

GENERAL MANAGER SEARCH  
2021  
METHODS PROPOSALS  
Timelines  
Decisions

**Assumptions**

This proposal is based on the assumption that Parkfairfax intends to continue to self-manage and will directly hire a new General Manager.

- Should the Board wish to consider a return to a full service management company the following should be taken into account: added expense; they supply manager and any interim managers and perform general oversight; they provide financial reports and expertise; they have wider range of vendor and contractor information; they are governed by their own agendas which might not match to our's – many of the larger firms want clients to do things their way; manager may be beholden to firm and not client.

The goal, regardless of methodology, is to have an agreement with a new General Manager in place no later than December 31, 2021

**Foundational Question:**

Does the Board wish to take this opportunity to review the job description and current contract language for the GM? If so, would that been done by a Board-appointed committee and what would be its number and composition – board only, board/citizen combination, committee member expertise.

If yes, the process and timeline could be as follows:

(1) decide on need and composition for such a committee – August 18<sup>th</sup> Board Meeting. Decisions need to be number of members and makeup – should this be a board committee or a combination of board/citizen with emphasis on seeking one or two Human Resources citizen members. Recommended Committee Members: Secretary Ferrell, Treasurer Buchanan, Director Eberwein for board and 2 citizen members, one of whom has a background in human resources.

Review and return products:

Job description - within four weeks – September 15<sup>th</sup> Board meeting for review to then be handed to either headhunter or search committee.

Review of Contract – six to twelve weeks – includes recommendations on salary based on industry standards for metro area – November 17<sup>th</sup> Board meeting for approval.

**Options for Search Process:**

This section includes time lines and decisions for (1) hiring of an Interim General Manager; (2) hiring of a headhunter (individual or firm); (3) performing the search internally with a search committee.

**Hiring of Interim General Manager**

Does the Board wish to appoint a board or board/citizen committee to perform this duty? Recommend only three board members including President Bush, Vice President Lisanick, Treasurer Buchanan. The committee would have the right to hire without board approval.

Seeking same through various resources including the current Financial Management Service Provider, legal counsel, Washington Chapter of CAI, personal contacts.

Timeline: Immediate and not later than mid-September for decision and hiring.

**Hiring of Headhunter**

Headhunter search – Timeline of no more than four weeks – decision by board at September 15<sup>th</sup> meeting. Key elements are headhunter expertise in field of Association Management; cost of services whether successful or not.

Does the Board wish to appoint a search committee to seek this professional or assign the task to one Board Member? While the search is continuing should there be a committee appointed to write guidelines and parameters for the headhunter to follow – timing, reporting, presentations of applicants, etc.

If a headhunter is hired should there be a committee made up of board or board/citizen members to preliminarily vet candidates before they are passed to the Board for consideration or shall the headhunter be given full latitude in who is presented to the Board for review with one or two Board Members available for consultation?

Timeline: The headhunter time limit would be between eight and twelve weeks (September 15<sup>th</sup> through November 17<sup>th</sup> or December 15<sup>th</sup> at the latest. Because the market is tight and is essentially an applicant driven one, the Board must be ready to interview at any time throughout the hunt. The headhunter will set their own methods of search, use their own advertising platforms and should submit weekly progress reports.

**Performing the Search Without A Headhunter – Search Committee**

This is a more complex and perhaps more time consuming method of performing a General Manager Search. It requires the selection of a search committee (writing a Terms of Reference, advertising for members, selection of members) which could take up to six weeks from the present to the end of September (with a special meeting to select members of the committee).

The Terms of Reference would carry the qualifications of members, the duties and obligations of the committee and a timeline for action.

Beginning in October the committee would, using selected platforms, advertise for applicants and receive applications – this could take up to six weeks (October to mid-November); the committee would review all applications – if using a fast track, as they come in, if not fast tracking, then reviewing as a group; if the committee found an exceptional candidate it would request the board perform an immediate interview given that there is a dearth of qualified candidates industry-wide at the moment;

the committee would pre-interview a select number of applicants and send on to the board up to five qualified applicants for interview by the Board – timeline for this would be mid-November to beginning December and the Board would perform interviews in the first weeks of December with a selection at the December regular meeting. Alternately, the committee would review all applications and forward only those it felt were viable candidates and only the board would interview.

**Other Factors/Considerations:**

**NOTE:** if the timelines for any of the above are too generous a final decision can be made in early January of 2022 or, at the latest, at the regular meeting in January. The object of the above is to have a new General Manager not later than mid-December with beginning work day being January 3<sup>rd</sup>.

**Pros and Cons of Board Members Serving on Search Committees:** Basically, it gives the selected Member of the Board two bites of the apple; however, board members carry a good deal of expertise and institutional knowledge which may lead to a better selection and a well run process.

**Preparation of Budget:** The most important business task which comes before the board in any given year is the preparation of the budget for the next fiscal year. It is hoped that an interim manager would have expertise in the formulation of a budget, but even with that expertise the Treasurer and other board members will be needed to give aid in developing a management preliminary budget. That preliminary budget is generally presented to the board and community at a workshop held in the later weeks of January. Therefore, a new manager will have had little or no opportunity to provide his or her expertise and will have to hit the ground running on this particular matter.

**Community Participation:** Does the Board wish to develop a community survey to get an idea of what the community would like to see in a General Manager or hold a Town Hall Meeting during the process to inform owners/residents and get a non-scientific idea of community concerns.