

## City Manager City of Marlette Recruitment Profile



Marlette, Michigan, known as the “heart of the thumb”, is seeking a new full-time City Manager. Its experienced staff and stable seven-member council are committed to working with an energetic, innovative leader to continue moving the city forward.

Marlette offers a great career opportunity for a community-minded public administrator who wishes to be involved in every aspect of the business while setting a course for the future.

A small, safe community situated within a strong agricultural setting, Marlette is home to 1,875 residents within one square mile. It is a full-service community that provides water and wastewater services, a community park and outdoor pool, a cemetery, and its own police department. The City’s General Fund budget is just under \$1 million, with a fund balance of about \$500,000 in 2016-17. The total all-funds budget is approximately \$3 million.

Marlette is located in the center of Michigan’s thumb region, less than an hour from the Lake Huron shoreline or larger cities like Port Huron, Saginaw, and Flint. It sets on busy M-53, just 80 miles north of Detroit.

**Marlette will offer a solid benefit package and a salary ranging from \$55,000 to \$65,000 depending on qualifications and experience.**

## **COMMUNITY PROFILE**

Founded in the 1850s, Marlette first incorporated as a village in 1881 and adopted its charter as a home rule city in 1984. Marlette is a welcoming and generous community with solid, hard-working Midwest values whose citizens respond to a call for help when a need arise.

The residents of Marlette have a strong sense of community, and show their support through membership in many churches, participation in civic organizations, and attendance of school activities. The Chamber of Commerce organizes an annual summer festival, Marlette Country Fair Days, as well as Trick or Trail in the fall, with support from the City of Marlette. Volunteers also staff the Historic Train Depot and Museum on Sundays in the summer months.

Gayle's Trail, the Marlette Golf and Disc Golf Course, and a city-owned community park and outdoor pool along with many youth sports opportunities provide residents with ample outdoor recreation.

Marlette is a family-centric hometown that offers affordable and historic housing options and an attractive school system. Marlette Community Schools draws students from across the area, while Our Savior Lutheran School provides another option for K through 8<sup>th</sup> grade education.

Marlette owes much of its charm to its location. Situated on M-53, the main route from metro Detroit to the sunrise shore, it is surrounded by fertile agriculture land. It is home to a large Michigan Agriculture Commodities, Inc. site as well as other agro-support businesses. For several decades Marlette was also the center of the area's industrial job base, home to several extremely successful manufacturing interests including Marlette Homes.



Many of those plants have since closed or down-sized. Top employers in the community are now Grupo Antolin, Oetiker, and the Marlette Regional Hospital. During the last decade population declined and is now aging, new building slowed, traditional downtown spaces remained vacant, and involvement in local government boards and committees waned.



The City has taken steps to address these challenges in recent years. The Michigan State Extension Office conducted a first impressions assessment of the community in September 2017. This assessment breathed new life into the Downtown Development Authority Board. The DDA has established a subcommittee to develop a farmers market on Fridays, to help capture the thousands of cars traveling through Marlette to the shoreline communities. The Summer Festival Committee has an all-new board in 2018 and is planning a wonderful event based on a citizen survey. The Park Board is also an active committee that helps with fundraising for the park and pool and guidance for programming and activities.

Still, an enforced rebuilding of the wastewater treatment plant in the mid-2000s has saddled the city with significant debt, raising rate payers' bills and potentially harming the city's ability to recruit and retain residents. Like many communities, Marlette has challenges with stagnant revenues and aging water and wastewater infrastructure and increasing legacy obligations.

New professional leadership is expected to capitalize on existing strengths and make the most of new opportunities. The new City Manager will take the reins of three grant projects in the next 18 months, including a Stormwater, Asset Management, and Wastewater (SAW) grant; a Safe Routes to School grant project working with the local schools; and a Recreation Passport grant project for basketball court reconstruction.

Industry will also continue to play a part in the community's success. Every lot in the industrial park is now privately owned, with just two having yet to construct a building. MVP Disc Sports and RCA Trucking located in the industrial park have both expanded their buildings and operations in the last two years. The rail system, the Michigan trunkline through the center of town, and the highly touted Marlette Regional Hospital and Cancer Center are assets on the list.

Marlette's elected officials are willing to take the next step to secure the community's prosperity and ready to put a new face to the future. Visit [www.cityofmarlette.com](http://www.cityofmarlette.com) for more information about Marlette.

## ORGANIZATION OVERVIEW

Marlette is a council/manager form of government established by Charter in 1984. It is governed by a seven-member non-partisan council elected at-large for four-year terms. The Mayor is also an elected position. The Council has a long history of stability with few contested elections.

The Council is highly respectful of and dependent upon the expertise of the professional administrative team. They expect and require well-researched recommendations from the chief administrator who can foresee possible implications of decisions.



The City provides a wide range of services with a lean organization supported by a combination of contracted partners and regional agreements. The staff includes ten full-time employees and one part-time employee. Additionally, anywhere from fifteen to twenty seasonal employees are hired in the summer to work at the park and pool. The Department of Public Works provides a range of services, including overseeing the water system, sewer collection system, cemetery, parks and public buildings, and streets. There are no union employees.

The wastewater treatment plant is operated by a private contractor. Fire protection is provided by a well-respected five-member authority. Engineering services are provided by contract as needed and the District Library is independently funded.

The Department of Public Works Supervisor and the Clerk and Treasurer report to the City Manager. The Police Chief reports directly to the City Council but regularly works with the City Manager and other directors.

The organization has an established culture of personal employee investment into the success of the community. It can most easily be seen in the longevity of the employees running upwards of 20 to 30 years of service. This experienced staff operates within a flexible, family-friendly structure, relying primarily on daily face-to-face communication. Directors and the City Manager regularly work directly with residents and businesses to solve issues.

Regular staff meetings to strategize, share and support work load, and touch base on goals and work assignments are expected to keep all members equally informed and on the same page.

To be an effective leader of this team, the new manager must be transparent with information, accessible, and value the input of the employees. The new manager must join in the culture of community involvement and be visible and comfortable with residents and businesses.

## **THE IDEAL CANDIDATE**

**Marlette will only consider applicants with high ethical standards, who are known to be scrupulously honest and possess a sense of personal integrity. To be a qualified applicant, respondents are expected to have:**

- A Bachelor's Degree in Public Administration, Business Administration, Finance or an appropriately related field;
- AND compiled a suitable number of years of experience in municipal government service to prove responsibility for projects, programs, and/or departments. Wide-ranging knowledge such as provided by positions like village manager, city manager, assistant manager, or assistant to the manager will be considered a plus;
- Strong interpersonal, written, and public communication skills are a pre-requisite;
- A history of community and civic involvement;
- Appropriate combinations of education and professional governmental experience including internships and training will be considered.

**Applicants moving to the level of candidate must be able to articulate and demonstrate:**

- Solid grasp of municipal budgeting and finance principles
- Knowledge of all municipal services, particularly infrastructure
- Practical understanding of planning and zoning laws and application. The City Manager is zoning administrator and serves as staff liaison to the planning commission
- Familiarity with intergovernmental agreements and regional partnerships
- Ability to assume human resources management in hiring, training, and organizational development
- Capability to market the community in order to recruit new residents and businesses
- The City Manager is the DDA Director; experience in downtown development is a plus
- Understanding and ability to use and apply technology
- Ability to research, present analysis, and provide well-thought out recommendations to City Council
- Capacity to discover sources of grant funds and competitively apply for funding

**The new City Manager in Marlette will be a person who exhibits loyalty and a commitment to local government service and the community in which she or he works. The manager must be able to work with residents, businesses, contractors, and partners to get to the best possible solutions workable for everyone. He or she must be:**

- Accessible, transparent, and outgoing
- An innovative thinker who seeks "out-of-the-box" alternatives and options to current issues
- Self-motivated, willing to take initiative
- Results driven and flexible; who understands the "grey" and can fashion compromises to fit the community's needs and culture
- Decisive and able to stand solidly behind council decisions
- Possessing of sense of humility with the ability to put aside personal ego for the benefit of others
- Zealous about the work and the mission while not taking self too seriously
- Highly respected by professional peers and a participant in professional associations

## APPLICATION PROCESS

**Apply by the close of business on Monday, May 21, 2018.**

Please submit resume, cover letter, salary history, and five professional references to:

City of Marlette  
Attn: City Manager Search  
6436 Morris Street  
Marlette, MI 48453

Or submit electronically to [mlentz@cityofmarlette.com](mailto:mlentz@cityofmarlette.com), Subject Line: Marlette City Manager Search

Candidates desiring confidentiality of their interest, as allowed for and provided by Michigan law, must indicate such in their cover letter.

The City of Marlette is an Equal Opportunity Employer.

