

**TOWN COUNCIL OF DEWEY-HUMBOLDT
SPECIAL SESSION MEETING NOTICE**

Tuesday, July 11, 2017 2:00 P.M.

**COUNCIL STUDY SESSION MEETING
2735 S. HWY 69**

**COUNCIL CHAMBERS, TOWN HALL
DEWEY-HUMBOLDT, ARIZONA**

AGENDA

The issues that come before the Town Council are often challenging and potentially divisive. In order to make sure we benefit from the diverse views to be presented, the Council believes that the meeting be a safe place for people to speak. With this in mind, the Council asks that everyone refrain from clapping, heckling and any other expressions of approval or disapproval. Council may vote to go into Executive Session for legal advice regarding any matter on the open agenda pursuant to A.R.S. 38-431.03 (A) (3), which will be held immediately after the vote and will not be open to the public. Upon completion of Executive Session, the Council may resume the meeting, open to the public, to address the remaining items on the agenda. Agenda items may be taken out of order. Please turn off all cell phones. The Council meeting may be broadcast via live streaming video on the internet in both audio and visual formats. One or more members of the Council may attend either in person or by telephone, video or internet conferencing. **NOTICE TO PARENTS:** Parents and legal guardians have the right to consent before the Town of Dewey-Humboldt makes a video or voice recording of a minor child. A.R.S. § 1-602.A.9. Dewey-Humboldt Council Meetings are recorded and may be viewed on the Dewey-Humboldt website. If you permit your child to participate in the Council Meeting, a recording will be made. You may exercise your right not to consent by not permitting your child to participate or by submitting your request to the Town Clerk that your child not be recorded.

1. Call To Order.

2. Roll Call. Town Council Members Jack Hamilton, John Hughes, Amy Timmons, Doug Treadway, Victoria Wendt; Vice Mayor Mark McBrady; and Mayor Terry Nolan.

3. Special Study Session. Legal action can not be taken.

3.1. Northern Arizona Council Of Governments Presentation on Community Development Block (CDBG) and Housing Grants available to Town [Presented by Isabel Rollins, CDBG & Housing Director, NACOG]

3.2. FY 16-17 Financial Report (July 1, 2016 – June 30, 2017)

3.3. Public Works Quarterly Report (April 1, 2017 – June 30, 2017)

4. Special Session. Discussion and possible action. Legal action can be taken.

4.1. Intergovernmental Agreement with Yavapai County Flood Control District for FY 2017-2018. Possible acceptance, rejection or modification of the IGA.

4.2. Discussion on forming a Town Policy for taking on town roads. [CAARF requested by CM Hamilton]

4.3. Discussion and possible direction to Staff to negotiate a contract with a recruiting firm or qualified individual for the permanent Town Manager. [Directed at the June 30, 2017 meeting]

4.4. Council decision on an Interim Town Manager [CAARF requested by CM Wendt]

4.4.1. Reconsideration of the action taken at the July 7 2017 meeting wherein Council voted not to enter into a contract with Interim Public Management, LLC

4.4.2. Review and possible authorization of signing a retainer letter to retain IPM to submit qualified candidates to the Town for consideration of an Interim Town Manager

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4.5. Whether to hold additional special session(s) this month. This is an established agenda item for Council’s discussion on whether to add an additional special study session and if so, to set the date.

5. Adjourn.

For Your Information:

Next Town Council Meeting: Tuesday, July 18, 2017 at 6:30 p.m.

Next Planning & Zoning Meeting: Thursday, August 3, 2017 at 6:00 p.m.

Next Town Council Work Session: Tuesday, August 8, 2017 at 2:00 p.m.

If you would like to receive Town Council agendas via email, please sign up at AgendaList@dhaz.gov and type Subscribe in the subject line, or call 928-632-7362 and speak with Julie Gibson.

Certification of Posting

The undersigned hereby certifies that a copy of the attached notice was duly posted at the following locations: Dewey-Humboldt Town Hall, 2735 South Highway 69, Humboldt, Arizona, Chevron Station, 2735 South Highway 69, Humboldt, Arizona, Blue Ridge Market, Highway 69 and Kachina Drive, Dewey, Arizona, on the 7th day of July, 2017, at _____ p.m. in accordance with the statement filed by the Town of Dewey-Humboldt with the Town Clerk, Town of Dewey-Humboldt.

By: _____, Town Clerk’s Office.

Persons with a disability may request reasonable accommodations by contacting the Town Hall at 632-7362 at least 24 hours in advance of the meeting.

TOWN OF DEWEY-HUMBOLDT
COMBINED CASH INVESTMENT
JUNE 30, 2017

COMBINED CASH ACCOUNTS

CASH ALLOCATION RECONCILIATION

10 ALLOCATION TO GENERAL FUND	248,151.90
20 ALLOCATION TO HURF FUND	(240,460.10)
22 ALLOCATION TO GRANT FUND	(7,691.80)
TOTAL ALLOCATIONS TO OTHER FUNDS	_____ .00
ZERO PROOF IF ALLOCATIONS BALANCE	_____ .00

TOWN OF DEWEY-HUMBOLDT

BALANCE SHEET

JUNE 30, 2017

GENERAL FUND

ASSETS

10-000-1000	DUE TO OTHER FUNDS	248,151.90	
10-000-1003	CASH IN CHECKING WELLS FARGO	68,103.93	
10-000-1004	CASH IN SAVINGS WELLS FARGO	100,093.13	
10-000-1005	CHANGE FUND	150.00	
10-000-1010	MAGISTRATE COURT CHECKING	8,853.87	
10-000-1100	ACCOUNTS RECEIVABLE	100.00	
10-000-1600	CASH INVESTMENT ACCOUNT LGIP	3,639,155.23	
	TOTAL ASSETS		<u>4,064,808.06</u>

LIABILITIES AND EQUITY

LIABILITIES

10-000-2000	ACCOUNTS PAYABLE	(38,748.85)	
10-000-2100	ACCRUED WAGES	175.83	
10-000-2110	MED 125 PAYROLL LIABILITY	1,236.03	
10-000-2120	PAYROLL DEDUCTIONS CLEARING	2,040.48	
10-000-2200	COURT SURCHARGES	8,853.87	
	TOTAL LIABILITIES		(26,442.64)

FUND EQUITY

	UNAPPROPRIATED FUND BALANCE:		
10-000-2900	COURT RESTRICTED JCEF FUNDS	2,584.00	
10-000-2901	COURT ENHANCEMENT FUNDS	39,541.61	
10-000-2903	COURT RESTRICTED OTHER	194.26	
10-000-2910	RESERVED FOR IMPACT FEES-OTHER	10,109.69	
10-000-2995	FUND BALANCE AT START OF YEAR	3,768,100.74	
	REVENUE OVER EXPENDITURES - YTD	270,520.40	
	BALANCE - CURRENT DATE	4,091,050.70	
	TOTAL FUND EQUITY		<u>4,091,050.70</u>
	TOTAL LIABILITIES AND EQUITY		<u>4,064,808.06</u>

TOWN OF DEWEY-HUMBOLDT
 REVENUES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING JUNE 30, 2017

		GENERAL FUND				
		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>REVENUES</u>						
10-100-3100	LOCAL SALES TAX	535,802.40	535,802.40	432,000.00	(103,802.40)	124.0
10-100-3202	BUILDING FEES	111,237.43	111,237.43	65,000.00	(46,237.43)	171.1
10-100-3310	INCOME TAX	487,903.08	487,903.08	488,215.00	311.92	99.9
10-100-3320	STATE SALES TAX	333,688.71	333,688.71	375,613.00	41,924.29	88.8
10-100-3330	VEHICLE LICENSE TAX	244,557.48	244,557.48	237,874.00	(6,683.48)	102.8
10-100-3403	PLANNING & ZONING FEES	8,201.00	8,201.00	4,000.00	(4,201.00)	205.0
10-100-3420	PUBLIC WORKS FEES	4,640.00	4,640.00	5,000.00	360.00	92.8
10-100-3425	UTILITY FRANCHISE FEES	6,920.23	6,920.23	11,000.00	4,079.77	62.9
10-100-3501	COURT REVENUES	44,236.96	44,236.96	50,100.00	5,863.04	88.3
10-100-3801	INTEREST EARNINGS	6,253.34	6,253.34	15,000.00	8,746.66	41.7
10-100-3804	MISCELLANEOUS	6,285.01	6,285.01	500.00	(5,785.01)	1257.0
	TOTAL REVENUES	1,789,725.64	1,789,725.64	1,684,302.00	(105,423.64)	106.3
	TOTAL FUND REVENUE	1,789,725.64	1,789,725.64	1,684,302.00	(105,423.64)	106.3

TOWN OF DEWEY-HUMBOLDT
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING JUNE 30, 2017

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>TOWN COUNCIL AND MANAGEMENT</u>					
10-413-4000 SALARY AND WAGES	78,517.56	78,517.56	88,098.00	9,580.44	89.1
10-413-4100 ALLOWANCES	4,569.88	4,569.88	4,560.00	.12	100.0
10-413-4110 HEALTH INSURANCE	9,748.95	9,748.95	9,952.00	203.05	98.0
10-413-4111 DENTAL & VISION INSURANCE	647.64	647.64	780.00	132.36	83.0
10-413-4120 RETIREMENT	10,300.76	10,300.76	9,771.00	(529.76)	105.4
10-413-4150 MEDICARE	1,202.06	1,202.06	1,181.00	(21.06)	101.8
10-413-4160 STATE UNEMPLOYMENT	228.81	228.81	420.00	193.19	54.0
10-413-4170 WORKERS COMPENSATION	241.00	241.00	212.00	(29.00)	113.7
10-413-6010 DUES & MEMBERSHIPS	11,215.99	11,215.99	11,927.00	711.01	94.0
10-413-6020 TRAINING AND TRAVEL	11,310.01	11,310.01	14,580.00	3,269.99	77.6
TOTAL TOWN COUNCIL AND MANAGEMENT	127,970.66	127,970.66	141,481.00	13,510.34	90.5
<u>TOWN CLERK AND PUBLIC RECORDS</u>					
10-414-4000 SALARY & WAGES	91,178.65	91,178.65	93,890.00	2,711.35	97.1
10-414-4110 HEALTH INSURANCE	19,879.24	19,879.24	19,976.00	96.76	99.5
10-414-4111 DENTAL & VISION INSURANCE	1,295.28	1,295.28	1,560.00	264.72	83.0
10-414-4120 RETIREMENT	11,323.43	11,323.43	11,267.00	(56.43)	100.5
10-414-4150 MEDICARE	1,322.05	1,322.05	1,362.00	39.95	97.1
10-414-4160 STATE UNEMPLOYMENT	453.62	453.62	1,260.00	806.38	36.0
10-414-4170 WORKERS COMPENSATION	265.00	265.00	399.00	134.00	66.4
10-414-5100 SOFTWARE:GRANICUS, AMERLEGAL	15,343.73	15,343.73	18,000.00	2,666.27	85.2
10-414-5300 ELECTIONS	18,916.32	18,916.32	18,000.00	(916.32)	105.1
10-414-6010 PROFESSIONAL MEMBERSHIPS	125.00	125.00	360.00	235.00	34.7
10-414-6020 TRAINING AND TRAVEL	908.24	908.24	1,500.00	591.76	60.6
10-414-6100 NEWSLETTER	16,535.94	16,535.94	16,000.00	(535.94)	103.4
10-414-6200 PRINT, PUBLISH, ADVERTISE	4,282.32	4,282.32	5,000.00	717.68	85.7
10-414-6380 SOFTWARE MAINTENANCE	2,497.80	2,497.80	2,500.00	2.20	99.9
TOTAL TOWN CLERK AND PUBLIC RECORDS	184,326.62	184,326.62	191,074.00	6,747.38	96.5
<u>FINANCE AND BUDGET</u>					
10-415-4000 SALARY & WAGES	53,477.03	53,477.03	81,117.00	27,639.97	65.9
10-415-4110 HEALTH INSURANCE	13,072.83	13,072.83	19,904.00	6,831.17	65.7
10-415-4111 DENTAL & VISION INSURANCE	863.52	863.52	1,560.00	696.48	55.4
10-415-4120 RETIREMENT	6,651.45	6,651.45	9,735.00	3,083.55	68.3
10-415-4150 MEDICARE	775.47	775.47	1,177.00	401.53	65.9
10-415-4160 STATE UNEMPLOYMENT	281.11	281.11	840.00	578.89	31.1
10-415-4170 WORKERS COMPENSATION	174.00	174.00	255.00	81.00	68.2
10-415-5001 OSP AUDIT SERVICES	13,000.00	13,000.00	13,000.00	.00	100.0
10-415-5200 OSP CONTRACTS	15,718.45	15,718.45	12,000.00	(3,718.45)	131.0
10-415-6010 PROFESSIONAL MEMBERSHIPS	405.00	405.00	500.00	95.00	81.0
10-415-6020 TRAINING AND TRAVEL	484.00	484.00	1,500.00	1,016.00	32.3
10-415-6380 SOFTWARE MAINT AND ACQUISITION	6,538.00	6,538.00	7,000.00	462.00	93.4
TOTAL FINANCE AND BUDGET	111,420.86	111,420.86	148,588.00	37,167.14	75.0

TOWN OF DEWEY-HUMBOLDT
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING JUNE 30, 2017

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>LEGAL</u>					
10-416-5001	OSP TOWN ATTORNEY	40,761.05	40,761.05	53,000.00	12,238.95 76.9
10-416-5005	OSP ETHICS HEARING OFFICER	.00	.00	5,000.00	5,000.00 .0
TOTAL LEGAL		40,761.05	40,761.05	58,000.00	17,238.95 70.3
<u>INFORMATION TECHNOLOGY</u>					
10-417-5100	OSP TECHNICAL	22,063.75	22,063.75	24,000.00	1,936.25 91.9
10-417-5110	WEBSITE & SUCH	2,206.63	2,206.63	2,100.00	(106.63) 105.1
10-417-6380	SOFTWARE MAINT AND ACQUISITION	2,553.34	2,553.34	3,000.00	446.66 85.1
10-417-6900	EQUIPMENT - NON CAPITAL	154.27	154.27	2,500.00	2,345.73 6.2
10-417-6950	IT HARDWARE & EQUIPMENT	2,402.74	2,402.74	3,000.00	597.26 80.1
TOTAL INFORMATION TECHNOLOGY		29,380.73	29,380.73	34,600.00	5,219.27 84.9
<u>MAGISTRATE COURT</u>					
10-421-4000	SALARY AND WAGES	48,030.36	48,030.36	51,159.00	3,128.64 93.9
10-421-4120	RETIREMENT	2,489.52	2,489.52	2,558.00	68.48 97.3
10-421-4150	MEDICARE	696.48	696.48	742.00	45.52 93.9
10-421-4160	STATE UNEMPLOYMENT	453.62	453.62	840.00	386.38 54.0
10-421-4170	WORKERS COMPENSATION	134.00	134.00	128.00	(6.00) 104.7
10-421-5001	OSP PUBLIC DEFENDER	176.10	176.10	500.00	323.90 35.2
10-421-5003	OSP PROSECUTOR	21,600.00	21,600.00	21,600.00	.00 100.0
10-421-5005	OSP SPECIALIZED COURT FEES	658.08	658.08	5,000.00	4,341.92 13.2
10-421-5303	LEASE, MAGISTRATE COURT	3,970.80	3,970.80	3,983.00	12.20 99.7
10-421-6010	PROFESSIONAL MEMBERSHIPS	365.00	365.00	400.00	35.00 91.3
10-421-6020	TRAINING AND TRAVEL	1,347.59	1,347.59	2,000.00	652.41 67.4
10-421-6300	GENERAL SUPPLIES	509.08	509.08	800.00	290.92 63.6
10-421-6301	SUPPLY:BOOKS & SUBSCRIPTIONS	700.00	700.00	700.00	.00 100.0
10-421-6500	UTILITIES (ELECTRICITY & GAS)	1,249.67	1,249.67	1,500.00	250.33 83.3
10-421-6520	TELEPHONE	524.10	524.10	500.00	(24.10) 104.8
10-421-6900	EQUIP SUPPLY	2,483.92	2,483.92	3,000.00	516.08 82.8
TOTAL MAGISTRATE COURT		85,388.32	85,388.32	95,410.00	10,021.68 89.5
<u>PUBLIC SAFETY</u>					
10-425-5300	OSP SHERIFF SERVICES	392,370.00	392,370.00	392,370.00	.00 100.0
10-425-5301	OSP EMERGENCY RESPONSE	1,674.00	1,674.00	1,800.00	126.00 93.0
10-425-5501	FACILITIES SHERIFF OFFICE	10,335.60	10,335.60	10,134.00	(201.60) 102.0
10-425-6500	UTILITIES (ELECTRICITY)	2,012.73	2,012.73	2,500.00	487.27 80.5
TOTAL PUBLIC SAFETY		406,392.33	406,392.33	406,804.00	411.67 99.9

TOWN OF DEWEY-HUMBOLDT
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING JUNE 30, 2017

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>ENGINEERING</u>					
10-430-4000 SALARY AND WAGES	52,879.37	52,879.37	54,817.00	1,937.63	98.5
10-430-4110 HEALTH INSURANCE	9,772.56	9,772.56	9,852.00	79.44	99.2
10-430-4111 DENTAL & VISION INSURANCE	647.64	647.64	780.00	132.36	83.0
10-430-4120 RETIREMENT	6,597.40	6,597.40	6,579.00	(18.40)	100.3
10-430-4150 MEDICARE	775.78	775.78	795.00	19.22	97.6
10-430-4160 STATE UNEMPLOYMENT	226.81	226.81	420.00	193.19	54.0
10-430-4170 WORKERS COMPENSATION	2,008.00	2,008.00	1,781.00	(227.00)	112.8
10-430-5001 OSP ENGINEERING	1,200.00	1,200.00	1,000.00	(200.00)	120.0
10-430-6010 PROFESSIONAL MEMBERSHIPS	.00	.00	200.00	200.00	.0
10-430-6020 TRAINING AND TRAVEL	275.00	275.00	1,000.00	725.00	27.5
TOTAL ENGINEERING	74,382.56	74,382.56	77,224.00	2,841.44	96.3
<u>PUBLIC WORKS</u>					
10-431-4000 SALARY & WAGES	63,670.75	63,670.75	72,025.00	8,354.25	88.4
10-431-4010 OVERTIME	388.02	388.02	800.00	411.98	48.5
10-431-4110 HEALTH INSURANCE	19,330.17	19,330.17	19,412.00	81.83	99.6
10-431-4111 DENTAL & VISION INSURANCE	1,295.28	1,295.28	1,560.00	264.72	83.0
10-431-4120 RETIREMENT	7,955.75	7,955.75	7,882.00	(73.75)	100.9
10-431-4150 MEDICARE	922.83	922.83	1,056.00	133.17	87.4
10-431-4160 STATE UNEMPLOYMENT	453.58	453.58	1,260.00	806.42	36.0
10-431-4170 WORKERS COMPENSATION	2,426.00	2,426.00	2,675.00	249.00	90.7
10-431-5200 OSP JANITORIAL SERVICES	2,825.66	2,825.66	3,000.00	174.34	94.2
10-431-5500 FACILITIES, TOWN HALL	39,769.92	39,769.92	38,991.00	(778.92)	102.0
10-431-5503 FACILITY MAINTENANCE	.00	.00	500.00	500.00	.0
10-431-5900 OSP OTHER	2,162.75	2,162.75	2,500.00	337.25	86.5
10-431-5903 LIABILITY & AUTO INSURANCE	26,680.00	26,680.00	29,200.00	2,520.00	91.4
10-431-6020 TRAINING AND TRAVEL	275.00	275.00	200.00	(75.00)	137.5
10-431-6300 GENERAL SUPPLIES - TOWN	6,421.83	6,421.83	8,000.00	1,578.17	80.3
10-431-6500 FACILITIES, ELECTRIC UTILITIES	6,509.36	6,509.36	8,000.00	1,490.64	81.4
10-431-6510 FACILITIES, GAS UTILITIES	1,081.45	1,081.45	800.00	(281.45)	135.2
10-431-6520 FACILITIES, TELEPHONE	5,757.27	5,757.27	6,500.00	742.73	88.6
10-431-6530 FACILITIES, CELLULAR	634.18	634.18	1,200.00	565.82	52.9
10-431-6595 VEHICLE MAINTENANCE	127.31	127.31	500.00	372.69	25.5
10-431-6600 FACILITIES, FUEL	473.35	473.35	500.00	26.65	94.7
10-431-7001 ROAD / FACILITY ACQUISIT	.00	.00	12,000.00	12,000.00	.0
10-431-7006 OPEN SPACE & PARK	534.29	534.29	500.00	(34.29)	106.9
TOTAL PUBLIC WORKS	189,694.75	189,694.75	219,061.00	29,366.25	86.6

TOWN OF DEWEY-HUMBOLDT
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING JUNE 30, 2017

GENERAL FUND

	PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>COMMUNITY DEVELOPMENT</u>					
10-465-4000 SALARY & WAGES	126,729.28	126,729.28	132,114.00	5,384.72	95.9
10-465-4110 HEALTH INSURANCE	10,041.11	10,041.11	20,048.00	10,006.89	50.1
10-465-4111 DENTAL & VISION INSURANCE	1,231.77	1,231.77	1,560.00	328.23	79.0
10-465-4120 RETIREMENT	12,189.33	12,189.33	12,884.00	694.67	94.6
10-465-4150 MEDICARE	1,837.55	1,837.55	1,916.00	78.45	95.9
10-465-4160 STATE UNEMPLOYMENT	989.54	989.54	1,260.00	270.46	78.5
10-465-4170 WORKERS COMPENSATION	1,968.00	1,968.00	1,200.00	(768.00)	164.0
10-465-5001 OSP P&Z MANAGEMENT	2,983.99	2,983.99	5,000.00	2,016.01	59.7
10-465-5005 IGA LIBRARY SERVICE	36,143.00	36,143.00	36,143.00	.00	100.0
10-465-5501 FACILITIES, LIBRARY-RENT, REPAIR	12,145.56	12,145.56	13,000.00	854.44	93.4
10-465-6010 PROFESSIONAL MEMBERSHIPS	.00	.00	500.00	500.00	.0
10-465-6020 TRAINING AND TRAVEL	64.20	64.20	1,500.00	1,435.80	4.3
10-465-6100 SUPPLY: BOOK SUBSCRIPTIONS	.00	.00	200.00	200.00	.0
10-465-6380 SOFTWARE MAINT (WINDOWWARE, GIS)	2,066.03	2,066.03	3,800.00	1,733.97	54.4
10-465-6950 NEIGHBORHOOD OUTREACH	36,663.00	36,663.00	56,500.00	19,837.00	64.9
TOTAL COMMUNITY DEVELOPMENT	245,052.36	245,052.36	287,625.00	42,572.64	85.2
<u>NON-DEPARTMENTAL</u>					
10-499-9994 TRANSFER OUT TO HURF	24,435.00	24,435.00	24,435.00	.00	100.0
10-499-9995 COST OVERRUNS CONTINGENCY	.00	.00	200,000.00	200,000.00	.0
TOTAL NON-DEPARTMENTAL	24,435.00	24,435.00	224,435.00	200,000.00	10.9
TOTAL FUND EXPENDITURES	1,519,205.24	1,519,205.24	1,884,302.00	365,096.76	80.6
NET REVENUE OVER EXPENDITURES	270,520.40	270,520.40	(200,000.00)	(470,520.40)	135.3

TOWN OF DEWEY-HUMBOLDT
 BALANCE SHEET
 JUNE 30, 2017

HURF FUND

ASSETS

20-000-1000	DUE FROM GENERAL FUND	(240,460.10)	
20-000-1100	ACCOUNTS RECEIVABLE	(.53)	
20-000-1500	INVESTMENTS - LGIP		459,301.61	
				<u>218,840.98</u>
	TOTAL ASSETS			<u>218,840.98</u>

LIABILITIES AND EQUITY

LIABILITIES

20-000-2000	ACCOUNTS PAYABLE		180.54	
	TOTAL LIABILITIES			180.54

FUND EQUITY

UNAPPROPRIATED FUND BALANCE:				
20-000-2900	RESERVE FOR IMPACT FEES		36,288.00	
20-000-2995	FUND BALANCE AT START OF YEAR		231,970.67	
	REVENUE OVER EXPENDITURES - YTD	(49,598.23)	
	BALANCE - CURRENT DATE		218,660.44	
	TOTAL FUND EQUITY			<u>218,660.44</u>
	TOTAL LIABILITIES AND EQUITY			<u>218,840.98</u>

TOWN OF DEWEY-HUMBOLDT
 REVENUES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING JUNE 30, 2017

HURF FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>REVENUES</u>						
20-100-3340	HURF	300,893.82	300,893.82	318,908.00	18,014.18	94.4
20-100-3600	INTEREST EARNINGS	2,217.48	2,217.48	500.00	(1,717.48)	443.5
20-100-3700	TRANSFER IN FROM GENERAL FUND	24,435.00	24,435.00	24,435.00	.00	100.0
TOTAL REVENUES		327,546.30	327,546.30	343,843.00	16,296.70	95.3
TOTAL FUND REVENUE		327,546.30	327,546.30	343,843.00	16,296.70	95.3

TOWN OF DEWEY-HUMBOLDT
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 12 MONTHS ENDING JUNE 30, 2017

		HURF FUND				
		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>ENGINEERING</u>						
20-430-6380	SOFTWARE MAINT AND ACQUISITION	1,072.87	1,072.87	.00	(1,072.87)	.0
20-430-7002	CAPITAL ROAD IMPROVEMENT	.00	.00	7,000.00	7,000.00	.0
TOTAL ENGINEERING		1,072.87	1,072.87	7,000.00	5,927.33	15.3
<u>PUBLIC WORKS</u>						
20-431-5900	OSP OTHER(ON-GOING ROAD MAINT)	55,500.48	55,500.48	56,000.00	499.52	99.1
20-431-6595	VEHICLE MAINTENANCE	27.75	27.75	2,500.00	2,472.25	1.1
20-431-6600	FACILITIES, FUEL	4,540.31	4,540.31	8,000.00	3,459.69	56.8
20-431-6900	HEAVY EQUIP MAINTENANCE	4,102.11	4,102.11	10,000.00	5,897.89	41.0
20-431-7001	IN-HOUSE ROW MAINT MATERIALS	5,149.71	5,149.71	7,500.00	2,350.29	68.7
20-431-7006	CAPITAL ROAD MAINT (OSP)	203,819.78	203,819.78	213,000.00	9,380.22	95.6
20-431-7008	ONE TIME ROAD PROJECTS	103,131.72	103,131.72	126,000.00	22,868.28	81.9
20-431-7400	CAPITAL EQUIPMENT	.00	.00	3,000.00	3,000.00	.0
TOTAL PUBLIC WORKS		376,071.86	376,071.86	426,000.00	49,928.14	88.3
TOTAL FUND EXPENDITURES		377,144.53	377,144.53	433,000.00	55,855.47	87.1
NET REVENUE OVER EXPENDITURES		(49,598.23)	(49,598.23)	(89,157.00)	(39,558.77)	(55.8)

TOWN OF DEWEY-HUMBOLDT

BALANCE SHEET

JUNE 30, 2017

GRANT FUND

ASSETS

22-000-1000	DUE FROM GENERAL FUND	(7,691.80)	
22-000-1100	GRANTS RECEIVABLE		.23	
			<u> </u>	
	TOTAL ASSETS			(7,691.57)

LIABILITIES AND EQUITY

LIABILITIES

22-000-2000	ACCOUNTS PAYABLE	(.05)	
			<u> </u>	
	TOTAL LIABILITIES			(.05)

FUND EQUITY

	UNAPPROPRIATED FUND BALANCE:			
22-000-2995	FUND BALANCE AT START OF YEAR	(7,691.52)	
			<u> </u>	
	BALANCE - CURRENT DATE	(7,691.52)	
			<u> </u>	
	TOTAL FUND EQUITY			(7,691.52)
			<u> </u>	
	TOTAL LIABILITIES AND EQUITY			(7,691.57)

TOWN OF DEWEY-HUMBOLDT
 REVENUES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING JUNE 30, 2017

		GRANT FUND				
		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEARNED	PCNT
<u>REVENUES</u>						
22-100-3380	CDBG GRANT REVENUE	204,077.45	204,077.45	300,000.00	95,922.55	68.0
22-100-3390	MISC GRANTS	.00	.00	1,505,000.00	1,505,000.00	.0
22-100-3400	YAV CO FLOOD CNTRL FUND	60,000.00	60,000.00	60,000.00	.00	100.0
TOTAL REVENUES		264,077.45	264,077.45	1,865,000.00	1,600,922.55	14.2
TOTAL FUND REVENUE		264,077.45	264,077.45	1,865,000.00	1,600,922.55	14.2

TOWN OF DEWEY-HUMBOLDT
 EXPENDITURES WITH COMPARISON TO BUDGET
 FOR THE 12 MONTHS ENDING JUNE 30, 2017

		GRANT FUND				
		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
<u>EXPENDITURES</u>						
22-430-7800	CDBG QUALIFIED EXPENDITURES	204,077.45	204,077.45	300,000.00	95,922.55	68.0
22-430-7810	MISC GRANT EXPENDITURE	.00	.00	1,505,000.00	1,505,000.00	.0
22-430-7820	FLOOD CONTROL REIMBURSEMENT	60,000.00	60,000.00	60,000.00	.00	100.0
TOTAL EXPENDITURES		264,077.45	264,077.45	1,865,000.00	1,600,922.55	14.2
TOTAL FUND EXPENDITURES		264,077.45	264,077.45	1,865,000.00	1,600,922.55	14.2
NET REVENUE OVER EXPENDITURES		.00	.00	.00	.00	.0

TOWN OF DEWEY-HUMBOLDT
 BALANCE SHEET
 JUNE 30, 2017

CAPITAL ASSETS FUND

ASSETS

90-000-1610	RIGHT OF WAY	2,982,961.00	
90-000-1620	PAVED ROADS	3,528,941.00	
90-000-1630	IMPROVEMENTS OTHER THAN BLDGS	680,946.00	
90-000-1660	OFFICE EQUIPMENT	10,578.00	
90-000-1670	VEHICLES AND EQUIPMENT	124,182.00	
90-000-1700	ACCUMULATED DEPRECIATION	(3,005,578.02)	
	TOTAL ASSETS		<u>4,322,029.98</u>

LIABILITIES AND EQUITY

FUND EQUITY

	UNAPPROPRIATED FUND BALANCE:		
90-000-2996	INVESTMENT IN CAPITAL ASSETS	<u>4,322,029.98</u>	
	BALANCE - CURRENT DATE	<u>4,322,029.98</u>	
	TOTAL FUND EQUITY		<u>4,322,029.98</u>
	TOTAL LIABILITIES AND EQUITY		<u>4,322,029.98</u>

TOWN OF DEWEY-HUMBOLDT
BALANCE SHEET
JUNE 30, 2017

GENERAL LONG TERM LIABILITIES

ASSETS

95-000-1660	AMOUNTS TO BE PROVIDED	37,842.00	
	TOTAL ASSETS		<u>37,842.00</u>

LIABILITIES AND EQUITY

LIABILITIES

95-000-2165	COMPENSATED ABSENCES	37,842.00	
	TOTAL LIABILITIES		<u>37,842.00</u>
	TOTAL LIABILITIES AND EQUITY		<u>37,842.00</u>

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TOWN OF DEWEY-HUMBOLDT
P.O. BOX 69
HUMBOLDT, AZ 86329
Phone 928-632-8562 ▪ Fax 928-632-7365

TOWN COUNCIL SPECIAL MEETING

July 11, 2017 at 2:00 pm Town Council Meeting Chambers

Agenda Item #4.1 IGA with Yavapai County Flood Control

To: Mayor and Town Council Members

From: Ed Hanks, Public Works Director

Date submitted: July 3, 2017

Recommended action: Accept the IGA

Summary:

Attached is the IGA with Yavapai County's Flood Control Office for up to \$65,000 on drainage related projects for the Town of Dewey-Humboldt.

With this IGA, the Town Staff will be utilizing the funds for drainage work and erosion control that is needed in a number of locations throughout Town. The work will be completed by Town Staff or on-call contractor and reimbursed through the County.

The IGA has been reviewed by the Town Attorney.

INTERGOVERNMENTAL AGREEMENT

BETWEEN
THE YAVAPAI COUNTY FLOOD CONTROL DISTRICT AND
THE TOWN OF DEWEY-HUMBOLDT
FOR THE FISCAL YEAR 2017-2018 FINANCIAL CONTRIBUTION
FROM THE DISTRICT TO THE TOWN FOR FLOOD CONTROL
IMPROVEMENTS

THIS INTERGOVERNMENTAL AGREEMENT BY AND BETWEEN THE YAVAPAI COUNTY FLOOD CONTROL DISTRICT AND THE TOWN OF DEWEY-HUMBOLDT, FOR THE FISCAL YEAR 2017-2018 FINANCIAL CONTRIBUTION TO THE TOWN FOR FLOOD CONTROL IMPROVEMENTS (the "Agreement") is entered into, effective this 19th day of July, 2017 between the Yavapai County Flood Control District, a political subdivision of the State of Arizona (the "DISTRICT"), and the Town of Dewey-Humboldt, Arizona, a municipal corporation of the State of Arizona (the "TOWN"). The District and the Town are sometimes collectively referred to as the "Parties" or individually as the "Party."

RECITALS

WHEREAS:

- A. The DISTRICT is a special taxing district legally created in the State of Arizona and organized by Yavapai County to include and govern its jurisdiction.
- B. The DISTRICT administers the Federal Emergency Management Agency ("FEMA") Regulations under the National Flood Insurance Program.
- C. The Yavapai County Board of Supervisors is the Board of Directors of the DISTRICT.
- D. A portion of the TOWN lies within the legal boundaries of the DISTRICT.
- E. The DISTRICT, the TOWN, and the County are separate and distinct political subdivisions, but each can provide for the benefit of the other(s), for the benefit of public health, safety, and welfare, and other public purposes.
- F. The DISTRICT and the TOWN have authority to enter into Intergovernmental Agreements pursuant to Arizona Revised Statutes ("A.R.S.") §§11-952, 48-3603, and 9-240, and TOWN's Code.
- G. Among other things, the DISTRICT receives tax proceeds as general funding for the planning, construction, and maintenance of flood control improvements.

- H. Under the budgeting process for the DISTRICT, a category of “Contributions” (hereinafter “Funds”) has been established, setting aside monies that may be utilized by the various political subdivisions located within the boundaries of Yavapai County.
- I. The DISTRICT has approved and budgeted Funds to provide funding assistance for flood mitigation work and is authorized to expend such Funds for flood control projects (including storm water control) to political subdivisions for projects so long as the projects are flood or drainage related, cost-effective, a benefit to the County, the DISTRICT, and the political subdivision and are in accordance with FEMA regulations.
- J. The TOWN has experienced storm water control and flooding problems for a number of years in various locations and seeks to mitigate such problems to increase safety and protect public and private property and persons within the TOWN.
- K. The TOWN seeks to improve its storm water control, make drainage improvements, and/or mitigate flooding problems by constructing the General Drainage Improvements within the Incorporated limits of the TOWN (hereinafter the “Project”).
- L. The TOWN desires to receive DISTRICT Funds for the 2017-2018 fiscal year to be used for its Project.
- M. The DISTRICT has budgeted Funds to support the Project in an amount not to exceed Sixty-Five Thousand Dollars (\$65,000) for fiscal year 2017-2018 which begins on July 1, 2017.

AGREEMENTS

NOW THEREFORE, for good and valuable consideration, including consideration of the mutual promises, terms, and conditions hereinafter set forth, including the mutual promises and obligations to be performed by the Parties hereto, IT IS AGREED BETWEEN THE TOWN AND THE DISTRICT AS FOLLOWS:

I. PURPOSE

The purpose of this Agreement is to authorize the DISTRICT to pay and contribute to the TOWN Funds in support of the TOWN’s Project. Such funding for fiscal year 2017-2018 shall not exceed Sixty-Five Thousand Dollars (\$65,000).

II. COMMENCEMENT, DURATION, AND TERMINATION

The effective date is as set forth on page one (1) of this Agreement. Performance under this Agreement shall commence following the effective date and shall terminate upon the earliest of:

- A. The completion of the Project as determined by the TOWN;
- B. The exhaustion of the Funds allocated to the TOWN for the Project;
- C. The end of the fiscal year 2017-2018; or
- D. The mutual agreement of the Parties.

III. RESPONSIBILITIES OF PARTIES

A. The TOWN shall:

1. Be solely responsible for the design, engineering, bidding, right-of-way acquisition, supervision, construction, inspection, administration and project management of the Project and for contracting directly for all Project work.
2. If plans are used to bid, provide the DISTRICT a copy of the final Project plans.
3. Use the Funds for the Project in fiscal year 2017-2018.
4. Use the Funds exclusively for costs associated with the Project described above.
5. When requesting Funds from the DISTRICT, provide detailed invoices with supporting documentation for the request(s).
6. Request Funds from the DISTRICT on or before July 31, 2018 (for work completed in fiscal year 2017-2018).
7. Be responsible for the proper disbursement of the Funds provided by the DISTRICT.
8. Be responsible for maintaining the Project and the resulting improvements.

B. The DISTRICT shall:

1. Make Funds available to the TOWN for the Project as approved by the Board of Directors.
2. Provide funding as available and appropriate upon proper request(s) by the TOWN.
3. Pay properly invoiced requests monthly or on an alternate schedule as agreed to by the TOWN and DISTRICT.
4. Pay properly invoiced requests for work completed by the TOWN in fiscal year 2017-2018 so long as TOWN's requests are received by the DISTRICT on or before July 31, 2018.

C. The DISTRICT and TOWN mutually agree:

1. That they recognize the Funds to be used by Parties pursuant to this Agreement are tax funds. The agreements herein for funding are based upon projected tax funds to be received. In the event the projected income is not received, there is the possibility that some or all of the Funds anticipated by this Agreement and set forth herein will not be available. All monetary obligations under this agreement shall be subject to annual budget approval of the respective governing bodies of the parties. A failure of either party's governing body to approve funding for payment of any obligation hereunder shall constitute grounds for termination of this agreement.
2. The Project is the sole responsibility of the TOWN, and not of the DISTRICT or the County. All real property upon which the Project work will occur is within the TOWN limits and not owned or under the control of the DISTRICT or County.

VII. INDEMNIFICATION

The TOWN agrees to defend, indemnify, and hold harmless the DISTRICT, its Board of Directors,

the County, its Board of Supervisors, officers, employees, agents, or other representatives from any and all claims for damages or otherwise arising under this Agreement and from any negligent acts of the Town, its officers, employees, agents, or other representatives. This Indemnification provision shall survive the termination of this Agreement.

VIII. OTHER PROVISIONS

A. NOTICE. All notices or demands upon any party to this Agreement shall be in writing and shall be delivered in person or sent by certified mail, return receipt requested, addressed as follows:

TOWN OF DEWEY-HUMBOLDT	DISTRICT
Town Manager	Yavapai County Flood Control District Director
P.O. Box 69	1120 Commerce Drive
Humboldt, AZ 86329	Prescott, AZ 86305

B. ENTIRE AGREEMENT. This Agreement represents the entire understanding between the parties with respect to the subject matters herein, and may be amended, modified, or waived only by written instrument signed by both Parties.

C. CONFLICT OF INTEREST. This contract is subject to the cancellation provisions of A.R.S. §38-511.

D. SEVERABILITY. In case one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provision thereof and this Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained therein.

E. NON-DISCRIMINATION. The Parties shall comply with Executive Order 2009-09, which mandates that all persons, regardless of race, color, religion, sex, age, national origin or political affiliation, shall have equal access to employment opportunities, and all other applicable State and Federal employment laws, rules and regulations, including the Americans with Disabilities Act. The Parties shall take affirmative action to ensure that applicants for employment and employees are not discriminated against due to race, creed, color, religion, sex, national origin or disability.

F. EMPLOYMENT VERIFICATION. The Parties are required to comply with A.R.S. §41-4401, and hereby warrants that they will, at all times during the term of this Agreement, comply with all federal immigration laws applicable to the employment of their respective employees, the requirements of A.R.S. §41-4401, and with the e-verification requirements of A.R.S. §23-214(A) (together the “state and federal immigration laws”). The Parties further agree to ensure that each subcontractor that performs any work under this Agreement likewise complies with the state and federal immigration laws. A breach of a warranty regarding compliance with the state and federal immigration laws shall be deemed a material breach of the Agreement and the party who breaches may

DETERMINATIONS OF COUNSEL
FOR THE
INTERGOVERNMENTAL AGREEMENT

BETWEEN
THE YAVAPAI COUNTY FLOOD CONTROL DISTRICT AND
THE TOWN OF DEWEY-HUMBOLDT

FOR THE FISCAL YEAR 2017-2018 FINANCIAL CONTRIBUTION
FROM THE DISTRICT TO THE TOWN FOR FLOOD CONTROL
IMPROVEMENT

Pursuant to A.R.S. §11-952, as amended, the foregoing Agreement has been submitted to the undersigned Attorney Town of Dewey-Humboldt. The undersigned has determined that this Agreement is in proper form and is within the powers and authority granted under the laws of the State of Arizona and the Town of Dewey-Humboldt.

Attorney
Town of Dewey-Humboldt

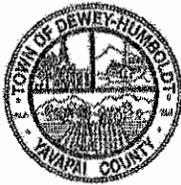
Date

Pursuant to A.R.S. §11-952, as amended, the foregoing Agreement has been submitted to the undersigned Attorney for the Yavapai County Flood Control District, Prescott, Arizona. The undersigned has determined that this Agreement is in proper form and is within the powers and authority granted under the laws of the State of Arizona to the Yavapai County Flood Control District.

Deputy County Attorney
Flood Control District

Date

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TOWN OF DEWEY-HUMBOLDT
P.O. BOX 69
HUMBOLDT, AZ 86329
Phone 928-632-8562 • Fax 928-632-7365

COUNCIL AGENDA ACTION REQUEST FORM

Meeting Type: Regular Special Work Session

Meeting Date: 7/11/17

Date of Request: 6/21/17

Requesting: Action Discussion or Report Only

Type of Action: Routine/Consent Agenda Regular

Agenda Item Text (a brief description for placement on the agenda; please be exact as this will be the wording used for the agenda):

DISCUSSION ON FORMING A TOWN POLICY FOR
TAKING ON NEW TOWN ROADS

Purpose and Background Information (Detail of requested action):

SEE ATTACHED DOCUMENT

Staff Recommendation(s):

Budgeted Amount:

List All Attachments:

Type of Presentation:

Special Equipment needed: Laptop Remote Microphone
 Overhead Projector Other:

Contact Person: JACK HAMILTON

Note: Per Town Code §30.105(D): Any new item will be placed under "New Business" for the council to determine its disposition. It can be acted upon at that meeting, sent to staff for more work, sent to the appropriate board or commission, set for a work session or tabled for a future date, etc.

Town Road Policy Questions

These are just some of the possible road questions that the Council should resolve before taking on new roads.

1. Should the town use eminent domain to acquire a road right of way?
2. Should the town purchase land to acquire a road right of way?
3. Should the town lease a road right of way?
 - a. Who pays for the surveying if it needs to be done?
 - b. How long should the lease be for?
 - c. How much should the town pay for the lease?
4. A person wants to donate their road right of way to the town what criteria does the road have to meet?
 - a. Who pays for the survey of the road?
 - b. Does the road have to be up to a certain standard before the town assumes responsibility for the road?
 - c. What should this standard be if any?
 - d. Does the parcel have to be connected to a town road? This means on a private road could you have a private road part then a town road then private road, then public road. A road that was in effect a checkered board.
5. Would the town accept a road that was dangerously unsafe? If you accept the road then the town assumes all liability, and it may take a long time to get the road up to a safe condition.
6. Is there a limit on how much money the town should spend on a road?



TOWN OF DEWEY-HUMBOLDT
P.O. BOX 69
HUMBOLDT, AZ 86329
Phone 928-632-7362 ▪ Fax 928-632-7365

TOWN COUNCIL REGULAR MEETING

July 11, 2017 – 2:00 p.m. Town Council Meeting Chambers

Agenda Item # 4.3 Recruiting Firm or Individual

To: Mayor and Town Council Members

From: Yvonne Kimball, Town Manager

Date submitted: July 7, 2017

Recommendation: Direct Staff to negotiate an agreement with one particular firm or individual

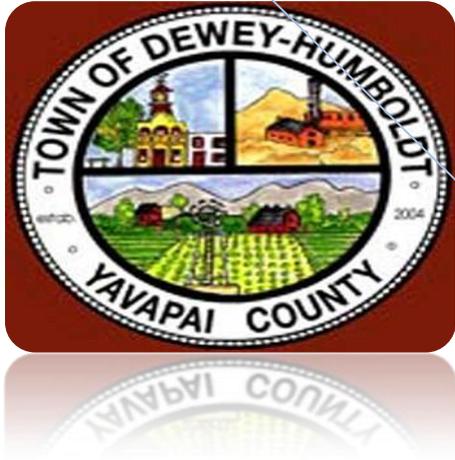
Summary:

At the June 30, 2017, meeting, Council directed Mayor Nolan to contact two firms listed on the Executive Recruitment Guide provided by League of Cities of Towns and an individual who has experience in recruiting managers for small municipalities.

Mayor advised me that he contacted the following firms:

Slavin Management Consultants and The Mercer Group. Slavin Management Consultants has not responded as of today. The Mercer Group has and their proposal is attached.

Mayor also contacted Mr. John Berchtold, a retired city manager and ICMA's Life Member. Mr. Berchtold's proposal is attached.



Town of Dewey- Humboldt, Arizona Search for Town Manager

The Mercer Group, Inc.



The Mercer Group, Inc.

Consultants to Management

*10501 East Seven Generations Way
Tucson, Arizona 85747
(520) 891-1953 Phone
(520) 721-7101 Fax
bridgegroupllc@gmail.com*

July 6, 2017

Ms. Yvonne Kimball
Town Manager
Town of Dewey-Humboldt
2735 South Highway 69, Suite 12
Humboldt, AZ 86329

Dear Ms. Kimball:

The Mercer Group, Inc. is pleased to submit this proposal to assist the Town of Dewey-Humboldt to recruit and develop exceptionally well-qualified candidates for the position of Town Manager

This search will be personally led by Mr. Mike Letcher, Senior Vice- President and Manager of our Tucson, Arizona office. Mike will be available to start the search immediately. Our firm is prepared to meet all of the necessary time requirements for the recruitment.

Thank you for the opportunity to respond to this important assignment. Our proposal is valid for ninety (90) days from receipt by the Town of Dewey-Humboldt. Please feel free to contact me directly at (520) 891-1953, if you may have any questions.

Sincerely yours

Mike Letcher

Mike Letcher
Senior Vice President
THE MERCER GROUP, INC.



The Mercer Group, Inc.

Consultants to Management



The Mercer Group, Inc

The Mercer Group, Inc. is pleased to submit our proposal to the Town of Dewey-Humboldt to conduct an abbreviated executive search and selection process for a new Town Manager. We are the largest public sector executive search firm and have conducted more searches than any other firm in the country.

The Mercer Group, Inc. is a management-consulting firm incorporated in the State of Georgia and operating nationwide, with strongly established areas of practice in the Southeast and Midwest, and growing Northeast, Southwest, and West practices. Our firm now has thirty-one people serving the public sector from eighteen offices across the United States. **Our Tucson, Arizona office will be the office of record for this project. The following is the address and contact information for our consultant.**

Mike Letcher
Senior Vice President
The Mercer Group, Inc
10510 East Seven Generations Way, Suite 207
Tucson, Arizona 85747
Email: mikemercergroup@gmail.com
Cell Phone: (520) 891-1953

Our corporate website (www.mercergroupinc.com) provides additional information on our firm and its practice areas, bios of Mercer principals, as well as, project and client lists.



The Mercer Group, Inc.

Consultants to Management

The Mercer Group provides exceptionally high quality consulting services to a wide range of public sector clients:

- State and local governments
- Counties
- Utilities
- School districts,
- Transit authorities
- Fire districts
- Healthcare providers
- Special districts
- Colleges and universities

Specialty practice areas of our firm include:

- Executive Recruitment
- Strategic planning and policy studies
- Governing Board and Staff retreats
- Service delivery alternatives, including the feasibility of consolidation/merger and collaboration/shared services
- Management, organizational, operations, financial, and productivity improvement
- Human resource management, compensation and classification studies, and performance management systems

Because we are doing or have recently completed similar searches, we can also move quickly to meet your specific needs. This summary provides you with the overview information you need relative to our firm's qualifications to conduct an executive search and selection process for your new Town Manager.

Schedule

Our search firm will be able to complete the recruitment process within the timeframe we jointly develop with you. We usually complete the recruitment within 90 days from authorization of our contract to start.



TOWN MANAGER SEARCH PROCESS

STEP 1- Discuss Needs and Expectations

Our first step in determining the needs and expectations for the new Town Manager is to send a short online confidential survey to the Mayor and Council and any designated staff to do a preliminary assessment on specific leadership, management and other traits they are looking for in the new Town Manager. After the survey, we will review the summary results of the survey with the Mayor and Council and other designated staff to develop a consensus on the Town Manager traits that will be included in the recruitment brochure. Our recruitment process not only focuses on the “hard skills” of Knowledge, Skills and Abilities (KSA) to perform the job of Town Manager, but also the “soft skills”. All too often, recruiters will overlook how effective candidates are using the “soft skills” and how their skills fit with the culture of the organization. To create this balance between the “hard and soft” skills we rely on factors in our Recruitment Focus Chart below to guide our discussion and dialogue with the Mayor and Council and designated others during this phase.

Recruitment Focus Chart





The Recruitment Focus Chart provides a “true north” for directing our efforts during the discussions on the needs and expectations for the new Town Manager. Information from the surveys and interviews will be included in the recruitment brochure; our focus will start with “keeping the end in mind”. The new Town Manager has to be fully committed to the values and principles of the Town. The focus of our discussion with the Mayor and Council and town leadership is to determine the leadership traits and management skills that are essential for success in the Town of Dewey-Humboldt. This approach will allow us to fully develop the qualifications that are necessary for the candidate to be the “right fit” for the Town.

Mercer uses the information from the interviews and these principles in the chart to develop tailored, simple and confidential online candidate surveys.

STEP 2 -Actively Recruit Candidates

How will we recruit? Because we have completed similar searches, we will review our database to determine those candidates whom we already know and/or have on file who may meet the Town’s requirements.

Although this process is valuable, we will rely most heavily on our own contacts in the city management field and on our own experience. Through “networking”, we will conduct a regional and nation-wide search for the best qualified candidates and invite them to apply for the position.

All candidates that apply will have to complete a confidential online survey. The survey will provide some preliminary screening information beyond what is typically provided in the resume. The online survey is very short and effective and will be tailored and designed to the recruitment requirements. Why is this initial survey needed? Unfortunately, not all potentially great candidates have the skills to fully present themselves in their resume. This survey allows Mercer and you as our client to drill down a little further and make sure we do not miss a candidate simply based on an initial quick resume review.

Step 3- Recommend Pool of Candidates

Following the date for first review of applications, we will screen the resumes and develop a second online survey that will be sent to candidates, who make it through the initial screening.



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The survey will be very simple for the candidates to complete, but will provide consistent information to review their qualifications for the position.



SKYPE Interviews

We will develop a group of eight (8) to twelve (12) candidates from conducting SKYPE personal interviews with potential candidates. This interview is critical in determining that the candidate not only presents themselves well on paper, but are also able to articulate well in an interview setting.



Step 4- Consultant Updates and Candidate Care

Mercer will provide the Town with updates on the status of the search. Information on the search including candidate's cover letters, resumes, survey results etc, will be accessible to the Town "real time" in a confidential Dropbox folder. This will allow the Town to view the information that Mercer is working on during the recruitment.

Mercer cares about candidates and the effort they put into applying for positions. On behalf of the Town of Dewey-Humboldt, we will take care of all administrative details with the candidates. Candidates will receive personal emails advising them of their status at each critical point in the recruitment. In addition, we will respond to inquiries about the status of their candidacy within twenty-four hours or less.

Why is our Recruitment Process Unique? We use two (2) confidential on line surveys to screen candidates and semifinalists. The surveys are tailored to the specific qualities and skills you want in the new Town Manager. Unlike most search firms, Mercer feels that it is important for you to see the actual responses from the candidate "in their own words" instead of "our consultant summarizing" what they think they heard on a telephone interview.



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As our client, we pride ourselves on service to you. Through your own personalized DropBox and updates from our consultant you will be kept fully informed on the progress of our recruitment.

Professional Fee and Expenses

Mercer’s fee for conducting the Town Manager recruitment on behalf of the Town of Dewey-Humboldt is **\$13,000** including travel expenses. Expenses for the recruitment are **\$3,700** for a total cost of **\$16,700**. **Reimbursable Expenses can be eliminated or reduced based on the needs of the Town. The following are reimbursable expenses.**

Item	Description	Cost
Recruitment Brochure	Development and Layout of the Recruitment Brochure	\$1,000
Background Check and Report	Background Check on Final Candidates and Report on Finalist	1,000
Online Search	On line Search on Semifinalist	700
Advertisement	Cost of Developing and Posting Advertisement in National Publications and Online	1,000
		\$3,700

Professional Qualifications and Resume

This search would be conducted from our Tucson, Arizona office. The principal consultant to be utilized for this engagement would be Mike Letcher, Senior Vice President and manager of our Arizona office.

MIKE LETCHER
Senior Vice-President
(Tucson, Arizona Office)

Mike Letcher is a Mercer Group Senior Vice-President and Director of our Arizona office in Tucson. He is a recognized leader in strategic planning, performance measurement systems and



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developing innovative sustainable solutions to improving human resources, budget, finance and internal operating processes for governments with positive bottom line results. He is a dynamic speaker and trainer with national and state conference experience. He has extensive experience with executive recruitment as a former Human Resources Director and City Manager.

Work Experience

Mike has worked in municipal governments as a City Manager, Deputy City Manager, Budget Director, Finance Director and Human Resources Director for over 30 years, with cities ranging in size from 6,000 to 500,000 in population. His last work assignment was as Deputy City Manager and City Manager in Tucson, Arizona. Prior to Tucson, he was City Manager of Sedona, Arizona and Winooski, Vermont.

Mike is a certified quality improvement facilitator and the recipient of innovation awards for programs he has developed in Human Resources, Finance and Customer Service. The International City/County Management Association and the University of Arizona also recognize him as a Certified Public Manager.

Mike was an instructor in the Executive Leadership Program for 10 years at the National Fire Academy in Emmitsburg, Maryland. He has worked with Graduate programs in Public Administration at the University of Kansas, University of Vermont and is currently an Assistant Professor of Practice at the University of Arizona in the Masters of Public Administration program.

Education and Training

Mike holds a Master of Arts Degree in Public Administration from the University of Kansas and has published national articles on improving customer service and redefining the relationship between the Mayor, Council, and the City Manager.

Code of Ethics

Mercer Consultants Jim Mercer and Mike Letcher subscribe to the Code of Ethics of the International City/County Management Association.

Guarantees

We offer several guarantees of our work. The four most important are:

1. We will keep working until the placement is made.

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2. We will not recruit the placement for other positions without your permission.
3. We will not recruit any of your staff for two years from the date of the placement, without your permission.
4. If the selected candidate leaves your employ within the first two years for cause, we will redo the search for expenses only.

References

The following are references for our recruitments. If you require more, please let us know.

Ms. Evon Hartmann

Senior Human Resources Analyst
City of Bellevue, Washington
450 110th Ave. NE
P.O. Box 90012
Bellevue, WA 98009
(425) 452-6863
ehartmann@bellevuewa.gov

Mr. Andy Hall

City Manager
City of Imperial Beach
825 Imperial Beach Blvd.
Imperial Beach, CA 91932
(619) 423-8303
ahall@imperialbeachca.gov

Ms. Diane Kendall

Senior Human Resources Generalist
450 110th Ave. NE
P.O. Box 90012
Bellevue, WA 98009
Diane Kendall, SPHR
(425) 452-5211
dkendall@bellevuewa.gov



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Ms. Kristin Headlee

Talent Acquisition and Staffing Analyst

Human Resources Department

City of Bellevue

425-452-7676

KHeadlee@bellevuewa.gov

John D. Berchtold
266 Tucker Street
Harbor Beach, Michigan 48441

July 3, 2017

Town Council
Town of Dewey-Humboldt
Humboldt, Arizona

Attention: Mayor Nolan

Dear Honorable Town Council:

I am pleased to submit a proposal to assist you with the recruitment of a new city manager. I retired from a forty (40) year city management career in April, 2016 while serving Blue Lake, Humboldt County, California. Upon my retirement, I was awarded a rare award: Life Membership in the International City Management Association (ICMA). A copy of my career highlights working in **small** communities best described by ICMA is attached to this correspondence.

During my career, I assisted two (2) Michigan communities and recently the City of Jackson, California. with successful executive searches. **I believe the key is for the recruiter is understand the community, as well as each council member's expectation of a new city manager with the goal of arriving at a strong recruitment profile that all council members can agree upon. The recruitment profile consists of those traits and functional areas of expertise desired in a new city manager. These can also be matched with department head and community needs if City Council desires.**

After the recruitment profile is adopted by City Council, all candidate credentials are evaluated against this profile. This includes: applications, initial vetting, interview questions, social interactions, reference checks and background checks. The end goal is to find a clear a match as possible in response to Town Council needs.

Having been of both sides of the table, I know the process well and what really works and more importantly, what hasn't worked well.

My professional fee would be \$8,900 which includes two site visits, advertising, internet postings, recruiting services and all travel expenses. The first site visit is for the purpose of meeting each council member individually and then Council as a whole. Together, we would develop the recruitment profile before I leave Humboldt. Services include verification of candidate's' resume accomplishments, initial screenings, preliminary interviews, formal interviews, background checks and reference checks. Essentially, I will guide you through the process; however, you retain all decision making. I look forward to assisting you if that is your desire. I can commence work within seven (7) business days. If you have any questions, I can be reached at 904-796-3032. Feel free to contact Mayor Connie Gonsalves at the City of Jackson, if you desire a reference. I guarantee you that you will be pleased with my services as it would be tailored to Dewey Humboldt.

Respectfully,

John D. Berchtold



Your final position prior to retirement has been in Blue Lake, California. As City Manager (2010-2016) you have helped to restore public confidence in a community that was dealing with difficult circumstances surrounding the arrest of a high ranking city employee and the dismissal of the prior City Manager. You were able to restore trust and organizational stability, and rebuild a team that will be able to move forward following your retirement.

In recognition of your significant service on behalf of the profession, ICMA is pleased to grant you Life Membership to the organization. This will allow you to stay connected to the profession you have devoted so many years in serving, and will also help you stay in contact with your professional colleagues. Additionally, we would value your continued involvement in helping ICMA serve the local government profession as opportunities may arise.

Again, on behalf of myself and all the members of the ICMA community, I wish you all the best for a well-deserved healthy and happy retirement.

Sincerely,

A handwritten signature in black ink, appearing to read 'Robert J. O'Neill, Jr.', written over a large, loopy scribble.

Robert J. O'Neill, Jr.

Executive Director

**A PROCLAMATION HONORING JOHN BERCHTOLD FOR HIS YEARS OF SERVICE AND
ACKNOWLEDGING ALL HE HAS ACCOMPLISHED DURING HIS TIME AS THE CITY
MANAGER OF THE CITY OF BLUE LAKE**

WHEREAS, JOHN BERCHTOLD, in July of 2010, was hired by the Blue Lake City Council as the City's fourth City Manager after a period which saw a succession of several temporary or interim city managers and even one full-time manager of short duration; and

WHEREAS, JOHN BERCHTOLD was hired by the City Council with the expectation that he help the community determine its vision, priorities, and goals for Blue Lake's second century; and

WHEREAS, JOHN BERCHTOLD, was further expected to develop a capital improvement program to help maintain or upgrade the City's vital infrastructure including the wastewater treatment system, water distribution system, streets, and buildings; and doing so within the City's budget and with the assistance of grants when possible; and

WHEREAS, JOHN BERCHTOLD was also tasked with improving the City's budget development and reporting processes including better integration with the supporting financial accounting software so that the overall process was more efficient and the reports generated more easily understood; and

WHEREAS, JOHN BERCHTOLD also was given the goal to help solidify Blue Lake's financial future through better management of the Business Park with its potential to generate sales tax revenues; and

WHEREAS, JOHN BERCHTOLD, confronting the approaching retirement of a number of long time dedicated City employees, established both an employee succession program and a more effective method to evaluate and supervise staff which would result in a stronger, more cohesive sense of teamwork among City employees and within the Blue Lake community; and

WHEREAS, JOHN BERCHTOLD also hoped to instill an attitude with the City Council and the employees which would strengthen the City's relationships with local, regional, State, and Federal agencies and officials, relationships which should benefit the City both in the short and long term; and

WHEREAS, JOHN BERCHTOLD, during his tenure succeeded in achieving all the goals cited above, and while doing so, even left the City in better financial shape increasing the General Fund balance from just over \$600,000 to more than \$1.1 million at his departure; and

WHEREAS, JOHN BERCHTOLD, even while accomplishing all these goals in Blue Lake, also was able to maintain a very positive image with the public in general which can be a difficult thing to do for a City Manager; and

WHEREAS, JOHN BERCHTOLD, during his tenure in August 2014, reached the personal goal of 40 years in public service, an accomplishment duly honored by the International City/County Management Association (ICMA) with a milestone years of service award.

NOW, THEREFORE, BE IT PROCLAIMED by the City Council of the City of Blue Lake that the City Council does hereby wish to honor and acknowledge **JOHN BERCHTOLD** for all the great work he has done for the City during his time here and further wishes him a long well-earned retirement, to share happily with his wife Brenda beginning on April 9, 2016.



Mayor, City of Blue Lake



Date

EXECUTIVE RECRUITMENT GUIDE

June 2017

Prepared by



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Introduction

As a mayor or city/town council member, one of the most important responsibilities you may have during your tenure is selecting a new manager or administrator. Your city/town manager or administrator (referred to as “manager” in this guide) is the most essential employee in your municipal organization. He or she functions as the critical link between the council and staff. The manager assures that council policy becomes reality in day-to-day services and that those services are delivered effectively.

Under the council-manager form of government, the manager is the person who functions as the chief executive officer of the city in day-to-day administrative duties. The manager is responsible to the mayor and council for carrying out their policy directives, and is the key person to lead the staff in fulfilling those responsibilities. The manager has authority to hire, supervise, evaluate and, if necessary, discipline, staff members. In council-manager governments, all or most department heads report to the City or Town Manager. He or she is one of a very few number of people who is hired by the council as a whole and who reports directly to them.

Because this position is so important to the successful operation of municipal government, it requires a careful, deliberate process to recruit qualified applicants, to screen and interview them appropriately, and make a wise hiring decision. The time without a manager creates disruption and uncertainty among city staff and may hamper the successful operation of daily governmental functions. The sooner the position is filled with a qualified person who is a good “fit” for the community, the sooner the normal operational structure of the city can be restored. When working smoothly, the council-manager form of government provides the most efficient and accountable form of government in the USA. It provides for a separation between policy development and daily administration, and is built on the platform of objectivity, expertise, professionalism and accountability. With the new manager in place, the work of the council can again be focused on policy development that meets the needs of the people of the city or town, and the manager can go about fulfilling those policy directives and leading the professional staff.

Cities and towns may need managers with differing skill sets due to a number of factors: size of the city or town, the age and condition of its infrastructure, budget considerations, major capital projects that may be planned or underway, ethnic or cultural considerations, etc. The council should take all those factors into consideration when evaluating applicants for the position of manager and be prepared ahead of time to focus on their highest priorities for the community. Some tools contained in this publication should help sharpen your focus. For the sake of your community, it is crucial that a thorough, well defined process be used in selecting the best candidate possible.

Fortunately, most cities and towns don’t have to replace managers very often. However, this means that cities and towns generally don’t have a lot of experience in the recruitment process, which leads to uncertainty about how best to proceed. This guide is a product of the League of Arizona Cities and Towns to assist cities and towns in Arizona to recruit quality managers.

Alternative Recruitment Approaches

There are two basic alternatives available to a city or town that is seeking a manager. The alternatives are:

1. Hire a private recruiting firm to do all or some of the following: develop position profile, position advertisement, search for appropriate candidates, screen the candidates based upon city/town requirements, set up interview schedules and assist the council with the interview and selection;

2. Do the recruitment in-house using city/town staff.

Pros and Cons of the Two Approaches

Professional Recruitment Firm

PROS	CONS
Relieves staff from recruitment/screening responsibilities	Can be expensive; requires larger than planned expenditures
Price may be negotiable depending on services used	Representatives may be out of state or region
Firm actively solicits applicants	Potential for cookie-cutter, less personalized process
Applicants familiar with recruiters in the marketplace	
Familiar with candidates on a regional and national basis	
In touch with managers seeking new opportunities	
Has pre-drafted tools available for collateral, brochures, marketing, etc.	
Access to reference checks, education verification, court records, professional screening interviews	
Exclusive focus on professional manager recruitment	
May provide minimum service guarantee	

City/Town Internal Recruitment

PROS	CONS
Greatest level of council direct involvement	Unfamiliarity with recruitment/HR practices may lead to costly errors
Likely to be least expensive	Requires extensive time commitment from council members
Works well when city has a strong internal HR department	City unlikely to aggressively target managers from other communities
Most direct contact with applicants and semi-finalists	Outside vendors required for references and background checks unless city has HR department
	Requires extensive staff time and may place staff in uncomfortable positions with potential candidates
	May take longer due to meeting availability of council members

Executive Recruiting Firms

The following firms are engaged in recruitment for cities and towns in Arizona. This list is not all-inclusive:

Slavin Management Consultants
<http://www.slavinmanagementconsultants.com/welcome.shtml>
3040 Holcomb Bridge Road, Suite A-1
Norcross, Georgia 30071
Robert E. Slavin, President
Paul Wenbert, Western Regional
Manager (Arizona)
pwconsulting@cox.net

Santa Fe, NM 87505
(505) 466-9500
jmercerc@mercergroupinc.com

Mike Letcher (Arizona)
10501 E. Seven Generations Way, Suite
201-07
Tucson Arizona 85747
(520) 891-1953
mletcher@mercergroupinc.com

Colin Baenziger & Associates
<http://www.cb-asso.com/>
12970 Dartford Trail, Suite 8
Wellington, FL 33414
(561) 707-3537
Colin@cb-asso.com

Peckham & McKenney
Drew Gorgey
www.peckhamandmckenney.com
513 Easy Street
Glenwood, CO 81601
(866)912-1919; cell (970) 987-1238

Bob Murray & Associates
<http://www.bobmurrayassoc.com/>
1677 Eureka Road, Suite 202
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Interim/Temporary Manager Services:

Interim Public Management
Tim Pickering
<http://interimpublicmgmt.com/>
16868 North Stoneridge Court
Fountain Hills, AZ 85268
(480) 577-0949
timpickering@cox.net

The Mercer Group
<http://www.mercergroupinc.com/>
James L. Mercer, President and CEO
1000 Cordova Place, #726

Interim Management

Often the first question elected officials must face when a vacancy occurs are:

- What should we do to ensure that the affairs of the local government are properly administered until a new manager is selected and on board?
- Who should be in charge?

First and foremost, local government officials must avoid acting impulsively and succumbing to the temptation to hurriedly appoint a new permanent manager. Local government officials need an interim period to carefully select the best possible successor who meets their criteria.

To ensure a smooth transition and to allow the city/town the time necessary to consider the right skills and qualifications needed, an interim manager can help buy valuable time.

Here are several steps for the council to consider:

- Appoint an interim manager. It is important to clarify who will be responsible for directing the city/town while the new manager is being recruited. The interim manager could be a staff member in whom the council has confidence or could be an individual available elsewhere for interim positions. Consult your local city or town code or charter for any legal requirements for temporarily filling the manager position and any restrictions on the length of time an interim may serve.
- Ensure the organization understands the interim manager has the same authority and responsibilities as the regular manager. Regardless of who is appointed it should be clear to all local government officials and staff that the interim manager is in charge. It should also be clear that this person does not have the inside track to the new position. If the interim manager is ultimately selected, it is because that person proves to be the best of the applicants.
- Defer key actions when possible. Obviously, the local government must continue to operate during the recruitment period. The council and interim management team should do whatever is necessary to make sure that important projects and the delivery of services continue to move ahead.
- However, major actions should be deferred whenever possible until the new manager is appointed. After all, to ensure effective administrative leadership in the future, it is desirable that the new manager be involved in as many policy decisions as possible. Filling a vacant department head position, for example, is an opportunity for the new city/town manager to begin building an administrative team. In fact, such an opportunity can be used successfully to pique the interest of potential candidates during the recruitment process.
- The recruitment process should not be unnecessarily delayed for any length of time. However, council members should bear in mind that an impulsive response to community pressure can be divisive for the government officials and can damage their credibility.

Steps in the Executive Recruitment Process

The following steps are recommended for the recruitment process.

Step 1. Define Position and Develop Profile

Time required: up to 2 weeks

The city/town council meets to review recruiting steps and adopt a tentative schedule. A blank profile form is distributed to council members who complete the form at this or a subsequent meeting.

The Position Profile is a useful document to assist the council in crystalizing the skills and attributes they want to see in the next city/town manager. (This is discussed more in Appendix B.) It is useful for each council member to spend some time thinking about the categories identified in the form, and to write down the characteristics they think are most relevant or important. The entire council then meets to discuss and reach consensus on the attributes in each of the characteristics. This is particularly useful for reference once semi-finalist candidates have been identified and the council is conducting interviews. The Position Profile is a tangible reminder of those items the council objectively agreed were the desired attributes for the next manager.

Review any charter provisions or ordinances creating the manager/administrator position and the manger's job description to ensure it continues to accurately reflect the city/town's current expectations and job requirements.

Step 2. Prepare Advertisement and Review Salary Range

Time required: can be completed within time identified for Step 1.

A review of the present salary range is useful in order to ensure the city/town remains competitive. The annual salary and benefits survey published by the League of Arizona Cities and Towns is a useful resource on salaries for Arizona Managers.

Draft a complete job announcement making sure all the essential elements of the job are included. Words saved now will probably cost extra effort and money later in screening unqualified applicants. Sample ads can be found in Appendix C. A closing date should be specified and should be set a minimum of four weeks after publication of the final announcement.

Be aware there may be a lag between submitting a job announcement and when it appears online or in print. The advertisement should include the following items:

- Name of the local government and location
- Title of the vacant position
- Population
- Amounts of the operational and capital budgets
- Number of full time employees
- Type of services provided

- Statement of starting salary, or that salary is open and commensurate with background and experience. A local government with a formal salary policy should openly declare it on the announcement.
- Filing deadline, including any special items of information desired such as salary history, writing sample, and work related references.
- Brief description of key areas of interest and desirable experiences and qualifications
- Where and to whom to send resumes
- Web site address of local government

Step 3. Decide Where to Advertise

The most common publications in which Arizona cities advertise are the League website, ICMA Newsletter, and online job boards. These publications will generally reach the vast majority of interested and qualified applicants. Addresses and general publication information are also found in Appendix C. Many jurisdictions also choose to advertise in their local newspapers, primarily as a courtesy notification.

Step 4. Acknowledgement Letter

A letter thanking the candidate for his or her interest should be sent on city/town letterhead over the chief elected official's signature as soon as an application is received. This is a good opportunity to tell the candidate a little more about the city/town and the geographic area. If you don't already have a prepared job brochure, cities may choose to insert a publication describing the community. A general outline of the selection process and timeline should also be provided to avoid numerous phone calls and personal inquires. A sample can be found in Appendix D.

Step 5. Screening of Applicants

Time required: 2 weeks

Screening can begin following the closing date. Whether the full council (or a subcommittee), a private firm conducts the screening, the primary document used in the screening should be the profile developed earlier in the process by the council. Narrowing the applicant list using only the applicant's cover letter and resume can often be a difficult process.

Occasionally, a city/town prefers to further narrow applicants by asking for submission of writing sample or response to essay questions relative to the position. The council can use the responses to further evaluate the applicant's opinions, breadth of experience and expertise. The written response is useful to evaluate timeliness, thoroughness, use of English language, etc. From these responses, a smaller number of candidates are selected for background checks or interviews. Note: IF this option is taken, generally allow three to four weeks additional time.

Confidentiality is an important consideration in any recruitment. The elected body should determine at the outset, the extent to which the recruitment process will be public. Until the finalists are selected, the confidentiality of résumés should be maintained and should be consistent with applicable with state law and advice of local governments.

Regret letters will be mailed throughout the process at each appropriate step along the way. (Samples are in Appendix D.)

Step 6. Reference Checks

Time required: 3-4 weeks depending on the number of candidates and who performs the checks.

Generally, a list of four to seven finalists is a good beginning point for reference checks. This should produce three to six suitable candidates for interviews. A larger starting list is necessary if the city/town wishes to interview more candidates.

If you are contracting with a professional firm, they will do the reference checks and candidate pre-screening interviews for you. If you are doing the recruitment in-house, we recommend that you consult with your attorney and HR department about the kinds of inquiries you can legally make in reference interviews. Given the federal and state laws regarding personnel matters and the potential liability with improper questions, you may choose to contract with a professional reference service for this portion of the recruitment. Additionally, it can sometimes take multiple calls and time scheduling to complete all the background checks. A minimum of three weeks is normally necessary to complete this step. See Appendix J for more details.

Step 7. Interviews

Time required: 2 weeks

Prior to the interviews, the council may wish to send the applicants additional information about the city, such as the budget, comprehensive plan, charter, etc. Occasionally, applicants will request information about housing costs, spousal employment opportunities, schools, etc. The local chamber of commerce can provide helpful information to respond to these requests.

Also prior to interviewing applicants, the council needs to decide whether to pay travel expenses, whether to pay for spouse's expenses, and whether or not to arrange tours, etc. It is common for a city/town to pay for transportation costs, meals and lodging for candidates being interviewed. Many cities and towns arrange for tours of the community and facilities for candidates prior to their interview.

Consensus among council members is critical when selecting a new manager and is not likely to be achieved if only some council members are conducting the interviews, the entire council should interview the finalists. In compliance with the Arizona Open Meetings Laws, interviews may be conducted in executive session since the council is dealing with personnel matters.

Interviews should be scheduled as close together as possible—preferably the same day—in order to assure equal treatment of the candidates. Job-related questions should be prepared in advance and each of them asked of all candidates. The manager profile is useful in deciding which questions to ask and in evaluating responses. See Appendices E through I for interviewing techniques and options, sample questions and an interview rating form.

If the council is not able to select a new manager following the first set of interviews, a second interview with the top finalists may be necessary, perhaps by phone or Skype. After identifying a small number of finalists, the city/town may want to pay expenses of the candidate's spouses to accompany them on a visit to the city.

In recent years, some employers have found that interviews alone may not provide all of the best information on how well a professional will perform on the job. An alternative is to use an assessment process in addition to the oral interview. The concept of an assessment process is to ask each candidate to perform a task he/she would have to perform on the job. Additional information on Assessment Centers can be found in Appendix I.

Step 8. Selection and Negotiations

When the city/town selects its preferred candidate, there are still several decisions to be made. A member of the council may wish to visit the candidate's present community in order to speak personally with individuals about the manager's performance. Although this can add to the expense, it has sometimes proven very worthwhile.

Additional details also need to be discussed and finalized, including salary, moving expenses, fringe benefits, etc. The council should also be prepared to discuss an employment contract with the new manager. Because the Manager is one of the few employees hired directly by the council and the position has such great responsibility in the city, an Employment Agreement or Contract is typically standard procedure. See Appendix K for details.

Other finalists should not be rejected until the city/town has reached a final agreement with the top candidate. Negotiations between the city/town and its preferred candidate occasionally break down, requiring the city/town to turn to another choice. Sometimes, there will be one finalist who meets the city/town's needs. If that person refuses the job, the city must either turn to the next qualified candidate or begin the recruitment process again. Remember, this is an extremely important selection. A decision based on expediency may turn sour later. The council should not shy away from re-advertising if they are not satisfied with applicants the first time around.

Most managers will require a minimum of 30 days to give notice to present employers and relocate to a new community. Notice of 30 days is considered a professional standard and should be honored.

As soon as the new manager has advised his/her former community that he/she has accepted a new position with your community, it is appropriate to issue a press release or public announcement. A sample announcement can be found in Appendix M.

Step 9. The New Manager Arrives

It is desirable to have an initial work session with the new manager to discuss and clarify initial expectations on both sides and to review goals and objectives. Even though some

of the issues may have been raised during the interview process, communication from the outset can help ensure a smooth working relationship.

Any information and introductions that the council can provide to the new manager will be most welcome and helpful in making the transition to the city/town smooth.

Approximate total time required including relocation: 20-26 weeks.

Conclusion

If you feel a little overwhelmed by the task or the choices involved, don't be. Remember, hiring a new manager is making an investment in your community. Approach the task methodically, one step at a time. The time you spend now is likely to be reflected in the quality manager you eventually hire. Like anything else, you can reduce the risk of making a poor decision by doing a thorough job. Some city/town councils have found that the process of recruiting a new manager provides a unique opportunity to review and revise council goals. It can even make the council a stronger, closer team than before.

APPENDIX A

Selection Process Checklist

(For Council Use)

Steps	Description	Estimated Time Required	Assigned To	Targeted Completion Date
1	Define position and develop profile			
2	Prepare advertisement and review salary range			
3	Decide where to advertise			
4	Prepare and send acknowledgement letters			
5	Screen applicants			
6	Conduct background and reference checks (if conducted before interviews)			
7	Select candidates for interviews			
8	Determine level of reimbursement for candidate (travel, lodging meals, spouse expenses)			
9	Select top candidate(s)			
10	Negotiate with top candidate(s)			
11	Make hiring decision			
12	Issue press release/announcement of new manager			
13	Advise any candidates still in the selection process that a new manager has been selected and has accepted			
14	Welcome the new manager			

APPENDIX B.1

Format for Manager Profile – Suggested Areas for Skills and Experience

This form shows one possible format that the council can follow to develop a “manager profile.” Typically, individual council members complete this form, describing under each category the qualities and skills they desire in the manager. Each area is then ranked as high, medium, low in importance. Once all council members have completed their forms, a single person in the city/town or at the League combines the individual forms into one profile that represents the tally of the council. The entire group then reviews the combined profile, makes necessary changes, and adopts it.

In addition to assisting the council (and any recruiting service the council may hire) in the selection process, the profile can be an important community document. It allows the city/town to see the qualifications the council will seek in the next manager. Some cities/towns obtain public comment on what kind of manager their citizens’ desire.

A blank copy of the profile form is found in Appendix B.2 for use by the council to use when developing a manger profile.

Education

Many cities prefer a Bachelor’s degree or a Master’s degree in public administration, business administration, or related field. The requirement is usually interpreted liberally, and it is common to allow a candidate to substitute experience for some required education.

Experience

Most cities will seek someone with management experience, either as a city manager, assistant city manager, or department head. Any special experience desired, such as operating an electric utility, is important to note here. The required number of years of experience should be included in the announcement.

Most cities and towns will require the skill and/or proven experience in the following areas:

Administrative and Management Ability

Does the applicant have the ability to create a plan, organize and set goals? These skills are needed to help determine whether the applicant can manage the size and complexity of the particular city or town that is seeking the manager.

Governmental Budget and Finance

Does the applicant have an understanding of the fundamentals of debt management, enterprise accounting and other special funding mechanisms depending on the needs of the local government?

Labor Relations and Personnel Experience

What is the applicant’s labor relations and personnel experience? The greater the experience in this area will allow the manager to be effective in negotiating labor contracts

and managing a diverse group of employees. Level of experience and training will depend on city/town's organizational structure and complexity.

Community Relations Experience

The applicant manger should be an effective public speaker and able to communicate with the media and citizens in a variety of methods.

Council Relations Experience

Will the manager work effectively with the entire council as well as individual members? What is the applicant's prior experience in this area?

Intergovernmental Relations

What is the applicant's past experience with intergovernmental organizations? Experience in this area will allow the manager to work effectively with state legislatures, councils, and other intergovernmental organizations such as councils of governments to the extent the city/town desires.

Innovations and Major Achievements

What are the applicant's achievements, creative solutions in past positions, etc.? This area should be highlighted in which the council seeks additional information about a candidate. Common areas of innovation include responses to environmental regulations, financing services in times of decreasing revenue, leading major capital improvement projects, and effectively delivering services to diverse populations.

APPENDIX B.2

Format for a City/Town Manager Profile

(For council use)

Describe the background, skills and qualities you believe your city/town needs in a City/town Manager based on the suggested skills listed in appendix B-1 and other attributes that are necessary for your community.

Skill/experience area	Notes/comments	Rate Importance
Education		High Medium Low
Experience		High Medium Low
Administrative and management ability		High Medium Low
Governmental budget and finance		High Medium Low
Labor relations and personnel experience		High Medium Low
Community relations experience		High Medium Low
Council/commission relations experience		High Medium Low
Intergovernmental relations		High Medium Low
Innovation and major achievements		High Medium Low
Other important skills and experience		High Medium Low

APPENDIX B.3

Profile Sample

City/Town of _____

City/Town Manager Profile

Education and Experience

A Bachelor’s degree or equivalent experience in municipal government required. A minimum of three years of public administration experience is required with five years preferred. Experience must demonstrate performance in specific areas including municipal engineering and public works; grants procurement and administration; economic development strategies and understanding of state laws, including budget process, purchasing and other related matters. Prior experience in the Southwest preferred. Experience and knowledge in municipal accounting is desirable.

Administrative Ability

The candidate must have demonstrated performance in personnel relations for a community having not less than 7-9 employees. Communication skills are a must, including the ability to listen, communicate with various segments of the community and develop good relations with the business community. Person must be willing devote whatever time is necessary to achieve the goals and guidelines established by the council. Knowledge of how to organize municipal departments and demonstrate leadership qualities is essential.

Council Relations

Ability to take time and interest in working with council members to keep them informed and explain technical processes. The Candidate should be able to adequately inform the council on a regular basis so there are no surprises. Both written and oral communications with the council are essential. The person must be able to accept constructive criticism. Candidate must be open and honest with the council and able to present all sides of an issue that affect the city. The individual must be able to carry out the intentions and directions of the council enthusiastically.

Budget and Finance

Should have demonstrated prior experience in managing a “big business” since the city has a \$ 4.5 million budget. With a tax base of \$3,750,000, it is essential that a candidate has knowledge in local budget law and, in addition, is frugal with expenditure of funds. Additionally, experience and expertise in grantsmanship are desirable, as well as dealing with city owned utility finances.

Labor Relations/Personnel

The candidate should have some knowledge of Arizona labor relation's law, with demonstrated ability in the collective bargaining process. Since the public works crew is unionized, strength in personnel management is desirable. Must demonstrate a personality which can communicate city goals and needs to employees and who can (with fairness) increase productivity among city/town employees.

Community Relations

The candidate must have demonstrated background of involvement in community activities. Prior experience in working with and understanding the needs of the business community is highly desirable. The candidate should be able to present a confident image of the city to the community at large and must be able to demonstrate a positive, productive attitude to citizens of the community. Prefer Southwest residency in order to better relate to an Arizona community.

Intergovernmental Relations

Must be able to relate to and develop a good working relationship with councils of government, city/town governments, schools, and state and federal agencies. Person should have prior experience in working with intergovernmental agencies, dealing with such areas as financial projects and grants and be able to use resources of other agencies to community's benefit.

Innovations and Major Achievements

The candidate must be able to manage with a lean budget and the ability to continue the good relations that currently exist with the public safety sector, including the sheriff's department and the rural fire district. Person must be able to set personal and employee goals, and be creative and aggressive in seeking solutions to city problems. The individual must be able to seek and receive support and involvement from the council, employees and the community on various topics. Knowledge and ability to develop alternatives in the area of economic development, including tourist promotion, would be desirable.

Facilities/Special Needs

The candidate should be familiar with the operation of public utilities, including electric utility and improvements for water and sewer systems. Knowledge of street drainage is also desirable. Ability to deal with maintenance and project funding is desirable, including the ability to deal with engineering firms and other types of consultants. The candidate should have experience in contracting for services like solid waste hauling and recycling, along with working knowledge of information technology.

APPENDIX B.4

Arizona Profile Example

City of Holbrook City Manager Profile November 2007

In seeking a new Manager for the City of Holbrook, the City Council identifies the following attributes they would like the successful candidate to possess.

Education/Experience

- Degree from accredited four-year college or university in Public Administration or closely related field in relevant field; at least 5 years' experience as manager or department head in municipal government; or an equivalent combination of education and progressively responsible work experience.
- Will consider ICMA credentialing or other advanced study a plus

Skills and Capabilities

Administrative Ability

- Ability to pull people together and provide positive direction to community
- Adaptable to the community; fits with local culture
- Skill in planning, goal-setting and follow-through; able to impartially analyze issues and suggest solutions and alternatives; strong on developing policy alternatives for council consideration
- Focused on effective customer service
- Maintains cool head in crisis situations; even-tempered
- Experience in effectively managing city enterprises, handling infrastructure challenges

Budget/Finance

- Strong working knowledge of municipal budgeting and finance
- Skilled in financial planning and forecasting

- Able to effectively manage financial institutions to maximize improvement districts and other finance tools
- Successful track record in securing grant funding
- Needs to determine if the position of Finance Director will be restored

Personnel/Staff Relations

- Establishes a relationship of trust with staff, particularly with long-term city employees
- Respectful and collaborative in communication and decision-making regarding staff issues
- Empowers staff to make decisions and use their best judgment in solving problems
- Supports and advocates for city staff with City Council

Community Relations

- Easily accessible to citizens; open door policy
- Active, fits in with the community; makes Holbrook home
- Communicates well with groups or individuals about city activities

Council Relations

- Able to foster an atmosphere of trust and unity with council; use skills to bring the council together on issues; facilitate development of city goals that serve to unite council
- Generates ideas and innovative solutions to problems; presents facts and alternatives to the council for them to make a final decision; develops a vision for the community in compliance with General Plan
- Excellent communicator; keeps council informed on current and upcoming issues
- Trustworthy and honest

Intergovernmental Relations

- City maintains close intergovernmental relationships with various entities including Navajo County, tribes, ADOT and the school district. Experience in working with tribes would be a plus

- Makes appropriate use of time regarding various local, regional and state meetings, etc., prioritizing work in the city first.

Other Important Skills/Attributes

- Planning and zoning expertise; knowledge of city planning and optimal municipal layout; ability to develop comprehensive Capital Improvement Plan
- Ability to guide growth patterns for maximum benefit to the city; experience with annexations, growth management, redevelopment areas
- Skilled negotiator in dealing with developer; advocate for protecting the city's interests

APPENDIX C

Publications Used to Advertise Vacancies

League of Arizona Cities and Towns Website

The “Municipal Employment Opportunities” section of the League website is the most visited part of our site, receiving hits from inside Arizona as well as across the nation. There is no charge for League members to Advertise on the website.

Send job listings to jobs@azleague.org

Address: <http://www.azleague.org/jobs.aspx>

ICMA Job Center

The International City/County Management Association (ICMA) Job Center is the go-to resource nationally for professional municipal managers seeking a new position. The online ICMA Newsletter is published every two weeks and the Job Center is frequently updated. There is a fee for advertising on the ICMA Job Center. Following is an example of a job announcement in the ICMA Job Center.

City of Excellent, AZ (9,700) City Manager. Salary DOQ; current salary \$69k + benefits. Mayor & 6-member council. \$14M overall budget; 91 employees; council-manager form of government; located in Northern Arizona; economically and culturally diverse community, thriving on agriculture & tourism. Position requires bachelor’s degree & 5 years progressively responsible management experience. Desire public relations, personnel management, municipal finance/grantsmanship, urban redevelopment, & intergovernmental experience. Résumé, salary history & references to Excellent Management Recruitment, PO Box 309, Excellent, AZ 86046 by 1/31/2018. ICMA Credentialed Manager preferred. EOE.

Address: <https://icma.org/job-center>

Arizona Ad Example

City Manager, Safford, AZ (9,566). Salary range: **\$110,000-120,000** annually DOQ; plus full benefits package. Reports to Mayor & six-member council. **\$53M** annual budget; **140 FTEs**. **Vibrant**, full-service, family-friendly city in scenic Eastern Arizona. Stable economy from agriculture, mining, ranching; abundant nearby access to outdoor recreation. Comfortable climate, good local schools and services. Seeks candidate with degree in Public Administration or related field plus minimum 5 years experience in municipal management. Experience in rural community, project management, utilities management (gas and electric) and airport management a plus. Closing date: **January 6, 2014**. Send cover letter, résumé and four references to... <http://www.safford-az.gov>

APPENDIX D.1

Sample Acknowledgement Letter

(City/Town Letterhead)

Date:

Dear _____:

Thank you for your application for the position of City Manager for the City of Generic, Arizona. Here are some details about our selection process and an outline of our general time frame.

Applications will be reviewed based on a profile that was developed by the city council. Approximately 10-12 applicants will be presented to the council for further consideration. The council will screen those applications and by mid-January identify a smaller group on which to perform background checks. We expect that the background checks will be completed by late January. Shortly thereafter, a few individuals will be scheduled for interviews. The council hopes to make their final selection by late July.

We will try to keep you advised of the status of your application as decisions in the selection process are made.

Enclosed is some information about our community that you might find interesting and helpful.

Please contact our staff if you have any additional questions. Thank you for your interest in the City of Generic.

Sincerely,

Mayor
City of Generic, Arizona

APPENDIX D.2

Sample Regret Letter

(City/Town Letterhead)

Date:

Dear _____:

Thank you for submitting your resume for the City Manager position and for your patience in waiting to hear from us.

The City has completed a thorough review of all the applications for this position and is now focused on a limited number of top qualifying candidates with the most closely related professional experience. Unfortunately, your application is not included in this top qualifying group.

We truly appreciate your interest in the City of Generic as an employer of choice, and we thank you for taking the time to complete and submit your materials. If there is anything else we can do for you please don't hesitate to contact us.

Sincerely,

HR Representative

APPENDIX E

Interview Guidelines

Prior planning and organization are the keys to ensuring a successful interview. The interview process should be well organized and the setting comfortable. Consensus among council members is critical when selecting a new manager and is not likely to be achieved if only some council members are conducting the interviews, the entire council should interview the finalists. In compliance with the Arizona Open Meetings Laws, interviews may be conducted in executive session since the council is dealing with personnel matters.

During both formal and informal meetings between the council and the finalist, discussions and questions should focus on the criteria for the position that was established at the outset of the recruiting process.

The interview panel should plan on at least one to two hours. It is difficult to pursue a range of questions in less time, and it is in your best interest to maximize the interview time with the candidate who may have traveled some distances for the meeting.

A final guideline, regardless of which interview technique is used the council should continue to take whatever time is necessary to arrive at a comfortable and well-reasoned decision. However, the interview process and related follow up activities should move forward as promptly as possible so as not to lose momentum or cause desirable applicants to have second thoughts. Follow-up interviews may be conducted over the phone if the council has additional questions for all the finalist candidates.

The council may choose to supplement the discussion between the council members and the finalists by scheduling additional meetings for staff and community leaders to participate. For example, finalists may meet with department heads or other staff to review departmental operations in more detail or receive a tour of the local government. Cities frequently will have interview panels with local community and business leaders, and may schedule an open house where the public is invited to meet with finalist candidates in an informal reception environment.

APPENDIX F.1

Summary of Suggested Interviewing Techniques

The following are some of the things you should and shouldn't do when interviewing candidates. Remember the law does not prohibit employers from obtaining all the information about a candidate they deem important, as long as the questions are job related and do not elicit information which could be used for discriminatory purposes.

Do

- ✚ Create a comfortable atmosphere. Remember you are trying to impress the candidate as well as the candidate attempting to impress you.
- ✚ Let the applicant do most of the talking.
- ✚ Question objectively. Questions should be job-related and consistent from one applicant to the next.
- ✚ Ask questions that require more than a yes or no answer. Use general or open-ended questions.
- ✚ Avoid unduly sympathetic or unsympathetic words, gestures, or facial expressions, which would make the candidate, think you agree or disagree with his/her answers.
- ✚ Avoid posing a problem or situational question combined with possible solutions. Let the candidate generate his/her own solution.
- ✚ Develop questions based on earlier statements made by the candidate or information provided by the applicant in his/her resume, application or other source.
- ✚ Ask questions designed to encourage the candidate to reveal his/her knowledge and opinions.
- ✚ Avoid "trick" questions.
- ✚ Avoid displaying your personal opinions or viewpoints through the questions you ask.
- ✚ Listen attentively to every question asked and every answer given. Maintain eye contact with the candidate while he/she is speaking to show that you are listening.

Don't

- ✚ Let early biases form. Finish the interview before forming a final opinion of the candidate.
- ✚ Ask unnecessarily long questions or do most of the talking. Remember, you want to learn about the candidate, not share your own views.
- ✚ Let the candidate digress beyond the point of answering the question satisfactorily or showing that he/she is unable to answer the question.
- ✚ Ask stress-producing questions that are not relevant or related to the job. Delicate questions of this type should be pre-planned and should not be used to humiliate the candidate. Remember, if you like the candidate, you want to ask questions that would encourage him/her to accept the job.

APPENDIX F.2

Sample Interview Questions

The following are some possible interview questions. Of course, the questions you choose to ask should be custom-fit to your city/town's particular needs and circumstances. Typically, fifteen to twenty well-planned questions will create sufficient responses for an hour-long interview.

1. How would you describe your style of management?
2. What style of management do you use when in an emergency/stressful situation?
3. How do you relate to employees, department heads, advisory committees, the council, and the general public? How would they describe your ability to relate to them?
4. What do you perceive to be the manager's role in dealing with the council?
5. What do you do when an individual council member asks to perform a task that isn't approved by the entire council?
6. How do you view the role of the council in dealing with the manager and the administration?
7. Based on your education, experience, and background, what do you consider to be your strengths when addressing a local problem/issue? What are your weaknesses?
8. Recognizing the limits of span of control in an organization, how and when do you delegate responsibility and authority?
9. In your opinion, what role should the manager play within the community?
10. What benefits, if any, would a manager or city/town gain if the manager became an active member of a service organization within the community?
11. To what extent do you believe contact with citizens and citizen groups are important? How do you typically handle this responsibility?
12. What is your approach in dealing with the news media? Give an example.
13. What experience have you had in labor negotiations?
14. Describe any experiences you have had in actively negotiating a contract or any other issue at the bargaining table.
15. How have you dealt with mediation, fact finding, or arbitration? Have you ever managed a strike?

16. What approach have you used in dealing with personnel problems?
17. Describe how you would handle a situation where you had to discipline an employee. Have you ever fired an employee? Explain how you handled that situation.
18. What experience have you had in training or motivating employees?
19. What steps have you taken to adhere to state and federal laws relating to diversity in the workplace, non-discrimination and equal opportunity?
20. Describe your experience, if any, in dealing with charges of discrimination or grievances filed against you or the city/town you served?
21. What involvement have you had in developing personnel rules, regulations and procedures?
22. What is your municipal finance experience?
23. What role have you played in the preparation of a budget?
24. What style of budget do you prefer?
25. In budgets that you have prepared, how do you communicate the effectiveness of service delivery?
26. If you were designated as the budget officer, how did you present the budget to the city council?
27. Have you ever gone to a vote of the people for a funding/bonding measure?
28. What was your role in the campaign?
29. What was your rate of success? What would you consider to be the keys to success?
30. Have you ever been involved in a vote to establish a new tax limit?
31. What is your experience with debt management?
32. What is your experience with enterprise funds?
33. What experience have you had in administering grant programs?
34. What success have you had in attaining grants for various projects in a city?
35. Specifically, what programs have you administered with either state or federal grants?
36. Describe any experiences you may have had in developing and recommending policies to the council relating to growth (e.g., annexation, expansion of utilities, subdivision standards, etc.).
37. In the field of intergovernmental relations, what experience have you had in dealing with:
 - a. Councils of Government
 - b. Neighbor Counties

- c. Neighbor Cities
- d. State Agencies
- e. Federal Agencies
- f. State Legislature
- g. Congress
- h. National League of Cities
- i. State Municipal Leagues

38. What legislative committees have you appeared before?
39. In what way have you been an active participant in the activities of the International City/County Management Association (ICMA) and other professional organizations?
40. What is the extent of your experience in the field of public works, and did it cover the following:
- a. Street maintenance and construction
 - b. Operation, maintenance and construction of utilities
 - c. Supervision of construction projects
 - d. Funding
41. What advantage would there be for a city/town to establish a special improvement or redevelopment district?
42. Have you been involved in the formation of a public/private partnership for the purposes of redevelopment?
43. What was being constructed or improved?
44. How would you put together a general obligation bond measure?
45. What experience have you had in land use planning and zoning requirements?
46. Why did you apply for this position?
47. What conditions would you set up for accepting this position if it were offered?
48. What will your first steps be upon assuming responsibility for this position?
49. What would you hope to accomplish in the first year?
50. Is there anything you would like to add?

APPENDIX F.3

Arizona City Example Questions

Eloy City Manager Recruitment, March 2014

1. Why do you want to be the City Manager of Eloy? What is attractive about the position to you?

2. Describe your background and experience in the field of municipal management. Please include your education and a summary of your work experience. Did you leave your previous job on good terms?

3. Summarize your skills in municipal budget and finance. What role do you see the City Manager playing in the development of the annual budget?

4. What steps should be taken to assure that Eloy has enough revenue to pay for its obligations, and what would you do as City Manager to maintain oversight of this area?

5. How would you characterize your ideal working relationship with the Mayor and City Council? Provide an explanation of how you believe the council-manager system should work.

6. What kind of regular communications process would you like to set up with the Mayor and Council members?

7. What is your level of knowledge about municipal public works? What steps would you take to assure that city infrastructure is operating correctly and that proper maintenance and future planning is being done?

8. What is your personnel management style? What successes or innovations have you brought to previous positions that highlight your working relationship with staff members?

9. Where do you think the City of Eloy will be in the next five years? Next ten years? What should be done today to assure a bright future for the city and its residents?

10. How would you manage the many intergovernmental and organizational relationships that are important to the city?

11. A city manager must have a general knowledge of many different municipal functions. Tell us which areas you are most familiar with, and which ones do you need to learn more about.

12. Describe your expertise in the area of zoning and land use.

13. What would your top priorities be for the first month on the job? How would you establish good working relationships with the council and staff?

14. What steps would you take to engage the local community and business groups of your arrival in city?

15. What do you see as the top three issues facing the City of Eloy?

16. Is there anything else you would like to tell us that would set you apart from other candidates for this position?

APPENDIX G

Sample Oral Interview Rating Form

Applicant: _____

Date: _____

	1	2	3	4	5
Category	Not Recommended	Somewhat Qualified	Qualified	Well Qualified	Superior
Applicability of experience to the city/town's challenges					
Involvement in all phases of local government operations					
Depth of Experience					
Degree of responsibility in previous positions					
Level of education, college or advanced degree					
Specialized training					
Informed on new technology, management techniques and advancements					
Ability to transmit ideas clearly					
Ability to organize ideas, summarize, and express them with confidence					
Non-verbal communication skills (e.g. physical, eye contact)					
Ability to work with others					
Ability to make decisions					
Open to alternative approaches					

Individual type of leadership fits with city/town					
Fits your idea of individual for position					
Manner in which applicant presents him/herself					
Personality traits					
Approach to the news media					
Possible blend in the organization					
Understanding the mechanics of budget					
Grasp of financial administration					
Formation of local government districts					
Ability to work with scarce resources					
Experience with personnel problems					
Ability to delegate authority					
Training and employee motivation					
Overall knowledge of community growth problems					
Experience in downtown/urban development					
Experience in urban renewal					
Knowledge of street construction and maintenance practices					
Knowledge of operation, maintenance and construction of utility services					
Knowledge of public works administration					
Experience in working with other governmental agencies					

APPENDIX H

Sample Candidate Written Questionnaire

Dear Applicant:

You have been selected to enter the second stage of the application evaluation process for the position of City/Town Manager. The purpose of this questionnaire is to get further information about your qualifications and management style.

You may type your responses on a separate page. Please limit each response to no more than one half page. Please provide responses no later than (date). You may mail your responses to _____ or by email to _____. Please call _____ at (480) 555-5555 if you have questions or need further information.

Thank you.

1. Describe actions that you have taken that best demonstrate your management style.
2. Describe a professional accomplishment that you feel best demonstrates your skills as a City/Town Manager.
3. Why did you choose our community to live in and why do you feel that you will be successful here as City/Town Manager?
4. Economic Development is a critical concern of our community. What successes have you had in stimulating or organizing economic development activities in a community?
5. One (or two) of the greatest challenges our community faces is _____. How would you address this issue if you were selected?

APPENDIX I

Assessment Center

In some cases, employers have found that interviews alone may not provide all of the best information on how well a professional will perform on the job. An alternative is to use an assessment process in addition to the oral interview. The concept of an assessment process is to ask each candidate to perform a task he/she would have to perform on the job.

For example, for a City Manager position, ask each candidate to make a presentation before a group of citizens, and then answer follow up questions. If having a manager who works well with citizens groups is important to you, this may be an appropriate activity to make part of your selection process. For group presentations, it is important to note the people you pick to listen to the candidate's presentations generally are not the ones rating the candidates - this is your job. You may invite group participants to fill out comment cards on each candidate but clearly state the comments will be considered as one of several factors in your evaluation of the candidates.

If you are particularly interested in writing or grant writing skills, ask the applicants to draft a letter or fill out a simple grant application form. Another common writing exercise is an "in basket" exercise, which is described below. Assessment Center Options:

Public Presentation Exercise

The purpose of this exercise is to evaluate the ability of candidates to interact with the public, think on their feet, and to respond to community issues. Invite community members to attend a presentation by candidates. Ask each candidate to introduce themselves to the audience, make a ten-minute presentation on a topic you choose or their approach to management in general, and answer questions from the audience for five to ten minutes.

The selection panel sits in the back of the room and takes notes on how well the candidates interact with the public, the quality of their presentation, etc. A sample evaluation card for staff/public presentation can be found in Appendix I.2. Audience members may fill out comment cards to help interviewers and provide additional feedback. However, such responses should be kept confidential and it should be made clear the selection team makes the final decision.

Initial Staff Meeting Exercise

The purpose of this exercise is to evaluate how candidates interact with staff and their management style. Candidates are asked to make a presentation to municipal staff and answer questions as if it were their first staff meeting after they are hired. Invite current staff that reports directly to the manager to participate in a "mock" staff meeting exercise. Staff members may be invited to fill out comment cards to help interviewers. However, such responses should be kept confidential and again, it should be made clear that the selection team will make the final decision.

In-basket Exercise

The purpose of this exercise is to evaluate candidate writing, decision-making, and delegation skill. In this exercise, candidates are given the contents of the manager's in-basket and are given a certain amount of time, typically one hour, to read the contents. Then they are asked to write out how they would prioritize and resolve each item.

Traditional Oral Interview

An assessment center usually includes a traditional oral interview.

APPENDIX I.2

Assessment Center

Sample evaluation card for staff/public presentation

Name of applicant _____ date _____

1 (poor) to 5 (outstanding)

1. Did the candidate present his/her ideas in a clear, persuasive, and effective manner?
(Circle) 1 2 3 4 5 Comments:

2. Did he/she encourage others to speak and respond well to questions?
(Circle) 1 2 3 4 5 Comments:

3. Did he/she “connect” with the audience or inspire trust in their message?
(Circle) 1 2 3 4 5 Comments:

4. Did he/she appear to be flexible and open to public comments?
(Circle) 1 2 3 4 5 Comments:

5. Was he/she comfortable under pressure?
(Circle) 1 2 3 4 5 Comments:

APPENDIX J

Reference/ Background Checks

The council checks the candidate's integrity and quality of previous work through a **check of references** by letter or phone or through a visit to the city where the candidate has served as manager. (Ask the candidate if persons who have not been listed as references may be contacted.) For example, speaking with the editor of the local newspaper, president of the local chamber of commerce, or a state legislator whose district encompasses the city in question, etc. may be valuable. The investigation should be both thorough and to the point. It is a good idea to prepare a standard list of questions to ask the references who will be called and to write down their responses to be included in the evaluation of candidates.

Many communities ask their police departments, sheriff office or the department of public safety to run a criminal background check on candidates. Be advised, **written permission** from the candidate should be obtained before a candidate is checked in this manner. If there are any questions about this process, speak to a city/town attorney or human resource professional.

Sample Telephone Reference Check

Name of applicant _____

Name of interviewer _____ Date _____

Name of reference interviewed _____ phone _____

I'm calling from the City of _____. I am checking job references for _____ who has applied for the position of city manager.

May I ask you a few questions?

1. How long did you work with _____ and in what capacity?
2. Can you tell me about one or more specific examples of work situations or other situations that you observed that demonstrate the applicant's best qualities as a manager or leader?
3. Other questions that relate to the key skills or abilities.

APPENDIX K

Sample Employment Contract

This is not intended to substitute for an employment agreement. It is a list of topics that should be considered during contract negotiation. Some cities/towns decide to have formal employment agreements, while others do not. Employment agreements are becoming more common because they are intended to give a manager more stability and to make the expectations of both the council and the manager clear.

It is always best to seek professional legal advice if you wish to execute a formal written agreement. A detailed sample of a model employment agreement can be viewed on the International City/County Management Association's website, or contact the League for a copy of the model agreement.

Term of the agreement:

- ✚ Employment can be open-ended with no termination date, or, for example, limited to one, three, or five years, before it must be renegotiated.

Duties:

- ✚ List tasks/assignments expected to be completed by the manager, especially in regard to working with the council/assembly, hours of work, etc.

Termination Provisions:

- ✚ Managers usually works "at the pleasure" of the city council or assembly which means that the manager has fewer employment rights than other employees.
- ✚ Termination provisions can specify how much notice of termination the governing body must give the manager; if there will be "severance pay," and/or moving expenses to another location.
- ✚ Provisions may be different for cases where the manager voluntarily decides to take another job, or leave for other reasons, before the end of the contract period.

Salary and Benefits:

- ✚ Base salary
- ✚ Retirement/deferred compensation.
- ✚ Health, disability, life insurance.
- ✚ Vacation, holidays, sick leave, military, and any other leave.

Special benefits:

- ✚ Will the municipality cover moving expenses? If so, must some or all of the expenses be repaid if the manager fails to fulfill the term of the contract?
- ✚ Will the municipality provide automobile, housing, or other benefits?
- ✚ Will funding be provided to pay for training, conferences, membership fees, dues, publication subscriptions, etc?

Performance Evaluation of the Manager:

- ✚ Will there be a formal evaluation? If so, what time frame and specify process.

APPENDIX L

Arizona City Timeline Example

Town Manager Recruitment-2012
Town of Florence
Ad Placements and Timeline

Advertisements placed in or on:

League of Arizona Cities and Towns Website (no deadline, no charge)
ICMA Newsletter (deadline: June 28/July 12, issue: July 4/18) (\$250-\$500)
Job Opportunities Bulletin Website (ICMA) (July 5 deadline for July 11, \$250.00 for 30 days)
Jobs Available (Display Ad 2-3 inches, \$192.50 for two weeks)

Other Newspaper(s) or Websites:

Govtjobs (\$125—60 days)
Local/Regional Newspaper – Florence

Estimated Schedule

The approximate total time required to perform the following steps: 20-24 weeks

Develop Manager Profile & Place Advertisements (2 weeks)	March 23, 2012
Application closing date (6 week placement)	May 4, 2012
Application acknowledgements	Ongoing until closing date
Applicant screening; recommendations To Town Council (2 weeks)	May 18, 2012
Town Council reviews applicants; Identifies candidates for reference checks (2 weeks)	June 1, 2012
Regret letters sent to candidates no longer under consideration	Ongoing throughout
Education & Reference checks complete; Packets prepared and mailed to Council (2 weeks)	June 15, 2012

Town Council selects candidates; Arranges for interviews (1 week)	June 22, 2012
Town Council interviews candidates (1 week)	June 29, 2012
Selection of new Town Manager (2 weeks)	July 13, 2012
Town Manager Arrives (5 weeks)	August 20, 2012

APPENDIX M

Sample Press Release

(City/Town Letterhead)

Date:

Contact Information:

The city/town of _____, announces that John Smith of Excellent, Arizona has been selected as the new manager for Generic. Mr. Smith was selected from a field of 50 applicants for the position and among six finalists interviewed by the city following a national recruitment effort.

Mr. Smith brings to the city sixteen years of top-level administrative experience in the states of Nevada, New Mexico and Arizona. He was instrumental in seeing his last city through the construction of a new civic center, library and regional mall.

Mayor Laura Jones stated, "We are really looking forward to John's arrival. We have many projects for him to complete and we believe he will take our growing city to the next level."

Mr. Smith replaces, City Manager Adam Thompson, who retired at the end of last year. Mr. Smith will begin his duties August 1, 2018.

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Purpose and Background Information:

At the July 7, 2017 meeting, Council voted 4-3 in favor not to enter into the letter agreement with IPM. I voted in favor of the motion. After the meeting, several residents, including past council members approached me and asked me to reconsider my vote. They made many good points of why we should go with IPM services. Being a new Council Member, I deeply value others' thoughts, when I voted on July 7th, I was most concerned with cost. I am still concerned about cost, but I think it is most important to get someone with qualifications quickly on a temporary basis; we also need to focus on finding a permanent manager. I ask for Council reconsideration of the vote. I will give detailed reasons why we should reconsider.

July 6, 2017 Planning and Zoning

- ⊕ Public Hearing, Z-17-170089 Revision of Plat, LOT 55, BLUE HILLS FARM, Assessor's Parcel Number (APN) 402-03-204.

July 11, 2017 Work Session Council (2 pm)

- ⊕ April 1 to June 30 finance report/ FY 16-17 report
- ⊕ Public works quarterly report
- ⊕ NACOG Isabel Rollins on grants
- ⊕ Forming a Town Policy for taking on new roads (CAARF CM Hamilton)
- ⊕ Action item- Potential selection of a recruitment firm for TM recruitment
- ⊕ Action item - Flood control IGA (attorney review done, doc in July 18 meeting packet)
- ⊕

July 18, 2017 Regular Council

- ⊕ Public Hearing, Z-17-170089 Revision of Plat, LOT 55, BLUE HILLS FARM, Assessor's Parcel Number (APN) 402-03-204.
- ⊕ Building permit report (Jan. 1 to June 30, 2016) (~~internal note~~ – Steven report on the proposed gas station)
- ⊕ Final budget adoption - resolution
- ⊕ Private road maintenance (Susan Goodwin memo to council dated 5-17)
- ⊕ Direct staff to recommend a priority list containing up to 3 roads for the purpose of creating an emergency access looping system in the Blue Hills area [CM Wendt CAARF rec'd 5/30/17 and 6 /2017]
- ⊕ Council ratification of the VOTY choice (check with Mayor whether presentation at the council meeting)
- ⊕ 60th Anniversary Year of the Modern Arizona Rangers Proclamation.
- ⊕

August 1, 2017 Regular Council

- ⊕ tbd AR – flexible hours (tentative)
- ⊕ AR cash handling policy/ **Administrative Regulation 17-01 revising AR 09-02 Accounts Receivable Cash Handling Policy.** (~~internal note~~ it's been done internally. Just delayed till here)
- ⊕ General Plan 10 year adoption/readoption
- ⊕ Split zoning solution report(P&Z to council) and council approval of the letter to property owners
- ⊕ Whether to allow handing out documents at a Council meetings. [CAARF submitted by CM Hamilton]
- ⊕ Change AR #10.07 Section 3 to read; All recruiting efforts **for a permanent position** shall

Items contained within are tentative in nature. Official meeting agendas are subject to changes without further notices and will be published according to the Open Meeting Law and other applicable codes and regulations.

be (see attachment) [CAARF submitted by CM Hamilton]

August 3, 2017 Planning and Zoning

- ⊗ Sign code 1st hearing (tentative)

August 8, 2017 Work Session Council (6.30pm)

- ⊗ 4.1 whether to have another work session + whether to cancel the 9/5 council meeting per the 12/20 meeting)
- ⊗ UA superfund research program report
- ⊗ Amendments to Animal related ordinances – mark-up copy of the current and research of other animal maintenance/care

August 15, 2017 Regular Council

- ⊗ EPA council report
- ⊗ code enforcement presentation
- ⊗ Sign code – council hearing (tentative)

September 5, 2017 Regular Council (consideration of cancelation per the 12/20/2016 mtg)

- ⊗ tbd

September 7, 2017 Planning and Zoning

- ⊗ tbd

September 12, 2017 Work Session Council (2 pm)

- ⊗ discussion of public body code of ethics; options for possible replacement of repealed code section chapter 35 (following the April 11 2017 study session)
- ⊗ Discuss what the Council wants to do about a future Town Hall [CAARF submitted by CM Hamilton)

September 19, 2017 Regular Council

- ⊗ Public safety quarterly report (judy, please confirm)
- ⊗ Firewise board report

October 3, 2017 Regular Council

- ⊗ Mayer Meals on Wheels 1 report (per accountability contract; 2nd one on April 4 2018)
- ⊗ 2017 Tax Credit Awareness Proclamation – Yavapai Big Brothers Big Sisters (Nancy Hamerly emailed JM 6/23/17 at 3:20)

October 5, 2017 Planning and Zoning (Steven absent)

- ⊗ tbd

October 10, 2017 Work Session Council (6.30pm)

- ⊗ July 1 to Sept. 30 finance report
- ⊗ Public works quarterly report

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October 17, 2017 Regular Council

- ⊗ DH HS 1st annual report (per accountability contract; second one on April 18 2018)

November 7, 2017 Regular Council

- ⊗ revisit the work session time (directed at the May 2 meeting for alternate study session)

November 9, 2017 Planning and Zoning

- ⊗ tbd

November 14, 2017 Work Session Council

- ⊗ university of Arizona superfund research program council report
- ⊗

November 21, 2017 Regular Council

- ⊗ tbd

December 5, 2017 Regular Council

- ⊗ Mayor activities report (according to ordinance 15-115; code section 30..031 (B) (12)
- ⊗ Public safety quarterly report (judy, please confirm)
- ⊗ Quarterly firewise activity report

December 7, 2017 Planning and Zoning

- ⊗ tbd

December 12, 2017 Work Session Council

- ⊗ code enforcement bi-annual report

December 19, 2017 Regular Council

- ⊗ Vice Mayor appointment.
- ⊗ Regional agency appointments
- ⊗ Aqua Fria Fest report (per accountability contract)

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