



CITY MANAGER
RECRUITMENT PLANNING COMMITTEE
AGENDA

Remote Meeting Only
Essex Junction, VT 05452
Monday, April 4, 2022
5:30 PM

E-mail: manager@essexjunction.org

www.essexjunction.org

Phone: (802) 878-6951

This meeting will be remote participation only. Available options to join the meeting:

- JOIN ONLINE:
<https://us06web.zoom.us/j/85803213705?pwd=aWdrVHp1dER5Yy9YbzF5OXQzd3N4UT09>
- JOIN CALLING: (toll free audio only): (888) 788-0099 | Meeting ID: 858 0321 3705

1. **CALL TO ORDER** [5:30 PM]
2. **PUBLIC TO BE HEARD**
3. **REVIEW AND APPROVE MEETING MINUTES FROM MARCH 28**
4. **BUSINESS ITEMS**
 - a. Discuss Committee Deliverables and Identify Action Steps
With input opportunities from the Trustees, the public, staff, and department heads:
 - Identify a recruitment timeline & strategy
 - Create a community profile
 - Identify the desired qualities/experiences/education of the ideal candidate
 - Create a job posting
 - Identify recruitment outreach and advertising plan
 - b. Set Next Meeting Date & Time
5. **ADJOURN**

This agenda is available in alternative formats upon request. Meetings of Village committees, like all programs and activities of the Village of Essex Junction, are accessible to people with disabilities. For information on accessibility or this agenda, call the Manager's office at 878-6944.

Certification: 04/01/2022 Darby Mayville

**VILLAGE OF ESSEX JUNCTION
JOINT CITY MANAGER RECRUITMENT & HIRING PLANNING COMMITTEE
DRAFT MINUTES OF MEETING
MARCH 28, 2022**

MEMBERS PRESENT: Jeetan Khadka, Jacob Law, Maggie Massey, Bridget Meyer, Mary Moyer, Christina Papadopoulos, Mike Plageman, Jeb Spaulding, Gabrielle Stevenson, Amber Thibeault, Mike Thorne, George Tyler, John Wermer

ADMINISTRATION: Colleen Dwyer, HR Director; Brad Luck, Essex Junction Recreation & Parks Director/Interim Co-Manager

OTHERS PRESENT: None

1. CALL TO ORDER

Mr. Luck called the meeting to order at 5:32 PM.

2. AGENDA ADDITIONS/CHANGES

None.

3. APPROVE AGENDA

None.

4. PUBLIC TO BE HEARD

a. Comments from Public on Items Not on Agenda

None.

5. BUSINESS ITEMS

a. Welcome and Introductions

Mr. Luck requested all members of the committee to introduce themselves, say how long they have lived in the community, and why they were interested in joining this committee.

b. Discuss Committee Roles & Responsibilities

Mr. Luck said that this is a group of fifteen people total, and two distinct committees. Mr. Luck said that he would be supporting the Recruitment Planning Committee, and that Ms. Dwyer would be supporting the Hiring Planning Committee. The Village is hoping to have a manager in place by September, and begin advertising by May. Mr. Luck explained that this is an official meeting, and thus falls under the Vermont Open Meeting Law and Public Records Act. As a result, all business by a quorum of either committee, either in person or online, must be conducted in open session.

c. Discuss Committee Deliverables & Timeline

Mr. Luck listed the following objectives for the Recruitment Committee:

- Identify a recruitment timeline & strategy.
- Create a community profile.
- Identify the desired qualities/experiences/education of the ideal candidate.

- Create a job posting.
- Identify recruitment outreach & advertising plan.

Mr. Luck listed the following objectives for the Hiring Planning Committee

- Identify a hiring timeline & plan.
- Ensure that community members, staff, and department heads are included in the hiring process.
- Utilize a variety of tactics to assess candidates (i.e. short essays with applications, projects, presentations, committee/panel interviews, meet & greets, etc.).
- Provide a process that results in (up to) the top three finalists being provided to the Trustees for ultimate consideration and decision.

There will be opportunities for the public, staff, department heads, and Trustees to weigh in during this process. Public input will be welcomed for the top candidates, however the Trustees will have the ultimate decision. Mr. Luck said that the Village is an equal opportunity employer, and cannot discriminate based on any protected class including race, gender, sexual orientation, etc.

d. Discuss City Manager Roles & Responsibilities

Mr. Luck said that the future City will have a Council/Manager government. The City Manager is the Chief Executive Officer of the City, and the only employee that the Trustees hire. Mr. Spaulding asked if an Executive Search firm will be utilized, Mr. Luck said that it would not.

BREAK INTO SEPARATE COMMITTEES

JOINT CITY MANAGER RECRUITMENT COMMITTEE

e. Introductions

Committee members introduced themselves and shared why they volunteered to be a part of this process.

f. Discuss Role of Committee Chair & Elect Committee Chair (or Co-Chairs)

Mr. Luck said that the role of the committee chair(s) involves facilitating the meetings, moving the group from conversation to action, and working with staff to set the agenda and identify next steps. Mr. Thorne nominated Ms. Meyer and Mr. Plageman to be co-chairs. They both accepted and there was unanimous consent for their appointment.

g. Discuss Meeting Frequency

The committee will meet Mondays from 5:30 PM-7 PM, either weekly or bi-weekly. Meetings will be fully remote at this time but this may be re-evaluated in the future. Mr. Plageman suggested reviewing deliverables at the April 4th meeting and determining frequency at that point.

h. Discuss Committee Deliverables

The following deliverables were reviewed:

- Identify a recruitment timeline & strategy.
- Create a community profile.

- Identify the desired qualities/experiences/education of the ideal candidate.
- Create a job posting.
- Identify recruitment outreach and advertising plan.

JOINT CITY MANAGER HIRING PLANNING COMMITTEE

e. Introductions

Committee members introduced themselves and shared why they volunteered to be a part of this process.

f. Discuss Role of Committee Chair & Elect Committee Chair (or Co-Chairs)

Ms. Dwyer said that the role of the committee chair(s) involves facilitating the meetings, moving the group from conversation to action, and working with staff to set the agenda and identify next steps. Ms. Papadopoulos expressed a desire to serve as a co-chair, Mr. Spaulding offered to assist her, but not as a co-chair. There was unanimous consent for Ms. Papadopoulos's appointment as Chair.

g. Discuss Meeting Frequency

Ms. Dwyer suggested meeting biweekly, and adjusting this if necessary. All were in agreement. The committee expressed a desire to meet after the first City Manager Recruitment Committee meeting. Ms. Dwyer said that the two committees will likely not need to meet jointly again, however will need to stay abreast of one another's work.

h. Discuss Committee Deliverables

The following deliverables were reviewed:

- Identify a hiring timeline & plan.
- Ensure that community members, staff, and department heads are included in the hiring process.
- Utilize a variety of tactics to assess candidates (i.e. short essays with applications, projects, presentations, committee/panel interviews, meet & greets, etc.).
- Provide a process that results in (up to) the top three finalists being provided to the Trustees for ultimate consideration and decision.

The Committee discussed previous searches, and the lack of candidates that came from the executive search process. They also discussed using personal network outreach to increase the number of qualified candidates.

6. READING FILE

a. Committee Deliverables

b. What It Takes to Be a Professional Local Government Manager

c. What Professional City, Town, and County Managers Do

d. City Manager Charter Roles & Responsibilities

e. Village Manager Job Description

f. Town Manager Job Description

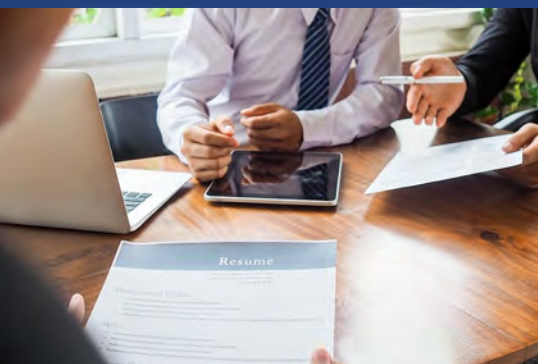
7. ADJOURNMENT

The City Manager Recruitment Committee adjourned at 6:32 PM, with their next meeting being scheduled for Monday, April 4 at 5:30 PM.

The City Manager Hiring Planning Committee adjourned at 6:38 PM, with their next meeting TBD.

Recruitment Guidelines

for Selecting a Local Government Administrator



Recruitment Guidelines for Selecting a Local Government Administrator

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About ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

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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 administrator¹ has remained substantially the same. It still requires careful planning, astute evaluation of candidates, and a clear understanding of the relationship between the governing body² 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 Baldrige

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

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

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.

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

Contents

1. Introduction	1
2. Managing the Organization during Recruitment	2
Major Decision Point: Appointing an Interim Administrator	2
Interim Management: The Governing Body's Role	2
3. Initiating the Recruitment	3
4. Conducting the Recruitment	4
In-House Expertise Method: Recruitments Conducted by the Local Government	4
Outside Expertise Method: Recruitments Conducted with an Outside Party	4
Hybrid Method: In-House in Conjunction with Outside Party	5
5. Key Elements of the Recruitment Framework	6
Major Decision Point: Development of an Administrator Profile	6
Decision Point: Community Engagement in Administrator Profile	6
Major Decision Point: Administrator Compensation Schedule	7
Geographic Scope	8
Advertising and Outreach Strategies	8
6. Key Elements of the Application Process	10
The Application Form	10
The Local Government Information Packet	10
Applicant Relations	10
7. The Role of the Media in the Recruitment Process	12
8. The Selection Process	13
Reviewing the Applications	13
Major Decision Point: Determining the Candidates to Be Interviewed	13
Interviewing the Candidates	14
Major Decision Point: Making the Final Selection	16
9. The Negotiation Process	17
Preparation for Negotiation	17
Major Decision Point: Negotiating Compensation	17
10. The Transition Process	19
Announcing the Selection	19
Additional Elements	19
11. Conclusion	20
Appendix A. ICMA Code of Ethics with Guidelines	21
Appendix B. Recommendations for Inclusiveness in Hiring	26
Appendix C. ICMA Guidelines for Compensation	27
Appendix D. Professional Organizations for Posting and Filling Vacancies	29
Appendix E. Potential Interview Questions	30
Appendix F. Relations with Applicants—Do's and Don'ts	32
Appendix G. ICMA Model Employment Agreement	33
Index	40

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 to 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.

Developing the administrator profile helps the governing body define its needs and establishes the groundwork for generating a rich pool of applicants

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.

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.

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

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.

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 an 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 num-

ber 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

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

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.

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.
1. 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.

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.

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.

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

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.

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:

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 bank-

ers 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. There-

fore, 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.

ICMA Code of Ethics with Guidelines

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in June 2018. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2018.

The mission of ICMA is to advance professional local government through leadership, management, innovation, and ethics. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

TENET 1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.

TENET 2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

GUIDELINE

Advice to Officials of Other Local Governments.

When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

TENET 3. Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.

GUIDELINES

Public Confidence. Members should conduct themselves so as to maintain public confidence in their position and profession, the integrity of their local government, and in their responsibility to uphold the public trust.

Influence. Members should conduct their professional and personal affairs in a manner that demonstrates that they cannot be improperly influenced in the performance of their official duties.

Length of Service. For chief administrative/executive officers appointed by a governing body or elected

official, a minimum of two years is considered necessary to render a professional service to the local government. In limited circumstances, it may be in the best interests of the local government and the member to separate before serving two years. Some examples include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or significant personal issues. It is the responsibility of an applicant for a position to understand conditions of employment, including expectations of service. Not understanding the terms of employment prior to accepting does not justify premature separation. For all members a short tenure should be the exception rather than a recurring experience, and members are expected to honor all conditions of employment with the organization.

Appointment Commitment. Members who accept an appointment to a position should report to that position. This does not preclude the possibility of a member considering several offers or seeking several positions at the same time. However, once a member has accepted a formal offer of employment, that commitment is considered binding unless the employer makes fundamental changes in the negotiated terms of employment.

Credentials. A member's resume for employment or application for ICMA's Voluntary Credentialing Program shall completely and accurately reflect the member's education, work experience, and personal history. Omissions and inaccuracies must be avoided.

Professional Respect. Members seeking a position should show professional respect for persons formerly holding the position, successors holding the position, or for others who might be applying for the same position. Professional respect does not preclude honest

differences of opinion; it does preclude attacking a person's motives or integrity.

Reporting Ethics Violations. When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report possible violations to ICMA. In reporting the possible violation, members may choose to go on record as the complainant or report the matter on a confidential basis.

Confidentiality. Members shall not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

Seeking Employment. Members should not seek employment for a position that has an incumbent who has not announced his or her separation or been officially informed by the appointive entity that his or her services are to be terminated. Members should not initiate contact with representatives of the appointive entity. Members contacted by representatives of the appointive entity body regarding prospective interest in the position should decline to have a conversation until the incumbent's separation from employment is publicly known.

Relationships in the Workplace. Members should not engage in an intimate or romantic relationship with any elected official or board appointee, employee they report to, one they appoint and/or supervise, either directly or indirectly, within the organization.

This guideline does not restrict personal friendships, professional mentoring, or social interactions with employees, elected officials and Board appointees.

TENET 4. Serve the best interests of the people.

GUIDELINE

Impacts of Decisions. Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions, especially if specific groups may be disproportionately harmed or helped.

Inclusion. To ensure that all the people within their jurisdiction have the ability to actively engage with their local government, members should strive to eliminate barriers to public involvement in decisions, program, and services.

TENET 5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

GUIDELINE

Conflicting Roles. Members who serve multiple roles – working as both city attorney and city manager for the same community, for example – should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

TENET 6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.

TENET 7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

GUIDELINE

Elections of the Governing Body. Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not participate in an election campaign on behalf of or in opposition to candidates for the governing body.

Elections of Elected Executives. Members shall not participate in the election campaign of any candidate for mayor or elected county executive.

Running for Office. Members shall not run for elected office or become involved in political activities related to running for elected office, or accept appointment to an elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

Elections. Members share with their fellow citizens the right and responsibility to vote. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

Elections relating to the Form of Government. Members may assist in preparing and presenting materials that explain the form of government to the public prior to a form of government election. If assistance is required by another community, members may respond.

Presentation of Issues. Members may assist their governing body in the presentation of issues involved in referenda such as bond issues, annexations, and other matters that affect the government entity's operations and/or fiscal capacity.

Personal Advocacy of Issues. Members share with their fellow citizens the right and responsibility to voice their opinion on public issues. Members may advocate for issues of personal interest only when doing so does not conflict with the performance of their official duties.

TENET 8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

GUIDELINE

Self-Assessment. Each member should assess his or her professional skills and abilities on a periodic basis.

Professional Development. Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

TENET 9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

TENET 10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

GUIDELINE

Information Sharing. The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

TENET 11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

GUIDELINE

Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

TENET 12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

GUIDELINE

Gifts. Members shall not directly or indirectly solicit, accept or receive any gift if it could reasonably be perceived or inferred that the gift was intended to influence them in the performance of their official duties; or if the gift was intended to serve as a reward for any official action on their part.

The term "Gift" includes but is not limited to services, travel, meals, gift cards, tickets, or other entertainment or hospitality. Gifts of money or loans from persons other than the local government jurisdiction pursuant to normal employment practices are not acceptable.

Members should not accept any gift that could undermine public confidence. De minimus gifts may be accepted in circumstances that support the execution of the member's official duties or serve a legitimate public purpose. In those cases, the member should determine a modest maximum dollar value based on guidance from the governing body or any applicable state or local law.

The guideline is not intended to apply to normal social practices, not associated with the member's official duties, where gifts are exchanged among friends, associates and relatives.

Investments in Conflict with Official Duties.

Members should refrain from any investment activity which would compromise the impartial and objective performance of their duties. Members should not invest or hold any investment, directly or indirectly, in any financial business, commercial, or other private transaction that creates a conflict of interest, in fact or appearance, with their official duties.

In the case of real estate, the use of confidential information and knowledge to further a member's personal interest is not permitted. Purchases and sales which might be interpreted as speculation for quick profit should be avoided (see the guideline on "Confidential Information"). Because personal investments may appear to influence official actions and decisions, or create the appearance of impropriety, members should disclose or dispose of such investments prior to accepting a position in a local government. Should the conflict of interest arise during employment, the

member should make full disclosure and/or recuse themselves prior to any official action by the governing body that may affect such investments.

This guideline is not intended to prohibit a member from having or acquiring an interest in or deriving a benefit from any investment when the interest or benefit is due to ownership by the member or the member's family of a de minimus percentage of a corporation traded on a recognized stock exchange even though the corporation or its subsidiaries may do business with the local government.

Personal Relationships. In any instance where there is a conflict of interest, appearance of a conflict of interest, or personal financial gain of a member by virtue of a relationship with any individual, spouse/partner, group, agency, vendor or other entity, the member shall disclose the relationship to the organization. For example, if the member has a relative that works for a developer doing business with the local government, that fact should be disclosed.

Confidential Information. Members shall not disclose to others, or use to advance their personal interest, intellectual property, confidential information, or information that is not yet public knowledge, that has been acquired by them in the course of their official duties.

Information that may be in the public domain or accessible by means of an open records request, is not confidential.

Private Employment. Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such em-

ployment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

Representation. Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

Endorsements. Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, marketing materials, social media, or other documents, whether the member is compensated or not for the member's support. Members may, however, provide verbal professional references as part of the due diligence phase of competitive process or in response to a direct inquiry.

Members may agree to endorse the following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by nonprofit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.

Recommendations for Inclusiveness in Hiring

Local governments are encouraged, whether working with an executive search firm or conducting the search on their own, to recruit a complete and diverse applicant pool from which to select the best candidate. Research demonstrates that unconscious bias is present in candidate screening and recruitment processes¹. Additionally, research has shown that more diverse groups make better decisions than homogeneous groups². This is as important, if not more, at the City Council/Commission level than at the teams and implementation level.

Elected officials or Policy makers set the tone for the whole organization. Strategy, guidance, and culture originate at the top, or need the approval or support of senior leadership to be successful and resilient. Ensuring that top management understands this, and even reflects this diversity in the make-up of senior team structures will lead to better and longer lasting organizational health and productivity.

Accomplishing this can be challenging given our individual or collective unconscious biases, so hiring bodies and recruiters need to be more intentional in unwinding or mitigating those biases to ensure an effective recruitment. There are a variety of ways to begin this and signaling this intent to candidates can also lead to a greater, and stronger, applicant pool. Ideas like blind screening—removing identifiable details from applicant resumes including age, gender, educational institution, year of graduation, and even name is growing in use.

Below are five key recommendations to help your community maximize the talent pool and get the best candidate for your management position from as diverse a pool as possible:

1. Connect with a variety of advertising opportunities to ensure your position is advertised widely, including partner and affinity organizations related to the national or state associations of managers;
2. Collect recruitment demographics on your applicant pool, and analyze to ensure you have a cross-section of experiences and backgrounds included—consider a blind screening process for your initial resume review;
3. Aim for a roster of finalists that includes representation of race, ethnicity, and gender proportionality similar to your community's makeup—if the final roster is not closely aligned with community demographics, review your recruiting process to see where there may be gaps;
4. Develop a list of screening questions that can be applied equitably across all finalists, considering race, ethnicity, and gender (e.g., avoid provocative questions such as, "Does your husband approve of you taking this position, knowing it will take time away from your family?");
5. Ensure that your hiring panel is diverse and includes a variety of backgrounds and perspectives; if your council or commission is lacking in diversity, consider expanding your panel to include community residents, business, and civil society representatives.
6. If hiring an external firm to assist in recruiting, ask for information about their strategy, skills and experience in recruiting a diverse pool.

ICMA is committed to promoting diversity in the local government management profession. Because of changing demographics in world, the current overall demographic profile of the local government management profession does not generally reflect the diversity of many of the communities in which ICMA members serve. Reflecting the communities we serve helps us make better decisions and improves public trust and relationships. Due to the current lack of diversity in the profession, the next generation of public servants may not see local government as an attractive option, making future talent development and recruitment challenging. ICMA is committed to ensuring that local governments are inclusive and mirror the diversity of our communities.

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1. David R. Francis, "Employers' Replies to Racial Names," The National Bureau of Economic Research, 2003: www.nber.org/digest/sep03/w9873.html
 2. Samuel R. Sommers, "On Racial Diversity and Group Decision Making: Identifying Multiple Effects of Racial Composition on Jury Deliberations," Journal of Personality and Social Psychology, 2006: www.apa.org/pubs/journals/releases/psp-904597.pdf

ICMA Guidelines for Compensation

Maintaining public trust and integrity in local government requires both effective governance and management of the organization. The following guidelines are intended to establish a best practice for establishing and negotiating compensation for local government executives and staff and to clarify the roles and responsibilities of the governing body, local government manager, and employee.

The Principles

Compensation and personnel matters should be guided by the core principles of the ICMA Code of Ethics. ICMA affirms that the standard practice for establishing the compensation of local government managers be fair, reasonable, transparent, and based on comparable public salaries nationally and regionally. ICMA members should act with integrity in all personal and professional matters in order to merit the trust of elected officials, the public and employees. Local government managers have an ethical responsibility to be clear about what is being requested and to avoid excessive compensation.

Elected officials perform a critical governance role providing oversight of the management of the organization. To that end, they must be engaged in establishing the process for determining the compensation for all executives appointed by the governing body.

Compensation should be based on the position requirements, the complexity of the job reflected in the composition of the organization and community, the leadership needed, labor market conditions, cost of living in the community, and the organization's ability to pay.

The Process for Negotiating Executive Compensation

To establish fair and reasonable compensation, the governing body operating as a committee of the whole or as a designated evaluation and compensation subcommittee, should design and implement the methodology for setting the compensation of the local government manager and any other appointees of the governing body.

Compensation benchmarks should be established based on comparable local government or public sector agencies.

The governing body should engage experts whether contracted or in house as necessary to provide the information required to establish fair and reasonable compensation levels.

All decisions on compensation and benefits must be made by the entire governing body in a public meeting.

Compensation Guidelines for Local Government Executives

A starting point for the elected officials and local government manager in any salary negotiation should be to

1. Determine the requirements of the job and the experience needed to successfully perform the job duties.
2. Examine market conditions to learn what comparable public sector executives earn. A best practice would be to gather information using pre-determined comparable benchmark local governments or public sector agencies.
3. Understand the services provided by the local government along with the nature of the current issues in the organization and in the community, and then compare these with the individual's expertise and proven ability to resolve those issues.
4. Identify the local government's current financial position, its ability to pay, and the existing policies toward compensation relative to market conditions.
5. Weigh factors such as the individual's credentials, experience and expertise when setting salary.
6. Consider additional compensation in areas where the cost of living is high and the governing body wants the manager to reside within the community. In addition, other unique and special circumstances may be taken into consideration, such as difficult recruitment markets and the particularly challenging needs of the public agency.
7. Seek legal advice as needed and appropriate during periods prior to the beginning of employment when terms and conditions are being negotiated and finalized.

Severance

Severance provisions established in the employment agreement must be both reasonable and affordable so that the cost of the severance is not an impediment to fulfilling the governing body's right to terminate a manager's service, if desired, but is consistent with the role and expectations of the position. The ICMA Model Employment Agreement (see Appendix F) recommends a one year severance but recognizes that the length of service with an organization may justify a higher severance.

Compensation Changes

1. Benefits and salary increases should be reasonably comparable to those that local government executives receive within the designated benchmark or regional market area and generally consistent with other employees.
 2. Merit adjustments or bonuses should be contingent upon performance and the overall financial position of the local government to afford additional compensation payments. Provisions regarding consideration of periodic merit adjustments in salary should be pre-determined.
 3. Local government managers must recognize and effectively manage conflicts of interest inherent in compensation changes. Managers should avoid taking steps regarding pension and other benefits where they will be the sole or primary beneficiary of the change. Examples include:
 - Dramatically increasing salary thereby leading to pension spiking.
 - Recommending or implementing single highest year to determine retirement benefits
 4. An individual should receive a single salary that recognizes all duties and responsibilities assigned rather than different salaries for different assignments.
 5. Local government managers should not put their personal compensation interests before the good of the overall organization and that of the citizens.
2. In the interest of fairness and transparency, there should be full disclosure to the governing body, prior to formal consideration and approval, of the potential cost of any benefit changes negotiated during employment.
 3. When the terms and conditions of employment are being renegotiated with the employer and at the end when the employment is being terminated, ICMA members have a duty to advise the elected officials to seek legal advice.
 4. In the interests of transparency, the salary plan and salary ranges for local government positions, including that of the manager, should be publicly accessible on the agency's website.

General Compensation Guidelines for All Employees

1. Each local government should establish benchmark agencies, which are determined using set criteria such as, but not limited to,
 - Geographic proximity
 - Similarity with regard to the nature of the services provided
 - Similarity in employer size/population size
 - Similarity in the socioeconomic makeup of the population
 - Other similar employers in the immediate area.
2. The local government should develop appropriate compensation levels that are in line with their labor market. Doing so will enable the organization to establish and maintain a reputation as a competitive, fair, and equitable employer as well as a good steward of public funds.
3. When considering any salary or benefit changes, the immediate and anticipated long-term financial resources of the organization always should be taken into account.
4. Appropriate financial practices should be followed to both disclose and properly fund any related future liability to the local government.

Transparency

1. Local government managers should provide their total compensation package to the governing body when requesting compensation changes so that the governing body has a comprehensive view of the compensation package.

Appendix D:

Professional Organizations for Posting and Filling Vacancies

NATIONWIDE:

International City/County Management Association (ICMA)

777 North Capitol Street NE, Suite 500
Washington, DC 20002
Phone: 202-289-4262

JobCenter

Rates/Submissions:
www.icma.org/jobs

Executive Recruitment Firm Listing
www.icma.org/execrecruitment

League of Women in Government (LWG)

1901 E. 4th Street, Ste 100
Santa Ana, CA 92705
1-805-252-6468

Job Posting

Rates/Submissions:
www.leagueofwomeningovernment.org/jobs/

Local Government Hispanic Network (LGHN)

2107 North First Street, Suite 470
San José, CA 95131
408-392-0232

Job Posting

Rates/Submissions:
<https://lghn.org/career-center/>

National Association of Counties (NACo)

25 Massachusetts Avenue NW, Suite 500
Washington, DC 20001
1-888-407-6226

JobsOnline

Rates/Submissions:
www.naco.org/resources/hire-quality-staff

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
202-408-9300

Career Center

Rates/Submissions:
<https://careers.nfbpa.org/jobs>

National League of Cities (NLC)

1301 Pennsylvania Avenue NW, Suite 550
Washington, DC 20004
1-877-827-2385

Job Posting

Nation's Cities Weekly Classifieds
<https://jobsonline.nlc.org/>

STATE LOCAL GOVERNMENT MANAGEMENT AND MUNICIPAL ASSOCIATIONS

Many state local government management and municipal associations have job centers or send out job listings to their members.

State Local Government Management Associations

www.icma.org/state-management-associations

State Local Government Management Associations

www.nlc.org/state-municipal-leagues

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

Appendix E:

Potential Interview Questions³

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.

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?

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.

ICMA Model Employment Agreement

Introduction

This Agreement, made and entered into this [date], by and between the [local government] of [state], [town/city/county] a municipal corporation, (hereinafter called "Employer") and [name], (hereinafter called "Employee") an individual who has the education, training and experience in local government management and who, as a member of ICMA, is subject to the ICMA Code of Ethics, both of whom agree as follows:

Section 1: Term

Recommended

A. This agreement shall remain in full force in effect from [date] until terminated by the Employer or Employee as provided in Section 9, 10 or 11 of this agreement.

Option 2

The term of this agreement shall be for an initial period of [#] years from [date] to [date]. This Agreement shall automatically be renewed on its anniversary date for a [#] year term unless notice that the Agreement shall terminate is given at least [#] months (12 months recommended) before the expiration date. In the event the agreement is not renewed, all compensation, benefits and requirements of the agreement shall remain in effect until the expiration of the term of the Agreement unless Employee voluntarily resigns. In the event that the Employee is terminated, as defined in Section 9 of this agreement, the Employee shall be entitled to all compensation including salary, accrued vacation and sick leave, car allowance paid in lump sum plus continuation of all benefits for the remainder of the term of this agreement.

Section 2: Duties and Authority

Employer agrees to employ [name] as [title] to perform the functions and duties specified in [legal reference] of the [local government] charter and by [legal reference] of the [local government] code and to perform other legally permissible and proper duties and functions.

Section 3: Compensation

Recommended

- A. Base Salary: Employer agrees to pay Employee an annual base salary of [\$ amount], payable in installments at the same time that the other management employees of the Employer are paid.
- B. This agreement shall be automatically amended to reflect any salary adjustments that are provided or required by the Employer's compensation policies.
- C. Consideration shall be given on an annual basis to increase compensation.

Option 1

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement. Increased compensation can be in the form of a salary increase and/or a bonus.

Option 2

The Employer agrees to increase the compensation by [%] each year.

Option 3

The Employer agrees to increase the compensation each year by the minimum of the average across the board increase granted to other employees of the Employer.

Option 4

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement in addition to providing a fixed annual increase in the Employee's salary based on an agreed upon economic indicator, such as the Consumer Price Index.

Section 4: Health, Disability and Life Insurance Benefits Recommended

- A. The Employer agrees to provide and to pay the premiums for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents.
- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 1

- A. The Employer agrees to provide for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents. Employer shall pay all premiums for the Employee and the Employee's dependents.
- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 2

- 1. The Employer shall provide travel insurance for the Employee while the Employee is traveling on the Employer's business, with the Employee to name beneficiary thereof. Should the Employee die while on travel for the Employer, the Employer shall cover the full cost of retrieving and transporting the Employee's remains back to the custody of the Employee's family.

Section 5: Vacation, Sick, and Military Leave

Recommended

- A. Upon commencing employment, the Employee shall be credited with sick and vacation leave equal to the highest annual accrual provided to all other employees. The Employee shall then accrue sick and vacation leave on an annual basis at the highest rate provided to any other employees.
- B. Upon commencing employment, the Employee shall have access to a bank of 180 sick days to be used in the case of serious medical conditions. This leave can only be used to provide coverage during the waiting period between the onset of illness or disability and the point at which short or long term disability coverage takes effect and may be renewed after each occurrence.
- C. The Employee is entitled to accrue all unused leave, without limit, and in the event the Employee's employment is terminated, either voluntarily or involuntarily, the Employee shall be compensated for all accrued vacation time, all paid holidays, executive leave, and other benefits to date.
- D. The Employee shall be entitled to military reserve leave time pursuant to state law and [local government] policy.

Additional Option

- 1. The Employee shall annually be credited with five (5) days of executive leave.

Section 6: Automobile

The Employee's duties require exclusive and unrestricted use of an automobile to be mutually agreed upon and provided to the Employee at the Employer's cost, subject to approval by Employer which shall not be withheld without good cause. It shall be mutually agreed upon whether the vehicle is purchased by the city, provided under lease to the city or to the Employee, or provided through a monthly allowance.

Option 1 – Monthly Vehicle Allowance

The Employer agrees to pay to the Employee, during the term of this Agreement and in addition to other salary and benefits herein provided, the sum of [dollar amount] per year, payable monthly, as a vehicle allowance to be used to purchase, lease, or own, operate and maintain a vehicle. The monthly allowance shall be increased annually by [% or \$] amount. The Employee shall be responsible for paying for liability, property damage, and comprehensive insurance coverage upon such vehicle and shall further be responsible for all expenses attendant to the purchase, operation, maintenance, repair, and regular replacement of said vehicle. The Employer shall reimburse the Employee at the IRS standard mileage rate for any business use of the vehicle beyond the greater [local government] area. For purposes of this Section, use of the car within the greater [local government] area is defined as travel to locations within a _____ mile (recommended fifty (50) mile) radius of [local government office].

Option 2 – Employer Provided Vehicle

The Employer shall be responsible for paying for liability, property damage, and comprehensive insurance, and for the purchase (or lease), operation, maintenance, repair, and regular replacement of a full-size automobile.

Section 7: Retirement

Recommended

1. The Employer agrees to enroll the Employee into the applicable state or local retirement system and to make all the appropriate contributions on the Employee's behalf, for both the Employer and Employee share required.
2. In addition to the Employer's payment to the state or local retirement system (as applicable) referenced above, Employer agrees to execute all necessary agreements provided by ICMA Retirement Corporation [ICMA-RC] or other Section 457 deferred compensation plan for Employee's [continued] participation in said supplementary retirement plan and, in addition to the base salary paid by the Employer to Employee, Employer agrees to pay an amount equal to [percentage of Employee's base salary, fixed dollar amount of [\$], or maximum dollar amount permissible under Federal and state law into the designated plan on the Employee's behalf, in equal proportionate amount each pay period. The parties shall fully disclose to each other the financial impact of any amendment to the terms of Employ-

ee's retirement benefit.

In lieu of making a contribution to a Section 457 deferred compensation plan, the dollar value of this contribution may be used, at the Employee's option, to purchase previous service from another qualified plan.

Option 1

Recognizing that effective service with the community is based in part on the stability provided through a long-term relationship, the Employer shall provide a retirement annuity, as directed by the Employee, at a rate of [dollar amount], payable at the completion of each quarter of the fiscal year. This annuity serves as a retirement contribution and does not require further action of the Employer.

Option 2

The Employer shall adopt a qualified 401(a) defined contribution plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of salary or [%] of compensation annually.

2A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Option 3

The Employer shall adopt a qualified 401(a) profit-sharing plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of all performance bonuses annually.

3A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Section 8: General Business Expenses

Recommended

1. Employer agrees to budget for and to pay for professional dues and subscriptions of the Employee necessary for continuation and full participation in national, regional, state, and local associations, and organizations necessary and desirable for the Employee's continued professional participation, growth, and advancement, and for the good of the Employer.
2. Employer agrees to budget for and to pay for travel and subsistence expenses of Employee for professional and official travel, meetings, and occasions to adequately continue the professional development of Employee and to pursue necessary official

functions for Employer, including but not limited to the ICMA Annual Conference, the state league of municipalities, and such other national, regional, state, and local governmental groups and committees in which Employee serves as a member.

3. Employer also agrees to budget for and to pay for travel and subsistence expenses of Employee for short courses, institutes, and seminars that are necessary for the Employee's professional development and for the good of the Employer.
4. Employer recognizes that certain expenses of a non-personal but job related nature are incurred by Employee, and agrees to reimburse or to pay said general expenses. The finance director is authorized to disburse such moneys upon receipt of duly executed expense or petty cash vouchers, receipts, statements or personal affidavits.
5. The Employer acknowledges the value of having Employee participate and be directly involved in local civic clubs or organizations. Accordingly, Employer shall pay for the reasonable membership fees and/or dues to enable the Employee to become an active member in local civic clubs or organizations.

Option 1

Technology: The Employer shall provide Employee with a computer, software, fax/modem, cell phone and pager required for the Employee to perform the job and to maintain communication.

Section 9: Termination

Recommended

For the purpose of this agreement, termination shall occur when:

1. The majority of the governing body votes to terminate the Employee at a duly authorized public meeting.
2. If the Employer, citizens or legislature acts to amend any provisions of the [charter, code, enabling legislation] pertaining to the role, powers, duties, authority, responsibilities of the Employee's position that substantially changes the form of government, the Employee shall have the right to declare that such amendments constitute termination.
3. If the Employer reduces the base salary, compensation or any other financial benefit of the Employee, unless it is applied in no greater percentage than the average reduction of all department heads, such action shall constitute a breach of this agreement

and will be regarded as a termination.

4. If the Employee resigns following an offer to accept resignation, whether formal or informal, by the Employer as representative of the majority of the governing body that the Employee resign, then the Employee may declare a termination as of the date of the suggestion.
5. Breach of contract declared by either party with a 30 day cure period for either Employee or Employer. Written notice of a breach of contract shall be provided in accordance with the provisions of Section 20.

Option 1

In the event the Employee is terminated by the Employer during the six (6) months immediately following the seating and swearing-in of one or more new governing body members, and during such time that Employee is willing and able to perform his duties under this Agreement, then, Employer agrees to pay Severance in accordance with Section 10 plus salary and benefits in accordance with Section 10 for any portion of the six months not worked.

Section 10: Severance

Severance shall be paid to the Employee when employment is terminated as defined in Section 9.

If the Employee is terminated, the Employer shall provide a minimum severance payment equal to one year salary at the current rate of pay. This severance shall be paid in a lump sum unless otherwise agreed to by the Employer and the Employee.

The Employee shall also be compensated for all accrued sick leave, vacation time, all paid holidays, and executive leave. The Employer agrees to make a contribution to the Employee's deferred compensation account on the value of this compensation calculated using the rate ordinarily contributed on regular compensation.

For a minimum period of one year following termination, the Employer shall pay the cost to continue the following benefits:

1. Health insurance for the employee and all dependents as provided in Section 4A
2. Life insurance as provided in Section 4D
3. Short-term and long-term disability as provided in Section 4B
4. Car allowance or payment of lease, or provide option to buy city vehicle at depreciated value
5. Out placement services should the employee desire

them in an amount not to exceed [\$10,000 to \$15,000 recommended], and

6. Any other available benefits.

If the Employee is terminated because of a conviction of a felony, then the Employer is not obligated to pay severance under this section.

Section 11: Resignation

In the event that the Employee voluntarily resigns his/her position with the Employer, the Employee shall provide a minimum of 30 days notice unless the parties agree otherwise.

Section 12: Performance Evaluation

Employer shall annually review the performance of the Employee in [month] subject to a process, form, criteria, and format for the evaluation which shall be mutually agreed upon by the Employer and Employee. The process at a minimum shall include the opportunity for both parties to: (1) prepare a written evaluation, (2) meet and discuss the evaluation, and (3) present a written summary of the evaluation results. The final written evaluation should be completed and delivered to the Employee within 30 days of the evaluation meeting.

Section 13: Hours of Work

It is recognized that the Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule.

Section 14: Outside Activities

The employment provided for by this Agreement shall be the Employee's sole employment. Recognizing that certain outside consulting or teaching opportunities provide indirect benefits to the Employer and the community, the Employee may elect to accept limited teaching, consulting or other business opportunities with the understanding that such arrangements shall not constitute interference with nor a conflict of interest with his or her responsibilities under this Agreement.

Section 15: Moving and Relocation Expenses

Recommended

Employee agrees to establish residence within the corporate boundaries of the local government, if required,

within [number] months of employment, and thereafter to maintain residence within the corporate boundaries of the local government.

- A. Employer shall pay directly for the expenses of moving Employee and his/her family and personal property from [location name] to [location name]. Said moving expenses include packing, moving, storage costs, unpacking, and insurance charges.
- B. Employer shall reimburse Employee for actual lodging and meal expenses for his/her family in route from [location name] to [location name]. Mileage costs for moving two personal automobiles shall be reimbursed at the current IRS allowable rate of [cents amount] per mile.
- C. Employer shall pay Employee an interim housing supplement of [dollar amount] per month for a period commencing [date], and shall continue for a maximum of [#] months, or until a home is purchased and closed on, within the corporate limits of the [local government name], whichever event occurs first.
- D. Employer shall reimburse Employee for a total of [number] round trip air fares for Employee and his/her family [amount of total tickets] at any time during the first year of service to assist with house hunting and other facets of the transition and relocation process. The Employee and his/her family may utilize and distribute the total [enter number] individual round trip tickets in any combination of individual members making the trips. The Employee shall be reimbursed for actual lodging and meal expenses incurred by Employee or his/her family members on any trips conducted prior to relocation, as detailed herein.
- E. The Employee shall be reimbursed, or Employer may pay directly, for the expenses of packing and moving from temporary housing to permanent housing during the first year of this agreement.
- F. The Employer shall pay the Employee's tax liability on all Employer provided benefits for relocation and housing.

Option 1

The Employer shall pay a lump sum payment of [\$] to the Employee to cover relocation costs.

Section 16: Home Sale and Purchase Expenses

Recommended

- A. Employee shall be reimbursed for the direct costs associated with the sale of Employee's existing personal residence, said reimbursement being limited to real estate agents' fees, and other closing costs that are directly associated with the sale of the house. Said reimbursement should not exceed the sum of [\$].
- B. Employee shall be reimbursed for the costs incidental to buying or building a primary residence within the [local government], including real estate fees, title insurance, and other costs directly associated with the purchase or construction of the house, said reimbursement not to exceed the sum of [\$].

Option 1

Employer shall reimburse Employee for up to three discount points within thirty (30) days following purchase of a home within the corporate limits of [local government name], in an effort to minimize mortgage rate differentials.

Option 2

Employer shall provide Employee with a _____ [fixed-interest, variable-interest, interest-only] loan to purchase a house. The amount of the loan shall not exceed \$ _____. The loan shall be repaid in full to the Employer upon the occurrence of either of the following events: (i) the home, or the Employee's interest in the home, is sold, transferred, or conveyed, or (ii) the Employee's employment with the Employer, for any reason, is terminated. The Employer and Employee shall execute any and all documents necessary to document this transaction. In the case where the value of the home decreases, the Employee shall not be required to repay the loan.

Option 3

Employer agrees to provide the Employee a loan for the purchase of a home in an amount not to exceed [dollar amount]. Employee shall pay Employer a monthly mortgage payment of [dollar amount] for interest, which is equal to the amount currently being paid in principle and interest for the current residence. Employee shall accrue equity at a rate of [%] per month.

Upon termination of employment with the Employer, Employee shall have a maximum of six months to sell the home while continuing to reside

in it under the terms and conditions here. Should the home sell during the time period, Employer shall receive 100% of the proceeds minus the percentage of equity accrued by Employee as described above, and minus the amount of equity originally invested by Employee. Said accrued equity and original equity shall both be payable to Employee upon closing. Said original equity invested shall be calculated as an amount equal to the percentage of original purchase price, represented by the original equity investment by Employee, and adjusted to be the same percentage of equity in the current sale price of the home. All closing costs borne by the seller shall be split between Employer and Employee in a proportion equal to the equity share described above. Should the house fail to sell within the allotted six month time period, Employer has the option of following the previous arrangement to continue in place or to purchase equity, calculated as provided above, plus the original cost of all improvements made to the property.

Section 17: Indemnification

Beyond that required under Federal, State or Local Law, Employer shall defend, save harmless and indemnify Employee against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of Employee's duties as [job title] or resulting from the exercise of judgment or discretion in connection with the performance of program duties or responsibilities, unless the act or omission involved willful or wanton conduct. The Employee may request and the Employer shall not unreasonably refuse to provide independent legal representation at Employer's expense and Employer may not unreasonably withhold approval. Legal representation, provided by Employer for Employee, shall extend until a final determination of the legal action including any appeals brought by either party. The Employer shall indemnify employee against any and all losses, damages, judgments, interest, settlements, fines, court costs and other reasonable costs and expenses of legal proceedings including attorneys fees, and any other liabilities incurred by, imposed upon, or suffered by such Employee in connection with or resulting from any claim, action, suit, or proceeding, actual or threatened, arising out of or in connection with the performance of his or her duties. Any settlement of any claim must be made with prior approval of the Employer in order for indemnification, as provided in this Section, to be available.

Employee recognizes that Employer shall have the right to compromise and unless the Employee is a party to the suit which Employee shall have a veto authority over the settlement, settle any claim or suit; unless, said compromise or settlement is of a personal nature to Employee. Further, Employer agrees to pay all reasonable litigation expenses of Employee throughout the pendency of any litigation to which the Employee is a party, witness or advisor to the Employer. Such expense payments shall continue beyond Employee's service to the Employer as long as litigation is pending. Further, Employer agrees to pay Employee reasonable consulting fees and travel expenses when Employee serves as a witness, advisor or consultant to Employer regarding pending litigation.

Section 18: Bonding

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

Section 19: Other Terms and Conditions of Employment

The Employer, only upon agreement with Employee, shall fix any such other terms and conditions of employment, as it may determine from time to time, relating to the performance of the Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement, the [local government] Charter or any other law.

- A. Except as otherwise provided in this Agreement, the Employee shall be entitled to the highest level of benefits that are enjoyed by other [appointed officials, appointed employees, department heads or general employees] of the Employer as provided in the Charter, Code, Personnel Rules and Regulations or by practice.

Section 20: Notices

Notice pursuant to this Agreement shall be given by depositing in the custody of the United States Postal Service, postage prepaid, addressed as follows:

- (1) EMPLOYER: [Title and address of relevant official (mayor, clerk, etc.)]
- (2) EMPLOYEE: [Name and address for tax purposes of Employee]

Alternatively, notice required pursuant to this Agreement may be personally served in the same manner as is applicable to civil judicial practice. Notice shall be deemed given as of the date of personal service or as the date of deposit of such written notice in the course of transmission in the United States Postal Service.

Section 21: General Provisions

- A. Integration. This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employee by the Employer. Any prior discussions or representations by or between the parties are merged into and rendered null and void by this Agreement. The parties by mutual written agreement may amend any provision of this agreement during the life of the agreement. Such amendments shall be incorporated and made a part of this agreement.
- B. Binding Effect. This Agreement shall be binding on the Employer and the Employee as well as their heirs, assigns, executors, personal representatives and successors in interest.
- C. Effective Date. This Agreement shall become effective on ____, ____.
- D. Severability. The invalidity or partial invalidity of any portion of this Agreement will not effect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the remaining provisions shall be deemed to be in full force and effect as if they have been executed by both parties subsequent to the expungement or judicial modification of the invalid provision.

Index

- Advertising campaigns
 - function of, 8
 - professional organizations that post vacancies for, 27–32
- Alabama League of Municipalities, 27
- Alaska Municipal League, 27
- American Society for Public Administration (ASPA), 27
- Applicants
 - diverse, 9
 - external, 9
 - internal, 9
 - relations, 10–11, 35
 - status notification for, 11, 35
- Application forms, 10
- Arkansas Municipal League, 28
- Association of Idaho Cities, 28
- Association of Washington Cities, 31
- Background checks, 13
- Candidates
 - background checks for, 13
 - guidelines to inform, 13–14
 - interview guidelines for, 14–15
 - potential interview questions for, 33–34
 - selection of, 13
- Chief administrators. *See also* Selection
 - community engagement in profile of, 6
 - compensation of, 7, 17–18, 25–26
 - management of organization during recruitment of, 2
 - performance evaluation for, 19
 - profile development for, 6, 7
 - reasons for vacancies of, 3
 - recruitment assistance from retiring, 7
 - responsibilities of, 1, 20
 - transition process for, 19
- Code of Ethics (International City/County Management Association), 1, 21–24
- Colorado Municipal League, 28
- Community involvement
 - in chief administrator profile, 6
 - in interviewing process, 15 – 16
- Commuting expenses, 18
- Compensation Guidelines (International City/County Management Association), 17, 25–26
- Compensation package
 - changes in, 26
 - elements of, 7, 17–18
 - guidelines for, 25–26
 - negotiation of, 17 – 18, 25
- Confidentiality, 11, 12
- Connecticut Conference of Municipalities, 28
- Council-manager government, 3
- Delaware League of Local Governments, 28
- Diverse applicants, 9
- Elections, vacancy occurring prior to, 3
- Employment agreements, 18, 26, 36 – 42
- Florida League of Cities, 28
- Geographic considerations, 8
- Georgia Municipal Association, 28
- Housing, 18
- Hybrid recruitment method, 4, 5
- ICMA Range Riders, 2, 5, 9
- Illinois Municipal League, 28
- Indiana Association of Cities and Towns, 28
- In-house expertise recruitment method, 4
- Initial interviews, 14
- Interim administrators, 2
- Interim management, 2
- International City/County Management Association (ICMA)
 - Code of Ethics, 1, 21–24
 - Compensation Guidelines, 7, 17, 25–26
 - Model Employment Agreement, 18, 36 – 42
 - position vacancy postings through, 27
 - Range Rider, 2, 5, 9
 - salary information, source of, 17
 - Voluntary Credentialing Program, 6
- International Hispanic Network (IHN), 27
- Interviews
 - initial, 14
 - questions for, 14–15, 33–34

- second, 15
- selecting candidates for, 13
- structure of, 14
- Iowa League of Cities, 29
- Kentucky League of Cities, 29
- League of Arizona Cities and Towns, 28
- League of California Cities, 28
- League of Kansas Municipalities, 29
- League of Minnesota Cities, 29
- League of Nebraska Municipalities, 30
- League of Oregon Cities, 31
- League of Wisconsin Municipalities, 32
- Local government, 7, 10
- Local government managers, 1
- Local government work session, 19
- Louisiana Municipal Association, 29
- Maine Municipal Association, 29
- Management, during recruitment, 2
- Maryland Municipal League, 29
- Massachusetts Municipal Association, 29
- Media, role of, 12
- Michigan Municipal League, 29
- Mississippi Municipal League, 29
- Missouri Municipal League, 29
- Montana League of Cities and Towns, 30
- Municipal Association of South Carolina, 31
- National Association of Counties (NACo), 17, 27
- National Association of County Administrators (NACA), 27
- National Forum for Black Public Administrators (NFBPA), 27
- National League of Cities (NLC), 27
- Negotiation process, 17–18
- Nevada League of Cities and Municipalities, 30
- New Hampshire Local Government Center, 30
- New Jersey State League of Municipalities, 30
- New Mexico Municipal League, 30
- New York State Conference of Mayors and Municipal Officials, 30
- North Carolina League of Municipalities, 30
- North Dakota League of Cities, 30
- Ohio Municipal League, 30
- Oklahoma Municipal League, 30
- Orientation meetings, 19
- Outreach strategies, 8–9
- Outside expertise recruitment method, 4

- Pennsylvania League of Cities & Municipalities, 31
- Performance evaluation, 19
- Professional organizations, 27–32

- Questions, interview, 14, 33–34

- Recruitment
 - advertising as element of, 8
 - development of administrator profile, 6, 7
 - geographic scope as issue for, 8
 - hybrid method for, 5
 - in-house expertise method for, 4
 - initiation of, 3
 - management of organization during, 2
 - outreach strategies for, 8–9
 - outside expertise method for, 4
 - schedule for, 7
 - Recruitment process
 - confidentiality in, 11
 - elements of, 10–11
 - role of media in, 12

- Reference checks, 15
- Relocation expenses, 18
- Resignation, 3, 7

- Résumés
 - acknowledgement of, 11
 - confidentiality of, 12
 - review of, 13

- Rhode Island League of Cities and Towns, 31

- Salary, 17
- Schedule, recruitment, 7
- Second interviews, 15
- Selection
 - announcement of decision in, 19
 - application review as step in, 13
 - candidates to be interviewed as step in, 13
 - community involvement in, 15–16
 - decision process for, 16
 - interviews for, 14–15, 33–34
 - inviting candidate's spouse/partner as step in, 15
 - reference checks as step in, 15
 - staff involvement in, 16
 - Severance provisions, 26
 - Souses/partners, candidate, 15
 - South Dakota Municipal League, 31
 - Staff members, involvement in candidate selection, 16
 - State municipal leagues, 27–32
 - Status notification, 11, 35

- Temporary housing, 18

Tennessee Municipal League, 31

Termination, 3, 7

Texas Municipal League, 31

Transparency, 26

Utah League of Cities and Towns, 31

Vacancies

professional organizations that post position, 27–32

reasons for, 3, 7

Vermont League of Cities & Towns, 31

Virginia Municipal League, 31

Voluntary Credentialing Program (International City/
County Management Association), 6

West Virginia Municipal League, 32

Work sessions, initial for expectations, goals, and
objectives, 19

Wyoming Association of Municipalities, 32

ABOUT ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 12,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.



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Groups decry lack of public input in City Manager hiring process



by **Bob Seidenberg**
December 7th, 2021



Community Alliance for Better Government board member Lesley Williams (center) talks about the group's concerns about Evanston's City Manager hiring process at a news conference Dec. 6 at the Lorraine H. Morton Civic Center. Other community members at the news conference are (left to right): Oliver Ruff, Diane Goldring, Bennett Johnson, Rick Marsh and Elliot Zashin. Allie Harned, another CABG board member, was at the news conference but not in the photograph because she was video recording the session.

Representatives of two Evanston grassroots activist organizations raised concerns Dec. 6 about the lack of community input thus far into the hiring of Evanston's next City Manager.

They called on the Mayor and City Council to provide a full update on where the city is at this point.

In a news conference held on the second floor of the Lorraine H. Morton Civic Center, members of the Community Alliance for Better Government and Reclaim Evanston voiced concerns about the search, with the application process for City Manager candidates having ended Nov. 29.

The groups were involved in the last City Manager search, conducted in 2020, noted CABG President Rick Marsh.

"We just had just a tremendous amount of difficulty in getting the City Council and elected officials into a process that offered transparency [and] that offered the opportunity for community input, and we just didn't see that," Marsh said.

"To be honest with you, I think it was pretty much a travesty," he told reporters. "This time, we want to make sure that we're holding folks accountable."

In the previous search, then-Mayor Stephen Hagerty and the City Council selected interim City Manager Erika Storlie for the top city job over two outside candidates, both Black women who some community members maintained had better credentials than Storlie.

Storlie's selection came less than a day after the city hosted a public forum to give residents a chance to hear the finalists.

Storlie ultimately resigned from her \$225,000 position effective Oct. 8 this year, just short of a year into the job.

Her resignation came after the council authorized an outside investigation into a charge by female lakefront staff that top city officials had not acted

on their petition, presented more than a year earlier, alleging widespread sexual harassment and sexual misconduct by their supervisors.

On Dec. 6, Storlie was appointed Village Administrator of East Dundee, with a contract through April 30, 2025.

Storlie and staff have maintained they took action in response to the petition, including requiring all lakefront staff to take a sexual harassment course as well as assigning a Parks, Recreation and Community Services Department employee to serve as a liaison with the Human Resources Division to receive any complaints and concerns from lakefront staff.

Council members approved a \$25,000 contract Sept. 27 with Sacramento, California-based CPS HR to conduct a nationwide search to fill Storlie's position.

The firm's duties include creating a brochure to attract potential candidates for the City Manager position.

During October, the consultant was scheduled to meet with City Council, executive staff and suggested stakeholders in person and via telephone/teleconference to discuss attributes of the ideal candidate, according to information posted on the city's website.

In addition, CPS HR conducted a virtual town hall meeting Oct. 30 to receive community feedback regarding ideal candidate attributes and the challenge and opportunities they will face.

The public process was much less extensive than the last search, where a representative from GovHR, a locally based search firm, appeared before the council to respond to questions about the scope of the search.

Early in that process, GovHR representatives also attended many ward meetings at which Evanston residents voiced the attributes they hoped to

see in the city's next chief executive.

Williams: Process 'devaluing' citizen concerns

At the Dec. 6 news conference, CABG member and former head of adult services at Evanston Public Library Lesley Williams said the Community Alliance for Better Government and Reclaim Evanston are dedicated to improving transparency, responsiveness and racial equity in Evanston city government.

"And we're concerned that this hiring process that we're seeing is not adhering to any of those values," said Williams, "and is in fact repeating old patterns of secrecy and the devaluing of public input. And 'devaluing' is the key, because it's not just enough to take public input. It's important that the City Council actually use that public input, actually consider it important – and, in fact, essential – to making the decision on what is the most important position in Evanston's city government, that has tremendous influence over the lives of every single person that lives in Evanston."

She said that especially holds true for the public input process that "so far has consisted of a very oddly and badly worded survey and one town hall that only had about 30 participants."

"And during the town hall," she continued, "when people asked questions about how they were going to be using public input, and particularly if it was going to be a racially equitable process, if they were going to be using a racial equity lens, it became very apparent that the search firm knows absolutely nothing about doing a racially equitable hiring."

She charged that the organization appeared unfamiliar with any of the organizations, such as the Government Alliance on Race and Equity, that specifically have as their mission racial equity in municipal government and municipal hiring.

“And when we asked what their experience was, all they could say was that they had hoped to hire several women for positions, but nothing about hiring people of color or a racially equitable process,” she said.

“According to the plan on the city’s website,” Williams said, “the selection process will be conducted solely by the City Council. There are no public forums listed; there’s no mention of interviews with citizen panels or even with city staff. And this is unacceptable. This is absolutely unacceptable, and we refuse to stand by and let them hold a process for the City Manager hiring which completely ignores the public.”

Mayor Biss: ‘Very significant transparency, public input’

A CPS HR representative did not immediately respond to the concerns after email and phone messages were left Dec. 7.

Asked in a Dec. 6 email about the groups’ concerns, Mayor Daniel Biss responded:

“The City is committed to engaging in a national search to find the best possible person to be our next city manager, and to do this with very significant transparency, public input, and stakeholder engagement.

“This began with numerous stakeholder interviews, a town hall discussion, and a written survey that garnered nearly 1,000 responses, and it will continue with meaningful input into the evaluation of finalists in early January,” he said.

During a short question-and-answer session after the news conference, members were asked how the current process stacks up with the previous one where group members raised serious concerns.

Williams said it seems like “it’s a less transparent and less inclusive process than the previous one, because even though we had a lot of

concerns with how those forums were held, at least they [city officials] held forums. And at least they did have all three of the finalists appear publicly and on Zoom so that the entire citizenship could watch that; and there's nothing in the description of the city manager's search that even indicates that they're about to do that."

Closed-session interviews

According to CPS HR's timetable on the city's webpage, starting this week, in closed session, City Council members were to "review the consultants' recommendations regarding top candidates; determine the short-list candidates to be interviewed by the Council and possibly by other subject matter experts, staff, etc."

Beginning next week, according to the timetable, council members were to interview short-listed candidates virtually and determine finalists for further consideration.

City Council interviews with finalist candidates are then to take place the week of Jan. 3, leading to a selection.

In a letter to council members, the Community Alliance for Better Government and Reclaim Evanston, wrote, "While we understand the need to expedite the hiring process, a short timeline should not be at the expense of community input."

The full text of the letter can be found [here](#).

The City Council has "a great opportunity here," maintained CABG President Marsh, "to really include the community, to have folks involved to be a part of the process."

Another CABG member, Oliver Ruff, a retired school principal and longtime community leader, observed that the relations between

residents and public officials had previously slid to one of near hopelessness.

“So we’re hoping that we don’t get to that point,” he said. “We’re hoping we can maintain some sense of hopefulness, as to them doing the right thing and being accountable.”

BOB SEIDENBERG

Bob Seidenberg is an award-winning reporter covering issues in Evanston for more than 30 years. He is a graduate of the Northwestern University Medill School of Journalism. [More by Bob Seidenberg](#)



Janet Alexander Davis

December 8th, 2021 at 12:06 PM

Here we go again with a process to hire our City Manager without a do All you can to listen to the community voices, but exhibit in your decisions, examples of where you took that in and responded accordingly. After all, our tax dollars pay the bills, right?

SEARCH PROCESS FOR HIRING A MUNICIPAL MANAGER OR ADMINISTRATOR



Many communities, of various sizes and structures, have the position of municipal manager or municipal administrator.

December 29, 2020

Under the manager form of municipal government, the manager is the chief administrative officer of a municipality and is responsible for appointing and supervising all department heads.¹ The position is statutorily-vested with the authority to enforce the laws and ordinances within the municipality.

Under other forms of municipal government, the administrator is an officer of a municipality authorized by local ordinance to carry into effect the powers conferred upon that position by the municipality.²

PROCESS FOR HIRING A MANAGER OR ADMINISTRATOR

Position Assessment and Position Announcement

Any selection process should start with a consideration of the skills, values and other criteria desired in a new manager or administrator. This process can include one-on-one and/or group conversations with elected officials, municipal staff and the general public, as well as written input and surveys.

Information collected from the assessment period should inform the creation of a position announcement that can be placed on job sites, social media and other mediums to attract qualified applicants.

Advertising

A position announcement may be posted on social media and websites, and in public sector publications. Popular social media sites include LinkedIn, Facebook, Twitter and Instagram.

Position announcements may also be posted on other job search sites. Many professional organizations and media outlets offer the opportunity to post position announcements on their websites and social media channels. The Illinois Municipal League (IML) has a classifieds website for the posting of open positions at iml.org/classifieds.

Candidate Screening and Evaluation

After accepting resumes and applications for a specified period of time, a screening process should be developed to examine each applicant's credentials against the criteria established during the position assessment phase.

Applicants that meet the qualification criteria should then go through an evaluation process, which could include questionnaires to explain prior work experience, preliminary interviews and contacts made with professional references. After this process, a shortlist of potential candidates should be identified for interviews and further consideration.



Interview Process & Background Screening

After a shortlist of candidates is identified, an interview process should proceed. In addition to an initial interview, a final interview process could include a tour of municipal facilities, interviews with senior staff, panel interviews with community organizations and other stakeholders, as well as a public forum.

As an additional part of the final interview process, it is recommended that a background check be performed.

Appointment of New Manager or Administrator

After the final interview process concludes and a candidate is selected for appointment, the municipality should engage in salary and benefit negotiations and the drafting of a potential contract.

Under the manager form of government, the appointment of a manager will be completed by a vote of the city council or board of trustees of the municipality.

Under other forms of government, the administrator is appointed by the mayor or president of the municipality with the advice and consent of the city council or board of trustees,³ or as otherwise determined by the city council.⁴

TIMELINE FOR HIRING A MANAGER OR ADMINISTRATOR

The timeline for recruiting and hiring a manager or administrator will vary from community to community. However, a typical recruitment process takes 90 to 120 days from initiating the position assessment to the appointment of the selected candidate.

It should be noted that most external candidates may need to provide their employer with 30 to 60 days' notice of their acceptance of a new position.

BENEFITS OF ENGAGING A SEARCH CONSULTANT

While the hiring process for a manager or administrator can be done independently by a municipality, consulting entities exist to assist municipalities in the recruitment and vetting process. Consultants can coordinate advertising, complete the initial review of applicants, arrange and schedule the interview process, conduct the background screening and assist with salary and benefit negotiations. Municipalities are encouraged to reach out to consultants to determine if they are the right path for their community when it comes to hiring a manager or administrator.

Created in consultation with:



**More information about GovHR is available at
govhrusa.com.**

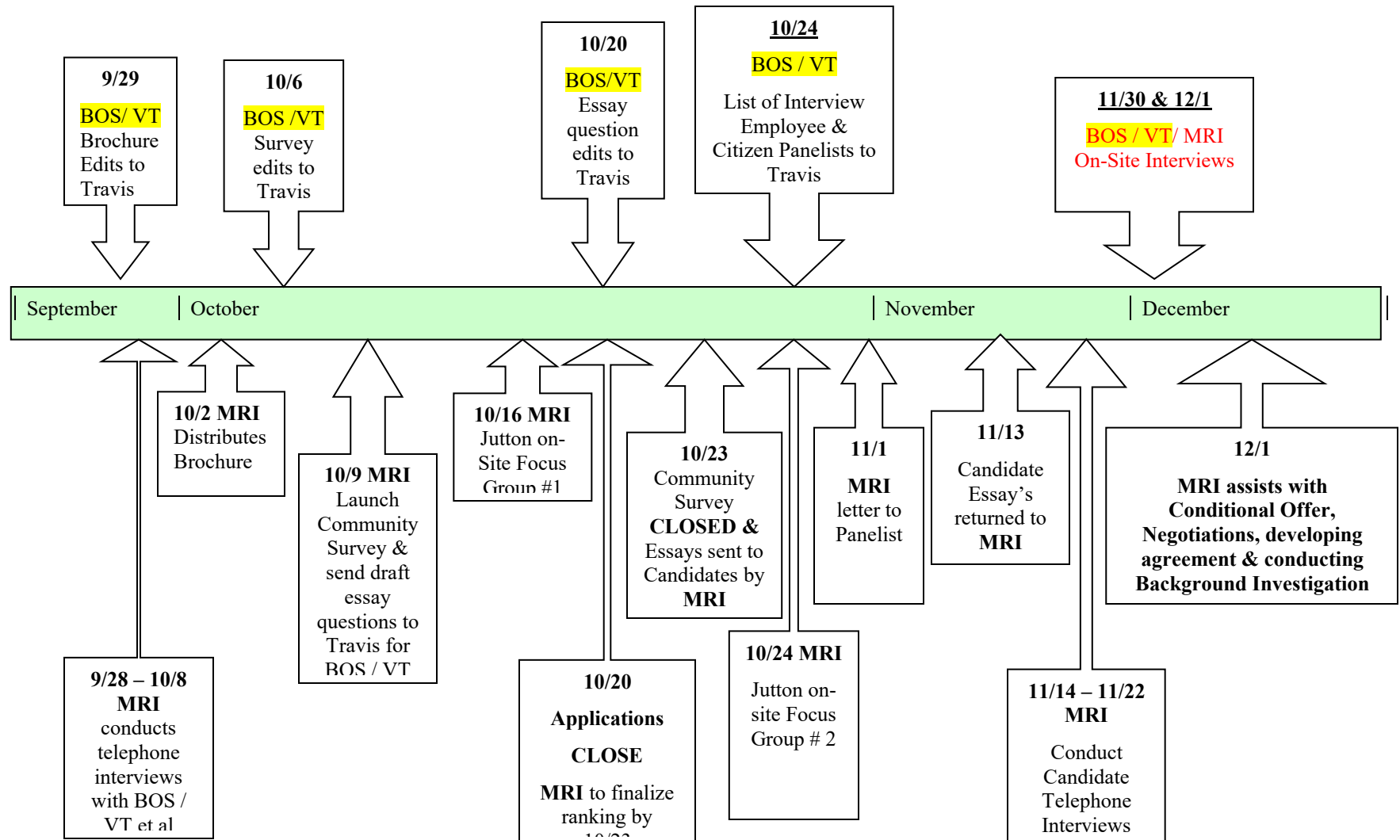
¹ 65 ILCS 5/5-3-7

² 65 ILCS 5/3.1-30-5 (a) (11)

³ 65 ILCS 5/3.1-30-5 (a)

⁴ See 65 ILCS 5/4-5-2

Essex / Essex Junction Recruitment / Selection Schedule



Memorandum

9/30/2021

From the Office of the Mayor of Winooski

Kristine Lott, Mayor
klott@winooski.vt.gov

To: Winooski City Council

Re: Update on City Manager Hiring Process – search extension

Overview

Per the City of Winooski Charter (§ 101 (b)), the City Council is responsible for the hiring and appointment of the City Manager. The Council is further charged with appointing a City Manager “solely on the basis of executive and administrative qualifications”. At the March 15th meeting of the City Council, a [hiring process](#) was approved including the establishment of a City Manager Search Committee to screen and interview candidates and select finalists for the City Council to interview. The City Council interviewed finalists at the end of August, and selected two to advance to the final interview phase: a public presentation at the September 20th City Council meeting. At a special meeting on September 27th, the Council voted in favor of extending the search.

The purpose of this memo is to outline the prior search process and potential recommendations for improving the process so that Council can decide how to move forward with the search for the next City Manager.

Hiring Process Outline

- Search Committee
 - A search committee was appointed by Council with the intention of bringing diverse community representatives into the search process. The committee included: The Mayor and one Councilor, HR Manager and one other Department Head, one non-department head staff member, a local business owner, a representative of the Winooski School District, a representative of a partner/community organization specifically serving New American populations, and a resident at-large.
 - The Equity Director joined the committee once hired and onboarded.
 - Anti-bias and equity guidance were provided to committee members and discussed during meetings.
 - A meeting schedule was agreed upon by committee members, and stipends were offered for participation.
- In April and May, the Committee met to discuss competencies for the City Manager role, approve a job description, and select [questions](#) to ask candidates in first round interviews. These meetings



were open to the public, advertised, and public input was solicited through regular outreach: Agenda posting, social media, City alerts, and direct outreach by committee members.

- Job was posted on April 28, 2021 at the following outlets, with the intention of reaching a diverse candidate pool:
 1. ICMA
 2. National League of Cities (NLC)
 3. National Forum for Black Public Administrators
 4. Vermont Professionals of Color Network
 5. Vermont League of Cities and Towns
 6. International Network of Asian Public Administrators
 7. Seven Days Ad
 8. LinkedIn
 9. Local Government Hispanic Network
 10. Bright Leadership Institute
 11. VLCT Equity Council
 12. Women Leading Government (VT and National)
 13. RISPNET
 14. State Racial Equity Council
 15. Vermont Center for Independent Living (VCIL)
 16. Pride Center
 17. Peace and Justice Center
 18. VT Partnership for Fairness and Diversity
 19. Vermont Works for Women
 20. Champlain/Rutland/Windham Area NAACP
 21. Howard University Graduate School
 22. Harvard Kennedy School
 23. Winooski School District
- In June, the committee met in executive session to review and select applications for invitation to interview. Interviews were conducted in early July and followed by a final meeting July 27 to evaluate candidates and determine recommendations for advancing to City Council.
- Committee recommendations were shared with the City Council at the August 2 meeting, including 3 semi-finalists, additional questions and topics for the Council to use in their interviews, and suggestions for increasing public engagement. The City Council used these recommendations to draft a list of questions to ask finalists during the second interview, and to create a selection of topics for finalists to present on to the public.
- Council interviewed 3 finalists at the end of August, offering candidates the choice of socially distanced and masked in-person interviews or Zoom.
- At the September 7 City Council meeting, Council chose to advance 2 of the 3 finalists to the public presentation. Later that week, one of the 2 finalists withdrew after accepting another offer.
- The remaining finalist was given the opportunity to do a 10-minute presentation for the public at the September 20 City Council meeting. The meeting was advertised in the normal City outlets, as



well as via a flyer distributed to partners by the Equity Director, and direct outreach by members of Council. Public input was invited live during the meeting or for the 7 days following via an online form on the City's website or written feedback dropped off at City Hall or the O'Brien Community Center. The meeting was attended by one person in public at City Hall, 6 people via Zoom, and 2 families at the O'Brien Community Center where the meeting was live streamed and childcare was provided.

- Following the public presentation, the finalist was invited to an informal meet and greet with the City's Leadership Team staff. Staff asked the candidate questions and wrote emails to City Council with their feedback.
- The City Council met on September 27 to evaluate all input on the final candidate and chose not to move forward with an offer.

Equity Director Recommendations

The City Council met with the Equity Director in Executive Session on September 20 as well to hear feedback on the hiring process. The recommendations included:

- Widen search by partnering with a firm (examples):
 - <https://sparksgroupinc.com/diversity-recruiting/>
 - <https://tgsus.com/technology-executive-search/diversity-recruiting/>
- Balance streamlining process so it's more efficient, while ensuring a thoughtful approach.
 - Thoughtful does not have to mean slow.
 - Building the structure around vacation schedules of the people of privilege on the hiring team is NOT equitable nor inclusive.
 - Commit to timeframe and STICK TO IT.
 - Don't begin a search if members aren't prepared to commit the time to interviews, etc.
 - The longer the process takes, the more likely you are to lose ideal candidates.
- Be more transparent in the process.
 - Every step needs to be available to the public.
 - Involve the public whenever you see an opportunity.
 - Transparency builds trust among the community.
- Be more proactive with inclusivity.
 - Council needs to take a larger part in the logistics and outreach.
 - Winooski needs to SEE you being involved with those outside of your own comfort zones/ingroup.
 - That will show you are supportive of ALL residents and thinking about communities for whom you don't identify with.
 - That creates buy-in for the decisions making of the council i.e. Hires.
- Remember this is only a piece of the puzzle.
 - The systems we are utilizing are NOT adaptive.



- To provide more inclusivity and be more attractive to potential candidates, we need to avoid catering to the status quo.
 - Open-ended, innovative approaches, questions and formats.
 - i.e. if asking for a presentation, remove the barriers around choice and allow the candidate to present on a topic of their own, without providing a list of choices. This will provide the opportunity to ascertain if the candidate has initiative, interest and also understands thoroughly the priorities of the city.
 - A good change would be, "Please show us what your first 3 months will look like and what can people expect as tangible outcomes from your work?"
- Focus on skills, NOT on qualifications or experience- Is the person proving they can do the job by giving answers that demonstrate their skillset.
- Be sure to speak to how this position will be supported; don't wait for the candidate to ask you that question. BE SPECIFIC.

Candidate Feedback takeaways

The Mayor was able to speak with one of the top 3 candidates and has summarized takeaways from their feedback:

- Overall thought the process was fair and made sense.
- Liked that we offered Zoom or in-person but felt there were tradeoffs to each format.
- Longer, compound questions in the second interview were harder to keep track of. Would have preferred to see them written down, or have interviewers restate the question if the candidate did not address all parts.
- The first interview felt more conversational, with interviewers providing affirmation or asking follow-up questions, allowing more opportunity to infer information.
- We could consider offering more questions in writing or having them available in writing in the moment, telling candidates that they can pass on a question and ask to come back to it later.



Press Release - 3.22.22

City of Winooski Announces Elaine Wang as City Manager

Contact: Mayor Kristine Lott - klott@winooskivt.gov / 802 766 1988

On behalf of the City Council, it is my sincere pleasure to announce the appointment of [Elaine Wang](#) to serve as Winooski's City Manager. Elaine has been serving as the Assistant Town Manager in the Town of Barre, Vermont since 2016 and brings a wealth of knowledge and experience to Winooski. Previously, Elaine spent seven years at Sustainable Communities in Montpelier Vermont holding several positions, including Climate and Environment Program Assistant and Officer, International Program Officer, and Senior Program Officer. Elaine's credentials also include a Master of Public Administration Degree from Norwich University, a Master of Science Degree in Natural Resources (Transportation Energy Policy) from the University of Vermont, and a Bachelor of Science Degree in Conservation and Resource Studies from the University of California at Berkeley.

There were nineteen applicants for the position. Five were selected to be interviewed by the City Manager Search Committee as semifinalist, three of which were selected to be interviewed by the Mayor and City Council as finalists. The final interview process consisted of an in-person interview by the City's Leadership Team, a tour of Winooski, a well-attended community meet & greet at the O'Brien Community Center, and a final in-person interview by the Mayor and City Council. I'd like to personally thank the staff, residents, and Search Committee for their service in support of this important decision-making process.

We are thrilled that Elaine will officially begin as Winooski City Manager on May 16, 2022. Additional opportunities will be available to meet Elaine, please keep an eye out for announcements on our website and join us in welcoming Elaine to Winooski!

"It's an honor to have been appointed Winooski's next City Manager. There's so much about the City to love and I am thrilled to have the opportunity to better understand and serve its community members. My plan is to be accessible in the community, but anyone who has a stake in Winooski should feel free to reach out to me!"

- Elaine Wang



	Unit Cost	Duration		
ICMA (International City Managers Assoc.)	\$ 800.00	30 days		
NLC (National League of Cities)	\$ 580.00	30 days	With featured and social media	
VLCT (Vermont League of Cities and Towns)	\$ -	open		
NHMA (New Hampshire Municipal Assoc.)	\$ 150.00	60 days		
MMA (Maine Municipal assoc)	\$ 75.00	30 Days		
MMA (Massachusettes Municipal assoc)	\$ 600.00	30 Days		
CCM-CT (connecticut Conference of Municipalities)	\$ 300.00	30 days		
NYCOM (New York State Conf. of Mayors and Municipal Officials)				
NY towns (Association of Towns)				
Zip Recruiter	\$ 299.00	30 days	Auto Renewal	
Indeed	\$ 47.00		Per Application up to 40	
Idealist.org				
Times Argus				
7 days	\$ 629.50	1 week		
Linked In				
Facebook	\$ -			
City Website	\$ -			

THE TOWN OF ESSEX, VT and THE VILLAGE OF ESSEX JUNCTION, VT MUNICIPAL MANAGER

Invitation to Qualified Candidates



The Town of Essex and the Village of Essex Junction, VT, are seeking a progressive, innovative, and insightful public manager with a proven record of accomplishment to sustain, enhance, and further refine their Unified Municipal Management structure. The Town and Village began sharing organizational management oversight and direction in 2013, when the Town contracted with the Village to share the services of the long-serving Essex Town Manager. The unified management relationship has proven beneficial for both entities, and the Town Selectmen and Village Trustees are unanimous in their intention to maintain and enhance this structure while continuing to explore and pursue opportunities for collaborative and cooperative municipal service relationships.

Patrick Scheidel, the current Municipal Manager will be retiring after 27 years of service to the Town and Village. Mr. Scheidel will leave a solid organizational and operational structure in place for the next Manager.

The new Municipal Manager will be stepping into a fairly stable situation both politically and financially. The Village and Town municipal budgets have been approved by wide margins for more than ten years. Capable, experienced department heads are in place in all areas and no apparent financial, political, or technical crises loom.

The biggest organizational challenges and opportunities are expected to be associated with helping the two elected boards move forward with efforts to restructure the local government management and service delivery model in ways that are seamless and embraced by the community. The biggest community-wide operational challenges are expected to be in the areas of infrastructure and sustainable economic development.

Collaboration and cooperation has been steady both among and between the Town Selectboard and Village Trustees and all ten elected board members are committed to support the Municipal Manager role and remain focused on advancing a shared common vision intended to improve the efficiency and effectiveness of core community services through reduction or elimination of duplication and redundancy. The new Manager will



step right into a bright, collegial environment and play the dual role of advisor and thoughtful leader. It is not exactly clear where consolidation is headed; All 10 elected officials are in favor of moving ahead, but a defined, specific model of consolidated governance has not yet evolved. Consequently, the new Manager will need to take the time to understand the nuances of the problems to be solved in moving consolidation forward and help identify and evaluate common ground on those questions.



The successful candidate will be a collaborative leader with high energy, a strong commitment to public service, unquestionable integrity, dedication to shared missions, and an unfailing sense of humor. Past experience with inter-municipal service structuring, operational consolidation, and/or regional service delivery system integration will be considered a big plus. However, creativity, emotional maturity, and interpersonal skill are seen as the most important and essential attributes for the next Manager. Base level qualifications include a 4-year degree (Masters level preferred) from an accredited college or university in public

administration, finance, or a closely related field, and a minimum of 7 years progressively responsible experience as a city / town manager, assistant manager, or senior municipal department director in a community of comparable size and complexity. Proven interpersonal, written, and oral communication skills, with demonstrated ability to maintain positive working relationships with elected officials, department heads, employees, and the public is a must. Essex and Essex Junction are EOE/AA/Equal Access Employers.

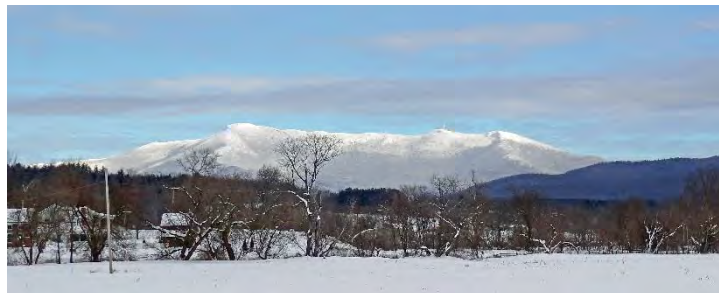
The starting salary for this position is commensurate with qualifications and experience, and includes an excellent benefits package.

For further information candidates are directed to contact Don Jutton at djutton@mrigov.com. To apply submit a resume and cover letter in PDF format to recruitment@mrigov.com. **Applications must be submitted by September 29, 2017 by 8am EST.**

INTRODUCTION

The position of Municipal Manager provides a unique opportunity for a seasoned public manager with a proven record of accomplishment to sustain and develop the Unified Municipal Management structure established between the Town of Essex and the Village of Essex Junction, VT. This opening provides the opportunity for the right candidate to enjoy a personal and professional lifestyle in a highly desirable region known for its livability and overall quality of life.

This profile is intended for use as a brief introduction to the community and the position, and while this document provides valuable information and links for candidates considering their fit with the communities, it is expected that candidates with a sincere interest in the position will do their own research.



IDEAL CANDIDATE PROFILE

The **Ideal Candidate** will:

- Have an unblemished history of integrity and embody a strong public ethic;
- Have a clear understanding of the organizational and operational elements of local government and be conversant in law and regulation affecting local government in the State of Vermont;
- Have demonstrated the ability to work effectively and in harmony with elected and appointed officials while managing and directing municipal government operations;
- Have strong command presence and demonstrated leadership, management, and analytical skills;
- Have the ability to serve as an “agent of organizational accountability” in providing direction and oversight with staff and those working and serving in local government roles;
- Possess appropriate credentials in public administration and local government operations;
- Have significant understanding of and experience with community economic development, and growth management, and be familiar with the principles of smart growth and community sustainability;
- Have significant experience and demonstrated success in public sector human resource administration, including labor relations / negotiations;
- Have at least 7 to 10 years of progressive management and administrative experience, with significant demonstrated success in hands-on local government management and leadership;
- Have a strong working knowledge of budgeting, accounting, and finance management;
- Possess strong analytical and assessment skills with demonstrated success in organizing, re-organizing, structuring, and re-structuring municipal operations to achieve maximum efficiency and delivery of high quality, responsive community services;
- Have demonstrated success with capital projects planning, funding, and implementation;
- Have strong written, verbal, public presentation, facilitation, and consensus building skills;
- Have the strength of conviction, resilience, and persistence to initiate essential organizational and operational changes in pursuit of efficiency and excellence in customer service; the ability and willingness to invite, consider, and respect divergent views and engage in and encourage rational and civil public discussion and debate;
- Be a seasoned, mature, creative and entrepreneurial public manager capable of building, grooming, leading, and motivating a successful management team;
- Have significant skill and demonstrated hands-on experience with labor contract negotiations and administration.

The next Municipal Manager for Essex and Essex Junction will need to be a strong, determined leader with good communication and people skills who will be able to quickly gain the respect of residents, elected and appointed officials, department heads, and municipal employee groups.





The Manager will need to work effectively with existing department heads and senior staff to organize, build, and groom an efficient, responsive, and effective team. The Manager will need to respect existing roles and structures while working to overcome organizational inertia and resisting pressure to maintain the status quo.

The Town and Village have a broad diversity of business, industrial, and service based activity, which brings diversity in philosophy, attitude, and opinion regarding the most important areas of focus and the priorities for community development and

core community services provided by the municipalities. It will be important for the next Manager to build and maintain relationships based upon trust and credibility and to remain objective in all dealings on official matters. To avoid the appearance of favoritism and endeavor to keep all segments of the community equally informed and involved, the Manager will need to hear, respect and consider various views and opinions. Above all, the next Manager must remain apolitical.

While it is desirable for the next Manager to possess an advanced academic degree, it is far more important that the successful candidate have the experience and demonstrated ability to effectively organize, manage, supervise, and oversee departments that deliver core community services that are cost effective, highly professional, and responsive to the changing needs of the community.

The ideal candidate will possess a strong background in labor relations and operational oversight. The Manager will be expected to demonstrate a “take charge” attitude and will promote teamwork while holding department heads and management staff to a high level of professionalism and accountability.

Demonstrated understanding and successful experience with community and economic development and growth management is a major attribute of the ideal candidate. Essex and the Village of Essex Junction have significant growth potential given its cultural, historical, physical and environmental assets and its geographic location. A fair amount of new development and redevelopment has taken place over the past decade; however, it is felt that long-term community sustainability requires even greater efforts to achieve a more balanced distribution of tax effort and to create good paying jobs that offer benefits



and career opportunities for the next generations. The ideal candidate will have general business savvy and understand what it takes to attract and retain a broad and diverse business base, but will also appreciate the need to balance economic growth against maintaining the character of the community and the quality of life desired by its residents. This balancing act will require strong, credible leadership and creative thinking, coupled with strong communication and coordination skills. A major challenge for the next Manager will be to help develop and implement a strategy to encourage balanced growth and expansion in an effort to reduce financial pressure on homeowners and taxpayers without sacrificing community character and quality of life.

The two communities have not been buffered from the impacts of the financial and economic challenges associated with the national and global economic restructuring, and they will increasingly have to grapple with



the same revenue constraints and expenditure issues that are facing governments at all levels. The next Manager will benefit from a strong background in budgeting and finance management in order to effectively guide and support the elected leaders and department heads in analyzing the impacts of the changing economy. The Manager will need to advocate for and facilitate the tough choices that will be required to increase efficiency and/or reallocate resources to better meet the challenges of providing core community services under increasingly constrained financial circumstances.

Finally, the next Manager will need to carefully manage time. On one hand, the Manager will focus on the internal management, administrative and supervisory needs of a large group of municipal employees in a complex organization. On the other hand, the Manager will make sufficient time available to engage and communicate with all segments of the community in order to understand and appreciate current wants and needs as well as the hopes and desires for the future.

ABOUT THE COMMUNITIES



The Town of Essex was chartered on June 7, 1763, named after the Earl of Essex. The Village of Essex Junction was formed within the Town of Essex on November 15, 1892. The Village was formed to provide services (such as sidewalks, water, and sewers) to the villagers that the rest of the, mostly rural, Town citizens did not want and did not want to pay for. The Town, including the Village, has a population of more than 20,000, making it the second largest Town in the State of Vermont.

Located in northwest New England, the communities are centralized for both business and tourism. With rail lines and proximity to the interstate and an international airport (Burlington), Essex and Essex Junction boast an outstanding location in the Eastern Seaboard area, including easy access to the large metropolitan areas of Boston, New York, and Montreal, Quebec.

The communities are located in the Champlain Valley of Vermont which is the most populous region in Vermont, spanning from Lake Champlain to the [Green Mountains](#). The state's largest city, [Burlington](#), is located on the lake. The city's associated suburban communities within Chittenden County -- including Essex and Essex Junction -- encompass part of the central section of the valley. Beyond urbanized parts of Chittenden County, the



Champlain Valley's landscape consists of forests and many open pasture and row crops, making the valley the most productive agricultural region of Vermont.

The Town of Essex and the Village of Essex Junction sit at the center of Chittenden County, Vermont's largest and busiest county. World-class skiing and snowboarding in the Green Mountains, recreation on the shores of Lake Champlain, and shopping, dining, and the sights and sounds of Burlington's famous [Church Street](#) are just a few of the amenities within a short drive.

Along with terrific quality of life and recreational amenities, Essex Junction is also home to [GLOBALFOUNDRIES](#), which serves as the hub of a growing network of technology consultants and software developers helping to fuel the regional and statewide economy.



The Town of Essex and Village of Essex Junction

The picturesque, historical Essex Center, a developing new Town Center and nearby neighborhoods are surrounded by fields, streams and public forests.



The Village of Essex Junction is located within the Town of Essex and is a model of a well-planned, human scale, sustainable community. Within the Village borders are three well-kept public parks offering a full range of recreational facilities, and programs managed by the [Essex Junction Recreation and Parks](#) department. The Town and Village also share ownership of the [Tree Farm](#) facility, with manicured fields for local, state-wide, and regional soccer tournaments and other sporting events.

[The Brownell Library](#) is Vermont's second busiest municipal library, where patrons are invited to read the latest fiction in the comfort of an easy chair by a fireplace, or access the Internet through the library's wireless hotspot. The Brownell Library also routinely features cultural and educational programs and art exhibits. Right next door are the Village's municipal offices, [fire department](#), [Senior Center](#) and [Teen Center \(Essex CHIPS\)](#).

The area is also home to the nonprofit [Champlain Valley Exposition](#) which features a full range of outdoor and indoor entertainment events, concerts, festivals, and conventions. The Expo's most well-known attraction, the Champlain Valley Fair, is one of the oldest and largest traditional agricultural fairs in New England.

SCHOOLS AND EDUCATION

Essex is noted for its nationally award-winning school system. Chittenden Central Supervisory Union – which included the Essex Junction School District – and the Essex Town School District combined in July 2017 to create the [Essex Westford School District](#) which serves more than 4,500 K-12 students in ten schools. At the Center for Technology at the high school, students learn occupational skills required by business and industry. College bound students (over 70% of Essex students attend college), can also learn technical training at the



Center. The school helps students obtain apprenticeships with local business through an alternative to education - "The Jobs 2000" program.

With a century-old tradition of educational excellence, Essex Junction has three elementary schools, a middle school, and the state's largest high school and technical education center. Essex Junction has no school busing. Most Village streets have sidewalks and all sidewalks provide easy and safe access to schools. Kids are encouraged to walk and parents are encouraged to get involved with the close-knit school community.

Seven colleges and Universities are within 40 miles of the community:

- [University of Vermont](#) (Burlington, VT; Full time enrollment: 11,566)
- [Saint Michael's College](#) (Colchester, VT; Full time enrollment: 2,336)
- [Vermont Technical College](#) (Williston, VT; Full time enrollment: 3,394)
- [Champlain College](#) (Burlington, VT; Full time enrollment: 2,623)
- [SUNY College at Plattsburgh](#) (Plattsburgh, NY; Full time enrollment: 5,934)
- [Norwich University](#) (Northfield, VT; Full time enrollment: 4,221)
- [Middlebury College](#) (Middlebury, VT; Full time enrollment: 3,077)

GOVERNANCE AND ORGANIZATION



The government of Essex derives its authority from a combination of Vermont statute and separate charters for the Town of Essex and the Village of Essex Junction. The Town of Essex includes the Village of Essex Junction and Village residents are also Town residents. The Town of Essex adopted its charter in 1763, with voters accepting a redrawn charter in 1971. The Village formed in 1893, when residents wanted more services than the rest of the Town was willing to support and successfully petitioned the Vermont Legislature for a Village Charter. A Village President and a board of four Trustees, whose duties are similar to those of the Town's Selectboard, oversee the Village government. In the Town, five people are elected to the Selectboard for staggered three-year terms. The Town charter gives the Selectboard powers that include the provision of police and fire protection, acquisition of land, adoption and enforcement of ordinances, and dog control. The Selectboard also appoints volunteers to several boards and committees that serve the Town in various regulatory or advisory capacities. The Town operates under a council-manager form of government. Selectboard members are elected at large by all residents of the Town, including Village residents, to staggered three-year terms. The Unified Manager is the chief administrative officer for the Town and is appointed by and reports to the five-member Selectboard in the capacity of Town Manager. A portion of the Unified Manager's time is contracted to Essex Junction by written agreement.

Essex Junction is an incorporated village within the Town of Essex and also operates under a council-manager form of government. The Unified Manager is also the chief administrative officer for the Village through the agreement between the Town Selectmen and the Village Trustees and reports to the five-member Board of Trustees in the capacity of Village Manager. The Board of Trustees is the governing, legislative body for the municipality of the Village of Essex Junction, and is elected at large within the Village. After each Annual Meeting, one of the Trustees is elected by the other Trustees to the office of Village President. The Village



President is the Chairperson of the Board of Trustees and presides at the Trustee meetings. The three-year terms of the Trustees are staggered to provide continuity.

The Town of Essex operates the following departments: Assessor, Community Development, Finance, Fire, Library, Parks & Recreation, Police, Public Works, and Town Clerk.

The Village of Essex Junction operates its own Community Development, Fire, Library, and Recreation & Parks offices, as well as a Wastewater Treatment Facility that serves Essex, Essex Junction, and Williston. The Highway Department is consolidating with the Town.

CONSOLIDATION & UNIFIED MANAGEMENT BETWEEN TOWN OF ESSEX AND VILLAGE OF ESSEX JUNCTION

The Town and Village began sharing organizational management oversight and direction in 2013, when the Town contracted with the Village to share the services of the long serving Essex Town Manager. The unified management relationship has proven beneficial for both entities and the Town Selectmen and Village Trustees are unanimous in their intention to maintain and enhance this structure, while continuing to explore and pursue opportunities for collaborative / cooperative municipal service relationships.

Additional information about the structure can be found below:

- [Town & Village Consolidation Documents](#)
- [Town & Village Merger Information](#)
- [Merger Task Force Charge and Minutes](#)

BUDGET

The Village of Essex Junction Audits can be viewed [here](#).

The Town of Essex Audits can be viewed at [here](#).

The Town of Essex's budget can be reviewed [here](#).

The Village of Essex Junction's budget can be viewed [here](#).

ADDITIONAL INFORMATION

For further information visit the [Municipal Resources website](#) or contact Don Jutton at djutton@mrigov.com. To apply submit a resume and cover letter in PDF format to recruitment@mrigov.com. **Applications must be submitted by September 29, 2017 by 8am EST.**







Return to: [City Job Openings](#)

Barre City Manager, City Manager job, City Manager position, Barre, VT Manager

Event Date: February 25, 2022



City Manager

Barre City Vermont (pop. Approx. 8,500) is seeking an innovative, proactive, community leader to serve as its next City Manager. The City is located in beautiful Central Vermont and is known as the Granite Center of the World. Barre City is just seven miles from the Capital of Montpelier to two cities form one of the largest micropolitan areas in Vermont.

The City of Barre operates under the City Manager form of government. Policy making and legislative authority are vested in the elected governing body which consists of a Mayor and six council members. The City Manager oversees the City Budgets which consists of the General Fund and Enterprise Fund. The FY23 Proposed General Fund Budget is \$13.2 million that provides funding for public works, police, fire, finance, planning and zoning, parks, cemeteries and recreation among other municipal services. The Proposed FY23 Enterprise Fund Budget is \$5.2 million that provides funding for the Water and sewer services. The City Manager is responsible for the hiring all City employees including department heads, carrying out the policies and ordinances of the governing body and for overseeing the day-to-day operations of the City. Currently the City has 95 full time employees and most of those employees are represented by the four collective bargaining units.

REQUIREMENTS

The successful candidate will possess proven leadership and management skills in a multi-functional organization. Bachelor's Degree or higher in Public Administration, business or other appropriate discipline. Preference will be given to applicants with successful local government experience to include at least 8 or more years in Public Management and Financial Administration combined with some being at the senior level. ICMA Credentialed Managers preferred.

COMPENSATION AND BENEFITS

The salary for the position is negotiable based on qualifications and experience. The City offers an excellent benefit package that includes Health, Dental, Life and Short Term Disability Insurances, Defined Benefit retirement plan, generous Holiday and Vacation allowance and more.



Barre City

A thriving community in the heart of Vermont



General Background

The City of Barre, known as the Granite Center of the World, has a rich history dating from the development of its granite industry in the 19th century, and a population more diverse than many other Vermont cities and towns, due to many immigrants who made their home here to work in the granite industry.

Since the contraction of the industry in the mid-20th century, the community has explored other economic models that include food production, arts and culture, industrial production, and state government support. Barre has a rich history and a strong commitment to preserving its heritage.

In 2012, a massive public works project modernized its downtown area, and since that time the city has seen increased revitalization and investment. However, like many similar cities in Vermont and in the Northeast, it continues to confront challenges of economic inequality, aging infrastructure, population loss, and financial sustainability.



Statistics

As of the 2020 Decennial Census, the population of Barre City stands at 8,491, within a jurisdiction covering four square miles. Though Barre City is small by national standards, it is among the largest municipalities in Vermont, slightly larger than its neighboring city of Montpelier, the state capital. Together, Barre City and Montpelier form one of the largest micropolitan areas in the state, with a total area population just under 60,000 as of 2020; as such both cities serve as market towns and service hubs for much of the surrounding Washington County.

Although areas of the city remain undeveloped, the city's population density, at 2,309 people per square mile, is the seventh-highest in the state, lending it a far more urban character than the majority of the state. The city is almost fully enclosed by Barre Town, which separated from Barre City in 1895. The two entities share a school supervisory union as well as a high school, and other interests and concerns frequently overlap, requiring good communication and openness to collaboration where appropriate and possible.

Like many other post-industrial communities across the country, Barre City faces both high poverty rates (22.8% of the population living in poverty as of the 2020 Census) and an ongoing struggle with substance use. Its demographic makeup trends slightly younger than the rest of Vermont, with 14% of its population over the age of 65.






Amenities

Parks provided and maintained by the City include the central City Hall Park and Currier Park, surrounding an historic neighborhood; both of these are frequent locations for public events. Others include small “pocket” parks such as Canales Woods and Dente Park, and seven parks/play areas that feature playgrounds for children. The largest of these also contains a newly-renovated and accessible city pool. The city also owns the Barre City Cow Pasture, a protected natural area with a system of trails, and the Barre Bike Path, a multi-use pathway connecting downtown Barre to the southern edge of the City. There is also a dog park adjacent to the Bike Path. Several of these parks also contain shelters with barbecue facilities for gatherings.

Cultural resources located in Barre include the Vermont Granite Museum; the Vermont History Center, located in an historic school building and housing the Vermont Historical Society, the Leahy Library, the Vermont Department of Libraries, the Vermont Archaeology Heritage Center, and offering public exhibits and services; the historic Aldrich Public Library; the downtown Studio Place Arts exhibit and cultural space; and others.



Barre has also placed an emphasis on public art in recent years, and the downtown contains a wide variety of sculptures in the local gray granite, with plans for more in future years.

The City owns a number of important facilities that serve many organizations and citizens, including the historic Barre Opera House, located within the City Hall building and offering year-round cultural programming across a wide range of genres and interests; the Barre Civic Center, with the large, multi-use Barre Municipal Auditorium and the adjacent BOR ice arena.

Barre is located with easy access to numerous outdoor activity options that contribute to Vermont's quality of life: trails for hiking, snowshoeing, cross-country skiing, and cycling; downhill skiing; paddling and swimming; camping; snowmobiling; and much more.

“Barre Gray” granite, which forms the header of several pages of this report, is the finest quality gray granite in the world, and can be found in monuments all over the world, including the Vermont State House. Barre City still houses a significant number of granite sheds and other business related to the industry.

Governance Structure

The City has 103 full-time employees and three part-time employees, nearly all of whom are represented by four collective bargaining units. The City Manager can expect to have 10 direct reports, most of whom are heads of departments. Many of the City's employees are long-tenured, and the average years of service for a City employee is 13.7, with 12 members of the staff serving longer than 30 years.

The City operates a full time emergency services department that encompasses a police department and dispatch center as well as a Fire and EMS Department.



The Public Works Department includes the city's water and sewer service, maintaining a water treatment facility, wastewater facility and an extensive network of pipes and stormwater infrastructure. The Public Works Department also includes a streets department that maintains 47 miles of streets and 21 miles of sidewalks. Much of the existing infrastructure is in need of upgrade, replacement, or basic assessment.

Additional departments are Finance; an elected Clerk/Treasurer's office; Planning, Permitting, and Assessing; and Buildings and Community Services.

The City has a high number of municipal volunteer committees that work regularly on the issues facing the city, and have addressed such varied challenges as mental health, diversity, equity, and inclusion, homelessness, twenty-first century policing, among the other more traditional tasks for municipal committees.



Budget & Economic Structure

The City Manager oversees a general fund budget of \$12,836,332 and a water/sewer enterprise budget of \$5,397,099 for FY22. The City Manager develops each year's budget proposal along with key staff members, and proposes the budget to City Council, which has responsibility for final approval after a series of public workshops and forums.

City revenue comes primarily from property taxes, and growing the Grand List is a high priority to stabilize funding in the future.

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Future Challenges & Opportunities

Major initiatives anticipated in the next few years include the pressing imperative of a complete city-wide property reappraisal, strategic and timely allocation of federal recovery funds, consideration of a modern public works facility, the establishment and implementation of a cross-departmental capital improvement program and budget, and realization of remaining downtown Tax Increment Financing projects.

An overarching and ongoing priority will clearly be the recruitment, management, and retention of a motivated and high-performing work and volunteer force to strengthen Barre's economic base for the future. This aligns closely with the high priority placed on workforce development by Vermont's Governor in a January 2022 address to the legislature, establishing this as a dominant initiative for the state, and thus offering to Barre an opportunity for strategic capitalization on state programs, support, and funding.



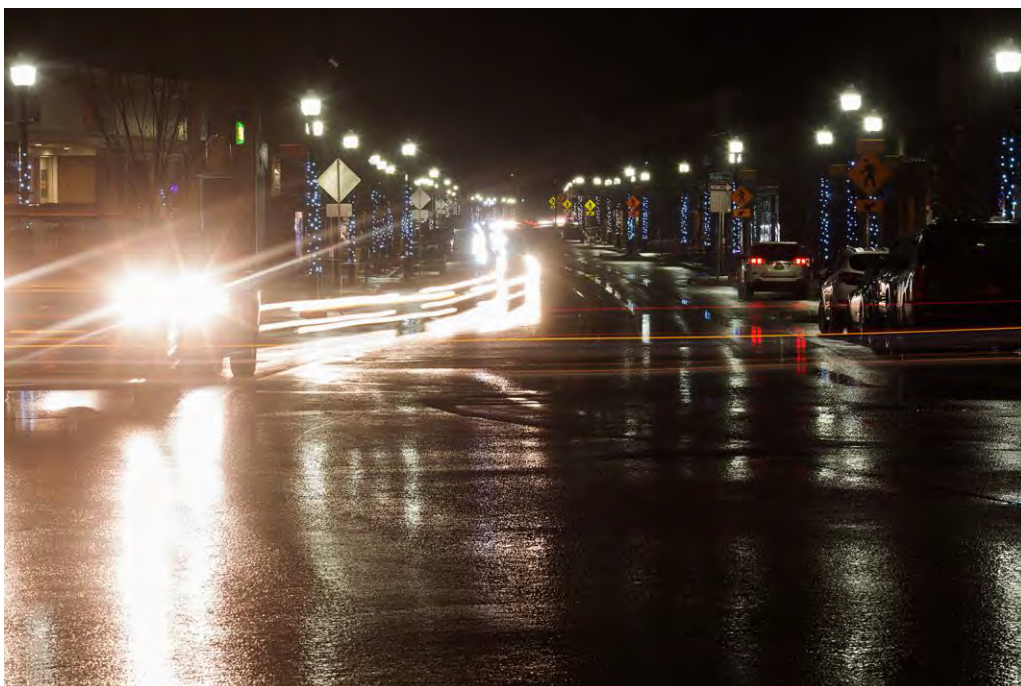
Barre City has the second-oldest housing stock in the state, with its average home built in 1942, and like many places in Vermont, faces an overall shortage in affordable and available housing. Some longtime residents find it difficult to continue to afford to live in the city, and those seeking to move here are also facing a housing crunch. Existing housing stock frequently needs expensive upgrades for energy efficiency or general modernization.

Both the City Council and various local partners have placed an emphasis on increasing and improving the existing housing options in Barre. Much of the implementation of various fund allocations, ordinance updates, negotiations with developers, and overall administration will take place in the new City Manager's tenure, an exciting opportunity to make a lasting mark on the City.

The Barre Area Development Corporation, with support from Barre City, undertook a study in 2018-19 leading to the "Barre Rock Solid Initiative" with recommendations related to marketing the city and presenting its public face in positive and productive ways. The report from this work continues to have validity in informing initiatives and planning.




The City is a regional center for local communities, with 16,000 cars passing through downtown on a daily basis (double the city's population). These pass through commuters represent a tremendous opportunity and challenge, and ensuring a balance between small-city character and walkability and thriving economic hub will be key to the future. The downtown has seen some turnover during COVID, though it remains essentially strong with a handful of long term vacancies. Bolstering and building on downtown prosperity will be key to stabilizing City revenues and to community cohesion. As in many other places, the COVID-19 pandemic had a dramatic impact on Barre, altering its economic patterns in ways that we are still attempting to quantify and understand.





The Vermont Agency of Transportation, placing a high priority on public transportation, occupies space in the new downtown “Barre City Place” building, with a major bus hub steps away. Prior to the Covid pandemic, this transportation emphasis, with state-level support, had been moving forward positively, and, although the pandemic has impacted its momentum, hopefully will continue to be important for downtown Barre and for Barre citizens.



In addition, Barre collaborated in 2021 with the Vermont Council on Rural Development on an inclusive, citizen-involved process (“All In for Barre”) to develop a set of strategic priorities and associated action plans. The three priority areas emerging from this process were: improvement of river access and development of this key asset; establishment of a Barre Housing Task Force to address the critical and ongoing need for affordable housing; and development of a Barre Community Center. The report from this process is available for review.

Barre’s City Plan was adopted in 2020 after extensive public dialogue, and remains an up-to-date roadmap for the City going forward. A unified city ordinance was adopted at that same time, and an active planning commission continues to tweak both zoning and ordinances as needed.

Barre City has a remarkable past and an exciting future.



City Profile created in February 2022 as a product of the
City Manager Search Task Force.

Photos courtesy of The Barre Partnership.

City Manager

City of Bothell, WA | Full-time

The Position

The City Manager serves as the Chief Executive Officer and is appointed by and serves at the pleasure of the City Council. The City Manager directs the operations and activities of the City and makes significant decisions that impact city functions while ensuring efficient and effective performance of city operations. The duties are broad and encompass all aspects of municipal management.

To translate the City's vision and goals into action plans, the City Manager actively engages with the community, City employees, and elected government officials while fostering a welcoming and inclusive work environment and a safe City government. Responsible for overseeing actions and programs to accomplish City Council goals related to diversity, equity, and inclusion, this candidate ensures that the City provides equal access to City services and that decisions are fair and equitable.

The City Manager attends all Council meetings, makes reports and recommendations, and keeps the Council well-informed on matters affecting the City. The City Manager advises the Council of the City's financial condition and needs, establishes guidelines for preparing the biennial budget, approves budget priorities, prepares and submits a proposed budget, and administers the adopted budget.

The City Manager engages the community and effectively represents the City to the public and outside agencies. The City Manager develops positive external relationships and advises the City on partnerships and other cooperative efforts. The City Manager is visible in the community and meets and confers with local businesses, groups, and other government officials regarding issues, needs, and problems facing the City.

In addition to directing the Council through actionable recommendations, the City Manager leads the executive leadership team in implementing actions that carry out the City Council's policies. This position coordinates the activities of all City departments so that overall organizational goals and functions are met, in addition to conferring with Departmental Directors on departmental goals, organization, staffing, and special needs and problems.

The Priorities

- Build strong, positive relationships with the City Council. Collaborate to develop a vision and long-term strategy, guide the Council through establishing annual goals and priorities, and promote inclusionary decision-making through a foundation of trust and respect.
- Provide consistent leadership throughout the City. Foster a welcoming and collaborative team environment, build trust and empower employees to bring fresh ideas, develop innovative strategies, and provide creative solutions to meet the growing needs of the community.
- Continue to drive financial stability. Develop sustainable budgets, maintain fiscal accountability, and plan for the long-term. Work to understand and communicate the financial impacts of Council decisions.
- Actively champion, support, and implement the City's diversity, equity, and inclusion initiatives. Develop a plan to purposefully weave inclusive principles and equitable practices into everything Bothell does to ensure equal access to City services.
- Take the necessary time to learn and understand the Bothell community, especially Bothell's communities of color, including immigrants. Intentionally build connections, encourage diverse perspectives, support authentic engagement, provide transparent communication, and ensure the City remains connected to the community at all levels.
- Facilitate continued conversations regarding housing affordability. Collaborate to identify creative solutions, prioritize planning, and actively identify and determine the most effective and equitable opportunities to integrate a variety of housing options.
- Emphasize economic development activities, maintain momentum, and explore diverse opportunities that support existing businesses and identify new opportunities, including the continued redevelopment of downtown and the transformation and revitalization of the Canyon Park Regional Growth Center.
- Further prioritize transportation and infrastructure projects, including maintenance and multi-modal initiatives. Apply an equitable, sustainable, and financial lens to projects in order to consider the proper timing, planning, and community support to bring reality to these initiatives.
- Build deeper relationships with Public Safety (Police, Fire, Emergency Services) through support and implementation of the Public Safety Levy while enhancing the community's understanding of and connection to the efforts and success of public safety.
- Work collaboratively with the Municipal Court Judge and law enforcement leaders on instituting a culture of restorative justice. Engage in thoughtful conversations regarding the potential development of a Community Court.

The Successful Candidate

The new City Manager is a strategic thinker who will quickly understand the values of Bothell and easily sees the big picture and long-term vision for the City. The successful candidate understands and appreciates public service and truly values a sense of community. The City Manager is an

effective communicator and proactively keeps City Council, staff, and the community well informed on projects and initiatives. Considered a true community ambassador, the successful candidate leads by example and is fully invested in Bothell's growth and success.

The successful candidate has a strong history of developing effective relationships and partners with the City Council to provide sound advice and guidance, as necessary. The City Manager is familiar with the work and input of organizations like Strong Towns and Congress for the New Urbanism and is excited by the opportunity to collaborate with Council to identify fresh solutions to the City's most pressing issues. The ideal candidate is politically savvy and maintains objectivity in working with elected officials. The City Manager is also confident yet humble and diplomatic in all interactions and can clearly and effectively articulate the position and the needs of the City. With strong emotional intelligence, the City Manager represents Bothell with integrity and effectively advocates for the City at all times.

The City Manager has a strong background in strategic planning and execution and understands the importance of creating a vision while supporting current programs, services, and daily operations. The successful candidate brings prior experience in a full-service City and is excited by the opportunity to lead a growing community. The ideal candidate has an exceptional financial background with a strong commitment to financial sustainability and management and a solid understanding of budgets. A creative problem solver, the City Manager supports sound decisions while maintaining the flexibility to meet the changing needs of the community.

The City Manager models behaviors expected throughout the organization and sets the tone for a welcoming and inclusive culture built on trust and collaboration. A highly effective leader, the City Manager develops strategy, sets goals, provides clear expectations, and holds the staff accountable. The successful candidate has a strong background in managing and empowering employees and believes in supporting the professional development, growth, and retention of staff. An active listener who values honesty and integrity, the City Manager is genuine and authentic and believes in fostering respect at all levels.

A natural convener and collaborator, the City Manager recognizes the importance of relationships and partnerships at all levels. The successful candidate is an approachable leader with a history of engaging in effective, meaningful communication with business and community leaders, key stakeholders, and regional partners and routinely demonstrates an ability to build consensus and guide others to decisions. The City Manager encourages participation, welcomes input, connects with the community, and effectively garners public support for projects and initiatives. Hearing, balancing, and respecting a variety of views during the decision-making process while moving forward is essential.

Qualifications

Ideally, ten years of progressively responsible experience in municipal government, including at least seven years of administrative or leadership responsibility. Strong managerial experience and the ability to work closely with the City Council are essential. Prior experience in a full-service city with direct experience working in a growing, diverse community is ideal. Broad knowledge of all city services is valuable. A sound financial background with a strong understanding of budgets and financial management is required.

A master's degree in Public Administration, Public Policy, or a closely related field is desired. An equivalent combination of experience and education that enable success as the City Manager will be considered.

Inside City Hall

The City of Bothell combines the strong managerial experience of an appointed manager with the strong political leadership of elected officials as a non-charter optional code city operating under the Council-Manager form of government. The seven members of the City Council are elected at large on a nonpartisan basis to four-year terms. The Council elects the Mayor and Deputy Mayor from within its ranks and contracts with a professional City Manager to carry out their established goals, policies, and directives.

City services are provided through eleven departments: Community Development, Executive, Finance, Fire, Human Resources, Information Services, Legal, Municipal Court, Parks and Recreation, Police, and Public Works. The City's Water, Sewer, and Stormwater Utilities are managed through Public Works. Several of the larger departments also have functional divisions within their department. Bothell employs approximately 370 full-time employees and has a 2021-2022 budget of \$294.1 Million that reflects the priorities of the City Council and Key City Initiatives.

2021 City Council Goals and Priorities

- Pursue equity through inclusive community engagement
- Focus on long-term financial stability
- Maintain our existing infrastructure
- Provide a safe and secure community
- Support our community's recovery from COVID-19
- Strive for environmental sustainability

The Community

The City of Bothell, Washington, is a thriving riverfront community that is going through exciting changes. The City is a community with heart, quiet charm, and urban amenities. Bothell offers a sense of community and sense of place with quiet family neighborhoods, bustling urban centers,

coffee houses and award-winning restaurants, beautiful parks, the famous paved Burke-Gilman/Sammamish River Trail, and so much more. Steeped in history but embracing the future, residents love living, working, and playing in Bothell.

Located on the shores of the Sammamish River, the downtown area is the hub of the City with popular parks, open green spaces, and multiple play areas for children. Visitors and residents enjoy pedestrian-friendly shopping on the beautiful new Main Street and the newly designed Boulevard and satisfy their appetites at friendly cafes, stylish restaurants, and craft brewpubs. Downtown events such as Fourth of July parades, holiday tree lightings, Main Street trick-or-treating, wine walks and beer festivals, and other family-friendly and community events bring people together.

The City of Bothell's emphasis on rebuilding the historic downtown district and significant increases in residential units has investors and developers anxious to grow businesses. With the City's location near the employment and economic centers of Seattle, Bellevue, Redmond, Kirkland, and Everett, Bothell is home to innovative technology companies and an attractive location for advanced biotechnology firms, wireless communications, medical device manufacturing, and medical research.

Aside from being a desirable place to live and work with excellent quality of life, Bothell also has a sought-after education system, including Northshore School District, one of the top school districts in the state. The City is home to the University of Washington Bothell, recently ranked number one in the state for value and quality by Money Magazine. Cascadia College shares its campus with the University of Washington Bothell and is the newest community college in the state. Cascadia has quickly built a national reputation for its high transfer rate and innovative approach to student-centered learning. Students and community members alike enjoy the "Bothell Crows" – when 15,000 crows descend on the campus nightly to roost. The event has become a big attraction for bird watchers, animal lovers, and just plain curious folks.

Quick Facts

- Population: 48,920
- Median Household Income: \$114,068
- Median Home Value: \$666,640
- Diversity: 32% of residents identify as people of color
- Language: 24.3% of residents speak a language other than English

Compensation and Benefits

The City Manager contract is at the discretion of the City Council with an expected hiring range of \$183,487 – \$233,295 and will depend on the qualifications of the successful candidate. The City provides an excellent benefits package. Please visit here (<http://www.bothellwa.gov/164/Employee-Benefits>) to learn more.

How to Apply

We believe, to deliver the highest level of service to all Bothell community members, it is crucial that we employ a diverse workforce, support an inclusive working environment, and ensure our policies and systems result in equitable outcomes. We are committed to maximizing the value of our employees and foster a culture of continuous improvement, wellness, and inclusion.

Applications will be accepted electronically by Raftelis. Applicants complete a brief online form and are prompted to provide a cover letter and resume. Please apply no later than **February 28, 2022**.

Questions

For more information or questions regarding the City of Bothell or the City Manager position, please contact Heather Gantz at hgantz@raftelis.com (<mailto:hgantz@raftelis.com>).

Download Recruitment Brochure (<https://adobe.ly/3qKgXlx>)

Apply for this opening at [?apply=true](#)



City of Bothell™

City Manager





The Position

The City Manager serves as the Chief Executive Officer and is appointed by and serves at the pleasure of the City Council. The City Manager directs the operations and activities of the City and makes significant decisions that impact city functions while ensuring efficient and effective performance of city operations. The duties are broad and encompass all aspects of municipal management.

To translate the City's vision and goals into action plans, the City Manager actively engages with the community, City employees, and elected government officials while fostering a welcoming and inclusive work environment and a safe City government. Responsible for overseeing actions and programs to accomplish City Council goals related to diversity, equity, and inclusion, this candidate ensures that the City provides equal access to City services and that decisions are fair and equitable.

The City Manager attends all Council meetings, makes reports and recommendations, and keeps the Council well-informed on matters affecting the City. The City Manager advises the Council of the City's financial condition and needs, establishes guidelines for preparing the biennial budget, approves budget priorities, prepares and submits a proposed budget, and administers the adopted budget.

The City Manager engages the community and effectively represents the City to the public and outside agencies. The City Manager develops positive external relationships and advises the City on partnerships and other cooperative efforts. The City Manager is visible in the community and meets and confers with local businesses, groups, and other government officials regarding issues, needs, and problems facing the City.

In addition to directing the Council through actionable recommendations, the City Manager leads the executive leadership team in implementing actions that carry out the City Council's policies. This position coordinates the activities of all City departments so that overall organizational goals and functions are met, in addition to conferring with Departmental Directors on departmental goals, organization, staffing, and special needs and problems.

The Priorities

- Build strong, positive relationships with the City Council. Collaborate to develop a vision and long-term strategy, guide the Council through establishing annual goals and priorities, and promote inclusionary decision-making through a foundation of trust and respect.
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- Further prioritize transportation and infrastructure projects, including maintenance and multi-modal initiatives. Apply an equitable, sustainable, and financial lens to projects in order to consider the proper timing, planning, and community support to bring reality to these initiatives.
- Build deeper relationships with Public Safety (Police, Fire, Emergency Services) through support and implementation of the Public Safety Levy while enhancing the community's understanding of and connection to the efforts and success of public safety.
- Work collaboratively with the Municipal Court Judge and law enforcement leaders on instituting a culture of restorative justice. Engage in thoughtful conversations regarding the potential development of a Community Court.



The Successful Candidate

The new City Manager is a strategic thinker who will quickly understand the values of Bothell and easily see the big picture and long-term vision for the City. The successful candidate understands and appreciates public service and truly values a sense of community. The City Manager is an effective communicator and proactively keeps City Council, staff, and the community well informed on projects and initiatives. Considered a true community ambassador, the successful candidate leads by example and is fully invested in Bothell's growth and success.

The successful candidate has a strong history of developing effective relationships and partners with the City Council to provide sound advice and guidance, as necessary. The City Manager is familiar with the work and input of organizations like Strong Towns and Congress for the New Urbanism and is excited by the opportunity to collaborate with Council to identify fresh solutions to the City's most pressing issues. The ideal candidate is politically savvy and maintains objectivity in working with

elected officials. The City Manager is also confident yet humble and diplomatic in all interactions and can clearly and effectively articulate the position and the needs of the City. With strong emotional intelligence, the City Manager represents Bothell with integrity and effectively advocates for the City at all times.

The City Manager has a strong background in strategic planning and execution and understands the importance of creating a vision while supporting current programs, services, and daily operations. The successful candidate brings prior experience in a full-service City and is excited by the opportunity to lead a growing community. The ideal candidate has an exceptional financial background with a strong commitment to financial sustainability and management and a solid understanding of budgets. A creative problem solver, the City Manager supports sound decisions while maintaining the flexibility to meet the changing needs of the community.

The City Manager models behaviors expected throughout the organization and sets the tone for a welcoming and inclusive culture built on trust and collaboration. A highly effective leader, the City Manager develops strategy, sets goals, provides clear expectations, and holds the staff accountable. The successful candidate has a strong background in managing and empowering employees and believes in supporting the professional development, growth, and retention of staff. An active listener who values honesty and integrity, the City Manager is genuine and authentic and believes in fostering respect at all levels.

A natural convener and collaborator, the City Manager recognizes the importance of relationships and partnerships at all levels. The successful candidate is an approachable leader with a history of engaging in effective, meaningful communication with business and community leaders, key stakeholders, and regional partners and routinely demonstrates an ability to build consensus and guide others to decisions. The City Manager encourages participation, welcomes input, connects with the community, and effectively garners public support for projects and initiatives. Hearing, balancing, and respecting a variety of views during the decision-making process while moving forward is essential.

Qualifications

Ideally, ten (10) years of progressively responsible experience in municipal government, including at least seven (7) years of administrative or leadership responsibility. Strong managerial experience and the ability to work closely with the City Council are essential. Prior experience in a full-service city with direct experience working in a growing, diverse community is ideal. Broad knowledge of all city services is valuable. A sound financial background with a strong understanding of budgets and financial management is required.

A master's degree in Public Administration, Public Policy, or a closely related field is desired. An equivalent combination of experience and education that enable success as the City Manager will be considered.



Inside City Hall

The City of Bothell combines the strong managerial experience of an appointed manager with the strong political leadership of elected officials as a non-charter optional code city operating under the Council-Manager form of government. The seven members of the City Council are elected at large on a nonpartisan basis to four-year terms. The Council elects the Mayor and Deputy Mayor from within its ranks and contracts with a professional City Manager to carry out their established goals, policies, and directives.

City services are provided through eleven departments: Community Development, Executive, Finance, Fire, Human Resources, Information Services, Legal, Municipal Court, Parks and Recreation, Police, and Public Works. The City's Water, Sewer, and Stormwater Utilities are managed through Public Works. Several of the larger departments also have functional divisions within their department. Bothell employs approximately 370 full-time employees and has a 2021-2022 budget of \$294.1 Million that reflects the priorities of the City Council and Key City Initiatives.

2021 City Council Goals and Priorities

- Pursue equity through inclusive community engagement
- Focus on long-term financial stability
- Maintain our existing infrastructure
- Provide a safe and secure community
- Support our community's recovery from COVID-19
- Strive for environmental sustainability

The Community

The City of Bothell, Washington, is a thriving riverfront community going through exciting changes. The City is a community with heart, quiet charm, and urban amenities. Bothell offers a sense of community and place with quiet family neighborhoods, bustling urban centers, coffee houses and award-winning restaurants, beautiful parks, the famous paved Burke-Gilman/Sammamish River Trail, and so much more. Steeped in history but embracing the future, residents love living, working, and playing in Bothell.

Located on the shores of the Sammamish River, the downtown area is the hub of the City with popular parks, open green spaces, and multiple play areas for children. Visitors and residents enjoy pedestrian-friendly shopping on the beautiful new Main Street and the newly designed Boulevard and satisfy their appetites at friendly cafes, stylish restaurants, and craft brewpubs. Downtown events such as Fourth of July parades, holiday tree lightings, Main Street trick-or-treating, wine walks and beer festivals, and other family-friendly and community events bring people together.

The City of Bothell's emphasis on rebuilding the historic downtown district and significant increases in residential units has investors and developers anxious to grow businesses. With the City's location near the employment and economic centers of Seattle, Bellevue, Redmond, Kirkland, and Everett, Bothell is home to innovative technology companies and an attractive location for advanced biotechnology firms, wireless communications, medical device manufacturing, and medical research.

Aside from being a desirable place to live and work with excellent quality of life, Bothell also has a sought-after education system, including Northshore School District, one of the top school districts in the state. The City is home to the University of Washington Bothell, recently ranked number one in the state for value and quality by Money Magazine. Cascadia College shares its campus with the University of Washington Bothell and is the newest community college in the state. Cascadia has quickly built a national reputation for its high transfer rate and innovative approach to student-centered learning. Students and community members enjoy the "Bothell Crows" – when 15,000 crows descend on the campus nightly to roost. The event has become a big attraction for bird watchers, animal lovers, and just plain curious folks.





Quick Facts

- **Population:** 48,920
- **Median Household Income:** \$114,068
- **Median Home Value:** \$666,640
- **Diversity:** 32% of residents identify as people of color
- **Language:** 24.3% of residents speak a language other than English

All demographic information was sourced from the U.S. Census Bureau.



Compensation

The City Manager contract is at the discretion of the City Council with an expected hiring range of \$183,487 – \$233,295 and will depend on the qualifications of the successful candidate. The City provides an excellent benefits package. Please visit [here](#) to learn more.



How to Apply

We believe, to deliver the highest level of service to all Bothell community members, it is crucial we employ a diverse workforce, support an inclusive working environment, and ensure our policies and systems result in equitable outcomes. We are committed to maximizing the value of our employees and foster a culture of continuous improvement, wellness, and inclusion.

Applications will be accepted electronically by Raftelis at raftelis.hire.trakstar.com. Applicants complete a brief online form and are prompted to provide a cover letter and resume. Please apply no later than **February 28, 2022**.



Questions

For more information or questions regarding the City of Bothell or the City Manager position, please contact Heather Gantz at hgantz@raftelis.com.



[HOME](#) [STAFF](#) [NEWS](#) [CLASSIFIEDS](#) [CONTACT](#)

[ABOUT](#) [ADVOCACY](#) [ARPA](#) [MUNICIPAL ASSISTANCE](#) [INSURANCE](#)

[TRAINING & EVENTS](#) [RESOURCES](#)

Town Administrator

The Town of Brookline, New Hampshire (pop. 5,639), is seeking a knowledgeable, professional candidate to serve as its next Town Administrator. The incumbent has served the Town for the last ten years and has the distinction of being Brookline's first Town Administrator. He leaves behind a seasoned and experienced staff who work well together in providing exemplary service to the townspeople. Both the Brookline Selectboard and its residents have been very supportive of their town officials and town objectives.

Located in eastern Hillsborough County, Brookline has managed to retain many of the features of its rural past while benefiting from its close proximity to the shopping and employment opportunities afforded by adjacent Milford to the north and nearby Nashua to the east. Brookline is about thirty minutes from Manchester, N.H. and one hour from Boston. The Town has a traditional Town Meeting annual Town operating form of government.

The Town Administrator reports to a five-member Selectboard. The budget is \$5.9 million, excluding schools. The Town currently has 20 full-time employees.

The successful candidate should possess strong experience in local government operations, community engagement, and human resources. Strong

interpersonal, listening, written, and verbal skills are also a requirement. Bachelor's degree with a minimum of three years of administrative experience, preferably in a municipal setting is a prerequisite; or any equivalent combination of education and experience that demonstrates possession of the required knowledge, skills, and abilities.

Salary range to \$110K; starting salary commensurate with experience and education.

For additional information, visit www.mrigov.com/career.

To apply, email resume and cover letter as PDF attachment, in confidence, to recruitment@mrigov.com by 8 a.m. on **Monday, April 4, 2022**.

The Town of Brookline is an equal opportunity employer.



BROOKLINE, NH

TOWN ADMINISTRATOR

IDEAL CANDIDATE PROFILE & CHALLENGE STATEMENT

The Town of Brookline, New Hampshire (population 5,639), is seeking a knowledgeable, professional candidate to serve as its next Town Administrator. The incumbent has served the Town for the last ten years and has the distinction of being Brookline's first Town Administrator. He leaves behind a seasoned and experienced staff who work well together in providing exemplary service to the townspeople. Both the Brookline Selectboard and residents have been very supportive of their town officials and town objectives.

The Town has experienced significant growth over the last 25 years and has been described as one of the fastest growing towns in the state during this period. Located in eastern Hillsborough County, Brookline has managed to retain many of the features of its rural past while benefiting from its close proximity to the shopping and employment opportunities afforded by adjacent Milford to the north and nearby Nashua to the east. The State has consistently rated the Brookline School District as one of the top three in NH. Brookline is about thirty minutes from Manchester, NH and one hour from Boston.

Brookline is also home to Lake Potanipo and offers numerous recreational activities. During the early 1900's, tens of thousands of tons of ice was cut from the lake each year and shipped by rail to Massachusetts. Though the railroad was dismantled in the 1940s, its former railbed now provides miles of recreational trails. Lake Potanipo provides year-round recreational opportunities to residents and visitors, including swimming, boating, ice fishing, and snowmobiling.

With a traditional Town Meeting annual Town operating form of government, the Town Administrator reports to a five-member Selectboard. The budget is \$5.9 million, excluding schools. The Town currently has 20 FT employees. The successful candidate should possess strong experience in local government operations, community engagement and human resources. Strong interpersonal, listening, written, and verbal skills are also a requirement. Bachelor's degree with a minimum of three years of administrative experience, preferably in a municipal setting is a prerequisite; OR any equivalent combination of education and experience that demonstrates possession of the required knowledge, skills, and abilities. Salary range to \$110K; starting salary commensurate with experience and education.



The ***Ideal*** Candidate to serve as Brookline's next Town Administrator will possess the following qualifications and traits:

Bachelor's Degree, preferably in Public Administration or related field, and;

Three plus years of progressively responsible administrative & supervisory experience, preferably in municipal/local government or;

Any equivalent combination of education and experience that demonstrates possession of the required knowledge, skills, and abilities;

Proven record of successful financial management and strategic planning;

Demonstrated ability to organize workloads and coordinate the work of others toward common goals;

Experience in Human Resources and Personnel Management;

Willingness to administer Town affairs in an open and transparent manner;

Demonstrated skills in building consensus and working collaboratively with stakeholders;

Strong public ethics, integrity and accountability;

Experience with strategic financial planning & seeking alternative funding sources;

Ability to think "outside the box" and to provide innovative solutions;

Strong written and verbal communication and interpersonal skills.

The incumbent has served the Town for the last ten years and has developed a reputation as a thoughtful and inclusive leader. The Town Administrator must be willing to listen, utilize and recognize the strengths of the Town Department Heads and develop a positive team approach.

Brookline's next Town Administrator will need to establish themselves as an open and honest facilitator and coordinator of the Town's administrative affairs. The Town Administrator must be a good verbal and written communicator.

The Board will depend on the Town Administrator for careful oversight of finances, strategic thinking, creative problem solving, and alternative funding sources for the Board's consideration. The Selectboard has expressed a desire to increase and expand the use of technology to improve operational efficiency, engage residents, and increase trust and transparency.

Currently the Town is involved in litigation related to zoning regulations and workforce housing. It will be the responsibility of the next Town Administrator to coordinate with legal counsel, the insurance carrier and regulatory authorities in order to manage the issues effectively and advise the Selectboard appropriately.

During the last ten years, with the support of the townspeople, the Town has built a new Police Station and a Public Works facility. The successful candidate will be tasked with working with the Public Works



Director in continuing to transition the Town from a Road Agent with subcontracted services to a traditional Public Works Department. Brookline is in the process of replacing its part-time Town Planner, who is retiring, with a full-time Town Planner. The next Town Administrator will be responsible for working with the Planner in updating the Town's Master Plan.

It is anticipated that several senior Department Head positions may become vacant due to retirements in the next few years. Professional development, succession planning and making the right hires will be critical to maintaining the quality services already being delivered to the community.

Given its beautiful setting and location along the Massachusetts border, Brookline has experienced tremendous growth in the last 25 years. The growth of the community continues at a significant pace which presents challenges to this traditional "small town" community. Given this growth, the Town Administrator will have an important role in helping the Town in identifying its vision for the future and assisting it in achieving that vision. The successful candidate will help move the Town forward while balancing and respecting the desire to maintain its "small town quality".

This document is intended for use as a resource in the search for the next Town Administrator. Candidates are encouraged to do their own research and consider their fit for this position. For additional information about the position and the Town of Brookline see www.mrigov.com/career.

To apply: Resume and cover letter, in confidence, as PDF attachment to: recruitment@mrigov.com
by 8 AM EDT; Monday, April 4th, 2022



CAREER OPPORTUNITY



CITY MANAGER CITY OF CAMBRIDGE, MA

OUR COMMUNITY

Cambridge is a unique urban community with a vibrant mix of culture, social, and economic diversity. As a rapidly growing city with a diverse population, Cambridge is a hub of innovation and opportunity, with over 80 languages spoken by students in the public schools.

With 118,403 residents counted in the 2020 census, an increase of 12.6% since 2010, Cambridge is the fourth largest city in the Commonwealth and the second most densely populated with 18,529 persons per square mile. The 2015 - 2019 American Community Survey found that 66.1% of Cambridge residents identify as White, 10.7% as Black, 16.8% as Asian or Pacific Islander, 9.5% as Hispanic, and 6.4% identified another race or a member of two or more races. Approximately 34% of residents' home language is a language other than English. Cambridge is also an economically stratified city and becoming more so; a 2021 report showed that residents in the top quintile earn on average \$343,000 each year, while the bottom quintile earn an average of \$13,000. Additionally, 41% of the children in the Cambridge public schools were eligible for free or reduced lunches in 2021.

As a dense city with 13 distinct neighborhoods, Cambridge has an intimate, personable feel and the city has worked to prioritize connectivity. Public transit includes six subway stations, one commuter rail stop, and 29 bus routes. Cambridge is also home to a variety of green spaces, with over 5 miles bordering the Charles River, a 50-acre park built on top of a former landfill, a 9-hole public golf course, and its own reservoir. Cambridge is a walkable city and currently undergoing an expansion of its protected bike network.

Home to Harvard University, Massachusetts Institute of Technology (MIT), Lesley University, and an increasing number of research laboratories and incubator facilities, Cambridge is one of the world's most important biotechnology, pharmaceutical, and high-tech hubs. The biotech corridor in Kendall Square has been called "the most innovative square mile on Earth," and has led the country in everything from the invention of rubber hoses to the development of a Covid-19 vaccine. With hundreds of start ups and dozens of global tech leaders, Cambridge attracts the brightest minds and ideas. Furthermore, unique business districts and associations help to represent and grow the small business community that thrives in Cambridge.

GOVERNMENT STRUCTURE

The City of Cambridge has a Council-Manager form of government as detailed by its [Plan E Charter](#). Under the Plan E Charter, the City Council serves as the City's legislative body made up of 9 members, including a Mayor and Vice Mayor who are directly elected by their City Council colleagues.

The City Council is responsible for hiring a City Manager with the expertise to oversee and direct the day-to-day activities of the City within broad functional areas including Finance, Public Safety, Human Services, Community Development, Traffic and Parking, Public Works, and more. The City Manager provides leadership on all of the City's strategic initiatives including equity and inclusion, economic development, redevelopment, and organizational improvement. The City Manager is responsible for hiring, removing and overseeing all City employees (with the exception of School Department employees). The City Manager serves as a liaison and financial officer to the City schools (Elementary, Upper and High Schools are a department of the City, however, they are overseen by an elected School Committee and appointed superintendent). In addition to the City Manager, the City Council hires the City Auditor and the City Clerk.

Under the November 2, 2021 voter-approved charter amendments, all appointments to Boards and Commissions made by the City Manager must be approved by the City Council, the City Council must conduct an annual evaluation of the City Manager, and the City Council will appoint a Charter Review Commission by July 2022 to review the current Charter (a standard practice for municipalities across Massachusetts that Cambridge has not done since 1940).

CITY OF CAMBRIDGE ANNUAL BUDGET

The annual budget for Fiscal Year 2022 was \$748,220,690, not including capital expenditures.

HOW DOES THAT BREAK DOWN?

GENERAL GOVERNMENT - \$70.1M

General Government includes the City Manager's Office, Finance and Law Departments, Mayor's Office, City Council, Arts & Public Celebrations, Tourism & more.



PUBLIC SAFETY \$161.4M

Public Safety includes the Police and Fire Departments, Animal Commission, Electrical Department, Emergency Communications, Inspectional Services, License Commission, Traffic and Parking & more.



COMMUNITY MAINTENANCE \$165M

Community maintenance includes the Community Development Department, Department of Public Works, Water Department & more.



SCHOOL BUDGET \$223.7M

Cambridge Public School has 6600 students in 12 Elementary Schools (Jr. K-5th grade), 4 Upper Schools (6-8th grade) and 1 High School.



HUMAN RESOURCE DEVELOPMENT \$64.2M

Human Resource Development includes the Human Services Department, after-school and pre-school programs, Public Libraries, the Veterans Department & more.



INTERGOVERNMENTAL \$63.6M

Intergovernmental includes our contributions to the Cambridge Health Alliance, and State and County assessments for the MBTA, MA Water Resource Authority & more.



FOR MORE INFO ON THE BUDGET
VISIT CAMBRIDGEMA.GOV

The City of Cambridge has an annual budget that confirms its vast financial resources of close to \$750 million dollars annually (not including Capital Budget items). The infographic to the left describes the breakdown of that annual funding for Fiscal Year 2022. The full adopted budget for FY22 is [here](#).

The City of Cambridge provides all the traditional municipal services such as Police, Fire, Public Works, Community Development, Human Services and more. Cambridge currently employs over 1600 full time employees, and serves a diverse constituency. The City Manager needs to embrace the diverse community and personally interact with all segments and understand their needs.

ARPA Funding & AAA Bond Rating

Cambridge received over \$88 million dollars in American Rescue Plan Act (ARPA) funding, and is currently in the midst of a public process to determine how best to allocate these one-time funds. There is a tremendous opportunity for the next City Manager to work with the City Council and the community to target this funding to address the challenges and opportunities identified through this community engagement process.

There is also a desire from many stakeholders to use the city's AAA bond rating and surplus funds to provide expanded services and programs while being mindful of the need to maintain Cambridge's financial integrity.

WHO IS OUR IDEAL CANDIDATE?

The primary role of the City Manager is to serve as the Chief Executive of the City, focused on the day-to-day operations. The successful candidate will show excellent fiscal responsibility and oversight of the budget, ensuring fiscal stability in accordance with the budget, while allocating financial resources to meet community needs with a view to future growth. The ideal candidate will appreciate and thrive in a richly diverse community and workplace while actively promoting and upholding the City's workforce commitment to anti-racism, equity, and inclusion. The City Manager will also have the opportunity to establish and maintain visibility across departments and build a strong leadership team (including hiring a Deputy City Manager, a position which is currently vacant) with a commitment to creating an equitable and inclusive culture citywide.

The City Manager will possess a strong vision for the future of Cambridge and will work with the City Council, residents, and other stakeholders to address a wide range of opportunities and challenges. The City Manager will be tasked with creating actionable change through strategic thinking, tactical planning, and development of metrics to measure progress. Exceptional leadership skills will be demonstrated through the ideal candidate's proven ability to communicate effectively across audiences and build strong working relationships. High attention to detail, ability to multitask, and demonstrated ability to partner with various entities is critical.

THE IDEAL CANDIDATE WILL ALSO:

- Execute a collaborative, democratic, and transparent working relationship with the City Council, and demonstrate strong team building experience
- Empower employees and department heads to be creative and innovative within the scope of their authority while encouraging the development of creative and collaborative ideas
- Be an active listener who ensures all parties have a seat at the table and are heard, and be respectful in dealings with staff, residents, and stakeholders
- Understands the importance of physical city planning
- Proven ability to bring organizational change when needed and knowledge of best practices for high performing management systems.
- Have thorough knowledge/experience working with a unionized workforce (12 labor unions in Cambridge) and labor relations
- Have strong project management skills essential to leading staff on capital projects, infrastructure improvements, and building renovations, as well as strong organizational development skills to review programs, services, and structures to ensure they are meeting the needs of the City
- Be open to and comfortable with making necessary changes in staff and organizational structures

CAMBRIDGE ANTI-RACISM, EQUITY, AND INCLUSION POLICY

The Cambridge Anti-Racism, Equity and Inclusion Initiative is directed from the City Manager's Office and has a committee of employees that meets regularly. This initiative is more than just words, it's a philosophy that guides the staff and all services provided by the City. These diversity efforts were started in 2017 and have continued to grow. The City has conducted skill-building and development of all City employees to cultivate an environment which reflects values of anti-racism, equity and inclusion. This effort has focused on a review of all City policies to ensure they are aligned with the purpose of equity and inclusion. It is also focused on recruitment, hiring, retention, succession planning and promotion practices that incorporate anti-racism, equity and inclusion. All of this has provided a commitment by City leaders, managers, and employees to lead a thriving diverse workforce that is anti-racist, equitable, and inclusive. In a recent survey, over 50% of employees report that it's important the new City Manager must "demonstrate a commitment to, and an accomplished record of, anti-racism, diversity and inclusion."

The committee members of this initiative are ready to assist the new City Manager to continue and deepen this effort.

Read more about our Diversity, Equity and Inclusion in the workplace here.



WE LISTENED TO OUR RESIDENTS & STAKEHOLDERS

In preparing the Cambridge City Manager Leadership Profile, the City undertook a robust 6-week community engagement process composed of Town Hall style meetings, online feedback gathering, surveys, and internal and external stakeholder conversations.

Listen to the focus groups [here](#), and see the over 4,000 unique pieces of feedback received by Cambridge residents and stakeholders [here](#).

The following are some examples of direct quotes from residents and stakeholders who participated in the community engagement process. All views are based on personal experience and reflect the individual respondent.

"If you get the best and the brightest and people are excited and engaged and feel like they are empowered to make change that's responsive to the community. I think creating a really good culture is really important... a more responsive culture that's engaged and excited for the opportunity to make the city a better place."

-[Rachel](#)

"The number one priority should be housing. If you can't afford to live here, it doesn't matter much to you what the second priority is, because you won't be here to benefit from it."

-[Jess](#)

"I would like to see a city manager who is a synthetic thinker. In other words, somebody who can take multiple perspectives and pull them together into a final decision and somebody who can execute. Somebody who has expertise operationally, who can execute amongst the myriad of departments that exist in Cambridge."

-[Steve](#)

"I'm hoping that the city manager will hear my voice. It's important that seniors, who are homeowners get a chance to be heard, that we need help, that we need a group, or an agency, or a program, that if something should happen, there's an agency we can call"

-[Pearl](#)

"The next City Manager should have a vision that makes Cambridge a leader in policy, rather than following trends. They should be extremely progressive and dedicated to upzoning, building housing, and safer, more inclusive streets."

-[Kevin](#)

"There's the practical issue of limited opportunities for a city that is so well-known across the nation. We attract from outside, but what about those that are right here within the city? What can be done to broaden the educational skills, internships, mentorships, so that our own children and teenagers, young adults, can have greater access to what is in their backyard?"

-[Marilyn](#)

"We need someone progressive and policy oriented, someone with a vision for how the city needs to change to adapt to the challenges of the next couple decades. Between climate change and the housing crisis, Cambridge cannot and will not look the same a decade from now, and the City Manager needs to be someone actively interested in driving that change"

-[Aaron](#)

"I think in Cambridge, we can get sidetracked with all the noise that's out there. I think it's very important to stay very focused and to take new approaches to doing things"

-[Peter](#)

"I would hope that the new City Manager could consider all points of view. How do we reach the City Manager? How do we make change? I'd like them to try to reach out more to the residents"

-[Grape J.](#)

WE LISTENED TO OUR RESIDENTS & EMPLOYEES

The following are some examples of direct quotes from residents and employees who participated in the Resident or Employee Town Hall meetings. All views are based on personal experience and reflect the individual respondent.

Listen to the whole Resident Town Hall [here](#).

"We are hoping to see supported and expanded tenant protection services and resources, appointments to Boards and Commissions that care about City priorities and appointments that reflect the diversity. We are very excited about all the ways that a new City Manager can accomplish those things."

-Allan

"I'd like to see a City Manager who has a vision that extends beyond the bank account. Money is a tool; money is not an end in itself. Too many of our decisions have been justified on the basis of it will bring in money, instead of 'is it good for the city?' I hope the City Manager will foster that kind of atmosphere (where) we think about what is good for the city, that the City Manager will make everybody who works for the city the best they can be."

-Heather

"I'd like to see someone coming in with a proven track record of actual accomplishments, not just plans for the future. Some of the issues I'm concerned with are the spectrum of equity issues we have. Environmental and climate change and that intersection of environmental and climate justice. I'd like to have someone who will prioritize pushing back on the surrounding communities to do their share on issues like housing and transportation."

-Mike

"Among the attributes I think are most important is that the new City Manager have experience with and concern for public diversity, equity and inclusion. I'd like that person to notice who is missing from most public meetings and forums. That would be people of color, people living in public housing, youth, greater age diversity and greater gender diversity."

-Phyllis

"We shouldn't ruin our city in different ways, through gentrification, and overdevelopment, loss of open space, and many other things in order to have a too conservative approach to protecting the City Finances. I think the finances can be well protected and we can have a much more inclusive democratic government."

-Joel

"Some issues that people are most concerned with are addressing the climate crisis and enacting environmental justice, implementing the HEART alternative to police response, implementing municipal broadband, supporting small businesses, enhancing equity and maintaining the City's economic and racial diversity and less focus on increasing our city's tax revenue."

-Lee

"Staff empowerment is very important and having the willingness to let staff try and fail and try again. I don't think any initiative or policy or procedure has to be 200% perfect. It's okay if it's not 100% amazing out of the gate; we can try and see where we can improve. So a Manager who just has that willingness to let staff try and also the willingness to think outside the box."

-Cambridge Employee

"I think having a leader who is willing to take some risks and be excited to come into an organization with a really strong staff and support staff and doing new things, taking chances and then evaluating."

-Cambridge Employee

"I definitely care a lot about bringing folks who are immigrants to the table in deciding on the next City Manager. They have a lot to contribute. One thing important for the next Manager to consider is retaining talent, especially diverse talent. An important part of equity too is to revisit the work from home policy."

-Cambridge Employee

OPPORTUNITIES AND CHALLENGES

The City of Cambridge, while prosperous, grapples with similar urban challenges as its larger peers. The successful candidate will be prepared to take fresh approaches and to leverage the City's resources to effectively address these challenges. Access to housing, especially affordable housing, is the number one concern among residents and has proven to be a consistent challenge over the past decade as Cambridge continues to attract young professionals, students, and families. Both market-rate, and below-market rate housing stock are under insurmountable pressure, evidenced by the rapidly rising rents and the over 20,000 individuals (6,530 with a Cambridge preference or Veteran status) on the Cambridge Housing Authority's "[Can't Wait List](#)." The City Manager will need to look to creative and unconventional methods to address the current housing crisis and Cambridge's stratified economic makeup. Balancing the tension between development, tax revenues, jobs, and housing will be critical.

The next City Manager must understand the importance and urgency of the climate crisis and embrace the challenge of making Cambridge a climate leader. While Cambridge has taken steps to reduce local emissions and build climate resilience, citywide emissions have increased and projections show Cambridge will miss its internal 2030 climate goals.

Cambridge has long been a pioneer in alternative transportation methods that seek to alleviate congestion and environmental impact. The City has installed electric vehicle charging stations, partnered with the MBTA and the City of Somerville on the Green Line Extension Program, and committed to building 26.2 miles of protected bike lane infrastructure by 2026. The City Manager must find a way to successfully introduce and implement much-needed climate-friendly transportation infrastructure while listening to all stakeholders, including the disability community, residents with limited mobility, seniors, and business owners.

THE NEXT CITY MANAGER WILL :

- Communicate equitably with constituents and engage with all stakeholders equally
- Address the connectivity gap and respond to the City Council request to complete a municipal broadband study
- Implement Universal Pre-Kindergarten
- Promote small and diverse businesses for economic stability and support a strong post COVID19 return of Cambridge businesses of all sizes
- Work with an active and committed Arts and non-profit community to develop a deeper understanding of collaborative goal setting to meet service needs and understand how arts and non-profit groups enhance the community's quality of life.
- Address social justice with community and police with alternative methods to respond to non-law enforcement calls for service (such as mental health, unhoused, language barriers)
- Prioritize opportunities for additional, needed open space in the City
- Manage and maintain a large per capita municipal budget, and leverage the City's AAA bond rating to provide expanded services and programs
- Use the resources of the universities, large businesses, science and technology experts to encourage innovation and reinvestment in the community
- Work with the City Council and community to allocate \$88 million in ARPA funding to be allocated over the next four years

QUALIFICATIONS

- 10 or more years of professional, related public, private or non-profit executive level experience. Assistant/Deputy Administrator/Managers in a larger community or organizations will also be considered (non-traditional candidates are encouraged to apply). Any equivalent combination of education, experience, and training that provides knowledge, skills and abilities will be considered
- Graduation from an accredited four-year college or university with a degree in business, public administration, financial management, or a related field
- Preferred qualifications include a master's degree and/or ICMA Credentialed Manager or other advanced level training (documented participation in advanced executive leadership programs).
- Demonstrated experience managing programs, with experience managing complex budgetary and analytical duties, multi-million-dollar budget, financial management, labor relations, and strategic planning



- Experience working with a City Council or Board of Directors, experience making presentations to boards, employees, and other groups
- Experience managing multiple projects, programs, and capital investment projects
- Demonstrated commitment to and progressive experience in diversity or social impact leadership

The City of Cambridge is an affirmative action/equal opportunity employer. Women, minorities, veterans, members of the LGBTQ+ community, and persons with disabilities are encouraged to apply. The City is committed to advancing a workforce culture of anti-racism, diversity, equity and inclusion. City of Cambridge residents especially are encouraged to apply. The City of Cambridge's workforce, like the community it serves, is diverse. Applicants must have the ability to work and interact effectively with individuals (employees and residents) and groups with a variety of identities, cultures, background and ideologies; and commit to advancing this philosophy.



TIMELINE

- March 2022: Position Announcement, Advertising, Candidate Recruitment, and Outreach
- April 2022: Candidate Evaluation and Screening by Executive Search Firm and Presentation of Recommended Candidates to Initial Screening Committee
- May 2022: Interviewing Process with Initial Screening Committee
- June 2022: Final Interviewing Process & Appointment of Candidate

SALARY AND BENEFITS

Open and competitive starting salary supplemented by an excellent benefit package:

- Expected starting salary is \$275,000 to \$300,000. A higher starting salary will be considered depending upon qualifications
- Health, Vision and Dental
- Cambridge Retirement System is part of the MA Public Employees Retirement Administration Commission (11% contributions for defined benefit plan)
- 14 Holidays, 15 days of Sick Leave, and 3 Personal Days
- City vehicle and phone provided, MBTA transit pass (up to \$265)
- \$2700 annual management allowance
- 457 Deferred Comp Plan—Voluntary (Voya or Empower)
- \$4200 annual tuition reimbursement plus \$300 for course materials, plus vacation leave and attendance at professional conferences for City Manager

(Residency is not required, but preferred, and moving expenses can be negotiated along with other benefits)

TO APPLY:

Please submit a resume and cover letter to Randi Frank LLC randi@randifrank.com. First screening by consultant will be between *March 30th and April 8th*. The initial screening committee will meet on *May 3rd, 2022*, however the position will remain open until filled.

The first round of interviews will be held virtually on *May 12th & 13th*. The second round of interviews will be held in person (open public meetings) on June 1st & 2nd. Candidates must be available for all of these dates.

CONTACT US!

Randi Frank Consulting, LLC
203-213-3722 (cell)
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www.randifrank.com

Robert Slavin
Slavin Management Consultants
Phone 770-449-4656
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Town Administrator

Carver, Mass. (pop. 11,500), seeks a creative and proactive community leader, committed to excellence in public service, to serve as its next Town Administrator. This fiscally stable community, with a rich agricultural history and hometown feel, is located approximately 45 miles from Boston and just minutes away from some of the most beautiful beaches in the United States. Carver is recognized for its excellent schools, quality of life, and for providing exemplary services to its residents and business community.

The Town is led by a five-member Board of Selectmen and Open Town Meeting form of government. The Town Administrator is the Administrative Officer and the Chief Procurement Officer for the Town and oversees the operations of the Town's general government. The Town's operating budget for FY22 is approx. \$42 million (including \$24 million for educational expenses). There are 338 full-time and 366 part-time town and school department employees. The Town's finances have been conservatively managed as evidenced by an AA bond rating.

The ideal candidate will have a master's degree in public or business administration and a minimum of three years of experience in a senior management role in municipal administration or similar organization; or a bachelor's degree in public or business administration and a minimum of five

years of experience in a senior management role in municipal administration or similar organization.

For additional information related to the Town Administrator position, including the exact qualifications, please see Chapter 3 of the [Town of Carver Bylaws](#).

Salary range of \$150+/- will be commensurate with qualifications and professional experience.

For additional information related to the search, or Town and candidate profile, contact Alan Gould, President, Municipal Resources, Inc. at 603-279-0352, ext. 320.

To apply, submit resume and cover letter as PDF attachment, in confidence, to recruitment@mrigov.com by 9 a.m. on **Monday, March 21, 2022**.

This document is intended for use as a resource in the search for the next Town Administrator. The candidates are encouraged to do their own research and consider their "fit" for the position. Information about this position and the Town can be found by visiting the Town's website, www.carverma.gov, and the MRI website, www.mrigov.com/career.

Carver is an affirmative action and equal opportunity employer.

THE TOWN OF CARVER, MA

TOWN ADMINISTRATOR RECRUITMENT

Invitation to Qualified Candidates

INTRODUCTION

Carver, MA (11,645 pop.), seeks a creative, proactive, community leader, committed to excellence in public service, to serve as its next Town Administrator. This fiscally stable community, with a rich agricultural history and hometown feel, is located approximately 45 miles from Boston and just minutes away from some of the most beautiful beaches in the United States. Carver is recognized for its excellent schools, quality of life, and for providing exemplary services to its residents and business community.



Led by a five-member Select Board, and Open Town Meeting form of government, the Town Administrator is the Administrative Officer and the Chief Procurement Officer for the Town and oversees the operations of the Town's general government. The Town's operating budget for FY-22 is approx. \$42 million (including \$24 million for educational expenses) and there are 338 full-time and 366 part-time town and school department employees. The Town finances have been conservatively managed as evidenced by AA bond rating.

The ideal candidate will have a master's degree in public or business administration and a minimum of three years of experience in a senior management role in municipal administration or similar organization or a bachelor's degree in public or business administration and a minimum of five years of experience in a senior management role in municipal administration or similar organization. For additional information related to the Town Administrator position, including exact qualifications, please see Chapter 3 of the [Town of Carver Bylaws](#).

Salary range of \$150+/- will be commensurate with qualifications and professional experience. Carver is an affirmative action and equal opportunity employer. For additional information related to the search, or Town and candidate profile, contact Alan Gould, President, Municipal Resources, Inc. at 603-279-0352, x320.

DEADLINE: 9AM EST; Monday, March 21, 2022

Resume and cover letter, in confidence as PDF attachment to: recruitment@mrigov.com

TOWN ADMINISTRATOR – TOWN OF CARVER, MA

This document is intended for use as a resource in the search for the next Town Administrator. The candidates are encouraged to do their own research and consider their “fit” for the position. Information about this position and the Town can be found by visiting the Town’s website www.carverma.gov and the MRI website www.mrigov.com/career.

The Profile

The ***Ideal*** Candidate for the position of Carver, MA Town Administrator will have:

Master’s degree in Public Administration or Business Administration and at least three years of prior full-time compensated executive experience in public or business administration or five years or more of such professional experience and a Bachelor’s degree.

Proven record of successful municipal financial experience in budgeting, capital improvement planning, debt management, grant writing/administration, and public procurement.

The highest ethical standards both personally and professionally.

Ability to be creative leader and identify innovative solutions to complex municipal revenue and expenditure challenges.

Strong public speaking, writing and presentation skills. Proficiency in the use of electronic media.

Extensive knowledge of and experience with collective bargaining, labor relations and personnel management.

Appreciation for the rural character of Carver and the agricultural heritage that supports the important cranberry industry.

Ability to “listen” and to provide the highest level of professional recommendations and options to elected and appointed Town officials. Understand and support the essential role of volunteers in local government operations.

An administrator who leads by example and with a proven record of nurturing a positive culture in Town offices by supporting, respecting and empowering employees while avoiding “micro-managing” departments.

Ability to manage Town business in an open, fair and transparent manner. Skill and ability to lead, organize, inspire and manage people at all levels of the organization.

Demonstrated skills in working collaboratively and building consensus with many and sometimes conflicting constituencies. Be accessible to all residents and be willing to reach out and solicit input from the entire community.

Experience with municipal economic development, land use planning/transportation and large private development projects in the community.

TOWN ADMINISTRATOR – TOWN OF CARVER, MA

The Town of Carver

The next Carver Town Administrator will need to be a strong municipal leader with good communication and people skills who will be able to gain the respect of and work well with elected and appointed officials, employees, volunteers, residents, business leaders and community organizations. It will be critically important that he or she demonstrate the ability to work with diverse groups, acknowledge and respect divergent views and communicate openly while remaining transparent and apolitical. The skill and ability to facilitate honest and respectful dialogue between various factions when dealing with controversial or volatile community issues is seen as essential. Transparency and openness of government must be a priority for the next Town Administrator.



The residents of Carver are proud of their Town's rural charm and agricultural history. Today, it's a residential community with beautiful neighborhoods, lakes, forests and scenic cranberry bogs. Families are attracted to Carver because their schools are among the best in southeastern Massachusetts. Cranberry farming and processing are still as important industries today as they were a hundred years ago. In fact, at one time Carver was called "Cranberry Land USA". This community is not only known for its colorful cranberry harvest, it also has two popular tourist and family destinations, the Edaville Railroad, a narrow-gauge railroad attraction and King Richard's Faire, a re-creation of a 16th century English fair.



Carver is a very desirable and affordable community in which to live and raise a family. A significant part of the challenge facing the new Town Administrator will be to balance the cost to continue providing a high level of Town and education services at a sustainable tax rate during this time of fiscal uncertainty. The largest share of real estate tax base comes from the residential sector and the remaining from limited commercial, industrial and personal property taxes.

Carver has a long tradition of strong financial planning and fiscally conservative budgeting of both revenues and expenditures. The FY '22 budget is \$42M of which \$ 24M is for education. Standard & Poor's assigned Carver with its AA bond rating and stable outlook. This is a noteworthy achievement for a municipality of 11,645 residents that relies on residential taxes and only has a limited commercial

TOWN ADMINISTRATOR – TOWN OF CARVER, MA

and industrial tax base. S&P recognizes that the Town has a history of healthy financial planning, conservative management, low debt burden and manageable pension and OPEB obligations. In fact, the Town's Free Cash was certified at \$1.4M, and has been averaging around \$1M annually. The Town has outstanding reserves: Undesignated Fund Balance of \$3.35M, Stabilization Account of \$3.7M and a Capital Reserve Account of \$450,000. In addition, there is a Capital and Debt Stabilization Account of \$457,000 and a Community Preservation Account balance of \$2M. To its credit, the Town has an OPEB Trust Fund balance of \$2.2M. The Town is a member of the Gateway Health Group with several other public entities and has experienced minimal health insurance increases over the past few years without using health insurance reserves.



The Town Departments are well managed with seasoned Department Heads. The next Administrator will have to develop succession plans as key employees retire in the years ahead. The Fire Department operates with four full-time employees and over 80 Call Fire Fighters out of three stations. The Emergency Medical Services provide para-med ambulance services with two full-time employees and per-diem Para-Medics and EMTs that run with two ambulances.

The Town Administrator plays a significant role in negotiating and administering the Town's four labor collective bargaining agreements. The Administrator must be an experienced and effective negotiator with demonstrated skill and success in managing and administering collective bargaining agreements and labor relations while balancing the needs of the employees with the ability of the residents to pay.

Economic development will be important for the next Administrator as the municipality looks at ways to broaden the over-all tax base and provide relief to the residential tax payers. Currently, there are two economic development projects being proposed that will have major impacts on the community and will add to the tax base. The North Carver Project, located in the North Carver Green Business Commercial Development District off Routes 44 and 58, is the location of a proposed large warehousing and commercial distribution operation on 245 acres of developable land.



TOWN ADMINISTRATOR – TOWN OF CARVER, MA

The second is the Cranberry Point project, a proposal to build a 150MW/300 MWh lithium-ion battery storage facility on six acres of land off Main Street. The new Town Administrator will need to be skilled in economic development as these will be on the agenda as he or she takes office.

Finally, the ideal candidate must possess outstanding verbal and written communication skills. It is imperative that the Town Administrator be able to communicate effectively with town leaders, staff, volunteers and the public. This skill is especially important in maintaining and improving upon the strong, positive working relationships that developed over the last few years between the School Superintendent and the Town Administrator. In order to do this, the Administrator will need to have a high level of community engagement. It is the Administrator's responsibility to keep the public informed and they must be committed to operational transparency and possess the ability to communicate clearly and use social media to present Carver's message. The Town Administrator must leverage emerging technologies and other creative ways to promote community involvement. "Customer service" is a high priority, which means the successful candidate must place great value on listening and providing accurate information to all members of the community.





INC.


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South Kingstown RI - Town Manager

Deadline: January 3rd, 2022

South Kingstown, RI (31,000 pop.) The Town of South Kingstown seeks a proactive, seasoned community leader to serve as its new Town Manager. This charming New England town comprised of many diverse villages ranging from coastal to farmland, historic to downtown, is a thriving community located on the southern coast of Rhode Island. South Kingstown is financially stable, boasts substantial reserves, has an Aa1 bond rating and is recognized as a desirable community for smart growth development with a strong tax base. This beautiful community, originally settled in 1658 and incorporated as a Town in 1723, has a rich history and a strong commitment to preserving its heritage, and boasts a quality of life that makes this a destination community for any public manager. In addition to its popular beaches, South Kingstown has numerous natural, cultural and recreational amenities and is the home of the University of Rhode Island.

South Kingstown is a full-service municipality, led by a five member Town Council and a Town Manager with an established Council-Manager form of government. The local government provides outstanding public services and excellent schools. The Manager oversees a municipal operating budget for FY 22 of \$38.5M with 200 full-time and numerous part-time and seasonal employees.

The ideal candidate will have a Master's Degree in Public Administration or related field and a minimum of ten years of progressively responsible experience in public administration or an equivalent combination of education and relevant experience. Preference will be to Town Managers, Town Administrators, Assistants and Department Heads with complex municipal operations and knowledge of all Town functions. The Town's Charter requires the Manager to reside in South Kingstown within six months of appointment.

The position offers competitive salary and benefits; salary is subject to negotiation, current compensation is \$152,700. **The Town is an equal opportunity employer, committed to affirmative action.** For additional information contact Alan Gould, President, Municipal Resources Inc., at 603-279-0352 x320.

Cover letter and resume in confidence as PDF attachment to: recruitment@mrigov.com

DEADLINE: Applications accepted through Monday, January 3rd, 2022

This document is intended for use as a resource in the search for the next Town Manager. Candidates are encouraged to do their own research and consider their fit for this position.

ADDITIONAL INFORMATION:

- [South Kingstown](#)
- [Community Profile](#)



Current Recruitments

- South Kingstown RI - Town Manager
- Windham NH - Town Administrator
- Blackstone MA - Fire Chief
Emergency Manager
- Rollinsford NH - Part Time Town Administrator
- Natick MA - Fire Chief
- Waterville Estates Village District
Campton NH - Village District General Manager
- Claremont NH - City Manager

THE TOWN OF SOUTH KINGSTOWN, RI

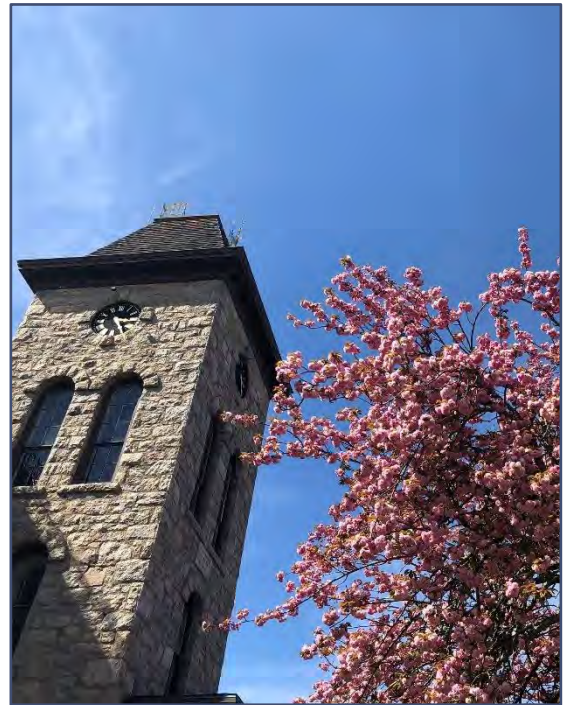
TOWN MANAGER RECRUITMENT

Invitation to Qualified Candidates

INTRODUCTION

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ADDITIONAL INFORMATION: www.mrigov.com/career

Cover letter and resume in confidence as PDF attachment to: recruitment@mrigo.com

DEADLINE: **Applications accepted through Monday, January 3rd, 2022**

TOWN MANAGER – SOUTH KINGSTOWN, RI

SOUTH KINGSTOWN AND RHODE ISLAND

The Town of South Kingstown, population 31,000, is an attractive and thriving community located in southern Rhode Island, bordering the Atlantic Ocean. The Town has a total area of 62.3 square miles (56.8 land / 5.5 water), which includes many miles of beaches. The scenic drive to Newport takes half an hour or less.



South Kingstown was first settled as Pettaquamscutt in 1658. Incorporated as part of Kings Towne in 1674; Kings Towne became Kingstown in 1689. Divided into North Kingstown and South Kingstown in 1723 and incorporated February 22, 1723. In 1888 an area along the Pettaquamscutt River and Narragansett Bay was separated from South Kingstown to form the Town of Narragansett.

The Town of South Kingstown includes the villages, communities and neighborhoods of Kingston, West Kingston, Wakefield, Peace Dale, Usquepaugh, Snug Harbor, Tuckertown, East Matunuck, Matunuck, Green Hill, Perryville, Ocean Ridge, Indian Lake, Curtis Corner, Torrey Hill and Middlebridge.

South Kingstown is the largest town in Washington County, commonly referred to as South County. The other towns are: Charlestown, Exeter, Hopkinton, Narragansett, New Shoreham (Block Island), North Kingstown, Richmond and Westerly. South Kingstown provides shared services with some of the other towns.

South Kingstown is included in the Providence metropolitan area, which encompasses most of Rhode Island and several counties in Massachusetts.

The rich cultural amenities, points of interest and recreational activities in South Kingstown include art galleries, performing arts theaters, music venues, community centers, a history museum, four historic districts, great restaurants, breweries, a distillery, vibrant retail and services, antiques, family fun, three libraries, and numerous recreation programs for our citizens, as well as an expansive parks system. There is an abundance of National Register of Historic Places listings in South Kingstown and the surrounding area. Washington County has four national wildlife refuges.



TOWN MANAGER – SOUTH KINGSTOWN, RI



The highly rated South County Hospital, located in the village of Wakefield in South Kingstown, serves southern Rhode Island.

South Kingstown is the home of the main campus of the University of Rhode Island (URI), located in the historic village of Kingston. URI is the principal public research university, as well as the land grant and sea grant university, for the State of Rhode Island. The University offers bachelor's, master's and doctoral degrees in 80 undergraduate and 49 graduate areas of study, with a student body of about 13,600 undergraduate and 3,000 graduate students. Recently URI was ranked #3 on Best Value College's list of the 30 Most Beautiful Coastal College Campuses. The Town enjoys a cooperative and productive working relationship with the University. URI recently engaged a new President who has expressed a strong willingness to continue the partnerships developed between the University and the community.

South Kingstown is served by the South Kingstown School District, and the Town's citizens elect a seven-member School Committee, with staggered 4-year terms. The district includes nine public schools, from pre-kindergarten to high school. Although the School Department is a separate entity, the Town Council appropriates funds for part of the public school budget.

Rhode Island, known as the Ocean State, is the eighth least populous state (pop. 1,056,300), the second most densely populated after New Jersey, and the smallest state by land area (37 miles wide and 48 miles long).

Local government in Rhode Island is vested mostly in the 39 cities and towns, which cover the entire state. Cities and towns have broad home rule authority, and perform functions commonly assigned to counties in other states, such as public education. Rhode Island state law does not distinguish between a city and a town.

Rhode Island's five counties have no governmental functions. They are geographic regions or boundaries for provision of judicial and some other state government services. There also are a number of special purpose units.

Rhode Island is known for its picturesque sounds, fine sailing, New England villages and towns, urban sophistication, and grand waterfront mansions. The state also is famous for its seafood cuisine, especially clams, lobster and Rhode Island style clear broth clam chowder.

Much of the Rhode Island economy is based in services, particularly healthcare, tourism and education, but there still is significant manufacturing. CVS Trademark, Textron and other large companies are based in the state. Agriculture also is a very important part of the South County region, and South Kingstown has some of the oldest farms in New England. The Town administers the Farm, Forest, and Open Space Program in cooperation with the Rhode Island Department of Environmental Management.



TOWN MANAGER – SOUTH KINGSTOWN, RI



THE POSITION

The Town operates under the council-manager form of government. The Town has had only two Town Managers in the past 43 plus years.

The Town Manager is appointed by and works under the direction of the five-member Town Council. Council members are elected in partisan elections for 2-year terms, at-large, in even-numbered years with no term limits. The Council members elect a Council President and Vice President from among themselves.

The Town is financially sound, with a strong Aa1 bond rating and low per capita debt. The Town's total budget for FY 2021-22 is \$100.5M, comprised of the General Fund \$27.3M, School Fund \$61.9M and eight other special funds totaling \$11.2M. The Town Manager supervises all municipal departments, consisting of 10 major departments each led by its own director.

The Town's staff of 200 full-time employees, plus many part-time and seasonal employees, consists of both union and nonunion member positions. Numerous additional employees are hired on a part-time and seasonal basis to meet the needs of the Town. The four municipal unions include the International Brotherhood of Police Officers (IBPO), Local 489, representing the Town's police officers; the International Association of Fire Fighters (IAFF), Local 3365, representing employees of the Town's EMS Department; the South Kingstown Municipal Employees Association (SKMEA), a local chapter of NEARI; and Council 94, AFSCME, Local 1612. The Town Manager is responsible for negotiating all contracts and resolving any grievances that occur. The Town is served by two volunteer fire districts: The Union Fire District and Kingstown Fire District. The fire districts are governed by an elected board and have the power of taxation.



The Town Manager is the chief executive officer, responsible for effective implementation of policy decisions by the Town Council. The Manager is also responsible for the professional management of all Town operations, facilities, property and departments, to ensure cost effective provision of quality services in accordance with the strategic mission, goals, priorities and policies established by the Council. The Town Manager is responsible for development of the Town's budget, including capital projects, and is responsible for administering the final budget once approved by the Town Council.

The Town Manager, working with the Council President and Council members, also ensures productive working relationships with business and community organizations and leaders, media and the general public in order to promote the Town and to maintain open channels of communication for identifying and responding to the needs of citizens and property and business owners. As delegated and authorized by the Town Council, the Manager represents the Town in negotiations with representatives of government, business and other organizations, provides public presentations and information to media, and works with other local governments to present the

TOWN MANAGER – SOUTH KINGSTOWN, RI

Town's viewpoint and encourage acceptance of productive goals and objectives. The Town Manager, working with the Town Solicitor, is responsible for monitoring and assuring the updating of all Town ordinances, regulations, policies and procedures to comply with state and federal law and regulations. The Town Manager also maintains effective working relationships with citizen boards and commissions.

Links of Interest:

Town of South Kingstown: www.southkingstownri.com

(Includes the Annual Report and Town Manager's FY 2021-FY 2022 Capital Improvement Program and Municipal Budget Document)

South County Tourism Council: www.southcountyri.com

University of Rhode Island: www.uri.edu

SOUTH KINGSTOWN CHALLENGES AND OPPORTUNITIES

The community of South Kingstown is a premier town in the State of Rhode Island and like all local governments, is dealing with imminent challenges as well as long term issues as it moves into the 2022-2030 decade. The following topics represent some of the matters the new Town Manager will be expected to navigate internally within the organization while also providing guidance to the elected and appointed boards and committees within the Town structure.



COVID and its Aftermath: As the community approaches the advent of the new year of 2022, it finally appears that some sense of normalcy may be returning to our daily lives. A challenge for the new manager will be how to plan for that return and to implement a workable transition for the community to whatever variation of the new normal is appropriate for the staff and residents of the Town. There is no established model for this challenge and the new manager will be operating in an unknown environment with no "script" on how to lead the community. Clearly a key component of that transition will be a well thought out implementation strategy for utilization of the significant ARPA monies received by the community to date.

Land Use and Growth: The town has recently updated its mandatory Comprehensive Plan and the issues surrounding land use, zoning, housing, growth, natural hazard & climate change, etc. all have a plan of action identified within the overall plans and implementation schedules. Working collaboratively with various impacted parties, boards/committees, the Council and residents at large will be a significant task for the next manager. The Manager, the Council, the Planning Board and residents will all play key roles in the roll out of the action items within this road map for the town's future.



Economic Development and Growth: This topic occupies a separate area of the Comprehensive Plan and details the importance of smart, targeted and focused economic development to assure the continued sustainability of the community through additional tax revenues while also maintaining and preserving the town's unique villages, farmlands, natural resource open spaces and the beautiful seashore. The manager can help lead in this effort by identifying and promoting stronger

TOWN MANAGER – SOUTH KINGSTOWN, RI

associations and partnerships with the business community, the University of Rhode Island and the State and Federal legislative delegations.

South Kingstown Public Schools: Currently there are two significant leadership vacancies in South Kingstown; the Town Manager and the Superintendent of Schools. The new manager will have to be skilled at developing and maintaining a strong and positive working relationship with the new superintendent and the School Committee. The new manager will have to immediately engage with the School Administration to deal with budget issues, declining school age population, and the on-going school building program for the construction of new facilities and additions/renovations to existing schools.



Affordable and Low, Moderate Income Housing:

As indicated in the Comprehensive Plan, the Town has established goals for the development of affordable and low and moderate income housing options so that the Town can reach its goal of 10%. The new manager needs to acknowledge that "the provision of high quality and diverse housing as one of the most important on going issues in the community". To do that, he or she must be skilled at developing successful partnerships with the Planning Board, Affordable Housing Collaborative and developers for the benefit of the community, including teachers, municipal employees and the local employment pool. In addition, the new manager will be faced with balancing the dual interests of creating more affordable housing while honoring the resident's strong desire to protect and preserve the remaining undeveloped land and open space in the community.

Aging in Place: The next administration will be dealing with providing new services to a growing population of residents who have chosen to continue to live in South Kingstown and age in place. This trend will require the Senior Services Department to deliver an array of services to this age group and their families that hasn't been seen previously. It will also challenge the Emergency Medical Services to provide more in-home services so these valued residents can continue to be active community members.



IDEAL CANDIDATE PROFILE

The ***Ideal*** candidate for the position of South Kingstown Town Manager will have:

Graduate degree in public administration or related field. Related fields may include Public Finance, Human Resources and Executive Director/President of a Not-For-Profit organization or Senior Administrator at an institution of higher learning.

Ten years of demonstrated experience in public management or relevant, transferable experience. The Town will consider a combination of education and professional experience in their review.

A career record of thoughtful and proven financial management as well as a commitment to promoting a pragmatic capital planning process while demonstrating an ability to work within an established and successful budget development process that requires input from elected and appointed officials.

A collaborative and deliberative style of management that allows for, and actively promotes, community involvement by an engaged and caring citizenry. The manager should be a leader by example who empowers and trust Division Directors and support staff to run their operations effectively and efficiently while holding staff accountable for their actions.

Intellectual curiosity, creativity and the ability to identify innovative solutions to complex issues while offering options to the Council for deliberations.

Strong communication, writing, public speaking and presentation skills.

Extensive knowledge and experience in negotiations within a collective bargaining environment while also maintaining the ability to establish respectful and harmonious relationships with union and non-union leadership.

The ability to “listen” to all engaged parties who may have divergent opinions especially members of committees and boards who help guide and advise the community decision makers to deliver the highest standard of customer service.

Commitment to continuous improvement and excellence in public services with a strong emphasis in the utilization of evolving Information Technology (IT) innovations to improve communications and build added efficiencies in the service delivery systems of the community.

A proven record of nurturing and embracing an established positive culture while promoting civility and professional decorum in all public discourse.

Demonstrated ability to provide unbiased guidance to all elected officials and those appointed to a broad range of committees and commissions, as well as to an engaged citizenry.

The ability to manage Town affairs in an open, diplomatic and transparent manner.

The skill that allows the manager to multi-task a myriad of issues while remaining focused on the priorities of the Town Council.

The skills to working collaboratively, cooperatively and building consensus including a strong emphasis on maintaining a positive, productive relationship between the school and municipal administrations.

Demonstrated career-long foundation of impeccable professional and personal ethical standards, integrity, respect, honesty and accountability.

TOWN MANAGER – SOUTH KINGSTOWN, RI

ADDITIONAL INFORMATION

This document is intended for use as a resource in the search for the next Town Manager. Candidates are encouraged to do their own research and consider their fit for this position. For additional information about the Town of South Kingstown see www.southkingstownri.com.

Candidates can also contact Alan Gould at agould@mrigov.com or by phone at 603-279-0352 ext. 320. To apply, submit a cover letter and resume in PDF format to recruitment@mrigov.com

DEADLINE: Applications accepted through Monday, January 3rd, 2022

Watertown, MA – City Manager



Position Statement

Watertown, MA (35,329 pop.), is a thriving community that provides a suburban-like setting with urban amenities. Located just six miles from Boston, the City is a hidden gem offering many of the benefits of a smaller town with access to the economic, cultural, and educational resources of a big city. Cultural destinations like the Arsenal Center for the Arts and the Armenian Museum of America are complemented by welcoming neighborhoods, a good school system, international food offerings, coffee shops, and fresh green grocers. The City, which has a diverse population including the second-largest Armenian population in the country, celebrates and supports the rich and varied cultures within the community. Watertown is a City in transition as it has been experiencing demographic and socio-economic changes in recent years.

Watertown is well managed and well situated for continued success. It has an AAA rating and an FY22 budget of \$164.4 million. The City's challenges include managing its growth, maintaining its superior financial stability, continuing to build a strong team of municipal department heads as retirements occur, increasing communications with residents, maintaining the City's relative affordability, and moving to the forefront on social issues, including diversity, inclusion, and anti-racism efforts. Watertown recognizes that climate change impacts community health, local natural resources, and infrastructure and is diligently working to mitigate the impacts and to enhance climate resiliency.



The position of City Manager has become available following the current City Manager's retirement after serving the community for 45 years, including 29 years as City Manager. Watertown is seeking an experienced, knowledgeable, and talented leader with superior communication and community engagement skills, strong financial acumen as well as strong personnel management and project management skills to serve as its next City Manager. Preferred candidates should have a bachelor's degree (master's preferred) in public administration or a related field and experience as a city/town manager or assistant city/town manager or an equivalent public or private sector level of experience. Candidates should be proactive and strategic thinkers, instill confidence and trust, and be able to build collaborative relationships with appointed/elected officials, business owners, residents, and employees. The next City Manager should be engaged, forward-thinking, and innovative. Watertown is an exciting place to live and work and an exciting City to manage.

Annual Salary: \$200K+. The successful candidate will receive an attractive compensation package including health and retirement plans, commensurate with qualifications and experience. Watertown is an Affirmative Action/Equal Opportunity Employer.

Challenges and Opportunities

Government

Watertown recently completed a charter review process in which a revised [Home Rule Charter](#) was adopted with a number of modifications including a revised preamble, creation of a Community Engagement Officer, and creation of a Human Rights Commission. It retained its Council-Manager form of government but redesignated itself to be known as the City of Watertown. The nine-member City Council serves as the legislative and policy-making body of Watertown. The Council appoints the City Manager as the Chief Administrative Officer of the City. The City Manager is responsible for implementation of policies established by the City Council, for the efficient administration of all city activities under the manager's control; appointment of all department heads, town officers, and boards, commissions, and committees; employees under the manager's supervision; preparation of the annual operating budget and capital outlay program as well as other responsibilities detailed in the City Charter. Other elected bodies include: School Committee and Board of Library Trustees. The City Manager must engage with Watertown residents and collaborate with its various elected and appointed boards, commissions, and committees.



Finances

Watertown has an FY22 budget of approximately \$164.4 million and a Standard and Poor's rating of AAA with a stable outlook. The City is in exceptionally strong and stable financial condition. Watertown has a fully funded

Retirement System (as of July 2021) and a long-range funding plan has been created for addressing the unfunded OPEB liability which is scheduled to be fully funded in 2031. Additionally, it has a Building for the Future plan, which is a comprehensive, forward-looking initiative to address learning, operational, and capacity improvements for all school facilities. The FY22 tax rate is \$13.25 for residential properties and \$21.28 for commercial properties. Approximately 7.9% of the City's budget comes from state aid. New growth in FY21 was \$3.4 million, in FY22 is \$7.9 million, and is projected to be \$4 million in FY23. The total assessed value of Watertown properties in FY21 is nearly \$9.4 trillion. Free cash for FY21 is estimated at \$20 million.

The next City Manager should have solid financial acumen and the ability to help maintain Watertown's healthy finances. The next City Manager needs to be decisive and forward-thinking regarding finances and all aspects of municipal management. Collective bargaining experience would be beneficial in this position.

Important Links:

- [City of Watertown](#)
- [Home Rule Charter](#)
- [City Code](#)
- [Annual Town Reports](#)
- [FY22 & FY21 Budgets](#)
- [FY23 Preliminary Budget Overview](#)
- [Watertown Comprehensive Plan](#)
- [Arsenal Park Master Plan](#)
- [Economic Development Report](#)
- [Open Space & Recreation Plan](#)
- [Watertown Organizational Chart](#)
- [Resilient Watertown Climate and Energy Plan](#)

Education

The [Watertown Public Schools](#) provides an excellent education and currently serves slightly more than 2,600 students. It has a preschool, three elementary schools, a middle school, and a high school. Watertown's student



body is diverse – 63.6% White, 19.1% Hispanic, 7.2% Asian, 5.3% multi-race non-Hispanic, 4.3% African American, and 0.4% Native American – reflecting the ever-changing demographics of the community and the country. Approximately 39.1% of students come from homes where English is not the first language. Special education serves about 19% of students. Watertown Public Schools prepares students for life by

engaging them in a challenging and meaningful education within an inclusive, diverse community. Watertown schools are working to address climate resiliency in various ways, including via two new elementary schools that will be Net-Zero due to energy efficiency efforts and solar deployment.

Economic and Community Development

Watertown, founded in 1630 as a settlement based on agriculture, is today transitioning into a post-industrial community with a mix of cultural, racial, educational, and economic diversity. The City benefits from its location, bordering Soldiers Field Road and the Massachusetts Turnpike, which are major arteries into downtown Boston. It is close to Cambridge and Kendall Square.

With a network of squares and multi-modal corridors, Watertown is a well-connected and attractive place to live and work. A variety of housing types and innovative reuse of old industrial sites along the river and former rail corridor provides flexible options for a mix of business and residential uses. In addition to having a key location, Watertown is a well-maintained community, with a popular public library, recently constructed police station, three well-maintained fire stations, relatively new DPW facility, and upgraded recreation fields. The City is thriving, which is apparent via its vibrant downtown, squares, and mixed-use developments.

There has been considerable investment in Watertown from biotechnology and life science industries as well as in the retail and restaurant sectors in recent years. Additionally, a second hotel in the City was recently completed and opened for business. A number of prestigious academic institutions have facilities located in or near Watertown, including Harvard University, Massachusetts Institute of Technology, and Boston University. Watertown is a thriving community with such major employers as Perkins School for the Blind, Exergen Corporation, Athena Health, and Vanasse Hangen Brustlin Inc. In addition to easy access to the Mass. Turnpike and Route 128, Watertown is served by several MBTA bus and trackless trolley routes as well as two community shuttles. Residential and open space account for slightly over 78% of the City's total property valuation.



Departments

Watertown's department heads and employees are collaborative and supportive of the City's many initiatives. For example, the [Community Development & Planning](#) department, with 14 full-time and four part-time employees, is currently working on the Comprehensive Plan Update, the Climate and Energy Plan, and implementation of the Public Art and Culture Master Plan, among other initiatives. The [Department of Public Works](#) Director was hired relatively recently and is overseeing numerous projects, including major sidewalk initiatives, Complete Streets, sewer infrastructure, and compliance with MS4 requirements. The [Watertown Free Public Library](#) is considered a crown jewel of the community and is strongly supported by residents; the longtime Library Director is retiring and the search for a new Director is in progress. The [Police Department](#) has four divisions – detective, patrol, traffic, and community and staff development – with 83 full-time and 21 part-time employees. The [Fire Department](#) has 87 full-time employees and three fire stations; the Fire Chief recently announced his upcoming retirement. The [Council on Aging/Senior Center](#) offers myriad programs and services, with most programs currently running via Zoom due to the ongoing pandemic. The finance-related departments – Assessing, Auditor, and Treasurer/Collector – are well regarded and will assist the next City Manager in maintaining the City's current financial stability. The City recently created the position of Community Engagement Officer which is charged with reaching out to residents and increasing transparency. All departments continue to adapt to increased service requirements in relation to the City's ongoing development.

Open Space, Recreation, and Climate Resiliency

Watertown has beautiful open space along the Charles River, in the reservation owned and managed by the Massachusetts Department of Conservation and Recreation, including more than four miles of direct frontage. The City is also home to the multi-use [Arsenal Park](#), Filippello Park, the Whitney Hill Conservation Area, the [John A. Ryan Arena](#) (skating rink), and 10 playgrounds. The City's [Open Space and Recreation Plan](#) was developed to identify Watertown's open space and recreation resources and to ensure that the resources are not lost due to pressures of development or uncoordinated individual actions. Watertown is continuing its efforts to increase the amount of protected open space. Additionally, the City is committed to equity, communication, and innovation while reducing greenhouse gas emissions and enabling all residents to thrive in the face of climate change. Watertown is a leader in making high efficiency buildings the norm and powering them with clean energy. Watertown has three municipal solar installations and two new elementary schools will be Net-Zero through a combination of energy efficiency and aggressive rooftop and canopy solar deployment.

Projects

- Construction of a new high school is expected to begin in 2023 with the facility slated to open in 2026. The high school is to be co-funded by the City and MSBA.
- A new elementary school is scheduled to open later this year, a second elementary school has nearly completed construction, and a third elementary school is slated to begin construction. Total cost of the three schools is \$170 million and is being funded within the confines of Proposition 2½.
- Continue work on updating the Comprehensive Plan.
- The Watertown Open Space Study is in progress.
- Determine future use of the former police station building.
- Possible recruitment and hiring of a Deputy City Manager; recruitment of a Community Engagement Officer.
- Continue efforts to acquire additional open space.
- Determine resolution to space needs at City Hall.
- Continue to increase the City's walkability.
- Determine appropriate use of ARPA funding.
- Recently established Municipal Affordable Housing Trust.
- Complete a Climate Action Plan.





The Ideal Candidate

- Bachelor's degree, preferably in a field related to public or business administration; advanced degree preferred.
- Minimum of five years of experience as a City/Town Manager or Assistant City/Town Manager or equivalent experience.
- Skilled in communications, financial management, personnel management, community development, project management, and collective bargaining.
- Strong background in municipal operations and law with a preference for Mass. knowledge.
- Skilled at community engagement and interested in social issues; inclusive.
- Recognizes and embraces the diversity of the community and supports the goals of equity and inclusion; recommends and embraces anti-racist policies and practices.
- Creates a welcoming environment for all.
- A strong communicator, both internally and externally; approachable; active listener.
- Data-driven decision making; analytical.
- Understands the balance between housing and commercial development.
- Strong leadership skills and experience.
- Creates a vision for the future & secures buy-in.
- Embraces transparency in government.
- Works in partnership with the City Council.
- Values the uses of modern technologies.
- Experience in setting goals and priorities.
- Treats everyone fairly and respectfully.
- Strong leadership qualities and experience.
- Skilled in long-term planning; organized.
- Forward thinking; proactive; strategic.
- Team-oriented; able to build morale.
- Knowledgeable of best practices.

How To Apply

Send cover letter and résumé via email, in a single PDF, by March 11, 2022, 3:00 p.m. EST to:

Apply@communityparadigm.com

**Subject: Watertown
City Manager**

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
Blynch@communityparadigm.com
978-621-6733

The City of Watertown, Mass., is an Affirmative Action/Equal Opportunity Employer.





TOWN OF

WILLIAMSTOWN

WILLIAMSTOWN,
MASSACHUSETTS

TOWN MANAGER



GovHR USA

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**EXECUTIVE
RECRUITMENT**

THE POSITION IN BRIEF

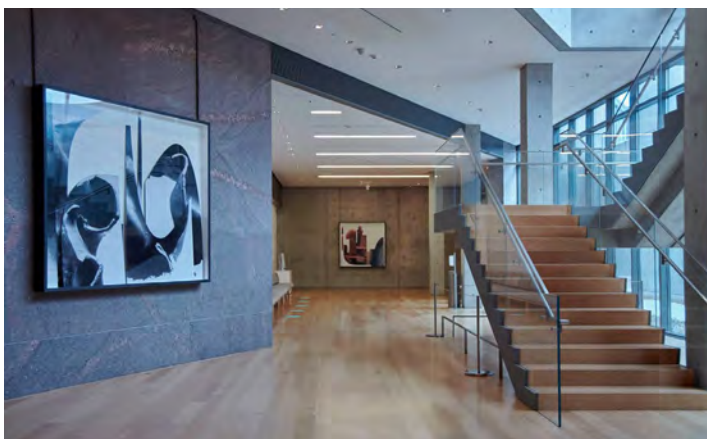
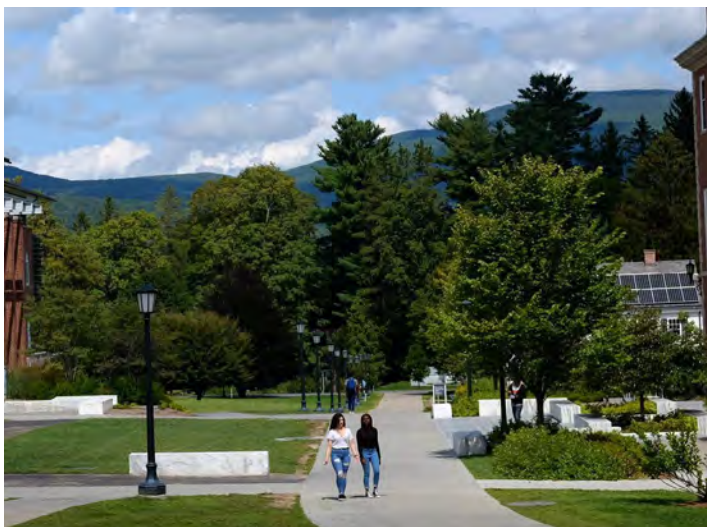
The Town Manager is the chief executive officer in charge of the Town's day-to-day operations and manages a budget of approximately \$26 million allocated between the Town's municipal operating fund of about \$8.7 million and \$17 million for the Mount Greylock Regional School District. The Town Manager oversees a workforce of approximately 99 employees in a financially stable organization. The Town is looking for an open and collaborative professional with strong communication skills and a commitment to transparency.

THE COMMUNITY

Described by the New York Times as "one of the loveliest communities in New England," [Williamstown](#) is located in the far northwest corner of Massachusetts bordering New York and Vermont. Its location in the Berkshire Mountains and its small-town appeal disguise a sophisticated, active and vibrant community in contrast to its rural location. The cultural center of the Berkshires is found in Williamstown, with internationally renowned venues such as the [Williamstown Theatre Festival](#), the [Clark Art Institute](#), and the [Williams College Museum of Art](#).

Williamstown's history, as well as its current place as a cultural and educational powerhouse in Massachusetts, is linked to [Williams College](#). The College's presence in the community contributes significantly to making Williamstown a desirable place to live. A private, liberal arts college, Williams College was founded after Colonel Ephraim Williams bequeathed a large sum of money to the town on the condition it named it after him and started a free school. The free school became Williams College in 1793. Over the years Williams College has been recognized as one of America's top colleges in national media.

Collaboration between the College and Town is significant, with many Williams College-sponsored events available to the community. With over 2,000 students arriving each year, Williamstown enjoys a diverse and multi-cultural population with an exciting mix of long-term residents, seasonal residents, tourists, and students.





THE TOWN'S HISTORY AND DEMOGRAPHICS

The region that Williamstown currently occupies was Mohican territory prior to English colonization in the 1750's. Additional data and history about the Town can found at the [Williamstown Historical Museum's website](#).

[Mount Greylock Regional School District](#) includes Lanesborough and Williamstown representing a combined population of 11,000 residents. The District is comprised of three schools: Lanesborough Elementary (PreK-6), Williamstown Elementary (PreK-6) and Mount Greylock Regional School (7-12). Total enrollment is approximately 1,200 students.

One of the key attractions to the region is four distinct seasons offering year-round outdoor activities. Within an easy drive from any Williamstown residential neighborhood are 75 lakes, the [Mount Greylock State Reservation](#) featuring the highest elevation in Massachusetts, [Clarksburg State Park](#), the Appalachian Trail and a wide variety of resorts, hotels, and campgrounds.

A SNAPSHOT OF WILLIAMSTOWN'S DEMOGRAPHICS AND AMENITIES

(Source: U.S. Census, ACS 2018):

Land area - **47** square miles

Average age of **39.3** years old

White, non-Hispanic 79%, Black 6%, Hispanic/Latino 6%, Asian 9%

Median household income, **\$83,911**

Median value of a Williamstown home
\$333,000

62% of residents over 25 years old have a bachelor's degree or higher.



Other significant open and recreational spaces include dozens of parks, nature preserves, river ways, hiking and biking paths. Winter sport enthusiasts have a variety of opportunities for downhill skiing at the Berkshire East Ski Resort, Jiminy Peak Ski Mountain and at major resorts in nearby Vermont. Cross-country skiers and snowmobilers can travel trails throughout Mount Greylock, Massachusetts' first wilderness state park.

Full library services offered since 1874 by the [David and Joyce Milne Public Library](#).

Award winning healthcare can be accessed through the [Berkshire Health Systems](#).

TOWN GOVERNMENT AND THE TOWN MANAGER POSITION

The Town of Williamstown, incorporated in 1765, encompasses approximately 47 square miles. The Town operates under the Open Town Meeting, Select Board-Manager form of government. Governed by a non-partisan five-member Select Board elected to three-year terms, the Board elects from its members a chairperson and vice-chair. A Town Moderator is elected to conduct the annual Open Town meeting held in May.

Open Town Meetings are rooted in U.S. colonial history. They represent a form of open, expressive, and community-engaged style of local government still prevalent in New England, and predominant in Massachusetts. According to the Massachusetts Municipal Association, “the primary responsibility of the annual town meeting is to approve a municipal budget for the fiscal year beginning on July 1. Town meetings also take up a number of additional ‘articles,’ such as zoning amendments, other bylaws, expenditures for specific projects, and [citizens’ petitions on environmental and land use issues]. Town meetings also receive reports from a number of town officials and boards. The vast majority of town meetings [in Massachusetts, as is the case in Williamstown,] are still ‘open,’ meaning that any town resident may attend and speak.”

The Select Board exercises policy oversight to Town government, with the Town’s day-to-day operations handled by a Town Manager. In 1956 the Town Charter was amended establishing the Select Board-Manager form of government in Williamstown, with considerable powers and duties of the Town Manager outlined in the Charter.

The Town employs a full-time professional Town Manager along with well-qualified department heads to professionally manage the Town’s affairs and public services. The Town Manager supervises and directs the administration of all departments, commissions, boards, and offices of the town, except those elected by the voters, or appointed by the Selectman or by the Moderator.

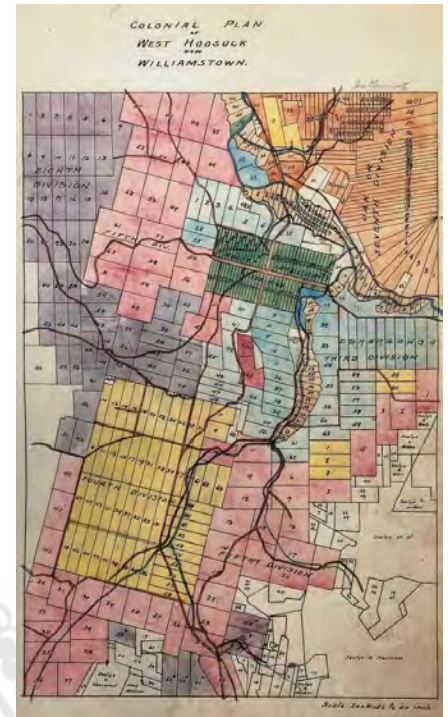
The Town Manager oversees departments that operate within several functional areas including the Town Clerk, Council on Aging, Finance, Community Development, Public Works, and Public Safety. The elementary schools are a department of the Town. They are largely overseen by their school committees and the superintendent, yet the Town Manager serves as a liaison and financial officer to the schools.

The department heads are appointed by and report to the Town Manager. A variety of other officials – such as the Conservation Commission, the Council on Aging, the Board of Health, and others – are also appointed by the Town Manager. Fire protection is provided by the Williamstown Fire District, an independent governmental entity governed by three elected commissioners.

The Town Manager is responsible for a total budget of more than \$26 million. The Town has approximately 99 employees in departments reporting to the Town Manager. The Town’s equalized value exceeds more than \$1 billion.

As chief executive officer, the Town Manager oversees the day-to-day operations of Town government and is the Select Board’s key point of contact. The next Town Manager will find a talented group of department heads that work collaboratively in the planning and delivery of Town services. The Town Manager is responsible for many critical areas including, but not limited to:

- Supervising and managing the on-going operations of the Town’s departments, programs and services,
- Providing oversight in key personnel functions including labor relations and adherence to human resource laws and regulations,
- Providing professional consultation to assist the Select Board in making informed decisions regarding Town operations and policy matters,
- Coordinating, submitting, and administering the Town’s annual budget,
- Overseeing the Town’s capital improvement plan and its long range financial management plan.
- Addressing the issues and concerns of citizens, businesses, and institutions as they may relate to the Town’s planning and governance.



CHALLENGES AND OPPORTUNITIES

In a neighborhood-centric community that is accentuated by resident involvement and active participation in civic events, the next Town Manager can expect to work closely with the Select Board, Department Heads and community stakeholders on the following challenges and opportunities:

Public Safety – Williamstown, like many communities, struggled with discussions of policing, diversity, and safety after the murder of George Floyd and surprising allegations involving the Williamstown Police Department. The Town is committed to improving operations and expects the new Town Manager to be a critical part of that process. Importantly, the Town has resolved all litigation and made significant personnel changes, clearing the way for a new Town Manager to focus on the future of public safety in Williamstown. More information about the events that led to the eventual resignation of both the Police Chief and the Town Manager can be learned online and by contacting Lee Szymborski or Michael Jaillet of GovHR USA.



To that end, the Town of Williamstown is conducting the [Williamstown Cares study](#), a community-based participatory research project that will help the town to better understand the community's needs regarding public safety and wellness. Additionally, the police department is collaborating with the Department of Justice with the Strengthening Police and Community Partnership program. The Strengthening Police and Community Partnerships is a program designed to help communities find collaborative solutions, to help local leaders address longstanding community distrust and other historical barriers that hinder police-community partnerships.

The new Town Manager will have the results of those studies as a resource in making decisions around public safety and wellness. Just as important, it will be crucial for the next Town Manager to possess the empathetic capacity, strategic foresight, and leadership skill, in concert with the Select Board, to rebuild and regain the community's trust in Town government.

Issues on the Minds of Residents – Williamstown citizens are actively engaged in their local government and stay abreast of civic matters. Diversity of opinions is also cultivated and informs the dialogue with and among elected officials and community stakeholders.

Community feedback sought in conjunction with this recruitment captured much of what was on the minds of Williamstown's residents. Community members talked about many of the Town's strengths, opportunities, and challenges as it relates to the richness of their hometown's multiplicity and openness. Residents find the Town an enviously desirable place to live and they underscored many of the characteristics they believe that add to the vibrancy of Williamstown. They are proud of its progressiveness, its tolerance for differences and the depth in which residents care deeply for their community.

Community members also called out a number of issues the Town is currently addressing, such as affordability and availability of housing in a community with high property values, the importance of examining and approaching community and Town management issues through a lens of diversity, equity and inclusion, and the importance of development opportunities that will contribute to the Town's economic vitality and sustainability.

Accordingly, the Select Board and the community's citizens seek a visionary and confident leader in their next Town Manager, one who is capable of identifying and comfortable in guiding Town leaders in addressing these issues.

Town Finances – The Town is in a strong financial position. As evidence of its financial stability, the Town of Williamstown has a healthy reserve of an unassigned general fund balance. As well, Williamstown is rated Aal by Moody's Investors Service. Like all Massachusetts



municipalities, however, the Town's finances are tested by various parameters guiding the generation of new sources of revenues, particularly restraints presented under [Proposition 2 ½](#). The next Town Manager can expect to work closely with the elected and appointed officials on seeking out new sources of revenue as well as continuing to find ways to most efficiently deliver Town services.

Town-Gown Relations – The Town has a robust relationship with Williams College. The two institutions' histories have been tied to each other since the area's settlement in the late 1700s. Today, those bonds remain strongly intertwined, and the Town's culture, activities and profile are linked to the College. Other community institutions – the Williamstown Theatre Festival and the Clark Art Institute, for instance – also attribute their heritage to the College. As such, the next Town Manager will be expected to maintain those strong ties by working collaboratively, confidently, creatively, and objectively with College officials. Additionally, Williams College is also updating its master plan. The Town Manager will be involved in that process wherever the College and the Town's operations intersect.



Community Involvement – In a community where residents and visitors have high customer-service expectations and value involvement in civic affairs, the next Town Manager should be comfortable having a visible role in the community, easily interacting

with, and embracing a diverse array of residents, individuals, businesses, and organizations. In this same vein, a high-visibility and collaborative management approach among Town employees is also expected.

Infrastructure, Capital Projects, and Land Planning – Long range planning is commencing for Williamstown. This past year, Town Meeting approved the initial budget for updating our Master Plan. That process will be managed by the Planning Board and a Master Plan Steering committee with significant support and input from the Town Manager. Consequently, the next Town Manager can anticipate using the Master Plan to set goals and prioritize others actions, as well as provide forecasting for how the Town can keep on top of infrastructure and capital demands, as well as the ability to plan for the future in a community of 47 square miles, a third of which is buildable.

Like many older municipalities, infrastructure and capital improvements are always at the forefront of attention, and that is no different in Williamstown. The new Town Manager can expect to address how the community can accommodate the need for new fire facilities. The issue presents a mix of decision points that the Town Manager and Board of Selectmen must take into consideration. They include conservation, preservation, location, and financial issues, and that the Fire District is its own governmental agency.

In addition, more than 40% of Williamstown's permanent residents are over the age of 60, and the community's senior center is more than forty years old. Thus, the facility's ability in the future to meet an expected growth in programming will likely need examining.

Williamstown has committed to a Net Zero Greenhouse Gas emissions by 2050 and has committed to developing and begin implementing a comprehensive climate action plan by 2023 (Article 34, 2021 Annual Town Meeting).

Organizational Processes – The new Town Manager is responsible for the organization. The new Town manager will be expected to look at the organization and over time, evaluate service delivery processes, procedures and methods, and resource-sharing. For instance, recent projects include an audit of the Town's human resources systems, and a hearty list of improvements calls for attention.

The Select Board is dedicated to progressive, innovative, continuous improvement and sees this recruitment as an opportunity for a fresh look at the organization. At the same time, the next Town Manager joins a team of professionals that have varying levels of tenure in the organization. The new Town Manager will be expected to nurture staff development in a collaborative, collegial and open-minded organizational culture.

WILLIAMSTOWN, MA



CANDIDATE QUALIFICATION CRITERIA

The Town is seeking highly professional candidates who are passionate about their work. The goals of the Select Board include finding someone who:

- Will provide guidance, advice and counsel in a manner that is impeccably objective, based on facts, honesty and integrity;
- Is proactive, innovative, energetic and anticipatory of things coming down the pike;
- Has a pyramid of skills in management, finance, community relations and leadership
- Is open to change and innovation, creating new ways to get things done through thoughtful analysis of our strengths and weaknesses
- Does not try to do it all themselves. We are open to new ways of doing things and staffing to support where we need help.

In addition, the following education, experience, management, and leadership criteria have been identified by the Williamstown Search Committee, Town staff and a broad variety of community stakeholders as important skills and abilities for the candidates to possess and demonstrate.

DESIRED SKILLS AND EXPERIENCE

- A bachelor's degree or any equivalent combination of training and experience that brings the knowledge, abilities, skills, and leadership to the management of a complex organization.
- A Master's degree in public administration, business administration or other advanced executive level training such as ICMA credentialing, or the MA Municipal League's Suffolk University training will be viewed favorably.
- At least five to seven years of increasingly responsible public, private or non-profit sector executive level experience.
- Proven managerial and interpersonal skills to lead a dynamic, financially fit organization in an active, engaged, and highly-educated community.
- Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- Have an appreciation for a community that values progressive thinking combined with a budget-conscious ethos.
- Be skilled in working with elected officials as a group, and in a system of committees, boards and commissions. An understanding and appreciation for the Open Town Meeting form of government is helpful.
- Possess cultural proficiency and comfort working with politically underrepresented communities.
- Have an appreciation for working in a municipality where an institution of higher learning is a major part of the community's social, cultural, and economic fabric.
- Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will and courage to effect such change.
- Have experience in delivering a contemporary human resources program for Town employees, developing and maintaining strong work relationships with union and non-union Town staff that builds morale while also holding employees professionally accountable.
- Have experience in developing and maintaining training programs. Article 37, passed at the [2020 Annual Town Meeting](#), provides recommendations regarding increasing equity training in Williamstown.
- Have management experience in creating an environment of trust, integrity, and mentorship where employees respect one another and where the organization consistently functions at a high level of customer service.
- Have an understanding of economic development and how the Town can craft meaningful and sustainable economic development initiatives.
- Have experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, presenting and representing Town-approved policies in an effective manner.
- Have a successful record of working with community institutions, business leaders, and citizens' groups in a cooperative and friendly manner; open to input from all and with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.

MANAGEMENT STYLE AND PERSONAL TRAITS

- Have a background of professional and personal integrity and honesty and of leading/motivating personnel by example.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the Select Board and staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Provide guidance, advice and counsel in a manner that is impeccably objective, based on facts with honesty and integrity.
- Have an appreciation for living in a small-town setting, yet one characterized by a high level of sophistication, education, and culture.
- Be an articulate and an effective communicator, both orally and in writing; be someone who is comfortable listening to and talking with a wide spectrum of people; someone who can clearly and concisely present written and oral information to decision makers; willingly share information as appropriate.
- Be a strong administrative leader and be able to help Staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues which are critical toward meeting both current and longer range needs of the overall community.
- Be comfortable in delegating responsibility and authority to professional staff as a team player while remaining informed and conversant on the status of all programs and projects.
- Possess well developed organizational skills with the ability to balance numerous projects and issues.
- Be a “people person,” sincerely personable, patient, calm and accessible. Have a sense of humor.
- Be one who can establish trust quickly with others and one who can relate to all elements of the community. Be one who genuinely embraces diversity.
- Have a genuine passion for public service; be an energetic, “can-do” person with a genuine enthusiasm for Town government, and be willing to have a long-term commitment to the organization.
- Promote a strong, service-oriented, “customer relations” approach by all employees in dealing with citizenry.
- Be proactive, anticipatory, and innovative.
- Be someone who can make difficult decisions and stand behind those decisions.



WILLIAMSTOWN, MA



COMPENSATION, BENEFITS AND THE ORGANIZATION'S CULTURE

The Town Manager is appointed by the Board of Selectmen. Residency is required within a reasonable time after appointment. Starting salary range: \$140,000 – 155,000+/- DOQ, plus exceptional benefits.

The organization prides itself on its commitment to customer service and teamwork. Staff has a lot of daily interaction with one another and report strong interdepartmental relations. The Town's organization is lean and staff possesses a high-output work ethic.

The Select Board possesses a strong respect for Town staff's work. Among themselves, elected officials are collegial and respectful of differing perspectives and points of view.

The Town is an Equal Opportunity Employer, consistent with the "Not in Our County" pledge adopted at the [2020-21 annual town meeting](#) and seeks to attract the most talented people from a diverse candidate pool, and strongly encourages women, people of color, LGBTQ individuals, people with disabilities, and veterans to apply.

HOW TO APPLY

Candidates should apply by February 23, 2022 with resume, cover letter and contact information for five work-related references to www.GovHRjobs.com to the attention of Lee Szymborski, Senior Vice President and Michael Jaillet, Vice President, GovHR USA, 630 Dundee Road, #225, Northbrook, IL 60062. Tel: 847-380-3240.



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Employment Opportunities

Winooski is proud to be an Equal Opportunity Employer. We celebrate diversity and are committed to creating an inclusive environment for all employees. The city encourages persons with non-traditional skill sets and experiences to apply, even if candidates believe they do not meet 100% of the qualifications and hiring criteria described. All employment decisions are made without regard to race, color, religion or belief, national, social or ethnic origin, sex, age, physical, mental or sensory disability, sexual orientation, gender identity and/or expression, marital status or any other status protected by the laws and regulations within our municipality.

[RSS](#)

City of Winooski Employment Opportunities

City Manager

The City of Winooski is located on the Winooski River and is part of the Burlington – South Burlington Metropolitan Area. The community is very accessible from I-89 and Burlington International Airport, an hour from the Canadian Border, and 2 hours from Montreal.

Winooski is a vibrant city with the most diverse population in the northern New England states and a growing economic base. It boasts the highest population density in Vermont, making the compact 1.5 square mile city a model of urban convenience and walkability, with a neighborhood feel. With 7,997 residents, Winooski is a community of people who know their neighbors, feel a strong sense of community pride and ownership, and actively engage in continuously building the high quality of life found in the City. Winooski becomes more diverse each year, with residents hailing from over 20 different countries of origin with the five largest groups from Nepal, India, Iraq, Canada, and Somalia. Winooski will celebrate its Centennial in March of 2022, and is known as the Opportunity City for its tradition of welcoming newcomers.

Under the Council/Manager form of government, Winooski's municipal budget provides funding for police, fire, public works, finance, parks and recreation, health and community services, among other municipal services. The FY23

Job Details

Category

City of Winooski
Employment Opportunities

Status

Open

Salary

The City of Winooski offers competitive compensation and a comprehensive benefits package for the City Manager position. Starting annual salary for the position is \$118, 750 to \$134,375 DOQ.

Posted

January 3, 2022 8:00 AM

Closing

Open Until Filled

Tools

[Download Application](#)

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Proposed General Fund Budget is \$8,213,695 and the FY23 Proposed All Funds Budget is \$15,376,993. Significant grant funding is included in the FY23 proposed budget, generating additional revenue.

The City Council is comprised of five members – the Mayor, who presides over the meetings is elected to a three year term, and four at large Councilors, two of which are elected to two year terms at each annual City Meeting. The Council selects one of its members to serve as Deputy Mayor to act as Mayor in her absence or in the case of a vacancy.

The City Manager is appointed by, reports to, and is accountable to the City Council and provides direction and leadership to all city departments and operations, including 10 Leadership Team members and 100 staff members.

The City Manager effectively advises department and division heads on a full range of organizational, management, administrative, budget, and financial policies, and related issues. The City Manager directs, supervises, mentors, and evaluates the work performance of department heads and ensures the planning and retention of a diverse workforce with a focus on inclusive practices. The City Manager routinely applies equitable program practices to diverse and complex city services and operates with integrity, abiding by the highest standards of ethical behavior as identified in the ICMA Code of Ethics.

The successful candidate will have a combination of education and experience that demonstrates an ability to perform the duties and responsibilities of the position, including the following:

- A minimum of seven (7) years of public sector management experience, experience in municipal government or an organization of comparable complexity and five (5) years of leadership experience.
- Demonstrated experience working effectively with an elected governing body.
- A bachelor's degree with major course work in public or business administration, political science, public policy, finance, or a related field, or designation as an ICMA-Credentialed Manager.
- Demonstrated experience in racial equity and inclusion, community engagement, and environmentally and financially sustainable development.
- Experience with capital project management, economic development/redevelopment, housing affordability, and intergovernmental and nonprofit partnerships.
- Experience working in a similar full-service city with community relations, financial management, public works functions, human resources management, community planning, economic development, police, housing/landlord/tenant, library, transportation planning,

recreation management, senior and youth issues, and emergency management departments.

The City will consider any combination of education and experience that allows for successful performance in this role. The City's goals include hiring the candidate who is best able to meet the objectives of the position. The City encourages persons with non-traditional skill sets and experiences to apply, even if candidates believe they do not meet 100% of the qualifications and hiring criteria described. The City of Winooski is an Equal Opportunity Employer and is actively seeking and encouraging a diverse candidate pool.

The City of Winooski offers competitive compensation and a comprehensive benefits package for the City Manager position. Starting annual salary for the position is \$118, 750 to \$134,375 DOQ. The Charter requires residency in the community, which the Council may waive if needed.

To apply,

- [Download the position brochure](#)
- Please submit résumé, cover letter, and contact information for five professional references by February 4, 2022, online to Michael Jaillet, Vice President, GovHR USA, LLC - click here to apply:
<https://govhrusa.applytojob.com/apply/MvoWCbGKjQ/Winooski-VT-City-Manager>.
- Questions regarding the recruitment may be directed to Michael Jaillet: 781 760 3658

Special Requirements

The Charter requires residency in the community, which the Council may waive if needed.



WINOOSKI, VERMONT

CITY MANAGER



Executive Recruitment



GovHR USA
GovTEMPS USA



GovHR USA is pleased to announce the reposting, recruitment and selection process for a City Manager in the City of Winooski, Vermont. This brochure provides background information about the organization, as well as the requirements and expected qualifications of the position.

The City of Winooski is located on the Winooski River and is part of the Burlington – South Burlington Metropolitan Area. The community is very accessible from I-89 and Burlington International Airport. Lake Champlain, Mt Mansfield, Stowe Mountain Resort and Smuggler's Notch are nearby providing recreational opportunities like hiking, boating, fishing, and cross-country and downhill skiing. It is only an hour from the Canadian Border and two hours from Montreal.

Settlement in what is now known as Winooski by the Abenaki Tribe dates to 750. Its colonial period began in the early 1770s with the Ira Allen's construction of a blockhouse, dam, and water powered sawmills on both sides of the Winooski River. In the 1830s the dam powered Burlington Mills, which produced yarns and cloth. American Woolen Company purchased and ran the mills in 1901 which closed in 1954. The mills have since been converted into offices, apartments, and a Heritage Museum. Winooski was incorporated in 1922 when it broke ties with the Town of Colchester.

Today Winooski is a vibrant city with the most diverse population in the northern New England states and a growing economic base. Winooski boasts the highest population density in Vermont, making the compact 1.5 square mile city a model of urban convenience and walkability, with a neighborhood feel. With 7,997 residents, Winooski is a community of people who know their neighbors, feel a strong sense of community pride and ownership, and actively engage in continuously building the high quality of life found in the city. Winooski becomes more diverse each year, with residents hailing from over 20 different countries of origin with the five largest groups from Nepal, India, Iraq, Canada, and Somalia.

A community driven [Strategic Vision](#) and [Master Plan](#) set goals for smart growth as the city seeks to be sustainable and to retain access and affordability for residents across the income spectrum and from diverse backgrounds. The Winooski School District is Proud of its "All Are Welcome" flag and its commitment that "all students will graduate from WSD college and career ready". Its historic mill architecture, access to nearby nature, lively downtown restaurants and businesses, and housing affordability all contribute to making the community a highly attractive and livable community.



THE POSITION OF CITY MANAGER

The City Manager has the ability to make decisions based on collective community values and needs that support Winooski's [Strategic Vision](#) and [Master Plan](#). The successful candidate for the Winooski City Manager will be a champion of diversity, equity, and inclusion who is able to bring all voices, especially those who are traditionally excluded or underrepresented, into the decision-making process.

The City Manager is appointed by, reports to, and is accountable to the City Council and provides direction and leadership to all city departments and operations, including 10 Leadership Team members and 100 staff members ([Municipal and County Government \(vermont.gov\)](https://www.winooski.vt.gov/Municipal-and-County-Government)).

The City Manager effectively advises department and division heads on a full range of organizational, management, administrative, budget, and financial policies, and related issues. The City Manager appoints, directs, supervises, mentors, and evaluates the work performance of department heads and ensures the planning and retention of a diverse workforce with a focus on inclusive practices. The City Manager routinely applies equitable program practices to diverse and complex city services and operates with integrity, abiding by the highest standards of ethical behavior as identified in the [ICMA Code of Ethics](#).

The City Manager demonstrates strong skills in strategic planning as well as policy facilitation and implementation, and is responsible for the proposal and administration of the city budget (FY23 Proposed General Fund Budget \$8,213,695 and the FY23 All Funds Budget \$15,376,993 <https://www.winooski.vt.gov/1437/Fiscal-Year-23-Budget-Process>). The City Manager helps elected officials develop a policy agenda that can be implemented effectively and serves the best interests of the community. The City Manager should expect to lead and manage using [ICMA's Practices for Effective Local Government Leadership](#) as a guideline. Ultimately, the City Manager must fulfill the requirements as outlined in the [City of Winooski Charter](#) or 24 App.V.S.A. Ch. 19.



THE ORGANIZATION

Winooski's form of government is defined in its Charter as a council – manager form. All powers of the City are vested in the Council, which enacts ordinances, codes, and regulations, adopts the annual budget, determines policies, appoints the City Manager and other officials, and exercises the powers of a municipal legislative body.

The Council is comprised of the Mayor, who serves as the presiding officer, and four elected Council members. The Mayor is elected to a three year term and serves as the liaison with regard to the City Manager, governmental entities, and independent agencies and serves as Chair of the City's Strategic Planning Committee. The Councilors are elected to two-year terms, with two being elected at each annual City meeting. The Council elects from its members a Deputy Mayor to serve as Mayor for the remainder of the term should a vacancy occur.

The successful candidate is a highly effective communicator and maintains strong communication links with staff and the community and supports transparency by involving community and employees across the organization in strategic planning, budget development, and ongoing budget development and management. The City Manager acts as a role model for innovation that improves the way the city provides services to the community.

<https://www.winooski.vt.gov/DocumentCenter/View/5226/FY23-Full-City-Org-Chart>

CITY OF WINOOSKI

OPPORTUNITIES AND EXPECTATIONS

The new City Manager can expect to work with the City Council, resident boards and commissions, department heads and staff, community stakeholders and residents on a wide variety of projects and initiatives. Some of the opportunities and expectations include:

What will set you up for success:

- One Time Federal, State and Private Funds
To mitigate the effects of the pandemic on local government, cities and towns throughout the country have been allocated one-time federal, state, and private funds (ARPA, ESSER and potentially Build Back Better) to invest in mitigation and infrastructure needs. Since these funds are non-renewable, they are best used to address one-time investments and projects. The next City Manager will have an opportunity to work with the senior staff and the community to propose recommendations on how best to use these funds to have a lasting, positive impact on the future of the community.
- Diversity, Equity, and Inclusion
Winooski is the most diverse community in Northern New England, a distinction it is proud of. The City Council wants to ensure that all its residents feel welcomed and included and are treated equitably. A demonstration of the commitment is the conducted Equity Audit (<https://www.winooski.vt.gov/documentcenter/view/5132>) and the hiring of an Equity Director. The Council is keen to hire a City Manager that has ability, desire, and commitment to engage all stakeholders and residents to develop policies, programs, and services that ensure equity and inclusion for all residents.
- Mayor and City Council
The City Council in Winooski strives for consensus in the decision-making process and is respectful of the role of the City Manager. There is a longstanding tradition that the City Council remains non-partisan and collaborative in its leadership of the community, striving for what is best for Winooski and all its residents. It strives to build trust between the city staff, Council and community around a shared vision. There is significant tenure with several of the members.
- Longevity and Competence of the Senior Staff
The senior staff is talented, and motivated to perform well for an elected body that supports innovative projects, as well as committed to providing excellent municipal services to the city's residents. The professionalism, congeniality, and longevity of the senior staff will ensure a smooth and supportive transition.
- Master Plan
Winooski adopted a new Master Plan in March of 2019. The Winooski Planning Commission, guided by the other commissions and with the assistance of the Chittenden County Regional Planning Commission, developed a revisioning of the City's Master Plan, establishing achievable goals for economic development, municipal infrastructure, housing and health, safety, and connectedness of residents. In doing so, the Master Plan now aligns with the city's guiding Strategic Vision.
- All Resident Voting
In 2019 the Charter Commission began consideration of a change to the City Charter that would allow all residents of Winooski, including non-citizen residents, to vote in municipal elections. After conducting a public process, the Commission presented the option to the City Council <https://www.winooski.vt.gov/DocumentCenter/View/2978/All-Resident-Voting-Fact-Sheet-English> who voted to present the change to voters in the November 2020 General Election. Voters approved the change, and it was sent to the Legislature, which ultimately voted to override the Governor's veto and support this historic change. The city has begun implementation for the March 2022 local election and is planning for the primaries in the fall.
- External Funding
Over the years Winooski has become very adept in identifying, pursuing, and receiving federal, state, and private funding through grants, loans and tax increment financing to conduct studies, develop plans, and implement and construct projects that are meaningful for the City's growth and long-term vitality.





Where we want you to succeed:

- Impacts of COVID-19 Pandemic

The ongoing response to the COVID-19 pandemic will be an immediate and top priority for the City Manager. The pandemic has put a noticeable strain on the Town's revenue and exacerbated some of the Town's pressing issues such as the lack of affordable housing for low- and moderate-income families and ensuring the safety of the public. It has also strained the finances of private businesses in the community, especially the service, restaurants, and retail establishments.

- Service Delivery

The next City Manager and the Senior Management Team will need to review the city's service delivery with a focus on ensuring the staffing structure supports operational efficiency and increasing equity. This would apply to all areas of the city, including but not limited to, personnel, operations, community engagement, and financing. Since staffing has been somewhat lean in recent years, any realized savings from this review should be strategically applied to meet existing unmet capacity needs.

- Growing the Tax Base

Although the city is in a solid financial condition, having built up its reserves over the last several years, growth in the tax base that ensures that position into the future and provides the funds necessary to address its capital program and staffing needs to meet growing service demand is necessary. Opportunities for redevelopment and reinvestment are addressed in its 2017 Economic Development Strategic Plan (<https://www.Winooskivt.gov/DocumentCenter/view/94/Economic-Strategic-Plan-PDF>) especially in the downtown and growing the commercial zones in the City's gateways.

- Tax Increment Financing (TIF) Expiration

TIF funding, the allocation of tax revenue from the downtown revitalization project to cover debt service on public investment, is about to end in 2023. As a result, the annual funds will be available for reallocation to other projects, to supplement the operating budget, and/or to provide tax relief. Thought will need to be given to what is the best course of action to achieve agreed upon community goals.

- Recruitment and Retention of Senior Staff

The City Manager will have the opportunity to assess the needs of each city department and fill key open positions accordingly. Review of the compensation and benefits program and employee growth opportunities should be undertaken to ensure that the city can attract and retain qualified staff. In keeping with the city's commitment to diversity, equity and inclusion, special commitment and effort is expected of the City Manager to actively seek to diversify the senior team by filling vacancies with candidates that reflect the demographics of the community.

- Diversify the Workforce

One of the best ways to ensure that the city is appropriately responding to the needs of the entire population is to have advocates of each community represented at all levels of staff. The next City Manager is expected to embrace and commit to the diversification of the staff in filling future vacancies.

- Housing

Sixty percent (60%) of the City's housing units are rental and half of those are subsidized units, demonstrating a significant need for affordable housing. The City Manager should review and engage in efforts encouraged by the Winooski Housing Needs Assessment Study (<https://www.Winooskivt.gov/DocumentCenter/view/380/Winooski-housing-Housing-Needs-Assessment>) to expand the City's affordable housing stock. There is also an emerging need to increase housing suitable for larger families.

- Community Engagement

The City Manager and department heads are expected to proactively get to know community members, including a focus on marginalized voices and establish ongoing communication and outreach using a variety of approaches and technologies.

QUALIFICATIONS

- A minimum of seven (7) years of public sector management experience, experience in municipal government or an organization of comparable complexity and five (5) years of leadership experience.
- Demonstrated experience working effectively with an elected governing body.
- A bachelor's degree with major course work in public or business administration, political science, public policy, finance, or a related field, or designation as an ICMA-Credentialed Manager.
- Demonstrated experience in racial equity and inclusion, community engagement, and sustainable development.
- Experience with capital project management, economic development/redevelopment, housing affordability, and intergovernmental and nonprofit partnerships.
- Experience working in a similar full-service city with community relations, financial management, public works functions, human resources management, community planning, economic development, police, housing/landlord/tenant, library, transportation planning, recreation management, senior and youth issues, and emergency management departments.

The city will consider any combination of education and experience that allows for successful performance in this role. The city's goals include hiring the candidate who is best able to meet the objectives of the position. The city encourage persons with non-traditional skill sets and experiences to apply, even if candidates believe they do not meet 100% of the qualifications and hiring criteria described. Winooski is an Equal Opportunity Employer and is actively seeking and encouraging a diverse candidate pool.



SKILLS, ABILITIES AND COMPETENCIES:

- Ability to ensure community engagement and public outreach in policy-making processes.
- Ability to listen effectively to identify interests and build cooperation and consensus among and within diverse groups.
- Ability to recognize the root cause and identify potential solutions to critical issues impacting the community.
- Supports continuous improvement and innovation in city operations and services.
- Understanding of policy facilitation and implementation, and the role of municipal government vs. State.
- Creating an empowering work environment that encourages responsibility and decision making at all levels.
- Able to communicate complex ideas, systems, and processes in a way that is accessible to all.
- Champions and ensures the delivery of high-quality municipal services.
- Ability to create an environment of involvement, respect, and connection of diverse ideas, backgrounds and talent throughout the organization and community.





MAJOR RESPONSIBILITIES AND ESSENTIAL FUNCTIONS:

- Facilitate and implement a strategic plan with a clear set of annual goals for the city, as well as a cohesive set of goals for individual department heads.
- Set a city budget that is an accurate reflection of the costs of providing services, ensure that expenses do not exceed revenue, and follow a capital plan set by the City Council annually.
- Be responsible for appointing, hiring, promoting, supervising, disciplining, and removing city employees.
- Keep the Mayor and City Council current in all city functions over which they have control, including ensuring that meetings follow the public meeting mandates in state statute and information is provided in a manner that allows for informed decision making.
- Ensure that a clear set of ordinances, policies, and procedures are current, easily identifiable, and consistently applied.
- Advance community engagement and ensures the city has an effective mechanism for media and public relations.
- Take a proactive approach to managing municipal service delivery, including anticipating how new developments in technology and policy can be applied to local government.
- Build financial resiliency by analyzing and managing risk, anticipating future challenges, and planning for the unexpected.
- Ensure that all laws, provisions of the Charter and directives of the City Council, subject to enforcement and/or administration by the City Manager or by employees subject to their direction and supervision, are faithfully executed.
- Develop and maintain positive relationship with citizens, business owners, school leaders, state government officials and other key partners with the city in a manner that builds and maintains trust and provides for clear communication and facilitates regional collaboration.
- Negotiate with labor unions and execute contracts and other documents on behalf of the city as authorized by the City Council.
- Perform such other duties as are specified in the Charter or as required by the City Council.

TO APPLY

The City of Winooski offers competitive compensation and a comprehensive benefits package for the City Manager position. Starting annual salary for the position is \$118,750 to \$134,375 DOQ. The Charter requires residency in the community, which the Council may waive if needed. Please submit résumé, cover letter, and contact information for five professional references by February 4, 2022, online to Michael Jaillet, Vice President, GovHR USA, LLC – www.govhrusa.com/current-positions/recruitment. Questions regarding the recruitment may be directed to Michael Jaillet at 781-760-3658 or mjaillet@govhrusa.com.

1st Draft

Essex Town / Village Unified Manager Citizen Survey

Page 1 - Simsbury CT - New Town Manager Survey

Patrick Scheidel, the current Unified Manager will be retiring shortly after more than 27 years of combined service to the Town and Village. The Board of Selectmen and the Village Trustees are currently in the process of recruiting Patrick's successor and they feel that input from the community is important. The Board of Selectmen and Village Trustees will need to have a set of clear, measurable goals to serve as a basis for establishing and maintaining a strong, positive working relationship with the next Manager. They ask that you complete this survey based upon your opinion about the needs of the combined community and provide your thoughts and ideas about the issues that are most important to focus on in the coming year.

1. Which of the following best describes you?

- ☐ I am an elected Town official
- ☐ I am an elected Village official
- ☐ I am an employee of the Town
- ☐ I am an employee of the Village
- ☐ I am a Town resident who is regularly and actively involved in the community
- ☐ I am a Village resident who is regularly and actively involved in the community
- ☐ I am a concerned citizen, live in the Village and occasionally get involved
- ☐ I am a concerned citizen, live in the Town and occasionally get involved
- ☐ I am not a Town or Village resident but am an active participant in community affairs
- ☐ If other, please specify

* 2. Please start by providing a brief characterization of the combined Town / Village community as seen through your eyes:

3. On a scale of 1 to 10, with 1 being the most important, please rank the importance of the following areas as they relate to a candidate's potential to succeed as the Unified Manager of the Town / Village. Since this is ranking please be sure to use all 10 numbers and assign each number only once.

	1 (most important)	2	3	4	5	6	7	8	9	10 (least important)
Previous Experience in Local Government Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Budgeting & Financial Management Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication & Interpersonal Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational & Management Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrated Success with Community/Economic Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience in Planning & Land Use Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience in Labor Relations/Human Resources Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrated Leadership & Strategic Planning Skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience & Understanding Dealing with Diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Skilled as Facilitator/Collaborator	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 5. In your view, what are the 3 biggest issues facing the Town?

1

2

3

*** 6. In your view, what are the 3 biggest issues facing the Village?**

1	
2	
3	

*** 7. If you could set the Manager's goals for the next few years, what would be your top 3, in order of priority?**

Goal 1	
Goal 2	
Goal 3	

*** 8. If you could establish the top 3 (realistic) action items to improve Town / Village Government efficiency and effectiveness in the immediate future, what would they be? (please specify Town or Village if relevant)**

Item 1	
Item 2	
Item 3	

9. What is the one "pearl of wisdom" that you'd share anonymously with the next Unified Manager to help ensure acceptance and success in the position?

10. In closing, please pass along any advice or suggestions for the Board of Selectmen / Village Trustees to consider as they undertake the process of interviewing and selecting the new Unified Manager..

.....

.....



Search for the City Manager: Community Feedback

The City Manager is retiring, and the Takoma Park City Council is looking for resident input in the recruiting and hiring of a new City Manager. More information about the search can be found here: [**City Manager Search**](#).

We want to hear your opinion regarding the attributes you would like to see in the next City Manager and the most important issues facing the community today. The survey should take no more than ten minutes to complete.

The survey results will be used to inform and will be incorporated into the City Manager recruitment and selection process. The survey results will be shared with the City Council, consultant, and applicants. Your individual responses will be anonymous and results of the survey will be shared with others in the aggregate when feasible. Thank you for your interest and participation in the process.

*** 1. What is your connection to the City of Takoma Park? (check all that apply)**

☐ City resident

☐ City employee

☐ City business owner

☐ Not a resident of
Takoma Park but I live
nearby

☐ Other (please specify)

2. If a resident of Takoma Park, please tell us in which ward you live. Look up Ward information: [Ward Map](#)

☐ Ward 1

☐ Ward 5

☐ Ward 2

☐ Ward 6

☐ Ward 3

☐ I don't live in the City of
Takoma Park

☐ Ward 4

3. What is your Gender Preference?

☐ Woman

☐ Non-Binary

☐ Man

☐ Other:

☐ Other (please specify)

4. Race/ethnicity (check all that apply)

☐ Asian

☐ Black, African
American, or African
descent

☐ Native Hawaiian or
Pacific Islander

☐ White

☐ Hispanic or Latinx

Other (please specify)

5. How old are you?

☐ 18-24

☐ 45-64

☐ 25-44

☐ 65+

Next

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SurveyMonkey®

See how easy it is to [create a survey](#).

[Privacy & Cookie Notice](#)



Search for the City Manager: Community Feedback

THE NEXT CITY MANAGER:

Besides the required knowledge, skills, and experience that a city manager must have to successfully do their job, there are other attributes that can help a city manager but a good fit for the community.

You can slide the scale and select any number from 0 to 10 with 5 being in the middle.

*** 6. A:** Spends a great deal of time out in the community, attending festivals and neighborhood meetings; OR

B: Spends most of their time in the City offices focused on work there and less time out in the community at events.

*requires an answer

0 = Statement A 5 10 = Statement B

☐

*** 7. A:** Actively seeks out exciting activities or initiatives to try new approaches to effectively address issues in the community, OR

B: Focuses on running the city as efficiently as possible, keeping taxes and money spent to a minimum.

*requires an answer

0 = Statement A 5 10 = Statement B

☐

*** 8. A:** Vocally advocates for what they believe is best for the community based on professional experience, data, and everyday knowledge of managing City operations, OR

B: Provides data and background information to Council and the community to make the decision and does not advocate for any specific action.

*requires an answer

0 = Statement A 5 10 = Statement B

☐

*** 9. A:** Actively seeks ways to advance racial equity and the needs of residents less connected, even when it means difficult conversations and postponing projects that may be important to Councilmembers or more-connected residents, OR

B: Prioritizes initiatives brought forth by Councilmembers and community members, even if funds or time spent on those reduce capacity to pursue other projects including delaying projects that may advance the City's racial equity work.

*requires an answer

0 = Statement A 5 10 = Statement B

☐

*** 10. A:** Actively engages in regional and national organizations to keep up with best practices and build partnerships that may help or promote the city; OR

B: Focuses on Takoma Park and does not engage in regional or national organizations.

*requires an answer

0 = Statement A 5 10 = Statement B

☐

Prev

Next

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See how easy it is to [create a survey](#).



Search for the City Manager: Community Feedback

COMMUNITY VALUES AND NEEDS

It is important for City Manager applicants to know about the City and what we value. Please answer the following questions about the City and its future.

* 11. What characteristics of our community do you value the most? Select up to 3:

- | | |
|--|--|
| <input type="checkbox"/> Progressive community | <input type="checkbox"/> Safe community |
| <input type="checkbox"/> Access to amenities (e.g. trees, parks, library, stores, etc) | <input type="checkbox"/> Access to public transportation |
| <input type="checkbox"/> Attractive community | <input type="checkbox"/> Access to quality City programming and services |
| <input type="checkbox"/> Diversity of people | <input type="checkbox"/> Affordable housing |
| <input type="checkbox"/> Good schools | |

☐ Participatory government

☐ Other (please specify)

*** 12. What are the top three issues you believe the City of Takoma Park should focus on in the next 3 years? Select up to 3:**

☐ Adding affordable housing and providing housing assistance

☐ Fiscal sustainability

☐ Communication and civic engagement

☐ COVID-19 response and recovery

☐ Reimagining public safety

☐ Racial equity

☐ Quality of life issues, such as recreation department programs

☐ Climate change and other environmental sustainability issues

☐ Economic development and small business assistance

☐ Major capital projects such as library renovation, New Hampshire Recreation Center redevelopment, and others

☐ Other (please specify)

Prev

Next

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Search for the City Manager: Community Feedback

OPEN-ENDED QUESTIONS

13. Where would you like to see the City of Takoma Park in 5 years?

14. In what ways could the new City Manager contribute to realizing the vision and goals you have of Takoma Park in 5 years?

Thank you for taking our survey. Your feedback is very important and your answers will be used to help

us search for and select the next City Manager of
Takoma Park.

Prev

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Barre City Manager Search Task Force Survey

Thank you for helping the City Manager Search Task Force in our work. We're sharing the following survey to help guide us as we review applicants for the position. Your answers will be used to shape a survey that we plan to send to the general public when this survey is over.

This survey is intended to take perhaps 10 minutes of your time.

If you would like to speak directly with someone connected to the task force, you can reach out to:

Rich Morey, Chair


Amanda Kay Gustin, Co-Chair

Rikk Taft, Staff Liaison - (802) 793-0789

What are the top three challenges or opportunities you see facing Barre City in the next five years?

What are the most important things for an applicant to know about working for Barre City?

How could a new City Manager best support the work of your department?

A large, empty rectangular box with a black border, intended for a written response to the question above.

What are the key characteristics of the best boss or leader you've ever had?

A large, empty rectangular box with a black border, intended for a written response to the question above.

Is there anything else you would like to share with the Task Force as we conduct our search?

A large, empty rectangular box with a black border, intended for a written response to the question above.