

Executive Recruitment for

FREEPORT, ILLINOIS

GovHR USA is pleased to announce the recruitment and selection process for a City Manager for the City of Freeport, Illinois. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by March 6, 2017 with resume, cover letter and contact information for five work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Freeport is an Equal Opportunity Employer.

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CITY MANAGER



ANNOUNCEMENT AND EXECUTIVE SUMMARY

Historic community in northwestern Illinois, Freeport is 25 miles west of Rockford, 20 miles south of the Wisconsin border and easily accessible to major metropolitan areas in every direction. Site of an 1858 Lincoln-Douglas debate, known for more than 150 years as “Pretzel City” and home to several Fortune 500 companies, Freeport combines history and progress in an area offering both urban and rural living. Freeport has a population of approximately 25,000.

The City is seeking its first-ever City Manager, a charter change passed by referendum in November 2016, and heartily supported by the city’s elected officials. The City is seeking an innovative and collaborative professional with strong communication skills to successfully lead the organization and community through this significant change of governance and firmly establish the position as an integral part of Freeport’s contemporary delivery of public services.

A record of visibility in the community, proven financial/analytical and human resources skills is required.

Experience in economic development is desired. Freeport is a full-service City including Police, Fire/EMS, Public Works, Water and Sewer, City Engineer, Community Development, Finance and administrative support services. Parks are offered through a separate district. The City has approximately 190 full-time and 30 part-time employees, a combined \$47 million budget and is rated A by Standard & Poor’s.

Candidates must have a bachelor’s degree in public administration or related field; at least five years of responsible municipal management experience preferred. Assistant administrator experience, or related municipal management or leadership experience in a larger community, will also be considered. A Master’s degree in public administration, business administration or other advanced executive level training such as ICMA Credentialed Manager is highly desired.

Candidates must possess proven managerial and interpersonal skills to lead a team-oriented organization in an engaged community. The City Manager is appointed by the City Council. Residency is required. Starting salary range: \$110,000 – \$135,000 +/- DOQ. Excellent benefit package.



COMMUNITY HISTORY AND BACKGROUND

In 1827, German settlers from Pennsylvania began arriving in the Freeport area to make their homes. Among them was William "Tutty" Baker, credited as the founder of Freeport, who built a trading post on the banks of the Pecatonica River. A generous man, Tutty Baker began operating a free ferry across the river.

Originally called Win-neshiek, the community took its name from the fact of Baker's renowned generosity - "Free Port" - when it incorporated. In 1837, Stephenson County was formed and in 1838, Freeport became its seat of government. Linked by stagecoach with Chicago, the community grew rapidly. By then, the community had a population of 2,000. The City incorporated in 1855.

On August 27, 1858, the most significant of the historic Lincoln-Douglas debates took place in Freeport and gave the nation direction in succeeding years. Although Douglas won the election and retained his senate seat, his reply to a question on slavery alienated the South, which called it the "Freeport Heresy," and split the Democratic Party.

In 1869, a German immigrant named John Billerbeck established the Billerbeck Bakery, which distributed so many pretzels to residents that the local newspaper later dubbed Freeport the "Pretzel City," a distinction that stands today.

The Stephenson County Historical Society preserves local history in "Bohemiana," an Italianate mansion once owned by Oscar and Malvina Taylor and listed in the National Register of Historic Places. The Taylor's devoted their energies to creating an arboretum at the site and today it contains the largest variety of old trees in the county. Also on the property are a farm museum, a relocated one-room schoolhouse, and an 1840 log cabin.

Today Freeport offers its citizens a diverse lifestyle. Tree-lined boulevards have gracious 100+ year-old homes

while new subdivisions offer the latest in design and construction. Freeport's population is approximately 76% white, 16% African-American, 5% Hispanic, with other races and ethnicities making up the balance. The City's location— in the middle of a rural America yet within easy driving distance to several of the Midwest's big cities – Chicago, Milwaukee and Madison – provides residents with many choices to enhance their professional and personal lives.

A highly diverse collection of business and industry is well established in Freeport and Stephenson County. From insurance to manufacturing to health care, Freeport is a center for a variety of quality establishments. The City Centre Freeport Downtown initiative is committed to the ongoing enhancement of business, facilities, infrastructure, real estate, neighborhoods, and environment of the city's central district, thereby growing the economic base, improving the quality of life and promoting the entire downtown Freeport community.

As an industrial center, Freeport is home to several Fortune 500 companies. Honeywell's Sensing and Control division has several plants within the city, and makes a wide range of switches, sensors, and related interface and local control components. Titan Tires is in the rural area southeast of Freeport, and is known worldwide for its automobile, truck, and farm tractor tires. Newell Brands, a global leader in consumer-goods products, has a significant presence in Freeport, including a major reinvestment in the central city as well as a 300-acre industrial campus of Newell Window Furnishings, maker of drapery hardware and window treatments.

Adding to a hearty list of manufacturers is Danfoss Power Solutions, a manufacturer of hydraulic and electronic components; Tri-Star Metals, which operates a mill in Freeport and produces stainless steel and nickel alloy bars; and Anchor-Harvey, a forgings supplier and manufacturer of aluminum components.

Another of Freeport's major employers is Furst-McNess Company, which was founded in 1908 in Freeport.



Furst-McNess makes and distributes feed premix for farm animals, plus a large variety of household products, flavoring, desserts, mustards, and spices. Star Manufacturing Company produces hot formed, hot forged and heat treated parts, and specializes in various grades and sizes of steels.

In the insurance industry, Freeport is represented by MetLife, QBE, and Sentry Insurance. Other significant employers in Freeport are School District 145, the City of Freeport, Stephenson County (the City is the county seat), and FHN, the regional healthcare system based in Freeport.

A wide-range of products originates in the Freeport area. They include potato chips, rebuilt engines, ready mix concrete, plastic molded model railroad switch stands, cultured marble, trophies, cheese, municipal water treatment systems, packaging, roll forming and sheet metal working machinery, molded plastics, automation equipment, vending machines, and snack foods. (Source: City of Freeport documents.)

There are 12,113 households in Freeport. A variety of housing sizes, styles and price ranges are available throughout the community. The median household income is \$36,302, and the median family income is \$47,120; the median home value of \$75,400 is based on 2015 U.S. Census data. The Rockford-Freeport-Rochelle Combined Statistical Area has a population of more than 430,000. Unemployment in Freeport, at 6.4% (Bureau of Labor Statistics, January 2017), is slightly above the national average of 4.8%.



The City encompasses 11.78 square miles, of which there are more than 10 parks and preserves, including several miles of recreational trails. Freeport residents enjoy comprehensive recreational facilities provided by the [Freeport Park District](#).

The Park District maintains more the 800 acres of active and passive-use parks, a golf course – Park Hills Golf Club offers two 18-hole courses to over 300 acres – and the Oakdale Nature Preserve which offers 133 acres of forests, restored prairies, and more than four miles of trails. The District also offers an antique carousel, 18-hole miniature golf course, boat rental operation, historical museum, skate park, and two tournament quality ball field complexes, and a robust list of recreational programs.

Community residents have a choice of both public and private elementary and high schools. Freeport is served by [Freeport School District 145](#) which offers a comprehensive educational program for students in the kindergarten through the twelfth grades. The District maintains an elementary International Baccalaureate candidate magnet school, five other elementary schools (Preschool - 4th grade), two middle schools (grades 5-8), one high school (9th - 12th grade), one alternative high school, and a smaller transitional education facility. The enrollment for the 2016-17 academic school year is 4,200.

Private and parochial school choices can also be found in Freeport, such as the [Aquino Catholic Schools](#) offering pre-school through high school programs, [Tri-County Christian School](#), [Immanuel Evangelical Lutheran School](#) providing education to children from preschool through eighth grade, and [Open Bible Elementary School](#).

Located in Freeport is [Highland Community College's](#) 140-acre campus. The two-year college serves a district population of 90,000 over a four-county area. The college enrolls approximately 7,500 students annually, and offers degrees in 28 majors and certificates in 21 different career programs. Highland students may also complete a four-year degree through Columbia College, which is also located on the campus.

Nearby noteworthy institutions include Northern Illinois University (NIU), located in DeKalb. NIU is the second-largest university in the State of Illinois system, with 25,000 students. Other institutions of higher learning are found in Madison, Milwaukee and Chicago.

Award-winning healthcare is easily found in Freeport. FHN is the regional healthcare system serving northwest Illinois and southern Wisconsin. FHN offers a wide range of services including a cancer center, a complete cardiac care center and a range of choices for family healthcare with 29 primary healthcare providers. FHN offers affiliations with all three major hospitals in Rockford as well as with the University of Wisconsin Hospital and Clinics in Madison. The Monroe Clinic also serves Freeport.

Art, history and theater interests can be fulfilled in Freeport. The Freeport Arts Museum contains historical and contemporary art housed in a converted brick school built in 1911. The Silver Creek Museum provides Americana and antique machinery displays. The Winneshiek Players provide quality, live theater each season and is the oldest continuous amateur theater in the country. The Ferguson Fine Arts Theater, located on the campus of Highland Community College, features a variety of vocal and music concerts, live theater, and special performances.

Community events are plentiful in Freeport, providing an array of activities throughout the year. A full menu can be found at the Freeport/Stephenson County Convention & Visitors Bureau Website at www.stephenson-county-il.org

Visitors and residents alike can experience the history of the second of the famous debates between Abraham Lincoln and Stephen A. Douglas at Freeport's downtown Lincoln-Douglas Debate Square. At the site on August 27, 1858 was when the Freeport Doctrine, an important statement regarding slavery and state's rights, was proclaimed by Douglas. Although Douglas won the Senatorial campaign for which the debate was held, his statements lost him the support of the South and split the Democratic Party. This enabled Lincoln to win the Presidency in 1860, thus precipitating the Civil War. The site is self-interpretative including a monument to the debate dedicated in 1903 by President Theodore Roosevelt as well as a life-size statue recreating the event.

The Freeport Public Library's history dates to 1889. It became one of the first Carnegie libraries in Illinois when in 1902 the Carnegie Library opened on Stephenson Street. In 2003, a new state-of-the-art facility opened, offering more than 110,000 titles. The old Carnegie building is presently under renovation, and will become Freeport's new City Hall in early 2017.

Stretching north from Freeport to the Wisconsin state line, the Jane Addams Trail is a multi-use recreational trail of beautiful scenery. The 17-mile trail is highlighted by 22 bridges, including the historic Van Buren Bridge erected in 1885 and a covered bridge outside Orangeville, and traverses northern Illinois through wetlands, creeks, woods, and prairies. (Source: Freeport/Stephenson County Convention & Visitors Bureau)

CITY GOVERNMENT IN FREEPORT



In November 2016 Freeport residents approved a referendum changing the city's governance from a Mayor-Council to a Council-Manager form of government. Support for the initiative was widespread, reflecting a cross-section of the community including elected officials, business people and residents.

The movement to change the form of government was led by the Committee to Change City Government. Their motivation was described to the public this way: "The current form of government has served Freeport for many years. The proposed change is about meeting our needs in the future. It has nothing to do with any individual Mayor—past or present. The Council-Manager form of government will put Freeport in a much stronger position to deal with our many challenges in order to maintain or grow while managing taxes, infrastructure, and strategically planning for a prosperous future." The Committee to Change City Government's work has now been handed off to the Managerial Form of Government Transition Committee.

The new form of government will see the Mayor's position change from a full-time chief executive officer to a part-time position. After serving 12 years in office, the current Mayor whose term expires in April 2017 is not seeking reelection. The eight members of the City Council represent seven wards, with the eighth member serving the community at-large. Aldermen serve staggered four-year terms. The City Clerk and City Treasurer are elected positions.

Recent adoption of Ordinance No. 2017-10 providing for the position, outlines the powers and duties of the City Manager. They are summarized below:

- To enforce the City's laws and ordinances;
- To appoint and remove all directors of departments or employees of the City except when such power is vested in the City Council or other commission, committee or board. The Chief of Police and the Chief of Fire Department may be removed or discharged by the City Manager provided the reasons are documented and removal is confirmed by a majority vote of Mayor and City Council;
- To appoint and remove all officers who are not required to be elected pursuant to State Statute;
- To exercise control of all departments;
- To have all the powers and exercise all the duties granted elsewhere in the Code to municipal clerks and comptrollers with respect to the preparation of the annual appropriation ordinance;
- To attend all meetings of the City Council, and to recommend to the City Council for adoption such measures as he or she may deem necessary or expedient;
- To recommend to the Council the wages and benefits for each position within the service of the City;
- To investigate all complaints pertaining to the administration of the City;
- To prepare and submit an annual budget consistent with the financial priorities set by the City Council after consultation with the Council or appropriate Council committee;
- To keep the Council advised of the financial condition and future needs of the City and make such recommendations accordingly;
- To supervise the coordination of purchasing all materials, supplies, equipment and services by the Finance Director;
- To supervise the negotiation of all collective bargaining agreements between the City and unions representing employees of the City;
- To examine all other proposed contracts of the City;
- To coordinate the management of the City Hall and all other City buildings, facilities and properties, and keep a current inventory of all real and personal property of the City;
- To examine, evaluate, consolidate and, when appropriate, recommend changes to the City operation;
- To submit to the City Council, monthly and annual written reports of the activities and financial status of all City departments;
- To advise, and as necessary, provide assistance to all duly constituted boards, commissions and advisory committees of the City;

- May, as directed by the City Council, be responsible for the preparation and release of newsletters, brochures, articles and other informational sources in order to keep the public informed on the activities of the City government;
- Make himself or herself available to the residents and business community of the City;
- Shall work with the public to receive suggestions and to hear, investigate and attempt to resolve complaints relating to matters concerning the administration of the government of the City and the services rendered by the City;
- May, as directed by the corporate authorities, represent the City in matters concerning the City and other governmental entities;
- To perform such other duties as may be prescribed or may be required of him or her by ordinance or resolution of the City Council.

The City Manager will oversee the day-to-day operations of City services provided by the following departments: Police, Fire/EMS, Public Works, Water and Sewer, City Engineer, Community Development, Finance and administrative support services.

The City has approximately 190 full-time and 30 part-time employees. There are three unions. The City has a combined \$47 million budget and is rated A by Standard & Poor's.

FREEPORT AT A GLANCE

Population: 24,973 (2015 Census estimate)

Households: 12,113

Equalized Assessed Value: \$220 Million

Land Area: 11.78 square miles

Median Home Value: \$75,400

Median Household Income: \$36,302

Bond Rating: A (S&P)

Freeport Workforce: 190 full-time equivalent employees (FTEs); Three unions

FY 2016-17 Combined Budgets: \$47 million

CHALLENGES AND OPPORTUNITIES

As Freeport's first City Manager, the successful candidate will find a welcoming community and enjoy strong support for the position. The community has a sincere desire for the City Manager to succeed. The support comes from a broad range of community stakeholders – elected officials, business owners and residents.

As such, and at the start of his/her tenure in Freeport, the new City Manager can expect to undertake an intense understanding of the community's strengths, opportunities and obstacles. The City Manager will find a groundswell of support wanting to develop new partnerships with the city, and the new City Manager is encouraged to reach out to all corners of the community eager to share their ideas and hopes for a City they deeply love.

As well, the new City Manager is expected to confidently, skillfully and quickly establish the position's leadership role within the organization by listening, understanding, assessing and marshalling the city's management team, workforce and resources to lift up the City's assets and tackle Freeport's challenges both in the community, and within the organization, as outlined below:

- In the last couple decades, the city has been challenged by a shrinking tax base, a loss of jobs, and a declining population. As an organization, the city made changes to right-size itself so as to meet the local economy's impact to the city's finances. From those challenges, however, the city is seizing on an opportunity to recast itself, and has made considerable inroads in a number of key areas. For instance, the city's equalized value has stabilized, the city's housing stock is one of the most affordable in the state, the unemployment rate has declined, crime has decreased and development interests are creating an exciting re-interest in the central city.

Efforts include the [City Centre Freeport](#) (CCF) initiative, a collaborative group of downtown business and building owners, entrepreneurs, and Freeport enthusiasts seeking to transform downtown Freeport into a residential, commercial, shopping, and entertainment destination.

The City Centre Freeport Plan was developed in the Fall of 2015 and earned support from the Northwest Illinois Development Alliance, the Freeport Area Chamber of Commerce, the Freeport/ Stephenson County Convention & Visitors Bureau and the Freeport

Downtown Development Foundation. The Plan was unanimously adopted by the Freeport City Council in 2016.



The imperative of City Centre Freeport believes “a thriving downtown that is a destination for living, working, shopping, and playing is essential to the economic future of Freeport. Though we understand that many other aspects of community development are essential to our future, we believe downtown revitalization will play an important role in reshaping the community and its future economy.” The first phase of the initiative's work has included establishing a baseline understanding of Freeport's downtown buildings' conditions, inventorying the challenges building owners may face in adhering to the city's building codes governing the adaptive reuse of historic buildings, and understanding the City's options from a downtown TIF created in 1994.

The new City Manager can expect to benefit from a team-approach to rebuild the city's tax base, and to support the CCF initiative. Consequently, a keen understanding of how to strategically examine the financial implications and related consequences of complex development proposals, and their long-term benefit to the city is essential.

In a similar vein, the City Manager should be well-versed at how to rally City resources in order to retain businesses and build its tax-base. As well, the City Manager can expect to work with the business community and other stakeholder interests to address some financial conditions that appear to collide, such as a strong, diverse employment base that stands in contrast to a property tax base that's been in decline, although more recently stabilized.

- In addition to the work undertaken by the City Centre Freeport (CCF) initiative, and in concert with stakeholders from different quarters of the community, are complementary economic development programs that are ambitious and exciting, with the goals of attracting new business and families to Freeport. A sampling of other efforts include Collaborate Freeport, a group of business and government leaders, community development organizations, and citizens that are coming together to brand and market Freeport and Stephenson County to create a stronger sense of community, increase economic development and work toward a shared vision of a vibrant, healthy and engaged Stephenson County. *Freeport All In* is the new community brand for Freeport and Stephenson County. The branding effort's goal is to share Freeport's story inside and outside the community to improve economic development, enhance tourism and build community.

The new City Manager will work with the City Council and community stakeholders to help achieve its economic development goals, including active and engaged economic development stakeholder groups such as the Freeport Area Chamber of Commerce, the Freeport/ Stephenson County Convention & Visitors Bureau, the Freeport Downtown Development Foundation and Northwest Illinois Development Alliance.



- Other economic development concerns relate to the segment of US Highway 20 from Freeport to Dubuque, Iowa. This segment of Hwy 20 is the last remaining one in the country with a two-lane design, and the absence of four-lane facility has arguably been an impediment to attracting new businesses to the region, as cross-country movement of goods have chosen Interstates 90, 88 and 80 as preferred routes west of Chicago. The expansion of this segment has been studied on multiple occasions, with environmental, social and economic impacts examined. To date, however, only small portions of a four-lane facility have been funded. The new City Manager can expect to work with City, business and intergovernmental interests in reviving a reexamination of this issue.
- A stimulant to downtown's revitalization efforts is the City's \$2.2 million renovation of the old Carnegie library that will now house City Hall offices and a new Council Chambers. The new City Manager can expect to help staff in establishing this new civic building as a community focal point, and seek ways in which to capitalize on the City's investment as a catalyst for more downtown reinvestment.
- With an active and engaged City Council, as well as a host of internal and external groups, communication, transparency and collaboration with elected officials, employees, residents, and businesses are critical skills for the new City Manager. Strong listening abilities and a genuine desire to engage the City Council, City staff and the community in problem solving is expected from the position. Attending community meetings and being present and visible in the City is essential.
- In a community where residents and business leaders have high customer-service expectations – as embodied in a 2013 citizen-driven analysis of the City's workforce's customer service levels – and involvement in civic affairs, the City Manager should be comfortable having a visible role in the City, easily interacting with, and embracing a wide spectrum of residents, individuals, community businesses and organizations.
- Like many older Midwestern cities, the City of Freeport has a long list of demands on its aging infrastructure. Recently, [City staff analyzed](#) the long-term infrastructure needs for the city, identifying a potential \$72 million in street and bridge project needs over the next 50 years, and \$165 million in utility reinvestment and deferred maintenance projects needing attention over the next several decades. Coupled with financial limitations to address a growing list of capital needs especially in a community sensitive to its tax burden, the City Manager can expect to work with the City's engineering and utility team to tackle significant infrastructure needs. Consequently, adeptness at addressing a robust list of needs and demands in a fiscal environment of competing demands is required.
- Experience in the complexities of overseeing a workforce of more than 190 employees, a contemporary understanding of human resources administration, and strong labor-management relations skills, are sought from the City Manager. More than half of the city's workforce is represented by one of three labor unions – Police, Fire and Public Works – and several of the collective bargaining agreements are soon expiring. In a similar vein, the ability to proficiently

understand the Illinois public pension system and its fiscal impact on the City's long-term financial health is a critical skill.

- Under the review of a new Finance Director, the City is assessing its financial position, and the City's financial software system is in need of updating. In addition, but not unlike other Illinois municipalities, the City's finances are tested by various parameters guiding the generation of new sources of revenues, as well as a two-year State of Illinois budget stalemate. Adding to the City's financial condition is the City's involvement in the redevelopment of various sites and issuance of TIF debt, marked by a mixture of successes and challenges.

Also in Freeport, retail sales gaps have been identified, and certain pockets of distressed real estate have added strain to the City's tax base. And while the City's collection of sales tax receipts are an opportunity for growth, it is equally important for the City Manager to keep a broad view on other economic conditions affecting the City's tax base. For instance, blighted properties, vacant land and undervalued properties are adding downward pressure.

Accordingly, the City Manager, in partnership with the city's Finance Director, is expected to keep a keen eye on the City's finances, and possess a wide-angled view that many factors affect the City's bottom-line. He/she can also expect to work closely with the elected and appointed officials in seeking out new sources of revenue and other economic and tax-base stimulators, as well as continuing to find ways to most efficiently deliver City services.

- The new City Manager is encouraged to look at the municipal organization and over time, evaluate service delivery processes, procedures and methods, departmental and division organization, collaboration, and resource-sharing. The City Council sees this recruitment, and change in its form of government, as an opportunity for a fresh look at the organization.

CANDIDATE QUALIFICATION CRITERIA

The City is seeking candidates who are passionate about local government. The following education, experience, management, and leadership criteria have been identified by the City Council and the Managerial Form of Government Transition Committee as important skills and abilities for the candidates to possess and demonstrate. Starting salary for the position is \$110,000 – \$135,000 +/- DOQ. Excellent and competitive benefit package.

Education and Experience

- Candidates must have a bachelor's degree in public administration or related field; at least five years of responsible municipal management experience preferred. Assistant administrator experience, or related municipal management or leadership experience in a larger community, will also be considered.
- A Master's degree in public administration, business administration or other advanced executive level training such as ICMA Credentialed Manager is highly desired.
- Possess strong leadership and management skills to guide Freeport's elected officials and City staff through the changeover to a Council-Manager form of government, putting into place systems, methodologies and best-practice city management strategies that will assure a smooth transition; have a solid understanding of municipal government and municipal service delivery models.
- Have experience with and be skilled in working with elected officials as a group and, when appropriate, as individuals, assuring that all are treated equally and kept uniformly and pro-actively informed about matters of civic importance.
- Have strong economic development skills and knowledge of planning, land use, zoning and community development. Candidates should have experience with Tax Increment Financing (TIF) projects and the ability to think creatively, secure "outside" monies and negotiate effectively on the City's behalf.
- Have a strong public sector financial background, understanding municipal revenue sources and their impact on municipal budgets and taxpayers.
- Have experience in long-range and strategic planning, working collaboratively with elected officials, community and business leaders, and residents to develop thoughtful plans that reflect the City's aspirations.
- Have successful personnel management and labor relations (Police, Fire and Public Works unions) experience including contract negotiation, grievance processes and promotion and discipline in a unionized environment, with a record for fairness in dealing with all employees.
- Possess knowledge in long-range capital improvement programming and financing, with particular focus on the maintenance and improvement of an aging infrastructure. Knowledge of state and federal programs to assist in infrastructure improvements is important.

- Be experienced in dealing with public and media relations, capable of openly and honestly articulating the City's municipal policy position to residents and the media, community groups and organizations; appreciating the need for regular and prompt communication of information to these groups, following a policy of full disclosure in public presentations.
- Be a strong administrative leader and be able to successfully facilitate and assist 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.

Management Style and Personal Traits

- Have a reputation for personal, professional and organizational integrity, leading an organization by example and conducting all personal and professional interactions fairly, honestly and ethically.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the Mayor, City Council and Staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Be an articulate and an effective communicator, both orally and in writing; 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.
- Be politically astute, yet politically neutral. Be able to "read the Council," providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.
- Be a self-starter who has the vitality and energy to motivate and lead others; someone who seeks and enjoys a challenge.
- Possess well developed organizational skills, able to balance numerous projects and issues, keeping on task.
- Have a successful record of working with community institutions, business leaders, and citizens' groups in a cooperative and friendly manner, open to the input and suggestion of all.
- Be a mature, self-confident, diplomatic individual, with a calm, even temperament.
- Be a "people person," sincerely personable, patient, and accessible, and one who can relate with all persons in the community.
- Be a team leader who can coach and develop employees to meet organizational and employee goals.
- Promote a strong, service-oriented, "customer relations" approach by all municipal employees in dealing with citizenry.
- Be enthusiastic about participating and being active in community affairs, both as City Manager and as a citizen.

