

The City of Bay City, Michigan

Invites your interest in the position of

CITY MANAGER



Tall Ship at Bay City Bridge

THE CITY OF BAY CITY, MICHIGAN

Bay City is located at the mouth of the Saginaw Bay in the east central portion of Michigan's Lower Peninsula. The City's rich historical and ethnic heritage began with the lumber boom in the mid-1800s. Two of the City's sawmills were among the three largest sawmills in the world at the time. With the decline of the lumber industry, shipbuilding became the major economic force in the early 1900's. Shipbuilding gave way to the automobile industry as the 20th century progressed. General Motors continues to be the City's principal property taxpayer; however, Bay Regional Medical Center, a healthcare provider, is now the largest employer in the City.

The City's waterfront location provides citizens with a variety of leisure activities. Boating, fishing and a summer of great events headline the selections. The "River Roar," "Fourth of July Fireworks Festival and "River of Time," are just a few of the activities that draw several hundred thousand people to the community every year.

Bay City has a broad economic base supported by such well-known national and international companies as General Motors - Powertrain, Dow Corning and S.C. Johnson. Among the City's other substantial employers are Michigan Sugar Company which produces Big Chief Sugar/Pioneer Sugar and McLaren Bay Region Hospital. Also located in Bay City are Delta College and Saginaw Valley State University which, in addition to jobs, provide valued educational opportunities to the community and to the region.

The City is experiencing a renaissance on the Saginaw River, but it is also a living museum with a vibrant history.

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The River of Time and the Historical Society Cotillion allow visitors to step into history themselves. The Historical Museum of Bay County has a wide range of exhibits and programs that dramatize local history through the glacier, Indian, trapping, lumbering and shipbuilding eras.

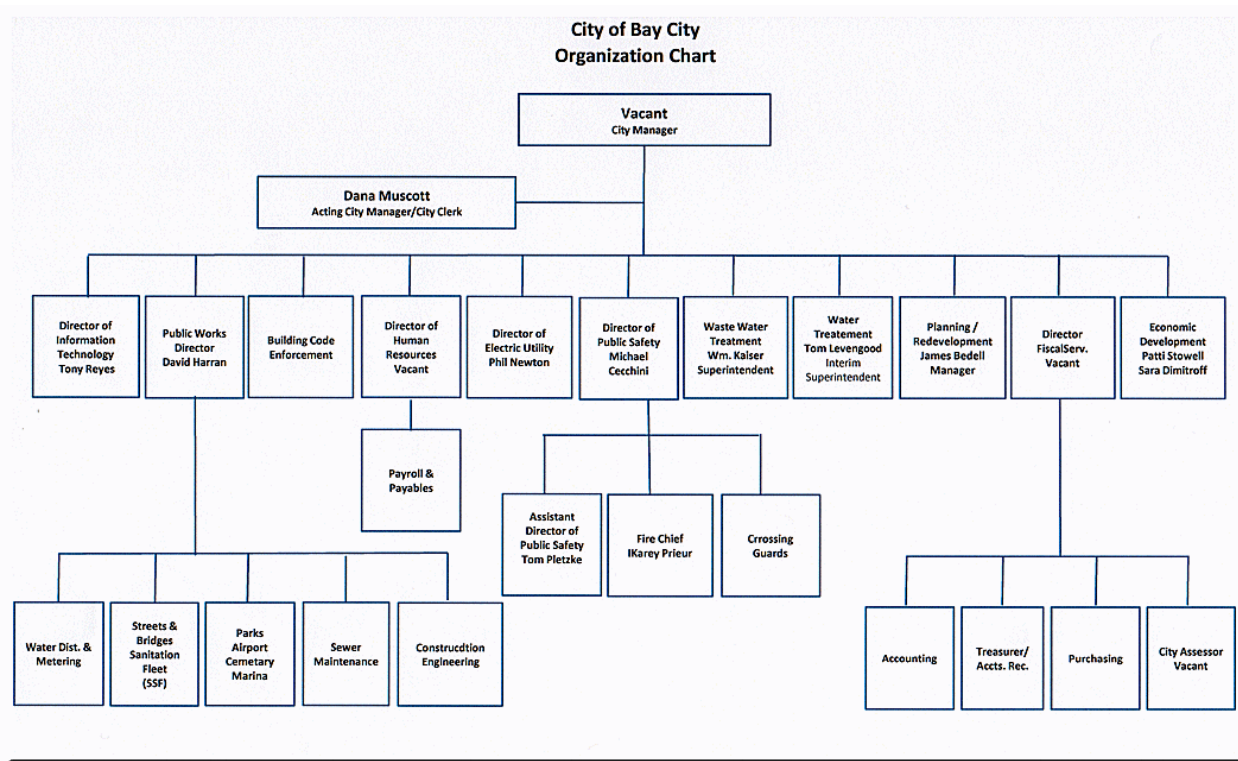
Bay City has three historic districts listed on the National Register of Historic Places, exhibiting some of the finest examples of architecture in the state, including such styles as Second Empire, Italianate, Queen Anne and Romanesque. The Center Avenue Historic District alone has more than 250 structures on the National Historic Register, many of which are the mansions of former lumber barons. City Hall on Washington Avenue is rated as one of the top 10 buildings in the state for historic restoration and is listed in the Smithsonian Institution Archives.

THE BAY CITY MUNICIPAL GOVERNMENT

Bay City operates under a Commission/Manager form of government in which policy making and legislative authority are vested in a governing council (Commission) consisting of a Mayor and nine City Commissioners. All are elected on a non-partisan basis. The City is split into nine wards with one Commissioner elected from each ward. Commission members serve four-year terms, with four or five members elected every two years (based upon odd or even numbered wards). The Mayor is elected at large for a four-year term. The Mayor votes only to break tie Commission votes and has veto power. The Commission appoints the manager, who in turn appoints the heads of the various departments. The City Commission is also responsible for appointing the City Clerk, the City Assessor and the City Treasurer. Once appointed, these City officials are supervised by the City Manager. The City Commission appoints the City Attorney also.

The City of Bay City provides a full array of municipal services. The City has approximately 314 employees and functions on a FY 2013 budget of approximately \$137.3 million. Bay City employees are represented by seven unions.

For more information about Bay City, Michigan, visit the City's website at <http://www.baycitymi.org>.



The Bay City City Commission

- Mayor Christopher J. Shannon
- 1st Ward Lynn D. Stamiris
- 2nd Ward Elizabeth Peters
- 3rd Ward Dennis Banaszak
- 4th Ward Lori Dufresne
- 5th Ward Jim Irving
- 6th Ward Christopher Girard
- 7th Ward Douglas Sommer
- 8th Ward Chad Sibley
- 9th Ward Larry Elliott



STRATEGIC PLAN

The City Commission adopted a Strategic Plan and Goal Document in July of 2012.

The Strategic Plan outline is presented here. It includes the City's Core Principles and Goal Focus in addition to the City's Mission and Vision Statement.

The Strategic Plan and Goal Document is monitored for clarity and quarterly status updates are provided to the City Commission.

The full Strategic Plans is available on the City's website at www.baycitymi.org



STRATEGIC PLAN
ADOPTED JULY 2, 2012
REVISED JANUARY 7, 2013

OUR CORE PRINCIPLES

Employee Excellence

Well trained, highly effective, customer oriented employees dedicated to improving the quality of life in Bay City by providing superior service.

Quality Service

Utilization of best practices in providing efficient, cost effective and responsive service to residents, tax payers and visitors.

Civic Engagement

Committed to healthy, civil public participation of residents, property owners and businesses to insure responsible use of limited resources.

OUR FOCUS

Finance

Economic

Infrastructure

Communication

Employee Relations

Efficiency/Increased Productivity

OUR MISSION

People working together and committed to creating the highest quality of life for everyone in our riverfront community.

OUR VISION

Government imagination leading our community into the future.

ABOUT THE CITY MANAGER

The following was excerpted from the Bay City City Charter concerning the City Manager:

ARTICLE 5. CITY MANAGER

Section 5.1. Qualification and appointment of city manager.

The city manager shall be a person of good business and executive ability.

The city manager shall be selected by, serve and hold office at the pleasure of the commission. The action of the commission in disciplining, suspending or removing the city manager shall be final, as all authority and responsibility for the discipline, suspension or removal of the city manager shall be vested in the commission.

The commission shall designate a qualified person to perform the duties of city manager during a vacancy in the office.

Section 5.1.1. Employment contract.

The commission may enter into an employment contract with the city manager which shall be in writing and shall specify the compensation to be paid to the city manager, including any procedure for changing the compensation, any fringe benefits and any other conditions of employment. The employment contract may extend beyond the terms of the members of the commission. The contract with the city manager shall state that the city manager serves at the pleasure of the commission. The employment contract may provide for severance pay or any other benefits in the event the employment of the city manager is terminated at the pleasure of the commission.

Section 5.1.2. Assistant city manager.

By letter filed with the city clerk, the city manager shall designate a city officer or employee to exercise the powers and perform the duties of city manager during the city manager's temporary absence or disability. The commission may revoke the designation at any time and appoint another officer or employee of the city to serve until the city manager returns.

Section 5.2. Powers and duties of the city manager.

The city manager shall be the chief administrative officer of the city, responsible to the commission for the administration of all matters placed in the city manager's charge by the commission or by authority of this charter.

The city manager shall:

- a. Enforce all laws and ordinances, this charter, and carry out the policies and resolutions of the commission.
- b. Except as otherwise provided by this charter, direct and supervise the administration of all offices and departments of the city.
- c. Appoint, discipline, suspend or terminate all city employees, except those officers appointed by the commission who shall be terminated only with the consent of the commission. The city manager may authorize any officer or head of a department to exercise these powers with respect to subordinates in that department.
- d. Prepare and submit an annual budget and capital program to the commission for its approval, and administer the budget adopted by the commission.

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- e. Keep the commission advised of the financial condition and administrative activities of the city, and make such other reports as the commission may require concerning the operation of the city.
- f. Manage and supervise all public works, bridges, buildings, roads, improvements and other undertakings of the city.
- g. Manage and supervise all city utilities.
- h. Attend all commission meetings. The city manager shall have the right to take part in all discussions, but shall not have a vote.
- i. Make recommendations to the city commission concerning the affairs of the city and perform such other duties as are specified in this charter, ordinance, resolution or as may be required by the commission.

QUALIFICATIONS

Requirements include the equivalent to a Bachelor's degree (Master's preferred) in business or public administration combined with at least 5-years experience as a local government manager or full-range assistant in a community comparable to Bay City. Critical skills include finance and budget, organizational analysis, and labor relations. The successful candidate must be a superior manager and leader. Ideal experience includes economic development, redevelopment and outcome-based organizational performance measurement. Must understand the elements of economic sustainability. The successful candidate must clearly possess and apply superior communication, organizational management and staff leadership skills and abilities.

Ideal candidates will be strong in the following areas and have the following interpersonal, management and leadership style characteristics:

Required Professional Strengths

- Finance and budget
- Economic development
- Labor Relations
- Employee relations
- Staff recruitment and selection
- Intergovernmental relations
- Professionally knowledgeable and up-to-date
- Both outcome focused and aware of what is happening—focused on the future
- Ability to work effectively with a divided Commission

Required Interpersonal Characteristics

- A “people person” with excellent verbal and written communications skills
- Innovative and not wedded to status quo; adaptable and receptive to change
- A team player, consensus builder and collaborator —non divisive
- Self-confident but non-intimidating
- Sense of humor; doesn't take things personally
- Common sense
- Strong customer service orientation

Desired Management and Leadership Style

With the Mayor and City Commission

- Understands and appreciates the role distinctions between the City Commission and the City Manager and the City Manager and staff
- Earns the Commission's trust, treats all members fairly and equally and doesn't "play favorites"
- Critical that the City Manager communicate effectively with all Commission Members ensuring that each member is provided the same complete and objective information and in a timely manner - no avoidable surprises
- Provides the Commission with completed staff work with recommendations and options
- Must be politically astute and sensitive but careful not to become (or be perceived to be) politically aligned

With the Staff

- Assertive leader and outcome-focused manager who sets clear goals and high expectations, provides the resources needed to get the job done and measures performance by outcomes
- Supportive; sees role as providing staff with necessary resources
- Is visible and accessible to all employees
- Leads by example; earns staff's loyalty; inspires and motivates staff to perform at their highest levels
- Encourages staff to develop new ideas and is receptive to implementing them when appropriate
- Strong but non-confrontational or intimidating in style



ISSUES AND OPPORTUNITIES

The following issues and opportunities were identified by the Mayor and City Commission members as items that Bay City's next City Manager will face:

- Although financially solvent with reserves within established limits, the City's tax rate and debt level are both high and recent budgets have been balanced using reserves.
- Recession driven pay and staffing cuts have resulted in low employee moral.
- It is critical that the City continues to assertively facilitate and support the \$150M, 450+ jobs Uptown Bay City development project.
- Continue and enhance the City's housing rehabilitation and reoccupation programs with a focus to reduce the number of rental units and encourage more affordable owner-occupied housing units.
- Complete the implementation of the Public Safety Officer program (merger of police and fire).
- Facilitate economic development to create well-paying jobs that will allow young people to stay in Bay City.
- Improve the City's branding/marketing efforts targeted at making Bay City a tourist destination.
- Conduct a comprehensive analysis of the City's organizational structure, current functions and staffing levels with a commitment to make changes as warranted.
- Streamline the permitting and inspection and overall development process to make it more business friendly.



COMPENSATION

The compensation for the City Manager position will be highly competitive. The starting compensation level is dependent upon the selected individual's qualifications and match with the desired attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Manager.

TO APPLY

In order to be considered for this position, please send your resume and cover letter with current salary by October 12, 2013 to slavin@bellsouth.net.

For additional information about this job, please contact:

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Slavin Management Consultants
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www.slavinweb.com



AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER