

**MANISTEE CITY COUNCIL  
SPECIAL MEETING AGENDA**

**TUESDAY, JULY 28, 2015 - 6:00 P.M. - COUNCIL CHAMBERS**

**I. Call to Order.**

- a.) PLEDGE OF ALLEGIANCE.
- b.) ROLL CALL.

**II. Citizen Comments on Agenda Related Items.**

**III. Unfinished Business.**

- a.) CONSIDERATION OF A CLOSED SESSION, CITY MANAGER SEARCH.

Interim City Manager R. Ben Bifoss has requested a Closed Session this evening as permitted by the Open Meetings Act, Section MCL 15.268 (f) to narrow the field of candidates for interviews for the position of City Manager.

Under contract with the Michigan Municipal League (MML) candidate applications have been accepted and reviewed. The MML will present a confidential summary of the applicants and their qualifications for Council to determine which candidates will be invited for personal interviews. Interviews would be scheduled for Tuesday, August 11, 2015 and will be open to the public.

At this time Council could take action to proceed to Closed Session under Section MCL 15.268 (f) of the Michigan Open Meetings Act.

- b.) CONSIDERATION OF A MOTION TO RETURN TO REGULAR SESSION.

At this time Council could take action to return to regular session.

- c.) CONSIDERATION OF SCHEDULING SPECIAL MEETING FOR CITY MANAGER CANDIDATE INTERVIEWS AND A MEET THE CANDIDATES RECEPTION.

If Council is ready to move into the interview stage they could consider the

following motions. If none of the individuals who will be invited to interview have requested confidentiality a second motion could be voted on as well. If some of the desired candidates are those who have requested confidentiality the motion can identify the candidates by number or state that the names will be identified on the agenda for the interview meeting. Invitees or applicants do not become candidates nor can the names or resumes of those who have requested confidentiality be released until after an invitation to interview has been accepted.

\*At this time Council could take action to make a motion to set August 10, 2015 at 6:00 p.m. as the date for a community reception and August 11, 2015 at 8:30 a.m. as a special meeting; with interviews to begin at 9:00 a.m.

\*At this time Council could take action to direct the MML Facilitator to invite the following individuals to interview for the position of City Manager:\_\_\_\_\_.

OR

\*At this time Council could take action to direct the MML Facilitator to contact a short list of candidates to determine their interest in interviewing. The candidates will be identified by name on the agenda for the interview meeting.

**IV. Concerns and Comments.**

- a.) CITIZEN COMMENT. This is an opportunity for citizens to comment on municipal services, activities or areas of City involvement. Citizens in attendance shall be recognized by the Mayor for comments (limited to five minutes). Letters submitted to Council will not be publicly read.
- b.) OFFICIALS AND STAFF.
- c.) COUNCILMEMBERS.

**V. Adjourn.**

RBB:cl

**COUNCIL AGENDA ATTACHMENTS:**

MML Memo on Process  
Manistee Employment Brochure  
Community Profile



michigan municipal league

MEMO

1675 Green Road  
Ann Arbor, MI 48105

TEL 734.662.3246 800.653.2483  
FAX 734.662.8083  
WEB www.mml.org

<b>to</b>	Mayor Colleen Kenney and Members of the Manistee Council	<b>from</b>	Kathie S. Grinzinger, Lead Search Facilitator Michigan Municipal League
<b>cc</b>	Ben Bifoss, Interim City Manager	<b>date</b>	July 20, 2015
		<b>subject</b>	<b>City Manager Search / Short List</b>

Thank you for all your efforts to identify notable qualifiers about your community and to build the preferred profile for the next Manistee City Manager. We also appreciate your assistance in providing photos, additional demographic information and links used during the outreach process.

We are now preparing to move into the next phase of your selection process: determining who the Council wishes to interview for the open position.

The deadline for receipt of resumes, references and salary history was July 3, 2015. Because of the holiday weekend, we accepted resumes until the seventh of July. Our various recruitment efforts encouraged 39 applicants from Michigan and around the country to express a desire to be considered for employment in Manistee. We are very pleased with the response and the interest shown.

So that you can better prepare for our scheduled meeting on July 28<sup>th</sup>, I have attached some information with this memorandum. You will find a copy of the brochure we produced and used during the recruitment of applicants so you can re-familiarize yourself with the requirements, skills and qualities we told potential managers we were seeking. You will also find a copy of the notes I compiled from the conversations I had with you and your staff members. The "profile" outline will serve as our guide for assessing the qualifications and attributes of applicants as we move into this next phase of our selection process.

**On Tuesday, July 28<sup>th</sup>, during a 6:00pm meeting** I will be prepared to share a recommended short list of potential interviewees with you.

Since some applicants requested confidentiality, in accordance with Michigan law, the discussion we have will need to occur in a closed session. Your Agenda for that evening's meeting should contain an item requesting your vote to move into closed session to discuss potential candidates for interviews who have requested confidentiality.



## MEMO

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Let me prepare you for the conduct of that session.

### **July 28, 2015, Closed Session**

#### A. Applicant Information

You should assume sufficient time will need to be taken by Council during this meeting for members to adequately review all the materials. It is not unusual for this important analysis and discussion to exceed two hours.

As we spoke of previously, in the upcoming meeting I will provide you with a matrix that compares some of the primary knowledge, skills and attributes of the applicants. The matrix identifies applicants only by number which assures a distance is maintained between you and non-job related identifying information of the applicants. We find it critical to incorporate, in the process, methods that protect the elected officials from any appearance of discrimination or unfair favoritism.

Once you have received and reviewed the matrix, I will provide you with a second document that summarizes information collected during the screening of several applicants who initially appeared to have met many of your basic requirements. That document will contain specific data about the applicants which would make it possible to identify individuals who have formally requested confidentiality.

Finally, I will also distribute copies of resumes from applicants that I will recommend you consider as candidates or potential interviewees.

To continue to honor the law's requirement for confidentiality, the screening report and resumes will be retrieved by me before the meeting ends so they will not remain in your possession and be considered public documents. Remember, too, that because we are discussing confidential candidates in a closed session, no information about that session can be shared in any way outside the meeting.

I will have copies with me of all the resumes received in the case members have questions about the matrix and/or other respondents. Resumes of individuals, however, who do not meet the minimums for this position or who otherwise may not yet be suited for a position such as you are offering, will not be distributed.



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### B. Decisions Anticipated

#### 1. Set Interview Meeting Date

Once you have adequate time to review and compare the resumes provided, it is hoped you can reach a general consensus as to whom you may wish to interview.

If you have lingering questions or need more time, such a decision can be reached at a later meeting.

To move into the interview stage, the Council will need to formally set the interview date as a special meeting of the Council. If you are ready, you may come out of closed session Tuesday evening and "**Consider a motion to set August 10 as the date for a community open-house and August 11, 2015 as a special meeting for the purpose of interviewing candidates for City Manager.**" A time must also be set. The time is often dependent on the number of candidates you wish to talk with.

I would prefer to meet with the Council for about 30 minutes prior to the first interview, to be certain we all understand our responsibilities under the law and to disseminate and adequately discuss the questions each of you will ask. Therefore the meeting should be set to open one-half hour before the first interview is scheduled.

#### 2. Determine Candidate List

If none of the individuals who will be invited to interview have requested confidentiality a second motion could be voted on as well. It might be offered in this way, "**Consider directing the MML Facilitator to invite the following individuals to interview for the position of City Manager:\_\_\_\_\_.**"

If, however some of your desired candidates are those who have requested confidentiality the motion can identify the candidates by number or simply state, "**Direct the MML Facilitator to contact a short list of candidates to determine their interest in interviewing. The candidates will be identified by name on the Agenda for the interview meeting.**"

Invitees or applicants do not become candidates nor can the names or resumes of those who have requested confidentiality be released until after an invitation to interview has been accepted.



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### I. Next Steps

#### A. Interview Process

I will arrange and schedule the interviews with the identified candidates. Depending on the home base of chosen interviewees, the community can be expected to be responsible for travel expenses.

The City will likely be in communication with the candidates as well to arrange for tours of municipal facilities, discuss the purpose and time of the open house and to arrange for housing for candidates who must travel a substantial distant for their visit to Manistee.

Based on the profile set at our very first meeting, I will produce a series of questions for the Council to ask on Interview day. A draft of those questions will be provided to you in advance and feedback, additions, alterations or deletions can be made.

Once all interviews have taken place, it is expected the Council will engage in discussion (which must be public) with the goal to select one of the candidates for a "conditional offer of employment".

#### B. Conditional Offer

Before the final stage of the hiring process can be executed a motion should be offered to make a "conditional" offer to the candidate who secures the majority of support from the Council members.

That the offer is "conditional" is critical to allow other due diligence steps to occur and to enable withdrawal of the offer depending on the results of that research.

The due diligence steps include a background investigation, a physical and drug and alcohol screening (if that is a standard operating procedure used by the City) and additional reference checks. The League will conduct a background investigation of your primary candidate through a third-party professional firm. The investigation will include college transcript verification; criminal history, civil court case history; lien and driving record check, credit/financial record review and social security number trace. Because of the invasiveness of the background check and medical screens, only the top candidate moves through this phase.

We will talk more about the conduct of reference checking when we are together.



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### C. Contract Negotiation

If the candidate successfully completes the final background hurdle, negotiations between the individual and the city can commence leading to a contract and a start date.

We can provide assistance to you in negotiating or finalizing such a contract if you like.

I look forward to seeing you again on the 28<sup>th</sup>. Don't hesitate to contact me with any questions or concerns you might have.

EMPLOYMENT OPPORTUNITY

# City Manager

City of Manistee





# City Manager

## CITY OF MANISTEE

Michiganders are rightfully boastful of all the grand peninsula has to offer. And, nowhere do all the state's attributes merge more acutely than on the west shore in the Victorian-era jewel that is Manistee. For the decisive leader who has dreamed of living and working in an outdoor lover's paradise, the perfect opportunity is now available. Manistee seeks a new city manager, only the fourth in 36 years, who has the ability to facilitate and communicate a new vision for the future of this historic port community.

Over 6200 residents and 1000's of visitors praise the two miles of publically accessible Lake Michigan beach front, other natural assets, events, and cultural attractions within the almost 4.5 square miles of this Community of Bridges. In Manistee "everything is about the natural environment" for its hard-working, friendly residents who profess small-town values of honesty and straightforwardness.



Only those who truly enjoy reaching out, meeting and engaging the citizenry need apply to this community where involvement and dedication is the norm resulting in community-wide volunteer building projects each year like the teen center, skateboard park and playgrounds.

Manistee is a full-service city, the only one in the County with a full-time fire and ALS crew, and operates under the Council/Manager form of government by Charter. Its \$6.2 million General Fund and \$10 million in other funds support 58 full-time employees and several seasonal and part-time positions.

Manistee will offer a competitive compensation plan including medical and dental insurance, a generous contribution into a defined contribution pension plan or MERS and a salary range of \$85,000 to \$100,000 depending on qualifications and experience.

► **POPULATION**

6,226

► **SIZE**

2.84 SQ MI

► **BUDGET**

6.2 MILLION

► **SALARY RANGE**

\$85,000 -  
\$100,000



## ▶ THE COMMUNITY

Manistee was incorporated in 1869. Valued for its deep water port, the city rose to prominence with the logging industry that swept Michigan's northern forests. Its well-preserved Victorian residential and commercial architecture are testaments to the resiliency and prosperity that carried Manistee through several economic rebirths over the last 150 years.

Today, continued evidence of the community's commitment to its heritage can be found in the authentic downtown district, the restored, publically-owned Ramsdell Theatre and Hall, and the Fifth Avenue Pier and Lighthouse.

The community is tied inexorably to Native American culture as well. Part of the city sits within reservation of the Little River Band of the Ottawa Indians and a positive relationship, based on mutual respect and understanding, is an on-going priority.

A strong sense of volunteerism and community involvement is another of the threads uniting the different neighborhoods, long-term residents, and new transplants in this clean, quaint city. Active service clubs, a highly involved Chamber of Commerce and energetic Convention and Visitors Bureau, host a myriad of events each year including the Victorian Sleighbell Parade and Old Christmas Weekend; Forest Fest, the Chocolate, Wine and Walking Tour, Props and Hops Classic Boat Show, Tight Lines for Our Troops, and Support of the Shores, an initiative to advance the walkability of the community by connecting people to the area's water resources.

Culture, education, and the arts have a strong root-hold in this safe community with diverse housing stock. The Ramsdell Theatre hosts the Manistee Civic Players who sponsor a roster of live performances; a beautifully appointed ballroom; and Hardy Hall, home to the Manistee Art Institute. The restored Vogue Theatre brings classic and first-run movies downtown. The city is also the base for the Manistee Historical

Museum, the Waterworks Museum and the SS City of Milwaukee.

Alternative educational choices are available to Manistee's families. The Class B public school system has new facilities and offers a wide range of extracurricular activities including hockey, swimming, and ski programs. Manistee Catholic Central offers a pre-K through 12 program and Trinity Lutheran Academy has K-8 classes. Higher education offerings are available by short commute through West Shore Community College, Baker College, North Western University and Spring Arbor University.

Without a doubt, however, it is the natural assets of the area that push Manistee well above the ordinary. Cuddled between majestic Lake Michigan on its west side and Manistee Lake on its east, the city is traversed by the Little Manistee and the Big Manistee Rivers, famous for superior trout and salmon fishing. Multiple public boat launches and pavilions along with several marinas make the water fronts available to all. A highly bikeable and walkable community, Manistee has built 3.5 miles of universally designed trails to cement its reputation for accessibility.

The City sits on the edge of the 1 million acre Manistee National Forest and neighbors one of the most beautiful places in the state, Sleeping Bear Sand Dunes National Park. Manistee County counts eight golf courses. A bird sanctuary, Orchard Beach State Park, mountain bike trails, ice skating rink, 13 in-city parks and a community pool further attest to this area's allegiance to a year-round enjoyment of the outdoors.

Residents of Manistee are a sturdy lot first drawn to the area by the logging industry and an economy was built around shipping freight from the deep water port. Later manufacturing came to town lured by accessibility to the water and built plants along the shores of Manistee Lake.



## ▶ THE COMMUNITY (CONT)

A solid blue-collar industry sustained the community's prosperity and defined its personality for decades. In recent years industrial jobs have dramatically declined. Manistee's economy is now built around a mixture of tourism dollars, (the tribally-owned Little River Casino is just five miles to the north), family-owned businesses, state corrections employment, and hospital and healthcare positions.

Manistee's evolution has not only been one of a changing market-place. For years, the community had been a homogenous strong-hold of families with roots generations deep. Today, the community is aging as its young people move away and a new citizen contingent of active, involved retirees and second-home owners have moved in. The median age is 47 (42% of residents are above the age of 50) and incomes have become more diverse.

Manistee is in the midst of a transition both economically and culturally. The best possible future has yet to be determined and the new manager will be expected to engage all diverse partners in a long-term dialogue to achieve consensus around an optimal direction.





# ▶ THE ORGANIZATION

This organization has adopted an outcome-driven culture that regularly reports on performance to each other and the council through open sharing of all information. Five of the 58 full-time employees report directly to the City Manager and meet on a weekly basis in "round-table review" to review the council agenda, report on task progress and brainstorm around city-wide issues. The input of the highly experienced and professional staff is always sought and considered when tackling policy development and determining the best way to move the council's plans forward.

The new Manager will bring expertise in economic development to the skill set of the administrative team as well as sensitive and highly developed negotiation talents in working with other units of governments particularly townships and Native American tribes.

Employees describe Manistee as a "great place to work" with no silo mentality. Department Directors work across organizational chart lines and demonstrate an extraordinary level of peer support. Directors have budget responsibility and independent authority to dedicate resources in meeting objectives.

The City Manager serves as the Director of Human Resources responsible for all labor/management and personnel functions and leads an executive team consisting of:

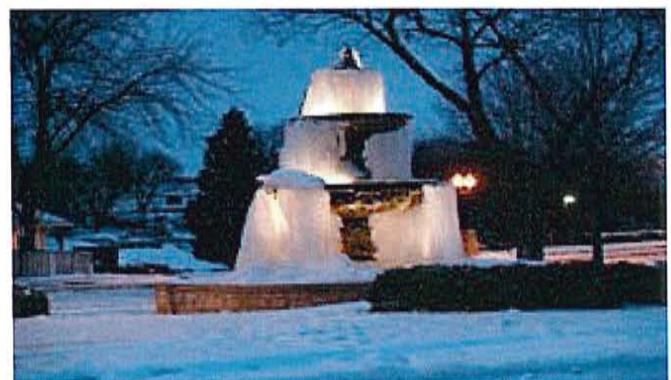
- Public Safety Director managing police, the only full-time fire service in the County, EMS/ALS and the Marina
- Director of Public Works with responsibility for parks, streets, utilities, wells, waste treatment, and bridges
- Finance Director supervises functions of the Treasurer, the Ramsdell Theatre and the Clerk and Assessor (the latter two hires are confirmed by council)
- Contracted Engineer
- Planner

Seasonal and part-time employees supplement

the roster and four unions represent the full-time hourly employees: POAM, COAM, IAFF, and Steelworkers.

Department Directors regularly attend council meetings and respond to questions from elected officials about their area of expertise. The City Council is made up of seven members who serve staggered two-year terms and elect a Mayor from within the membership. Each member represents a specific district but is elected at-large by all citizens. The last two races for council were contested.

To fit in with these advocates for superior service delivery, the new Manager must have unquestionable ethical standards and be willing to interact personally with all employees and the citizens they serve. He or she will be an inspirational leader who recognizes and appreciates the contributions of others, is committed to team building and capable of taking charge of continuous forward movement.



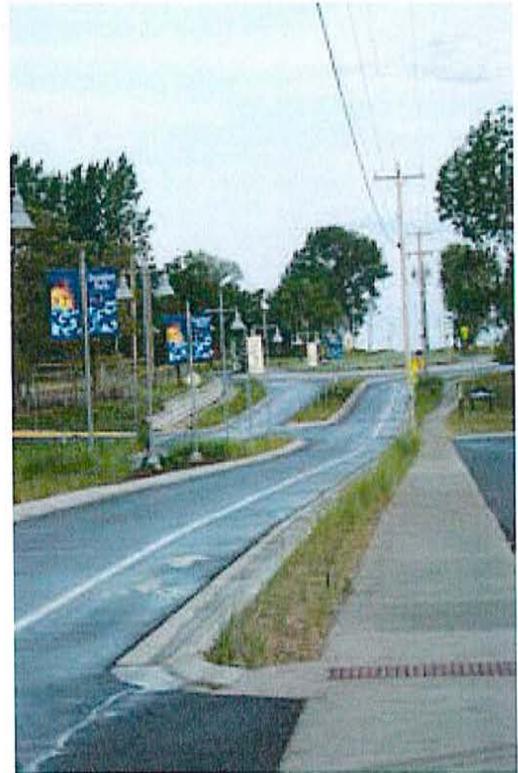


## ▶ OPPORTUNITIES

Manistee possesses a great many strengths upon which to build. Its sense of place is primarily intact with a solid historical and architectural foundation and a richness of natural resources. Along with its deep water port, the city has access to rail and a local airport with commuter service to Chicago.

Land use is diverse with 28% devoted to residential, 10% to industrial and commercial, 19% of the land is held by the public and/or parks, 10% is vacant. Several historic properties are ripe for redevelopment in and around its astounding downtown district.

The Council is committed to building collaborative relationships with neighboring governments to tackle larger issues and moving forward to the next stage in the community's prosperity.



## ▶ CHALLENGES

This community is in need of defining its next economic engine and identity. It wishes to become a "community of choice" in order to attract and retain residents, particularly younger people and families.

Occupancy is low in the existing industrial park and incomes have not rebounded to previous levels. Funding constraints make service provision decisions trying.



## ▶ THE IDEAL CANDIDATE

The City of Manistee will only consider applicants who demonstrate superior interpersonal and written communication talent with a strong sense of personal integrity.

**To be considered a qualified applicant, respondents must first have:**

- A Bachelors' Degree (MBA or MPA is preferred) in an applicable field such as public administration, business, finance, or a related field of study, AND
- Three years' experience as a city, village manager, or assistant manager OR five years of governmental service as an administrator/leader with a wide-span of responsibility over multiple function or service areas
- Appropriate combination of expertise, education and professional governmental leadership will be considered

**Qualified Applicants will also possess provable expertise or history in:**

- Developing and managing governmental personnel, human resources policies and procedures, and labor negotiations
- Aggressive economic development with the ability to offer innovative solutions to existing situations

**Any applicant who moves to the level of candidate will be financially savvy and well versed in the use of technology as a presentation, communication, and analytical tool. Among the other skills that are to be illustrated in a resume and letter of introduction are these:**

- History in forging regional collaborations and/or agreements
- Proven negotiations skills and success in developing win/win resolutions
- Ability to incite healthy dialogue among diverse partners and achieve consensus around best possible solutions
- Experience in building well-working teams
- Highly developed organizational skills
- Familiarity with tribal governments will be considered weighted plus

**The new City Manager of Manistee will be a decisive leader who conveys an air of professionalism and offers pro-active choices to forecasted issues rather than reactive positions to problems. He or she must be:**

- Approachable, able to relate to many types of people; a person who enjoys reaching out to others
- A good listener, patient, and accepting
- Capable of seeing many sides to an issue
- Self-confident
- Able to express and communicate a vision
- Calm and collected
- Creative
- Possessing of an internal sense of personal accountability



## ▶ APPLICATION PROCESS

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### APPLY BY CLOSE OF BUSINESS JULY 3, 2015

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Please submit resume, cover letter, salary history, consent form, and five professional references to:

execsearch@mml.org, Subject Line: Manistee Search  
OR mail to: Michigan Municipal League,  
ATTN: Manistee Search, 1675 Green Road  
Ann Arbor, MI 48105

Questions can be directed to MML Lead Executive Recruiter Kathie S. Grinzinger at [kgrinzinger@mml.org](mailto:kgrinzinger@mml.org) or (989) 289-1084.

Candidates desiring confidentiality of their interest, as allowed for and provided by Michigan law, must indicate such in a separate subject line above the body of the cover letter.

This search is conducted by an Equal Opportunity Employer.



## City of Manistee City Manager

Profiling Sessions	April 28, 2015	two sessions
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Council responses  
[Staff Add-ons](#) (much agreement)  
Per additional information

### Community Profile

#### Stats

Population	6226 (tri-township population 12,500) (down from 6586 in 2000)
Size	4.47 square miles; 40 miles of streets
Land Use	Residential 28%
	Commercial 4%
	Industrial 6%
	Parks/Public 19%
	Transportation 23%
	Vacant 10%
	Wetland/water 9%

Form of Govt. Council/Manager by Charter  
Council: 7 members  
Staggered 2 year terms  
Represent district BUT elected at-large  
Mayor elected from within  
Last two races contested

Demographics: [very little racial diversity](#)  
30% of population educational degrees beyond high school  
Median age 47; 42% residents above the age of 50 (70% of EMS patients are elders); [youth numbers declining](#)  
Median income close to state average  
[18% of residents seasonal](#)

Employment \*tourism  
Casino (#1)  
Family-owned businesses  
Prison (400 jobs)  
Hospital and healthcare  
3 industrial plants lakeside

Budget:  
FY 2015 \$6.2 Million GF  
FY2015 \$ 16.2 million All Funds

### **Identifiers, Culture, Traditions**

- "Community of Bridges" (Manistee River Channel runs thru the center of town)
- "Four Season Playground"
- "Outdoor Sports Paradise"
- "Victorian Port City"
- "Everything is tied to the natural environment"
- Incorporated 1869; Logging heritage
- Blue-collar (union background): did have strong industrial base; job decline
- Small town values: honest, straightforward, hard-working
- Four of five area public schools inside city
- Wonderful people, welcoming and friendly
- New transplanted residents; higher income levels than long-term residents; highly involved
- Younger people leaving for jobs; active city life; retirees come home
- Dedicated volunteers, community-minded, active service clubs
- Community-wide Building projects (supported/team-led by city)
  - Playgrounds
  - Skateboard park
  - Teen Center
- Active Chamber of Commerce and CVB
- Segment of population resistant to change
- Family-owned businesses
- Many churches
- Quaint, clean
- Diverse housing stock, many second homes
- Diverse employment base (see above)
- Neighborhoods distinctly identified
- Offers wide range of municipal services including full-time police, fire and EMS (strong citizen support for public safety); perception in some circles that tax level is high
- Public transportation (call on-demand)
- Exceptional Victorian architecture;
- Historic, well-preserved downtown, Historic District Commission
- Highly walkable, bikeable community
- Very safe, low crime rate
- Manistee Recreation Assn. (collaboration between city and townships)
- Notable tribal influence (part of city in reservation) Little River Band of the Ottawa; good relationship between city and tribal government
- Community in transition from founding culture (polish catholic families) and economy (industrial, manufacturing) to new residents (transplants, seniors, seasonal) and the new economy which is yet to be determined

### Attractions/Events

- Several marinas
- Rail system
- Near-by institutions of Higher Education: West Shore Community College; Baker College; North Western University; Spring Arbor University
- Educational choices: Class B public school with new facilities; hockey, swimming and ski programs; Manistee Catholic (preK-12) and Trinity Lutheran (K-8); Casman Alternative Academy (7-12)
- Light house
- Freighter traffic
- SS City of Milwaukee
- Full-time Coast Guard Station
- Community pool
- Riverwalk (1.5 mi from Lake Michigan to Manistee River, one of best in state)
- Casino
- Teen center
- Local Hospital and strong medical community
- 13 parks in city; universal accessibility
- 8 golf courses in Manistee County
- Airport
- Natural Resource Assets "Everything is tied to the natural environment"
  - 2 miles of beach front on Lake Michigan with pavilions; all accessible to public
  - Manistee Lake
  - Rivers: Little Manistee, Big Manistee
  - Boat launches
  - Deep Water Port
  - Edge of Manistee National Forrest (1 million acres)
  - Superior trout and salmon fisheries
  - Charter Fishing, river guides
  - Sleeping Bear Sand Dunes National Park nearby
  - Biking, hiking trails (3.5 miles of trails in city)
  - Bird sanctuary
  - Ice skating rink
  - Mountain bike trails
- Culture and Arts
  - Ramsdell Theatre for live performances
    - Manistee civic Players
    - Hardy Hall; Manistee Art Institute
    - Ballroom
  - Restored Vogue Theatre downtown, classic and first-run movies
  - Shoreline Showcase (performances on the River)
  - Manistee County Historical Museum
  - Waterworks Museum

- Festivals
  - Sleigh Bells festival (with horse drawn carriage)
  - Forrest Fest
  - Chocolate, Wine and Walking Tour
  - Tight Lines for Troops
  - Support of the Shores (initiative to connect people to the H2O resources)

### Opportunities

- Historic properties ripe for development
- Location and rich natural resources
- Deep Water port
- Building new collaborative relationships with neighbors to tackle issue

### Challenges

- Need jobs and new economic base (new identity as a community of choice)
- Low occupancy in industrial park (need creative solutions)
- Funding constraints to maintain service level
- No direct access to major trunk lines
- Keeping and attracting young people

## Corporate Culture

### Staff

- 58 FTE plus seasonals and part-timers
- 5 direct reports to City Manager
  - Public Safety Director (police, only full-time fire in County, EMS, advanced life support; Marina)
  - DPW Director (parks, streets, utilities, wells, treatment, bridges)
  - Finance Director (Treasurer, Clerk\* Assessor\*, Ramsdell Theatre) \*confirmed by Council
  - Contracted Engineer
  - Planning and zoning
  - City Manager serves as HR Director
- 4 Unions: POAM, COAM; IAFF; Steelworkers
- Open positions: assessor; some hourly; deputy DPW Director (likely filed before Mgr)

### Operating Style

- Great place to work
- DDs work across table; very little silo division
- Outcome driven, regularly report performance

- Highly experienced, professional staff both in government service and private sector
- Independent authority vested in DDs; budget preparation responsibility
- Extraordinary peer team; supportive
- Communication Style
  - Weekly staff meetings “round-table review” to review council agenda, report on task progress, address city-wide issues
  - DDs input always sought on larger/city-wide issues, policy, how to move council strategic plan forward
  - Informal morning meetings

Expectation for New Leader (to fit in and fill in)

- High ethical standards
- Smart
- Advocate for superior service delivery and employee service providers
- Comfortable with people; citizens often start with the City Manager to voice their concerns
- Strong in building relationships
- Good communication skills; understand the individual needs of employees for delivery of information
- Understand and appreciate the human side of the business
- Decisive; take charge of forward movement
- Team builder
- Leader with ability to inspire people to do their best
- Recognize and verbalize appreciation for good work
- Consistent application of policy including HR
- Open and shares information
- Ethical
- Good listener
- Critical Skills Needed to Fill-In
  - Understanding principles of economic development (Mgr. sits on several boards)
  - Sensitive negotiator to work with Tribe and townships
  - Understanding of infrastructure impact on development and health of community (severely aging infrastructure; new permits required)
- Non-starters
  - Micro-manager
  - Arrogant (citizens expect to know manager on personal level)

## **Ideal Candidate Profile**

### **Knowledge and minimums**

- Required Bachelor's Degree; Master's Degree preferred
- Fields of study: Public Administration, Business, Finance, or related field
- 3 years' experience as city, village manager or assistant manager; OR 5 years of governmental service as an administrator/leader with a wide-span of responsibility over a multiple functions or service areas
- Appropriate combination of expertise, education and professional governmental leadership will be considered

### **Skills**

- Financial savvy
- Knowledge of governmental personnel and human resources policies and procedures
- Strong economic development background with ability to offer innovative solutions to existing issues
- History in forging regional collaborations and/or agreements
- Technological know-how particularly in the use of communication tools
- Proven negotiation skills and success in developing win/win resolutions
- Ability to incite healthy dialogue among diverse partners and achieve consensus around best possible solutions
- Highly developed interpersonal communication skills; strong written communication capability
- Experience in building well-working teams
- Well-developed organization skills
- Familiarity with tribal governments a plus

### **Attributes**

- Person of integrity
- Decisive
- Aire of professionalism
- Approachable and able to relate to many types of people
- Patient and accepting
- Pro-active rather than reactive
- Can see both sides to an issue
- Self-confident
- Can express and communicate a vision
- Calm, collected
- Able to and enjoy reaching out to others
- Creative
- Internal sense of accountability