



# **CITY OF ROCKY MOUNT**

**City Manager's Office**

**Request for Proposal #: 320-070322PV**

**Recruitment and Selection for City Manager**

**Date of Issue: March 10, 2022**

**Proposal Opening Date: April 1, 2022**

**At 2:00 p.m. ET**

**Direct all inquiries concerning this RFP to:**

Peter Varney

Interim City Manager

Email: [Peter.Varney@rockymountnc.gov](mailto:Peter.Varney@rockymountnc.gov)

Phone: 252-972-1327

## I. REQUEST FOR PROPOSAL NOTICE

The City of Rocky Mount will accept Proposals from Executive Search Firms familiar with the Council-Manager form of government with demonstrated experience in conducting recruitment and selection services for the position of City Manager until **April 1, 2022**.

The selected firm will develop a candidate profile, recruit candidates on a nationwide level, review materials and screen candidates, administer and facilitate an interview and selection process, and assist the City with negotiating a compensation package and coordinate all correspondence, travel arrangements, and record keeping. The selected firm will conduct detailed professional reference checks on the recommended finalists.

The current job specification for the position of City Manager, which will be revised as appropriate, is included as Attachment A. Additional information on core competencies and prioritization of challenges identified by City Council for consideration in developing the candidate profile and recruiting candidates is included in Attachment B. An organizational chart of the City of Rocky Mount is included as Attachment C.

All Proposals must be made and submitted in electronic document (PDF) format. Submittals may be delivered via flash drive to the physical address of 331 South Franklin Street, Rocky Mount, NC 27804 or emailed to **Peter.Varney@rockymountnc.gov**. The City of Rocky Mount takes no responsibility for emails that are undeliverable or delayed, and it is the responsibility of the submitter to obtain email confirmation. All proposals must be clearly marked "**Proposal for Recruitment and Selection of City Manager – RFP No. 320-070322PV**" and should be delivered by **April 1, 2022, no later than 2:00 PM Eastern Standard Time (EST)**.

Late Proposals will not be considered. All Proposals must be signed by an authorized representative of your organization. Faxed Proposals will not be considered.

The City of Rocky Mount reserves the right to reject any or all Proposals, waive formalities, negotiate terms and conditions, and to select the agent and service options that are in the best interest of the City of Rocky Mount and its employees.

During the evaluation process, the City of Rocky Mount reserves the right to request additional information or clarification from vendors, or to allow corrections of errors or omissions. At the discretion of the City of Rocky Mount, firms submitting Proposals may be requested to make an oral presentation to staff and the City Council as part of the evaluation process, all of which will be requested by the appropriate City of Rocky Mount representatives.

**Inquiries and/or clarifications should be forwarded by email to the City Manager's Office by March 24, 2022, at 2:00 PM EST at Peter.Varney@rockymountnc.gov.** An addendum will be issued answering all questions and will be posted to the City website: <https://rockymountnc.gov/services-finance-bids/>. It is the responsibility of the vendor to check this website periodically for any changes to this Proposal.

Proposals shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

## II. BACKGROUND

The City of Rocky Mount, with a population of 54,341, comprises 44.4 square miles in Edgecombe and Nash Counties in Eastern North Carolina, approximately 57 miles east of Raleigh and 126 miles south of Richmond, Virginia. Rocky Mount is situated at the intersection of Interstate 95 and US Highway 64 (Future Interstate 87) and within 2 hours of the Atlantic Coast.

The City of Rocky Mount, incorporated in 1867, operates under a Council-Manager form of government. The 7 members of the City Council are elected by Ward for staggered terms of 4 years. The Mayor is elected at-large and serves a term of 4 years. City Council, which acts as the City's legislative and policy-making body, selects the City Manager, who is the City's Chief Executive Officer and responsible for implementing the policies and programs adopted by the City Council. The City's workforce of approximately 950 full-time and 500 part-time and seasonal employees provides basic City services, including fire and police protection, public works (streets, fleet, engineering, solid waste, and stormwater services), parks and recreation, transportation infrastructure, planning and inspections, and economic development. The City is also a full-service municipal-owned utility provider, directly serving residents and businesses with electric, natural gas, water, and sewer services.

### Organizational Context

The City of Rocky Mount's City Manager's Office current staff level of full-time employees includes 2 Assistant City Manager (1 vacant), 17 Department Directors (1 vacant, 1 interim), and 973 full-time authorized employees (approximately 808 filled). City Council adopted an annual operating budget for Fiscal Year 2022 (ending June 30, 2022) of \$224,006,080, of which \$79,484,350 was appropriated to the General Fund and \$141,108,730 combined for enterprise utility funds (Electric, Gas, Water, Sewer, and Stormwater). Along with general government and utility services, the City also owns the privately managed Rocky Mount Event Center, a \$40 million multi-purpose public event facility opened in 2018.

## III. SCOPE OF WORK

The objective is to make a hiring decision involving the City's next City Manager in July 2022, with a projected start date in August or September 2022. The City will involve key internal and external stakeholders in the process.

The current job description is attached and will be revised prior to posting. It is anticipated that the position will be posted by May 16, 2022, and closed by June 10, 2022, in order to provide the City with the flexibility to examine and respond to a wide range of applicants. The review of cover letters and resumes is expected to begin in early-June.

| Item  | Tentative Timeline |
|---|--------------------|
| Selection of consultant   | By April 25, 2022  |
| Consultant led input process into preferred candidate characteristics (internal and external) | May 9, 2022        |
| Recruitment Begins  | May 16, 2022       |
| Preliminary Candidate Reviews   | Week of June 13-17 |
| Final Interviews  | Week of July 4-8   |
| Final Candidate Selection and Due Diligence   | Week of July 11-15 |

|                              |                     |
|------------------------------|---------------------|
| Announcement of City Manager | End of July         |
| New City Manager Starts      | August or September |

Hiring range for this position will be commensurate with experience.

#### **IV. TASKS/DELIVERABLES**

The selected Consultant will be expected to perform the following:

- a) Perform an input process with City Council to determine the qualifications, core competencies, and strengths of a preferred candidate.
- b) Develop and revise, as appropriate, the job description for City Manager to incorporate identified preferences.
- c) Implement a nationwide marketing plan to advertise and promote recruitment of this position, including listing on applicable websites and publications, social media marketing, and incorporation of other mediums.
- d) Collect and organize received application packets.
- e) Facilitate preliminary candidate evaluation with City Council.
- f) Develop and facilitate process for identification of finalists.
- g) Develop and facilitate process for assessment of finalists.
- h) Assist with negotiation between selected candidate and City Council, as appropriate.

#### **V. QUESTIONS TO CONSULTANT**

Vendor shall respond to each of the following questions. Vendors are requested to keep responses straightforward and to the point and should not include generic marketing materials. Responses will be reviewed as part of the evaluation process.

- a) Please provide a brief history of the firm and any sub-consultants undertaking the work, and the role of each with this project.
- b) Please provide details on the firm's experience with other municipalities in similar positions. Proposals shall include information reflecting a track record of successful project management during the past 3 years with similar position recruitment and successful placement of at least 1 candidate of a similar position during the last 18 months.
- c) Please describe the team's project management approach.
- d) Please summarize specific recruitment and evaluation strategies for the City Manager search.
- e) Please provide an overview of any unique and specialized services provided by your firm.
- f) Please disclose any direct or perceived conflicts of interest including any relationship with any current or former City of Rocky Mount personnel and identify what procedures your firm utilizes to resolve such conflict.
- g) List all previous engagements with the City of Rocky Mount.

#### **VI. GENERAL CONDITIONS AND STIPULATIONS**

It is expected that the Consultant take an advisory role in its duties outlined in its Proposal and with the highest level of confidentiality while understanding its critical role to provide credible information to City Council. Consultant understands that the final determination regarding the outcome of the search process will be determined by City Council.

The Consultant must provide all documentation submitted by potential candidates and any related documentation from the recruitment process.

The Consultant must be responsible to follow-up with candidates to include notification of receipt of resumes and at the conclusion of the process.

## **VII. EVALUATION PROCESS**

### **Evaluation Criteria**

The Evaluation Team will review and evaluate the Proposals based upon the following criteria (not necessarily in rank order):

- a) Project understanding and project approach, including the ability to complete the project on time.
- b) Key personnel qualifications and experience.
- c) Firm qualifications and relevant experience including process support.
- d) Project team utilization, commitment, and management.
- e) Compliance with specifications.
- f) Review of references.
- g) Cost.

The City encourages firms to demonstrate experience and expertise by providing alternatives or changes to the draft scope of work as is determined to be necessary.

The successful candidate will be required to enter into a written agreement with the City of Rocky Mount that will include service agreements and compensation for all coverages. This agreement will have a time period outlined for a list of services and will have a time limit in which to complete responsibilities.

### **Proposed Schedule**

|                         |                |
|-------------------------|----------------|
| Release RFP             | March 10, 2022 |
| Deadline for Questions  | March 24, 2022 |
| Answer/Addendum Issued  | March 28, 2022 |
| Deadline for Proposals  | April 1, 2022  |
| City to Complete Review | April 15, 2022 |
| Contract Decision/Award | April 25, 2022 |

**VIII. EXECUTION OF PROPOSAL**

By submitting this proposal, the potential Contractor certifies the following:

- a) This proposal is signed by an authorized representative of the firm.
- b) The cost and availability of all equipment, materials, and supplies associated with performing the services described herein have been determined and are included in the proposed cost.
- c) All labor costs, direct and indirect, have been determined and are included in the proposed cost.
- d) The potential contractor has read and understands the conditions set forth in this RFP and agrees to them with no exceptions.

Therefore, in compliance with this Request for Proposals, and subject to all conditions herein, the undersigned offers and agrees, if this Proposal is accepted within 90 days from the date of the opening, to furnish the subject services.

VENDOR: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY/STATE/ZIP: \_\_\_\_\_

TELEPHONE NUMBER: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

FEDERAL EMPLOYEE IDENTIFICATION NUMBER: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

TITLE: \_\_\_\_\_

TYPED NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

**Attachment A**  
**Core Job Specifications**  
**City of Rocky Mount, North Carolina**

**CITY MANAGER**  
**CITY MANAGER'S OFFICE**

**Job Title:** City Manager  
**FLSA Status:** Exempt

**Job Purpose:**

The purpose of this position is to supervise and manage operational departments of the City and perform administrative tasks and special projects.

**Essential Duties and Responsibilities:**

- Provides service to the general public based on policies and ordinance of the City, State, and Federal laws.
- Transmits policies, ordinances, resolutions, and regulations of the City Council to departments and ensures compliance.
- Manages the arrangements and plans for City Council meetings by preparing agenda, providing legal notice of special meetings and attending meetings.
- Informs City Council of departmental operations by generating reports on the affairs of the City and advising on financial conditions and needs.
- Supervises staff by interviewing, hiring, and terminating personnel, in accordance with the City's Personnel Policy, assisting in determining position compensation, and determining department director appointments, suspensions, and removals.
- Manages budget process by monitoring and evaluating City operations, supervising preparation of annual budget, and creating financial and policy recommendations.

**Supplemental Functions:**

Performs other duties as required.

**Job Specifications and Qualifications:**

**Knowledge:**

Comprehensive understanding of the field and application of advanced principles, techniques, and theory.

**Skills:**

- Ability to interpret, process, and use complex workplace data and graphics with abundant information and/or challenging presentations including detailed charts, tables, graphs, and forms, and/or complicated diagrams or maps.

- Ability to conduct comprehensive research on organizational policies and procedures, best practices, and innovative techniques.
- Ability to compile data into a formal report or recommendation shared with others and often verbally presented.
- Ability to think creatively for the primary purpose of increasing efficiency and effectiveness.
- Ability to communicate effectively in spoken and written form.
- Ability to research program documents and narrative materials and develop reports from information gathered.
- Ability to analyze situations to pinpoint problems and assist with solving problems or identifying sources of obstacles.
- Ability to develop and maintain effective working relationships as required by work assignments.
- Ability to work independently with limited supervision.
- Ability to analyze and interpret policy and procedural guidelines and to apply this understanding to tasks.
- Ability to bring resources together to resolve a problem or provide a solution.

**Education/Experience:**

Bachelor's degree in Public Administration or related field; with at least ten (10) years of progressively responsible experience in local government management; or an equivalent combination of education and experience sufficient to successfully perform the essential duties of the job.

**Licensing and Certifications:**

None

**Working Conditions/Physical Requirements:**

Office environment that is relatively free from unpleasant environmental conditions or hazards. Little physical effort is required.



## **Attachment B Core Competencies**

The City Council reviewed 19 competencies identified by ICMA as essential to effective management. The competencies they ranked as most important for Rocky Mount are as follows:

### **1. INTEGRITY**

Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities (requires knowledge of business and personal ethics; ability to understand issues of ethics and integrity in specific situations). The following practices contribute to integrity:

- a) Personal integrity: Demonstrating the ability for personal actions; conducting personal relationships and activities fairly and honestly.
- b) Professional integrity: Conducting professional relationships and activities fairly, honestly, legally, and in conformance with the ICMA Code of Ethics (requires knowledge of administrative ethics and specifically the ICMA Code of Ethics).
- c) Organizational Integrity: Fostering ethical behavior throughout the organization through personal example, management practices, and training (requires knowledge of administrative ethics; ability to instill accountability into operators; and ability to communicate ethical standards and guidelines to others).

### **2. DIVERSITY, EQUITY, AND INCLUSION**

Demonstrating respect for diversity in its various forms including race and ethnicity, gender, socioeconomic status, age, religion, and (dis)ability. Opportunities are provided for all to grow, succeed, and share in prosperity and welcoming all people to participate fully in our affairs.

### **3. STAFF EFFECTIVENESS AND HUMAN RESOURCES MANAGEMENT**

**STAFF EFFECTIVENESS:** Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; and ability to identify others' strengths and weaknesses). The following practices contribute to staff effectiveness:

- a) Coaching/mentoring: Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify other's developmental needs).
- b) Team leadership: Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques).
- c) Empowerment: Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skills in sharing authority and removing barriers to creativity).

- d) Delegation: Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results.)

HUMAN RESOURCES MANAGEMENT: Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives (requires knowledge of personnel practices and employee relations law; ability to protect workplace needs).

#### **4. FUNCTIONAL AND OPERATIONAL EXPERTISE AND PLANNING AND PERFORMANCE MANAGEMENT**

FUNCTIONAL AND OPERATIONAL EXPERTISE AND PLANNING: The following practices contribute to functional and operational planning and expertise:

- a) Functional/operational expertise: Understanding the basic principles of service delivery in functional areas—for example, public safety, community and economic development, human and social services, administrative services, and public works (requires knowledge of service areas and delivery options).
- b) Operational planning: Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions).

PERFORMANCE MEASUREMENT/MANAGEMENT AND QUALITY ASSURANCE: Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational process; ability to facilitate organizational improvements; ability to set performance/productivity standards and objectives and measure results).

#### **5. UTILITY ENTERPRISE MANAGEMENT**

The City of Rocky Mount owns and operates Electric, Natural Gas, Water, Sewer, and Stormwater Utility Enterprises. The City Council desires demonstrated skill and experience in managing these operations and funds.

#### **6. FINANCIAL ANALYSIS AND BUDGET ABILITY:**

FINANCIAL ANALYSIS: Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies (requires a knowledge of analytical techniques and skill in applying them).

BUDGETING: Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information).

**Attachment C—Current City of Rocky Mount Organizational Chart**

