

Criteria	Must have	Ideal	How to evaluate
Communication	Active listener. Effectively manages stressful situations. Exceptional written and verbal communication skills. Transparent. Direct. Honest	Adept at a variety of professional communication styles and tactics that can be effectively engaged depending on the circumstances.	Survey, interviews.
Personality	Humble. Dedicated. Self aware. Open minded. Optimistic. Collaborator. Ethical.		Survey, interviews, reference checks, background check.
Municipal knowledge	Deep municipal experience to be fully competent. Strong experiences in a range of disciplines. 10 years of public sector experience, including senior leadership experience. Firm understanding of weak mayor/strong administrator system of city government. Values regional partnerships. Understands that the role of council is to create the vision for the community.	Demonstrated record of achievement in a similar sized municipality. Experience in a municipality that has a major academic institution. Understands nuances of SE Michigan. Expertise with municipal infrastructure. Expertise with affordable housing. Experience with implementing DEI initiatives.	Resume, survey, interviews.
Professionally astute	Ability to be apolitical and to effectively work with all council members who have a wide range of priorities and styles.	Would thrive working in an engaged community with high expectations. Exceptional emotional intelligence.	Survey, interviews, reference checks.
Leadership	Exceptional ability to translate the vision of council into actions. Ability to inspire staff and engage stakeholders. Prior experience directly working for a governing board. Focused on attracting, retaining and developing talent. Creates a vision for the organization. Data driven decision maker. Participatory leadership style. Commitment to the promotion of equity within the organization and community.	Experience leading culture change in a large organization. Driven by values that are modeled for the rest of the organization.	Survey, interviews, reference checks.
Financial acumen	Solid grounding in financial planning and control.	Experience leading through budget constraints.	Resume, interviews.

<p>Project management/ operations</p>	<p>Expertise in managing projects. Able to accurately define the problem, gather data, present data and alternatives, facilitate effective decision making, create buy-in. Understanding of quality improvements. Led large scale initiatives from inception to public engagement to implementation. Creative. Encourages innovation.</p>	<p>Experience with statistical process control. Creates a culture of continuous improvement. Identifies and improves systemic issues that impede customer service.</p>	<p>Resume, survey, interviews, reference checks.</p>
<p>Community engagement</p>	<p>Effectively engages with the community when developing and implementing initiatives. Consensus builder. Focus on customer service. Visible in the community.</p>	<p>Thrives on transparent, data driven decision making processes. Able to reduce political tensions. Fosters a culture of customer service and responsiveness.</p>	<p>Resume, survey, interviews, reference checks.</p>