City of Troy

MEMORANDUM

TO: Members of the Troy City Council
FROM: Lori Grigg Bluhm, City Attorney
DATE: July 20, 2012
SUBJECT: City Manager Search

Based on the Study Session discussion at the July 9, 2012 City Council Meeting, revisions were made to the draft City Manager Position Profile. These changes were immediately incorporated and the Position Profile, which is attached, has already been posted. A ratification resolution is proposed for your consideration.

City Council also discussed the placement of classified advertisements at the July 9, 2012 Study Session. Based on a referral from Councilman Henderson, our search consultant has obtained the quote of $29.90 per line (maximum 20 figures per line) from the weekly publication and on line publication of *Military Times (Army Times, Air Force Times, Navy Times and Marine Corps Times).* Based on the current advertisement, it would cost approximately $500 for one week (approximately 17 lines of 20 characters each), but the ad could be pared down to reduce costs. Crains Detroit Business was also suggested for advertising. Crains charges a minimum of $90 for four lines (maximum 42 characters per line), and an additional $22.50 per line. Based on the deadlines for classified advertising and the closing date for applications, the ads could only be in a maximum of two weekly publications.

Our search consultant recommends the following schedule for the City Manager Search, which is designed to meet the 120 day time frame, as set forth in the City Charter:

- Friday, August 10, 2012- Deadline for receiving applications
- Wednesday, August 15 or Thursday, August 16- Closed session to determine finalists
- Tuesday, August 28- Finalist candidates appear at Town Hall or public reception
- Wednesday, August 29 and Thursday, August 30- Interviews
- Thursday, August 30- Deliberation after interviews and selection of City Manager
- Friday, September 14- Desired start date for new City Manager

Proposed resolutions calling meetings for these dates are proposed for your consideration.

Also enclosed please find a proposal from the Metiss Group. At the July 9, 2012 Study Session, City Council discussed the advantages of having some or all of these services provided to supplement the Mercer Group search process.

City of Troy, Michigan

Profile for the Position of

CITY MANAGER

Resumes will be accepted until August 10, 2012.

Submit resumes to:
Phillip G. Robertson
The Mercer Group, Inc.
3443 Highway 39 North
Louisburg, North Carolina 27549
Electronic Submission Strongly Preferred: MercerNC@aol.com

Confidentiality must be explicitly requested if desired.

THE CITY OF TROY IS AN EQUAL OPPORTUNITY EMPLOYER

FOREWORD

This is an outstanding opportunity for professional city management with one of the most culturally diverse and innovative cities in Michigan. The successful candidate will have the advantage of a highly professional team of department heads and a community culture of excellence. This is a position that reports to a Mayor and City Council with a sound Council-Manager form of government that has had five managers since 1970.

Troy is the largest city in Oakland County (pop. 80,980), 13th largest city in Michigan, and the third largest city in the State based on total property value. The City has an outstanding location in the heart of Oakland County, offering quick highway access to I-75, I-696 and M-59. Troy is only 20 minutes from Detroit, 45 minutes from either Detroit's Metropolitan Airport (DTW) or Flint's Bishop International Airport (FNT), and less than 30 minutes from the Oakland County International Airport (OCIA).

Troy is a highly educated community with 57% of its population obtaining a bachelor's degree or higher. The City prides itself on its diversity in its homes and businesses; 83 different languages are spoken in Troy homes and 6,000 businesses within the City employ more than 125,000 people.

Troy is the safest city in Michigan of all cities with populations of over 75,000, also ranking 19th safest in the U.S.

The Troy School District is one of the highest ranked districts in the State and the Country. It is one of only four school districts in Metro Detroit to receive an A+ rating from the Detroit News. The entire Troy School District has achieved North Central Accreditation. Thirteen universities and technical schools have campuses in Troy.

Troy residents and businesses have access to two highly regarded medical centers within the municipal boundaries. Troy Beaumont Hospital's 394-bed community hospital has full in-patient and out-patient services. Henry Ford Health Medical Center offers services such as dermatology, family practice, neurology, eye care, pediatrics, and internal medicine.

This recruitment profile outlines the experience, education, skills, abilities and personal characteristics identified as ideal for the successful candidate for City Manager in the City of Troy. The profile was prepared following interviews with City Council, community members and staff members.

Information regarding the City's demographics, economic profile, facilities and location has been

included to provide potential candidates with an understanding of the community. Also, information about the City government, the service it provides, the employees and the governmental structure is presented. Major issues facing this new position are also listed. Much more information is available on the City's web site at www.troymi.gov .

This Profile will be used as a guide in the recruitment process, providing specific criteria by which applications will be screened and individuals selected for final interview and consideration for appointment.

All inquiries relating to the recruitment and selection process for the City Manager position are to be directed to the attention of the consultant working with the City of Troy as listed on the cover of this Profile.

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I. ABOUT TROY

Troy is a leading city in Oakland County, located in Southeast Michigan, within 20 miles of Detroit and Windsor, Ontario, and less than a day's drive from Grand Rapids, Cleveland, Chicago, Pittsburgh and Toronto. It is a residential and business community located strategically astride I-75, north of Detroit with access to the key national routes of I-96 and I-94. Troy covers 34.3 square miles.

In 2005, Troy celebrated the 50th anniversary of its incorporation as a City. Formerly Troy Township, this community had grown from a rural residential area somewhat removed from industrial Detroit and Pontiac. Long before the automotive industry developed in surrounding communities, enterprising professionals and business people discovered the inherent potential in what was to become the City of Troy.

Since its incorporation, Troy has guided its growth with a Master Land Use Plan with components including parks and a thoroughfare plan. A key element of growth planning was a balanced land use to support balanced property taxes for City services and excellent schools, relying proportionately on residential and commercial properties. Troy emphasized quality long before it was fashionable, resulting in attractive developments that house many national and international headquarters. Fueled by necessity and inspired by a changing population, economy and region, the City of Troy determined that the development of a new Troy Master Plan was critical to help the community cope with the realities of the 21st century in Michigan. The Master Plan is the official policy guide for the resolution of community development issues, and is relied upon to illustrate the desires of the City with regard to future growth and development. Given that the previous Master Plan was originally adopted in 1965, with approximately 20 updates since that time, a large measure of effort became necessary to develop a new, original Master Plan designed around the modern City of Troy. The new Master Plan was adopted in 2008.

Quality of Life

In 2008, Troy was named CNN Money Magazine's #1 Best City to Live in the State and #22 Best in the Nation. According to Morgan Quinto Press, it is the Safest City in Michigan of cities with over 75,000 persons. The City ranked as the 19th safest in the nation.

The Troy School District is one of the highest ranked districts in the State and the Country. It is one of only four school districts in Metro Detroit to receive an A+ rating from the Detroit News. The following schools were named among the top four percent of all U.S. high schools by Newsweek: Troy Athens, Troy High and the east campus of the International Academy. The entire Troy School District has achieved North Central Accreditation.

Troy has an outstanding park system with twenty parks and other recreational facilities comprised of more than 900 acres. Troy was named a Tree City for the 21st year by the Arbor Day Foundation to honor its commitment to community forestry.

Troy is serviced by the SMART regional public transportation system. For employees and residents that do not have access to a personal automobile or choose not to drive, SMART provides regional access to more than 75,000 businesses and 1.3 million jobs.

An Efficient Government

With a 2012 millage rate of 10.48, Troy has one of the lowest tax rates in Oakland County. Troy's building and development processes are fast, fair and predictable. SAFEbuilt, Inc., Troy's building services provider, has been given a 98% satisfaction rating by customers seeking building permits, inspections and assistance. Troy adopted a new, state-of-the-art form based zoning ordinance in April of 2011. The new ordinance is user-friendly, flexible and helps to create an environment for investment in the City. It is available on Troy's website (www.troymi.gov.)

For the 14th consecutive year, the City of Troy received the Certificate of Achievement Award for Excellence in Financial Reporting from the Government Finance Officers Association for the Comprehensive Annual Financial Report. Troy has also been recognized by GFOA for 12 straight years for its Financial Summary.

A Strong Business Community

Troy is Michigan's premiere address for business, retail and commerce, and is a prime location for new and expanding businesses. Troy is home to 7 million square feet of retail space, 21 million square feet of office and engineering space, and 16 million square feet of manufacturing space. Troy's 6,000 flourishing businesses, including some of the most advanced technology companies in the world, employ 125,000 people. Troy's business environment is progressive and diverse with a mix of major corporations and small local businesses. Located in the heart of Automation Alley, southeast Michigan's world-renowned technology cluster, Troy is at the center of global automotive technology and manufacturing and a major contributor to Michigan's ranking as one of the largest high-tech workforce employers in the Country.

Troy is home to several corporate and regional headquarters including Altair Engineering, AxelTech, Bank of America, Behr America, Delphi, Flagstar Bank, Huntington Bank, Kelly Services, Kostal North America, Magna International, Macy's, Meritor, PNC Bank, and Valeo. Troy is home to the Automation Alley headquarters, Michigan's largest technology business association driving growth in Southeast Michigan's economy.

Troy is Michigan's top location for Automotive Research and Development facilities. According to the Michigan Economic Development Corporation, Troy is home to 41 of the State's 330 automotive R&D facilities. For four straight years, Troy received top e-Cities rankings from the University of Michigan-Dearborn, based on its attraction and retention of entrepreneurial companies.

A Diverse Community

Over 83 languages are spoken in homes in this diverse, multi-cultural community. Troy is a city of unique neighborhoods and businesses that reflect this multi-culturalism. The community has more than 70 houses of worship and a large number of active community and non-profit organizations.

Shopping & Entertainment

Troy is known widely for its extraordinary shopping, dining and entertainment centers. Along the "Golden Corridor" of Big Beaver Road, the Somerset Collection includes 180 retail stores of the most sophisticated and modern merchandising in the Country. One of this Country's premier upscale shopping destinations, the 1.44 million square foot mall features over 180 stores and restaurants including anchors Saks Fifth Avenue, Nordstrom, Neiman Marcus and Macy's.

Families also enjoy the convenient shopping and dining available in many neighborhood centers, other major arterial commercial malls, and in the renovated Oakland Mall.

Family Recreation

Residents and visitors take full advantage of Troy's extensive park system that encompasses more than 900 acres, and includes five major parks, nine neighborhood parks, two golf courses, a skate park, a historic village and a nature center. There is a mixture of open space, woodlands, rivers, lakes and recreational and athletic facilities. Activities, travel, fitness and life-long learning opportunities are available through the Recreation Department, including an active senior citizens program. The state-of-the-art Troy Community Center features areas for fitness, indoor aquatics, cardiovascular and weight equipment, gyms, banquet and meeting rooms, pre-school, teen room and senior center. The Lloyd A. Stage Nature Center offers educational programs and two miles of nature trails, with 100 acres of wildlife sanctuary, a farm and an interpretive center. The Troy Historic Village Green features ten historic buildings and a charming village green. In the Civic Center Complex, the Troy Family Aquatic Center includes a pool with zero-depth entrance and lap lanes, water slides, kids spray pools, sand volleyball court and other aquatic facilities. The Troy Racquet Club is an excellent public-private partnership offering indoor and outdoor tennis courts and lessons. The Troy Sports Center is a premier (privately owned) hockey facility, with four ice arenas.

There are many recreational offerings for Troy residents in Oakland County as well: 89,000 acres of park for year round outdoor recreation, three downhill ski sites, about 1,468 lakes and the headwaters of five major rivers: the Clinton, Huron, Rouge, Shiawassee and Flint rivers. There are also 26 private and 60 public golf courses (including Troy's publicly owned Sylvan Glen and Sanctuary Lake courses, which are managed by Billy Casper Golf).

Healthcare & Safety

Troy residents and businesses have access to two highly regarded medical centers within the municipal boundaries.

Beaumont Health System is a three-hospital, 1,744-bed regional health care provider that includes Troy Beaumont's 394-bed hospital. With locations in Oakland, Macomb, and Wayne counties, the system employs more than 14,000 (full-time-equivalent) and 3,700 physicians. All three hospitals were recently listed in the top ten Detroit metro area hospitals by *U.S. News & World Report.*

Henry Ford Health System also provides world-class health care services throughout the Detroit metropolitan area. With more than 23,000 employees – including 9,400 nurses and 4,000 allied health professionals, Henry Ford Health System is considered one of the nation's leading health care providers. The health system's six member hospitals offer an array of acute, primary, tertiary and preventive care with 1,200 physicians and researchers in 40 specialties. The Henry Ford Medical Center in Troy provides clinical services in most major specialties, and offers services such as dermatology, family practice, neurology, eye care, pediatrics, and internal medicine.

The University of Michigan Hospital is nearby in Ann Arbor, providing world-renowned research, diagnosis and treatment. ..Wayne State University medical school hospitals are also highly ranked for patient care and specialty areas of treatment.

Emergency medical response is provided to citizens by a private contractor on a fee basis, with paramedic first responders and advanced life support ambulance service. For fire and life safety, the Troy Fire Department is a highly rated, cost-effective service of excellent national repute. The Troy Fire Department is unique in that it relies on volunteer firefighters. While volunteer fire service is a long-standing tradition in many areas, it is not typical for large communities like Troy. Troy's Fire Department is nationally recognized as a model for large-scale volunteer fire departments and provides top-rated, cost-effective fire protection service to Troy citizens, businesses and property.

The Troy Police Department has a proud history of providing effective and efficient law-enforcement service through a culture of partnership between the police department and the Troy

community. Ranked as the Safest City in Michigan with a population over 75,000, the men and women of the Troy Police Department are dedicated to carrying out this tradition long into the future and ensuring the community remains one that is sought out for its high quality of life.

Education

Troy hosts seven public school districts, with the largest enrollment in the Troy School District: http://www.troy.k12.mi.us/ www.troy.k12.mi.us . The Troy School District is continually honored at the state and national level for its excellence in education, and is one of the highest ranked districts in the state and the country. It is one of only four school districts in Metro Detroit to receive an A+ rating from the Detroit News. The following Troy schools were named among the top four percent of all U.S. high schools by Newsweek: Athens High, Troy High and the east campus of the International Academy. The entire Troy School District has achieved North Central Accreditation.

Thirteen universities and technical schools have campuses in Troy. Residents have local access to satellite locations of Oakland University, Northwood University, the University of Phoenix, Central Michigan University, Michigan State University, Spring Arbor University, Baker College, Walsh College (main campus) and Oakland Community College. These institutions provide undergraduate, graduate, research and continuing professional education to residents of Troy and throughout Southeast Michigan.

Michigan! Great Lakes, Great Times!

Troy residents can also take full advantage of the high quality of life throughout Michigan. The full cultural and urban sophistication of Southeast Michigan, Ontario, Canada and the historic and recreational delights of northern and mid-Michigan are conveniently accessible from I-75. The Detroit Institute of Arts and the Detroit Symphony are world-class institutions. The State Capital in Lansing provides important public facilities and agencies, including the State of Michigan Library and Historical Museum and Michigan State University. Ann Arbor offers many cultural attractions as well as the University of Michigan and its important medical research and hospital complex. Professional athletic teams (Red Wings, Lions, Tigers and Pistons) and NCAA champions are within a short drive from Troy. Michigan residents enjoy an active quality of life all year round.

Much more information about Troy may be obtained by visiting the Troy Chamber of Commerce and the Oakland County websites at: www.troychamber.com and www.oakgov.com .

II. ABOUT THE CITY GOVERNMENT

The Mission, Vision and Goals of the City of Troy are expressed as follows:

Mission
Provide public service to people in a friendly, professional manner so they appreciate the experience and can expect to be served that way again.

Vision
To honor the legacy of the past and build a strong, vibrant future and be an attractive place to live, work, and grow a business.

Goals

Provide a safe, clean, and livable city
Practice good stewardship of infrastructure
Maintain high quality professional community oriented police and fire protection
Conserve resources in an environmentally responsible manner
Encourage development toward a walkable, livable community

Provide effective and efficient local government
Demonstrate excellence in community services
Maintain fiscally sustainable government
Attract and support a committed and innovative workforce
Develop and maintain efficiencies with internal and external partners
Conduct city business and engage in public policy formation in a clear and transparent manner

Build a sense of community
Communicate internally and externally in a timely and accurate manner
Develop platforms for transparent, deliberative and meaningful community conversations
Involve all stakeholders in communication and engagement activities
Encourage volunteerism and new methods for community involvement
Implement the connectedness of community outlines in the Master Plan 2008

Attract and retain business investment
Clearly articulate an economic development plan
Create an inclusive, entrepreneurial culture internally and externally
Clarify, reduce and streamline investment hurdles
Consistently enhance the synergy between existing businesses and growing economic sectors
Market the advantages of living and working in Troy through partnerships

Government and Organizational Structure

The City of Troy Home Rule Charter provides for the Council/Manager form of government. The Home Rule Charter was first adopted in 1955. The elective officers of the City are the six members of Council and the Mayor, all nominated and elected from the City at large on a non-partisan basis for overlapping 4-year staggered terms. Councilmembers are limited to three terms. The Mayor is limited to two terms. The next election for City Council will be in November 2013.

The Mayor is the executive head of the City and performs such other duties consistent with the office as may be imposed by the Charter and by ordinances or resolutions. The Mayor may vote in all matters coming before the Council and has no veto power. The City Council chooses from its members a Mayor Pro Tem, who performs all the duties of the Mayor in the absence of the Mayor.

The City Council appoints the City Manager and City Attorney. With the consent of City Council, the City Manager, as chief administrator, makes the appointment of other professional department heads who serve at the will of the City Manager.

III. ISSUES FACING THIS POSITION

The issues identified below are not listed in order of priority or importance but are intended to provide an overview of issues and challenges which will need to be addressed by the new City Manager.

Decreasing Revenues

Traditionally, the City has tried to maintain a 50/50 split between residential and commercial tax revenues. In recent years, a high commercial vacancy rate has placed a greater percentage of tax revenues on the residential sector. Recent declines in the value of this residential property have further exacerbated revenue short falls. Further exacerbating the issue, there are state caps on the City's ability to increase the taxable value of residential property, even if the appraised value increases quickly as the local economy turns around. This means that the return of residential tax revenues to previous levels will require numerous years. The new City Manager will be expected to develop a plan for long term maintainability of infrastructure and the establishment of a revenue stream which effectively deals with this complex and crucial issue.

Downtown Development Authority Financial Obligations

The City Manager's staff and City Attorney's staff provide professional and clerical support for the Downtown Development Authority. The Downtown Development Authority by-laws state: *That the Executive Director of the DDA may be the City Manager of the City of Troy or the Board may designate a qualified person as Executive Director to perform the duties of the office.* The previous City Manager was the Executive Director.

The Troy Downtown Development Authority is experiencing ongoing tax base erosion. Taxable values continue to fall, declining by about 8% in fiscal year 2012/13. Over the past four years the tax base has lost approximately one third of its value, while the tax increment dropped 87%. In recent years tax increments have fallen increasingly short of annual debt service costs, requiring use of operating reserves. The Downtown Development Authority projects that the debt service reserve fund will be extinguished by November 2013, absent voluntary intervention by the City of Troy. The City did not pledge its full faith and credit for the bonds, some of which are insured by bond insurance provided by National Public Finance Guarantee Corporation. The new City Manager will have to immediately address this pressing situation.

Divided Political Environment

There is currently a divided political environment among politically active groups within the community, as well as among the members of the City Council itself. The Mayor is facing a recall election in the fall. The new City Manager will be expected to effectively and apolitically bridge the gaps between ideologies and identify common ground while developing a trust in the City's government.

Employee Morale and Continued Productivity

During the past several years, the City's work force decreased by approximately one third. This has resulted in increased workloads, curtailment of some services, and a concern among the remaining employees regarding job security. The City Manager will be challenged to present clear and persuasive explanations to City Council and the public about the value of services received for taxes and fees paid, identifying, pricing, and attaching staff levels to core services.

Innovation and the Development of New Partnerships

The new City Manager will be expected to be innovative in the function of Troy's government while looking at ways to possibly use Michigan's structure of multiple local governmental units to emphasize and facilitate regional collaboration tailored to address key operational issues.

Successful Labor and Employee Relations

Michigan is historically a strong labor state and has some of the most sophisticated educators and practitioners in collective bargaining. The City has five (5) bargaining units, some of which are subject to binding arbitration provided in Michigan's Public Employment Relations Act.

City staff has become adept at interest-based bargaining, which has contributed to mature relationships with these bargaining units. Contract negotiations have reached successful, mutually beneficial agreements and have avoided the remote settlements of binding arbitration. At this time of changing outlook and resources, the City Manager must be attuned to interest-based bargaining and successful, mature relationships with the bargaining units and other non-represented employees.

The five bargaining units are the: American Federation of State, County and Municipal Employees (AFSCME); Michigan Association of Police (MAP); Troy Fire Staff Officers Association (TFSOA); Troy Command Officers Association (TCOA); and, Troy Police Officers Association (TPOA).

IV. THE POSITION

The Troy Charter provides for a City Manager who "shall be the chief administrative officer of the City. He or she shall be selected on the basis of fitness and ability alone. ...[and] during the tenure of his office, he or she shall reside within the City."

The Mayor "shall be the executive head of the City...shall have a voice and vote in all proceedings of the Council equal with that of members...but shall have no veto power. He or she shall be the presiding officer of the Council." In addition, the Mayor's duties are as conservator of the peace with authority during emergencies, and signatory to official instruments of the City.

The Charter provides for the separation of the policy board and the administrative service in this way: "Neither the Council nor any of its members or committees shall dictate the appointment of any person to office by the City Manager or in any way interfere with the City Manager or other city officer to prevent them from exercising their judgment in the appointment or employment of officers and employees in the administrative service. Except for the purpose of inquiry, the Council and its members shall deal with the administrative service solely through the City Manager, and neither the Council nor any member thereof shall give orders to any of the subordinates of the City Manager..."

Duties of the City Manager: The City Charter prescribes the following functions and duties:

1. To be responsible to the Council for the efficient administration of all administrative departments of the City government except the department under the direction of the city attorney.
2. To see that all laws and ordinances are enforced.
3. To appoint, with the consent of the Council, the heads of the several city departments whose appointment is not otherwise specified in the charter, and to discharge such department heads without the consent of the Council, and to direct and supervise such department heads.
4. To give to the property department or officials ample notice of the expiration or termination of any franchises, contracts or agreements.
5. To see that all terms and conditions imposed in favor of the City or its inhabitants in any public utility franchise, or in any contract, are faithfully kept and performed.
6. To recommend an annual budget to the Council and to administer the budget as finally adopted under policies formulated by the Council, and to keep the Council fully advised at all times as to the financial condition and needs of the City.
7. To recommend to the Council for adoption such measures as he or she may deem necessary or expedient; and to attend Council meetings with the right to take part in discussions but not

to vote.

8. To exercise and perform all administrative functions of the City that are not imposed by Charter or ordinance upon some other official.
9. To be responsible for the maintenance of a system of accounts of the City, which shall conform to any uniform system, required by law and by the Council and to generally accepted principles and procedures of governmental accounting.

10. To perform such other duties as may be prescribed by Charter or as may be required of him by ordinance or by direction of the Council.

Performance Planning: The new City Manager can anticipate the establishment of mutually agreed performance standards, describing expectations and measures, at the time of hiring. The Manager will be expected to establish a credible, supportive working relationship with City employees, City Council and members of the public. The City Manager can also expect to receive a thorough performance appraisal annually with constructive feedback and performance objectives.

Compensation: Salary is negotiable within a range that starts at $104,869; the salary offer may be higher, depending upon qualifications. The City provides competitive fringe benefits, including family health coverage including prescriptions and dental. All new full-time Troy city employees are members of a defined contribution 401 (a) plan with graduated vesting up to 100% after 5 years, administered by ICMA/RC.

Residency Preferred: Although state law purports to prohibit the City from requiring staff members to live within the City, the Troy Charter includes the expectation that the City Manager ~~to~~ become a City resident throughout his or her tenure.

Employment at Will: The City Manager serves at the pleasure of the City Council according to the terms of an employment agreement.

Interview Process: After screening and qualification by The Mercer Group, Inc., and approval by the City Council, the final candidates will be invited to Troy for introductions and an interview with Councilmembers. Intensive background investigations will be conducted, which may include visits to the home city of the final candidate(s) as part of the selection process. Candidates may be required to respond to other tests of fitness and merit or assessment of professional qualifications. Within the constraints of Michigan law, and if each candidate requests confidentiality, the resumes and all application materials of the final candidates will be kept confidential throughout the selection process until names of finalists are released by the City prior to scheduling interviews.

V. THE IDEAL CANDIDATE

The ideal candidate will have a graduate degree in public or business administration or a related field, plus seven years as a leader and executive in a similar municipality, private sector job, military position or an equivalent combination of education and experience, as set forth below.

Education and Professional Development

- Requires bachelor's degree in public or business administration, or closely related field. A master's degree in one of these fields is preferred.
- An equivalent combination of education and experience that prepares the candidate for the full responsibilities of managing a local government of this level of complexity.
- Demonstrated continuing professional development as evidenced by a professional development plan, active membership and training with professional government organizations and/or business professional organizations, or similar affiliations or continuing professional education.

Experience

- Seven years increasing responsibility as a high level administrator capable of managing the full services and programs of a municipality of similar size or scope to that of Troy.
- Working knowledge of: fund accounting and financial management; human resources management; business recruitment and retention practices; or governmental relations.
- Experience with the practice of long term, strategic planning of community opportunities, facilities, programs and financial condition. Familiar with managing change and diversity.
- A record of success in redevelopment, business recruitment and retention, and code enforcement in strengthening the employment and housing stock of communities.
- Experience working with state legislators and administrative agencies to maximize funding opportunities and protect the City's interests.
- Experience with budget planning and administration and with developing the schedules and financing methods for capital improvements.
- Familiarity with the most modern practices of management, providing direction, delegating authority, holding staff accountable to performance standards and encouraging teamwork.

- Experience with deliberate joint, cooperative planning with neighborhoods and community leaders.

- Experience with a mature collective bargaining relationship, preferably with knowledge of interest-based bargaining.

Working Style, Skills, Knowledge and Abilities

- Accustomed to a community role as leader and participant in community affairs. A person who establishes positive, welcome communications with the community.

- Accustomed to a management role as a leader and supporter of department heads and employees, with respect for individuals and the work they perform, and setting a style of open communications.

- A collaborative approach to working with a board of governance and citizen groups, while attending to the separate roles of policy and administration.

- A thorough approach to examining alternatives, and presenting well-documented recommendations to a board of governance, including explanation of alternatives, pros and cons. A person who is nevertheless decisive when necessary and appropriate.

- A relationship builder with staff members, board members community groups and other government agencies.

- Business acumen for establishing positive business and industry relations.

- An understanding of the motivation of employees and a recognition of talent and ability to give credit for accomplishments and contributions.

- An understanding of the importance of positive public relations, including developing constructive communications with the news media and the public.

- Familiarity with the modern management techniques of information technology, service improvement (including process improvement methods), and customer-orientation for the 21st Century.

Personal Characteristics

- A person of unquestionable integrity, ethics and judgment; one who can be trusted.

- An idea person who is comfortable with risk. A person who sets an example and an expectation of professionalism among the City department heads and staff.

- A person who is accustomed to working in an environment of ethnic and cultural diversity and who embraces such diversity.

- A leader with foresight to imagine and anticipate trends and opportunities. A person who can help to articulate to residents and City staff the values and the vision for Troy, and who can assume a civic leadership role in Oakland County and Southeast Michigan.

- Desire to be seen and active in community affairs, to join groups of his or her interest and to establish rapport with residents in all the city's neighborhoods. Talent for meeting the public and making public presentations.

- Desire to get to know this community, its history and diversity of culture.

- A person who understands the need to listen and learn before introducing changes into the organization or in the community. A person who is nevertheless comfortable with strong leadership, organizational change and development.

- Fair and consistent in managing City employees; decisive and prompt in resolving community issues.

- Skilled at written and oral presentation.

- An enthusiastic and authentic contributor to the community.

- Strong-willed and thick-skinned.

VII. POSITION ADVERTISEMENT

TROY, MICHIGAN
CITY MANAGER

This is an exceptional opportunity to manage one of the most successful, responsive, and culturally diverse cities in the United States. This prosperous, vibrant community, with a population over 81,000, a leading city in thriving Oakland County since 1955, seeks a City Manager to sustain the culture of professionalism and excellence. Troy values education (with nationally acclaimed schools and 13 colleges available), award-winning library, historic village and a well educated, civic-minded public. Troy has a balanced community of desirable neighborhoods, Fortune 500 and high tech quality businesses, regional banking, industrial property and world-class retail shopping. Recognized for its low crime rate and high quality of family life, with fine public facilities and recreation opportunities. Takes pride in its effective volunteer fire department with excellent fire loss and life safety record. City Manager appointed by seven-member City Council, including Mayor, under strong home rule Charter, Council/Manager government. Compensation very competitive, DOQ, with excellent benefits, 401 and 457 retirement. Total budget of $131.5M, and 319 FT employees. Prefer graduate degree in public or business administration or related field plus 7 years as leader and executive in similar municipality, private sector, military, or equivalent combination of education and experience. The ideal candidate will have an agile financial mind with a record of excellent skills in management, budgeting and revenue enhancement as well as cost-effective service delivery. A style of professionalism and team-building with expert, innovative staff. Excellent communications with Council, staff and public, both written and oral presentation. Ability to facilitate Council vision, priorities and align City work program for measurable performance. Experience with maturing and diverse communities, redevelopment and collaboration. Experienced with successful interest-based collective bargaining. See www.troymi.gov **Resume, cover letter and salary history to Phillip Robertson, The Mercer Group, Inc., 3443 Highway 39 North, Louisburg, N.C. 27549.** ***Electronic submission of application materials strongly preferred.*** MercerNC@aol.com ***Confidentiality must be explicitly requested if desired.*** **A detailed Position Profile is available at www.mercergroupinc.com. EOE**

Links that will provide additional detailed information about the City of Troy:

Economic Resource Guide:

http://www.troymi.gov/EconomicDevelopment/TroyEconResourceGuide2012.pdf

City of Troy quarterly newsletter

http://www.troymi.gov/TroyToday/

City Council Meetings Archive

http://www.troymi.gov/Council/Meetings/Archive.aspx

Troy's Economic Sustainability

http://www.troymi.gov/EconomicSustainability/

The Metiss Group®

Lori Grigg Bluhm

July 20, 2012

RE: The Metiss Group SelectAdvantage™ Services Proposal

Lori,

As we discussed, below is the proposed investment for our SelectAdvantage™ services.

1) Candidate review includes:
- Candidate TriMetrix assessment;
- Candidate Watson-Glaser Critical Thinking assessment;
- Candidate assessment summary;
- Investment - $490 per candidate

2) Selection Team Coaching, including:
- Candidate reference checks;
- Hiring Manager report;
- Hiring Manager(s) candidate findings meeting;
- Follow-up interviews;
- Investment - $125 per hour

Terms:
- Payable in full upon receipt of invoice

We look forward to helping you and the City of Troy in selecting the next city Manager.

Sincerely,

Nancy Odil
Vice President, Client Services