requires that the City provide many of the services to citizens which would normally be provided by a county.

The Mayor and City Council appoints the City Manager to administer all city activities and programs. The City Clerk, City Attorney, Real Estate Assessor and City Auditor are also appointed by and report to the Mayor and City Council. All department directors are appointed by and report to the City Manager. In addition, voters elect the Sheriff, Commissioner of the Revenue, City Treasurer and Clerk of the Circuit Court.

THE POSITION

As the top appointed official in the City organization, the City Manager is responsible for the day-to-day administrative operations of the City. The Chesapeake City Manager supervises the activities and programs of departments and staff directly, and through department directors. In addition, the City Manager oversees hiring, firing, disciplining and suspensions, prepares, monitors and executes the operating and capital budgets, maintains the City's fiscal integrity and ensures the efficiency and effectiveness of city operations, programs and activities. Meeting with citizens, citizen groups, businesses and other stakeholders and working and cooperating with local, state and federal appointed and elected officials are also part of the City Manager's duties.

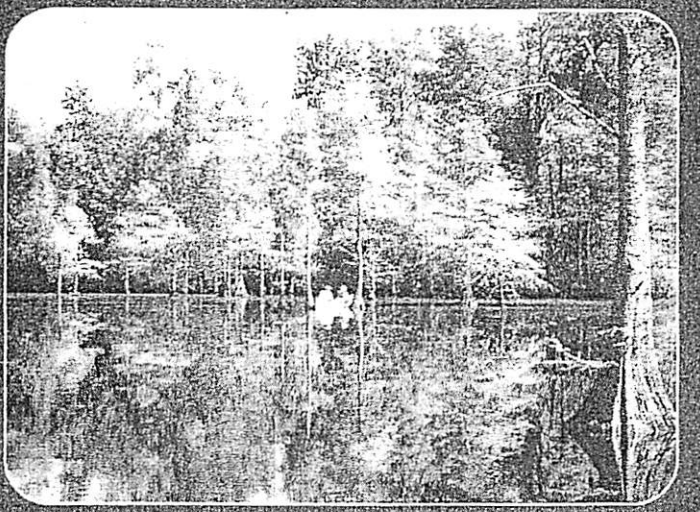
CANDIDATE PROFILE

The ideal candidate will possess considerable skills in financial management, economic development, public relations, budgeting, leadership, organization evaluation, and productivity improvement.

The candidate will have an indisputable reputation for high standards of ethical conduct, integrity, transparency and honesty. A proven record as a visionary, consensus builder, team builder, good communicator, good listener and problem identifier/solver is also essential.

The successful candidate will have the ability to instill and maintain public trust in the City's operations, be able to establish clear objectives for staff that are tied to the City's strategic goals and will hold staff accountable for positive results. The candidate will be a strategic thinker and be able to make difficult decisions and recommendations on issues facing the City.

The successful candidate will have a Master's degree in public or business administration or related field and extensive documented experience in municipal management, administration or leadership. Extensive experience as a deputy city/county manager/administrator in a city larger than Chesapeake and a Bachelor's degree is also acceptable.



COMPENSATION

A starting annual salary of $175,000 + (depending upon qualifications and experience) and competitive benefits.

HOW TO APPLY

For additional information on the outstanding opportunity please contact Mr. John T. Maxwell, Senior Vice President, The Mercer Group, Inc. at 757-897-3393, email: jtmaxwell41@gmail.com.

Resumes should be sent by the close of business **September 21, 2012** to:

John T. Maxwell, Senior Vice President
The Mercer Group, Inc.
Email: jtmaxwell41@gmail.com
Website: www.mercergroupinc.com

The Mercer Group, Inc.
Consultants To Management

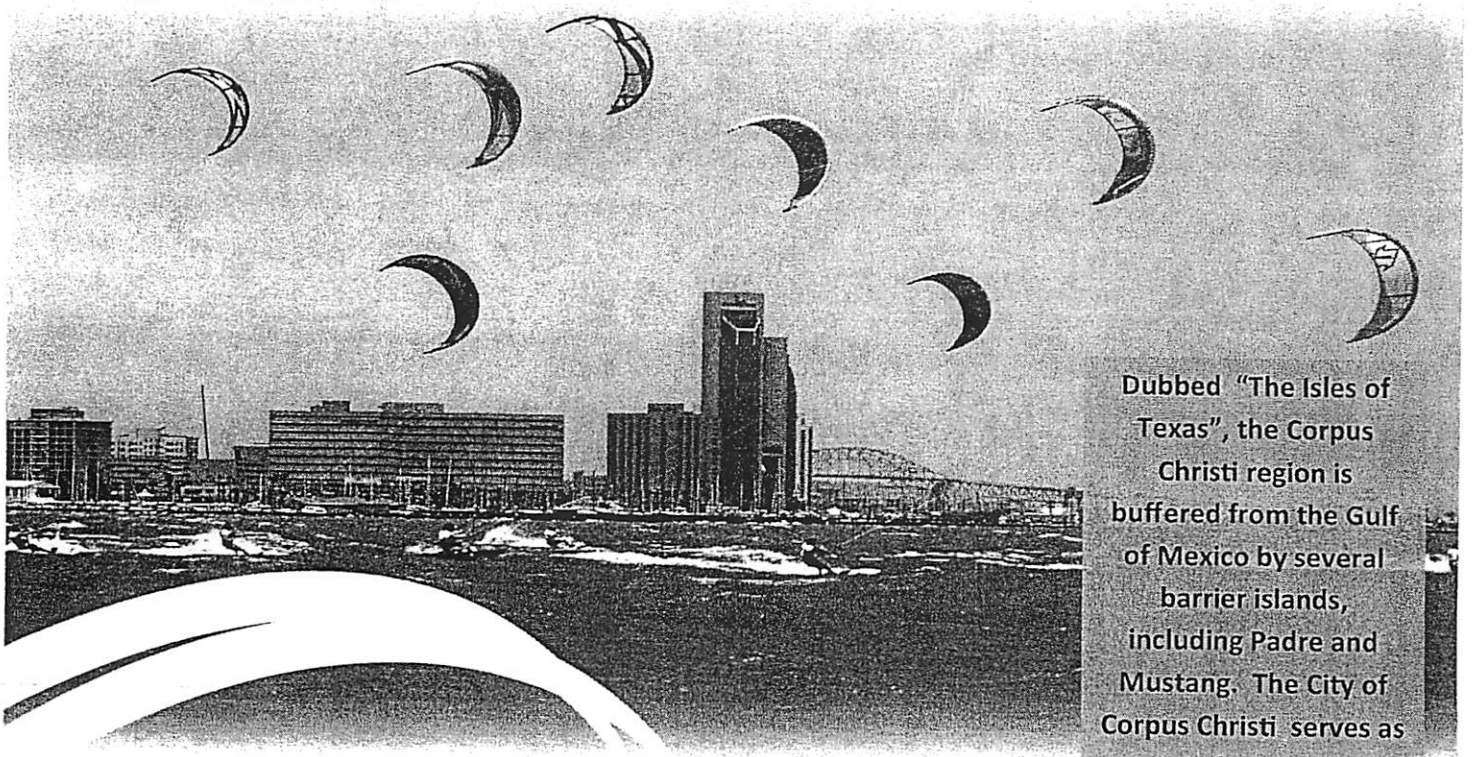
The City of Chesapeake is an Equal Opportunity Employer. The City of Chesapeake does not discriminate on the basis of race, color, religion, creed, sex, age, marital status, national origin, political ideas or disability in employment or in the provision of services.

FIRM - SLAVIN MANAGEMENT CONSULTANTS

CITY OF CORPUS CHRISTI, TEXAS

Invites your interest in the position of:

CITY MANAGER



Dubbed "The Isles of Texas", the Corpus Christi region is buffered from the Gulf of Mexico by several barrier islands, including Padre and Mustang. The City of Corpus Christi serves as a point of entry into the highly acclaimed 133,000 acre Padre Island National Seashore, one of the few remaining undeveloped barrier islands in the World.

ABOUT CORPUS CHRISTI

As a Gulf Coast community of 285,000 residents, Corpus Christi has a tropical climate and features 31 miles of open beaches on the Gulf of Mexico, Nueces Bay, and Corpus Christi Bay. The community boasts the 5th largest international seaport in the United States by tonnage and is a center for petrochemical manufacturing, large-scale fabrication, marine research, maritime shipping, and tourism.

Corpus Christi residents are in the enviable position of having access to the following big-city amenities while enjoying the convenience, friendliness, safety, air quality (largest industrial area in U.S. that is in compliance with EPA Air Quality standards), and lower cost-of-living experienced in smaller cities:

AA minor league baseball team the Corpus Christi Hooks which plays at Whataburger Field;

10,000-seat American Bank Center which is home to the Corpus Christi Ice Rays of the North American Hockey League and hosts conventions, concerts, and shows;

the USS Lexington (World War II aircraft carrier) Museum on the Bay, the Art Museum of South Texas, the Texas State Aquarium, the Harbor Playhouse (oldest continually performing theatre in Texas), the Corpus Christi Museum of Science and History; the Asian Cultures Museum and Educational Center; and various outdoor activities including wind

More About Corpus Christi

surfing, kite boarding, beachcombing, sunbathing, dolphin viewing, sailing, fishing, and hunting. In addition, there is a magnificent, 14-foot high seawall that stretches for 2 miles along the Corpus Christi Bay in downtown. The seawall protects downtown from the Bay water while also providing a scenic place to enjoy a walk, run, or bike ride.

HISTORY

In 1519 on the Catholic feast day of Corpus Christi, Spanish explorer Alonzo Alvarez de Pineda discovered a lush semi-tropical bay that is the site of modern-day Corpus Christi. The community, originally called Kinney's Trading Post, was established between 1838 and 1839 by Colonel Henry Lawrence Kinney. In July 1845, U.S. troops under General Zachary Taylor established a camp at Kinney's Trading Post in preparation for the Mexican-American War. Shortly thereafter, the community was renamed Corpus Christi and incorporated as such on September 9, 1852.

TOURISM

Corpus Christi experiences more than 6 million visitors per year with up to 80,000 visitors per day at peak tourist times such as Spring Break. Dubbed "The Isles of Texas", the region is buffered from the Gulf of Mexico by several barrier islands, including Padre and Mustang. The community serves as a point of entry into the highly acclaimed 133,000-acre Padre Island National Seashore, one of the few remaining undeveloped barrier islands in the world. Also, the National Audubon Society has named Corpus Christi the "Birdiest city in America" for its access to many varieties of exotic birds. Finally, history buffs can enjoy the restored historical homes of Heritage Park, some dating back to the late 1800's.

CLIMATE

Corpus Christi enjoys similar temperatures to those of other Gulf Coast regions but with lower precipitation as it is located in a semiarid region. There is an average of 288 sun-filled, rain-free days annually. Average high temperatures in the summer months are in the low 90's. The coldest month, January, has typical nighttime lows of slightly less than 50 degrees, and wintertime highs in the 70's and 80's are common.

EDUCATION

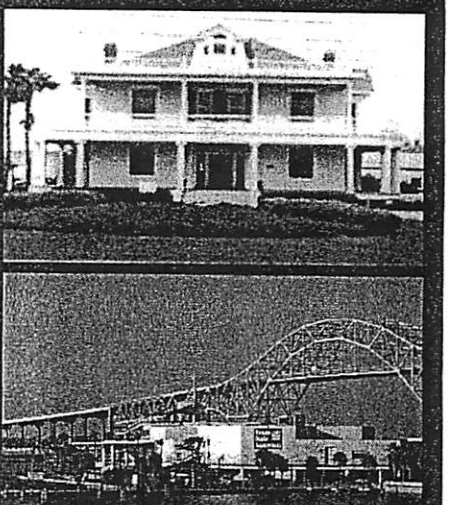
There are five school districts located in the Corpus Christi area along with a number of parochial and private schools. Higher and continuing education are found at Texas A&M University - Corpus Christi and Del Mar College.

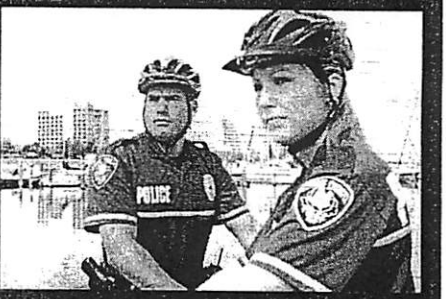
Texas A&M University - Corpus Christi a is fast growing 10,000-student campus. It boasts one of the most unique, world-class waterfront campuses in the world. A&M brings to the City both Division 1 and Southland Conference athletics.

TRANSPORTATION

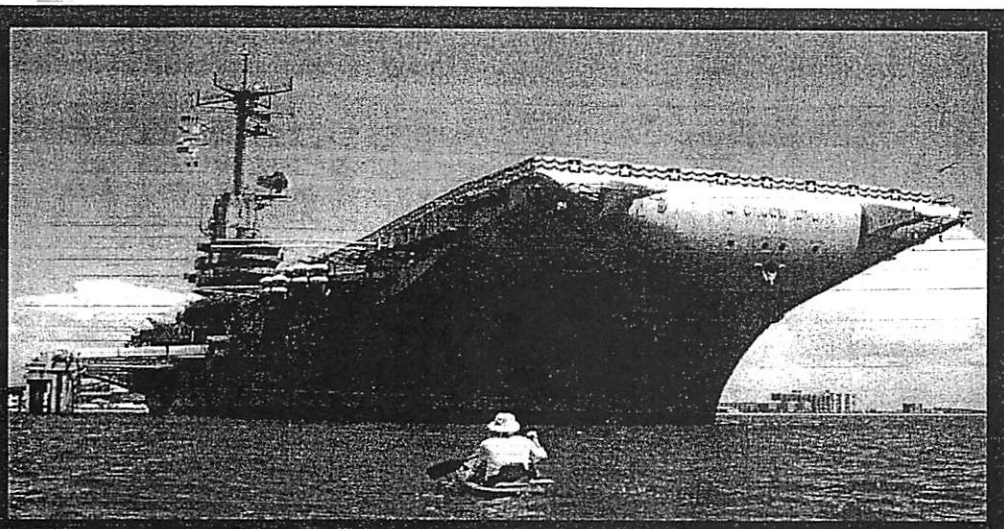
The Corpus Christi International Airport offers commercial air service through Southwest Airlines, American Airlines, and Continental Airlines. Interstate 37 as well as several U.S. and state highways serve the area providing approximately a two-hour drive to San Antonio, three-hour drive to Houston, and three and one-half hour drive to Austin. Bus, harbor ferry, vanpools, and rideshare programs are offered by the Corpus Christi Regional Transportation Authority.

Additional information about Corpus Christi is available at www.cctexas.com .





City of Corpus Christi



The City Government

Corpus Christi is the 30th largest council-manager city in the country and has operated under the council-manager form of government since 1945. The City Council consists of a Mayor and 8 Council Members elected to 2-year terms with a four-term limit. The Mayor and 3 of the Council Members are elected at-large, and the other 5 Council Members are elected by districts. In addition to the City Manager, the Council appoints the Municipal Court Judges and the City Secretary aka: City Clerk. All other employee hiring authority rests with the City Manager.

Corpus Christi is a full-service-plus city providing a commercial airport, marina, gas utility, 10,000-seat arena and convention center, minor league baseball stadium, 2 golf courses, and several museums and other cultural attractions in addition to traditional City services. The City has been very aggressive in annexing land over the years. Therefore, unlike most metropolitan areas that have many large suburbs, Corpus Christi is by far the dominant municipality in the metropolitan area.

The City has an annual budget of $672 million, a ten-year Capital Improvement Program budget of $2.3 billion, and 3,000 FTE's. The City is financially stable and has incurred only one layoff during the current economic downturn. The City has a diversification of revenue sources as property taxes account for 25.8 percent of General Fund revenues and sales taxes account for 20.7 percent. By Council policy, the General Fund is required to maintain reserves of at least 10 percent of General Fund expenditures. Current General Fund reserves are 13.9 percent of expenditures. The City operates on an August 1-July 31 fiscal year.

The City has two bargaining units—the Police Officers' Association (POA) and the International Association of Fire Fighters (IAFF). The City has reached a tentative agreement with the POA for a five-year agreement and will begin negotiations with the IAFF in early 2011. There is also a Corpus Christi Public Employee Union that is not recognized for collective bargaining purposes and is only authorized to represent employees in grievances.

Two noteworthy measures are the City's Insurance Services Office (ISO) rating of 2 and the following bond ratings: general obligation--Fitch AA, Standard and Poors AA-, and Moody's Aa2; and utility revenue--Fitch AA-, Standard and Poors A+, and Moody's Aa3.

The City of Corpus Christi has won many awards including:

- the All-America City Award in 2003;
- designation from Center for Digital Government as "#1 Digital City in U.S. for Cities with 250,000 population or more" in 2009;
- one of only nine local governments in 2010 to be designated as "Citizen-Engaged Communities" by Public Technology Institute;

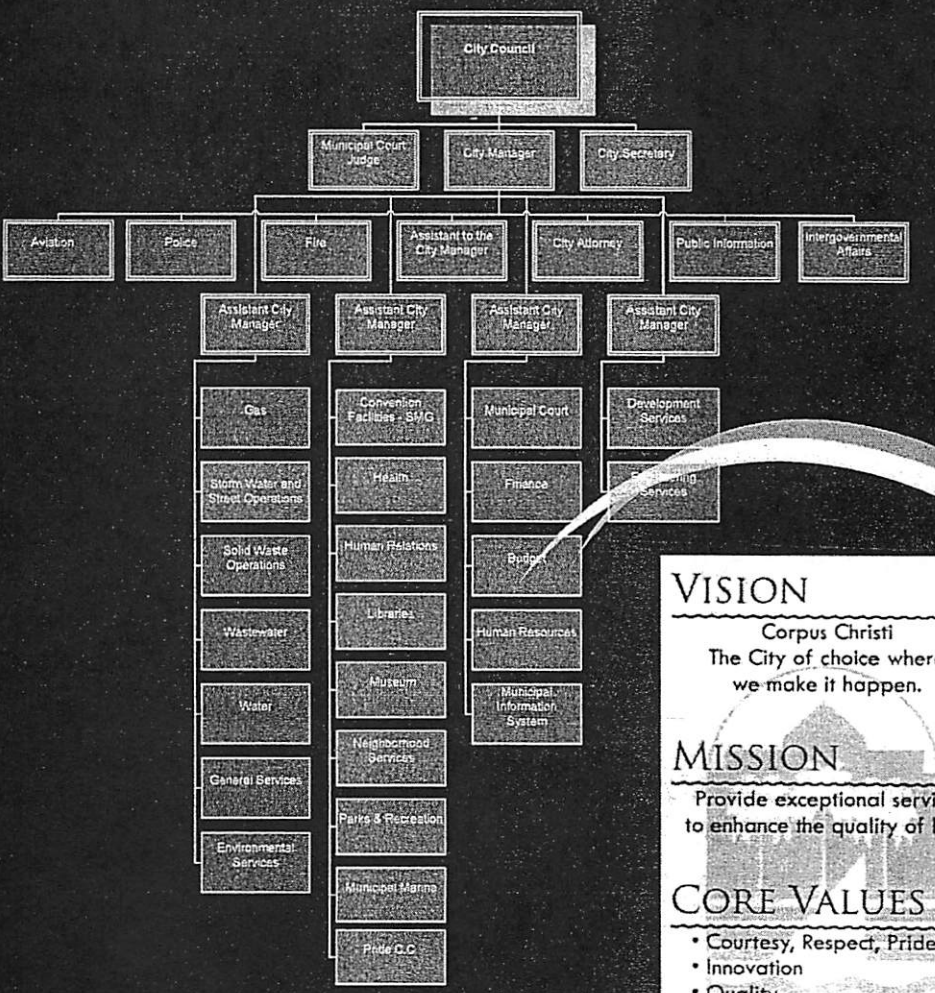
BoldFutures for Coastal Bend Funders:

- City of Corpus Christi
- Coastal Bend Commnity Foundation
- Del Mar College
- Metropolitan Planning Organization
- Nueces County
- Port Corpus Christi Authority
- San Patricio County
- San Patricio County Economic Development Corporation
- Texas A&M-Corpus Christi

More About The City Government

- induction into the Balanced Scorecard Hall of Fame by the Palladium Group (Charlotte is the only other municipality to receive this recognition);
- only one of four cities nationally to receive the 2010 Best Restored Beach Award from the American Shore and Beach Preservation Association;
- "Playful City USA" recognition by KaBoom!, a national organization dedicated to bringing healthy play activities into childrens' lives; and
- the Platinum Peak Performance Award for excellence in wastewater treatment from the National Association of Clean Water Agencies.
- The Police Department is accredited by the Commission on Accreditation for Law Enforcement Agencies, and
- the Corpus Christi Museum of Science and History is accredited by the American Association of Museums.

City of Corpus Christi Organizational Chart



VISION

Corpus Christi
The City of choice where we make it happen.

MISSION

Provide exceptional service to enhance the quality of life.

CORE VALUES

- Courtesy, Respect, Pride
- Innovation
- Quality
- Teamwork
- Resource/Responsibility/ Stewardship

City of Corpus Christi

ISSUES AND OPPORTUNITIES

The following is a summary of the issues and opportunities to be managed by Corpus Christi's next City Manager.

Economic Development—there is a general consensus within city government and the community that Corpus Christi has not achieved its economic development potential. Over the years, the community has lost out on several large economic development opportunities. Another such current opportunity is a Chinese company, the Tianjin Pipe Corporation, that plans on constructing a $1 billion mini-mill facility that will manufacture steel products from recycled scrap steel. The City and its economic development partners have devoted a great deal of effort to attracting this project which will be located in the Corpus Christi area and create 400-600 new jobs.

The next City Manager will be tasked with taking a leadership role along with the Corpus Christi Regional Economic Development Corporation and other community leaders in promoting positive economic development opportunities to the community. In addition, there is interest in establishing a more active business retention program, increasing eco-tourism activity, and attracting a new hotel to complement the City's convention center so that the community can host larger conventions.

Destination Bayfront—the City Council has recently approved the master plan for this project which consists of 35 prime acres of downtown beachfront property. The plans were developed by a renowned New York City consultant, Project for Public Spaces (PPS). PPS believes that Destination Bayfront has the most potential of any waterfront development project in North America. Implementation of this project will create vibrant public beachfront spaces for residents and tourists and help to attract adjacent private development.

Infrastructure Needs—the City has some significant infrastructure needs especially in the areas of streets and wastewater. The City is mandated by the Texas Commission on Environment Quality (TCEQ) to reduce ammonia levels at the City's wastewater treatment plants in the next 2.5 years which is estimated to cost $60 million. In addition, it is estimated to cost $200 million over the next 10 years to reduce to acceptable levels sanitary sewer overflows created by infill and infiltration. While the City has an adequate current water supply, the City purchased the most senior Colorado River water rights of any Texas city many years ago. In order to receive this 35,000 acre/feet of water, the City needs to construct a 40-mile water transmission line at a cost of approximately $145 million. This water line which is presently under design will allow the City to access this relatively inexpensive water source to accommodate the community's growth for decades to come.

The City asks voters every four years to approve a bond program to fund infrastructure needs. The next City Manager will be very involved in the development of the 2012 bond program. In a related matter, there is a need to revise the Capital Improvement Program (CIP) process so that water, wastewater, and gas rate changes are considered by the City Council with adoption of the CIP instead of afterwards.

Implementation of Community Visioning—a community visioning process entitled "Bold Future for the Coastal Bend" was recently completed. Staff from Texas A&M-Corpus Christi and Del Mar College facilitated this vision plan with involvement from many community stakeholders including the City. The City Manager will work with the City Council and City staff to implement the portions of the vision plan that relate to City government.

Strategic Plan—the City does not have a formal City-wide strategic plan. Both the Council and staff indicated that a City strategic plan would provide valuable direction to Council and staff in applying City resources to the highest priority matters.

Organizational Transformation—there is a general consensus among City Council and key City staff that the City organization is ripe for a transformation that would increase its efficiency and effectiveness. Potential elements of this transformation include a City-wide reorganization, a management assessment to determine if the "right people are in the right seats", developing a greater customer service, can-do mentality within the City workforce, and reduction of department silos to instill a more cohesive, City-wide focus among the City's management team.

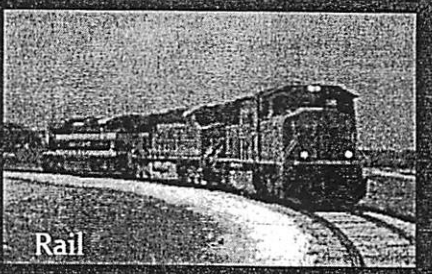
Increase Efficiency of City Services—in August 2010, all departments were requested to develop proposals to increase the efficiency of their operations through process improvements and other measures including privatization. In response to this request, management and operation of the City's two golf courses were recently privatized.

Succession Planning/Leadership Training--as with most employers, the City will be losing many baby-boomer employees to retirement over the next several years. There is a need to provide more leadership training and mentoring/succession planning within the City workforce so that there are qualified pools of City employees available to compete for promotions.

Employee Relations—there is a need for the City Manager and other top management staff to initiate more two-way communication with City employees so that employees feel a greater connection to and sense of pride with the entire City organization. Also, there is a need to provide more formal and informal recognition of employee accomplishments.

Sea

Air


Rail

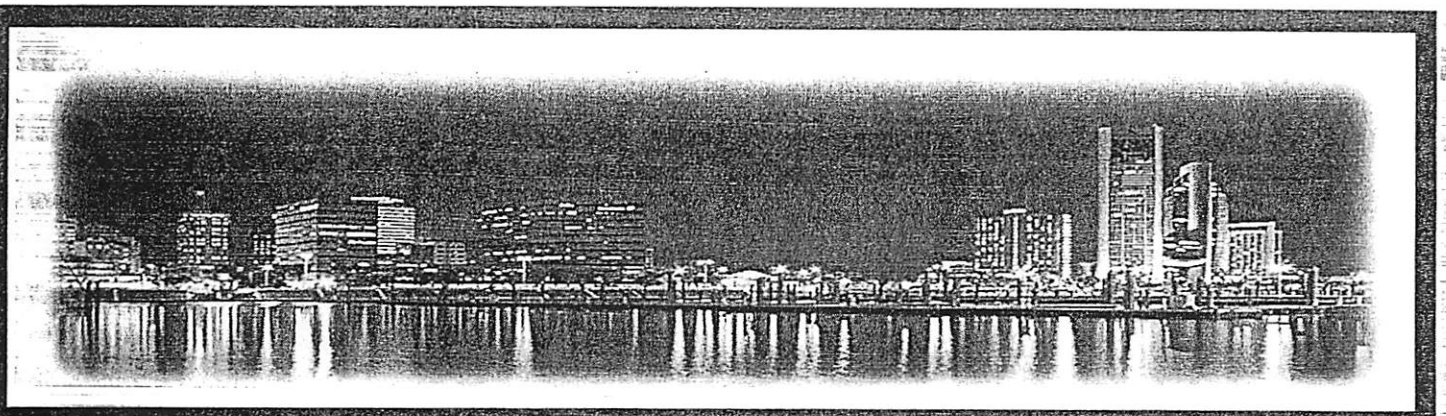
Job Requirements

The minimum job requirements are: 1) Bachelor's degree in public administration, political science or a related discipline with an MPA, MBA, or related degree preferred; and 2) at least 10 years of progressively responsible executive-level local government management experience.

Desired Professional and Personal Attributes

The following are the desired professional and personal attributes of Corpus Christi's next City Manager:

- strong, collaborative, bold leader and strategic thinker who is able to build consensus among City Council, City staff, and community and advocate for making decisions that are in the best long-term interest of the community;
- change agent with ability to quickly assess strengths and weaknesses of City organization and make changes to organizational structure and management assignments that make City services more efficient and effective;
- demonstrated track record of leadership role in economic development successes;
- utilizes outstanding human relations and communication skills to relate to and communicate effectively with all stakeholders—someone who is approachable with good listening skills;
- be the "face of the community" with high visibility with community leaders, news media, and general public;
- creative, innovative, and "thinks outside the box" and supports calculated risk-taking by City staff;
- good financial management skills and sense of fiscal discipline with ability to develop more efficient ways of delivering City services—experience with privatization of City services a plus;
- committed to a customer service orientation, "can-do" attitude with ability to exemplify and promote such an orientation among City employees;
- demonstrated track-record of building cohesive management team, reducing department "silo mentality", and holding City staff accountable;
- demonstrated philosophy and track-record of valuing City employees and fostering a positive employee relations culture;
- ability to coach City Council Members in appropriate role definition between Council and staff;
- ability to develop productive working relationships with labor unions;
- ethical person with highest standards of personal and professional integrity;
- ability to build more credibility and trust of City organization with City Council and community;
- experience working in a beachfront community and promoting eco-tourism a plus; and
- emergency management experience especially in dealing with coastal weather issues a plus.



Compensation and How to Apply

Compensation

The compensation for the City Manager job is highly competitive. The starting compensation level is dependent upon the selected individual's qualifications and match with the desired attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Manager who is required to live within the city limits. Also of interest is that Texas has no state income taxes.

To Apply

In order to be considered for this position, please send your resume and cover letter with current salary by December 13, 2010 to slavin@bellsouth.net. For additional information about this job, please contact:

Mr. Robert Slavin

SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071

770-449-4656 (phone)

770-416-0848 (fax)

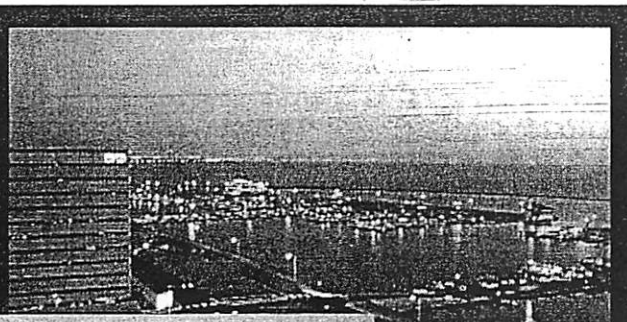
slavin@bellsouth.net

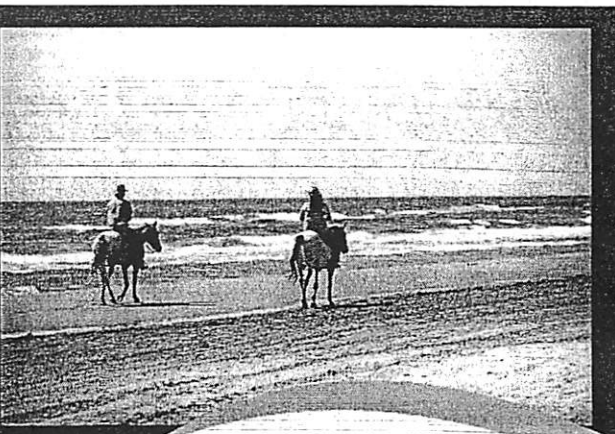
www.slavinweb.com

CITY OF CORPUS CHRISTI TEXAS 1852

SLAVIN MANAGEMENT CONSULTANTS

AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER





Our Vision for COMMUNITY IDENTITY and LEADERSHIP

"WE ENVISION strong community identity and leadership in the Coastal Bend, where citizens are engaged in -- and proud of their communities. Greater unity and harmony exists among Coastal Bend governments and other entities who work together to achieve our common vision and cooperate to share resources and promote community development. Our elected officials listen to the voices of residents and make decisions for the common good, delivering effective, efficient, well-managed urban services. Coastal Bend citizens actively participate in government and are engaged in civic life. Community service and volunteerism has increased and is highly valued and supported. We recognize our growing diversity as a valuable community asset and celebrate our differences while remaining a united community with a common vision. Together, forward thinking government, citizens, business and community leaders work for the best interests of all."

Your Future,
Our Future,

BoldFuture
for the Coastal Bend

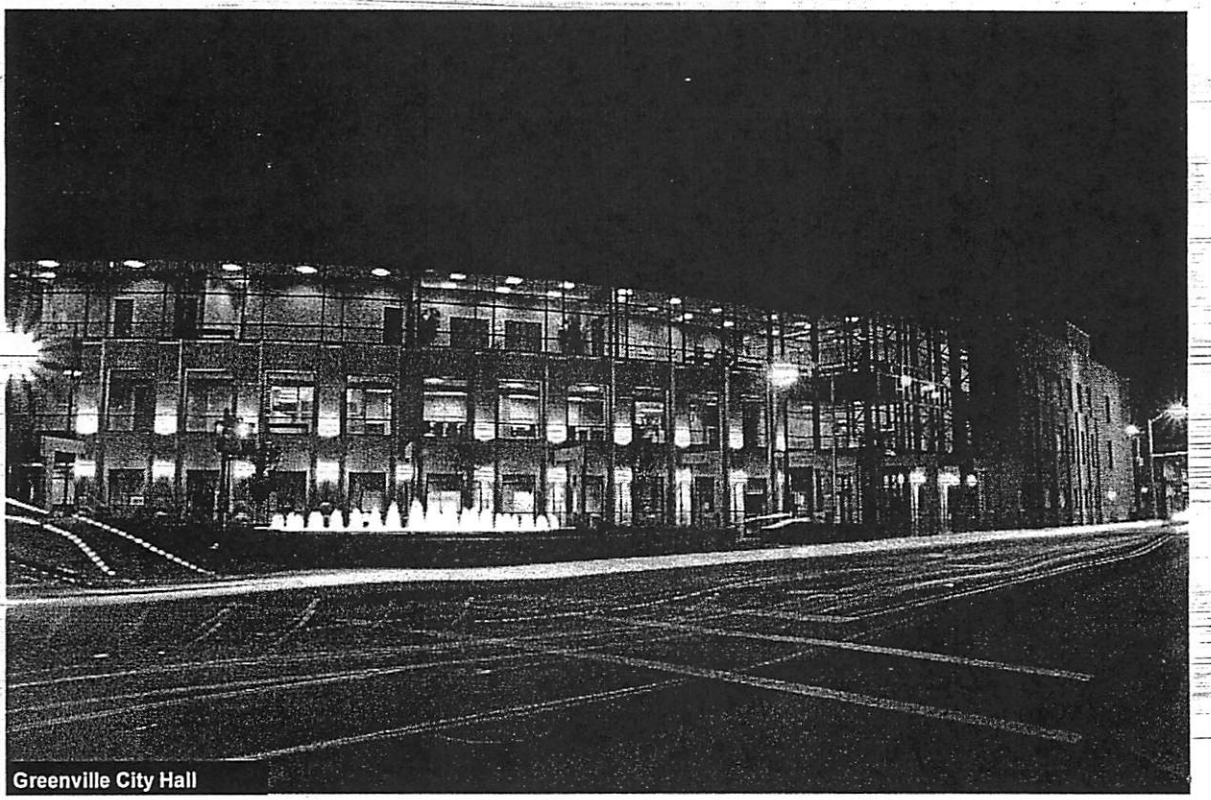
CREATING A VIBRANT, SUSTAINABLE FUTURE FOR THE TEXAS COASTAL BEND.

www.boldfuturecoastalbend.org

The City of Greenville, North Carolina

Invites your interest in the position of

CITY MANAGER



Greenville City Hall

THE CITY OF GREENVILLE

Greenville is located in the north central coastal plain region of eastern North Carolina, approximately 85 miles east of Raleigh. The City covers 35 square miles and has a population of 84,554. It is one of the fastest growing large cities in the state. The area has a relatively mild climate and experiences all four seasons each year.

Greenville is a major industrial and economic center for eastern North Carolina — a center for education, industry, medicine, and culture.

Greenville is home to a wide range of cultural and recreational opportunities, first-class heath care facilities, and top notch higher education institutions. Being the health, entertainment, and educational hub of North Carolina's Tidewater and Coastal Plains, Greenville is also recognized as the center of growth for the eastern region of North Carolina. In 2010, Greenville ranked amongst the top 25 in "Best Small Places for Business and Careers" in the nation by Forbes Magazine. Because of its enjoyable living conditions and proven low cost of living, the Greenville/Pitt County area is also rated one of the fifty most "livable communities" in the United States.

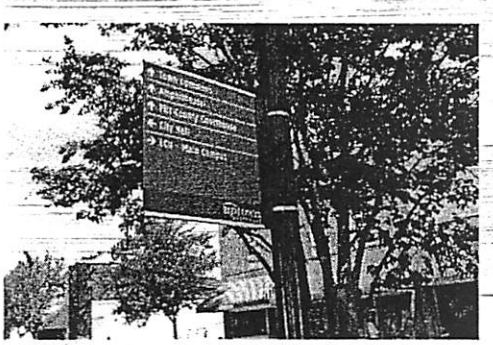
Greenville was founded in 1771 as "Martinsborough" after the Royal Governor Josiah Martin. In 1774 the town was moved to its present location on the south bank of the Tar River, three miles west of its original site. In 1786, the name was changed to Greenesville in honor of General Nathanael Greene, the Revolutionary War hero, and later shortened to Greenville.

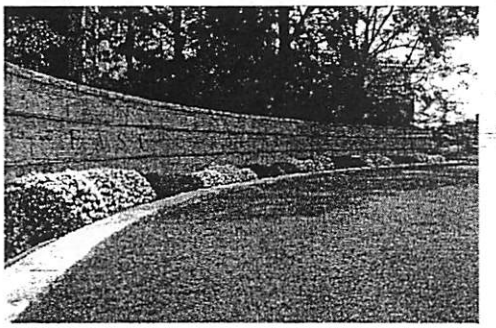
During Greenville's early years, the Tar River was a navigable waterway and by the 1860's there were several established riverboat lines transporting passengers and goods up and down the river. Cotton was the leading agricultural crop and Greenville became a major cotton export center. Before the turn of the century, however, tobacco surpassed cotton and became the leading money crop. Greenville became one of the State's leading tobacco marketing and warehouse centers.

For more than a century, Greenville was recognized only for being an important tobacco market and the home of a small state-supported college. By the mid 1960s, a new image began to evolve. The small college, East Carolina Teachers College, had become the third largest state-supported college and enrollment approached 8,000 students--twice the 1960 enrollment figure. In 1967, it became East Carolina University. The Brody School of Medicine at East Carolina University admitted its first four-year class in 1977. At the turn of this century, ECU's enrollment topped 18,000 and now is approximately 28,000.

Greenville's next major phase of economic development began in 1968 when Burroughs Wellcome, a major pharmaceutical research and manufacturing firm, chose Greenville as its home. The site is now owned by DSM and employs approximately 1,200. The City and Pitt County have become home to many other major national and international industries and businesses including Grady-White Boats, Attends Healthcare Products, NACCO Materials Handling Group, and ASMO. Greenville is home to Vidant Medical Center, a major tertiary hospital and Level I Trauma Center. It is the flagship hospital for Vidant Health, a multihospital system serving a 29-county region, providing state-of-the-art health care choices.

For more information about Greenville, North Carolina, visit the City's website at http://www.greenvillenc.gov.





GREENVILLE CITY GOVERNMENT

The City of Greenville has used the council-manager form of government since 1953. Under this form of government, a seven-member City Council is elected to two-year concurrent terms. The Council is the final authority on policy matters relating to Greenville's government.

Council elections are held every other November (in odd numbered years) for Mayor and six City Council members. Elections are non-partisan. Candidates run for office under a system electing five district representatives, one at-large City Council member and the Mayor.

The City Council employs a City Manager to manage and oversee the day-to-day operations of the City. The City Manager is the chief administrative officer for the City. In addition to the day-to-day municipal operations, the Manager is responsible for the implementation of the policies established by the City Council. The City Manager is appointed by and reports to the City Council. In addition to the City Manager, the City Council appoints only the City Attorney and the City Clerk.

Greenville is a full-service municipality which has approximately 745 employees and a FY 2011 operating budget of $99,309,764. Services provided include Financial Services, Information Technology, Human Resources, Community Development, Fire/Rescue, Police, Public Works and Recreation and Parks. The property tax rate (ad valorem) is $.52 per $100 assessed value. Greenville has an AA credit rating from Standard & Poor's and an Aa2 rating from Moody's.

MISSION STATEMENT

The City of Greenville is dedicated to providing all citizens with quality services in an open, ethical manner, insuring a community of distinction for the future.

The Greenville City Council

Allen Thomas - Mayor (At-Large)

Kandie Smith - District # 1

Rose Glover - District #2 / Mayor Pro Tem

Marion Blackburn - District # 3

Calvin Mercer - District # 4

Max Ray Joyner, Jr. - District # 5

Dennis Mitchell - At-Large

CITY OF GREENVILLE STRATEGIC GOALS

ECONOMIC DEVELOPMENT
Strategic Goal: Promote economic development by decreasing unemployment rate, increasing median income, and attracting and retaining new and existing businesses.

INFRASTRUCTURE (INCLUDING INFORMATION TECHNOLOGY)
Strategic Goal: Maintain and preserve our existing stormwater infrastructure and our streets.

- *Wi-fi in common areas in West Greenville*
- *Traffic signals/management*
- *Stormwater problems*
- *Aging service structures*
- *More money for street resurfacing*

NEIGHBORHOOD PRESERVATION
Strategic Goal: Develop strategies to protect and preserve neighborhoods through systematic approaches.

- *An active association in every neighborhood*
- *Addressing the historic district*

PARKS AND RECREATION/GREENWAYS/ BOND ISSUE
Strategic Goal: Expand and enhance our parks and greenways, as resources allow.

- *Earmark funds every year for repairs/upkeep*
- *Create two new parks, and repair two existing parks over 2 years*
- *Define appropriate access based on socio/economic levels and geography (distance)*

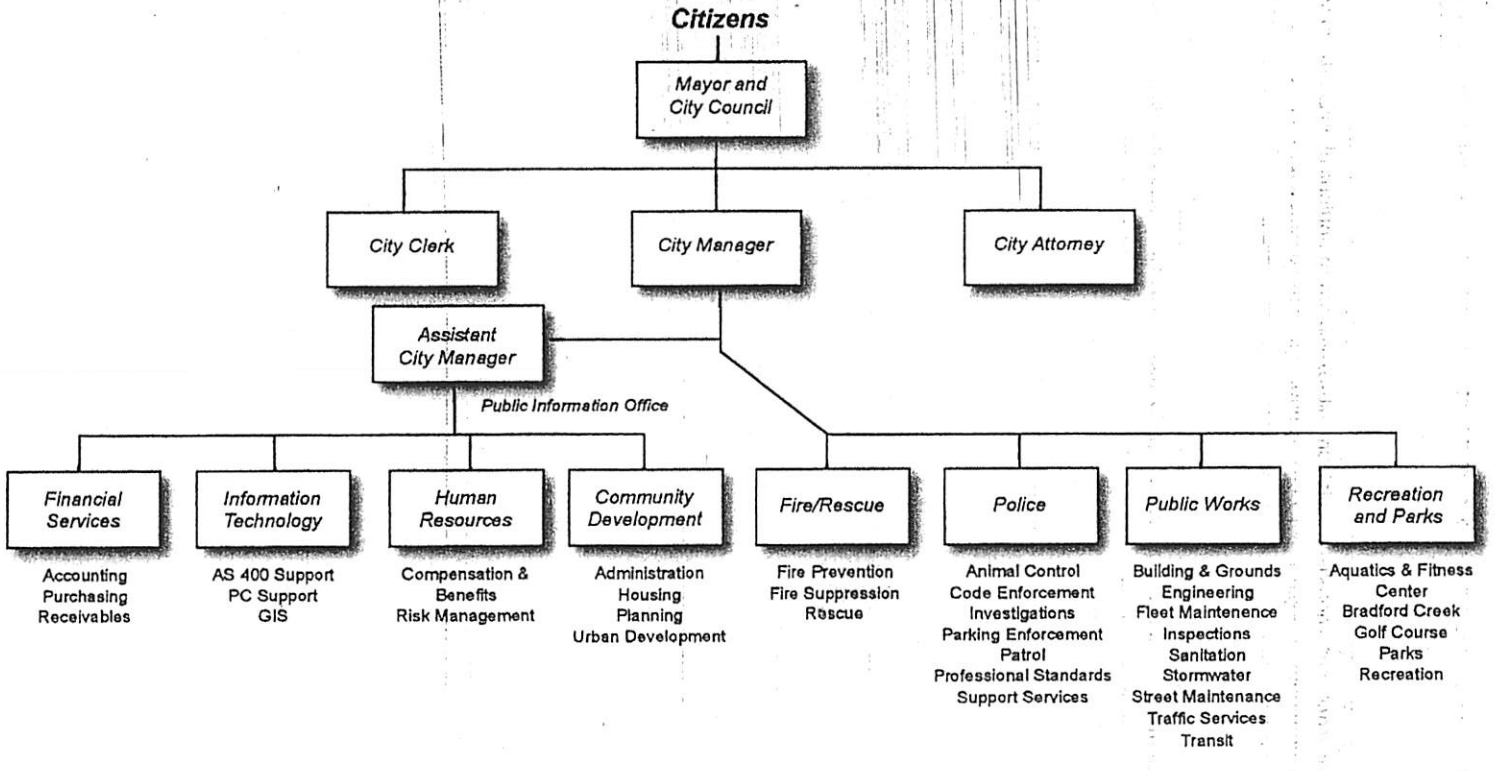
PUBLIC SAFETY (Community Safety)
Strategic Goal: Decrease crime by 10% each year of the plan.

- *Create Comprehensive Crime Plan*
- *Engage community stakeholders (United Way, etc.) to create and implement the plan.*

PUBLIC TRANSPORTATION
Strategic Goal: All residents have access to efficient and effective traditional or alternative modes of transportation.

- *Consider implementing recommendations from the Greenville Bicycle and Pedestrian Commission.*

CITY OF GREENVILLE
ORGANIZATIONAL CHART



ISSUES AND OPPORTUNITIES

The following is a summary of the issues and opportunities to be managed by Greenville's next City Manager.

- Although Greenville currently has a diverse and growing employer base, the City Council strongly supports an aggressive and ongoing economic development program directed at retention and expansion of existing businesses, attraction of new businesses and further diversification of the business base of the City. There is a need to attract new jobs at all levels from blue-collar to highly skilled technical positions in support of Greenville's growing biotechnology, health care, medicine, allied health and nursing and university sectors;

- The Council is committed to the revitalization of the downtown area, a focus for some years and which continues to have many challenges and opportunities;

- The community highly values its existing arts, recreation and cultural events and venues and hopes to see them increase..

- Greenville has a diverse population of race, ethnicity, religion, age and socioeconomic status. Greenville's neighborhoods form the heart of the City and reflect this diversity. Preservation of the City's neighborhoods is critical as is ensuring the safety of all residents and the fair and equitable allocation of municipal resources to all segments of the City.

- Some neighborhoods around the university and the downtown area (including West Greenville) require special attention because of the high concentrations of rental housing there (as high as 85 percent) and/or far above average unemployment and poverty rates. The need to increase owner-occupancy, as well as to ensure the safety of residents of this area, will be an ongoing priority. Managing code enforcement and minimum housing in these areas create an ongoing challenge.

- Remediation of the effects of loss of low income housing and displacement of residents resulting from the upcoming construction of the "Tenth Street Connector" which is a state-funded project designed to create a more direct route between East Carolina University's east and west campuses.

- While it has traditionally been largely agricultural, Greenville has emerged as a center for eastern North Carolina in many ways. This growth creates its own challenges. These include encouraging desired growth while protecting and preserving neighborhoods and residential property values. Often there are competing interests with different visions for growth, especially between developers and neighborhood leaders. Some residents perceive the community as a city divided between old and new Greenville.

- The City continues to value open spaces and new park creation, but must do so with limited resources and competing needs throughout the City. In addition, many of its older buildings, parks and recreation areas need repairs, some of them significant. Balancing the needs throughout the City, along with the needs for repairs and new parks, is a challenge.

- Traffic and roads continue to need attention, with an emphasis on alternative transportation routes, bike lanes and greenways.

- Maintain and, as opportunities are presented, enhance Greenville's excellent financial condition.

- Greenville uses a two-year budget cycle which the City Council strongly supports and values.

- The 28,000 student East Carolina University campus is located adjacent to downtown where there are a large number of bars and nightclubs that attract young patrons (students and others) every weekend. The City's response has been to close the area to vehicular traffic every weekend and deploy a heavy police presence. This continues to be a controversial issue for the community.

- Although Greenville's crime rate is low, a few isolated serious crime incidents have resulted in the perception by some that the City has a serious crime problem.

- The Chief of Police and the Director of Public Works positions are currently vacant and the City has many long tenured employees. Succession planning and quality staff recruitment and selection skills are important

JOB REQUIREMENTS

The Minimum Job Requirements are:

Bachelor's degree in public administration, business, or equivalent required; master's degree in same strongly preferred; and at least five years of local government management experience preferably as a Deputy City Manager or City Manager in a full-service municipal government or comparable organization. Management level experience in both public and private sectors would be a plus but is not required. Proven financial and budgeting knowledge, skills and abilities are required.

Desired Professional and Personal Attributes:

The following are the desired professional and personal attributes of Greenville's next City Manager:

Ability to define issues and policy alternatives in clear terms, provide full, timely, transparent and equal information to all City Council members and then assist the Council to build consensus;

Non-confrontational, solution-oriented style while able to make difficult decisions when needed;

Ethical person with highest standards of personal and professional integrity;

Willing to earn the respect and trust of all critical stake holders;

Ability to maintain open dialogue with Mayor and Council about policy issues and other matters of public concern;

"Can-do," non-bureaucratic attitude especially as it relates to the provision of municipal "customer" services;

Addresses problems in a timely manner;

Experienced in downtown revitalization;

Demonstrated leadership track record in successful economic development efforts involving building and maintaining effective public/private partnerships;

Ability to work with tenured, professional management staff in effective manner without micro-managing them;

Creative, progressive, and "thinks outside the box"— and encourages City employees to do the same;

Knows what is going on, is outcome and performance focused, holds subordinates accountable to meet established performance goals;

Visible, accessible, approachable and personable with good listening skills and a sense of humor;

Self-confident without being an egotist;

Involved and visible in community while respecting the Mayor and City Council roles as the "face" of the City;

Strong intergovernmental relations skills with ability to work effectively with area municipal, county and state officials;

Ability to coach City Council and staff in appropriate role definition; backbone and sophistication to facilitate environment of healthy council/staff relations;

Intellectual curiosity, open minded and possesses a current breadth and depth of knowledge about city government;

Succession planning experience a plus;

Bureaucracy buster with ability to develop more efficient ways of delivering City services;

University town experience a plus.

COMPENSATION

The compensation for the City Manager position will be highly competitive. The starting compensation level is dependent upon the selected individual's qualifications and match with the desired attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Manager, who is required to live within the city limits.

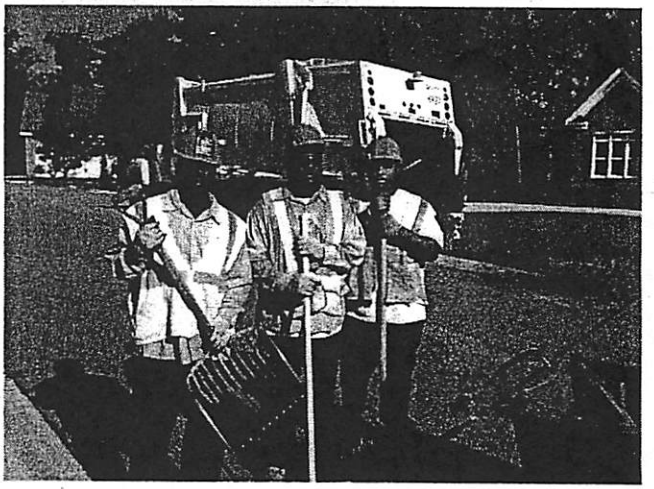
TO APPLY

In order to be considered for this position, please send your resume and cover letter with current salary by April 16, 2012 to slavin@bellsouth.net.

For additional information about this job, please contact:

Mr. Robert Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, Suite A-1
Norcross, Georgia 30017
770-449-4656 (phone)
770-416-0848 (fax)
slavin@bellsouth.net
www.slavinweb.com

SLAVIN MANAGEMENT
CONSULTANTS



AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER

SLAVIN MANAGEMENT CONSULTANTS

City Manager

Organization: Greenville, North Carolina
Salary: Highly competitive starting salary and excellent benefits
Close Date: Apply by April 16, 2012

Job Description:

Greenville, located in the north central coastal plain region of eastern North Carolina approximately 85 miles east of Raleigh, covers 35 square miles and has a population of 84,554. Greenville is among the fastest growing large cities in the state. It is home to the 28,000 student East Carolina University. Greenville serves as the major industrial, economic, medical and cultural center for eastern North Carolina. Residents and visitors benefit from the City's wide range of cultural and recreational opportunities. In 2010, Greenville ranked amongst the top 25 "Best Small Places for Business and Careers" in the nation by Forbes Magazine. Because of its enjoyable living conditions and proven low cost of living, the Greenville/Pitt County area is also rated one of the fifty most "livable communities" in the United States.

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Requirements include a Bachelor's degree in public administration, business, or the equivalent (Masters degree preferred); and at least five years of local government management experience preferably as a Deputy City Manager or City Manager in a full-service municipal government or comparable organization. Must possess proven financial and budgeting knowledge, skills and abilities. Some private sector management experience as well as experience gained in a diverse community and in a university community are pluses but are not required. Proven expertise in economic development is also a plus. Must have excellent interpersonal skills.

Highly competitive starting salary and excellent benefits negotiable depending upon qualifications and experience. Residency required subsequent to appointment. Additional information regarding the position can be found at the consultant's website: www.slavinweb.com.

Apply by April 16, 2012 with cover letter, resume and present salary to:

Robert E. Slavin
SLAVIN MANAGEMENT CONSULTANTS
3040 Holcomb Bridge Road #A-1
Norcross, GA 30071
TEL 770/449-4656
FAX 770/416-0848
Email: slavin@bellsouth.net

The City of Greenville is an Equal Opportunity Employer

Download a comprehensive profile information document (PDF)

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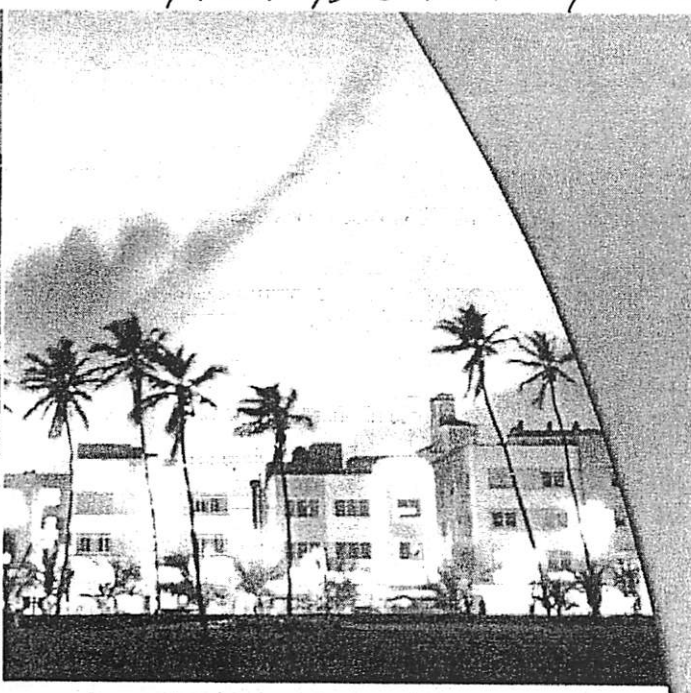
FIRM-BOB MURRAY ASSOCIATES



CITY OF MIAMI BEACH, FL

INVITES YOUR INTEREST IN THE POSITION OF

CITY MANAGER

BOB MURRAY & ASSOCIATES

EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

Today, Miami Beach is a cosmopolitan, tropical island city with a strong emphasis on historical preservation and with residents who are as diverse as its visitors.

The City of Miami Beach was incorporated on March 26, 1915, with a population of 100. Presently, the total year-round population is approximately 87,000, with a daily population of up to 190,000. Miami Beach began as a fruit plantation community but soon proved to be a more promising resort and recreation center. Early developers built polo fields, tennis courts, and hotels to attract visitors to the oceanside village. Today, Miami Beach is a cosmopolitan, tropical island city with a strong emphasis on historical preservation and with residents who are as diverse as its visitors. The city boasts over seven miles of beaches, three golf courses, 21 parks, art and culture, dining and nightlife, and world class shopping. A major convention and tourism destination with daily transatlantic airline service, Miami Beach has become a year-round international resort and one of the premiere cities within the Metropolitan-Dade County area. Over ten million tourists visit South Beach and the Art Deco Historic District each year, making the area the second most popular visitor destination in the State of Florida, following Disney World. Tourism contributes tens of billions of dollars annually to the area's economy.

While Miami Beach is known the world over for its leisure and cultural activities, the year-round residents of Miami Beach are energetic and take great pride in their community. The city is diverse, multi-cultural and highly educated. The median age of residents has decreased from 63 to 39 since 1980. The most recent census indicates the population is comprised of 53% Hispanic, 40% White, 5% African American and 2% Other.

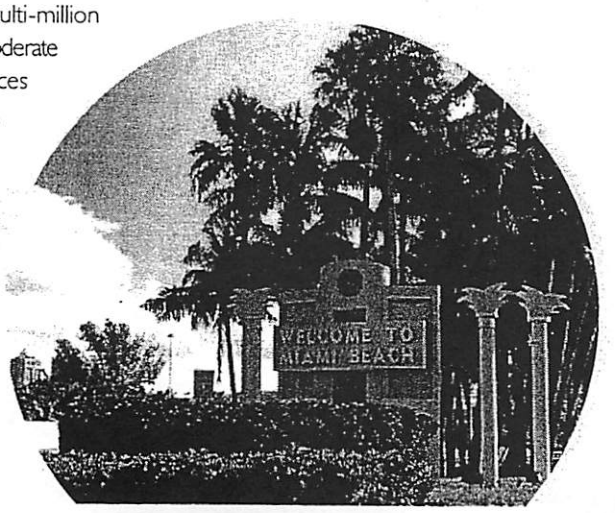
Miami Beach has become a global center for fashion, film, television, music, news media and the performing and visual arts. The city has a fine symphony, a ballet company, several museums, and numerous artists and galleries. Several attractions include the historic Art Deco District, the Holocaust Memorial, and the Fillmore at Miami Beach Jackie Gleason Theatre of the Performing Arts. The city has a one million square foot convention center, which hosts a variety of trade and consumer shows, as well as concerts and special events.

The successful refurbishment of the Art Deco District sparked an economic boom which continues to attract many new industries to the area. Second only to tourism is the city's healthcare industry. The city is also home to a multi-million dollar modeling and entertainment industry.

Located opposite Miami across the Biscayne Bay, the City of Miami Beach has a land area of approximately 18 square miles, which includes 11 square miles of water, and 63 miles of water frontage. The city boasts an annual average temperature of 75 degrees Fahrenheit, which, along with the beachfront access, contributes to its excellent outdoors recreational opportunities.

Housing costs range from multi-million dollar homes to more moderate and affordable housing. Choices include single-family dwellings, condominiums, and apartments, with a large selection of rental properties available.

The public schools are part of the Dade County Public School System, and there are six major universities and colleges located within a 25-mile radius of Miami Beach.



THE GOVERNMENT

The City of Miami Beach currently operates under a Commission/City Manager form of government. The Commission is comprised of the Mayor who serves a two-year term and six Commissioners who are elected to four-year staggered terms. Elections are held in odd-numbered years. The Mayor, who presides over the Commission's meetings, may vote on all matters that come before the City Commission, but has no power to veto. The City Manager and City Attorney are appointed by the Commission. Other department heads are appointed by the City Manager with the consent of the City Commission.

The City provides a full range of services including police and fire protection; recreational activities; cultural events; sanitation services; water, sewer and stormwater services; neighborhood community services; and the construction and maintenance of streets and infrastructure.

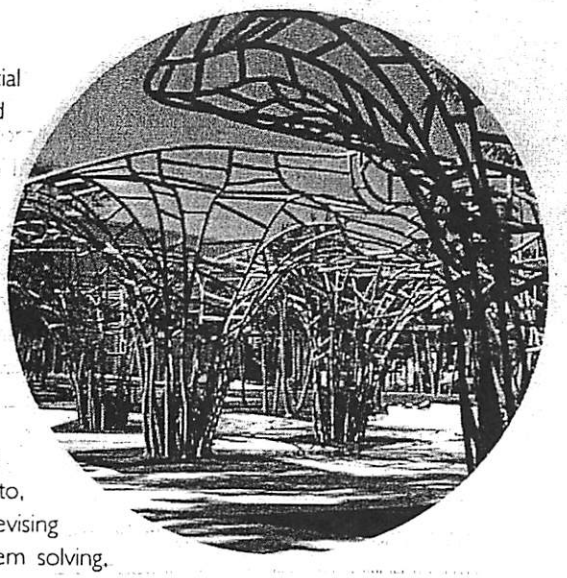
The FY 2011/2012 adopted general fund operating budget is $244 million, plus an FY2011/2012 Capital Improvements Budget of $62 million. The City employs approximately 1,900 full-time staff, and the City employees are represented by five bargaining units.

THE POSITION

The City Manager is appointed by the City Commission and functions as the Chief Administrative Officer for the City, responsible for the administration of all departments as well as the enforcement of all laws and ordinances within the City's jurisdiction. The City Manager informs and advises the City Commission on all of the City's affairs.

Duties of the City Manager include:

- Directing and coordinating work of the staff and operating departments; hiring and firing staff; administering the personnel system; dealing with employees.



- Monitoring and controlling financial affairs of the City; preparing and implementing the budget.
- Relating to neighboring jurisdictions, the county, state and federal government, other governmental agencies, local citizens, interest groups, vendors and contractors; conducting press relations and public relations.
- Carrying out directives from the City Commission; responding to, and solving citizen problems; devising policy recommendations, problem solving, and advising the City Commission of recommendations.
- Directing the development of policies and procedures relative to collective bargaining negotiations and interpretation, Human Resources administration, and special projects assigned by the City Commission.
- Directing the City's collective bargaining negotiations, contract agreements, impasse proceedings, grievance and related employee-relations activities.
- Overseeing the development of liaisons to various City Boards and Committees.

The City has three Assistant City Managers who report to the City Manager. The former City Manager held the position for 12 years. Ms. Kathie Brooks, Budget Director, is currently serving as the Interim City Manager.

KEY ISSUES AND CHALLENGES

Relationship Building

The City of Miami Beach embraces its responsibility to continually improve relationships in and among the community and surrounding areas, including its relationship with the local business community. With its extremely diverse and multi-cultural citizenry, the City must continue to promote an environment which brings out the best in the community. The City continues to balance meeting the needs of residents and the local businesses within the community, while preserving the city's historic culture and quality of life.

Capital Improvement Projects

The City has several capital improvement projects underway. In addition, the City is in the planning phase for development of the 52-acre Miami Beach Convention Center District which will include convention center expansion/renovations and the addition of a convention center headquarter hotel, outdoor public spaces, parking, restaurants, entertainment, retail and residential spaces.

Community Growth/Redevelopment

With its very limited size of seven square miles, the City must continue to balance the community's growth and its preservation of historic areas, while evaluating and strategically managing its limited redevelopment opportunities.

Economic Development/Diversification

Apart from the City's current flourishing economic activities, there is a need to pursue new economic avenues and implement a plan to diversify economically by encouraging new and emerging industries to the area, such as the entertainment industry and technology.

THE CANDIDATE

Education/Experience

The ideal candidate will have excellent communication skills and demonstrated professional management and leadership experience, including fiscal, planning, human resources, labor relations and negotiations, private/public joint ventures, tourism and municipal/large scale operations. A minimum of seven years of executive management experience as a City/County Manager or Assistant City/County Manager in a comparable, complex full-service city in an urban or tourism-based setting or as a senior manager or CEO of a private organization is desired. A combination of public and private sector experience is considered a plus. Candidates must have experience in a dynamic, diverse, rapidly changing community with a proven record of moving the community and organization forward to its goals. Solid budgetary and financial skills are needed, as well as experience managing substantial-sized construction and capital improvement projects. A Bachelor's degree in public/business administration or a related field from an accredited college or university is required; a Master's degree is preferred. Ability to speak Spanish is a plus.

The ideal candidate will have excellent communication skills and demonstrated professional management and leadership experience.

Management Style and Abilities

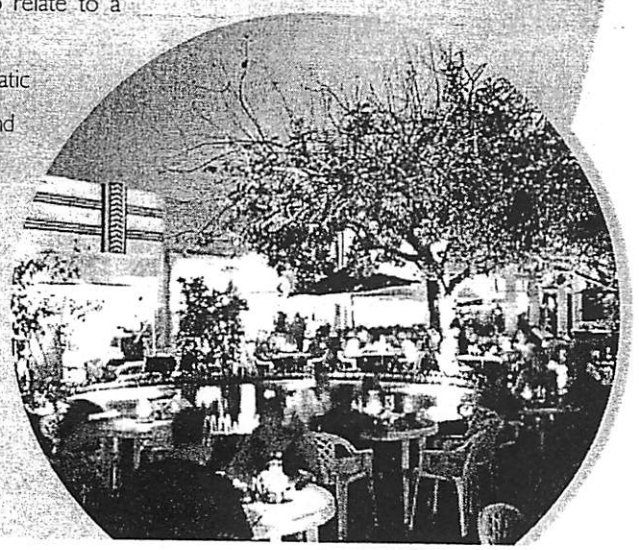
The selected candidate should:

- Treat all Commission Members evenhandedly and assist them in working together;
- Keep the Commission informed in a timely and accurate manner;

- Possess excellent interpersonal skills;
- Be able to build bridges among individuals and groups and gain consensus;
- Have strong convictions and present recommendations to the Commission;
- Promptly implement Commission decisions;
- Be familiar with and willing to embrace advancements in technology;
- Be able to make difficult personnel and budget decisions;
- Operate the City in a "business-like" manner;
- Share and communicate information and be responsive to others;
- Demonstrate and encourage transparency and accountability;
- Encourage a team approach by staff and partnership between the Commission and staff;
- Have proven skills in selecting, motivating, developing and evaluating staff;
- Be a long-and short-term visionary;
- Be fiscally resourceful;
- Be a competent leader, who is willing to acknowledge his/her mistakes;
- Be apolitical;
- Possess strong collective bargaining skills;
- Have proven budgetary/financial skills;
- Be sensitive to a wide range of diverse populations who compete for limited resources;
- Be customer service oriented and solicit citizen input;
- Have an inclusive management style;
- Have good project management skills;
- Be able to understand and balance neighborhood and business community concerns.

Personal Traits

- Professional
- Person of integrity
- Hard-working and dedicated
- Adaptable and able to relate to a diverse community
- Personable and diplomatic
- Energetic, enthusiastic and passionate



THE COMPENSATION

The salary range is open and dependent upon qualifications. The starting salary will be based upon the knowledge and experience of the individual selected. The City offers an excellent benefits package. For additional information on benefits, please visit: www.miamibeachfl.gov/hr. The State of Florida does not have a state income tax.

TO APPLY

If interested in this outstanding opportunity, please visit our website at:

www.bobmurrayassoc.com

and follow the prompt to apply online by creating an applicant profile.

Filing deadline is:
September 12, 2012

Resumes will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by Bob Murray & Associates in order to determine a select group of finalist candidates who will be asked to provide references; references will be contacted only following candidate consent. Final interviews will be held at the City of Miami Beach with the Mayor and Commissioners. Candidates will be advised of the status of the recruitment following the selection of the City Manager. Questions regarding this recruitment may be directed to Ms. Renee Narloch, Vice President, Bob Murray & Associates at info@bobmurrayassoc.com or call 850-391-0000. The City of Miami Beach is an Equal Opportunity Employer.

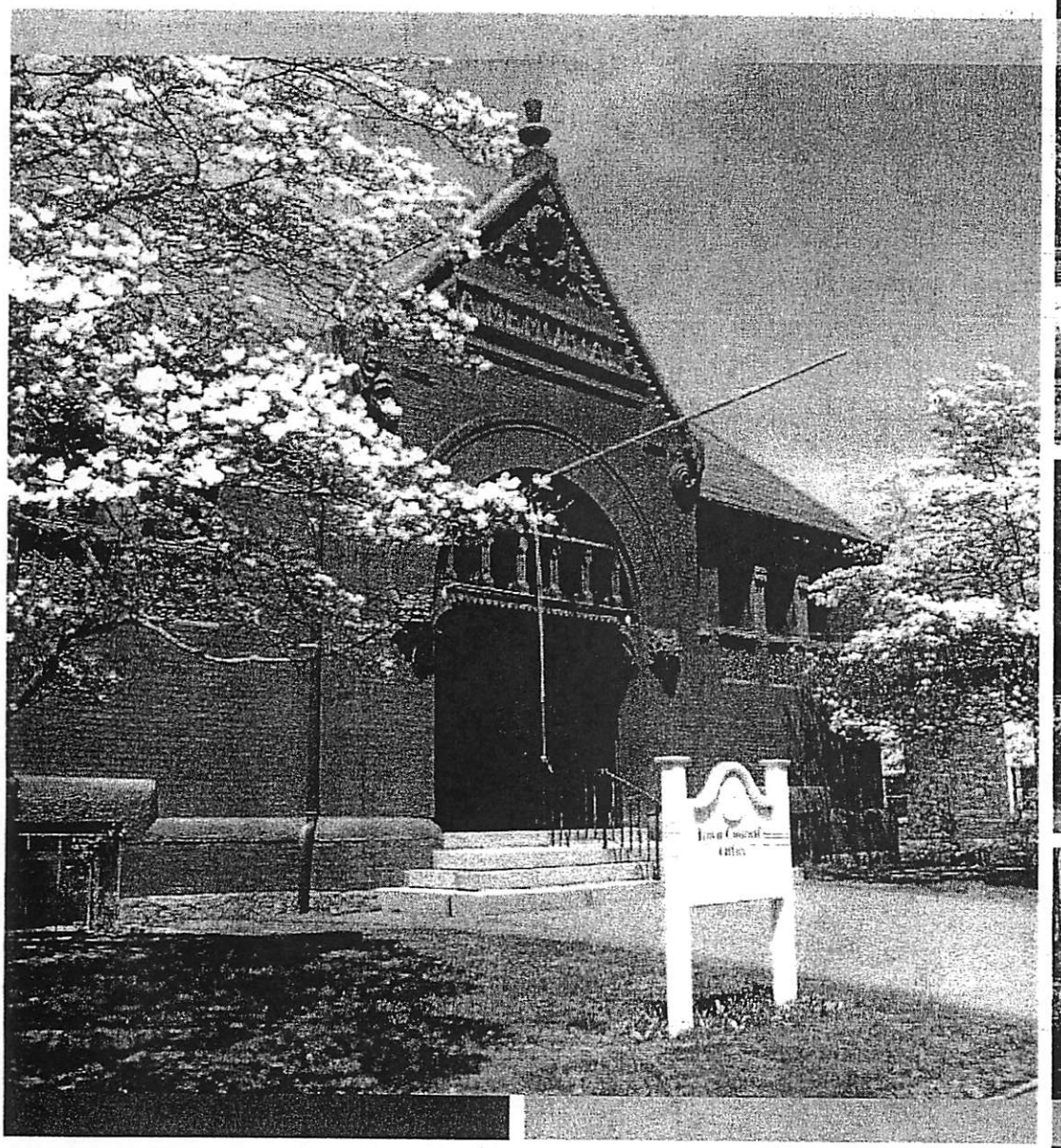
PURSUANT TO FLORIDA OPEN RECORDS LAW, APPLICATIONS AND RESUMES ARE SUBJECT TO DISCLOSURE.

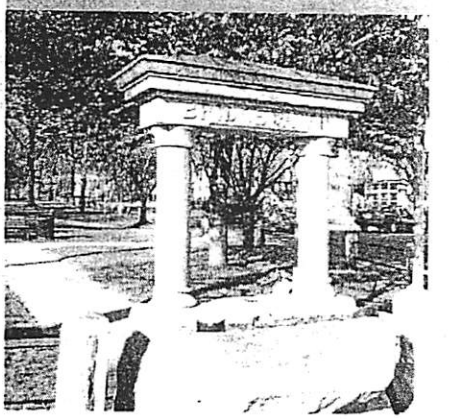
BOB MURRAY & ASSOCIATES
EXPERTS IN EXECUTIVE SEARCH

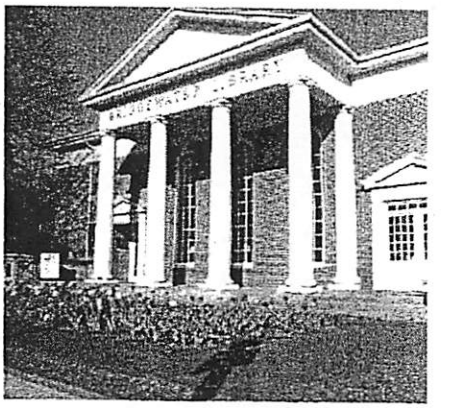
Firm - Collins Center for Public Management

Town of Bridgewater, Massachusetts

Town Manager







UMASS BOSTON

EDWARD J. COLLINS JR. CENTER FOR PUBLIC MANAGEMENT
McCORMACK GRADUATE SCHOOL OF POLICY STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

Introduction

The Town of Bridgewater, MA has retained the services of the Edward J. Collins Jr. Center for Public Management at the University of Massachusetts Boston to assist in the Town's recruitment of a new Town Manager. The Collins Center, established in July 2008, focuses on helping governments work better. This Profile draws upon our discussions with councilors, department heads, and staff as well as our familiarity with Massachusetts towns in transition. It describes our understanding of the organization, the challenges that lie ahead for the successful candidate, and the professional and personal characteristics an ideal candidate will possess. For more information about the Town of Bridgewater including the charter, financial information and planning documents, please consult Bridgewater's web site.

The Town of Bridgewater

Bridgewater is located approximately 30 miles south of the center of Boston. The Town has a population of approximately 26,000 and has more than doubled in population since 1970. The Town is located on Route 24, a major north/south divided highway. The MBTA provides commuter rail service. Much of the real estate boom of the last forty years in Bridgewater is attributable to these transportation assets. The Town has an area of twenty-eight square miles and is home to Bridgewater State University, which serves almost thirteen thousand students. Its 220-acre campus abuts the downtown. In addition, Bridgewater is home to multiple facilities operated by the Department of Corrections, including Bridgewater State Hospital and the Old Colony Correctional Center. As a consequence, the Commonwealth is the Town's largest employer.

Organizational Design and Governance

The Town governance structure consists of a nine member Town Council elected for three year staggered terms. Seven are elected from districts and two are elected at-large. The council-manager form of government is new. It was adopted in 2010 and the first Town Council commenced operation in January 2011. The establishment of the council-manager form of governance abolished the Board of Selectmen and Town Meeting. The charter provides for a professional Town Manager with the powers and duties typical of that position and establishes the Town Council as the successor to the Town Meeting. The Town Council has powers and duties typical in council-manager forms of local government. A position of Municipal Administrator existed prior to the implementation of the new Charter. The transitional provisions of the charter provided for the Municipal Administrator to assume the duties of Town Manager when the charter was implemented. An interim Town Manager, a city management professional, currently fills the position. He will not be a candidate. The previous Town Manager resigned in Spring 2012 to accept a position in another Town. The Town Clerk is elected but all other administrators are appointed. The only multiple member body that is elected is the Library Trustees. Bridgewater is part of the Bridgewater-Raynham Regional School District.

Public Finance

Bridgewater had total revenues for FY2010 of approximately $39 million. Approximately $29 million (74%) was generated by the property tax levy and approximately $5 million by State Aid. The Town has a single tax rate. In FY2010 expenditures totaled $40 million with $23 million (57%) expended on education. Since 1999 four operating overrides have been on the ballot. Only the last operational override of $2.8 million for FY2011 was approved. Detailed financial information for the Town may be obtained at the website of the Department of Local Services and an Offering Statement for a recent bond issue may be obtained at www.collinscenter.umb.edu.

Challenges for the Town Manager

- **Building on the Foundation.** The Charter was approved by a significant margin in a referendum in 2010. In the initial eighteen months of operation the Town Council has become a functioning public entity and the position of Town Manager has been established in the public administration infrastructure of the Town. The new Manager must build on this base.
- **Developing the institutional relationship between the Town Manager and the Town.** Council. There has been friction during the first eighteen months of operation as the Town Council and the Manager have sought to identify the boundaries of their powers. The new Manager, unlike the first Manager, will be the Town Council's choice. Refining the working relationship between the Town Council and the Manager, in ways that are consistent with the charter adopted by Bridgewater's citizens, will be an important and on-going task.
- **Municipal Finance.** The Town recently had the experience of a severe downgrade in its credit rating. Negative fund balances and adverse trends were the cause. The Town is now in the process of improving its finances by implementing the *3 Point Plan*. A major task of a new Manager will be to continue the key points of the plan and keep the Town in the black and build modest reserves. The *3 Point Plan* includes: approving and operational override which has been achieved, controlling health insurance costs by moving toward a GIC like plan and considering employee/employer shares for health insurance and ensuring that all contracts going forward work within the confines of proposition 2 ½.

- **Enterprise and Enterprise Fund Management.** The Town operates four enterprises: Water, Sewer, Golf Course and Transfer Station. The Golf course tends to have negative cash flow and the Water and Sewer system are in line for very significant maintenance and upgrades.
- **Building Management Capacity.** Some of the central functions of the Town are under resourced. There is no Assistant Town Manager or Human Resource Director or designated Procurement Officer. The management letter accompanying the most recent audit recommended the creation of a consolidated Finance Department headed by a Finance Director. These holes in the management structure will need to be carefully and prudently addressed to mitigate the Town's risks and properly support line departments.
- **Establishing and Maintaining a Positive Labor Management Climate.** Bridgewater has had a positive labor relations climate. The prolonged recession and its adverse affect on growth coupled with cost pressures have required some reduction in staff in recent years. Maintaining the positive climate will require careful attention in the coming years.
- **Economic Development.** The Town will need to grow its commercial base and pay particular attention to the areas near the Route 24 exits, if growth in the commercial sector is to generate significant additional revenue. The next Town Manager will need to determine if the Town's planning and economic development functions are adequately resourced and staffed to meet these goals and, where needed, take an active leadership role.
- **Managing in an Uncertain Environment.** Currently there is an active effort to recall two of the Town Councilors. The statutory basis for the recall election is in dispute and is being adjudicated in court. This issue may be resolved by the time the new Manager is appointed.
- **Communication.** There is a premium on good communication skills. Open, accurate and timely communication among Town government entities and with the public, the many volunteers and employees needs to be continually fostered and integrated into the normal operational practices of the Town. The Town Manager must be an exemplar of these values.
- **Medium Term Budget Planning and Relationship with the Schools.** Like all Massachusetts municipalities, Bridgewater is facing revenue constraints and growing cost pressures. A significant amount of the Town Manager's time will be required to forge community-wide strategies to bring these into balance. In particular, an effective professional working relationship with the Bridgewater-Raynham Regional School District (BRRSD) needs to be developed and sustained. BRRSD provides K-12 education for Bridgewater's children. Tensions between BRRSD and the Town need to be addressed forthrightly and comprehensively in a way that fosters public understanding of the cost and revenue dilemmas faced by the Town and the Schools.
- **Developing and Sustaining Institutional Capacity, Staff Development and Morale.** The Town has a well-regarded cadre of Department Heads and key staff. Maintaining staff morale while candidly addressing the current fiscal dilemma will be a key responsibility of the new Town Manager.

The Ideal Candidate

The Bridgewater Town Council seeks a Town Manager who is a seasoned manager in an environment of similar complexity who possesses strong organizational and community leadership skills. Bridgewater seeks a Town Manager with the skill, energy, creativity and experience to achieve Bridgewater's goals including: preserving public service levels, fostering selected development efforts, and engendering a positive civic attitude toward the future. Bridgewater seeks a Town Manager willing to commit to a tenure long enough to build a multi-year approach to the dilemma of providing adequate services on a revenue base growing at a modest rate. Bridgewater needs a Town Manager who can help set the stage for communitywide approaches to addressing the Town's needs, approaches that produce sound outcomes and avoid polarization within the town.

The following attributes have been determined important in Bridgewater's next Town Manager.

Personal

The next Town Manager needs to be:

- Able to demonstrate unquestioned integrity in interactions with officials and citizens.
- Able and willing to play a highly visible role in the community. The ideal candidate must participate broadly across the leadership structure of the community and region and be a champion of the community.
- The Town Manager must be comfortable engaging directly with citizens. The Town Manager must have sufficient direct engagement with the civic community so that he/she can gain thorough understanding of the Town's culture while leaving representational functions to the members of the Town Council.
- Able and willing to work openly with community groups and employees. A direct, collegial, facilitative style that fosters joint problem solving is needed. The Town Manager can have no agenda beyond being a professional.
- Able to be a vocal and positive spokesperson for the Town's agenda at public forums, state agencies and, as

appropriate, with the media. The successful candidate must be able to use the status inherent in the Town Manager's position to advance the Town's agenda.

- Able to assume a strong organizational management role. The Town Manager needs to delegate, while maintaining strict accountability. The successful candidate will be direct, facilitative, and clear.
- Able to create a goal-oriented environment by establishing, maintaining and promoting effective policies and initiatives. The Town Manager will be a genuinely inclusive leader who is capable of exerting influence and direction in a manner that shares successes with elected officials, professionals and volunteers.

Professional

The Town Manager should be:

- A mature leader of a comparable organization with extensive personal experience in finance, capital and operational planning, expenditure management, public facilitation, and staff development. Excellent public and interpersonal communication skills are essential, as is skill in forging a management team.
- A professionally stable person with a record of tenure and consistent career growth. The Town seeks a committed management professional willing to stay for a significant period but who is also willing to take risks to improve the organization.
- Capable of keeping all officials comprehensively informed, while staying detached from the political process and ensuring that staff maintains a similar detachment.
- A person with a demonstrated background in guiding the development of a shared strategic vision for the community. The ideal candidate must be a coalition builder, equally at home with private sector and community leaders. The ideal candidate must be able to exercise leadership within the organization *and* within the community.
- A person with a demonstrated familiarity with the management of enterprise functions particularly in a context where large capital outlays are planned and negative cash flow in these functions cannot be tolerated.
- Able to demonstrate sustained leadership in a comparable organization, preferably in a municipality or similar governmental direct service organization *governed by a policy body that makes decisions in public*. The ideal candidate will have the experience and knowledge typically gained in five to ten years experience as a City or Town Manager/Administrator, a bachelor's degree and the knowledge typically gained in a Masters program would be valuable. Experience as a seasoned Assistant Manager in a complex environment will also be considered. ICMA membership is a plus as is experience working in the council-manager form of government.
- Able to manage the complex on-going relationships with the University and the Department of Corrections and the complex budgetary relationship with the BRRSD.
- Able to set the stage for implementing the Town's draft capital plan, utilizing the decline in debt service for existing projects *when it occurs, and federal and state resources whenever possible*. Pursuing the Town's capital plan while maintaining the Town's bond rating is the goal.
- Both strategic and tactical. He/she must be experienced in working effectively in a political environment providing impartial guidance to elected officials to identify and address the long-term strategic needs of the community and the short-term tactical steps necessary to deliver services.
- A person comfortable managing in an environment where most employees are members of a collective bargaining unit.
- Familiar with highly participative local government environments with dynamics similar to Bridgewater's is preferred, as is familiarity with the Massachusetts municipal context.
- Comfortable working with and managing an organization in a political context often characterized by vigorous debate. Key policy decisions made by the Town Council are sometimes closely decided.
- A person committed to the standards and ethics for municipal management professionals specified by the International City Management Association.

Salary and Schedule

The search begins in July 2012 and will conclude in early October 2012. Compensation is anticipated to be in the low to mid hundreds. The Town is willing to negotiate compensation and an employment contract DOQ.

How to Apply

Applications are preferred electronically. Please send your resume with a *cover letter addressing the job requirements* to this email address: recruitment.umb@gmail.com. The words **Bridgewater Town Manager** must be in the subject line. ***Please combine all of your documents in a single file, preferably in PDF format,*** if possible. The closing date for applications is September 4, 2012. Should you have any questions regarding this opportunity, or a recommendation of a colleague for the position, please contact: Dick Kobayashi, Senior Associate (617-489-8812), or Mary Flanders Aicardi, Associate (508-215-8992).

To learn more about the Edward J. Collins Jr. Center for Public Management at UMASS Boston, please visit: www.collinscenter.umb.edu

Town of Sherborn, Massachusetts

Town Administrator

UMASS BOSTON

EDWARD J. COLLINS JR. CENTER FOR PUBLIC MANAGEMENT
McCORMACK GRADUATE SCHOOL OF POLICY STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

Introduction

The Town of Sherborn has retained the services of the Edward J. Collins Jr. Center for Public Management at the University of Massachusetts Boston to assist in the Town's recruitment of a new Town Administrator (TA). This Profile draws upon our discussions with Selectmen, department heads, elected officials, staff and residents. It describes our understanding of the Town, the challenges that lie ahead for the successful candidate, and the professional and personal characteristics an ideal candidate will possess. For more information about the Town of Sherborn, please consult Sherborn's website (www.sherbornma.org).

Town of Sherborn

Sherborn is a residential community about fifteen miles west of Boston. Sherborn has long been considered one of the premier suburban towns in the western suburbs. The Town is characterized by a stunning pastoral landscape, a history of high service expectations, and excellent schools. The Town has a commercial tax base that is very small; as a consequence, the property tax burden is carried by residential property.

Sherborn takes great pride in its commitment to quality education. The Dover-Sherborn school district is one of the highest ranking in Massachusetts by any criteria.

Aesthetic values are important in Sherborn, as demonstrated by the large portion of the Town's land area that is permanent open space and the careful preservation of historic structures.

Organizational Design and Governance

The current governance structure follows the New England town model established by the British early in the colonial period. The governance structure consists of a three-member Board of Selectmen (BoS) elected for three-year staggered terms and an Open Town Meeting. The following multiple-member bodies are elected: Planning Board, Board of Water Commissioners, Board of Health, Recreation Commission, Assessors, School Committee, Cemetery Commission, Library Board of Trustees, and the Sawin Academy Board of Trustees. In addition, the following administrative officials are elected: Town Clerk, Town Collector, Town Treasurer, Moderator, and constables.

The Town Administrator position has been vacant since early 2011. For the last six months a seasoned municipal management professional has served as Acting TA. During this period, procedures have been refined by the BoS and the Acting TA and the Town has gained experience in working with a professional municipal administrator.

During the 2011-2012 period both the Collins Center and the state Department of Revenue have conducted studies of Sherborn. These studies are available on the Town of Sherborn web site.

Public Finance

Sherborn had total General Fund revenues for FY2011 of approximately $22 million. $20 million (90%) of this amount was from Property Taxes. State aid was approximately one million dollars in FY2011. In FY2012 the School budget was sixty percent of the total General Fund budget. The Town has a single property tax rate applicable to all classes of property. Over ninety percent of the assessed value of property is residential. Since 1999 the Town has voted seven operating overrides, most recently in 2007. The Town has an AAA bond rating. Detailed financial information for the Town may be obtained at the web site of the Massachusetts Department of Revenue, Department of Local Services.

Challenges for the Town Administrator

- **Establishing the full confidence of the Town's leaders and residents in the Office of the Town Administrator.** While much of the power of the position is a consequence of delegation by the BoS, the TA will gain much of his/her influence through superior knowledge, ability to work with people and communication skills. The interim TA has done a great deal to step up civic confidence in the position. The new TA will have to build on this foundation.
- **Managing the implementation of the Collins and DOR study recommendations.** These recommendations emphasize the need for the Town to reduce the diffusion of responsibility and accountability that exists due to the myriad of autonomous positions and boards. The TA must develop the ability to utilize existing powers over key processes (budget, human resources, procurement) to bring these functions into closer alignment with overall town operations while setting the stage for incremental changes that will result in more direct accountability.
- **Managing the Town's Administrative functions.** The small scale of the Town government means that the TA needs to have the technical skills to perform and/or closely *manage* all of the critical administrative functions. The TA cannot simply manage by delegation; he/she must have the ability to perform these functions in hands on manner.
- **Infrastructure Repair and Maintenance.** Sherborn needs a complete audit of its current infrastructure, including Town buildings, drainage and utility systems, streets, and sidewalks. A task for the Town Administrator will be to prepare a baseline study and begin long-term planning for repairs and maintenance. This work will be important for long-term financial planning.
- **Maintaining a Positive Labor Relations and Management Climate.** Sherborn has been fortunate in its ability to keep up with service demands and labor costs largely through growth in property tax revenue and good management practices. The labor relations climate has been generally positive. Lead responsibility in collective bargaining activities will be the responsibility of the Town Administrator.

- **Sustaining a High Level of Public Services.** High service levels have been sustained by residents' ability and willingness to pay for premium service levels, but that willingness to pay appears to be eroding as the recession continues, and the Town's demographics shift to older residents on fixed incomes. Since the potential for new growth and state aid are limited, Town expenses must be managed carefully. The Town has been managed conservatively and presently has adequate fund balances. Strong management skills will be important to assist the staff deal with limited resources and integration of technology.
- **Economic Development.** Sherborn is a nearly fully built-out town. Identification and careful selection of sources of income that will reduce the dependence on property taxes or directly reduce Town expenses is a goal, although there is recognition that only incremental progress can be expected.
- **Communication.** Well-developed communication skills in Sherborn are essential. Open, accurate and timely communication by the Town Administrator with all Town government entities, the public, the many volunteers and employees needs to be strengthened and integrated into the normal operational practices of the Town. In addition, the Town Administrator must be able to engage the members of the Board of Selectmen in an on-going dialogue about the critical issues that face the Town. The Town Administrator should be knowledgeable and comfortable in communicating through social media and technology.
- **Human Resources.** The Town has a fragmented human resources function. Developing a coherent and comprehensive human resources function is required to modernize the Town's practices, ensure fair treatment of employees and mitigate risks.
- **Budget Planning.** Like all Massachusetts municipalities, Sherborn is facing revenue constraints and growing cost pressures. A significant amount of the Town Administrator's time will be required to forge Town-wide strategies to bring these into balance. This task must be addressed in the context of multi-year plans that consider the unknown duration of the recession and the need to mitigate the rate of cost increase on a town-wide basis.
- **Managing in a small town context.** Sherborn, like many small towns has a work-force that either resides in the Town or has close ties to the Town and can be politically influential. The TA must have the skills to function as a change agent in a small town environment.
- **Developing and Sustaining Institutional Capacity, Staff Development Plans and Morale.** The Town has a well-regarded cadre of Department Heads and key staff. Maintaining staff morale, fully utilizing the considerable talents of staff and maintaining high performance standards will be critical to the success of the new Town Administrator. The new Town Administrator should be comfortable with working throughout the town and expanding communication networks with employees. The TA cannot be desk bound. She/he needs to be comfortable working outside the Town Hall environment as well as inside it. The Town Administrator must foster a culture of continuous operational and institutional improvement; simply presiding over the status quo is not acceptable in the current environment.

The Ideal Candidate

The Sherborn Board of Selectmen seeks a Town Administrator who has the demonstrated capacity to lead a Town with a long tradition of high-level services. The next Town Administrator will have been seasoned in an environment of similar complexity.

A working knowledge of municipal law and practice especially in the Massachusetts context is preferred. Experience in labor relations, business practice, and development and in fashioning agreements with other governments is essential as is experience in community planning and procurement.

Sherborn seeks a Town Administrator with the skill, energy, creativity and experience to achieve Sherborn's goals, including preserving public service levels, balancing development/redevelopment efforts with residents' concerns about growth, and maintaining the Town's positive civic attitude toward the future.

Sherborn seeks a Town Administrator willing to commit to a tenure long enough to build a multi-year approach to ensuring the sustainability of the Town's service levels. The new Town Administrator must support regional solutions when that is in the Town's interest, as well as foster volunteerism and private contributions as a partial solution to service delivery. Sherborn needs a Town Administrator who can help set the stage for community-wide approaches to addressing the Town's needs, approaches that produce sound outcomes and avoid polarization within the town.

The following attributes have been determined important in Sherborn's next Town Administrator.

Personal

The next Town Administrator needs to be:

- Able to demonstrate unquestioned integrity in interactions with officials and citizens.
- Able to communicate effectively with all elements of the community.
- Able and willing to play a highly visible role in the community. The ideal candidate must participate broadly across the leadership structure of the community and region and be a champion of the community.
- Comfortable engaging directly with citizens. The Town Administrator must have sufficient direct engagement with the civic community so that he/she can gain thorough understanding of the Town's culture. Through formal and informal interaction the Town Administrator's concern for the Town's residents' needs to become evident.

- Able and willing to work openly with community groups and employees. A direct, collegial, facilitative style that fosters joint problem solving is needed. The Town Administrator can have no agenda beyond being a professional.
- Able to be a vocal and positive spokesperson for the Town's agenda at Town Meetings, at public forums, at state agencies and with the media. The successful candidate must be able to use the status inherent in the Town Administrator's position to advance the Town's agenda.
- Able to assume a strong organizational management role. The Town Administrator cannot be a micro-manager. He/she needs to delegate, while maintaining strict accountability. The successful candidate must be direct, facilitative, and clear.
- Able to create and sustain a goal-oriented environment by establishing, maintaining and promoting effective policies and initiatives. The Town Administrator will be a genuinely inclusive leader who is capable of exerting influence and direction in a manner that shares successes with elected officials, professionals and volunteers.

Professional

The next Town Administrator should:

- Be a mature leader of a comparable organization with extensive personal experience in finance, capital and operational planning, expenditure management, labor relations, public facilitation, and staff development. Excellent public and interpersonal communication skills are essential, as is skill in forging a strong management team.
- Be a professionally stable person with a record of tenure and consistent career growth. The Town seeks a committed management professional willing to stay for a significant period, but who is also willing to take risks to improve the organization.
- Be able to demonstrate a background in guiding the development of a shared strategic vision for the community. The ideal candidate must be a coalition builder, equally at home with private sector and community leaders. The ideal candidate must be able to exercise leadership within the organization and within the community.
- Possess a Bachelor's Degree and preferably a Master's Degree and at least seven to ten years of experience as a town or city Manager/Administrator; Assistant Town Administrator/Manager or other position that oversees the day-to-day operations of a public entity governed by an elected policy body that makes decisions in public. Extensive knowledge of the most complex activities, practices and procedures within a city or town government is required.
- Be able to set the stage for continuing the Town's capital plan, utilizing the decline in debt service for existing projects when it occurs, and federal and state resources whenever possible. Pursuing the Town's capital plan while maintaining the Town's bond rating is the goal.
- Be experienced in working effectively in a political environment providing impartial guidance to elected officials to identify and address the long-term strategic needs of the community and the short-term tactical steps necessary to deliver services.
- Be capable of keeping elected officials comprehensively informed, while staying detached from the political process and ensuring that staff maintains a similar detachment.
- Be comfortable managing in an environment where most employees are members of a collective bargaining unit.
- Be familiar with highly participative local government environments with dynamics similar to Sherborn's is preferred, as is familiarity with the Massachusetts municipal context, particularly Town government.
- Be comfortable working with and managing an organization in a political context often characterized by vigorous debate among well-informed citizens who are active in local decision-making processes. While key decisions made by the Board of Selectmen and Town Meeting are sometimes closely decided the TA must effectively represent and implement decisions in a professional manner.
- A person committed to the standards and ethics for municipal management professionals specified by the International City Management Association. (http://icma.org/en/icma/ethics/code_of_ethics)

Salary and Schedule

The search begins in July 2012 and is expected to end in late September 2012. Applications should be received by August 30, 2012. Anticipated starting salary in the nineties to low/mid hundreds range. The Town is willing to negotiate a competitive compensation and an employment contract DOQ with the selected candidate. The Collins Center will recommend at least three fully vetted finalists for interview by the Board of Selectmen.

How to Apply

Applications are preferred electronically. Please send your resume with a cover letter addressing the job requirements to this email address: recruitment.umb@gmail.com. The words **Sherborn Town Administrator** must appear in the subject line.

Please combine all of your documents in a single file. Kindly use PDF format if possible.

Should you have any questions regarding this opportunity, or a recommendation of a colleague, please contact: Dick Kobayashi, Senior Associate 617-489-8812, or Mary Flanders Aicardi, Associate 508-215-8992.

Photo courtesy of Pat Cassell

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