

**CITY OF MANCHESTER**  
**BOARD OF MAYOR AND ALDERMEN**  
**November 7<sup>th</sup>, 2023 @ 5 P.M.**  
**WORK SESSION/PUBLIC MEETING**  
**AGENDA**  
**City Hall - Board Room**

- 1. ARC Downtown Facade Grant Public Meeting and Presentation by Sarah Elizabeth McLeod, Historic Preservationist with South Central Tennessee Development District:**
  
- 2. City Manager/Project Manager/Chief of Operations Discussion:**
  
- 3. NEW BUSINESS:**
  
- 4. OLD BUSINESS:**
  
- 5. ADJOURNMENT:**

## **CHIEF OPERATING OFFICER**

### **DEFINITION**

The Chief Operating Officer for the City of Manchester performs executive administrative, technical and professional work in directing and supervising the administration of City government. This position works under the supervision of the Mayor for the City of Manchester.

### **ESSENTIAL FUNCTIONS AND RESPONSIBILITIES**

- Works with all departments and offices of the City to achieve goals within available resources; plans and organizes workloads and staff assignments; trains and leads assigned staff; reviews progress and directs changes as needed.
- Provides leadership and direction in the development of short- and long-range plans; gathers, interprets and prepares data for studies, reports and recommendations; coordinates department activities with other municipal departments and governmental entities as needed.
- Provides professional advice to the Mayor and Board of Aldermen; makes presentations to Mayor and Board of Aldermen, boards, committees, and the general public.
- Communicates adopted plans, policies, and procedures to staff and the general public.
- Assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned areas to assure sound fiscal control; prepares and submits a preliminary annual fiscal budget proposal reflecting departmental fiscal resource needs; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Advises the Mayor of financial conditions and current and future City fiscal needs.
- Studies and standardizes procedures to improve efficiency and effectiveness of operations.
- Facilitates positive, professional attitude among workers.
- Performs or assists subordinates in performing duties; adjusts errors and complaints.
- Prepares a variety of studies, reports, and related information for decision-making purposes.
- Enforcement and application of all laws, provisions of the City Charter, and acts of the Mayor and Board of Aldermen including the Personnel Regulations.
- Apply for grants that are beneficial to the City and execute requirements.
- Attends all meetings of the Mayor and Board of Aldermen at which attendance may be required by the Mayor and Board of Aldermen.
- Works to recruit businesses to the City and supports those currently present in the City.
- Serves on governmental and quasi-governmental boards and committees as a representative of the City.
- Performs related work as required.

### **REQUIRED KNOWLEDGE AND ABILITIES**

- Demonstrated knowledge of modern policies and practices of public administration.
- A strong working knowledge of municipal finance, human resources, municipal services, and economic development.
- Ability to establish and maintain an effective working relationship with associates, elected officials,

representatives of other agencies and the general public.

- Skill in grant writing and execution of grant requirements.
- Skill in preparing and administering municipal budgets.
- Skill in planning, directing and administering municipal programs.
- Ability to prepare and analyze comprehensive reports and carry out assigned projects to their completion.
- Ability to record and deliver information, to explain procedures, to follow verbal and written instructions.
- Knowledge of City rules, regulations and procedures.
- Knowledge and ability to work with computers and software programs that are relevant to the position.
- Valid Tennessee Driver's License

#### **EDUCATION, TRAINING AND EXPERIENCE QUALIFICATIONS**

- Graduation from an accredited college or university with a Bachelor's degree in public administration, political science, business administration, or closely related field, with a preferred Master's degree in similar fields and,
- Five (5) years of professional experience as a Chief Operating Officer, Assistant Chief Operating Officer, or manager of a public agency or department with related duties; or
- Any combination of experience and training that provides the required knowledge, skills and abilities.

#### **ADA REQUIREMENTS**

**Physical Requirements** - Physical demand requirements are at levels for those of sedentary work. Must be able to lift and/or carry weights of five to ten pounds and occasionally up to forty pounds; occasional bending, kneeling, stooping and reaching above shoulder level; manual dexterity in the use of fingers, limbs or body to operate office equipment; may involve extended periods of sitting at a keyboard.

**Sensory Requirements** - Tasks require visual perception and discrimination including color and depth. Tasks require perception and discrimination of sound.

ORDINANCE NO. \_\_\_\_\_

AN ORDINANCE TO CREATE THE POSITION OF CHIEF OPERATING OFFICER  
WITHIN THE CITY OF MANCHESTER

WHEREAS the Charter of the City of Manchester provides that the Board of Mayor and Aldermen may establish City Departments, Offices or Agencies and prescribe their functions; and

WHEREAS the growth and expansion of operations of the City has made it advisable to create a position of Chief Operating Officer to serve at the pleasure of the Mayor to whom the Mayor may delegate certain duties.

BE IT THEREFORE ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF MANCHESTER, TENNESSEE that there is created for the City of Manchester the position of Chief Operating Officer.

BE IT FURTHER ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF MANCHESTER, TENNESSEE that the Chief Operating Officer:

- A) Shall be appointed by the Mayor (with the approval of the Board of Mayor and Aldermen?);
- B) Shall serve at the pleasure of the Mayor and
- C) May be delegated any of the following duties by the Mayor:
  - i. Administer the business of the City;
  - ii. Make recommendations to the Mayor for improving the quantity and quality of public services to be rendered by officers and employees to the inhabitants of the City;
  - iii. Keep the Mayor fully advised as to the conditions and needs of the City;

- iv. Report to the Mayor the condition of all property, real and personal, owned by the City and recommend repairs or replacements as needed;
- v. Recommend to the Mayor and suggest the priority of programs or projects involving public works or public improvements that should be undertaken by the City;
- vi. Recommend to the Mayor specific personnel positions, as may be required for the needs and operations of the City, and may approve personnel policies and procedures for approval of the Mayor to be submitted to the Board for adoption and
- vii. Perform other such duties as may from time to time be designated or required by the Mayor.

BE IT FURTHER ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF MANCHESTER, TENNESSEE, with the exception of serving at the pleasure of the Mayor, any provision of the Charter or the Code of Ordinances applicable to Department Heads shall apply to the Chief Operating Officer.

BE IT FURTHER ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF MANCHESTER, TENNESSEE that this ordinance shall take effect on and after its publication and passage, the public welfare of the City of Manchester, Tennessee requiring it.

PASSED FIRST READING: \_\_\_\_\_, 2023

PASSED SECOND AND FINAL READING: \_\_\_\_\_, 2023

\_\_\_\_\_  
Marilyn Howard, Mayor

\_\_\_\_\_

## **CITY MANAGER**

### **DEFINITION**

The City Manager for the City of Manchester performs executive administrative, technical and professional work in directing and supervising the administration of City government. This position works under the broad policy guidance of the Mayor and Board of Aldermen for the City of Manchester. The City Manager exercises supervision over all municipal employees.

### **ESSENTIAL FUNCTIONS AND RESPONSIBILITIES**

- Manages and supervises all departments and offices of the City to achieve goals within available resources; plans and organizes workloads and staff assignments; trains, leads and evaluates assigned staff; reviews progress and directs changes as needed.
- Provides leadership and direction in the development of short- and long-range plans; gathers, interprets and prepares data for studies, reports and recommendations; coordinates department activities with other municipal departments and governmental entities as needed.
- Provides professional advice to the Mayor and Board of Aldermen; makes presentations to Mayor and Board of Aldermen, boards, committees, and the general public.
- Communicates adopted plans, policies, and procedures to staff and the general public.
- Assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned areas to assure sound fiscal control; prepares and submits a preliminary annual fiscal budget proposal reflecting departmental fiscal resource needs; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Acts as the purchasing director for the City.
- Administers the adopted budget of the City; advises the Board of financial conditions and current and future City fiscal needs.
- Determines work procedures, prepares work schedules, and expedites workflow; studies and standardizes procedures to improve efficiency and effectiveness of operations.
- Issues written and oral instructions; assigns duties and examines work for exactness, professional presentation, and conformance to policies and procedures.
- Facilitates positive, professional attitude among workers and resolves grievances.
- Performs or assists subordinates in performing duties; adjusts errors and complaints.
- Prepares a variety of studies, reports, and related information for decision-making purposes.
- Enforcement and application of all laws, provisions of the City Charter, and acts of the Mayor and Board of Aldermen including the Personnel Regulations.
- Apply for grants that are beneficial to the City and execute requirements.
- Attends all meetings of the Mayor and Board of Aldermen at which attendance may be required by the Mayor and Board of Aldermen.
- Works to recruit businesses to the City and supports those currently present in the City.
- Serves on governmental and quasi-governmental boards and committees as a representative of the City.
- Performs related work as required.

## **REQUIRED KNOWLEDGE AND ABILITIES**

- Demonstrated knowledge of modern policies and practices of public administration.
- A strong working knowledge of municipal finance, human resources, municipal services, and economic development.
- Ability to establish and maintain an effective working relationship with associates, elected officials, representatives of other agencies and the general public.
- Skill in grant writing and execution of grant requirements.
- Skill in preparing and administering municipal budgets.
- Skill in planning, directing and administering municipal programs.
- Ability to prepare and analyze comprehensive reports and carry out assigned projects to their completion.
- Ability to record and deliver information, to explain procedures, to follow verbal and written instructions.
- Knowledge of City rules, regulations and procedures.
- Knowledge and ability to work with computers and software programs that are relevant to the position.
- Valid Tennessee Driver's License

## **EDUCATION, TRAINING AND EXPERIENCE QUALIFICATIONS**

- Graduation from an accredited college or university with a Bachelor's degree in public administration, political science, business administration, or closely related field, with a preferred Master's degree in similar fields and,
- Five (5) years of professional experience as a City Manager, Assistant City Manager, or manager of a public agency or department with related duties; or
- Any combination of experience and training that provides the required knowledge, skills and abilities.

## **ADA REQUIREMENTS**

**Physical Requirements** - Physical demand requirements are at levels for those of sedentary work. Must be able to lift and/or carry weights of five to ten pounds and occasionally up to forty pounds; occasional bending, kneeling, stooping and reaching above shoulder level; manual dexterity in the use of fingers, limbs or body to operate office equipment; may involve extended periods of sitting at a keyboard.

**Sensory Requirements** - Tasks require visual perception and discrimination including color and depth. Tasks require perception and discrimination of sound.

# 2021 Salaries

Municipality	Population	Number of Employees	Minimum	Actual/Median	Maximum
FAIRVIEW	8002	51	\$70,161.00		\$102,212.00
COLLEGEDALE	8282	65		\$121,056.00	
SIGNAL MOUNTAIN	8363	89	\$84,994.00		\$127,491.00
ALCOA	8449	284		\$160,620.00	
WINCHESTER	8530	69		\$87,104.42	
LENOIR CITY	8642	83		\$91,404.00	\$138,185.00
CLINTON	9841	100	\$92,100.00		
LAWRENCEBURG	10428	125		\$67,392.00	
UNION CITY	10895	145		\$111,865.00	
MILLINGTON	11132	145		\$121,555.00	
CROSSVILLE	11564	170		\$90,771.00	
WHITE HOUSE	11600	96		\$98,491.12	
RED BANK	11651	88		\$106,038.00	
SODDY-DAISY	12714	71		\$84,074.00	
ARLINGTON	13217	74	\$85,590.44		\$124,106.13
ATHENS	13458	118	\$99,594.00		\$146,461.00
MCMINNVILLE	13605	159		\$105,601.60	

**A PROPOSAL FOR ASSISTING IN  
RECRUITMENT AND SELECTION  
CITY OF MANCHESTER CITY MANAGER**

**THE UNIVERSITY OF TENNESSEE  
MUNICIPAL TECHNICAL ADVISORY SERVICE (MTAS)**

**Contacts:  
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865-742-6162**

## **How Can MTAS Assist the City of Manchester?**

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 Manager. Previous requests have entailed the following:

### **1. Determining what kind of City Manager to hire**

The MTAS recruitment process can be coordinated with the Mayor or Human Resources Director of the City of Manchester. The first task in the recruitment process can be to prepare a job analysis to help prospective applicants better understand the duties and responsibilities that are required of this position. The job analysis would help prospective applicants, as well as the city board, to determine whether their education and experience make them a good fit for service as the City Manager 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 the next manager
- Reviewing the city's charter and code for a list of job duties and responsibilities
- Establishing core competencies of the position
- Facilitating discussions with 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.

### **2. 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.

### **3. Review of Applications/Resumes**

A review of all applications can be undertaken to determine those that meet the job requirements and should be seriously considered. The number of applicants can be screened and reduced to a qualified short list, as may be determined by the Mayor and Board of Aldermen. MTAS can handle all correspondence to applicants, if requested. The short list will

be forwarded to the City Board for review and to the Human Resources Director for background investigation. All other applications would be forwarded to the City of Manchester's Human Resources Director for filing.

#### **4. Interviews**

MTAS services include any range of activities, including but not limited to:

- Facilitating discussions with the City Board 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
- Proctoring interviews
- Providing cost estimates of hosting interviews
- Developing and proctoring assessment centers

Options for interviews:

- Meet with department heads
- Reception with citizens and employees
- Group interview with the Mayor and Board of Aldermen
- One-on-one interviews with the Mayor and Board members
- Dinner with Mayor
- Tour of city with department head
- Assessment Center

#### **6. Employment**

After interviews have concluded, the City Board will need to offer the position to the individual that is the best fit for the organization. MTAS would provide the City Board with any of the following:

- comparable salary and benefit information
- assistance in background checks by suggesting questions to ask of references or calling references

#### **7. Summary**

The process, as set forth herein, can be completed in approximately 80 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 110 days.

## **Optional Service:**

### **Assessment of Applicants – California Psychological Inventory**

The applicants are 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.

One of the difficulties employers face in using the CPI is that it provides a great deal of information. It describes the applicant's entire personality, not just those traits that are relevant for performance in a particular job. For this reason, interpretation of the scores is generally left to a trained professional. MTAS utilizes the services of Dr. Gary Kaufman, Organizational Psychologist, Human Resources Consulting.

## **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.
- MTAS has a vested interest in making sure the governing body makes a good hire because he or she is a future client.

## **The Assessment Center Process**

### **Introduction**

An Assessment Center is not a place - it is a method of evaluating candidates using standardized techniques under controlled conditions. These techniques offer a more "real-life" flavor to the selection process. An Assessment Center, moreover, is a comprehensive evaluation approach that allows candidates an opportunity to demonstrate their skills in a number of different situations. Its primary purpose, however, is to evaluate managerial skills and abilities.

The most widespread use of an Assessment Center has been in the selection of managers and supervisors. It places the candidate in situations similar to those encountered on the job, yielding better measures of his/her managerial skills. It puts candidates through a series of group and individual exercises, interviews, and tests designed to simulate the conditions of a supervisory or managerial job and determines if they have the skills and abilities necessary to perform the job.

## **MTAS Assessment Process**

### **Job Analysis**

A job analysis is a systematic collection and analysis of information about a job. It provides the foundation for the development of a number of personnel instruments, including the job description. The focus of a job analysis is on performance and the knowledge, skills, abilities (KSAs), and motivation needed to do the job. The primary goal of the job analysis is to provide enough information to create a model of performance and to determine causes of good and bad performance. Generally, in building the model, one would collect information about: (1) the organizational context of the job - its purpose, major responsibilities, and the environment; (2) KSAs, - tasks, behaviors, tools, processes, and products of the work; and (3) Critical Incidents - behaviors and outcomes that the organization values.

### **Competencies**

Competencies are a new way of discussing KSAs. Job competencies are underlying characteristics of an employee (i.e., a motive, trait, skill, aspect of one's self-image, social role, or a body of knowledge) that results in effective and/or superior job performance. Competencies are behaviors that encompass the KSAs, attitudes, motives, and temperament that distinguish excellent and poor performance. Competencies are generally expressed in performance-related terms. Competencies are the elements the assessors will be evaluating during the Assessment Center.

In the development of competencies, information from the job analysis and expert interviews is grouped according to skills required to excellent performance. The intent of the grouping is to document that certain skills are judged to be necessary for the performance of the more important tasks of the job. The grouping is also useful in designing assessment center simulation exercises.

## **Measurements**

Once the job analysis is completed, a determination must be made about the specific instruments to use to measure the desired competency. The goal is to develop exercises that simulate the skill requirements of the job. There are a number of different instruments that may be used to measure the competency of an individual. These range from pen and pencil tests to group interviews to simulations. A good practice is to chart the most important competencies and the measurement instrument that best evaluates the competency.

## **Simulations**

A simulation is an imitation of a “real-life” experience. It can take the form of a group discussing a “real-life” problem; a role-playing setting where individuals “act out” behaviors in response to stimuli; a presentation designed to represent a work-related speech; an in-basket exercise to demonstrate how candidates make decisions about work activities or work flow; or case studies where the candidate solve real work-related problems. Here are some examples:

**Leaderless Group Exercise** - Leaderless Group Exercises are good tests of leadership skills. They generally fall into two distinct areas: (1) assigned roles; and (2) non assigned roles. The term “leaderless” is used because the participants carry equal status; that is, the instructions do not establish anyone as the leader of the group. The fact that the group members must work toward achieving a preestablished goal builds a situation in which leadership is needed – thus, candidates are in a situation in which they have an opportunity to demonstrate their leadership skills.

**Role Playing (Employee Counseling)** - Counseling is a very important part of a manager’s job, but it can also be the most difficult and unpleasant task the employee will have to perform. Candidates are given information about a situation involving an employee. They are instructed to interview and counsel the employee. Candidates should be able to point out the seriousness and consequences of continued behaviors.

**Presentations** - Candidates are required to make a speech lasting five to ten minutes on a management topic or subject area related to a particular job. The candidates are given the same topic. At the conclusion of each presentation, assessors ask questions of the candidates. Another example of the presentation might be displayed in a “press conference.” The behaviors generated by a manager during a press conference are strong indicators of the abilities of the candidate as a leader.

**In-Basket** - The in-basket exercise is by far the most popular exercise used in the Assessment Center process. Candidates are given a set of materials that might be found in a manager’s in-basket. Typically, the instructions for the exercise tell the candidate that he/she has just been promoted to the new position and that his/her predecessor has left a rather large amount of material in his/her in-basket. The in-basket contains memos, letters, and reports of varying importance. The candidate must write down every action he/she would take, including notes, letters, conference agenda, phone calls, etc. The in-basket scenario forces candidates to handle their in-basket as best they can, demonstrating their approach to problem-solving, decision-

making, delegation, written communication skills, etc., rather than permitting them to avoid the in-basket problems by claiming they would handle them later.

**Work Sample (case study)** - The work sample is one of the most involved of the Assessment Center exercises. Most work samples require two (2) to three (3) hours of work by the candidate and then at least one hour interviews by the assessors. The key to success in the development of the work sample is the quality of work in the development phase. The manner in which a candidate handles a work sample is a good measure of his/her stress tolerance and, like in the in-basket, will be rated accordingly.

The following represents a common one-day Assessment Center:

- In-Basket - The in-basket should be allocated about 90 minutes to complete.
- Oral Presentation - The oral presentation requires preparation time of 15-30 minutes, plus a fifteen (15) minute block of time in making the presentation and responding to assessor questions.
- Leaderless Group - The leaderless group discussion should take approximately 40-50 minutes.
- Structured Interview - The structured interview should take approximately 30-45 minutes.