

POSITION PROFILE FOR TOWN ADMINISTRATOR

The Town of Nolensville is seeking an energetic, proactive, local government professional to be their next town administrator

*Town of Nolensville
Tennessee*

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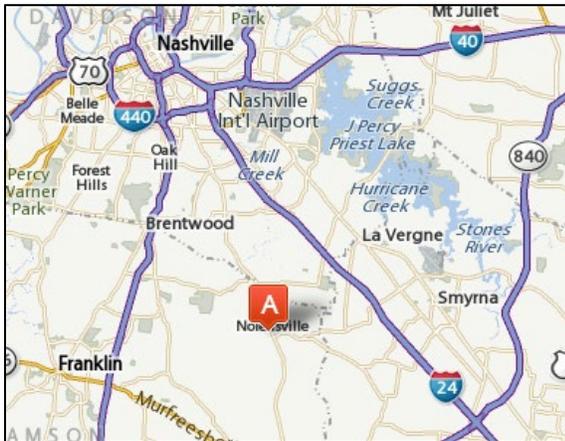
Position Profile for Town Administrator



Introduction

The Town of Nolensville is seeking an energetic, proactive, local government professional to be their next town administrator.

Located along US 31A/41A in the northeast corner of Williamson County, Nolensville is located approximately 18 miles southeast of downtown Nashville, with close proximity to the metro area including Brentwood and Franklin. With a certified special census population of 11,097 in 2018, the town sits within the Nashville Metropolitan Statistical Area containing 1.9 million people, the 36th most populous in the nation and largest MSA in Tennessee.



The town prides itself on its family-friendly, small town atmosphere. Close to Nashville and its larger municipalities, the town boasts a highly educated adult population and great schools for children. Nolensville was settled early in the nation's history by those seeking a better quality of life for their families – which remains today the major reason people choose to move here.

A primarily rural landscape, with lush green hills and open land along scenic Mill Creek, provides a serenity contributing to Nolensville “small-town quaint” lifestyle just minutes from major commercial and employment centers in the region.

Three new schools serve the area in the south end of town including Nolensville High School, Mill Creek Middle School, and Mill Creek Elementary School. These schools are in addition to Nolensville Elementary School, Sunset Elementary School, Sunset Middle School, and Ravenwood High School as the prominent locations where students are publicly educated in the highly acclaimed Williamson County School District.

Situated in the middle of a triangle framed by Interstate 65, Interstate 24, and Tennessee 840, Nolensville is served by an extensive network of major roadways that contributes to its prime location in the greater metro area. It is fast becoming recognized as a superior place to live with

substantial new housing starts and development interest that will continue to expand and place demands on this growing community.

The future of Nolensville is limitless and provides an exceptional opportunity for the next Town Administrator to guide the Board in successfully managing growth and development while respecting the “small town life” identity where rural meets suburban, rustic meets quaint, and old meets new.

Community and Area Demographics

As of the 2010 Census, there were 5,861 people and 1,831 households within the Town. The population has grown to 11,097 in 2018, an increase of 89%. Comprising an area of 9.5 square miles, the population density is approximately 1100 persons per square mile. The racial makeup of the Town is 85.5% White, 6.3% Asian, 5.3% Black or African American, and 2.9% Native American and other races. Hispanic or Latino of any race is 2.8% of the population.

A breakdown of the population reveals that 41.9% are under 18 years of age, and 5.3% are persons 65 years or over. The population base is significantly younger than Tennessee as a whole.

Educationally, 85.5% of residents over age 25 are a high school graduate or higher, with nearly 50% of this group earning a bachelor’s degree or higher. This percentage of higher education attainment is over twice the state average. The homeownership rate is 91% with a median value of \$288,100. The average household size is 3.23 persons per household.

The median age in the Town is 33 with males comprising 46.75% of the population and females comprising 53.25%. The median income for a household is \$105,589 and per capita income is \$33,705. 5.2% of the population is below the poverty line.

The Town is located in Williamson County which is projected to increase in population by over 50,000 by 2025, reaching a total county population in excess of 300,000. Nolensville is anticipating a continued health growth rate and could very well be over 15,000 residents by 2025.



History

William Nolen, along with his wife Sarah and five children were traveling through middle Tennessee in 1797 when their wagon broke down causing the family to delay traveling until it could be repaired. After inspecting the local terrain, Nolen noted the area had an abundance of game and clean creek water. These resources convinced the family that they needed to travel no further. The Nolen’s built their log cabin home and farm in the area and Nolensville was founded in his name.

The first Town lots were sold to George Barnes in 1819 for the price of \$55 per half acre. In the early 1800s, churches and schools were established which served the small agricultural community.

The Town grew quickly and was first incorporated in 1838 with specific town limits as well as identifying 23 numbered lots and 3 unnumbered lots with owners names associated with each lot.



In the 1860's, Nolensville was heavily impacted by the Civil War. The Town provided confederate soldiers, as well as fighting many skirmishes around the town.

As Nolensville grew over the years, it lost its official status as a town and became an unincorporated part of Williamson County. In 1996, Nolensville again applied to the state to be incorporated and was subsequently re-chartered by the Tennessee Legislature. At the time of incorporation, the area of the Town was three square miles and had a population of 1,800.

Nolensville was re-incorporated to plan for and respond to the anticipated growth in northeast Williamson County. Today, the Town borders fast growing areas in Davidson County, Rutherford County, and Williamson County and is conveniently located midway between regional office/employment centers in Cool Springs/Brentwood and the Smyrna/LaVergne areas.

With the extension of public sewer by Metro Nashville Water Services into the area in the early 2000's, the Town has experienced steady, sustainable residential growth and to a lesser degree, retail development. Many new subdivisions have been built and families are moving into the community to enjoy the favorable quality of life in a safe, attractive setting and to attend the excellent Williamson County schools. Nolensville has been made an even more desirable place to live and raise a family with the opening of Nolensville High School in the fall of 2016 on 93 acres located on York Road.

The broken wagon wheel of William Nolen endures today as the prominent graphic element in the Town logo and an annual community festival is held to celebrate the historic event.



Municipal Government

The Town is chartered under the Mayor-Aldermanic form of government pursuant to TCA 6-1-101 *et seq.* The governing body is comprised of a mayor and four aldermen elected at-large to staggered, four year terms of office (Board of Mayor and Aldermen). The next municipal election is November 2020 for the position of two aldermen. The Board approves the annual municipal budget and decides on taxing and fee levels to fund municipal services. In addition, the Board establishes policies, goals, and objectives to direct the growth and development of the Town, and adopt ordinances, rules, and regulations as necessary for the general welfare of the community and its



visitors.

The Board meets in regular session on the first Thursday of each month at 7:00 p.m. at Town Hall.

An ordinance establishing the position of Town Administrator was adopted in April 2014. This recruitment will result in the hiring of only the second administrator in Town history. As set forth in Ordinance No. 13-14, the Administrator is responsible for the efficient management and operation of the affairs of the Town, subject to charter provisions requiring the Mayor to act and function as chief executive officer. The specific duties and responsibilities of the Town Administrator include, but are not limited to:

- 1) Enforce all ordinances and regulations;
- 2) Implement new and more efficient methods of operations;
- 3) Recruit, hire, evaluate, direct, and discipline town employees in consultation with the Mayor;
- 4) Make recommendations for improving the quality and quantity of public services;
- 5) Keep the Board fully advised as to the conditions and needs of the Town;
- 6) Report on the condition of all property and recommend repairs and replacements;
- 7) Recommend programs or projects involving public works or public improvements;
- 8) Recommend specific personnel positions and personnel policies & procedures; and
- 9) Interact effectively with the community.

The Town Administrator is appointed by the Board of Mayor and Aldermen for an indefinite term of office.

The total Town budget is \$10.99 million divided between the General Fund, State Street Aid Fund, Facilities Tax Fund, Impact Fee Fund, Facilities School Tax Fund, and Drug Fund. Thirty-three (33) full and part-time employees ensure the delivery of municipal services in the areas of general government; police services; public works; planning, engineering, and code enforcement.

All employees are under the direction of the Town Administrator.

Challenges and Opportunities

A number of challenges and opportunities, identified through interviews with the Board of Mayor and Aldermen, will be of primary importance to the new Town Administrator.

1. Residential and Commercial Growth – Growth management, including coordination of



development with infrastructure improvements, will be a major ongoing responsibility of the Administrator. The community is expected to maintain steady residential growth with numerous residential building lots and large undeveloped tracts of land available for subdivisions.

Commercial construction is expected to likewise accelerate, particularly larger scale, regional-type commercial. Facilitating retail development in

harmony with community vision – including avoiding conventional strip commercial appearance by the smart placement of buildings and parking - will thus be important.



2. Roadway Improvements – Roadway improvements resulting from continued growth and development, including those listed in the current Major Thoroughfare Plan, have been identified as important and other transportation/circulation improvements will be required to ensure safe and efficient mobility for residents and to enhance commerce. Improvements to minimize congestion as well as protecting the historic district will require attention. Accordingly, the ability of the Administrator to evaluate future roadway needs and develop a fundable, capital improvement program will be an important responsibility; as will be the ability to work successfully with the Tennessee Department of Transportation, Nashville Area MPO, and Williamson County to ensure Town transportation and roadway interests are served.

3. Planning and Land Use – The Town vision statement seeks to retain a small town character, scenic value, and ecological quality while accommodating carefully controlled growth. To that end, the Administrator will facilitate a review of the zoning ordinance and land use plan to ensure that the vision is advanced under current design standards and regulations. A focus on maintaining open space and greenways; the natural topography, vegetation, and vistas; walkways and bikeways to connect people and places; and a variety and diversity of housing options, will be key elements of review.



4. Historic District Revitalization – The Administrator will facilitate the revitalization of the historic district to enhance the character of Nolensville while creating a regional specialty shopping and dining area. Public streetscape improvements and other amenities to support a walkable, compact core of commercial, civic, institutional, and residential uses will accentuate town optics, branding, and overall appeal.

5. Governance/Management – The Board seeks an Administrator who understands the roles and responsibilities of this position and is able to maximize the effectiveness of the governing board in its policy making role while assuming authority and accountability for the successful management of the Town within the authorities set by the Board.
6. Organizational Development – The residential and commercial sectors of the Town will be growing organically and the organization will be required to grow along with it in size and professional expertise, requiring an emphasis on organizational systems, processes, procedures, and personnel management systems. Building the management team into a cohesive group that is focused on customer service and service delivery will be expected. In addition, an ongoing evaluation of staffing requirements to meet the demands of a growing community will be required.
7. Budget and Finance – Assisting in the development of a sound financial and work plan will be an important concern of the Administrator, requiring balancing the costs of providing basic municipal services and rising resident expectations against the tax revenue needs to provide the same.
8. Public Works – Maintaining community infrastructure will become increasingly important as the Town grows and a facility to provide an operating location for public works crews and rolling stock will be needed soon.

Candidate Qualifications

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

- A Bachelor's Degree from an accredited college or university in public administration, business administration, or field closely related to municipal management. A Master's degree in a related field is preferred.
- A minimum ten (10) years of progressively increasing professional experience with a municipality including supervisory experience in management, operations, human resources, community development, and organizational development.
- Experience in a council-manager or mayor-aldermanic form of government with an appointed administrator; understanding the respective roles and duties of the Mayor, Board, and Administrator as established in statute, charter, and ordinance.
- A record of successfully dealing with elected and appointed officials and boards.
- Experience managing the broad range of traditional municipal services, including familiarity with, and understanding of government finance, human resources, planning and zoning, code enforcement, police services, and public works.
- Entrepreneurial, demonstrating an ability to think and act outside of the box within the risk tolerance of the Board.
- Experience identifying, securing, and managing federal and state grants; possessing an understanding of the intergovernmental relationships necessary to be successful in this area.
- Experience managing in a growth environment and expanding the commercial base.
- A successful personnel management experience.
- A strong working knowledge of planning and zoning principles, including "smart growth" practices.
- Knowledge of long-range capital improvement programming, operational reviews, and performance measurement.
- Experience dealing with public and media relations, capable of openly and honestly articulating the Town's policy position to residents, the media, and community groups and organizations through various mediums including social media platforms; appreciating the need for regular and prompt communication of information to these groups, following a policy of full disclosure in public presentations.
- A strong track record of effective customer relations.
- Budget management skills, with the ability to identify revenue sources and develop sustainable, long-term financial plans.

- Proficiency in the use of personal computers and other office technology, including experience and familiarity with Microsoft Office applications.

Leadership Skills and Management Style

- Candidates must be honest and have a reputation for personal, professional and organizational integrity, leading by example a transparent organization and conducting all personal and professional interactions fairly, honestly and ethically for all.
- Candidates must be self-motivated and hard-working, have a calm and professional demeanor, projecting a reasonable and considered approach to issues and challenges facing the Town; be able to accept and give feedback in a constructive manner.
- Candidates must understand the big picture while paying attention to detail, ensuring that policy actions and project timelines are successfully met. Willing to learn and understand the Town Code, Zoning, and Subdivision regulations.
- 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 and situational management skills and be politically astute in order to work effectively with all governmental officials, community, and staff.
- Candidates must recognize the importance of the organizational culture and professionalism; capable of advancing each to higher levels of success.
- Candidates must strive to keep each member of the governing board informed so as to keep them from being surprised or appear uneducated on major issues; and possess the skills to keep the Board moving toward a collective decision while respecting the individuality of members within the group decision-making process.
- Candidates must be effective communicators - both written and verbal; someone who is comfortable listening and talking with a diverse audience; demonstrating an openness and welcoming environment.
- Candidates must have strong analytical skills with the ability to develop reports which include 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 energetic and proactive, with the ability to successfully lead staff to identify, analyze, prioritize, and address administrative and management issues to meet the current and long range needs of the Town.
- Candidates must have a collegial leadership style, be a coach and demonstrate willingness to counsel and mentor employees; giving the staff the authority and responsibility to carry out their work while holding them accountable for performance.

- Candidates must be self-starters who are willing to listen to new ideas; be innovative and creative when addressing issues.
- Candidates must embrace the vision and policy direction of the Board, maintaining the integrity of the political process through administrative direction and service provision.
- Candidates should be visible and participate in community events.
- Candidates must be willing to commit to a reasonable tenure of service and display a commitment to the Town and community.

