

Composite of Archer City Commission Responses Administrator Profile Questionnaire June 2015

Summary of Report:

This report summarizes the results of a position questionnaire for the City Administrator completed by all members of the Archer City Commission.

The report is a recommended resource for the recruitment profile for the City Administrator position being prepared by the City of Archer because the report provides a very good overview of the City Commission's expectations of a City Administrator.

The report contains a review of 36 attributes or job skills that the City of Archer is looking for. In addition, the report provides a review of other issues and concerns as voiced by members of the City Commission, including an indication of what the priority issues would be in the first year of employment with the City.

It is very important to note that in identifying these skills and attributes the City Commission was projecting their perceived needs in a new City Administrator.

Overall, the City Commission has expressed unanimous consensus on 3 critical attributes of a successful City Administrator. These are discussed in the report in detail, along with 3 very important skills or attributes, also identified by the City Commission. The bulk of these focus on relationship building skills which is reflective of recent issues the Commission has encountered.

While the City Commission does not discount the importance of other Skills and Abilities, the Critical and Very Important Attributes reflect the recent concerns voiced by Citizens and Community Relations issues faced by the City Commission.

In addition to these 6 critical and very important skills or attributes, the City Commission provided information on 30 important or desirable skills or attributes, recognizing that a successful City Administrator may not possess all 36 of these skills or attributes.

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Methodology: Each member of the City Commission was provided with a copy of the questionnaire to review and complete. All members of the City Commission completed their assignment and provided very helpful insight about their expectations for the new City Administrator and issues facing the City. In some instances, the comments received can be interpreted as wanting other members of the City Commission to see their views on community issues and concerns. This is very helpful and can greatly assist in the City Administrator search. I appreciated the candor and willingness to share comments and advice. In a sense, this report has a byline of Voices of City Hall.

This report provides the average importance of each skill or attribute to the City Commission followed by any comments as reported by the Commission members. Individual reports from each member of the City Commission were also retained as reference. The individual scores were reported without attribution. There are four levels of importance:

<i>Critical:</i>	<i>5.0</i>
<i>Very Important:</i>	<i>4.9-4.75</i>
<i>Important:</i>	<i>4.7-4.4</i>
<i>Desirable:</i>	<i>4.3 and lower</i>

CRITICAL Background, Skills or Attributes:

- | | |
|-----------------------------------------------|-----|
| 1. Honest/Ethical/Has Integrity (A) | 5.0 |
| 2. Treats others with respect and dignity (A) | 5.0 |
| 3. Has good listening skills (A) | 5.0 |

Honesty/Ethics/Integrity – The City Commission is seeking these Core values engrained in the City Administrator.

City Commission Comments from Questionnaire:

Treats Others with Respect and Dignity --- the position of City Administrator is a powerful one. The City Commission is looking for someone who carries this power with humility and appreciation for other ideas, perspectives, and approaches.

City Commission Comments from Questionnaire:

Critical to rebuilding "public trust" i.e. agree to disagree with others while maintaining professionalism and ethical behavior and follow thru with enhanced communication that promotes public trust.

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Has good listening skills --- an effective leader is one who can step back and listen to what others are saying in a way that reflects effective use of feedback and clarification to make sure the City Administrator understands the issue or concern.

City Commission Comments from Questionnaire:

Critical to rebuilding "public trust" i.e. agree to disagree with others while maintaining professionalism and ethical behavior and follow thru with enhanced communication that promotes public trust.

VERY IMPORTANT Background, Skills or Attributes:

- | | |
|------------------------------------------------------------------------|-----|
| 1. Keeps current on City projects and keeps the Commission updated (A) | 4.8 |
| 2. Values and embraces cultural diversity (A) | 4.8 |
| 3. Positive community relations and has open door policy (S) | 4.8 |

Keeps Current on City Projects /Keeps Commission Informed --- The City Commission was unanimous in their desire to appoint a City Administrator who understands and has demonstrated skills in keeping informed of community issues and, equally important, keeping the City Commission informed of key issues, even if this means bad news.

City Commission Comments from Questionnaire:

Consistent ability to follow thru w community and citizens advisory groups on city corrective action quality improvement and or expansion projects as identified

Values and embraces cultural diversity --- The City Commission is looking for a City Administrator who has demonstrated skills of inclusiveness in a diverse setting and who understands cultural diversity as a source of community strength.

City Commission Comments from Questionnaire:

Each candidate for the permanent position must demonstrate and share actual experiences in how they value & embrace cultural diversity in their past experiences

Positive Community Relations w/Open Door – This is a shared responsibility between elected officials, departments and the City Administrator.

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City Commission Comments from Questionnaire:

Critically important following the current lack of public information disclosure and involvement via use of public workshops forum and citizen advisory groups

IMPORTANT Background, Skills or Attributes:

- | | |
|-----------------------------------------------------------------------------------------------------------------------------|-----|
| 1. Ability to foster effective Commission/Administrator relations (S) | 4.6 |
| 2. Possess administrative ability and understanding of local government (S) | 4.6 |
| 3. Governmental budget/finance skills (S) | 4.6 |
| 4. Understands Strategic Planning (A) | 4.6 |
| 5. Able to build consensus among divergent groups(A) | 4.5 |
| 6. Keeps composure and an even disposition (A) | 4.5 |
| 7. Sensitive to others' needs and position (A) | 4.5 |
| 8. Comfortable working in a smaller rural community with a strong agricultural base Being a good ambassador of the city (A) | 4.5 |
| 9. Is positive and approachable (A) | 4.5 |
| 10. Relevant experience as a city/county mgr. or administrator or assistant CAO (S) | 4.4 |
| 11. Written and oral communication skills (S) | 4.4 |
| 12. Human resources skills and ability to manage professional staff (S) | 4.4 |
| 13. Understands and supports FL broad-based open meeting and public records requirements (S) | 4.4 |
| 14. Timely execution of Commission policy and directives (A) | 4.4 |

Ability to foster effective Commission/Administrator relations --- In the area of Commission Relations, it appears the City Commission is looking for a City Administrator who can facilitate the conversation so that all voices are heard. It also includes understanding the policy arena of the City Commission and the City Commission understanding the administrative responsibilities and authority of the City Administrator.

City Commission Comments from Questionnaire:

Intro of Public Workshops/Forums and Citizen advisory- group interaction and motivation required

Possess administrative ability and knowledge of local government --- this includes demonstrated administrative abilities to develop policies, procedures and operating practices that are modern, effective that are appropriate to a public agency and have measurable outcomes.

City Commission Comments from Questionnaire: NONE

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Governmental budget and finance skills --- Budget and financial skills are viewed as a high priority.

City Commission Comments from Questionnaire:

Preparation & Submittal of actual budget monthly/YTD for all accts

Understands strategic planning –The successful candidate must have demonstrated skills in strategic planning, especially in the area of being inclusive in the development of a plan and be effective supervising staff delivery of desired outcomes.

Observation: The City Commission may not have been exposed to the benefits of an effective, continual, performance---based strategic planning process. This is recommended within four months of hiring a new City Administrator.

City Commission Comments from Questionnaire:

Inclusive, not exclusive, communication approach for all citizenry

Able to build consensus among divergent groups – This is related to Commission Relations. The City Administrator fills a facilitative role to make sure that all options are addressed and that the City Commission can make informed decisions. In the area of community interaction, be capable of listening, identify relevant issues and prepare policy recommendations or make program/service adjustments.

City Commission Comments from Questionnaire:

Ability & experience in rebuilding and improving public trust among citizenry in community

Keeps Composure at All Times --- The City Commission expects the City Administrator to convey an even demeanor and mature approach.

City Commission Comments from Questionnaire: NONE

Sensitivity to Other's Needs and Positions – The City Commission seeks a City Administrator who stays aware of Commission and community perspectives.

City Commission Comments from Questionnaire: NONE

Comfortable working in smaller rural/agricultural based community – The City Administrator should embrace small town life and be comfortable in a close---knit community and get to know individuals and groups quickly to learn about

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issues/concerns. Experience in an agricultural---based economy a plus.

City Commission Comments from Questionnaire:

Critically important to live within the community. After initial 6 months. Experience in small municipal (5000 pop) governmental operations.

Is positive and approachable --- The City Commission expects the City Administrator to have a positive "can do" attitude seeking solutions, assets, and opportunities. The City Administrator must be open and accessible to citizens, businesses, staff, and the entire City Commission.

City Commission Comments from Questionnaire:

Critical to developing and improving current low public trust from citizenry

Relevant Experience --- The City Commission is looking for candidates who have relevant experience in serving as CAO of a public sector organization.

City Commission Comments from Questionnaire:

- *Min 3-5 years as CAO*

- *Florida---Specific City or County Work Experience – This is a suggested requirement. Four (4) members of the City Commission wanted Florida Experience as a requirement.*

Written and Oral Communication Skills --- Written and oral communication skills of the City Administrator should be those that are clear, concise and complete. The City Administrator must communicate effectively with a wide variety of interests and parties.

City Commission Comments from Questionnaire:

Grant Writing and Comp Plan Experience Required

Human Resource Skills --- The City Commission is looking for a City Administrator with demonstrated strong skills in human resources. This includes the ability to work collaboratively and effectively with all staff.

City Commission Comments from Questionnaire:

Policy & organizational chart dev. Job description and annual evaluations with goals, objectives; orientation for each new staff position

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Understands/Supports Open Meetings and Records Regulations – The City Administrator should be comfortable in a very public arena and be supportive of transparent local government.

City Commission Comments from Questionnaire: None

Timely Execution of Commission Policy and Directives --- the successful candidate must be able to instill solid performance by staff in response to City Commission policy direction.

City Commission Comments from Questionnaire:

As required of position by state and city admin guidelines

DESIRABLE Background, Skills or Attributes:

- | | |
|---------------------------------------------------------------------------------------------------------------------|-----|
| 1. Decisive/exercises good judgment and effective decision--making skills (A) | 4.3 |
| 2. Works whatever hours are required (A) | 4.3 |
| 3. Has leadership skills and ability to motivate staff (S & A) | 4.3 |
| 4. Is a decentralized leader but holds staff accountable (A) | 4.3 |
| 5. Economic Development/ Revitalization/Business Retention Skills/Relates to needs of City's business community (S) | 4.2 |
| 6. Understands Infrastructure development and facilities management (S) | 4.2 |
| 7. Able to foster Intergovernmental Relations(S) | 4.0 |
| 8. Willing to be innovative(S) | 4.0 |
| 9. Recruits and retains competent, professional and responsive staff (S) | 4.0 |
| 10. Relevant education such as a degree in public or business administration (B) | 3.8 |
| 11. Understands and uses information technology (S) | 3.8 |
| 12. Has a sense of humor and does not take offense easily (A) | 3.5 |
| 13. Is outgoing, confident, proactive (A) | 3.5 |
| 14. Innovation and Major Achievements (S) | 3.3 |
| 15. Labor relations / collective bargaining experience(S) | 3.0 |
| 16. Membership in ICMA and/or FCCMA | 2.8 |

Decisive/Exercises Good Judgment --- The City Commission is looking for a thoughtful City Administrator who can size up a situation quickly and accurately and then exercise decisive decision---making reflecting good judgment. The facts leading up to decisions should be based on careful evaluation and presentation of all options, including those that may be difficult or uncomfortable.

City Commission Comments from Questionnaire:

Water & wastewater expansion experience very important

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Works Whatever Hours Are Required --- The City Commission expects the City Administrator to expend whatever effort is necessary to perform the job.

City Commission Comments from Questionnaire:

4 day or 5 day workweek in city operations

Has leadership Skill and ability to motivate staff --- an excellent City Administrator leads by example, serving as a role model for staff. This includes demonstrated ability to delegate authority to staff and follow---through to keep projects and activities moving forward in line with City Commission and community priorities.

City Commission Comments from Questionnaire:

Ability to listen question & restate others position by honest empathetic approach not reactionary and retaliatory approaches

Decentralized Leader With Staff Accountability --- The City Commission seeks a City Administrator with effective and consistent delegation skills. The City Administrator must also demonstrate an ability to document performance and correct gaps quickly and effectively.

City Commission Comments from Questionnaire:

HR Admin/follow thru skills direction and productivity of current staff, both older, established positions and newly hired staff

Economic Development / Revitalization – The City Commission is looking for a City Administrator who can play a strong leadership role in identifying new business development, business retention and appropriate development to improve the tax base and employment opportunities.

City Commission Comments from Questionnaire:

Ongoing community small rural initiatives with current contracted business and engineering consultant grant writers

Understands infrastructure development and facilities management--- City Administrator who understands community needs and can plan and execute public infrastructure improvements that correct deficiencies, improve access and improve public health.

City Commission Comments from Questionnaire: NONE

Willing to be innovative – The City Commission is looking for a City Administrator who is open to different ideas and approaches.

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City Commission Comments from Questionnaire: NONE

Able to foster intergovernmental relations – The City Administrator should actively participate and advocate the City’s interests with other units of governments on programs, services and activities that benefit the City.

City Commission Comments from Questionnaire: NONE

Recruits and Retains Competent Staff --- The City Commission is aware that there are new key staff members. The City Commission is looking for a candidate that has proven skills in melding current staff with new personnel coming aboard and in developing an excellent management team.

City Commission Comments from Questionnaire:

Experience in small city municipal staffing organizational and realignment as reqd.

Relevant Education --- a degree in public or business administration is desired. The Commission was split 3/2 as to whether a Master’s degree was required.

Recommendation: Bachelor’s degree in public or business administration required with a Master’s desirable.

City Commission Comments from Questionnaire:

Master’s Degree Required? Yes: 2 No: 3, Will accept BA_

Understands and uses information technology – The City Commission is looking for a City Administrator who is aware of information technology trends and resources to help guide the City’s progress in technology.

City Commission Comments from Questionnaire:

Has a sense of humor and does not take offense easily – Local government can sometimes become contentious. The City Commission is looking for a City Administrator who has a sense of humor that can help diffuse a situation without offense.

City Commission Comments from Questionnaire:

Is outgoing, confident and proactive– In a sense, this is reflected in several other attributes. The City Commission is looking for someone with initiative and drive

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who can serve as a staunch advocate for Archer.

City Commission Comments from Questionnaire:

Proactive most important

Innovation and Major Achievements – Certainly experience in developing innovative programs and services applicable in a smaller community was viewed as a benefit by the City Commission.

City Commission Comments from Questionnaire:

Ability to set S.M.A.R.T Specific measurable actionable, realistic, timely goal/objectives for self, city and staff.

Membership in ICMA and/or FCCMA – The suggestion of the City Commission was that while not a requirement for an applicant, the successful candidate should be receptive to membership.

City Commission Comments from Questionnaire:

Preferred Not a Mandate

Labor Relations and Collective Bargaining – While not a pressing issue, a City Administrator who is familiar with the collective bargaining process would be a benefit to the City.

City Commission Comments from Questionnaire:

At the end of the questionnaire the City Commission provided comments as well as an indication of priority issues for the new City Administrator in the first year of employment with the City. These are copied below.

ADDITIONAL EXPECTATIONS, SKILLS OR ATTRIBUTES YOU FEEL ARE IMPORTANT FOR THE POSITION:

1. Each Candidate should be able to list and share how they have maintained and improved the public trust within municipalities they have served in past
2. Needs to be able to bring trust back to this town - Openness with public important
3. I would like to see a dynamic experienced professional with pertinent and recent municipal governance experience. The candidate I am looking for will have demonstrable skills in areas of municipal community relations,

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infrastructure projects and day to day municipal operations among other traits. I am also looking to place a priority on an individual who embraces information technology and understands its management and impacts socially and operationally.

COMMUNITY ISSUES OR CONCERNS THAT YOU FEEL WILL REQUIRE THE SPECIFIC ATTENTION OF THE CITY ADMINISTRATOR IN THE FIRST YEAR OF EMPLOYMENT WITH THE CITY:

1. Positive outcome Experience in the Ability to plan and facilitate public informational forums and workshop as it relates to infrastructure system changes,
2. The sewer planning phases, budget hiring competent staff, water system from the old pipes to billing require the CM's specific attention.
3. Continuing to build community relations as we work toward implementing major infrastructure projects and funding source engagement.
4. Sewer System Development primary concern. Develop good relationship and work well with everyone and get along with everyone

OTHER CONCERNS OR RECOMMENDATIONS THAT YOU HAVE:

1. Needed immediately to improve public trust. Public works admin and staff organization with clear measures of productivity with follow-up(checkups) as it relates to St. Easement maintenance., municipal bldg. & Park maintenance (ongoing) street signage, public cemetery (Laure Hill) maintenance standards.
Clearly delineated City staff position organization reviewed; insuring all position s have updated job descriptions and clear lines of delegated responsibility and authority.
2. There is much that has happened in our city that has not been in the open.
3. Be open minded and create a diverse environment with respect for all.

I appreciate the courtesy extended to me by the members of the Archer City Commission and the assistance of the Archer City staff.

Respectfully,

Oel Wingo, Ph.D. ICMA-CM

On behalf of the ICMA/FCCMA Senior Advisor Program February 5, 2015

Attachment: Questionnaire Recap and Summary

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Attribute	Importance to Elected Officials					
	1	2	3	4	5	AVG
SCALE 1--5 WITH 1 BEING LOW, 3 BEING MEDIUM AND 5 BEING HIGH						
Part : Knowledge, Skills Abilities						
Education, Background and Professional Affiliation						
Relevant experience as a city/county mgr. or administrator or assistant CAO.	4	5	4	4	5	4.4
Relevant education such as a degree in public or business administration.	4	3	4	4	4	3.8
Membership in ICMA and/or FCCMA.	3	3	2	4	2	2.8
Knowledge, Skills and Abilities						
Positive community relations and has open door policy	5	5	4	5		4.8
Ability to foster effective Council/Administrator relations.	5	5	3	5	5	4.6
Possess administrative ability and understanding of local government.	4	5	4	5	5	4.6
Governmental budget/finance skills	5	5	4	4	5	4.6
Written and oral communication skills	4	4	5	5	4	4.4
Human resources skills and ability to manage professional staff	5	5	3	5	4	4.4
Supports FL open meeting and public records requirements.	5	4	3	5	5	4.4
Economic Development/ Revitalization/Business Retention Skills/	4	3	4	5	5	4.2
Understands Infrastructure development and facilities management.	4	5	2	5	5	4.2
Able to foster Intergovernmental Relations	4	4	3	5	4	4.0
Understands and uses information technology	4	3	3	4	5	3.8
Innovation and Major Achievements	4	3	2	4		3.3
Labor relations / collective bargaining experience	3	4	3	4	1	3.0
Part 2: Demonstrable Character Traits/ Competencies						
Honest/Ethical/Has Integrity	5	5	5	5		5.0
Treats others with respect and dignity	5	5	5	5		5.0
Has good listening skills	5	5	5	5		5.0
Keeps current on City projects and keeps the Council updated	5	4	5	5	5	4.8
20. Values and embraces cultural diversity	5	5	4	5	5	4.8
Understands Strategic Planning	4	5	4	5	5	4.6
Able to build consensus among divergent groups	5	5	3	5		4.5
Keeps composure and an even disposition	5	5	4	4		4.5
Sensitive to others' needs and position	4	5	5	4		4.5
Comfortable working in a smaller rural, agricultural community with a	5	5	3	5		4.5
Is positive and approachable	5	5	4	4		4.5
Timely execution of Council policy and directives	5	3	4	5	5	4.4
Decisive/exercises good judgment and effective decision--making skills.	4	4	4	5		4.3
Works whatever hours are required.	4	4	4	5		4.3
Has leadership skills and ability to motivate staff	4	5	4	4		4.3
Is a decentralized leader but holds staff accountable	4	5	3	5		4.3
Willing to be innovative	4	4	3	5		4.0
Recruits and retains competent, professional and responsive staff	5	4	3	4		4.0
Has a sense of humor and does not take offense easily	4	3	3	4		3.5
Is outgoing, confident, proactive	4	3	3	4		3.5