

RESOLUTION 21-13

CITY ADMINISTRATOR SEARCH ASSISTANCE

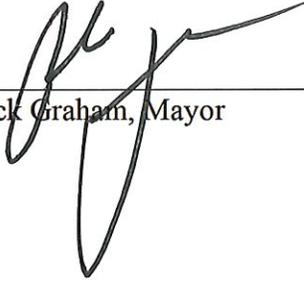
WHEREAS, the City of Spring Hill and Board of Mayor and Aldermen will have a vacancy in the position of City Administrator beginning January 19, 2021; and,

WHEREAS, the Board of Mayor and Aldermen have appointed an Interim City Administrator to serve in such capacity until such time as the position of the permanent City Administrator has been filled by the City; and

WHEREAS, the City of Spring Hill and Board of Mayor and Aldermen desire support and assistance from the Municipal Technical Advisory Service (MTAS) for the identification and recruitment of a new City Administrator.

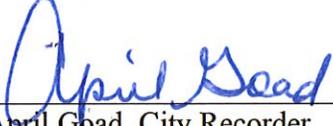
NOW, THEREFORE BE IT RESOLVED, that the Spring Hill Board of Mayor and Aldermen hereby authorize the Mayor, Interim City Administrator, Human Resource Director and City Attorney to sign and effectuate any and all documents necessary to engage assistance from MTAS in the recruitment, identification, and selection of a new City Administrator.

Passed and adopted this 4th day of January, 2021.



Rick Graham, Mayor

ATTEST:



April Goad, City Recorder

LEGAL FORM APPROVED:



Patrick Carter, City Attorney

**A PROPOSAL FOR ASSISTANCE IN THE RECRUITMENT AND
SELECTION FOR THE CITY OF SPRING HILL
CITY ADMINISTRATOR**

**THE UNIVERSITY OF TENNESSEE
MUNICIPAL TECHNICAL ADVISORY SERVICE (MTAS)
JANUARY 5, 2021**

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Introduction

The University of Tennessee's Municipal Technical Advisory Service (MTAS) was created by the Tennessee General Assembly in 1949 to provide advice, assistance, and research to Tennessee cities. MTAS has a staff of approximately 50 people in various locations throughout the State. The agency provides technical assistance through management consultants with extensive backgrounds in city management and consulting services, as well as specialists in human resources, finance, engineering, public works, training, information technology, public safety, codification, and legal services.

MTAS has provided recruitment and selection assistance to a number of cities of various sizes in the state. Among them are:

Tennessee Cities	Population	Position(s)
1. Clarksville	103,455	HR Director
2. Hendersonville	51,372	Various Department Head level positions
3. Brentwood	35262	City Manager, Chief of Police and Library Director
4. Columbia	34681	City Manager (x2), Police Chief and Fire Chief
5. Mt. Juliet	25234	City Manager and Chief of Police
6. Spring Hill	23462	City Administrator
7. Gallatin	23230	Police Chief and Fire Chief
8. Tullahoma	17994	City Administrator
9. Goodlettsville	15910	Public Works Director, Police Chief
10. Springfield	15530	City Manager, Police Chief
11. Portland	11480	Finance Director, HR Director, Police Chief
12. White House	9891	City Administrator
13. Oak Hill	4529	City Manager
14. Shelbyville	20335	City Manager
15. Dover	1417	City Administrator

Funding for MTAS is provided by a direct state appropriation and a fraction of the sales tax collected in Tennessee cities and remitted to the University of Tennessee to cover the cost of consultant services. The cost for MTAS consultants to assist the City of Spring Hill in recruiting and selecting a City Administrator has, therefore, been pre-paid, and there will be no additional cost to the city for MTAS' consulting services. While there will be no additional cost for consultant services, the City of Spring Hill will need to pay for the cost of advertisement, applicant travel expenses to and from interviews, and personality profiles, if necessary.

How MTAS Can Assist the City of Spring Hill?

The Municipal Technical Advisory Service delivers technical assistance services upon request. We can provide as much or as little assistance as the city would like in recruiting and hiring a new City Administrator. Previous requests have entailed the following:

1. Advertisement of Position

After writing a job announcement/advertisement, MTAS will offer suggestions on where to advertise. Previous suggestions have included placement with the International City/County Management Association (ICMA), in the Tennessee Town & City (a publication of the Tennessee Municipal League that is distributed to all Tennessee cities), the MTAS website, requesting other state's city management associations to post the job notices and using MTAS consultants to help recruit colleagues both current and past.

Almost all City Managers who would be qualified for this position on the basis of education and prior experience are familiar with job resources through Tennessee Town and City and the MTAS website. MTAS would allow approximately 30 to 40 days for placement of the advertisement and its publication. ICMA newsletters, and the TML Town & City are published every two weeks.

2. Determining what kind of City Administrator to hire

The MTAS recruitment process would be coordinated with the Personnel Director of the City of Spring Hill. A significant task in the recruitment process would be to prepare a job analysis to help the city's Board of Mayor and Aldermen to determine what combinations of education and experience will make candidates a good fit for service as the city administrator of a complex and growing city. The job analysis could be prepared by performing any or all of the following:

- Conducting a survey of elected officials on personality traits that they want to see in a city administrator
- Reviewing the city's charter and code for a list of job duties and responsibilities
- Establishing core competencies of the position
- Facilitating discussions with members of the governing body on minimum qualifications it requires and prefers for the position

The timetable for the process is dependent on the availability of the governing body but should be accomplished in two to three weeks. This step in the process can be completed as the position is being advertised.

3. Receipt of Resumes

All resumes could be submitted to the City of Spring Hill HR office, or to the MTAS office in Nashville.

4. Review of Applications/Resumes

A review of all applications would be undertaken to determine those that meet the job requirements and should be seriously considered. The number of applicants would be screened

and reduced to the 10 - 15 best qualified applicants, or some other short list, as may be determined by the City's board of mayor and aldermen. MTAS can, or may, handle all correspondence with applicants. The short list would be forwarded to the City's board of mayor and aldermen for review and to the Personnel Director for background investigation. All other applications would be forwarded to the City of Spring Hill's Personnel office for filing. This phase of the recruitment process should take 15 to 20 days.

5. **(optional) Review process**

An optional process of review of applications/resumes can incorporate a committee of individuals that might include combinations of elected officials, residents, and staff, with the support of the City's HR office and MTAS, to screen applicants and identify the best qualified applicants to move forward in the process to be recommended for interviews.

6. **Interviews**

Interviews of top applicants should be conducted which can be accomplished over a span of 15 to 20 days. MTAS services include any range of activities including but not limited to:

- Facilitating discussions with the City's board of mayor and aldermen on narrowing the list of applicants to invite for an interview
- Scheduling interviews with candidates
- Writing interview questions specifically tailored for the city that address current issues, criteria specified in the advertisement, and core competencies
- Supplying a ranking system for interviews
- Assisting the governing body in making a decision on who to bring back for a second interview (if desired)
- Supplying a list of generic interview questions for the governing body to select from (if desired)
- facilitating interviews
- Providing cost estimates of hosting interviews

6. **Employment**

After interviews have been concluded the City should be able to offer the position to the individual that is the best fit for the organization. MTAS could provide the City with any of the following:

- comparable salary and benefit information
- a list of professionals to perform personality profiles

7. **Summary**

The process, as set forth herein, could be completed in approximately 100 to 120 days. This estimate may be slowed down by the City to extend the review process, in which case the projected completion timeframe could be approximately 130 to 140 days.

Optional Services:

Assessment of Applicants – California Psychological Inventory

The applicants will be tested using the California Psychological Inventory (CPI), which is normally a part of the MTAS Assessment Center. The CPI is recognized as one of the best tests of everyday personality (as opposed to psychopathology). The purpose of this report is to compare the applicants' competencies to those competencies identified for the job. Many researchers have documented success using the test in personnel selection, particularly for jobs that require management and interpersonal skills.

What MTAS Will Not Do In Any Recruitment Effort?

MTAS will not make recommendations on which candidate the city should hire; place paid advertisements; make offers of employment; or send rejection letters to candidates that have been interviewed.

What Else Does The City Need To Know?

- MTAS is unique in the country offering one-on-one, prepaid services directly to cities and towns.
- MTAS annually completes more than 1,000 major municipal management projects and provides an average of 6,000 other services each year.
- MTAS works closely with the Tennessee City Management Association and has contacts and relationships with other state associations.
- MTAS consultants have at least a combined 400 years of municipal experience in multiple cities across the U.S. with 67% of the management consultants working in other states outside of Tennessee and 67% of those working in at least two different states.
- MTAS has a vested interest in making sure the governing body makes a good hire because the City Administrator is a future client.