

# City of Laredo, Texas

Governance  
&  
City Manager  
Search/Background Attributes  
Workshop

July 19<sup>th</sup> & 20<sup>th</sup>, 2022



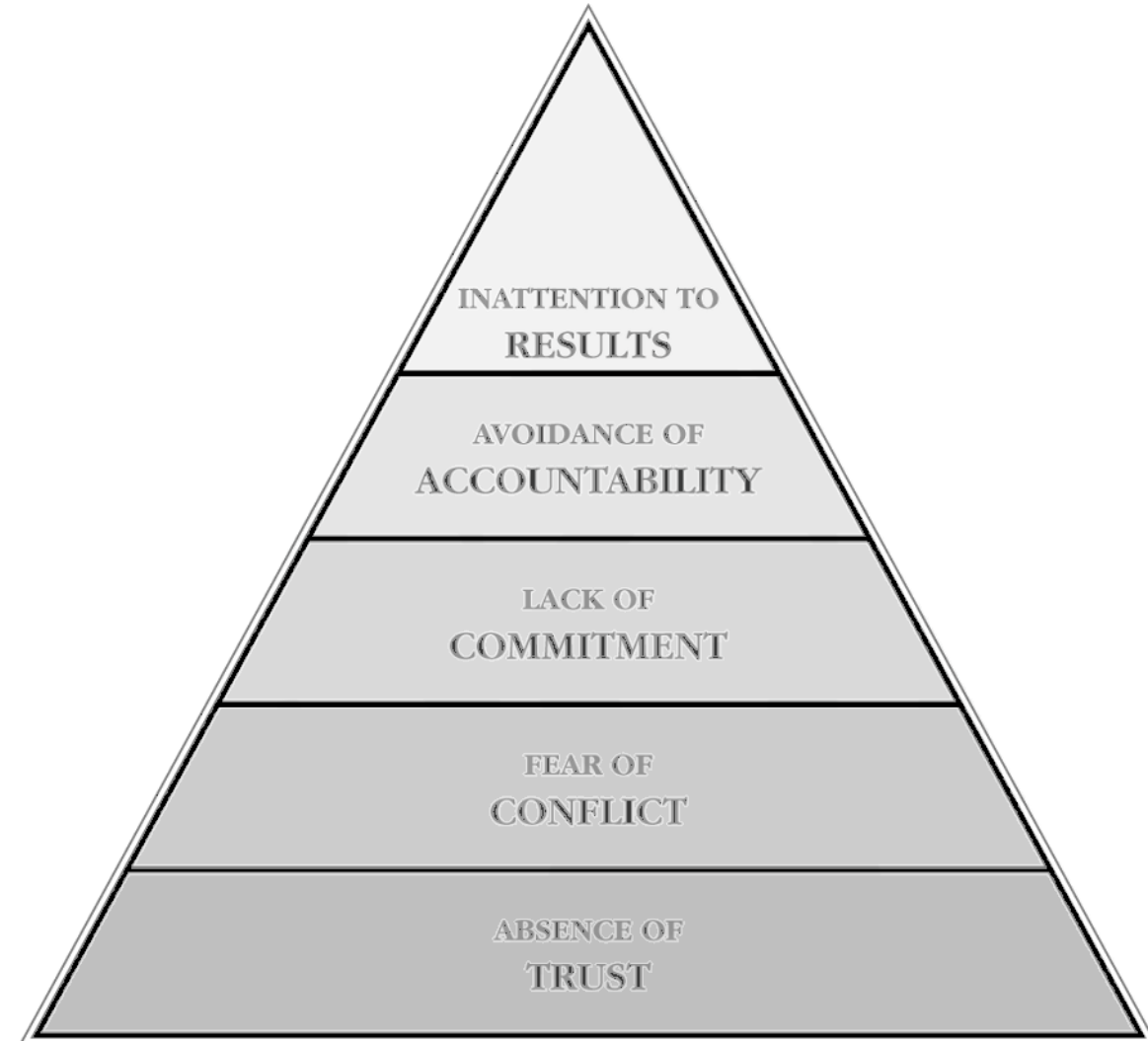
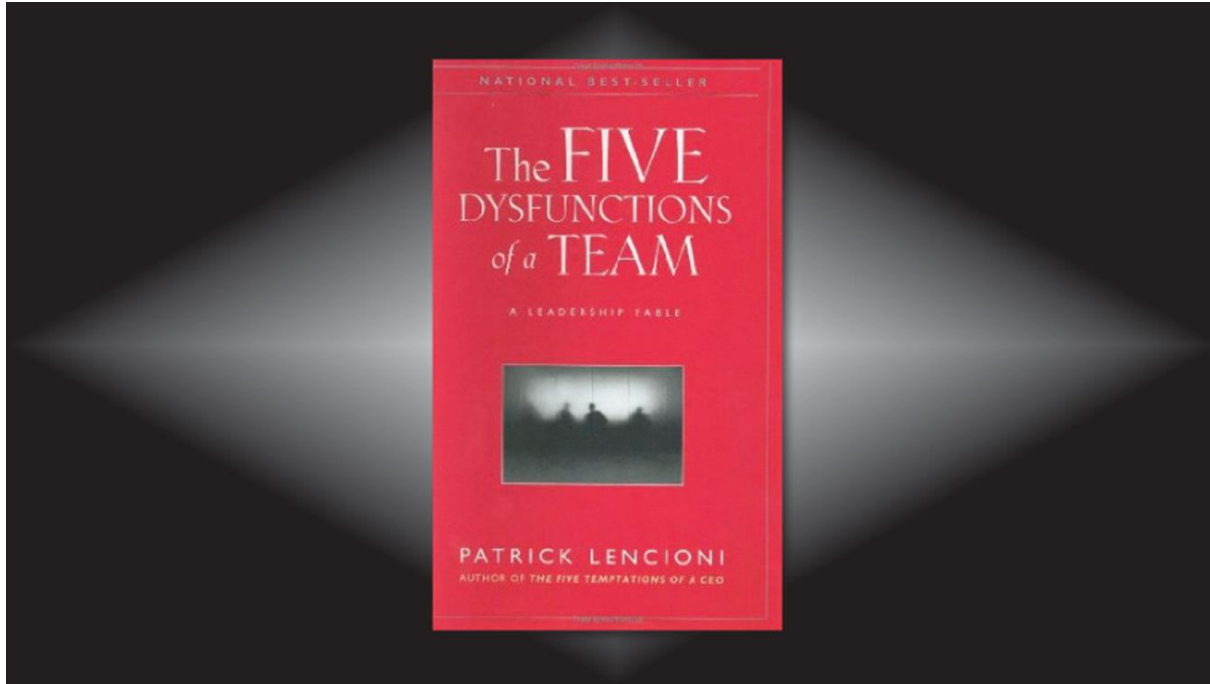
Welcome  
Back!



# Day 2 Agenda

1. Wrap Up From Day 1:
  - a. Building Trust
  - b. Effective Governance Polarity Assessment
2. City Manager Search Process Overview
3. Overview of Current City Manager Search Landscape
4. What is Laredo Seeking in its Next City Manager?
  - a. Review of High-Level Summary of Mayor & City Council Advance Interviews Regarding Ideal City Manager Background & Attributes
  - b. ICMA's 18 Core Principles
  - c. Other Background, Skills, Traits, & Attributes Typically Sought in City Manager Searches
5. Next Steps
6. Closing Questions, Takeaways, & Adjournment

# The Five Dysfunctions of a Team



# Review – Building Trust

- Trust is the foundation of teamwork
- On a Board, trust is all about vulnerability, which is difficult
- Like a good relationship, trust must be maintained over time
- Building trust takes time, but the process can be accelerated

# Building Trust

## The Absence of Trust



# Let's Get Started – Building Trust

- How long have you worked for or been affiliated with the City of Laredo?
- Where did you grow up?
- How many siblings do you have and where do you fall in the sibling order (oldest, youngest, etc.)?
- What was the most difficult, important, or unique challenge of your childhood - of being a kid?



Effective  
Governance  
Polarity  
Assessment



# Effective Governance Polarity Assessment

- **50:** You think everything is so wonderful you may not have a realistic view of how your governance culture is actually operating.
- **51-100:** Exceptionally healthy governance culture and environment. You need to be speaking and writing to teach others!
- **101-200:** Healthy governance culture but some attention to how you protect and strengthen your culture would be beneficial. Your biggest issue may be the need to develop a strong program for training new governing body members in the systems and culture to ensure sustainability.
- **201-300:** Typical governance culture. Some things work well, but some do not. You probably have the right systems in place but have some issues with how you ensure compliance with those systems by all members. Some of your members may be undermining the system for political reasons. You can be more effective, enjoy the process more, and serve the citizens better if you give serious attention to requiring compliance with your policies and systems by all members.

# Effective Governance Polarity Assessment

- **301-400:** Service on the governing body does not have to be this painful. Most of your pain is self-inflicted by the team. Lip service may be given to your governance policies, but they are frequently ignored or violated for political expedience. Violation of governance policies is justified in the mind of the violating member due to their commitment to the issue above their commitment to the integrity of the process. The team tends to divide along political lines frequently. Personal resentment may lie beneath the surface of policy discussions. Lashing out at staff is common. Outside assistance is needed to help take your governance culture to a healthier level. Attention needs to be given to your systems as well as your commitment to a healthy governance culture. The premier question is whether the governing body wants to have a healthier governance culture, or whether they want to keep fighting.

# Effective Government Polarity Assessment

- **401-500:** You likely have neither adequate systems nor any reasonable commitment to create a healthy governance culture. Unhealthy conflict may be seen as normative. You may have some members who believe that bullying and political infighting is simply part of governing and the governing body is too weak to control misbehaving members, thus they dominate.


SGR

# Effective Governance Polarity Questions

- Based upon how you scored the Polarity Assessment overall, what are the top three issues you think the Board needs to change in how to operate to create a healthier governance culture?
  - ✓ Issue 1: ?
  - ✓ Issue 2: ?
  - ✓ Issue 3: ?
- For each issue, what would it take in practical terms to create significant improvement on this issue?

# SGR's 5 Keys to a Successful Search

- A comprehensive understanding the unique culture, needs and desires of the organization and community:
  - Chair & Council Members
  - Senior Staff
  - School Superintendent and/or School Board
  - Community Stakeholders
  - If Desired: Union Leadership, Community Survey and/or Focus Groups
- Dynamic state of the art talent marketing, including a comprehensive social media campaign that includes custom-made graphics and timely social media platform placements, that reaches a national candidate pool in a way that engages and makes them interested in the opportunity.
- Candidate vetting that ensures in-depth understanding of the position and organization:
  - Stage 1 Media (Semifinalists)
  - Stage 2 Media (Finalists)
  - Criminal, Legal, Credit, Academic (Finalists)
  - 360 Degree Reference Checks (Finalists)
- Candidate understanding of the organization and community to minimize withdrawals late in the process to help ensure a successful conclusion.
- A process that is guaranteed, smooth, seamless and user-friendly for both candidates and the client.

  
**CITY OF**  
**Midland**

CITY MANAGER

City of Midland, Michigan

EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES

THE COMMUNITY

**THE COMMUNITY**

The City of Midland is ideally situated in the picturesque Great Lakes Bay Region, in Michigan's Lower Peninsula. The City covers 36.06 square miles, making it the fifth-largest city in the state in terms of land size, and has a population of 42,393. This dynamic city provides the amenities of big city life with all the charm and safety of a mid-sized community. Known as the "City of Modern Explorers," Midland boasts great connectivity with not only MBS International Airport just 15 minutes away, but also Jack Barstow Municipal Airport, the community's general aviation airport providing private and corporate jet service. Additionally, convenient access to major highways and interstates makes it easy to reach an array of vacation, sightseeing, and entertainment spots, including Michigan's five Great Lakes.

Light traffic, a healthy economy, affordable cost of living, impressive housing options, excellent schools, and convenient access to regional attractions have garnered the City many awards and accolades over the years, including a "Top 10 Cities in Michigan" ranking by *Money*. Midland has also been recognized as a great place to find and keep a job, live safely, and enjoy an active nightlife and recreation opportunities. The City has been ranked nationally as one of the best small cities in which to raise a family in part due to its reputation as one of the safest cities in Michigan.

Midland provides abundant cultural, recreational, and educational activities for its residents. The community enjoys a variety of arts, entertainment, and enrichment opportunities through Dow Gardens and Whiting Forest, the Alden B. Dow House and Studio, the Herbert H. Doan Midland County History Center, the Alden B. Dow Museum of Science and Art, and multiple performance stages housed at the Midland Center for the Arts. Popular annual events such as Riverdays, Festival, Tapped, Tunes by the Tridge, Main Street Glow, Holly Jolly Days, Jingle Bell Fun Run and Midnight on Main draw visitors from throughout the region.

Opportunities to enjoy the outdoors abound at Chippewa Nature center and 72 community parks and playgrounds including City Forest, Chippewassee Park, Plymouth Pool, and Kewassee Lake at Stratford Woods Park. Walking and biking trails wind throughout the community and include the Tridge, a three-legged wooden pedestrian bridge (pictured on the cover page) which connects downtown to Chippewassee Park and the Redcoats Softball Complex by crossing the Tittabawassee River where it is joined by the Chippewa River. The Pierre Marquette Rail Trail, a 30-mile paved scenic trail connects Midland to Claire, MI, has a trailhead at the base of the Tridge.

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THE COMMUNITY

CONTINUED

For sports enthusiasts, Midland is home to Dow Diamond and the Great Lakes Loons, a Single-A minor league team partner of the Los Angeles Dodgers. There is also the Greater Midland Tennis Center, Currie Golf Course, the Greater Midland Curling Club, the Midland Soccer Club, and the Midland Civic Arena which is an indoor arena housing NHL and Olympic-sized ice rinks as well as an indoor turf facility. Midland has a rich history in softball and currently has 236 adult and youth softball leagues.

The City has a long history of being a chemical industry hub. Dow Chemical, a Fortune 500 Company, was founded in Midland in 1897 and the City remains its global corporate headquarters. Dow Chemical is the area's top employer with over 6,000 employees, with MidMichigan Health, Midland Public Schools, Chemical Bank, City of Midland, Northwood University, Greater Midland, Three Rivers Construction, and Meijer accounting for a significant portion of jobs in the area. There has been a significant push, with more initiatives planned for the future, to diversify Midland's local economy to facilitate sustainable growth with area residents closely watching the Dow/DuPont corporate merger activities.

Midland students are served by Midland Public Schools (MPS). MPS consists of seven elementary schools, two middle schools, and two high schools. The district enjoys a long-standing tradition of excellence. Thanks to the passage of a bond by voters in 2015 to update facilities, and with the combined support of over \$3 million in grants from local area foundations, the MPS STEM Strategic Plan provides students with access to quality STEM learning opportunities throughout their K-12 learning experience. For those pursuing higher education, there are several colleges and universities available. Northwood University has its campus in Midland and Central Michigan University, Delta College, and Davenport University all have branches in Midland. Saginaw Valley State University is less than 20 miles away.

The City has a median household income of \$56,311 and a median home value of \$140,900.

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MISSION STATEMENT

That the inhabitants of the City of Midland may live well through the effective maintenance of public safety, health, and welfare via efficient provision of public services, activities, and enterprises which reflect intelligent opinion as to the needs of the community.

GOALS

1. Economic Sustainability
2. Outstanding Quality of Life
3. Effective Stewardship of Resources

# Position Profile Brochure

## GOVERNANCE AND ORGANIZATION

The City of Midland operates under the Council-Manager form of government. The Midland City Council is made up of five members elected from the wards in which the candidates reside. Council members are elected for two-year terms. The Mayor is chosen from the elected Council by a vote of its members, who also appoint the City Manager and City Attorney.

The Manager is hired to serve the Council and the community and to bring to the local government the benefits of training and experience in administering local government projects and programs on behalf of the governing body. The Manager prepares a budget for the Council's consideration, recruits, hires, and supervises the government's staff, serves as the Council's chief advisor, and carries out the Council's policies. The City Council counts on the Manager to provide complete and objective information, anticipate rather than react, and provide knowledgeable recommendations on both long and short-term policy matters. Direct reports include Police, Fire, Human Resources, Library, Planning/Assistant City Manager for Development Services, Utilities, Fiscal Services/Assistant City Manager, and Clerk/Community Relations.

The City provides a full array of services including Police, Fire, Human Resources, Planning (Building and Senior Housing), Public Services (Streets, Solid Waste, Parks, Recreation, Forestry, Fleet, Cemetery, and Dial-a-Ride Transportation), Fiscal Services (Assessing, Treasurer, Finance, and Purchasing), Information Services, Midland Civic Arena (ice & indoor turf facility), Currie Golf Course, Utilities (Water, Wastewater, Landfill, Storm Water Management, and Renewable Gas-to-Energy Plant), Engineering (general aviation airport), and Library (MCTV).

The City has an Annual Consolidated Budget of \$97.4 million and employs 327 full-time and 111 part-time employees. Most employees are represented by collective bargaining agreements with the following unions: Midland Municipal Employees Association (MMEA), Midland Supervisory Employees Association (MMSEA), International Association of Fire Fighters (IAFF), Police Officers Association of Michigan (POAM), Police Officers Labor Council/Midland Police Command Group, and United Steelworkers AFL-CIO-CLC.



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## LEADERSHIP AND INNOVATION

The next City Manager will be tasked with devising both short and long-term strategies that make the best use of the City's many assets and address the issues and challenges that the City currently faces and will face in the near future:



### FAMILY, CORPORATE, AND COMMUNITY FOUNDATIONS

These foundations include the Rollin M. Gerstacker, Charles J. Strosacker, the Herbert H. & Grace A. Dow Foundation, the Alden and Vada Dow Family, the Dow Corporate, and the Midland Area Community Foundations. Historically, the various foundations have provided significant financial support to various public capital projects and community initiatives. Philanthropic support for the City organization is deeply ingrained in Midland's culture, with the municipal organization playing a key role in communicating community concerns and priorities in partnership with the foundations as a regular part of public projects and initiatives financing strategies.

### REGIONAL FOCUS-SAGINAW, MIDLAND, AND BAY CITY (GREAT LAKES BAY REGION)

City/County relations are excellent, with a shared administrative campus and numerous intergovernmental partnerships and programs. The City Manager is expected to build upon a strong foundation of cooperation between the City, county government and surrounding townships. Ongoing cooperation with nearby Saginaw and Bay City will need to be maintained.

### LOCAL EMPLOYMENT AND COMMUNITY FINANCIAL SUSTAINABILITY

- Economic Development is provided through public-private partnerships with major stakeholders comprised of the Midland Business Alliance, the Midland Area Chamber of Commerce, the Midland Tomorrow, and the Midland Baseball Foundation. A recent Buxton Customer Analysis identified targeted retail and restaurants that could be successful in Midland, with targeted outreach by local economic development stakeholders at the International Council of Shopping Centers.
- Dow Chemical is currently involved in a merger with DuPont, also one of the world's largest chemical manufacturers. If the merger proceeds as planned, the new corporation, DowDuPont, will be split into three independent publicly traded corporations. The largest of these three corporations is expected to maintain operations and corporate headquarters in the City of Midland. The community is closely monitoring the merger and the resulting impacts on employment and associated business lines that will remain in Midland, and the long-term inherent implications with the significant merger of international companies.
- The community understands the importance that Dow plays in the vitality of the community and works closely with the local company leadership on a regular basis to ensure industry-community issues and priorities are understood, and to explore mutually beneficial strategies and outcomes. There is a strong desire to diversify the economy beyond Dow, and supporting businesses and industries. Dow, the Midland Cogeneration Venture (MCV) and other major employers have looked to the City to assist in promoting Midland as the competitive alternative for future investments and developments.



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## LEADERSHIP AND INNOVATION

CONTINUED

### POPULATION GROWTH

Midland's population has been level and is getting older. The new City Manager will work with economic and community stakeholders to help change Midland's "Sense of Place" so that it is more welcoming to the younger, next generation workforce. More nightlife offerings, unique restaurants, and other "placemaking" opportunities are being advanced. There is a strong desire to preserve and respect Midland's past heritage while promoting initiatives to develop additional urban amenities and distinctive housing options.

### DEVELOPMENT OPPORTUNITIES

- Downtown redevelopment is ongoing, with a significant streetscape project slated for this summer.
- The Midland Mall is in foreclosure and has lost several large anchor chains, and there are community concerns about the impact of store closings.
- Infrastructure, street conditions, and growing traffic concerns in some commercial corridors will require long-term strategies that factor in future growth.
- The "Center City District" redevelopment initiative will require City/TIF focus and assistance.
- There is currently a need to encourage the development of more diverse housing opportunities, including both workforce and "upscale" rental offerings.

### UNFUNDED PENSION LIABILITIES & OPEB

The City participates in the Municipal Employees Retirement System of Michigan (MERS) for its civilian pension program and has an independent Act 345 Pension Plan for Police and Fire administered by an internal board. Both pension plans have unfunded pension liabilities. The next City Manager will need to remain focused on monitoring the City's various strategies to the pension and OPEB unfunded liabilities to ensure the organization continues to be proactive in addressing the issues while still providing competitive benefits in order to attract outstanding talent to work for the City.

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# Position Profile Brochure

## IDEAL CANDIDATE

The City of Midland is seeking a progressive, visionary leader with a strong, service-oriented approach to managing municipal operations to be its next City Manager. The ideal candidate will consider future issues and outcomes and proactively develop strategies with the City Council to accomplish desired results. Midland has a history of long-tenured city managers, and the chosen candidate will be expected to commit a reasonable period of time and tenure in service to the City of Midland, rather than looking at this unique opportunity as a stepping stone to a future position. A seasoned professional who is engaged and visible within the community, willing to facilitate community discussions productively and collaboratively, and who is passionate about providing exceptional service to residents will excel in this position.

The next City Manager will work successfully with the Council and will effectively represent the City in economic development, municipal operations, intergovernmental relations, and recommending strategies for both short and long-range goals and initiatives, demonstrating a deep understanding of community engagement and Council decision-making processes. The City of Midland desires a politically astute City Manager who possesses a high degree of personal and professional integrity, with a willingness to diplomatically offer alternative professional views, concerns, and implications to proposed policy considerations. The selected candidate should be well-versed in addressing community issues, with experience successfully managing a highly participatory community and working openly and transparently with diverse stakeholders with strong opinions. An articulate communicator with excellent public speaking skills, the selected individual must be able to interact effectively

## EDUCATION AND EXPERIENCE

The selected candidate must hold a bachelor's degree in public administration, business administration, urban planning, or a related field. A master's degree is preferred. The selected candidate must have ten years of progressively responsible experience in the management of municipal operations or an equivalent combination of training and experience that provides equivalent knowledge, skills, and abilities. The selected individual will be required to reside in the City within a reasonable period of time following appointment to the position.

with diverse groups within the organization and community.

A decisive individual with an entrepreneurial attitude, the new City Manager will not be afraid to take calculated risks that put the City on the path to sustainable growth. The City Manager will work closely with philanthropic and private funding sources in support of public projects and initiatives, and must possess the collaborative skills necessary to bring diverse stakeholders and viewpoints to coalesce around common themes to advance community goals. A demonstrated history of successful economic and community development, with experience in diversifying the local economy and expanding local employment opportunities is essential, with experience working with Global Fortune 500 companies a plus. A candidate with sound financial judgment and budgeting skills who can effectively and proactively balance funding challenges with the desire for exceptional municipal services is ideal. Experience with collective bargaining and flood response strategies is also strongly desired.

The City Manager will possess the interpersonal and managerial skills necessary to lead and mentor a group of highly experienced and dedicated employees, uniting staff with a shared sense of purpose and supporting a culture of excellence at all levels within the organization.

The City Manager will lead by example and should be sensitive to employee morale, with a history of developing staff and encouraging teamwork within and across departments. The chosen candidate will empower staff and provide them with a wide latitude of responsibilities under an overall leadership strategy that encourages accountability.

## COMPENSATION AND BENEFITS

The salary range for this position is \$132,148-\$170,743. The City participates in the Municipal Employees' Retirement System (MERS) and provides an additional contribution of 5% of base salary to an ICMA 457 deferred compensation plan. A full range of benefits is provided, including health and life insurance, a generous leave package, up to \$500 annual reimbursement for expenses associated with membership in community service organizations, 100% payment of professional dues, reimbursement for memberships and fees for required licenses and certifications, and car and cell phone allowances.

## APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGRCurrentSearches>  
For more information on this position contact:

**Doug Thomas, Senior Vice President**  
Strategic Government Resources  
[Douglas.Thomas@GovernmentResource.com](mailto:Douglas.Thomas@GovernmentResource.com)  
863-860-9314



This position is open until filled. To view the status of this position, please visit: <http://bit.ly/SGRCurrentSearches>

The City of Midland is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

## RESOURCES

City of Midland  
[www.cityofmidlandmi.gov](http://www.cityofmidlandmi.gov)

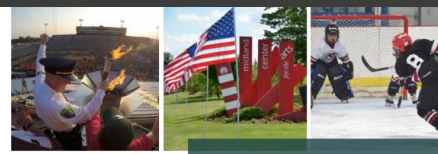
Midland Area Chamber of Commerce  
[www.miacc.org](http://www.miacc.org)

Midland Tomorrow  
[www.midlandtomorrow.org](http://www.midlandtomorrow.org)

Follow Us



Click Below to View Video



# Position Profile Brochure





## Triage Process

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- The Triage Process is like a funnel
- At the initial Application stage, you will know a little about a lot of candidates based upon what they have included in their submitted materials and/or previous experience in other searches
- As you progress to Semifinalists, you will learn more information regarding experience, style, and background of each candidate
- As a Finalist, you will learn virtually everything there is to know that would be of interest to a future employer about each candidate

**Applicants**

**Semifinalists**

**Finalists**

# The Importance of Social Media Marketing

The use of social media for recruitment has grown **54%** in the past 5 years.



**79%** of job seekers use social media in their job search.

**84%** of organizations are currently recruiting on social media.

**73%** of organizations feel they have hired successfully using social media.

**43%** of organizations believe candidate quality has improved with the use of social media in recruiting.

**75%** of the fully employed workforce consider themselves as passive candidates.

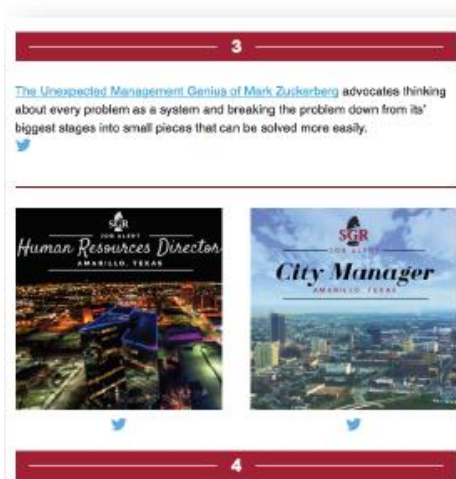


**82%** of organizations use social media to reach passive candidates.

SGR Facebook



SGR Weekly 10 in 10 E-Newsletter



SGR LinkedIn



SGR Instagram

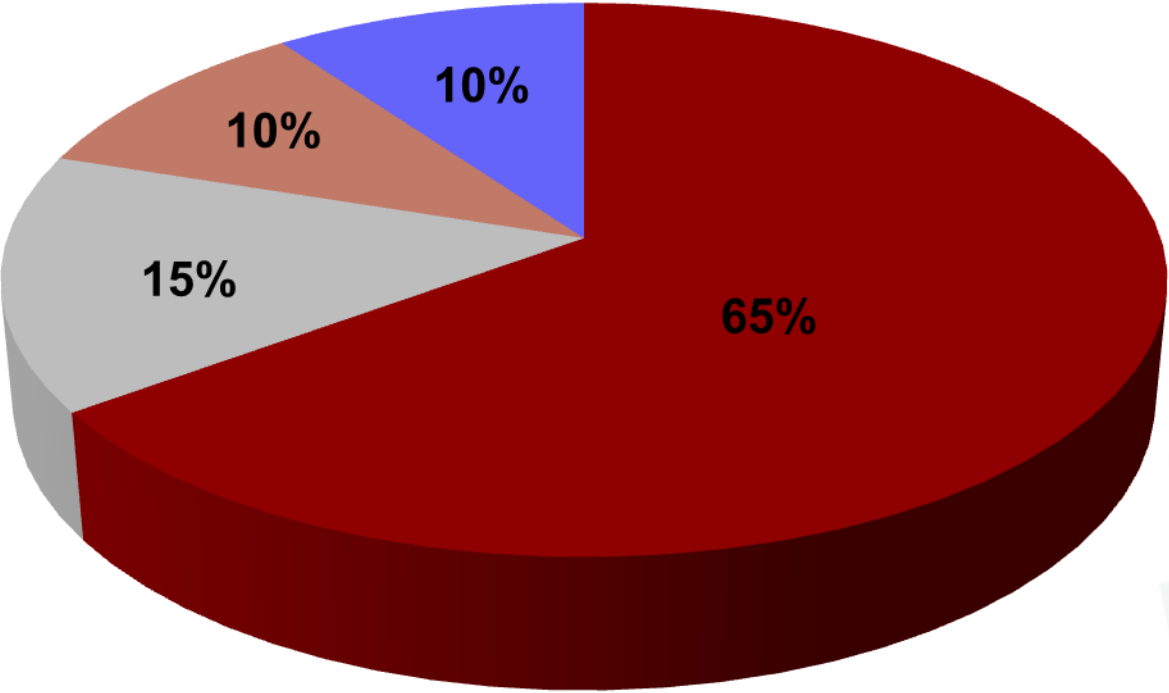


SGR Targeted Job Alerts



Partnering with Local Governments to Recruit, Assess and Develop Innovative, Collaborative, Authentic Leaders

# How Top Candidates Become Aware About Opportunities



- Direct Outreach by SGR (Website, 10 in 10, Social Media, Email, Personal Contact)
- National Trade Advertisements & Websites
- State Trade Advertisements & Websites
- All Other Sources (City Website, Personal Contact by Colleagues, etc.)

## Project Methodology

SGR provides a comprehensive scope of executive recruitment services, and each executive recruitment service contract is tailored to meet the client's specific needs. However, a full service recruitment typically entails the following:

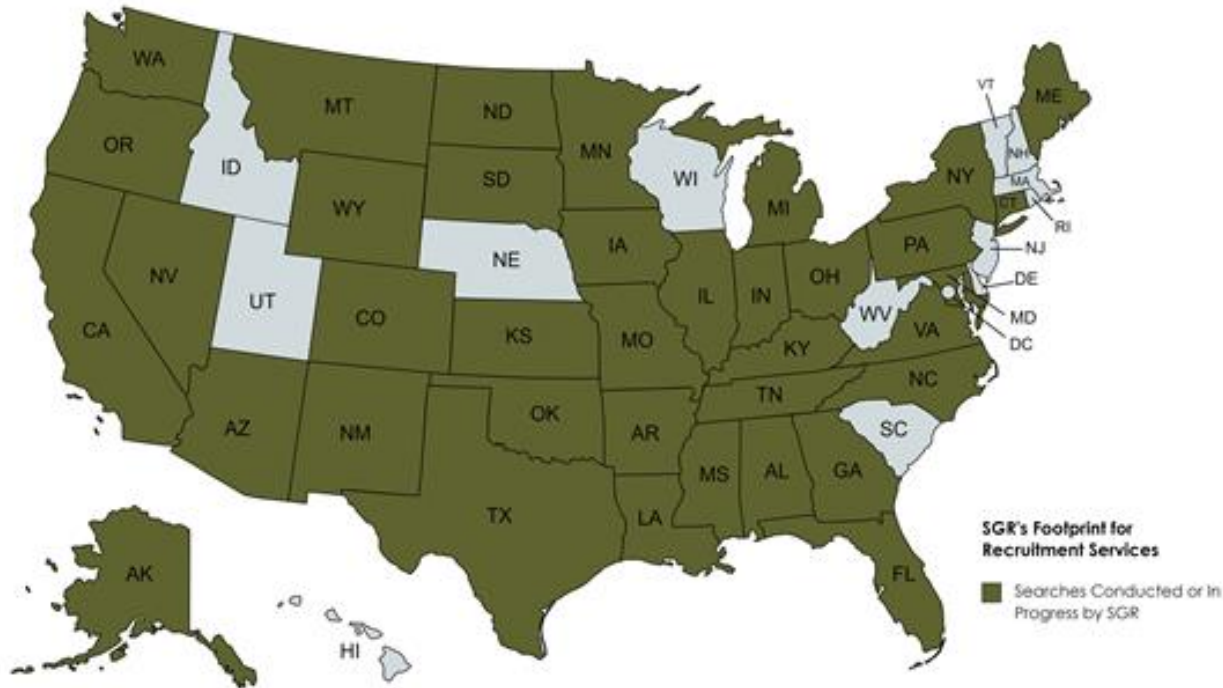
1. **Organizational Inquiry and Analysis**
  - Outline Project Plan and Timeline
  - Individual Interviews with Search Committee/ Key Personnel/ Community Leaders (if desired)
  - Development of Position Profile and Professional Production of Brochure
2. **Advertising and Recruitment**
  - Ad Placement
  - Social Media and Marketing of Position
  - Ongoing Communication with Applicants and Prospects
3. **Initial Screening and Review**
  - Management of Applications
  - Evaluation and Triage of Resumes
  - Search Committee Briefing to Facilitate Selection of Semifinalists
4. **Evaluation of Semifinalist Candidates**
  - Personal Interaction with Semifinalist Candidates
  - Written Questionnaire
  - Recorded Online Interviews
  - Media Search Stage 1
  - Semifinalist Briefing Books
  - Search Committee Briefing to Select Finalists
5. **Evaluation of Finalist Candidates**
  - Comprehensive Media Search Stage 2
  - Comprehensive Background Investigation Report
  - DISC Management Assessment
  - Finalist Briefing Books
  - Press Release (if desired)
  - Stakeholder Engagement (if desired)
6. **Interview Process**
  - First Year Game Plan (if desired)
  - Conduct Interviews
  - Deliberations
  - Reference Checks
7. **Negotiations and Hiring Process**
  - Determine the Terms of an Offer
  - Negotiate Terms and Conditions of Employment
  - Transition Strategy
8. **Post-Hire Team Building Workshop (supplemental service, if desired)**
  - I-OPT Team Building Workshop



# Project Methodology

Typical Search Timeline:  
12 Weeks Following  
Approval of Position  
Profile Brochure

# National Outreach



Although the “Host” state typically generates the highest number of candidates, we typically recommend a national recruitment especially given the mobility of the City Management Profession.

# Review of Important Components of a Successful City Manager Search

- *Understanding the community, its governance, organizational structure, & services provided*
- *Clear Expectations Re: the position & its authority*
- *Identifying anticipated challenges & opportunities that the Successor City Manager will face*
- *Identifying minimum and preferred Education & Experience*
- *Agreement on ideal candidate background & attributes*
- *Extensive candidate outreach including contact with “passive” candidates to ensure they are aware of the opportunity*
- *Candidate exercises throughout the recruitment to ensure both parties understand each other*
- *Through vetting of Finalists*
- *A comprehensive interview process that engages the staff, the community, and the City Council with the Finalists*
- *Offering a competitive compensation & benefit package*



# So – What Does The Recruitment Landscape Look Like?

# Strategic Foresight & Alliance For Innovation (AFI) Program

- The SGR Foresight & Alliance For Information (AFI) is a program designed to help local government leaders anticipate change and adapt to it proactively.
- Foresight Research seeks to constructively inform our collective understanding of the future and is an ongoing activity.
- The Strategic Foresight Program started with ~80 local governments from 19 states with members representing a wide range of populations from roughly 4,500 to just over 1 million.





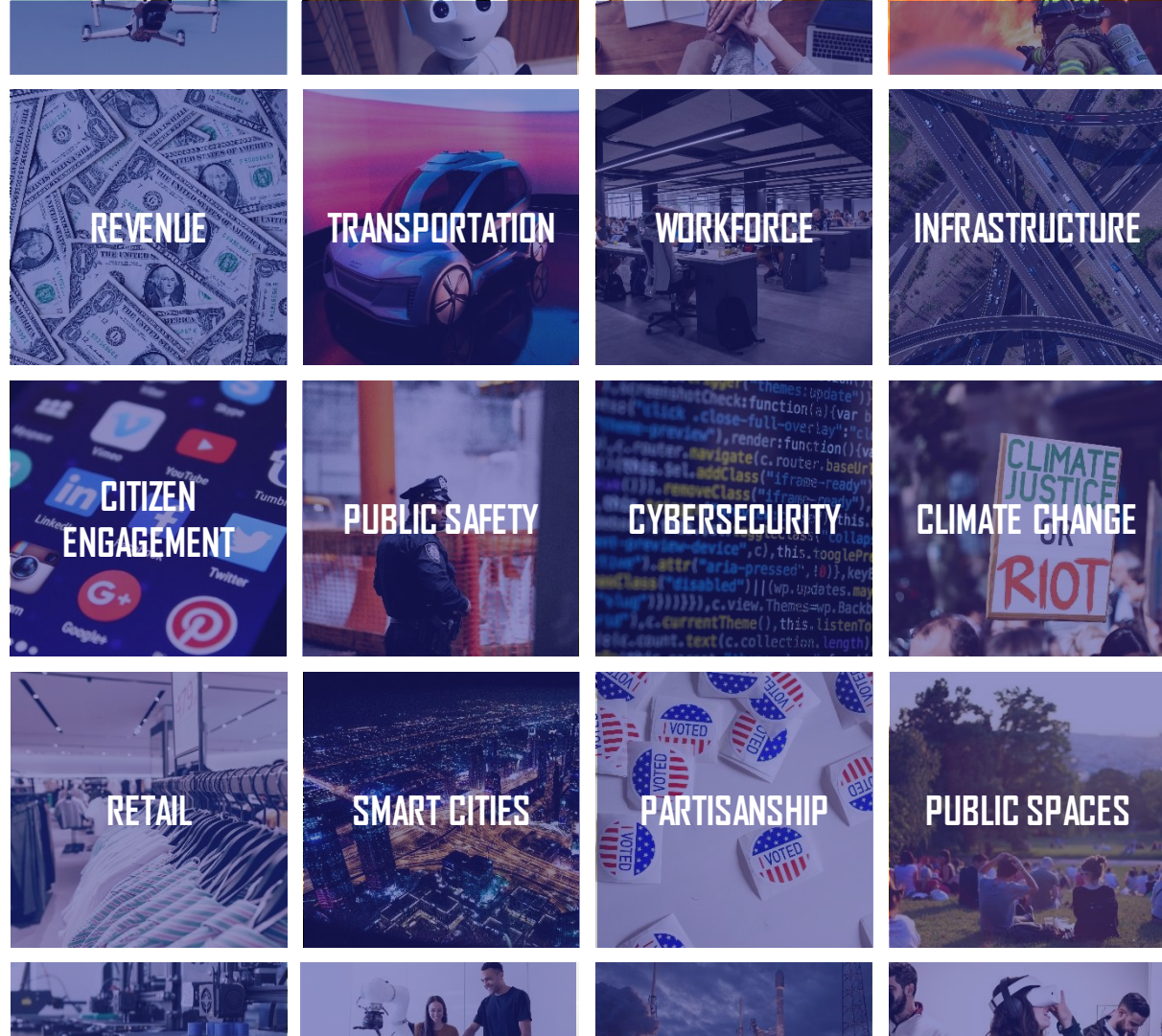
## Topics of Interest

Introductory calls with members were held in order to understand what topics were top priorities and most pressing. Results of these surveys were used to inform development of the program schedule.

The topics of greatest interest were:

- **Revenue** – future losses and new generation models
- **Transportation** – AVs, smart roads, electrification
- **Workforce** – recruiting, automation, silver tsunami, remote work
- **Infrastructure** – aging, maintenance, and supporting new technologies
- **Citizen Engagement** – social media, polarization, trust, messaging
- **Partisanship & Local Gov.** – future of local government, council-manager form of government, polarization
- **Retail & Economic Development** – building workforces, attracting remote workers, attracting businesses

These topics are comprehensive and represent a wide array of challenges faced by governments both large and small and across the nation.



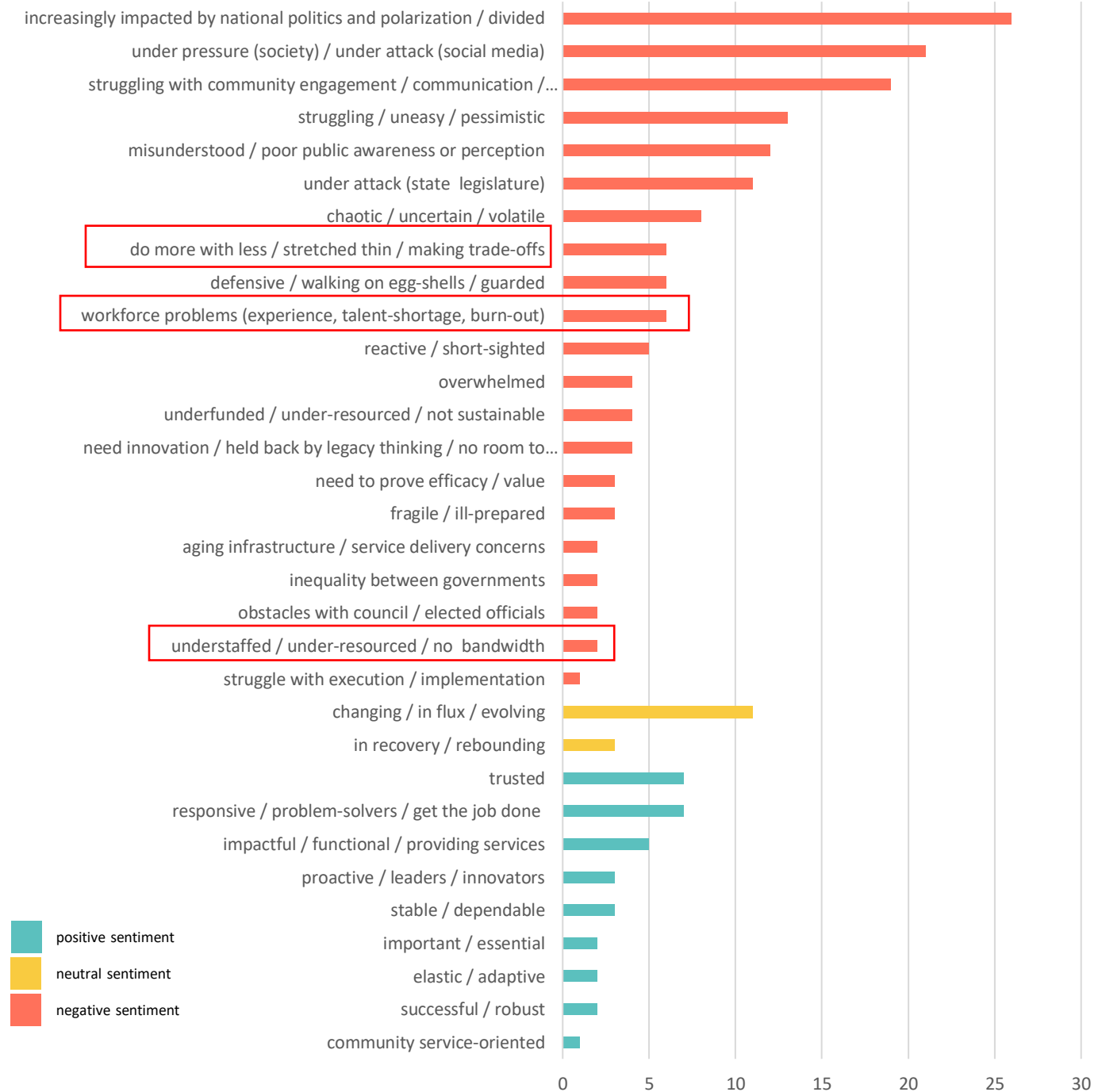
**Houston, we have  
a problem...**

# state of local government

Far-and-away, negative sentiment dwarfs the positive, both in the amount of negativity and the number of issues at play.

To make matters worse, several of the issues are connected in a complex system and often reinforce each other.

**For example, the inability to recruit talent into local government can lead to understaffing. Understaffing then leads to limited bandwidths, forcing local governments into a reactionary position due to resource constraints. Which, in turn, leads to local governments being ill-prepared to deal with disruptions as they crop up... reinforcing distrust in the government and fueling negative public sentiment.**



## state of local government

The difficulties are internal as well, with many respondents struggling through significant workforce issues.

Many are finding their teams are overwhelmed. With no bandwidth to spare, dealing with unplanned challenges is increasingly difficult and reactive.

**Talent has been challenging to recruit. A tight labor market and competition (both public and private) has made hiring difficult and more expensive. But the abuse taken by public servants and the deteriorating lack of esteem for public-sector positions have compounded the issue, sharply shrinking the pool of interested candidates.**

**With a large percentage of public employees ready for or nearing retirement, the issue is quickly becoming critical to keeping local governments up and running.**



“I wouldn’t advise people to join local government.”

“The general perception is that public employees are over-paid and don’t work hard.”

“Everyone is political coming in, people come in with an agenda.”

“Good people are burned-out and disgusted. Whole groups are ready to quit.”

# future challenges

## operational

Struggling with getting the job done.

Workforce issues top the list of operational problems. Talent shortages, retirement and the loss of tribal knowledge, and a lack of dynamic leadership have taken their toll. Rising demand and expectations for 24/7 service compound the pressure. And, as we emerge from the pandemic, questions remain about the appropriateness of long-term remote work in the government.

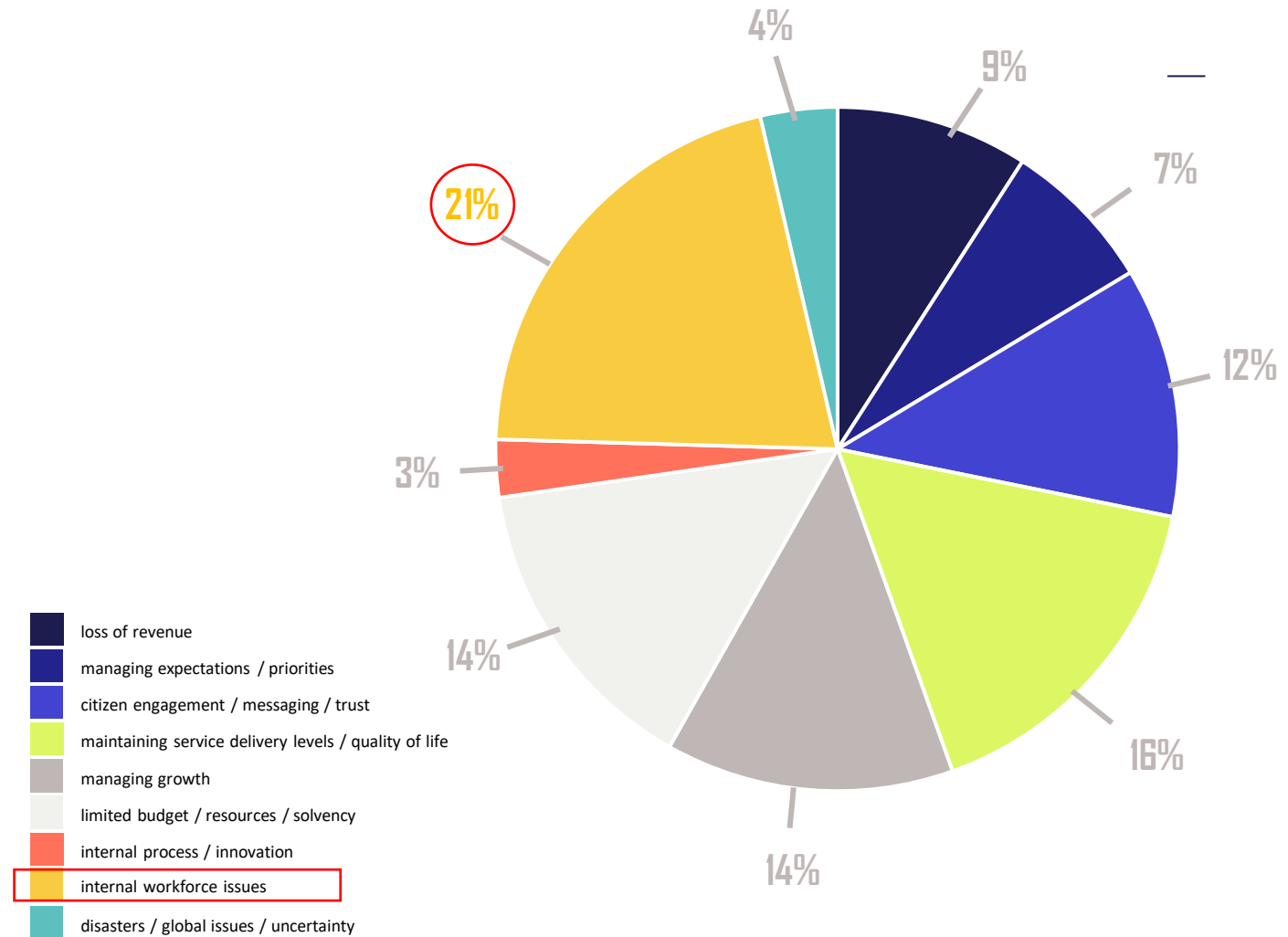
Ensuring service delivery meets growing demand sustainably.

Demands for services are increasing as populations grow and consume more. In addition, society has been trained to expect instant answers, easy access, and custom care. With demands mounting and resources already stretched thin, some are concerned about their ability to keep up. Meanwhile, demands for new services, including social and mental health services, is on the rise.

### Interacting with citizens.

Social media has obliterated any barriers that once stood between the general public and the local government - and between civility and insolence.

## operational



OK – so in  
the words of  
Marvin Gaye:

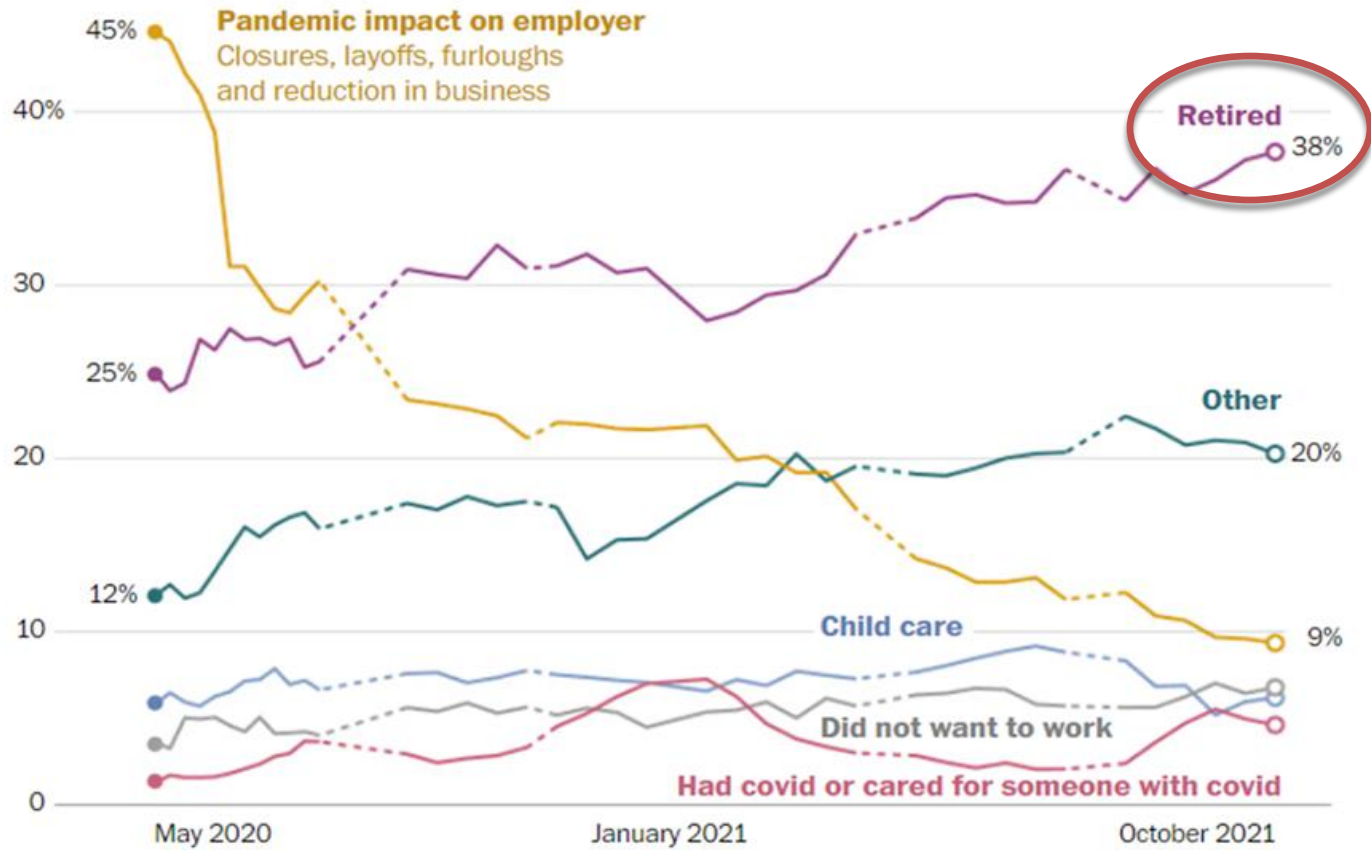
*“What’s Going  
On...”*



# Why Employees Left Work

## Why Americans said they did not work

Main reason for not working in the last seven days, among respondents under 75

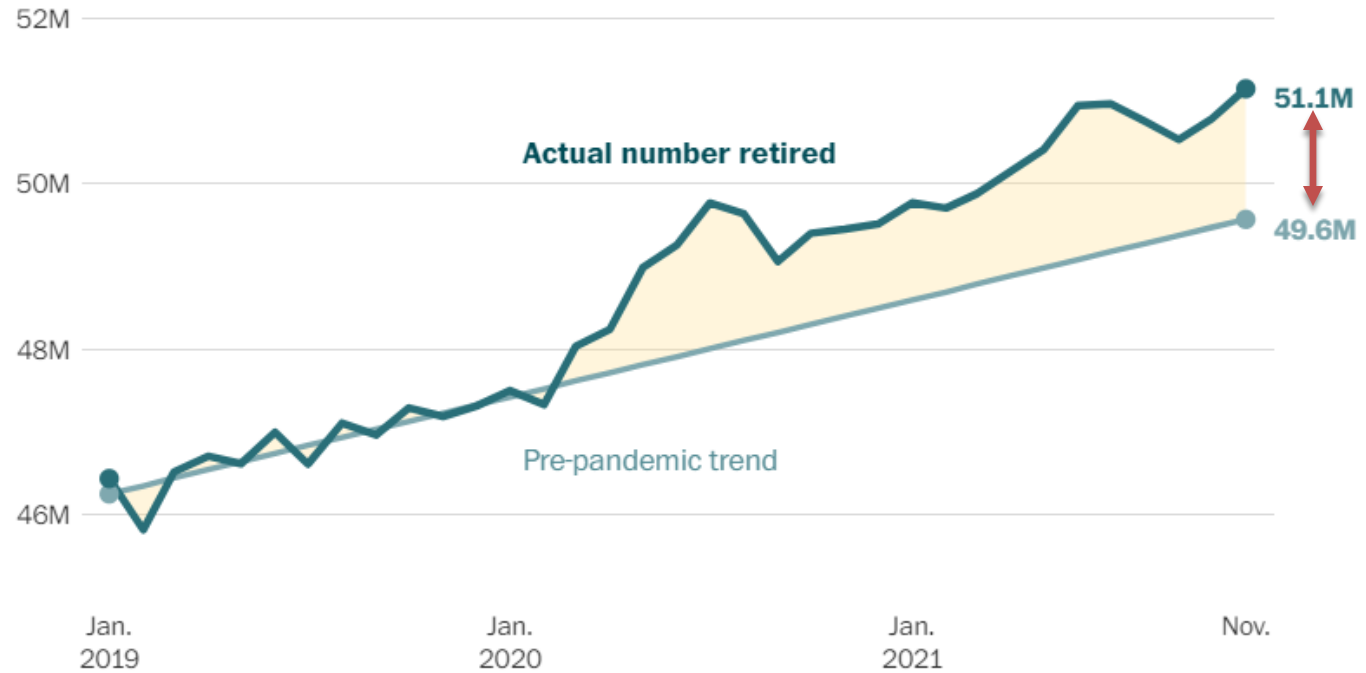


Transportation problems, taking care of an elderly person and concern about getting or spreading covid are not shown due to inconsistent survey measures or consistently low percentages. Non-covid sickness and disability ranged from 6 to 9% of respondents. Dashed lines indicate gaps in data collection.

Source: Census Bureau

More Employees Retired Than Expected

Over 1.5 million more people are retired than would have been expected before the pandemic



Not seasonally adjusted

Source: Bureau of Labor Statistics

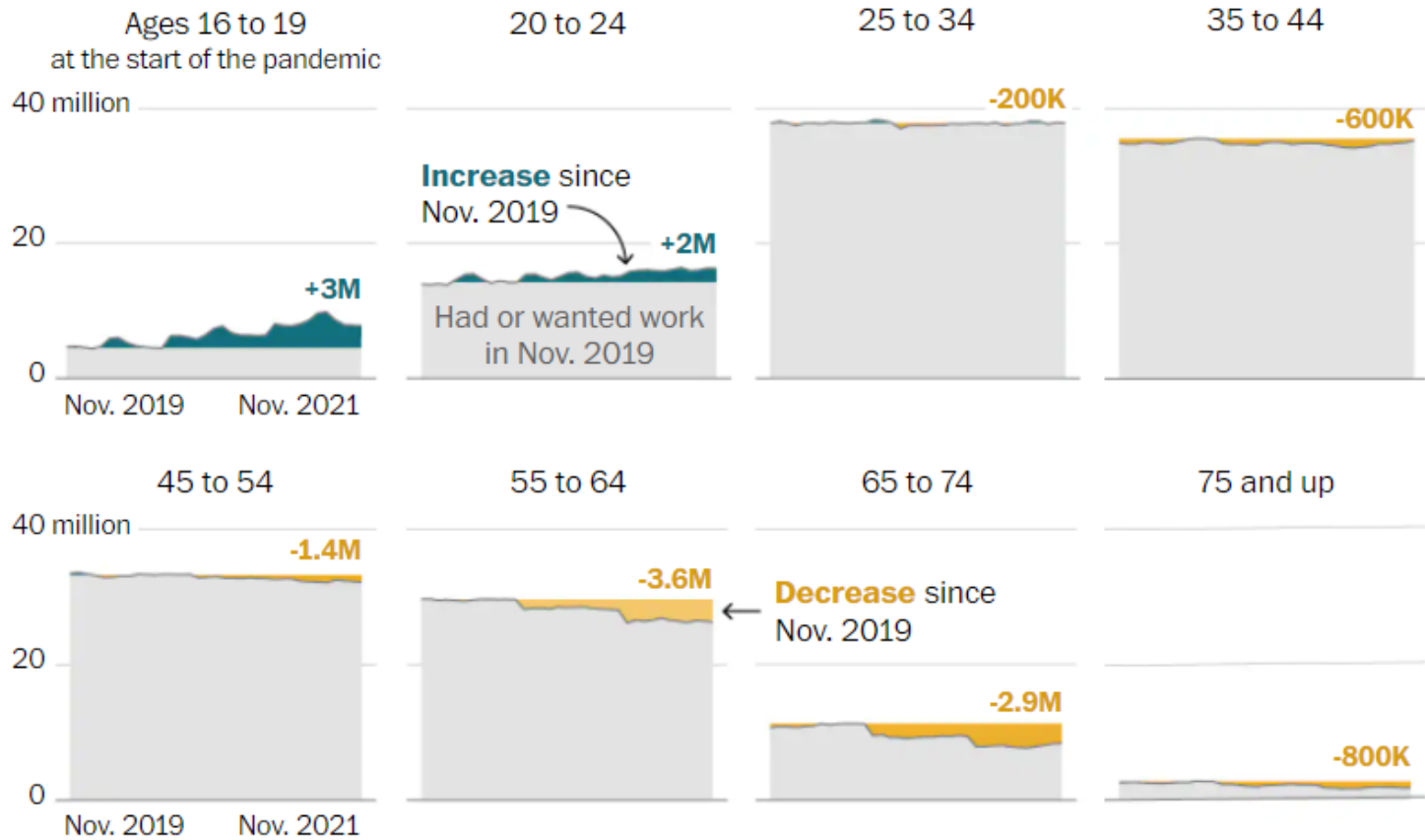
THE WASHINGTON POST



Millions Fewer of Workforce age 45+ Now Want to Work

And close to 6 million fewer workforce wanting to work from ages 25 to 64!

Millions fewer over 45 are working or want to work



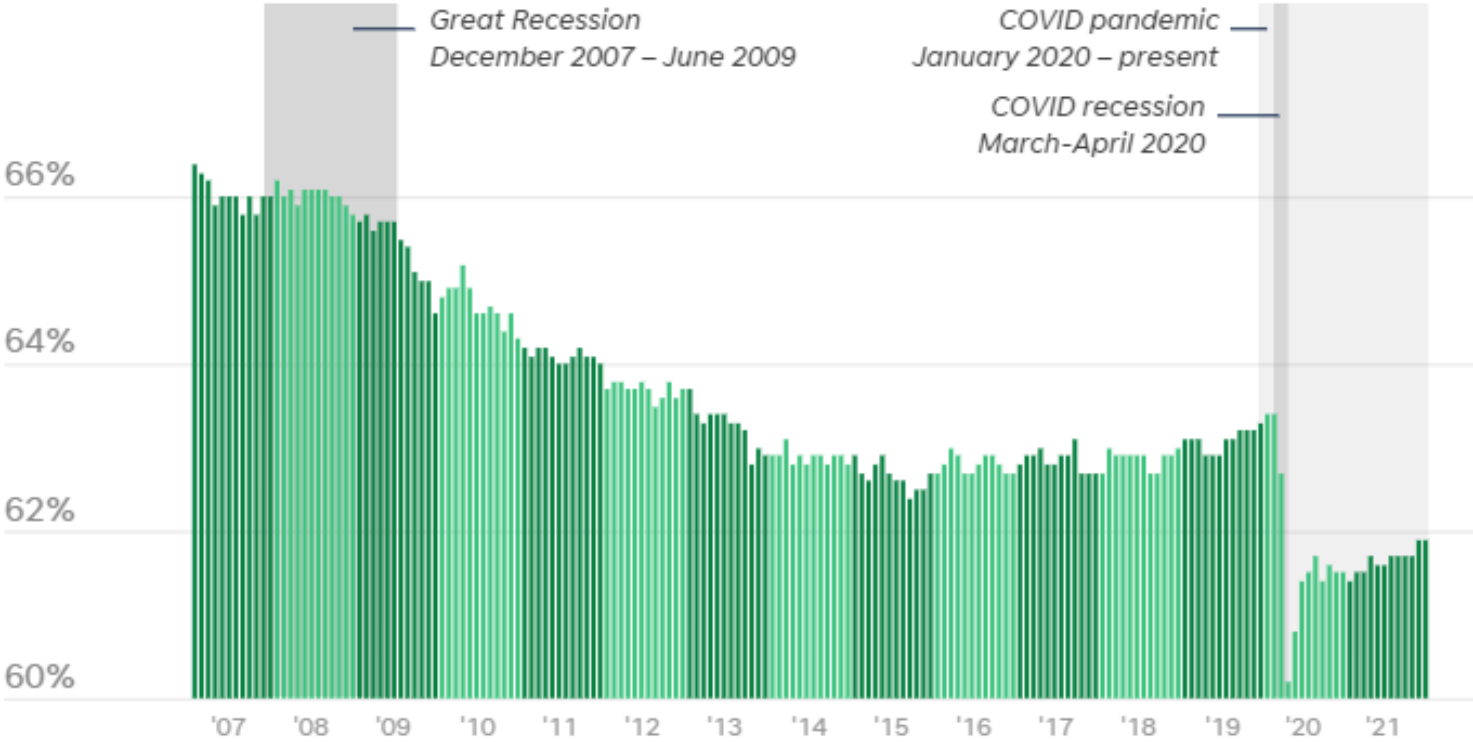
Note: Not seasonally adjusted  
Source: Bureau of Labor Statistics

THE WASHINGTON POST

Another View  
highlighting  
the Impact of  
Fewer  
Workers  
Seeking  
Employment

### Fewer workers in labor force

The share of Americans working or looking for jobs fell sharply in early 2020 as the pandemic shook the economy and has only partly recovered. Share of Americans age 16 and older working or looking for jobs, January 2007 to December 2021:



SOURCE Bureau of Labor Statistics

# SHRM Data – The “*Silver Tsunami*”

- According to the Pew Research Center, during the early days of the COVID pandemic (3<sup>rd</sup> Quarter of 2020), nearly 30 million Baby Boomers left the job market and retired.
- The quit rate for U.S. workers is the highest it's been in decades. Baby Boomers are leading the exodus, as 3.2 million more of them retired in the 3<sup>rd</sup> quarter of 2020 than did in the same quarter of 2019.
- From now until 2030 - **10,000 Baby Boomers will hit retirement age each day.**
- The number of the Generation X workers is simply not enough: Many Millennials lack the needed work experience; Foreign-born workers often face immigration challenges; and flexible or remote workers aren't appropriate for every role.
- Labor Department figures show that overall, the nation's labor force has 2.3 million fewer people than it did before the pandemic, a deficit that was close to 8 million in April 2020.

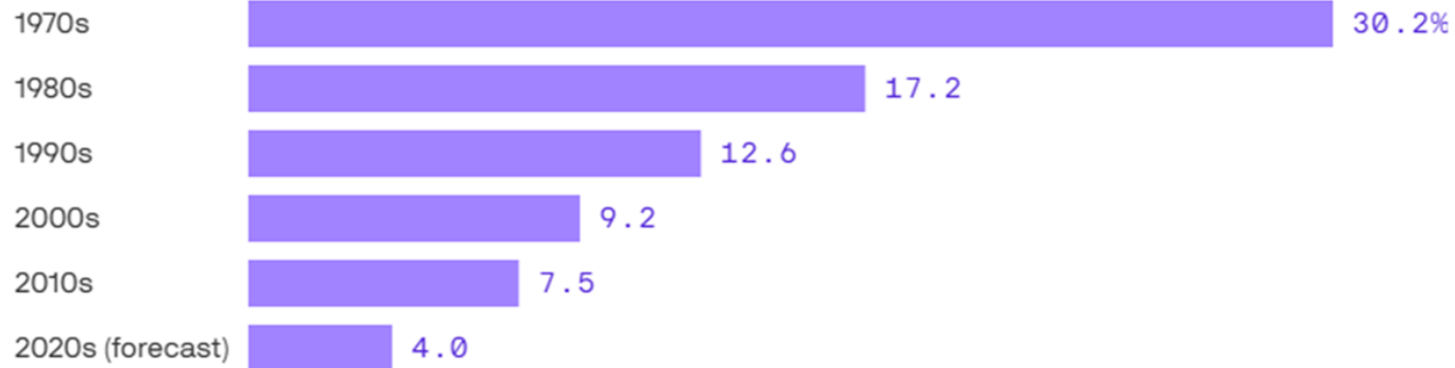
# Short on Workers, State and Local Governments Look to Retirees – *Route Fifty*

- State and local governments across the nation are facing staffing shortages, with burnout and stress from the Covid-19 pandemic, along with a desire for better pay, erode the public sector workforce. Some states are also seeing a “gray tsunami” of retirements as members of a workforce that trends older reach the end of their careers.
- **The stream of departures from state and local government began about a decade ago, but the pandemic sharply accelerated the trend**, according to a report issued by the Rockefeller Institute of Government in January. Annual “quit rates” in the public sector workforce ticked up from 6.1% in 2010 to 9.7% in 2016, but then seemed to stabilize, the report found. But in 2020, the rate of government workers leaving their jobs jumped to 11.7%.
- The retirement wave is unlikely to abate: **52% of public sector workers said they are considering leaving their jobs, with 33% saying that working through the Covid crisis had led them to consider retirement**, according to an online survey of 1,100 government workers conducted last year by MissionSquare Research Institute.
- “State and local governments are truly struggling in retaining employees,” said Donald F. Kettl, professor emeritus and former dean of the School of Public Policy at the University of Maryland. **“The retirement boom has hit state and local government agencies especially hard.”**

# Bottom Line.....

## Labor force growth by decade

1970s to 2020s



Data: Bureau of Labor Statistics, Congressional Budget Office; Chart: Axios Visuals

- The public sector mantra of “*Doing more with less*” will take on an entirely new meaning in local government due to this trend.
- Baby Boomers make up the largest group of employees in today’s workforce, with Generations X, Y, and Millennials combined currently representing a significantly smaller workforce.

# Bottom Line.....



- The resulting “*Talent Gap*” (i.e. - the shortage of skilled and talented employees) has and will continue to be one of the most pressing concerns for local government.
- Despite these startling statistics and the compelling case for succession & talent development, few organizations have adequately prepared a leadership pipeline (or bench strength), that will ensure continuity and competence in their next generation of leaders.
- With more than 75 million Baby Boomers retiring sooner rather than later, it's clear that employers will need a strong workforce plan for replacing exiting workers.

# What Others Are Saying....

## **Jean Accius, Senior Vice President of Global Thought Leadership, AARP:**

*“A big area of focus going into 2022 is age diversity. Whether it’s The Great Resignation, whether it’s the great retirement, whether it’s the great reset, we know that the populations are getting much older across the world. In the U.S., you have about 10,000 people who are turning 65 each and every day. Currently, companies are managing around five generations at any given point in time. **Companies that leverage the age diversity of their workforce will be more competitive in the marketplace moving forward, not only because of the fact that they’re retaining or leveraging talent, but also, they are have better understanding of their customer base, which is also getting older as we speak.**”*

# What Others Are Saying....

## **Pete Schlampp, Chief Strategy Officer, Workday:**

*“The number one thing that the C-suite is going to continue to be thinking about in 2022 is talent. We will be going from The Great Resignation into a world of the rising voice of the employee. They’re making decisions about where they want [to work]. They want more flexibility in their job. They want to work for companies that have a mission and a purpose that they believe in. They want to be heard. **And if talent is the top thing on [executives’] minds, it’s going to be incumbent on them to listen and put in place the processes in order to listen to their employees.**”*

## **Angie Klein, CEO, Visible:**

*“We’re going to see a pretty big shift from talking about The Great Resignation to ‘The Great Retention,’ with [companies] focused on doing what it takes to keep talent. Employees aren’t really leaving because they’re unsatisfied - some are - but because they want to see what’s out there at a time when it seems far less risky to do so. Putting in proactive-retention measures while ensuring that we manage to drive meaning and purpose - **there will be a heavy focus in retention like we have never seen before in corporate America.**”*

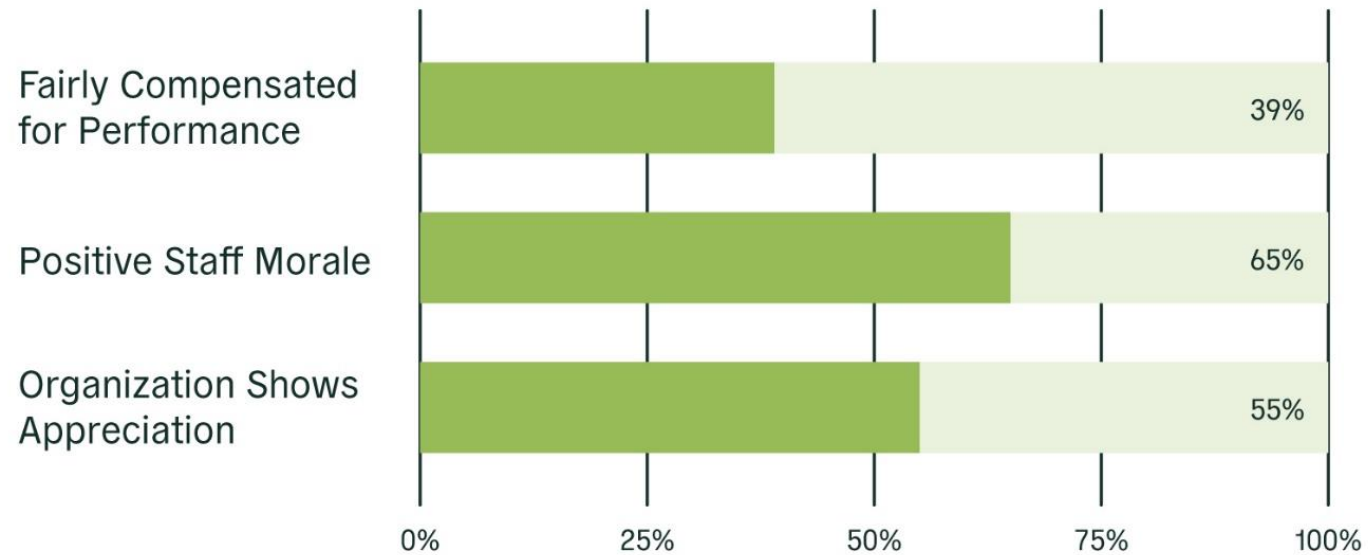


# The National Employee Survey (NES) - Polco

Benchmark data from National Research Center at Polco provides some insights as to why local government employees are leaving. The National Employee Survey measures the local government workplace based on employee opinions and what matters most to job satisfaction.

## Indicators for Staff Retention in Local Government

*Data from Polco's The National Employee Survey™*



percentage of local government employees who report good or excellent ratings

# 5th Annual Engagement & Retention Report - Achievers Workforce Institute

- Half of employees (49%) job hunted in 2021. Almost as many (41%) say they will definitely job hunt in 2022, with a further 25% saying they're undecided about whether to stay in their current role. *(i.e., 2/3rds of your employees may have one foot out of the door!)*
- Engagement, which is highly correlated with retention, remains low with only 20% reporting they are very engaged. This is on par with last year when 21% said the same.
- Asked how employers can increase engagement, the number-one answer provided by employees was to improve company culture. Certainly, the path to a stronger company culture differs for every organization and requires significant employee input.

# 5th Annual Engagement & Retention Report - Achievers Workforce Institute

- However, the need to develop a culture strategy is universal while only 52% of companies in the study have even asked employees what they wish to see improved in their company culture.
- Without ongoing employee input, the path to improved culture remains unclear and organizations are at risk of investing in initiatives that are not meaningful to the employees they intend to serve.

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**So – What is  
Laredo Seeking  
in their  
Successor  
City Manager?**

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Review of High-Level  
Summary of  
Mayor & City Council  
Advance Interviews  
Re: Ideal  
City Manager  
Background  
&  
Attributes

A light gray map of the state of Texas is shown. The word "Laredo" is written in a large, dark blue, cursive font across the middle of the state. Below the word "Laredo", the letters "TX" are printed in a smaller, dark blue, sans-serif font. A red five-pointed star is located in the southern part of the state, indicating the location of Laredo.

*Laredo*  
TX

# What should be the full range of qualifications and abilities of the preferred candidates?

- Charter Provision: *The City Manager shall be appointed on the basis of executive and administrative qualifications. He/she shall have a Master's Degree and no less than eight years' experience in government, economic development, or other government related field, five of which must be supervisory managerial experience. A Master's Degree in Public Administration is preferred.*
- *Experienced in City Management – This should not be their first post in local government.*
- *City Management experience desired- but open to non-traditional candidates as part of our outreach.*
- *Outstanding Communicator – oral, written, and presentation*
- *Demonstrated leadership in running a large and complex organization.*
- *Strong understanding of municipal budgeting/finances & utility operation/rate structures.*
- *Capital Project Management & Grant Management.*
- *Economic Development/Redevelopment & Transportation/Logistics sectors experience.*
- *Vision for organization/community and how all the parts come together.*
- *Land Use & Master Planning Experience.*
- *ICMA-CM Desired.*

# What are the current issues and challenges facing the City organization and the community?

- *Water & Wastewater Infrastructure Challenges – Old pipes, low pressure, reliability concerns, rates, & associated Impact Fee structure.*
- *Need to identify and secure a secondary potable water supply source.*
- *Bridge rehabilitation/expansion & new 4/5 International Bridge development & financing.*
- *Improve Transportation Network, including Mines Road & both the Inner & Outer Loops.*
- *Development & Financing of formal Street Maintenance Program*
- *Inner City Development & Redevelopment.*
- *Affordable Housing & Homelessness.*
- *Build & Develop Municipal Organizational Capacity – Recruitment, Retention, Succession Planning, & Talent Development.*
- *Solidify City-Wide Vision for Laredo & the Municipal Organization.*
- *Leverage our strong position in International Trade.*

# What are the current issues and challenges facing the City organization and the community?

- *Help the Governing Body achieve consensus and see the “Big Picture”.*
- *Maintain Laredo’s Financial position vis-à-vis impact of State-Mandated municipal revenue caps.*
- *Growth Management and need for better Long-Term Planning.*
- *Binational River Park.*
- *New Sports Complex.*
- *Update & Reinvestment of City’s Information Technologies & Platforms.*
- *Need for consistent & comprehensive City messaging.*
- *Community Health Care & Children’s Hospital.*



# Ideal City Manager Attributes

- *Ability to develop respectful & professional relationship/distance from City Council.*
- *Laredo would benefit from a non-local candidate to provide a fresh and external perspective on operations and not be tied to existing relationships within the community.*
- *Familiar/experienced in border issues.*
- *Strong ethical commitment.*
- *Be willing to say “No” and push back if needed to Governing Body requests and micromanagement when appropriate.*
- *Bilingual candidate would be great given relationship with Mexico.*
- *Commitment to transparency.*
- *Experienced in International Trade, logistics, & related transportation systems*
- *Thick-skinned and ability to effectively deal with criticism.*
- *Excellent communicator with clear messaging.*

# Ideal City Manager Attributes

- *Worldly and understand how other successful communities operate.*
- *Strong leadership and people management skills*
- *Experience in process improvement & importance of operational metrics.*
- *Ability to understand unique border culture in Laredo.*
- *Comfort in being bold in their decision-making.*
- *Politically-savvy in their roles & responsibilities.*
- *Decisive/definitive and not afraid to make decisions.*
- *Be the buffer between Governing Body & staff – An advocate and staff supporter.*
- *Ability to effectively recruit, retain, encourage professional development, and be a mentor to staff.*
- *Experience with collective bargaining, contract administration, Civil Service systems, and contemporary Classification & Compensation Systems.*
- *Strong financial background.*

# Ideal City Manager Attributes

- *Experienced in helping set and achieving the community's Vision.*
- *Comfort with public nature of position and engaged in the community.*
- *Worldly and understand how other successful communities operate.*
- *Transformative & Visionary.*
- *Ability to build & Lead Healthy Organizational Culture.*
- *Proactive vs. Reactive Management Style.*
- *Customer Service mindset.*
- *Process Improvement (Six Sigma).*

# What would you like to see the successful candidate accomplish in their 1st year and within their first 3-years?

- *Stabilize the municipal organization and fill/retain top talent, including development of employee training and succession planning programs.*
- *Remove organizational silos and build a healthy workplace culture and value system.*
- *Upgrade the organization's key IT systems/platforms.*
- *Resolution of 4/5 International Bridge Project.*
- *Mines Road Transportation Challenge.*
- *Develop Street Maintenance & Financing Program.*
- *Initiate Long-Term Repair/Maintenance Program of underground utilities.*
- *Undertake comprehensive utility rate analysis study and recommended rate structure*
- *Maintain Laredo's fiscal stability and exploration of alternative revenues in light of State-mandated municipal revenue cap.*
- *Vision for Downtown and movement on redevelopment.*
- *Help the Governing Body build consensus and see the big picture versus District-focus.*

# What would you like to see the successful candidate accomplish in their 1st year and within their first 3-years?

- *Develop a more formalized Council Member Orientation Program.*
- *Review our Charter, Ordinances, and Policies & Procedures to ensure consistency and conformity.*
- *Develop strong relationships both within and external to the organization.*

# ICMA's 18 Core Principles for Effective Local Government Leadership & Management

1. Staff Effectiveness	10. Budgeting
2. Policy Facilitation	11. Financial Analysis
3. Functional & Operational Expertise & Planning	12. Human Resources Management
4. Citizen Service	13. Strategic Planning
5. Performance Measurement/Management & Quality Assurance	14. Advocacy & Interpersonal Communication
6. Initiative, Risk Taking, Vision, Creativity, Innovation & Continuous Improvement	15. Presentation Skills
7. Technological Literacy	16. Media Relations
8. Democratic Advocacy & Public Engagement	17. Integrity
9. Inclusion	18. Personal Development



Other Background,  
Skills, Traits, &  
Attributes Typically  
Sought in City  
Manager Searches

- Emotional Intelligence
- Recruitment, Retention, and Succession Planning
- Economic Development (CEcD)
- Comfort with Community Engagement & Media Relations
- Strong “*Boardmanship*” & Facilitation Skills
- Financial Management, Budgeting & Capital Planning
- Strategic Visioning & Planning
- Capital Project Management
- DEI & Social Justice Focus
- Process Improvement (Six Sigma)
- Excellent Oral, Written, & Presentation Skills
- Intergovernmental Relations
- Utility Management/Oversight
- ICMA – CM



# Laredo City Manager Search Considerations

- Laredo “Halo” Impacts
  - Historical FBI Investigation
  - Higher than typical City Manager turnover
  - Resulting community reputation
- Discussions re: Possible Charter Changes
- Commitment to Good Governance Principles
- Previous Search Process Structure & Length
- When to Start Search:
  - Background Work (Community Surveys, Focus Groups, etc.)
  - Current City Council v. New City Council
  - Upcoming Election & “Hybrid” Approach
- Role of Mayor & Council, Senior Staff, & Community in Search Process
- Need for aggressive Passive Candidate Outreach
- Competitive Market Compensation & Benefits, including Severance Provisions





# Next Steps?

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Partnering with Local Governments to Recruit, Assess and  
Develop Innovative, Collaborative, Authentic Leaders

# Closing

- Questions and/or Takeaways
- Closing comments by Mayor Saenz & Interim City Manager Selman
- Adjournment

