

From: Flo Miller

Sent: Tuesday, March 06, 2018 4:58 PM

To: Pam Hemminger <pheeminger@townofchapelhill.org>; Allen Buansi <abuansi@townofchapelhill.org>; Donna Bell <dbell@townofchapelhill.org>; Hongbin Gu <hgu@townofchapelhill.org>; Jess Anderson <janderson@townofchapelhill.org>; Karen Stegman <kstegman@townofchapelhill.org>; Michael Parker <mparker@townofchapelhill.org>; Nancy Oates <noates@townofchapelhill.org>; Rachel Schaevitz <rschaevitz@townofchapelhill.org>

Cc: Stephen Straus (skstraus@developmentalassociates.com) <skstraus@developmentalassociates.com>; Heather Lee <hlee@developmentalassociates.com>; Flo Miller <fmiller@townofchapelhill.org>

Subject: FW: Proposed job ads

Mayor and Council,

Steve Straus asked me to send the attached information on the draft job ads for your review and discussion at the Council meeting on tomorrow night.

Thanks,

Flo

From: Stephen Straus [<mailto:skstraus@developmentalassociates.com>]

Sent: Tuesday, March 06, 2018 3:37 PM

To: Flo Miller <fmiller@townofchapelhill.org>; Heather Lee <hlee@developmentalassociates.com>

Subject: Proposed job ads

Hi Flo,

Heather Lee will facilitate the discussion with the Council about the job ads. Please share the following information about those ads with the Council:

- These are in draft form
- We are providing both a short and a long ad. Once it is finalized, we will incorporate some attractive pictures of the Town in the long ad.
- The long ad has a number of phrases outlined in yellow. These reflect comments and themes either from public emails/surveys or from public input sessions held this week.
- We have not recommended a minimum salary or salary range. Heather will facilitate that discussion with the Council.
- According to our schedule, we will post these ads on Friday, March 9.

Steve

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Stephen K. Straus, Ph.D.

Developmental Associates, LLC

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SHORT VERSION OF POSITION POSTING TEXT FOR TOWN MANAGER, TOWN OF CHAPEL HILL

Position Opening: The Town of Chapel Hill, NC seeks a passionate, equity and social justice-oriented leader for their next **Town Manager**. With the ability to lead talented and competent staff and work effectively within the Council-Manager form of government, the successful manager has a track record of partnering and collaborating with staff, managing growth effectively and consistently with town values, working with a diverse community, regional partners, and the Council to carry out the strategic priorities of the community. The position is open due to retirement of their long-time manager. **About the Organization:** Our organization's RESPECT values (Responsibility, Equity, Safety, Professionalism, Ethics, Communication and Teamwork) are the basis for our choices. They are reflected in our behavior and decisions every day. They are our compass as we accomplish our mission and objectives. Due to a solid employment base in and around Chapel Hill and careful management of resources, the Town of Chapel Hill has bond ratings of AAA and consistently wins awards for its annual budget and financial report. Chapel Hill's strategic focus for the future is guided by the community vision established in the [Chapel Hill 2020 Comprehensive Plan](#) and is incorporated into the organization's [departmental business plans](#). More information about the [Town](#), its mission and core values of RESPECT can be found [here](#) (or copy <http://www.townofchapelhill.org/town-hall/departments-services/human-resource-development/mission-and-values> into your browser). **About the Position:** The Town Manager, along with a Deputy Town Manager, Assistant Town Manager, and four Executive Directors in the areas of Housing and Community, Planning and Sustainability, Public Safety, and Technology, lead more than 700 employees across 13 departments. A [Town Budget](#) of more than \$107 million provides a wide range of services including a fare-free transit system, public library and public housing. The Town Manager reports to a Mayor and eight at-large Council members. implementation of Chapel Hill 2020, superior financial management, managing capital projects – including aging infrastructure - and debt service, advocating and planning for affordable housing, and supporting economic development opportunities, are high priorities of the Town Manager's role. The ability to effectively listen to all constituents, balance competing interests and find effective solutions to challenges are fundamental skills applicants must possess. Staff development and building a culture of collaborative innovation and consensus building has been a focal area over several years. Thus, a strategic thinker who is not merely consultative but truly collaborative in approach will be needed to sustain this highly valued culture. **Minimum Qualifications:** The successful candidate will have a minimum of 15 years increasingly responsible professional experience in municipal management with at least five years at a department head level role or above (assistant manager or manager preferred). Minimum of bachelor's degree is required with an MPA or MBA strongly preferred. Must have proven track record in leading with an equity and social justice philosophy, transparent public communication, effective intergovernmental relations, personal community engagement, leading cohesive and collaborative change, visionary leadership, and being adept

at leading and implementing strategic planning to meet community goals. Work experience in a University community is desirable. **Salary and Benefits:** Minimum starting salary will be \$_____. Council is offering a competitive salary that will be negotiable based on experience and qualifications. Information about Town offered benefits can be found by clicking [here](#) (or by copying and pasting: <http://www.townofchapelhill.org/town-hall/departments-services/human-resource-development/employee-benefits>) **To review the full posting and to apply**, please go to <http://www.developmentalassociates.com>, click on the “Client Openings” tab, “View Client Openings and then the **Town Manager – Chapel Hill** link. All applications must be submitted online, it is not sufficient to send only a resume. Application review begins April 6, 2018. Semi-finalists will participate in on-site assessments in Chapel Hill on May 31-June 1, 2018. All *inquiries* should be emailed to townofchapelhill@developmentalassociates.com. EOE. The recruitment and selection is being managed by Developmental Associates, LLC.

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POSITION POSTING TEXT FOR TOWN MANAGER, TOWN OF CHAPEL HILL

Position Opening: The Town of Chapel Hill, NC seeks a passionate, equity and social justice-oriented leader for their next **Town Manager**. With the ability to lead talented and competent staff and work effectively within the Council-Manager form of government, the successful manager has a track record of partnering and collaborating with staff, managing growth effectively and consistently with town values, working with a diverse community, regional partners, and the Council to carry out the strategic priorities of the community. The position is open due to retirement of their long-time manager.

About the Community: Chapel Hill, NC, is a multicultural university town, home to the nation's first public institution of higher learning. Our resident population of 59,000 lives in a 21.3 square-mile area that frequently appears in national "best place to live" listings and was recently recognized as [one of the best towns in the U.S.](#)

Chapel Hill is a recognized pioneer in education, research and innovation. This is a place where ideas are born. We're home to brilliant minds, award-winning restaurants, innovative businesses, outstanding public schools and a vibrant music and performing arts scene. Historic homes and modern condos coexist beautifully here, all connected by open spaces and free public transportation.

Located in central North Carolina, Chapel Hill is conveniently located within a few hours of the coast and the beautiful Blue Ridge Mountains. We are less than a 30-minute drive from Research Triangle Park and the RDU International Airport. Our major employers are the University of North Carolina at Chapel Hill and UNC Health Care. These institutions contribute significantly to an unemployment rate that consistently remains below state and national numbers. We're also home to an internationally recognized business accelerator program, a collaborative venture among the Town, University and County.

We are a diverse community with almost 17% of our residents being foreign born. Demographically, the racial composition of the town in the 2010 census was 73% white, 12% Asian, and 10% black. About 6.4% of the population was Hispanic or Latino of any race. Chapel Hill has a relatively young population with a median age of 25.7 years old. We are also North Carolina's best-educated municipality, with 73% of adults possessing a bachelor's degree or higher.

Chapel Hill offers a small-town culture with metropolitan amenities. Our community is home to a vibrant arts scene, including many museums, galleries, festivals and athletic events. While

we're passionate about our Tar Heels and Carolina Blue, we're also green in terms of sustainability and community character. Our community enjoys pedestrian friendly neighborhoods, greenways and trails, and more than 700 acres of parks and open space.

About the Organization: Our organization's RESPECT values (Responsibility, Equity, Safety, Professionalism, Ethics, Communication and Teamwork) are the basis for our choices. They are reflected in our behavior and decisions every day. They are our compass as we accomplish our mission and objectives. As a result, residents have consistently rated Chapel Hill as "high-performing" in [biennial community surveys](#). Due to a solid employment base in and around Chapel Hill and careful management of resources, the Town of Chapel Hill has bond ratings of AAA and consistently wins awards for its annual budget and financial report.

Chapel Hill's strategic focus for the future is guided by the community vision established in the [Chapel Hill 2020 Comprehensive Plan](#) and is incorporated into the organization's [departmental business plans](#).

The Town prides itself on community engagement and offers multiple ways for the community to become involved and stay informed from 19 Advisory Boards and Commissions, to state of the art communication tools such as an open data web platform, and social media, to community surveys.

More information about the [Town](#), its mission and core values of RESPECT can be found [here](#) (or copy <http://www.townofchapelhill.org/town-hall/departments-services/human-resource-development/mission-and-values> into your browser).

About the Position: The Town Manager, along with a Deputy Town Manager, Assistant Town Manager, and four Executive Directors in the areas of Housing and Community, Planning and Sustainability, Public Safety, and Technology, lead more than 700 employees across 13 departments. A [Town Budget](#) of more than \$107 million provides a wide range of services including a fare-free transit system, public library and public housing. The Town Manager reports to a Mayor and eight at-large Council members.

High priorities of the next Town Manager will include: [implementation of Chapel Hill 2020](#), [superior financial management](#), [managing capital projects – including aging infrastructure - and debt service](#), [advocating and planning for affordable housing](#), and [supporting economic development opportunities](#). The ability to effectively listen to all constituents, balance competing interests and find effective solutions to challenges are fundamental skills applicants must possess. Staff development and building a culture of collaborative innovation and consensus building has been a focal area over several years. Thus, a strategic thinker who is not merely consultative but truly collaborative in approach will be needed to sustain this highly valued culture.

Minimum Qualifications: The successful candidate will have a minimum of 10 years increasingly responsible professional experience in [municipal management](#) with at least five years at a department head level role or above (assistant manager or manager preferred). Minimum of bachelor's degree is required with an MPA or MBA strongly preferred. Must have proven track record in leading with an [equity and social justice philosophy, transparent](#) public

communication, effective intergovernmental relations, **personal community engagement, leading cohesive and collaborative change**, visionary leadership, and being adept at leading and implementing strategic planning to meet community goals. **Work experience in a University community is desirable. ICMA credentials** or the ability to rapidly obtain those credentials is preferred.

The Successful Candidate is:

- an **ethical leader** who sets an example for all by being **transparent** and highly competent
- skilled at diplomatically engaging with a **diversity of stakeholders** such as **community members of varying economic status**, community groups, Town Council members, employees, University leaders and business leaders, regional, state and federal authorities in order to leverage Town opportunities and mitigate challenges;
- a **data-driven** decision maker who seeks information from multiple sources, tracks outcomes, and uses data as well as stakeholder input to reach conclusions;
- committed to the value of public accessibility and is visible and engaged with residents and visitors alike through community involvement;
- **able to effectively recruit, retain, manage, develop and engage talented staff** to deliver excellent customer service to both internal and external customers;
- communicates excellently both verbally and in writing and possesses well-developed interpersonal skills and abilities;
- an advocate for continuing education for staff and self to ensure effective training, development and succession planning;
- **committed to open and transparent government by proactively seeking opportunities to communicate in multiple forums, encouraging community input, incorporating that input into decision-making, informing the public about those decisions and proactively responding to the media when appropriate;**
- **is knowledgeable about and is an experienced innovator for affordable housing solutions, green environmental approaches, applying technology, community and social justice-focused public safety, comprehensive land use planning, and strategic partnerships;**
- **a confident and trusting leader who allows department heads to exercise their expertise without undue oversight, but remains accountable for results;**
- strategic and innovative in identifying economic development opportunities consistent with the values of the Town;
- **supportive of innovative redevelopment initiatives while also understanding the impact redevelopment has on at-risk communities and the tax base;**
- **an assertive consensus builder in working with an engaged Council and staff to carry out Town initiatives;**
- adept at constructively advising and providing guidance, such as offering a range of options, to the Town Council;
- **a creative thinker in assessing ways to increase revenue, such as enhancing the business-residential tax base;**
- **effectively manages expenses, identifies cost-savings, while delivering outstanding service;**
- **experienced in developing, analyzing, and managing annual general and capital budgets;**

- resilient in the face of challenges and seeks creative solutions to problems;
- values accountability and holds high expectations of self and others while also being an effective and respected leader; and
- effectively networks, and when appropriate, partners, with peers in neighboring communities and in municipalities throughout the state.

Salary and Benefits: Minimum starting salary will be \$_____. Council is offering a competitive salary that will be negotiable based on experience and qualifications. Information about Town offered benefits can be found by clicking [here](#) (or by copying and pasting: <http://www.townofchapelhill.org/town-hall/departments-services/human-resource-development/employee-benefits>)

To apply, please go to <http://www.developmentalassociates.com>, click on the “Client Openings” tab, “View Client Openings and then the **Town Manager – Chapel Hill** link. All applications must be submitted online, it is not sufficient to send only a resume. Application review begins April 6, 2018. Semi-finalists will participate in on-site assessments in Chapel Hill on May 31-June 1, 2018. All *inquiries* should be emailed to townofchapelhill@developmentalassociates.com. EOE.

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