



# City of Homer

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## Human Resources

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## Memorandum 20-027

TO: City Council  
THROUGH: Katie Koester  
FROM: Andrea Browning, HR  
DATE: February 5, 2020  
SUBJECT: City Manager Interview Questions and Telephonic Interview Schedule

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Telephonic Interview Schedule for City Manager candidates:

Wednesday, February 12<sup>th</sup>

4:00pm Michael Bork  
5:00pm George Zoukee

Friday, February 14<sup>th</sup>

4:00pm Randy Robertson  
5:00pm Adam Hammatt

Candidates listed above were given electronic copies of the 2020/21 Budget, as well as the Capital Improvement Plan. Background Authorizations were sent to each candidate and those are underway. Applicant Cynthia Northrop advised the City that she has accepted another City Manager position, and removed herself from consideration.

Attached are the interview questions as submitted by City Council members, broken down by suggested telephonic vs. in-person interview questions.

Please keep in mind that all applicants must be asked the same interview questions. If a candidate answers part of a question within a previous reply, each question still must be asked in order to afford the candidate the opportunity to answer the question more thoroughly.

Follow-up questions are expected and encouraged. If Council members would like clarification on any portion of a candidate's application- qualifications, why they want to leave their current or past position(s), the most appropriate time to ask this would be after the first question on the telephonic list.

Action to be taken: Revision of telephonic and in-person interview questions

## Telephonic Interview Questions

1. What interests you about the City Manager position in Homer?
2. You will be providing leadership for over 100 employees, please describe your approach to management.
3. How and when do you delegate responsibility & authority?
4. How do you educate, encourage, and motivate your staff?
5. What do you think the primary role of the City Manager is relative to involvement with the community and accessibility to the public?
6. How would you deal with citizen complaints and have you had any experience with lawsuit resolution?
7. What do you perceive to be the City Manager's role in working with the governing body, City Attorney, and Clerk?
8. What experiences have you had with labor relations, personnel matters, and grievance procedures?
9. What is your approach to risk management as it pertains to municipal government?
10. Describe your thoughts on the role of government and its relationship to the private sector.
11. Describe your philosophy and experience regarding the relationship between private development and planning and zoning.
12. Please describe your experience with budget preparation, presentation, and implementation. Explain the outcomes of various budget processes, and any challenges you've encountered from budget development through Council adoption.
13. Have you reviewed our 2020/21 Budget? What is your impression of our financial condition?
14. Have you read our comprehensive plan, climate action plan, and other city plans? What are your impressions or thoughts?
15. What is your experience with state and federal agencies? Do you feel comfortable lobbying on behalf of the City?
16. Please identify what you feel are your strengths and weaknesses.
17. If you are selected as City Manager, what would your plan be for the first 30 days?
18. Do you have any questions for us?

## In-Person Interview Questions

1. What challenges and opportunities do you foresee as the City Manager of Homer?
2. What are your expectations of the governing body in relation to yourself and city staff?
3. How do you build trust with a new team?
4. Have you ever had to discipline, demote, or fire an employee? Please elaborate.
5. Have you taken part in mediation, fact finding, or arbitration? Which ones? Please explain your experience in such processes including your role/level of involvement and your thoughts regarding the outcomes of these experiences.
6. Describe your management style in relation to communicating, decision-making, morale-building, and effecting change. What do you do to maintain your leadership and management skills?
7. What is your experience preparing budgets and having them approved by an elected body? What challenges did you encounter as part of that process?
8. How and when do you communicate with the governing body?
9. How do you deal with special interest or single interest groups?
10. How do you deal with the news media?
11. What is the best way for an administrator to deal with an angry constituent?
12. Describe a professional accomplishment that you feel best demonstrates your skill as a City Manager?
13. What is your experience with employee benefits administration, group health insurance, and risk management?
14. Describe your experience being at a bargaining table and actively engaged in negotiating an agreement?
15. Describe the most successful capital improvement project you were responsible for and what made it successful?
16. Please describe your experience with: land use planning, municipal facilities expansion, police and fire.
17. What is your experience with debt financing?
18. Do you have any questions for us?