



City of Shelbyville Tennessee

POSITION PROFILE FOR CITY MANAGER

First Review Date: June 30, 2017



Position Profile for City Manager

Introduction

The City of Shelbyville is seeking a city management professional to be the next city manager.



Located approximately 55 miles southeast of Nashville and 25 miles south of Murfreesboro, Shelbyville is located on U.S. 231 and U.S. 41A midway between Interstates I-65 and I-24 in Bedford County, where it serves as county seat.

Incorporated in 1819, Shelbyville is a full-service municipality providing police and fire services, public works, parks and recreation, planning and code enforcement, and an airport. City hall is located at 201 N. Spring Street.

The city encompasses 15.5 square miles with about 7,500 dwelling units. Its 20,335 residents are drawn to a community that is rich in cultural history and natural beauty, offering a peaceful lifestyle along the Duck River in southern middle Tennessee. Serving as a center for manufacturing and agribusiness, Shelbyville is located within the Nashville-Davidson-Murfreesboro Combined Statistical Area (CSA) of nearly two million people. Nashville and the surrounding region is currently experiencing an unprecedented economic boom.

Shelbyville is the “Walking Horse Capital of the World” where the grand champion is crowned annually at the 30,000 seat outdoor arena during the Tennessee Walking Horse National Celebration each year. Due to its historical importance to pencil manufacturing, Shelbyville also has the moniker of “Pencil City,” although today more writing instruments than pencils – including the Sharpie pen – are manufactured in the city.



The city boasts a 58,000 square foot recreation center that offers a variety of activities for all ages. The center is located in H.V. Griffin Park, which includes 84 acres of beautiful green space and forestry, with ballfields, playgrounds, walking trails, and other amenities. The recreation center includes a zero-depth outdoor pool with sprinkler and slide, a 50-meter indoor pool, a



gymnasium with one regulation size and two mini-size basketball courts, a fitness/wellness center, and a quarter mile walking/running track suspended above the gymnasium. The city also offers several opportunities for outdoor leisure and recreation at Never Rest Park, River Bottoms Fields, Evans Street Park, and Purdy Court Mini Park.

Shelbyville Municipal Airport (SYI), with its 5,503 foot runway, is a full-service FBO with newly remodeled terminal, repainted runway, and renovated apron and taxiway.



This position provides an outstanding opportunity for a successful local government professional to enhance city services and programs, enhance internal and external relations, and contribute to the overall quality of community life enjoyed by residents.

Community and Area Demographics

The 2015 certified population of Shelbyville is 20,335, a 25.1% increase from the 2000 census. Comprising an area of 15.5 square miles, the population density is 1,312 persons per square mile. The racial makeup of the city is predominated by White alone at 68.3% Black or African American alone at 14.1%, and Hispanic or some other race alone at 12.9%.

A breakdown of the population reveals that 9% of its residents are under 5 years of age, 19% are between 5 and 17 years of age, 59% are between 18 and 64 years of age, and 12% are persons age 65 or older.

Educationally, 73.3% of residents over age 25 are a high school graduate or higher, with 9% of this group earning a bachelor's degree or higher, and 2.5% receiving a graduate or professional degree. The median value of a home is \$100,047. The average household size is 2.7 persons per household.

The median age in the city is 34.6 years, with females comprising 52.6% of the population and males 47.4%. The estimated median household income is \$32,142 with per capita income at \$17,329.

When compared to the Tennessee state average, Shelbyville is a younger community with a lower median family income, lower home value, and a lower percentage of residents with a higher education.

History

In 1810, the Tennessee General Assembly purchased 100 acres of land to create the county seat of Bedford County. Nine years later in 1819, the City of Shelbyville incorporated with a private act charter granted by the state. The city was named for Major General Isaac Shelby of Revolutionary War fame. Shelby also served as the first governor of Kentucky.



During the Civil War, the community remained loyal to the Union while Middle Tennessee was predominantly a confederate stronghold. Several major battles took place in the region, including the Battle of Stones River in nearby Murfreesboro on December 31, 1862 – January 2, 1863, which was the sixth-costliest land battle of the war with 24,645 casualties.

The Bedford Cedar Company was formed by Colonel James Musgrave in 1916, and the pencil industry took hold in the city. Using cedar rail fence that was already dry, weathered and perfect to be cut into pencil slats at the mill in Shelbyville, the Musgrave Pencil Company (as now known) sent milled slats to German manufacturer Faber and others. The city remains a major manufacturing site with its fair share of the 14 billion pencil industry.



The Tennessee Walking Horse National Celebration, the largest horse show for the Tennessee Walking Horse breed, commenced its Annual Celebration in 1939. The Nation Celebration was conceived by Henry Davis, a horse trainer who along with several other horsemen recognized the need for an annual festival. Initially held in neighboring Wartrace, the National Celebration soon moved to Shelbyville where it has been showcased ever since. Spanning ten days in late August and early September, the celebration draws 2,000 horses and up to 250,000 spectators each year.



In 1952 and thirty miles to the southeast, the Arnold Engineering Development Complex (AEDC) was dedicated by President Harry Truman. The AEDC, a ground-based flight test facility located at Arnold Air Force Base, is the most advanced and largest complex of flight simulation test facilities in the world. The complex offers a suite of test capabilities to simulate speed, temperature,

pressure and other parameters to meet the needs of the aerospace industry. The test units have capabilities unmatched elsewhere in the United States and many are unique in the world. Facilities can simulate flight conditions up to 300 miles above the earth and wind velocities of 13,000 MPH (Mach 20). Over 2,200 personnel are employed with direct payroll in excess of \$200 million annually. In addition, another \$107 million in retirement benefits are paid to nearly 5,000 retired military personnel living in the region surrounding the base.

Today, Shelbyville finds itself in a region anchored by fast growing Nashville, Murfreesboro/Rutherford County, and Franklin/Williamson County to the north and west, a major and thriving federal complex to the southeast, and is thus conveniently located near major commercial, employment, and entertainment centers, all the while retaining its own unique community identity and quality of life.

Municipal Government

The city is chartered under a private act authorized by the Tennessee General Assembly. The city council is comprised of a mayor elected at-large to a four-year term of office, and six (6) council members elected from wards serving staggered, four-year terms. The mayor has a seat on the city council, a voice, but no veto or vote, except in the case of a tie. The last municipal election was held in November 2016 with councilmen representing wards 1, 3, and 5 seated. The next election in 2018 will see the mayor and three councilmen (on the ballot).



The city council approves the annual budget, establishes policies, goals, and objectives to direct the growth and development of the city, and adopts ordinances and regulations as necessary for the general health and welfare of the community and its citizens. The council meets in regular session on the second Thursday of each month at 6:00 p.m. at the city hall annex courtroom.

The city manager is appointed by the city council and serves at the pleasure of the council. The council also appoints a city recorder, treasurer, attorney and judge. The manager serves as the administrative head of the municipal government with the following powers and duties:

- 1) To see that the law and ordinances are enforced;
- 2) To appoint, promote, discipline, and remove all department heads and subordinate employees, except the treasurer, recorder, attorney, and judge;
- 3) To supervise and control the work of all officers and departments, including the city recorder and city treasurer;
- 4) To attend all meetings, with the right to take part in the discussion, but not to vote;
- 5) To recommend the adoption of such measures as may be deemed necessary or expedient;
- 6) To act as budget officer and keep the board fully advised as to the financial condition of the city;
- 7) To prepare and submit the annual budget and capital program;
- 8) To keep the council fully advised as to the financial condition of the city;
- 9) To act as purchasing agent; and
- 10) To perform other duties as may be prescribed by the charter or required.

The total city budget is \$22.5 million (all funds), with a General Fund budget of \$18,000,000. A staff of 173 full-time employees ensure the delivery of municipal services in the areas of general administration, police, fire, public works, parks and recreation, planning and code enforcement, and municipal airport.

All employees are under the direction and control of the city manager.

Utility services (electric, water, and sewer) are provided by Shelbyville Power, Water, and Sewerage System (SPWSS), a city-owned but independently managed and governed municipal utility. The city manager serves as an *ex officio* member of the board and has a seat and voice, but no vote.

The residency of the city manager within the corporate limits is required.

Challenges and Opportunities

A number of near term challenges and opportunities, identified through interviews with members of the governing body, will be of primary importance to the new city manager.

1. Budget and finance – Developing a sound financial plan will be an important concern, requiring balancing the cost of providing municipal services with current revenues. While the city has maintained a healthy General Fund reserve in the past, the manager will need to assist the council in understanding operational and capital expenditures needs and wants, the prioritization of the same, and then efficiently implementing spending decisions made by the council in response thereto.



2. Responsive and welcoming government – Customer care and responsiveness is of great importance to the council. Accordingly, maintaining and cultivating a culture of customer service and organizational responsiveness to

citizen concerns and service requests will well serve the city and manager and organization going forward.

3. Governance/management – The council seeks a city manager who understands the roles and responsibilities of the governing body and staff and is able to maximize the effectiveness of the council in its policy making role, while assuming authority and accountability for the successful management of the city within the authorities set by the charter.
4. Downtown revitalization – The city manager will be responsible for overseeing the completion of the downtown streetscape project. Phase 1 is complete and Phase 2 construction is underway, with the final phases of work – including decorative streetlights, sidewalks, street furniture and signage -to be completed over the next few years.

Relatedly, the downtown will be faced with the loss of major county offices (courts, sheriff’s office, and jail) with the opening of a new county judicial center on the north end of the city, thus requiring the attention and focus of the manager to ensure a vibrant, ongoing central business district in the future.



5. Business Park – In 2016, the state awarded a \$500,000 site development grant for the Shelbyville 231 North Business Park. The funds will be used in part to construct an access road and install utilities to serve the 86 acre site located in the city and zoned I-2, Light Industrial District. The business park is jointly owned and funded by Shelbyville

and Bedford County and has been designated by the Tennessee Department of Economic and Community Development as a Select Tennessee Certified Site, one of only 44 in the state. The installation of utilities is ongoing with the other improvements to follow. Working with community industrial developers, the manager will play a key role in the marketing and subsequent sale of the property.

6. Residential and commercial growth – Growth management, including the coordination of development with infrastructure improvements, will be an ongoing responsibility of the manager and staff. The community is expected to see a steady, manageable growth pattern in new residential housing that is pushing into the city from the north, with numerous residential building lots and large tracts of land available for subdivision. Commercial construction is expected to likewise accelerate, particularly on the U.S. 231 corridor.



7. Parks and recreation. The city has developed an ambitious five-year capital improvement program that calls for the potential investment of \$22 million in local money to upgrade and expand infrastructure in the areas of transportation, public safety, general facilities and equipment, storm drainage, technology, and parks and recreation. A major

project planned at the city's premiere H.V. Griffin Park is the construction of a soccer and baseball complex at an estimated cost of \$7 million. The manager will be involved in the planning, scheduling, and financing of this major new recreational amenity upon action of council to advance and fund the project.

8. Shelbyville airport – Bomar Field-Shelbyville Municipal Airport is a general aviation airport serving the public on the north end of the city. Sixty-five aircraft are based at the field handling over 50,000 GA operations during a year. Upcoming potential projects – including new T-hangars (\$1.2M) capable of housing twin-engine aircraft and a runway strengthening and overlay project estimated at \$3M (\$300,000 local match) – will require the attention and focus of the manager in the coming years. A discussion on feasibility of the hangar project, along with its funding and return on local investment, will be expected to be led the manager.

9. Annexation – While the law on annexation has changed making it more difficult to annex territory to provide municipal services, there nonetheless are areas where the extension of the corporate limits is logical and will likely require the attention of the manager. With utilities in place and ready for new customers, there are large areas on both sides of U.S. 231 that could benefit from city services, and which would spur even greater levels of commercial and residential growth with the provision of city sanitary sewer service.



10. Intergovernmental relations – The city and county jointly fund several entities, including the library and a new business park. The governments are interdependent in other ways – including a countywide E911 system managed by a separate emergency communication district formed by the county. Opening communications and enhancing ongoing relationships will be beneficial as the parties address mutual issues and concerns in the future.

Candidate Qualifications

The following education, experience, management, and leadership criteria have been identified by the City of Shelbyville as important skills and abilities for candidates to demonstrate.

- A Bachelor's Degree from an accredited college or university in public administration, business administration, or a field closely related to municipal management. A Master's degree in a related field is preferred.
- A minimum of eight (8) years of progressively increasing city management experience.
- Any combination of education and municipal experience that demonstrates proficiency in managing a complex municipal corporation.
- A strong working knowledge of municipal services, customs, practices, and norms.
- A strong record of effective customer relations.
- A record of successfully dealing with elected and appointed officials, boards, other governments, and staff.
- Successful experience dealing with the public, being fully capable of articulating city policy in a positive way to the customer.
- Experience in a council-manager form of government; understanding the respective roles and duties of the city council and manager as established in statute, charter, and ordinance.
- Budget management skills, with the ability to develop sustainable, long-term financial plans and plan for needed capital expenditures in a fiscally responsive manner.
- Experience in intergovernmental cooperation and working successfully with other governmental parties.

Leadership Skills and Management Style

- Candidates must have strong people skills and be great communicators.
- Candidates must be capable of successfully executing council policy in an efficient and effective manner.
- Candidates must be responsive to the council, providing feedback and communicating freely on projects and issues as they evolve.
- Candidates must maintain a professional demeanor and remain calm and in control under any situation.
- Candidates must be progressive thinkers and successful organizers.

- Candidates must recognize and demonstrate in action the importance of customer service, showing a genuine interest in addressing resident problems, needs and concerns.
- Candidates must be experienced in successfully interacting with the public.
- Candidates must be honest and have a solid reputation for personal, professional and organizational integrity, leading by example and conducting all personal and professional interactions fairly, honestly and ethically.
- Candidates must be self-motivated and get the work done with a thoughtful approach to the tasks at hand.
- Candidates must understand the big picture while paying attention to detail.
- Candidates must be capable of providing salient facts to facilitate the public policy making role of the council.
- Candidates must have the maturity, self-confidence, and strength of professional conviction to provide administrative insight and counsel to the board, able to diplomatically present professional recommendations, and carry out policy decisions in a timely, professional, and impartial manner.
- Candidates must possess strong interpersonal skills.
- Candidates must strive to keep each member of the governing board fully informed on key community issues; to keep them from being surprised or appear uneducated on major issues; and to possess the skills to keep the council moving toward a collective decision while respecting the individuality of members within the group decision-making process.
- Candidates must be effective communicators in verbal and written form; someone who is comfortable listening and talking to an individual or in a group setting; demonstrating an openness and welcoming environment.
- Candidates must be capable of guiding council through policy formulation through the use of fact-based data and professional experiences.
- Candidates must have strong analytical skills with the ability to develop well-reasoned recommendations based on a thorough analysis of the relevant data; someone who is able to present these recommendations in a logical, understandable manner.
- Candidates must be willing to listen to new ideas; be innovative and creative when addressing issues.
- Candidates must embrace the vision and policy direction of the city council while sustaining the policy-making and administrative function of each.
- Candidates must be willing to commit to a reasonable term of service with the city.

Position Advertisement

City of Shelbyville, Tennessee City Manager

City Manager, Shelbyville TN (pop. 20,233). \$80-100K. The City of Shelbyville is seeking a city management professional to be the next city manager. The city manager is appointed by and serves at the pleasure of the city council. The city has a \$22.5M budget with 173 full-time employees. Candidates should possess a Bachelor's Degree from an accredited college or university in public administration, business administration, or a field closely related to municipal management and a minimum of eight (8) years of progressively increasing city management experience, or any combination of education and municipal experience that demonstrates proficiency in managing a complex municipal corporation. Residency within the corporate city limits is required.

A position profile is available at www.shelbyvilletn.org. Send cover letter and resume immediately by electronic mail to the University of Tennessee's Municipal Technical Advisory Service, attention Jeff Broughton, at jeff.broughton@tennessee.edu. Initial review of applications will occur June 30. Please direct questions to Jeff Broughton at the same email address.