



Takoma Park City Council Meeting – August 2, 2023 Agenda Item 3 and 4

Voting Session

3. Single Reading Ordinance Authorizing the City Manager to Sign a Contract for an Executive Search Firm to Administer the Recruitment of the New City Manager
4. Resolution Establishing the City Council's Goals and Priorities for the Management of the City

Recommended Council Action

Approve single reading ordinance on the selection of an executive search firm authorizing the City Manager to negotiate and execute a contract with the selected firm. Adopt a resolution establishing the Council's priorities and goals for management of the city.

Context with Key Issues

City Manager Search Firm

A Request for Proposals soliciting an executive search firm to administer the recruitment of the next City Manager was published on June 22, 2023. Five submissions were received by the July 13th deadline. Four of them were responsive to the RFP and meet the minimum RFP submission requirements. A review team consisting of Councilmembers Dyballa, Honzak, and Small and ARPA Manager Bolduc reviewed the proposals against a set of seven criteria in the RFP, two of which are proposal costs and client references. The review team narrowed the four submissions to three finalists to advance to the interview phase. These finalists were:

<u>GovHR:</u>	\$20,500 - \$29,000+
<u>Baker Tilly:</u>	\$26,950 - \$28,950
<u>Novak/Raftelis:</u>	\$37,350 - \$38,500

Following interviews, the review team narrowed the candidates to two, and, following exceptional responses from references, agreed to recommend GovHR to the City Council as the firm to administer the recruitment of the next City Manager.

If selected, GovHR will begin its work with pre-search meetings and an organizational survey with city leadership and key stakeholders to assess the organization and the qualities of a successful candidate. This will then lead to the development of a position announcement, timetable, and brochure, and other advertising materials. GovHR will begin its recruitment efforts and screen candidates to develop a recruitment report to be shared with Council. They will then help develop interview questions and coordinate interviews and background screening. GovHR also offers support in the negotiation of a final contract with the chosen applicant along with a 12-month placement guarantee.

Resolution on CM Qualities

Thank you for the additional comments and suggested edits to the resolution. All suggested edits as of 3pm on July 28, 2023 have been included in the attached draft.

Council Priority

Advancing a Community of Belonging; Fiscally Sustainable Government; Environmentally Sustainable Community; Engaged, Responsive, Service-Oriented Government; Community Development for an Improved & Equitable Quality of Life.

Environmental Considerations

The City Manager will play an integral role in the City's climate priorities. It is also worth noting that doing many meetings and interviews virtually does reduce travel-related GHG emissions, as well as reduce cost.

Fiscal Considerations

The Council budgeted \$70,000 in the FY24 budget for this work. The proposal from GovHR is significantly below that figure, however, the extra buffer is welcome as there are a number of variable/optional services and non-fixed costs that may increase the final figure.

Racial Equity Considerations

The request for proposals asked for detailed information regarding the firms' focus on hiring a diverse pool of candidates. The recommended firm has been successful in identifying candidates that are racially, ethnically, and gender diverse. They are committed to a focus on diversity by advertising in publications that target people of color, and seeking out well-qualified women and people of color for inclusion in their recruitments.

Attachments and Links

CM search firm selection ordinance. Draft council resolution on management goals and priorities.

Introduced by: Councilmember
Single Reading:
Effective Date:

CITY OF TAKOMA PARK, MARYLAND

ORDINANCE NO. 2023-

**AUTHORIZING THE CITY MANAGER TO SIGN A CONTRACT FOR AN
EXECUTIVE SEARCH FIRM TO ADMINISTER THE RECRUITMENT OF THE NEW
CITY MANAGER**

WHEREAS, the City Council seeks to hire a City Manager; and,

WHEREAS, since the previous City Manager's departure, the Council has appointed an Acting/Interim City Manager from the City's Senior Leadership Team to serve through the hiring and onboarding of a successful candidate; and,

WHEREAS, the Council wishes to have an executive search firm assist Council in the recruitment of a City Manager; and,

WHEREAS, a Request for Proposals was issued on June 22, 2023, and a total of five (5) search firms submitted proposals; and,

WHEREAS, a Council appointed review team of three City Council members and one senior staff member reviewed the proposals against criteria outlined in the Request for Proposals, interviewed three of the firms, contacted references, and agreed on a firm to recommend to the full City Council to serve as the executive search firm; and,

WHEREAS, the review team recommends GovHR, at a rate of \$20,500, which includes all fees except third-party advertising fees (\$0-\$2500), recruitment costs (not to exceed \$1,500) and candidate travel expenses (as needed); and,

WHEREAS, GovHR has local and extensive national experience recruiting public sector executives for municipalities and other political subdivisions; and

WHEREAS, in the current fiscal year, FY24, \$70,000 was budgeted for these services.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF TAKOMA PARK, MARYLAND THAT:

SECTION 1. The Acting City Manager is authorized to negotiate and enter into a contract with GovHR for executive search functions.

SECTION 2. This Ordinance shall become effective upon adoption.

APPROVED this the 2nd day of August, 2023 by roll-call vote as follows:

AYE:

NAY:

ABSTAIN:

ABSENT:

Introduced by:

CITY OF TAKOMA PARK, MARYLAND

RESOLUTION 2023-__

**ESTABLISHING THE CITY COUNCIL’S GOALS AND PRIORITIES FOR THE
MANAGEMENT OF THE CITY**

WHEREAS, the City of Takoma Park is a vibrant progressive community of 2.4 square miles with a population of approximately 17,000 residents; and

WHEREAS, the city of Takoma Park is a municipality chartered under the laws of the state of Maryland and is organized as a “council-manager” form of governance with a voting Mayor and Council (“City Council”) that confers operational authority to a city manager; and

WHEREAS, Takoma Park has a long and strong tradition of embracing and valuing diversity and respecting the civil and human rights of all residents and staff regardless of their race, ethnicity, national origin, immigration status, gender or sexual orientation; and

WHEREAS, the City Council has passed several policies upholding the City’s progressive values, such as resolution 2017-28 committing the City Council to apply a racial equity lens systematically and deliberately in decision-making, resolution 2020-6 outlining the City’s approach to responding to the climate emergency, and resolution 2019-47 adopting a housing and economic development strategic plan; and

WHEREAS, the City is a sanctuary city and one of the first municipalities in Maryland to adopt rent stabilization laws; and

WHEREAS, in resolution 2023-13, the City Council established its overarching goals and priorities for Fiscal Year 2024 that reflect the special character of our community, these are:

- advancing towards a city of belonging, with a culturally and economically diverse population where every resident has a voice, and marshaling our human capital and financial resources towards our goals;
- working toward an environmentally sustainable community;
- striving for fiscal sustainability in our city government and services, with transparency in decision making;
- delivering an engaged, responsive and service-oriented city government, services and operations;
- seeking community development for an improved and equitable quality of life in housing, transportation and other areas, and preparing for development while maintaining our special character and economic and racial diversity;

WHEREAS, the City Council priorities identify specific strategies outlined to achieve these goals, including strategies directly related to how city government advances communications with all residents, improves service delivery, and furthers the city's commitment to a community of belonging; and

WHEREAS, there is a vacancy in the permanent position of city manager, and the City Council, as a component of its faithful stewardship of the City, have conferred operational authority to an Interim/Acting City Manager who has faithfully discharged his duties; and

WHEREAS, Takoma Park is embarking on a national search for a permanent city manager with the recognition that such search is a special alchemy because the position is by nature difficult, and must also respect a dynamic and active populace committed to local and global democratic principles.

NOW, THEREFORE, BE IT RESOLVED, that the City Council of Takoma Park, MD, establishes the following goals and priorities for a successful manager of the City who will:

- Respect and work with the City Council and city staff to achieve community goals and priorities;
- Be community focused and embrace Takoma Park's unique culture;
- Manage day-to-day city operations to ensure the future success of the community as a whole,
- Be an empowering staff leader and effective team builder, and serve as a fiscally prudent financial manager for the long term;
- Engage staff, City Council, other elected officials and members of the community, understand the importance of consensus and of transparency in decision-making;
- Be innovative, grounded in best practices, and foster new ideas to solve challenging problems; and
- Collaborate with government, private, nonprofit, community, and educational partners to achieve our community goals.

AND BE IT FURTHER RESOLVED, that while not exhaustive, these are among the stated goals in the hiring for this position, and shall guide the City Council in its search for a permanent City Manager.

Adopted this 2nd day of August, 2023

AYE:

NAY:

ABSENT:

ABSTAIN:

Community Engagement on City Management

July 25, 2023



2021 CM Search: Community Input Upfront

Online Survey

- 376 responses, 90%+ residents, 63% wards 1-3, 80% white

Virtual community meeting with breakout groups

- MML expert addressed the role of a city manager

2 focus groups (17 residents active in our community)

2013 search utilized 30 person resident committee

2015 search more streamlined

What We Heard 2021

Top 3 leadership qualities:

Transparency

Problem Solver

Collaborative

Top 3 most valued about our
community:

Diversity of people

Progressive community

Access to amenities

Top 3 areas of expertise:

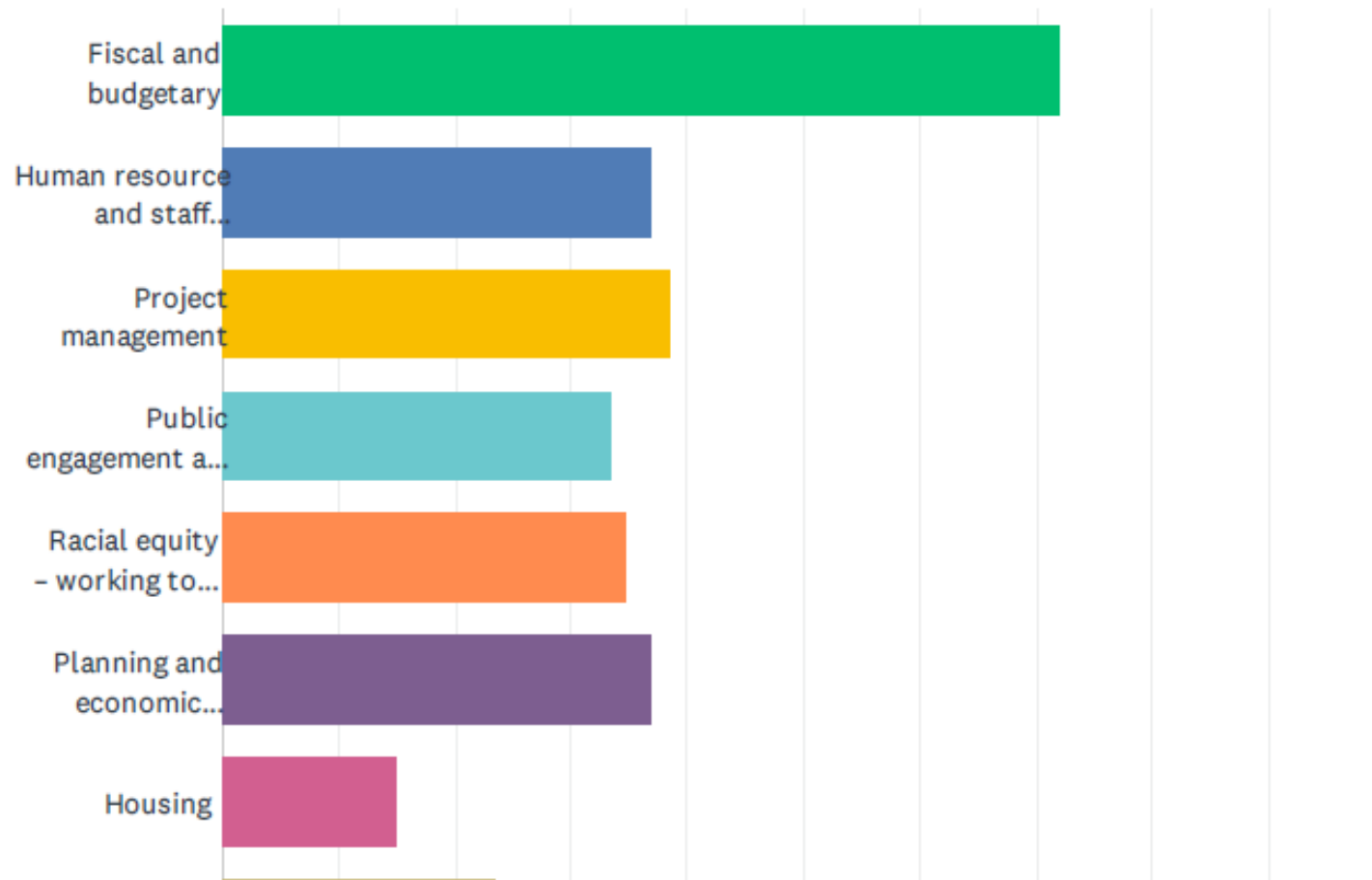
Fiscal and budgetary

Planning & economic
development

Project management

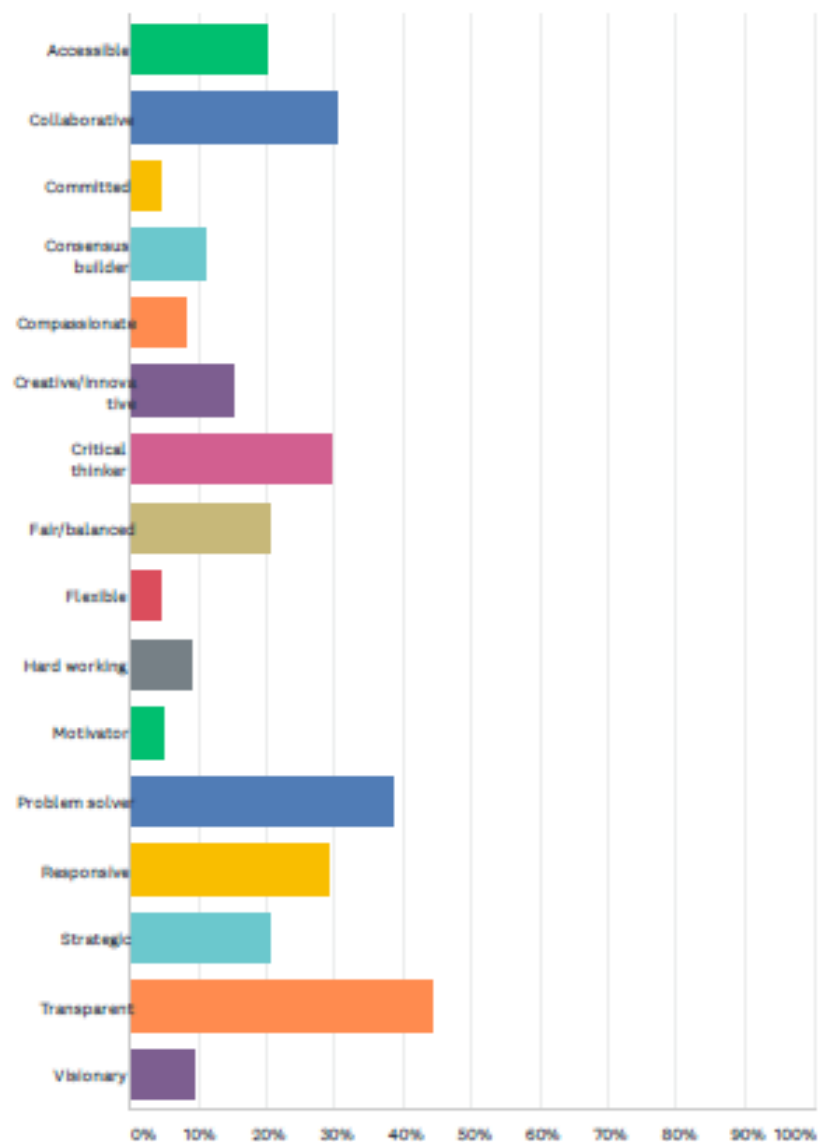
Q7 Please tell us which of the following areas of expertise you think are most important for the new City Manager to possess to be successful in the role? Select up to 3:

Answered: 239 Skipped: 137



Q6 Thinking of leadership attributes, what are the three most important for the next City Manager to possess to be successful in the role? Select up to 3:

Answered: 239 Skipped: 137



Focus Groups 2021

CM Qualities:

- DEI background
- Staff team-builder
- Focus on partnerships
- Politically astute
- Strong management skills
- Active in community
- Public finance competence
- Sustainable development skills

What City Does Well:

Progressive, forward-thinking, innovative
Accessible, responsive elected officials
Reasonable transparency & communication
Engaged residents, robust discourse
Parks, Public Works Depts

CM Priorities:

Financial integrity
Transparency
DEI integration
Ward equity
Regional cooperation
Transportation planning
Youth & senior programming
Major development projects

What to Improve:

Engagement of diverse groups
Civic spaces
Affordability

Resident Survey 2018

876 of 3000 random households (29% response rate)
51% white, 58% SF (weighted)
Previous surveys in 2007, 2009, 2014

- 9 in 10 rated neighborhood life as excellent or good, appreciate our community, are concerned about the cost of housing.
- Residents see our community as open and accepting of people with diverse backgrounds.
City government welcomes resident involvement 84%
Resources & services are provided equitably 58%
- Residents gave high marks to city government and city services, such as local library, weekly collections.
Protect natural environment, reduce waste, provide recreation services (>80%)
Manage traffic (44%)
- Most residents have used our commercial areas; grocery stores most lacking

The Ideal Candidate 2021

- Understands community and diverse residents (culturally competent)
- Strong communicator
- Focused on priorities
- Innovative
- Financial manager
- Empowering, team-oriented staff leader
- Collaborative
- In short: candidate has
 - Human capacity building
 - Strategic vision
 - Organizational leadership

2023-4 Council Priorities

- a **city of belonging**, with a culturally and economically diverse population where every resident has a voice;
- an **environmentally sustainable** community;
- **fiscal sustainability** in our city government and services, with transparency in decision making;
- **engaged, responsive and service-oriented** city government, services and operations;
- **community development** for an improved and **equitable quality of life** in housing, transportation, and preparing for development, while maintaining our special character and economic and racial diversity.

2023: Suggested Approach

- Council manages search, hires and onboards CM
- Utilize existing information, not repeat
- Adopt resolution on city manager role
- Keep residents informed at each step
- Ensure key staff input
- Seek input on final candidates: 2 confidential rounds of interviews, up to 3 interview panels
- Possible fall community meeting on role of CM, or structured meeting with final candidates
- Detail a plan and timeline with advice of consultant

