

# City of Monticello, Iowa

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Final Agenda Posted on October 09, 2020 at 3:00 p.m.

Special Monticello City Council Meeting October 12, 2020 @ 5:15 p.m.

Monticello Renaissance Center, 220 E. 1<sup>st</sup> Street, Monticello, Iowa

<b>Mayor:</b>	Brian Wolken	<b>City Administrator:</b>	Doug Herman
<b>City Council:</b>		<b>Staff:</b>	
<b>At Large:</b>	Dave Goedken	<b>City Clerk/Treas.:</b>	Sally Hinrichsen
<b>At Large:</b>	Brenda Hanken	<b>Police Chief:</b>	Britt Smith
<b>Ward #1:</b>	Scott Brighton	<b>City Engineer:</b>	Patrick Schwickerath
<b>Ward #2:</b>	Candy Langerman	<b>Public Works Dir.:</b>	Nick Kahler
<b>Ward #3:</b>	Chris Lux	<b>Water/Wastewater Sup.:</b>	Jim Tjaden
<b>Ward #4:</b>	Tom Yeoman	<b>Amb. Dpt. Lead Par.:</b>	Lori Lynch

- Call to Order – 5:15 P.M.
- Pledge of Allegiance
- Roll Call
- Agenda Addition/Agenda Approval

**Open Forum:** If you wish to address the City Council on subjects pertaining to today's meeting agenda please wait until that item on the agenda is reached. If you wish to address the City Council on an item not on the agenda, please approach the lectern and give your name and address for the public record before discussing your item. Individuals are normally limited to speaking for no more than three (3) minutes on a topic and the Open Forum is by rule limited to a total of twenty (20) minutes.

## Resolutions:

1. **Resolution** approving City Administrator Search Process, potential hiring of Consulting Firm.
2. **Resolution** to approve purchase of Commercial Leaf Vacuum

**Adjournment:** Pursuant to §21.4(2) of the Code of Iowa, the City has the right to amend this agenda up until 24 hours before the posted meeting time.

## Meeting Instructions for the Public

**Due to the Covid-19 Virus the City Council will be limiting access to the Council meeting to a limited number of residents on a first come first served basis so that social distancing may be maintained. The meeting will continue to be broadcast on Mediacom (Local Access Channel) and will be accessible via Zoom.**

The City Administrator will be hosting the Zoom Meeting app and you may participate by joining the meeting via zoom, the information being set forth below.

Time: Oct 12, 2020 05:00 PM Central Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/85464067316?pwd=aXEzU2s3VmhNbE13ciszQnhhSTdFQT09>

Meeting ID: 854 6406 7316

Passcode: 035166

Dial by your location

+1 312 626 6799 US (Chicago)

**Some feel more comfortable with other wearing masks. While not required, please take this consideration into account.**

City Council Meeting  
Prep. Date: 10/09/20  
Preparer: Doug Herman



Agenda Item: # 1  
Agenda Date: 10/12/20

*Communication Page*

**Agenda Items Description:** Resolution approving City Administrator Search Process, potential Consultant Section.

**Type of Action Requested:** Motion; Resolution; Ordinance; Report; Public Hearing; Closed Session

**Attachments & Enclosures:**

Proposed Resolution (To be drafted)

Proposals (3)

**Fiscal Impact:**

Budget Line Item:

Budget Summary:

Expenditure:

Revenue:

**Synopsis:** The Council will consider entry into an agreement with a private consultant to assist the City with the City Administrator search and replacement process.

**Background Information:** I received three proposals for your consideration:

1. Midwest Municipal Consulting, L.L.C.: Elizabeth Hansen is the President of MMC and as you will see from her attachments has City management experience and has performed searches for other communities. (Pages numbered 1-22 have been provided by Elizabeth.
2. Callahan Municipal Consultants, LLC: Pat Callahan, potentially in concert with others, would perform the search on behalf of the City as set out in the proposal. Pat also has significant City management experience. (Cover page with pages numbered 1-14)
3. DDA was a firm recommended by a fellow administrator. (Cover page with pages numbered 1-18)

I won't analyze or make recommendations, just request that you read the attachments. It is my understanding that Pat, Elizabeth, and a representative of DDA will all be available via zoom. My plan is to reach out to them on Monday and request that they zoom in at specific intervals or after I have called them. While this is a public meeting and they may all be on at the same time if they choose, I would prefer to have one representative at a time. Will work out those details on Monday.

**Staff Recommendation:** I will recommend that a consultant be hired to assist with this process. It is very important and time is of the essence.



Midwest Municipal Consulting, L.L.C.

Executive Recruitment  
•  
Board Effectiveness Training  
•  
Goal Setting and Strategic Planning  
•  
Job Descriptions  
•  
Compensation Studies  
•  
Capital Improvement Planning

October 7, 2020

Douglas D. Herman  
City Administrator  
200 E. 1<sup>st</sup> Street  
Monticello, IA 52310

Dear Mr. Herman, Honorable Mayor and Members of the City Council:

This engagement letter will confirm our recent conversations and provide an agreement basis for my services in connection with the search of your next City Administrator. It is my understanding that the City desires recruitment assistance scheduled for immediately, for which I am pleased to offer my services.

Finding the right person to carry out the directions of the Mayor and Council is a major process. This is more labor intensive than finding people to fill other positions within the city's workforce. Cities are staffed to do the routine steps for regular employee selections. They are not staffed to do the tasks associated with executive searches. The decision to use a consulting service is a proper use of resources. Identifying the right person is more than finding someone with the credentials. It is finding the person that will fit best within the organization and the community.

I trust the current content and format are in line with your thinking; if not ideal, we can alter accordingly.

Enclosed also is biographic information and a position profile I created for the City of Griswold and the City of Ottumwa during Phase I of their recent search processes.

Your signature at the bottom of the proposal will confirm your acceptance of my service and payment details. Please forward a signed copy to me and I will enter an acceptable meeting date on the calendar and begin immediate preparation for your search.

I look forward to working with the City of Monticello. If you have any questions regarding this proposal, please contact me at 515-391-9816.

Respectfully submitted,

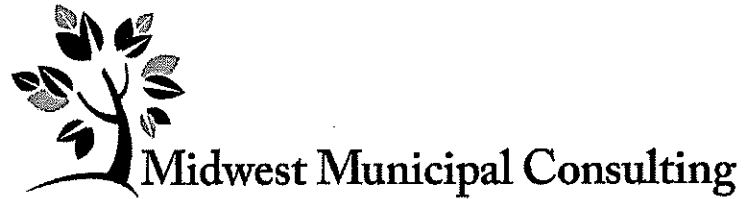
Elizabeth A. Hansen,  
ICMA- CM, ICMC, SHRM-CP  
President

Enc(s)

1210 NE 29<sup>th</sup> St. ~ Ankeny, IA 50021 ~ Office: 515-391-9816  
Email: [ehansen.mmc@gmail.com](mailto:ehansen.mmc@gmail.com) ~ Website: [www.midwestmunicipalconsulting.com](http://www.midwestmunicipalconsulting.com)



**Elizabeth A. Hansen,**  
ICMA-CM, ICMC, SHRM-CP



## Contact Information



1210 NE 29<sup>th</sup> Street  
Ankeny, IA 50021



515-391-9816



Ehansen.mmc@gmail.com



[midwestmunicipalconsulting.com](http://midwestmunicipalconsulting.com)

“Every community is unique, and we strive to provide our clients with personal attention and professional services to help strengthen their organization and focus on the future.”

### Education

University of South Dakota, Vermillion, South Dakota  
Master of Public Administration

### Accreditation

Credentialed City Manager from the International City/County Manager’s Association  
Certified Municipal Clerk in the State of Iowa  
Certified Human Resource Manager from the National Society of Human Resource Management

### Biography

Elizabeth Hansen, Founder and President of Midwest Municipal Consulting, L.L.C., is pursuing her passion to serve clients with organizational effectiveness training, short and long-term goal setting, strategic and action planning. Hansen and her team will also assist with capital improvement and equipment replacement planning and a variety of human resource needs, including executive professional searches filling critical leadership positions.

A native of the Midwest, Ms. Hansen has over 17 years of experience in local government management, including as City Administrator in Elk Point, South Dakota as well as Jefferson, Nevada and Windsor Heights, Iowa. Her communities benefited from her leadership and proficiency in community visioning and financial planning. These skills, abilities and experiences are vital tools to promote and develop growth in rural and small communities throughout the Midwest.

Hansen was named Manager of the Year in 2014 by the Iowa City/County Management Association, and in 2007 she became the first recipient of the organization's Emerging Leader award.

### **Affiliations**

International City/County Manager's Assn.  
Past committee and member since 2002

Iowa City/County Manager's Association  
Past executive board and member since 2004

Iowa League of Cities  
Past board, committee member, and member since 2004

Professional Developers of Iowa  
Member since 2016

Iowa Municipal Professional Institute  
Lecturer in 2016, 2017 and 2020

National Society for Professional Human Resource Management  
Member since 2018

Central Iowa Human Resource Management  
Member since 2018

Ms. Hansen's history as a City Administrator and her connections across the state of Iowa, enables her to combine the knowledge of the municipal profession to assist clients to help strengthen organizations and bring solution into focus.





City of Monticello, Iowa  
City Administrator Executive Search  
October 7, 2020

### Introduction and Eligibility

Midwest Municipal Consulting, LLC represents municipalities, non-profit organizations and businesses. Our professional team specializes in short and long-term goal setting and community visioning, strategic, action, capital improvement and equipment replacement planning, and a variety of human resource needs, including executive professional searches filling critical leadership positions.

Is the mission of your community to provide high quality services that meet the needs of your residents? We bring extensive experience and professionalism and can customize our support to meet your individual needs and concerns.

Our executives and facilitators have been community leaders; leading searches such as these for decades. We know that executives play a critical role in how services are provided to the public and how local government and non-profit organization resources are utilized. We take pride in working with our clients to find the best possible fit for your community and organization. We find highly talented individuals with a commitment to serve the public, and our placements will be some of the best and brightest in their fields.

### Primary Contact and Services

Midwest Municipal Consulting, LLC  
Elizabeth Hansen, President and Founder  
1210 NE 29<sup>th</sup> Street  
Ankeny, IA 50021

515-391-9816 Office and Cell  
[Ehansen.mmc@gmail.com](mailto:Ehansen.mmc@gmail.com)  
[www.midwestmunicipalconsulting.com](http://www.midwestmunicipalconsulting.com)

A native of the Midwest, Ms. Hansen has over 17 years of experience in local government management, including as City Administrator in Elk Point, South Dakota as well as Jefferson, Nevada and Windsor Heights, Iowa. Her communities benefited from her leadership and proficiency in community visioning and financial planning. These skills, abilities and experiences are vital tools to promote and develop growth in rural and small communities throughout the Midwest. She has a master's in Public Administration from the University of South Dakota and a bachelor's degree in Paralegal Studies from National American University in Sioux Falls, South Dakota.

Hansen was named Manager of the Year in 2014 by the Iowa City/County Management Association, and in 2007 she became the first recipient of the organization's Emerging Leader award. Ms. Hansen is also a Credentialed City Manager from the International City/County Manager's Association (ICMA-CM), Certified Municipal Clerk in the State of Iowa and Certified Human Resource Professional from the National Society of Human Resource Management (SHRM-CP).

## References

Midwest Municipal Consulting executive search experience includes:

- Nevada – Water Superintendent (2008) Kerin Wright (515) 382-5466
- Nevada – City Attorney (2010)
- Nevada - Public Safety Director (2012)
- Nevada - Public Safety Director (2013)
- Nevada – City Clerk (2012)
- Nevada – Director of Fire/EMS Services (2014)
- Windsor Heights –City Clerk (2018) Marcia Woodke, (702) 497-0644
- Windsor Heights – Public Works Director (2018)
- Windsor Heights – Public Safety Director (2018)
- Windsor Heights – Building and Zoning Official (2017)
- Ottumwa – City Administrator (2019) Tom Lazio (641) 683-0600
- West Liberty – City Administrator (2020) Lee Geertz (319) 627-2418
- Griswold – City Manager (2020) Carmen Sorenson (712) 249-2198

## Scope - Method of Search

Ms. Hansen brings years of experience working closely with elected officials and department directors in many city planning settings. Her search process is based on prior experience and on a proven search methodology. The goal of this process is two-fold. First, to maximize your input while minimizing your time investment until we have a small, select pool of final candidates. Second, to provide you with the benefit of my expertise as you select a candidate who best matches your needs.

Task	Fee
<b>Phase I:</b> <b>Learn the Community's Needs</b> – We learn the community's needs through interviews with key city employees, elected and/or appointed officials, and any identified leaders in the community, such as the School Superintendent, developers and other citizens selected by the Council. This is an open input process. The outcome is shared with the Mayor and City Council members.	<b>\$2,000</b>
<b>Profile the Position</b> – Based on the above input, I work with the Mayor and City Council members to delineate the skills, knowledge, and abilities a successful candidate must possess, along with the important traits, attitudes, and values. I do this by way of several informal meetings with city delegates to identify their thoughts on the	<b>\$2,000</b>

critical strengths and characteristics they seek in a new leader. These meetings enable us to learn the City's requirements for the position, such as experience, education, and training, as well as management and communication style. We then discuss the challenges the City is facing and the goals for the next three to five years. I develop a position profile which includes a comprehensive job description, an overview of the community, the key opportunities and challenges facing the candidate and the selection criteria established for the search.	
<b>Phase II:</b> <b>Tap the Candidate Pool</b> – I tap the candidate pool in a variety of ways. One, I develop and place advertisements in appropriate professional publications and newspapers. Two, I develop and distribute the position profile to likely candidates and others who may be interested or helpful. Three, my personal contacts with City Administrators/Managers and City Clerks throughout the state and region tend to be the most fruitful source of top applicants. Four, I seek out and encourage top-level people to apply for the position who may not be looking for employment or who may be reluctant to apply directly to the City. Five, I review my files to find candidates who I know already meet your specifications and contact people in local governments who may know of suitable candidates for the position.	<b>\$2,000</b>
<b>Screen, Evaluate, Interview</b> – Upon receipt of applications, I will screen and pre-quality candidate for you. I do this by reviewing the applications and narrowing the candidate pool based on the extent of match with the specified criteria. This narrowed pool is then further reduced through written samples, one-on-one meetings or telephone interviews with the candidates.	<b>\$1,000</b>
<b>Background Checks</b> – For candidates who pass the screening stage above, I work with an Iowa firm to conduct complete and thorough background investigations on their employment, education, criminal, credit and general background. We also make inquiries to individuals who are working with or have worked with the applicant.	<b>\$1,000</b>
<b>Narrow the Field</b> – After background checks are completed, we screen down the top three to five candidates (number of finalists you desire).	<b>\$500</b>
<b>Phase III:</b> Once the finalists have been determined, they are invited to attend an on-site evaluation/interview. At this time, they are given a tour of the City and meetings with selected community leaders, staff, and City officials are arranged. We will provide scheduling and logistics support. I will also work with you to develop appropriate interview questions for the on-site interviews.	<b>\$1,500</b>
<b>Make Offer</b> – I work with you to help structure an offer that meets the City's needs. I may assist the City with the development of an employment contract, if necessary.	<b>\$500</b>

## Proposed Timeline

Here is a proposed tentative search timeline:

October	Phase 1: City Council approved a contract with a consulting firm to hire City Administrator
October	Confidential Interviews with Department Heads, Mayor and City Council and any focus groups
October	Update the job description and Prepare a Profile for the Position
November	Council approves job description and profile
November	Prepare advertisements. Prepare a list of potential candidates. Consultants advertised for the position on various websites. Emailing profile. Phone calls to potential candidates.
November	Deadline for applications and Screening of Candidates Phone Interview and/or Written Sample.
November	Council Personnel Committee to Update City Council on Process. Provide list of finalists ranked by consultant for review by Council Personnel Committee and any other delegates. Finalists reduced to 3-5. Select candidates for interview and to confirm dates/times of interview. Confirm contract/offer details.
December	Send a packet of Information to Candidates for Formal Interviews
December	Education Verification, Criminal Background Checks - Finalists Call to Candidate References and Coordinate Interviews
December	Formal Interviews. Additional elements of interview process may include: <ul style="list-style-type: none"> <li>• Tour provided by City.</li> <li>• Interviews by Department Heads.</li> <li>• Interviews to be conducted by community leaders (from boards, chamber, EDC, business and volunteers.</li> <li>• Public open house and formal presentations.</li> <li>• Comment cards provided and collected at each event.</li> <li>• Finalist does public presentation and final interview with City Council.</li> <li>• Comment cards provided to Mayor and Council before deliberation.</li> </ul> Closed Session to deliberate and direct the consultants to negotiate wage and other details of an employment offer (and contract, if necessary).
December	Extend offer of employment. May include, consultant to draft agreement. City Attorney reviewed and amended the agreement for execution.
December	City Council to approve offer of employment (contract) at Council Meeting.
January or February	City Administrator to start, depending on 30 day or 60 day notice requirement per previous contract

Alternative steps and an alternative timeline could also be arranged. Clients use the above tasks and timeline to narrow the scope of services requested.

### Professional Fee and Payment Policy

Midwest Municipal Consulting will conduct the search and provide all of the related services outlined above for a flat fee of \$10,500 plus expenses, which includes the cost of advertising, mileage, postage, photocopies, etc. Normally expenses do not exceed \$2000. The City will pay for advertising, background checks and the costs associated with bringing finalists into the community to interview.

In normally takes 90-120 days to complete a candidate search and fill a position at this level. Fees are payable in three equal payments, with the first one-third payment due at the signing of the agreement; one-third due after Phase II and the final payment due at the time the offer of employment is accepted.

### Guarantee

If the selected candidate is terminated for non-performance of duties within the first 12 months of appointment, I will assist in refilling the position for a lump sum fee of \$2,000, plus the costs of expenses.

### Approval to Proceed

If the above proposal meets with your approval, please sign below, and return one original to me. Thank you.

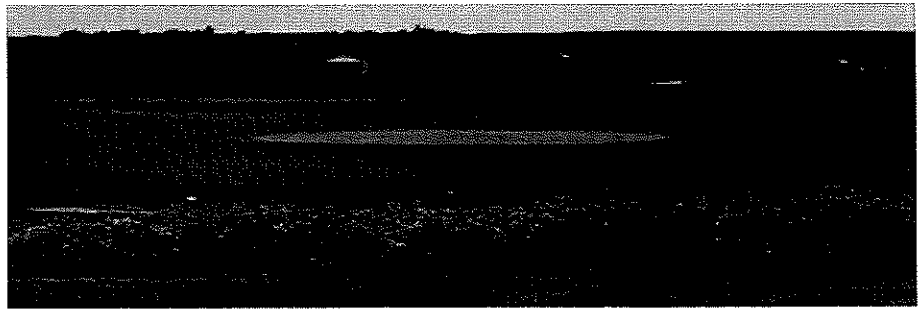
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Brian Wolken, Mayor

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Elizabeth A. Hansen, President  
Midwest Municipal Consulting, LLC

The City of  
Griswold,  
Iowa seeks a  
strategic  
leader and  
effective  
relationship  
-builder to  
serve as the  
next ...

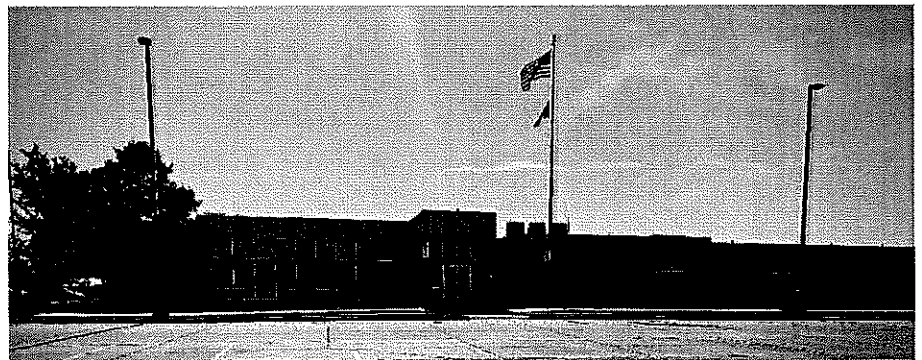


## CITY MANAGER

### The Community

The City of Griswold, Iowa, is located in Southwest Iowa in Cass County, just south of Atlantic. It has the advantage of all the resources of major metropolitan areas, with less than an hour's drive, while living in a small community with a lower cost of living.

The population of Griswold has remained stable since the 2010 Federal Census. The current population is 1,036. The community is balanced with no significantly large population of any particular age group. The residents of Griswold are predominantly Caucasian. A small Hispanic population is present as well. English is the principal language spoken in the community. There are 3 in-home daycare providers in Griswold. The children of Griswold attend school in the Griswold Community School District. The elementary, middle school and high school building is located in Griswold. The community sees itself as a small town where people care about one another.



The community's main employers include Griswold Community School District, Griswold Care Center, and Farm Service Co-Op.

The sense of community pride and commitment is strongly shared among the city staff and business community. That sense of community is built upon a shared vision.



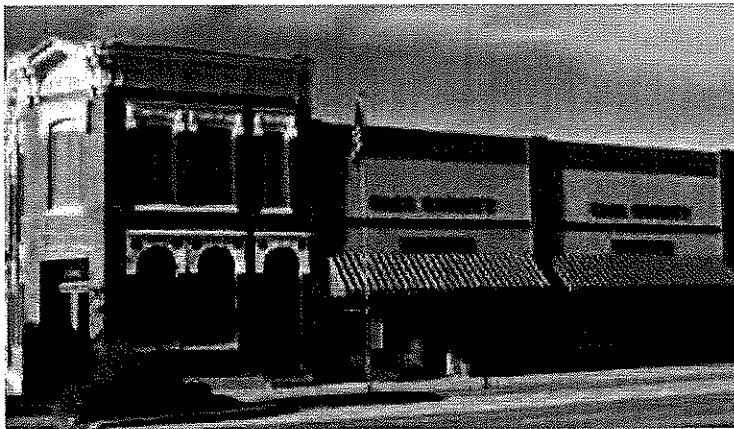
## The Community, continued...

Because of the close proximity of larger communities, such as Council Bluffs and Omaha, a number of residents choose to commute. Median income in this community is slightly below the national average. Unemployment is significantly higher than the national average. The community boasts many amenities. Local organizations include the Optimists, Masonic Lodge, American Legion, Friends of the Library, Country Club, 4H, and Griswold Betterment. The citizens take pride in the local museums, varied community groups, and a dedicated school district among other things.

The community hosts a number of events that occur annually, including:

- The city's biggest event, the Old Soldier's Reunion is held every year in July.
- The Pieces N Dreams Car Show is held every year in September.
- East of Omaha offers Classic Car Nights and Bike Nights in the Summer, and Concerts all year long.

**Airport:** Residents utilize Omaha Eppley Airfield is an International Airport just 50 miles west and Des Moines International Airport is 100 minutes east of Griswold.



**Arts and Culture:** Griswold is home to the Cass County Museum and Rush International Harvester Antiques and Museum. The East of Omaha is a true music venue that boasts professional sound and lighting, making your music experience anything but "small town".

**Churches:** There are four (4) churches in Griswold.

### Parks and Recreation:

Griswold offers a wide variety of recreational opportunities in their four (4) well-maintained parks, including a wooden park, city park, Bryon Legg Ball Fields, and Cocklin Fish Farm, which includes a campground. Griswold Golf Course opened in 1969 and is a 9 hole course featuring 3,125 yards of golf from the longest tees for a par of 36.





**Library:**

The Griswold Public Library building was constructed in 1914 with the help of the Women's Civic Club. The Griswold Public Library provides community members and visitors a collection of information in a variety of formats and resources. The library promotes personal growth to people of all ages by providing materials that support cultural,

social, and other recreational needs. Within the next five years, the Griswold Public Library will strive to provide parents of young children programs and services designed to prepare children for school, provide electronic historical newspapers and information, establish a central source of community information for new and existing community members, and provide resources to encourage positive life choices.

**Health Care:**

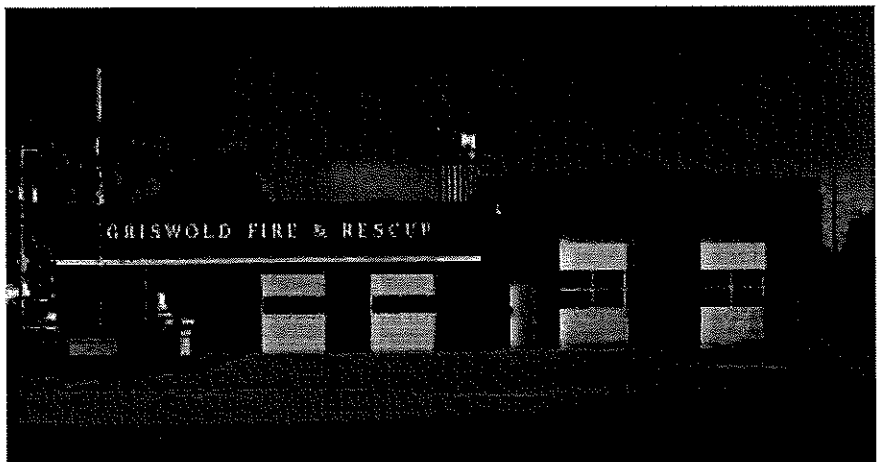
Griswold is home to Cass County Health; a family medical clinic that is affiliated with the Atlantic Medical Center.



**Public Safety:**

**Fire:**

The Griswold Volunteer Fire and EMS services are provided by through a fire protection district encompassing surrounding townships.



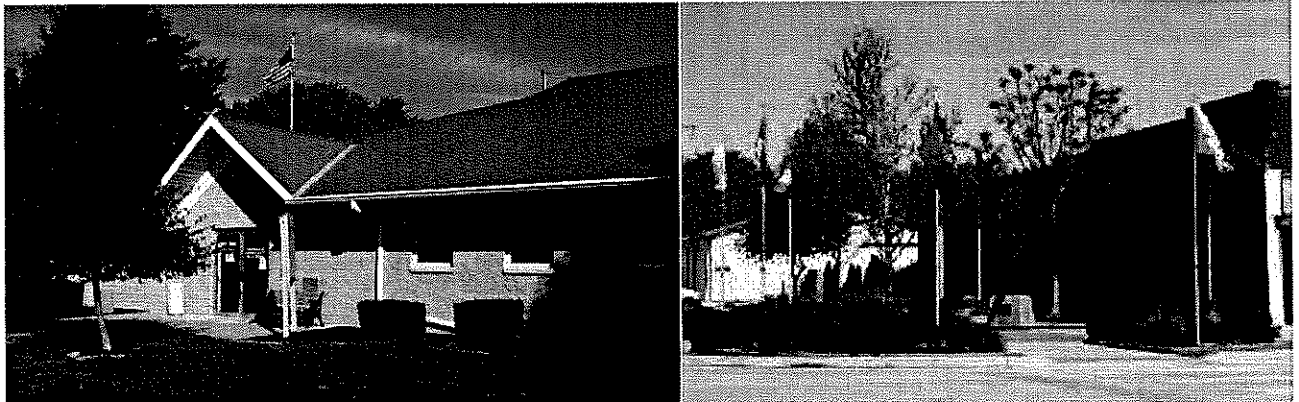
**Police:** Police protection is provided under contract with the Cass County Sheriff.

## Governance and the Organization

The City of Griswold's Council/Manager form of government is a system founded on the balance between the policy-setting functions of the five-member City Council, the Mayor, and the management expertise of an appointed City Manager. There are five (5) council members elected by City residents to serve for four-year overlapping terms. To assist the city council in their duties there are numerous commissions, committees, and task forces which operate to address needs and trends identified by city staff and the community. The City Council meetings are held every Second Monday of the month at 6:00 p.m. The Council meetings are located at City Hall in the Council Chambers at the Community Building located at 601 2nd Street.

Griswold is a full government service community, including administration with utility billing and city clerk, streets, water and wastewater utilities. The city's current tax rate is \$12.70915 per \$1,000 valuation and has a FY20-21 general fund budget of approximately \$2 million.

City leaders are energized about the future of the community and have a progressive and ambitious outlook. The housing stock is good and the near term prospect of residential fiber connection poses significant opportunity for business and entrepreneurial growth.



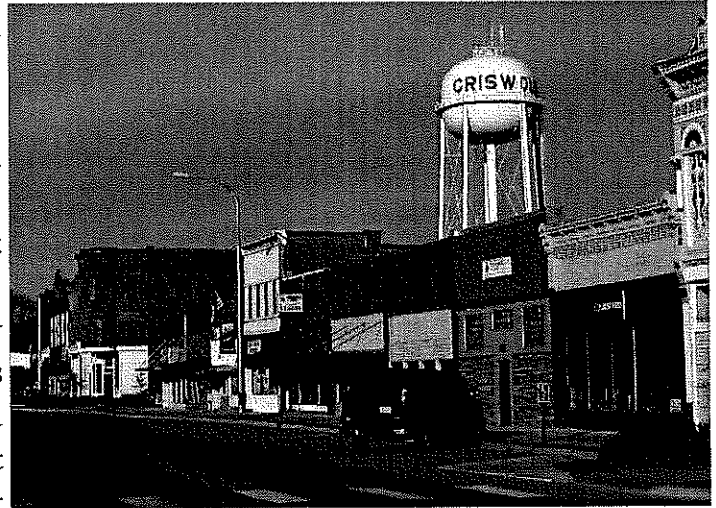
## Leadership and Innovation Opportunities

The City of Griswold plans to hold a goal setting work session in December 2020. The next City Manager will develop long-term strategies that will help the city address the following current projects and priorities:

- ◆ Economic Development and Redevelopment – Former Hotel Property and Housing
- ◆ Adopt a Capital Improvement Plan (CIP)
- ◆ Comprehensive Planning
- ◆ Fire Station Feasibility Study
- ◆ Parks Repairs and Maintenance Planning
- ◆ Grant Writing and Administration
- ◆ Implement a Sidewalk Program

## The Position

The City Manager reports to and serves at the pleasure of the City Council. The position provides executive leadership, advising and assisting the City Council on policy, operations and governance, planning and directing city government functions and ensuring proper operations, staff and budgeting, consistent with the City Charter, local ordinances and policies adopted by the City Council and state and federal laws. The City Manager has 3 direct reports, including the two department



directors and the City Clerk. There is a total of five (5) full-time employees and two (2) part-time/seasonal staff. Specific position responsibilities include:

- ◆ Manages and supervises all City departments, divisions and functions including administrative services and public works, community and government relations.
- ◆ Coordinates department activities with other departments and agencies as needed. Collects, reviews and prepares written reports, presentations and recommendations to the City Council and various boards and committees, civic groups and the general public.
- ◆ Advises the City Council on financial conditions and current and future City needs.
- ◆ Provides recommendations to the City Council regarding policies, staffing levels, budgets and other matters requiring City Council action.
- ◆ Oversees the planning, preparing, recommending and administering of the annual City budget.
- ◆ Identifies community needs; develops strategies, programs and resources to meet those needs.
- ◆ Prepares and submits to Council reports and summaries relating to ongoing and completed City projects with any necessary recommendations.
- ◆ Assists and cooperates with all boards, committees, and commissions of the City.
- ◆ Prepares ordinances and resolutions for approval by City Attorney and Council.
- ◆ Assists with grant applications and administers grants received by the City.
- ◆ Serves as the Enforcement Officer for the Code of Ordinances.
- ◆ Supervises the performance of all City contracts including the purchase of materials and supplies.
- ◆ Serves as Zoning Administrator and Building Permits Official unless otherwise appointed by Mayor.
- ◆ Directs and oversees the implementation of the City's Urban Renewal Plan, Economic Development Program and Community Development Plan.

## Desired Capabilities

The City of Griswold seeks a creative and visionary leader to be the next City Manager. The ideal candidate will have a management style that evolves toward greater employee involvement in determining how employees do their jobs. There is often more than one way to get the job done and allowing employees and supervisors the latitude to make decisions on how to meet the objectives, results in a higher level of job satisfaction and performance. The ideal candidate will:

- ◆ Build relationships and bridges differences about what's best for the city
- ◆ Develop collaborative and effective working relationships with council members and staff
- ◆ Effectively delegate, empower and hold staff accountable to execute goals established by the governing body
- ◆ Be visible and approachable in the community and promotes the city's attributes; Active in community events and organizations
- ◆ Be self-motivated; sees the big picture and sets cohesive direction for the management team
- ◆ Be independent thinker with fresh ideas who is ready to move beyond the status quo
- ◆ Be respectful, Personable, confident, and intelligent
- ◆ Be organized yet flexible and adaptable; Resilient and tenacious
- ◆ Support and lead staff with integrity and maturity; teambuilding and empowering staff
- ◆ Establish trust and places trust in others; ethical
- ◆ Be positive, can-do attitude, adept at balancing competing demands
- ◆ Remain calm under pressure
- ◆ Be open and honest communication style; both savvy in written and oral communications and always keeps the elected officials, staff, and public informed
- ◆ Listen to all sides of an issue without taking sides; Open and not defensive in controversial situations
- ◆ Have strong leadership skills; can problem solve and serves as a project manager that takes responsibility to see projects through
- ◆ Have excellent grant writing skills and the ability to administer the grants in a timely manner Experienced with city owned utilities
- ◆ Understand bonding, TIF, grants
- ◆ Be skilled in human relation issues
- ◆ Have experience with developing housing
- ◆ Have experience with Economic development and growth
- ◆ Understand and manage budgets

## Education and Experience

Bachelor's degree with coursework in public administration, political science, accounting, finance, business management or administration, economics, or related field and a minimum of three (3) years of increasingly responsible experience managing municipal government operations or comparable organizations. Master's degree preferred. Experienced in local government operations.

## Compensation and Benefits

The salary range is \$45,000 to \$55,000 annually, depending on experience, IPERS and ICMA 457 retirement benefits, life and short-term disability, medical and dental insurance, and Holiday, Vacation, and sick leave benefits. Mileage reimbursement and a cellular phone is provided. Residency within the Griswold Community School District is required within six months of employment.

## How to Apply

Submit your cover letter, resume, salary history and five work related references by August 21, 2020 to Midwest Municipal Consulting, LLC. at [Ehansen.mmc@gmail.com](mailto:Ehansen.mmc@gmail.com).

For more information, please contact Elizabeth Hansen by calling 515-391-9816.

## Tentative Timeline

Applications will be accepted until	August 21
Screening/Written and/or Phone Interviews	August 28
Selection of Finalists	August 31
Background Checks	September 4
Interviews	September 17-18
New City Manager Starts	October or November



The City of Griswold is an Equal Opportunity Employer.

City of Ottumwa, Iowa



# City Administrator Search

Moulder & Associates/Midwest Municipal Consulting, LLC



## Leadership & Innovation

The new City Administrator will find Ottumwa a friendly, family-oriented community with excellent services and the usual challenges and opportunities that are characteristic of a dynamic city. The next City Administrator will develop long-term strategies that will help the city address the following current projects and priorities:

- ◆ Adopt a Capital Improvement Plan (CIP) with a focus on a 20-year reconstruction plan to include maintenance, repair, timely implementation and budgeting consideration
- ◆ Perform a compensation, classification and staffing study for all City departments
- ◆ Establish succession planning for any City department
- ◆ Complete a new comprehensive plan to include economic development to expand the tax base
- ◆ Enhance relationships, communication and collaboration with our community partners such as the school districts, county and civic groups
- ◆ Phase 8 of Sewer Reconstruction
- ◆ Downtown revitalization and Streetscape Project
- ◆ Housing study, including neighborhood amenities, to determine what the anticipated future demand would be.

Ottumwa, Iowa, located in Wapello County in the southeast region of the state. With a population of nearly 25,000, Ottumwa is located in the Southeast region of the state; 73 miles east of I-35 at Osceola on Highway 34 and 85 miles on Highway 163 from the Des Moines International Airport. Ottumwa is a Main Street community with a revitalized downtown district, anchored by a Public Library, City Hall, and County Courthouse all part of the National Register of Historic Places.

Ottumwa, Iowa is a unique community where Economic opportunity is within driving distance; kids can attend great schools; you can own your own home; community involvement is valued; and friends are just next-door. The town combines both small town, Iowa values with growth and employment opportunity.

The population of Ottumwa boomed from 1,632 to over 5,000 from 1860 to 1870 and continued to grow to a peak population of 33,871 in 1960 before leveling to 25,023 in 2010. Ottumwa has traditionally served as the trade and economic center of Southeast Iowa. Community leaders realize that it will take vision, commitment and hard work to continue this role into the 21st century.

Ottumwa is growing. A number of sizable developments have spurred a great deal of additional commercial interest in Ottumwa. Locally owned businesses, as well as national corporations continue investing in our community through expansion and/or opening new facilities in Ottumwa. The expanding commercial districts and industrial base make Ottumwa a strong, viable and expanding community. Through progressive partnerships between City government and private business and industry, we are looking forward to an era of growth.

The city hosts a number of events that occur annually, including the Balloon Races, Oktoberfest, 4<sup>th</sup> of July Celebration, Memorial Day and Labor Day Weekend events and the Race for the Cure. Additionally, the City received a 3-STAR Community rating. Ottumwa is the 7<sup>th</sup> city in Iowa to attain this rating, which joins 90 cities across the globe.

**Airport:** Ottumwa has a Regional Airport and is only 88 miles from the Des Moines international airport, a hub providing nonstop flights to 21 major airports in the US.

**Arts and Culture:** The Bridge View Center includes a theater, conference center and exhibit hall which attracts an array of events for all ages.



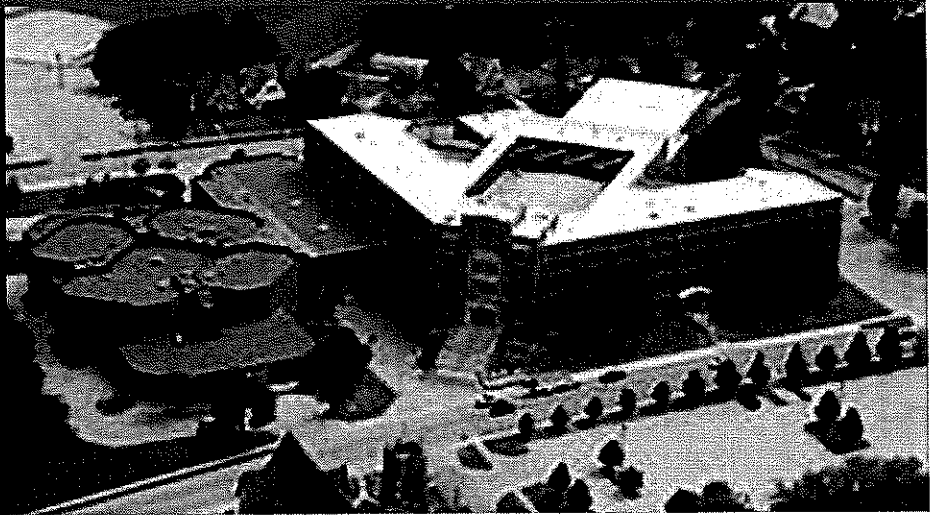


## The Community, Cont'd

**Parks and Recreation:** Ottumwa offers a wide variety of opportunities including camping, fishing, bicycle and pedestrian trails, baseball and softball diamonds, children's playgrounds, disc golf, volleyball courts, picnic areas, tennis and basketball courts, performance stage areas, soccer fields, and more. Ottumwa has a growing network of paved trails based along the levee system on the Des Moines River and has three golf courses; one of which is a miniature fun course. The City maintains twenty-two (22) parks, including a skate park and The Beach Outdoor Waterpark.

**Library:** The Ottumwa Public Library exists to enrich the quality of life of the community by providing informational, educational, cultural and recreational resources and experiences in a comfortable setting serving over 80,000 patrons.

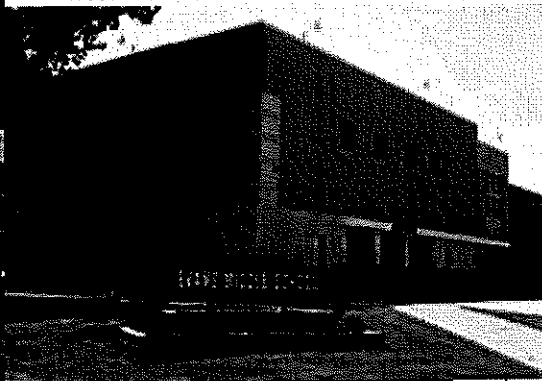
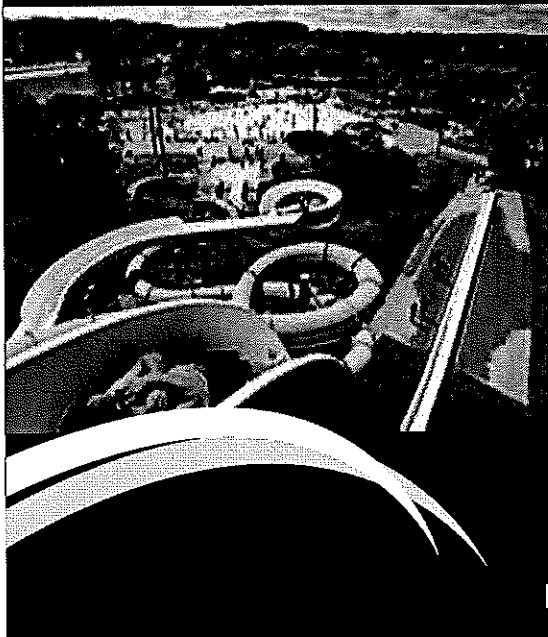
**Health Care:** In Ottumwa, there are six (6) family and pediatric clinics. In addition, there is a Regional Health Center, Veterans Health



## Education

As a school district, the vision is to engage, educate, and empower every student every day; the district's mission is to inspire every student to think, learn, achieve, and care. Together, the teachers, families, staff and community continue to expand our educational opportunities, focus on quality instruction, continue to utilize strong collaboration, respond to data, and ensure that every student matters in all decision making. The School District serves approximately 4,600 students and is comprised of one preschool, six elementary schools, one middle school, and one high school.

In addition, there are 35 colleges and universities within 100 miles of Ottumwa serving a wide variety of advanced educational needs. Indian Hills Community College is located in Ottumwa, which provides academic programs in multiple fields to students across the world.



# Governance and the Organization

The City of Ottumwa is chartered as a Mayor-Council form of government with a city administrator. There are five (5) council members elected to four year overlapping terms. The mayor also serves a four-year term. The city administrator serves as a liaison between the city Council and city staff. Council meets in regular session on the first and third Tuesdays of the month at 5:30 PM at the council chambers on the second floor at City Hall.

Ottumwa is a full government service community, including administration, cemetery, engineering, finance, fire, health and inspections, parks and recreation, planning and development, library, public works, transit, water and hydro and wastewater utilities. These services are provided by 188 full-time and 34 part-time and seasonal employees.

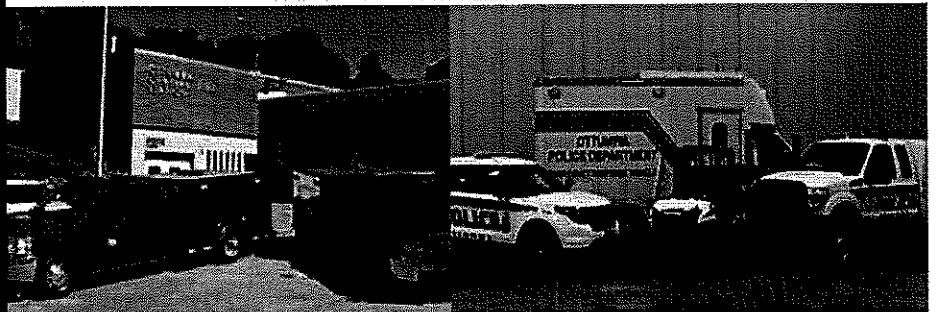
The city's current tax rate is \$23.42491 per \$1,000 valuation and has a FY 19-20 general fund budget of approximately \$15.5 million, \$4.8 million in TIF, and \$28 million in GO, TIF and revenue debt service. The city has a 1A Moody Bond Rating.



## Public Safety

**Fire:** The Ottumwa Fire Department is staffed by 32 full-time firefighters. There are 2 fire stations; one on the north side and one on the south side of the community. The Department provides fire suppression to the residents of Ottumwa as well as many other emergency services. The fire fighters are certified at the Fire Fighter II level. The fire department provides an eleven (11) county Hazmat Response Team and also provides first response to 911 emergency medical calls (EMS) and responds to vehicle accidents within its city limits. The fire department also is active in fire prevention activities. This includes the fire fighters providing fire prevention education to all students in kindergarten, 2nd, and 6th grades.

**Police:** The Ottumwa Police Department is comprised of 42 sworn officers and 12 civilian officers. There is a joint city/county law enforcement center.



## Organization Culture

The staff team is developing as a close knit group working to become a cohesive unit. They tackle issues and projects with professionalism and with the attitude that everyone has something important to contribute. There is genuine care and concern for each other, and a sense of fun while working together. The council members are collegial, treat each other with respect; sharing differences of opinion in the spirit of arriving at the best possible outcome. This is a professional Council representing the demographics of this community.

## Ideal Candidate

The City of Ottumwa seeks a creative and visionary leader to be the next City Administrator. The ideal candidate will be a results-driven strategic thinker with a strong customer service focus and commitment to the community. It will be important for the next City Administrator to maintain an environment of credibility, integrity, and trust and to foster positive and productive relationships with the City Council, staff, County, media and the community. The selected individual should be comfortable with the public nature of their position in a mid-size town environment.

The City Council seeks an open-minded, responsive, and ethical team-builder with an approachable personality and exceptional interpersonal skills who will foster inter-departmental communication and collaboration and serve as a mentor to staff. Ottumwa's next City Administrator should have a track record of appreciation for the value of employee contributions in the services provided to the community. Taking a talented and well-led city workforce to the next performance level by utilizing best practices and promoting continuous at every level of the organization will be an ongoing priority for the City Administrator. A patient, steady, and flexible candidate who will lead staff without micromanaging and promote a culture of accountability and transparency at every level within the organization is strongly desired.

Creating close, positive, productive, and lasting relationships with City Council and community stakeholders will be paramount for the incoming City Administrator. The City Council seeks someone who will communicate with them directly and frankly, but always positively and respectfully. An exceptional listener and consensus builder, the City Administrator will serve as a bridge between the Mayor, Council, and staff and will skillfully guide the City Council through the decision-making process. The person selected will be politically savvy, but never political.

The City Council seeks a fiscally responsible City Administrator with long-term capital planning skills and a willingness to pursue innovative and creative strategies to address budget challenges. The ideal candidate will possess advanced finance and budget skills and have the ability to present such in a professional manner; having a clear understanding of Tax Increment Financing, Bonding and available grants. A demonstrated ability to develop professional analysis of policy and operational issues, coupled with recommended options for City Council considerations, will be essential.

The incoming City Administrator will have the strategic planning skills needed to promote sustainable economic growth. Ensuring that City policies are development and business-friendly without compromising quality or public safety will be important. The ideal candidate will have experience in capital improvement programming and public/private partnerships and will be comfortable with technology, including effective implementation of such within the organization. It will be important for the next city administrator to understand the cities role in supporting economic development initiatives to successfully manage the development process throughout the city's internal review, through annexation and permitting process.

The selected candidate will be a highly effective negotiator and mediator who will build consensus and forge strategic partnerships within and beyond the community. Experience in working effectively with elected officials and community stakeholders regarding voter-supported tax levies and working with communities that are tourist destinations is strongly desired. Demonstrated effective collective bargaining experience is also preferred.



# Position Announcement

The City of Ottumwa, Iowa is seeking an experienced and dedicated leader to be their next City Administrator.

Ottumwa, Iowa, population 25,000 is seeking a high-quality candidate with strong, energetic, and visionary leadership skills to serve as their next City Administrator. The city is a full-service community, which includes 188 full-time and 34 part time/seasonal employees. The annual operating budget is \$57.7 Million. Ottumwa is the county seat of Wapello County and serves as a trade center for southeast Iowa and northeast Missouri. To learn more about Ottumwa and the position profile, visit website at

The City Administrator is responsible to the Mayor and City Council for the administration of municipal affairs to ensure effective and efficient service is consistent with the directives and goals of the City Council. The City Administrator supervises the conduct of departments and employees of the city and is responsible for the administration of ordinances, resolutions and policies established by the Council. The Administrator supervises accounting practices, assists in preparing the budget, and supervises personnel in purchasing procedures.

The successful candidate will have experience with economic development, budgeting, and financial management, strategic planning, and be ethical, creative, responsive and a teambuilder. The next administrator shall be a skilled communicator with the public, mayor and council, staff, and news media.

## Education & Experience

Persons interest in this position shall possess a Bachelor's degree in Public Administration (Master's preferred) and at least seven years of responsible City or County government management experience with five of those years at the City or County Administrator level, or Assistant City or County Administrator.

## Compensation & Benefits

- \$137,761 to \$168,964 annually, depending upon qualifications
- 11 Holidays
- 3 weeks of vacation
- Personal leave benefit of one day annually, which is deducted from sick leave
- 24 days sick leave annually
- Health Insurance refer to:  
[www.cityofottumwa.com/files/summary\\_of\\_benefits\\_and\\_coverage\\_for\\_calendar\\_year\\_2019.pdf](http://www.cityofottumwa.com/files/summary_of_benefits_and_coverage_for_calendar_year_2019.pdf)
- Dental coverage included
- Family coverage available @ \$206
- Flexible Spending Account available
- Life Insurance equal to annual salary
- Retirement equal to City's share of IPERS (9.44% of annual salary)
- Mileage reimbursement at IRS rate
- Must obtain valid Iowa Driver's License
- Cell phone provided
- Residency is required within six months of employment



# Timeline

Applications will be accepted until the position is filled with the first review on	December 9
Selection of Finalists	December 31
Interviews	January 24-25
New City Administrator Starts	March



Moulder & Associates/Midwest Municipal Consulting, LLC

[ ]  
O T T U M W A

## Application Process

Candidates should submit a cover letter, resume, five work related references and salary history by December 9, 2019.

Moulder and Associates, LLC.  
3702 SW 32<sup>nd</sup> Street,  
Des Moines, IA 50321  
Ph: 515-371-1669  
or email to [williammoulder@mschi.com](mailto:williammoulder@mschi.com)

To learn more about Ottumwa please visit their website at [www.cityofottumwa.com](http://www.cityofottumwa.com).

Out of town candidates will be reimbursed for usual and customary travel related expenses coming to town for interviews.

# **EXHIBIT A**

## **Callahan Municipal Consultants, LLC**

**Response to Request for Proposal  
City Administrator Position  
City of Monticello, Iowa  
October 10, 2020**

**Callahan Municipal Consultants, LLC – Patrick Callahan**

**Primary Contact Person:  
Callahan Municipal Consultants, LLC  
Patrick Callahan  
417 Kaitlyn Avenue  
Anamosa, IA 52205  
563-599-3708  
[callahan.cmc@gmail.com](mailto:callahan.cmc@gmail.com)**



## **City Administrator Search Process**

### **City of Monticello, Iowa**

#### **A. Introduction**

First of all, we would like to thank you for the opportunity to submit this response to the request for proposals to assist the City of Monticello with the search for a city administrator. We have over 46 years of experience in city government as both a city manager/city administrator and as a consultant to cities. We established Callahan Municipal Consultants, LLC in 2013.

Callahan Municipal Consultants, LLC will be assisted with the search by Mr. Brent Hinson with Hinson Consulting, LLC, of Washington, Iowa, which was established in 2014.

Since Callahan Municipal Consultants, LLC was established in 2013, we have assisted cities with searches for city managers or city administrators. We assisted the cities of Cascade, Guttenberg, Vinton, Fort Madison, Fairfield, Tiffin, Treynor, Forest City, Centerville, Ely, Tipton, Central City, West Branch, Anamosa, Bloomfield, Carlisle, Colfax, Peosta, Winterset, Britt, Chariton, and Webster City with the recruitment of a city administrator or city manager.

#### **B. Statement of History and Experience of Firm**

Patrick Callahan will serve as the project manager and will have direct responsibility for the services provided to the City Council. In addition to Mr. Callahan's experience with executive searches, Mr. Callahan has a total of 46 years of experience in municipal government. A brief summary of his experience includes:

1. Assistant to the Director of Public Works – City of Fort Madison, IA – 1974-1977
2. City Administrator – City of West Point, Iowa – 1977 to 1978
3. City Manager – City of Maquoketa, Iowa – 1978 to 1993
4. Municipal Consultant – Institute of Public Affairs – 1993 to 2005
5. City Administrator – City of Anamosa, Iowa – 2006 to 2010
6. Municipal Consultant – Snyder & Associates – 2010 to 2013
7. Callahan Municipal Consultants, LLC – 2013 to present

#### **C. Qualifications of Personnel Relating to Executive Searches**

##### **1. Callahan Municipal Consultants, LLC**

Patrick Callahan has extensive experience assisting cities with the recruitment and selection process for city managers, city administrators, public works directors, and

other executive positions from 1995 to 2014. Since establishing Callahan Municipal Consultants, LLC in 2013, Mr. Callahan has conducted the following searches:

1. City of Vinton (Population – 5,257) Search for City Administrator – 2014 Appointment
2. City of Guttenberg (Population – 1,919) Search for City Manager – 2013
3. City of Cascade (Population – 2,159) Search for City Administrator – 2014 Appointment
4. City of Fort Madison (Population – 11,051) Search for City Manager 2014 Appointment
5. City of Fairfield ( Population – 10,300) – Search for City Administrator – 2014 & 2017 Appointments
6. City of Tiffin (Population – 2,500) – Search for City Administrator/Clerk – 2015 Appointment
7. City of Treynor ( Population – 919) – Search for City Manager/Clerk – 2016 Appointment
8. City of Forest City (Population – 4,151) – Search for City Administrator – 2016 Appointment
9. City of Ely (Population – 2,100) – Search for City Administrator – 2016 & 2019 Appointments
10. City of Centerville (Population 5,528) – Search for City Administrator – 2016 Appointment
11. City of Tipton (Population – 3,221) Search for City Manager – 2017 Appointment
12. City of Central City (Population – 1,257) Search for City Administrator – 2017 Appointment
13. City of West Branch (Population – 2,322) Search for City Administrator – 2017 Appointment
14. City of Bloomfield (Population 2,640) – Search for City Administrator – 2017 Appointment
15. City of Anamosa (Population – 5,533) – Search for City Administrator – 2017 Appointment



16. City of Britt (Population – 2,069) – Search for city administrator – 2018 Appointment
17. City of Carlisle (Population – 3,876) – Search for city administrator – 2018 Appointment
18. City of Winterset ( Population -5,190) – Search for city administrator – 2018 Appointment
19. City of Peosta (Population – 1,800) – Search for city administrator – 2018 Appointment
20. City of Colfax (Population – 2,093) – Search for City Administrator – 2018 Appointment
21. City of Chariton (Population – 4,321) – Search for City Manager – 2019 Appointment
22. City of Webster City (Population – 8,300) – Search for City Manager – 2019 Appointment
23. City of Huxley (Population – 4,000) – Search for city administrator – 2019 Appointment
24. City of Prairie City (Population 1,680) – Search for city administrator – 2019 Appointment
25. City of Eldridge (Population – 6,000) – Search for city administrator – 2020 Appointment
26. City of Elkhart (Population – 800) – Search for city administrator – 2020 Appointment

When Mr. Callahan joined Snyder & Associates in July 2010, the Firm's scope of services was expanded to include executive searches for city managers, city administrators, and city department heads. Mr. Callahan's involvement with numerous executive searches provided Snyder & Associates with an opportunity to offer this service to their clients in Iowa.

After joining Snyder & Associates, Mr. Callahan conducted the following executive searches in Iowa and Illinois:

1. City of Maquoketa (Population – 6,141) Director of Public Works, 2011
2. City of Cascade (Population – 2,159) City Administrator, 2011
3. City of Monroe (Population-1,830) City Administrator, 2012
4. Washington County, Iowa Public Health Administrator, 2013

5. Jackson County Economic Alliance – Economic Development Director, 2013
6. City of LaSalle, IL (Population 9,640) Director of Public Works - 2013

Prior to joining Snyder & Associates, Mr. Callahan assisted the Brimeyer Group with searches for city managers and city administrators from 1995 to 2005. He provided assistance with searches in the following cities:

1. City of Dyersville – City Administrator
2. City of Cascade – City Administrator
3. City of Maquoketa – City Manager
4. City of Manchester – City Manager
5. City of Emmetsburg – City Administrator
6. City of Charles City – City Administrator
7. City of West Liberty – City Manager
8. City of West Burlington – City Administrator
9. City of Waukee – City Administrator
10. City of Storm Lake - City Administrator

Mr. Callahan served as the lead consultant for the Brimeyer Group for the searches in Dyersville, Manchester, and West Liberty.

## **2. Hinson Consulting, LLC – Brent Hinson**

Brent Hinson has worked in city government in Iowa for the past 16 years, having served as Finance Director/City Clerk in Iowa Falls; City Administrator in Garner; and his current position of City Administrator in Washington. Brent has owned and operated his own consulting firm, Hinson Consulting, LLC since 2014. He is a past Iowa League of Cities Board member and speaker at League and ICMA conferences.

Consulting Experience has included:

- (1) Primary consultant on the following searches:
  - Garner - City Administrator (2011 and 2019)
  - Mason City - City Administrator (2018)
  - Keokuk - City Administrator (2018)
  - Sheldon – City Administrator (2018)
  - Riverside – City Administrator (2019)
  - Center Point – City Administrator (2020)

- (2) Secondary consultant for Callahan Municipal Consultants from 2015 to 2019

## **D. Statement of Our Understanding of the Work**

We would expect to have an extensive amount of involvement in the search process by the Mayor and all Council Members. The first step in the process would be to convene a meeting of all persons involved to review the search process, to develop a time table, to discuss roles and to discuss any modifications to the process.

We would conduct individual interviews with the Mayor and Council Members, and City Department Heads to gather information regarding the desired background and capabilities for the position. These individual interviews would also include questions regarding the city organization, business climate, services, organizations, city priorities, city projects, and related topics.

After the deadline for applications has passed, we will conduct an initial review of all the applications. If the Council Members are interested, we will include them in this initial review of applications.

Once the five to seven most qualified candidates have been determined, we will schedule zoom interviews with these candidates. We would expect that the Council Members would be present for these zoom interviews.

We would envision that after the zoom interviews, the Council Members would invite three or four candidates to participate in the formal interview process. The Council and citizens would have an opportunity to meet the candidates during an informal reception prior to the formal interviews.

The Mayor and Council would be involved in the formal interview process. We have typically used a two part interview process with the first phase consisting of two Council Members meeting with each candidate in a more informal setting and the second phase being the more traditional interview with the Mayor and all Council Members.

An important step in the search process will be the preparation of a position profile that clearly defines the education, background, management style, capabilities, level of experience, and personality traits of the ideal candidate for the position of city administrator in Monticello. This position profile will be sent to potential candidates who have backgrounds that may match the characteristics of the ideal candidate. Contacts will be made by the Consultant to potential candidates, who may have the desired level of experience and background for the position. The Consultant will reference the position profile and state the reasons why they may want to consider becoming an active candidate for the position in Monticello.

The search process will also include the preparation and placement of an advertisement for the position on various web sites. The aspects of the advertising plan for the position will be discussed and determined during the initial planning meeting with the Mayor & Council Members.

The process used to select the finalists for the position will include the following steps.

1. Development of the position profile, as noted above.
2. Comparison of resumes and background information of the candidates to characteristics in the position profile.

3. Preparation of questions for zoom interviews and formal interviews that will assist the Council Members in determining whether the candidates possess the desired characteristics for the position.
4. Preparation and use of a rating system and ranking process that will be used during the skype interviews to determine whether the candidates possess the desired characteristics.
5. Completion of reference and background checks of the candidates selected for formal interviews.

The Consultant will assist the Mayor & Council Members with the process of reviewing and analyzing the information obtained during this search process to evaluate the candidates and the selection of the candidate that most closely resembles the ideal candidate for the position.

**E. Follow Up Assistance Prior to Employment**

We will assist the City with the preparation of an offer of employment with the candidate selected by the Mayor and City Council. We will coordinate the final negotiations between the City and the candidate. If requested, we will provide examples of employment agreements for the Council’s consideration.

After the candidate and the City have successfully negotiated the terms of employment, we will talk with the new city administrator to discuss and plan for a smooth transition. We will utilize our 46 years of municipal experience and provide advice and assistance as the city administrator assumes their new role in your community.

**F. Tentative Time Table for Each Step in Process – March 2, 2020**

<b>A. Phase I – Advertising &amp; Marketing of Position</b>		
1. Initial Council Meeting to start the process	Consultant/City Council	October
2. Confidential Interviews with Mayor & Council Members & Department Heads	Consultant	October
3. Preparation of Profile	Consultant	November
4. Council Approval of Profile	City	November
5. Preparation of Advertisements	Consultant	November
6. Placement of advertisement and posting on websites	Consultant	November
7. Emailing of Profiles	Consultant	November
8. Phone Calls to Potential Candidates	Consultant	November
9. Deadline for Applications	-	December
<b>B. Phase II – Selection Process</b>		
10. Screening of Candidates	Consultant	December
11. Selection of Candidates for Zoom Interviews	City Council	December
12. Zoom Interviews of Candidates	Consultant/Council	December

13. Mail a Packet of Information to Candidates for Formal Interviews	Consultant	December
14. Education Verification, Credit Checks, & Criminal Background Checks, -Finalists	Consultant	December
15. Calls on Candidates' References	Consultant	December
16. Coordination of Interviews	Consultant	December
17. Actual Interviews	Consultant/Council	December
18. Negotiations with Selected Candidate	Consultant/Mayor	December
19. Approval of Offer of Employment	City Council	December
20. Start of Employment		January

The exact dates of each step in the process will be selected after this proposal has been approved and the City has provided additional information regarding the schedules of the city officials involved in the process.

**G. List of Client References**

We have listed our most recent searches for various executive positions. The searches for the Cities of Cascade, Monroe, Vinton, Guttenberg, Fort Madison, Tiffin, Treynor, Forest City, Ely, Centerville, Tipton, Central City, West Branch, Bloomfield, Fairfield, Anamosa, Carlisle, Peosta, Winterset, Colfax, Britt, Chariton, Webster City, Huxley, Prairie City, Eldridge, and Elkhart were for the position of city manager or city administrator.

We have conducted searches for two county positions. We conducted a search for a director of public health position for the Washington County, Iowa Board of Health in 2013. We also conducted a search for an economic development director position for Jackson County, Iowa in 2013. Many city and county elected officials were involved with these two successful searches.

We have provided for your consideration the names and telephone numbers of both elected and appointed officials who were involved with our most recent searches. If you need additional contact persons, please feel free to contact us.

The contact persons for the recent searches conducted for cities in Iowa are as follows:

1. City of Tiffin – Jim Bartels, Council Member, 319-545-2613 or Mike Ryan, Council Member, 319-545-2203.
2. City of Forest City – Barney Ruiter, Mayor, 641-585-3311 or Valerie Monson, Personnel Director – 641-585-4597.
3. City of Ely – Eldy Miller, Mayor 319-350-9231.
4. City of Centerville – Neil MacArthur, Former Mayor - 641-206-3005
5. City of Tipton – Bryan Carney – Mayor - 563-886-4542
6. City of Central City – Don Gray – Former Mayor – 319-521-7276
7. City of West Branch – Roger Laughlin – Mayor – 319-330-8942

8. City of Fairfield, Iowa - Ed Malloy – Former Mayor – 641-233-1080 or Martha Rasmussen – Council Member 641-919-4269.
9. City of Anamosa – Betty Weimer, Former City Council Member - 319-310-4604
10. City of Britt – Ryan Arndorfer, Mayor – 641-512-5436 and Bryan Aitchison, Council Member – 641-425-4804.
11. City of Carlisle – Drew Merrifield, Mayor – 515-229-5800, Martha Becher, City Clerk – 515-989-3224 and Doug Hammerand, Council Member – 515-681-5360.
12. City of Peosta – Larry Mescher, Former Mayor - 563-599-7070 and Karen Snyder, City Clerk – 563-556-8755
13. City of Winterset – James Olson, Mayor – 515-468-0886 and Phil Macumber, Council Member – 515-468-8326 and Jane Rosien, City Attorney – 515-462-4912.
14. City of Colfax – Nancy Earles, City Clerk – 505-674-4096 and Karla Jones, Council Member - 515-313-7375.
15. City of Chariton – Roger Manser, Mayor – 641-774-5991 and Christy Metzger, City Clerk – 641-774-5991.
16. City of Webster City – John Hawkins, Mayor – 515-832-9141.
17. City of Huxley – Tracey Roberts, Council Member – 515-231-2918 and Jolene Lettow, City Clerk – 515-210-3940.
18. City of Prairie City – Chad Allenger, Mayor – 515-418-1172 and Diane Taylor, Council Member – 515-994-2784.
19. City of Eldridge – Marty O’Boyle, Mayor – 563-370-8742 and Denise Benson, City Clerk – 563-285-4841.
20. City of Elkhart – Colton Fors, Mayor – 515-974-7205 and Brenda Hysell, City Clerk – 515-367-4735.

#### **H. Proposed Fees and Scope of Services**

We have provided a detailed summary of our fees for the work. We have included a breakdown of our fees, and our out-of-pocket expenses.

Callahan Municipal Consultants has based our fees and expenses on the following scope for services:

1. Develop recruiting specifications, in conjunction with the City Council, and other key individuals selected by the City Council, that addresses the specific duties, responsibilities, operational issues, education and training, leadership qualities, and other factors that are relevant to the position.
2. Coordinate all stages of the process with the City Council, with the collaboration of key staff members from the City of Monticello.
3. Translate the Council requirements into a recruitment brochure or profile, to encompass a nation-wide search, with recruiting activities including selected advertising, networking and direct inquiries, and use of our knowledge of candidates from other searches.

4. Assist the Council in screening the initial pool of applicants to an appropriate number of semi-finalists. Provide the Council with summary reports on semi-finalists and respond to questions.
5. Work with the Council to narrow the semi-finalists group to a list of three or four finalists, to determine an appropriate interview process, and to discuss preliminary terms of an employment agreement.
6. Conduct in-depth interviews, detailed background investigations, and contact references and verify the credentials of finalists. Prepare a report on each finalist. Assist the Council with the candidate interviews.
7. Coordinate and/or conduct any additional assessments and background investigations.
8. Assist the Council with the negotiation of an employment agreement with the selected candidate, as directed by the Council.

**Phase I & Phase II  
Proposed Consulting Fee Schedule – October 10, 2020**

<b>TASKS</b>	<b>LEAD ROLE</b>	<b>FEE</b>
1. Initial Council meeting to start the search process	Consultants/Council	\$ 500
2. Confidential Interviews-City officials	Consultant	\$1,100
3. Preparation of Position Profile	Consultant	\$ 1,500
4. Council Approval of Profile	Council	\$0
5. Preparation of List of Potential Candidates	Consultant	\$ 500
6. Emailing of Profiles to Candidates	Consultant	\$ 400
7. Preparation of Advertisements	Consultant	\$ 100
8. Placement of Advertisements	Consultant	\$ 100
9. Phone Calls to Potential Candidates	Consultant	\$ 400
10. Screening of Candidates	Consultants/Council	\$1,200
11. Selection of Candidates for Zoom Interviews - Council Meeting	Council	\$ 500
12. Zoom Interviews of 5 to 7 Finalists – Council meeting	Consultants/Council	\$ 800
13. Selection of Candidates for Formal Interviews	Council	-0-
14. Send Packets of Information to Candidates for Interviews	Consultant	\$ 300
15. Education Verification, Credit Checks, & Criminal Background Checks, & Report	Consultant	\$ 900
16. Calls to Candidate References	Consultant	\$ 1,200
17. Coordination of Interviews & Calls to Candidates	Consultant	\$ 1,000

18. Actual Formal Interviews – Two Days – Council meeting	Consultant/Council	\$1,300
19. Negotiations with Selected Candidate	Consultant	\$ 600
20. Formal Approval of Offer of Employment	Council	\$0
SUB-TOTAL – Consulting Fee		\$12,400
Expenses – Mileage, copies, & lodging		\$ 300
<b>Grand Total – Not to Exceed</b>		<b>\$12,700</b>

It is agreed and understood that the City of Monticello reserves the right to select only those tasks or steps in the process that the Council determines to be needed for a successful search. The payment to the Consultant shall be based on the actual number of tasks that have been selected by the Council and completed by the Consultant.

Please consider this division of tasks as a proposal that can be modified to meet the Council's expectations. We are flexible as to the tasks that the Council would wish to assign to us.

If we were to follow the division of tasks, as outlined in this proposal, the consulting fee, plus expenses, would not exceed \$12,700. If the Council wants to change the division of tasks, we can modify the fee according to the Council's needs and expectations.

Callahan Municipal Consultants, LLL use the following hourly rates and costs when calculating the fees for our services:

Municipal Consultant	-	\$70. Per hour
Administrative Assistant	-	\$30. Per hour
Mileage Rate – (IRS rate)	-	\$0.57 Per mile

**I. Six Month Performance Evaluation Process – Council Option**

If requested by the Council, we can assist the City with the six month performance evaluation of the person selected as city administrator. In cooperation with the Mayor, City Council Members, and city administrator, we will develop a performance evaluation form and rating system. We will distribute and collect the evaluation forms, summarize them, and present the summary to the Mayor, City Council, and city administrator. If there is a need for an improvement in some aspect of the performance of the city administrator, we will provide advice and suggestions, if requested. The fee for this service would be \$800, plus mileage.

**J. Estimated Additional Expenses**

The expenses listed in Section H do not include the cost of advertisements for the position. We typically prepare a list of advertising options that can range from no cost to \$600. We will provide a list of such options and the associated cost for each option. The City Council and will then select the preferred options and the costs will be billed



directly to the City. The total cost for advertising is typically in the range of \$500 to \$900 for the search process.

The City will be responsible for the cost of meals and snacks during the interview process. These costs will be determined by the City, but are normally in the range of \$200 to \$300, depending upon the number of people involved in the process.

The City may offer to pay for the travel costs and lodging of the candidates, who are invited to Monticello for the formal interviews. It will be a Council decision as to whether the City reimburses the candidates for their travel expenses. While the cost will vary, depending upon the number of candidates and their distance from Monticello the City should anticipate that the cost to reimburse candidates for travel expenses could be in the range of \$1,500 to \$2,500.

#### **K. Invoices For Services**

As we noted in Section H, we will provide the proposed consulting services for a fee not to exceed \$12,700. This fee includes our direct costs for mileage, lodging, and copies. We would propose that we would submit two invoices to the city with the first invoice due upon the completion of the zoom interviews. The balance of the fee would be invoiced to the City upon the completion of the search process. Copies of receipts will be provided to City, if requested.

#### **L. Summary of Guarantee - Reduced Fee**

Callahan Municipal Consultants (CMC), LLC will agree to repeat the search process for a reduced fee of \$6,500, plus expenses, for a 12 month period from the date of employment. This guarantee of a substantially reduced fee shall be conditioned upon the premise that the Mayor and City Council and CMC agree that all phases of the process have been successfully completed and the selected candidate agrees to become a member of the International City Management Association (ICMA) and agrees to abide by the ICMA Code of Ethics. If the Mayor and City Council determine that it is necessary to terminate the city administrator due to a failure to adequately perform the duties, as specified in the position profile and as represented by the process, we will repeat this search process for a reduced fee of \$6,500, plus the reimbursement of expenses.

Should there be substantial changes in the political situation in the City of Monticello and a decision is made to terminate the city administrator for reasons other than failure to perform the duties, as specified in the position profile, this guarantee is subject to negotiations between the Mayor, City Council, and Callahan Municipal Consultants, LLC.

## **M. Final Comments**

We certainly appreciate the opportunity to present this proposal to the City of Monticello. We are willing to modify the search process, as outlined in this proposal, to meet the City's needs and expectations. We have learned from previous searches that each search is unique and the dynamics will vary.

Callahan Municipal Consultants, LLC  
Patrick Callahan  
417 Kaitlynn Avenue  
Anamosa, Iowa 52205  
563-599-3708  
Callahan.cmc@gmail.com

# PATRICK J. CALLAHAN

## PROFESSIONAL EXPERIENCE:

- 2013 – Present**      **MUNICIPAL CONSULTANT – CALLAHAN MUNICIPAL CONSULTANTS, LLC**
- Providing assistance to cities on capital improvement plans, 28E agreements, strategic planning & goal setting, executive searches, urban renewal plans, utility rate analysis, and utility franchise renewals, and budget analysis.
- 2015 – 2016**      **JONES COUNTY SUPERVISOR -**  
Appointed to the Jones County Board of Supervisors in September, 2015 to fill the remaining term of the District 5 Supervisor.
- 2010-2013**      **MUNICIPAL CONSULTANT – SNYDER & ASSOCIATES**
- Provided assistance to cities on capital improvement plans, 28E agreements, project financing, executive searches, goal setting, urban renewal plans, utility rate analysis, and utility franchise renewals and budget analysis.
- 2006-2010**      **CITY ADMINISTRATOR – CITY OF ANAMOSA, IOWA**
- Responsibilities and duties included the supervising of the following departments: Public Works, Police, Fire, Water, Wastewater, Parks, Cemetery, and Administration. Managed significant capital improvement projects, such as street improvements, wastewater plant, public works building, and flood recovery.
- 1999-2005**      **FINANCIAL CONSULTANT – RUAN SECURITIES CORPORATION**
- Provided financial consulting services and assistance with bond issues to cities for the financing of capital projects.
- 1993-2005**      **LOCAL GOVERNMENT CONSULTANT – MUNICIPAL AND COUNTY MANAGEMENT SERVICES (MCMS)**
- As a self-employed municipal consultant, assisted cities with cable franchise renewal process, capital improvement plans, management studies, personnel studies, and financial reviews.
- 1993-2005**      **LOCAL GOVERNMENT CONSULTANT – INSTITUTE OF PUBLIC AFFAIRS – THE UNIVERSITY OF IOWA**
- Provided assistance to cities on strategic planning/goal setting, governmental service sharing, 28E agreements, and management

## **PATRICK J. CALLAHAN**

studies, conducting workshops/seminars, and writing governmental publications.

**1978-1993**

### **CITY MANAGER – CITY OF MAQUOKETA, IOWA**

Responsibilities and duties included the supervising of the following departments: Public Works, Police, Fire, Water, Wastewater, Parks, Airport, Local Access and Economic Development. Served as the Electric Utility Manager for the first seven years prior to creation of the Utility Board of Trustees. Managed significant capital improvement projects, such as, fourteen street reconstruction projects, power line extensions, new city hall, power plant expansion, new police station, and five storm sewer projects.

**1977-1978**

### **CITY ADMINISTRATOR / UTILITY DIRECTOR – CITY OF WEST POINT, IOWA**

Responsibilities included the supervision of activities in the Street, Sewer, Electric, Cemetery, Water, Parks, and Police Departments. Other duties included zoning enforcement, preparation of federal grant applications and budget work.

**1974-1977**

### **CITY PLANNER / ASSISTANT TO DIRECTOR OF PUBLIC WORKS – CITY OF FORT MADISON, IOWA**

Responsibilities included enforcement of zoning and subdivision regulations, preparing written reports, public relations, preparing federal grant applications, personnel reports, transportation studies and park and recreation planning.

#### **EDUCATION:**

**1972-1974**

The University of Iowa – Iowa City, Iowa  
Master of Arts Degree in Public Administration

**1968-1972**

Loras College – Dubuque, Iowa  
Bachelor of Arts Degree in Political Science

#### **MEMBERSHIPS:**

\* Iowa City Management Association Board of Directors  
1986-1991

\* Iowa League of Cities Board of Directors 1987-1989

\* Iowa Association of Municipal Utilities (IAMU)  
Board of Directors 1984-1986

**DDA****Human Resources, Inc.**  
a David Drown Associates CompanySt. Bonifacius Office:  
4796 Merganser Drive  
St. Bonifacius, MN 55375  
(612) 920-3320 x111 | fax: (612) 605-2375  
[liza@daviddrown.com](mailto:liza@daviddrown.com)  
[www.ddahumanresources.com](http://www.ddahumanresources.com)

October 9, 2020

*Sent via email only*Monticello City Council  
City of Monticello  
200 East First Street  
Monticello, IA 52310

Dear Honorable Mayor and Members of the Council,

Thank you for the opportunity to submit a proposal to assist the City of Monticello with the search for your next City Administrator. Our firm has extensive experience with local governments, and we thoroughly understand the complexities faced by City Councils.

The attached proposal includes several elements that set us apart in our approach to providing this service. Highlights include:

- **Knowledge:** Our firm comprehensively understands local government, and our consultants are former Administrators with significant experience. Due to our broad experience, we have better connections to potential candidates.
- **Communication:** We will be on site multiple times throughout the search process and will provide weekly email updates to the City Council throughout the process.
- **Brochure/Profile:** We develop a detailed, professional profile to present the City in the most positive manner. A sample is attached.
- **Experience:** DDA has conducted more Minnesota City Manager/Administrator searches in the last five years than any other firm by a wide margin.
- **National and local outreach:** We advertise nationally, regionally, and locally to attract a greater pool of candidates.
- **Adherence to deadlines:** When a deadline is established, we will meet it.
- **Video Interview:** DDA uses video interviews in the screening process to get quality data that may not be apparent on resumes. These videos are made available to the Council prior to selecting candidates for final interviews.
- **Work Personality Index:** Prior to deciding on final candidates, the Council will also receive a personality index report on each person being considered for an interview.
- **Background check process:** Instead of doing a comprehensive background check on a single finalist, we do a comprehensive background and conduct a personal reference check on all finalists interviewed by the City Council. This is all included in the search fee.
- **Intellectual Profile:** Each finalist will complete an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.
- **More service for the money:** Our customer service is what we are known for and we provide a 24-month guarantee.

I look forward to discussing our process with you. Thank you for your consideration.

Sincerely,

Liza Donabauer  
DDA Human Resources, Inc.  
Enclosures

# DDA HUMAN RESOURCES, INC.



## PROPOSAL FOR THE CITY OF MONTICELLO

### **CITY ADMINISTRATOR SEARCH**

OCTOBER 9, 2020



**DDA**

Human Resources, Inc.  
*a David Drown Associates Company*

# CONTENTS OF THE PROPOSAL

◆ Description of the Firm	◆ Process Details
◆ Approach to the Process	◆ Fees
◆ Service Team	◆ Assurance
◆ Timeline	◆ References

## DESCRIPTION OF THE FIRM

David Drown Associates (DDA) is a full-service consulting firm with more than 20 years working with local governments providing a full range of fiscal and economic development services, along with compensation and classification services and executive searches, to over 450 government clients. Over these years, we have gotten to know local government well, and we have worked hard to keep our services up-to-date to meet the ever-changing needs of our clients.

In 2013, we expanded our scope to provide human resources services — we started with executive recruitment and organizational studies and more recently added classification and compensation studies. Because of growth in our human resource service area, a new Human Resource affiliate company was created in 2017. DDA Human Resources Inc. currently employs seven individuals serving cities, counties, and special districts throughout Minnesota and the surrounding area. The vast majority of our consultants are recent practitioners having served as Administrators or Human Resource Managers. In addition, the scope and breadth of experience levels we bring to this project is second to none.

We take great pride in providing the best service at a fair and equitable price. We think you will find that our small company is nimble, efficient, and personable. We know and understand local government, and that will always guide our work.

## APPROACH TO THE PROCESS

Our approach to this search will be to focus on finding the best fit for the City of Monticello. This is accomplished, first and foremost, by listening to what you are saying, understanding your goals and objectives, and building the search process off of that foundation.

After gathering background information, we comprehensively advertise the position and make sure that the posting gets into the hands of prospective candidates. In some cases, those persons are not active job seekers, so we will make every effort to find those folks through direct outreach efforts. After the posting closes, an analysis of candidates will be completed so that, when the semifinalists are presented to the City Council, you will be confident that these people are the best matches from the submitted applications.

After the Council selects the finalists, these candidates will be fully researched, and all necessary hiring information will be available prior to the Council making a decision.

Communication with the City Council is a high priority. In addition to our Consultant Liza Donabauer being on site regularly, the City Council will receive weekly email updates, and she will always be available for questions.



# SERVICE TEAM

## Liza Donabauer

Liza is a Management Consultant and specializes in Executive Search services. Like all DDA HR consultants, she has a background in public administration at both the city and county level, most recently in Kansas and Minnesota. Liza worked in Wright County (MN) providing administrative support to the Commissioners, Coordinator, and Human Resources Dept. This path lead her into city management for Clearwater, Kansas, and Arlington, Minnesota. Throughout the years, her work has centered on human resource management, budget and long-term capital planning, strong community participation, and leadership development. She received her MBA with an emphasis in public administration from St. Scholastica.

Since joining DDA, Liza has conducted several Administrator/Manager searches as well as worked with cities on their Pay Equity and Compensation and Classification Studies. Liza will be the lead consultant on this project.

*"The commission especially appreciates the support of the Interim City Manager and City Council to engage DDA Human Resources as our external professional search firm. Liza Donabauer and her team provided invaluable guidance, process framework, facilitation, and innovative ideas for this search process which maximized stakeholder participation, citizen involvement, market access, and best practices from the field."*

**-Scott Marquardt, Chair, Montevideo Police Civil Service Commission**

## Mark Casey

Mark will be joining DDA in September as a Management Consultant specializing in executive searches, strategic planning, and organizational consulting in the Twin Cities metropolitan area. In his thirty-three years of public service, Mark has served as the City Manager for the City of St. Anthony Village, City Administrator for the City of Annandale, and Director of Community Education for both the Annandale and Maple Lake school districts. He also worked for the Cities of Faribault, Saint Peter, and Columbia Heights.

Mark received his undergraduate degree from the University of Minnesota and a Master's from St. Cloud State University. He has served on numerous boards and commissions including the League of Minnesota Cities, Metro Cites (President), Metro Area Management Association, and the Allina Hospital Board of Directors (Buffalo, MN), and he has been a frequent guest lecturer at the University of Minnesota, Hamline University, and Metro State University.

## Liz Foster

Liz is an Assistant Consultant that provides support and assistance within our Human Resources Division. Since joining DDA in 2015, Liz has been involved in numerous executive searches and other HR projects.

Some of Liz's duties include community research, creating position profiles, assembling interview materials for our clients, and providing general administrative support to our consultants.



# TENTATIVE TIMELINE

*This timeline is tentative. The final timeline will be set after the City Council's decision to proceed.*

ITEM	TASK	COMPLETION DATE
Decision by City Council to proceed		October 12, 2020
Information gathering	<ul style="list-style-type: none"> <li>◆ Gather all pertinent background information</li> <li>◆ Gather salary information and review job description</li> <li>◆ Meet with staff, stakeholders and each member of the City Council</li> </ul>	November 1 & 2, 2020
Professional profile	◆ Develop position profile and advertisement	November 9, 2020
Approve position profile	◆ City Council approves profile, job description, salary range, and hiring process	November 16, 2020
Candidate recruitment	<ul style="list-style-type: none"> <li>◆ Post position immediately upon approval of profile</li> <li>◆ Comprehensively advertise</li> <li>◆ Email and phone calls to prospective candidates</li> </ul>	November 17, 2020- December 15, 2020
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	December 16, 2020
Video Interview	Each semifinalist will complete a video interview	December 28, 2020
Personality Index	DDA will administer a work-related personality index to all semifinalists.	December 28, 2020
Selection of finalists	<ul style="list-style-type: none"> <li>◆ City Council selects finalists for interviews</li> <li>◆ DDA will notify candidates not selected as finalists</li> </ul>	January 4, 2021
Background check of all finalists selected for interviews	<ul style="list-style-type: none"> <li>◆ Includes:                             <ul style="list-style-type: none"> <li>• Criminal background: county, state, national</li> <li>• Sex offender registry</li> <li>• Social Security number verification</li> <li>• Employment and education verification</li> <li>• Credit Check</li> </ul> </li> </ul>	January 18, 2021
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	January 18, 2021
Intellectual profile	DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude	January 18, 2021
Finalist Packet	DDA will provide the Council information including: <ul style="list-style-type: none"> <li>• Summary of references</li> <li>• Results of background checks</li> <li>• Personality index reports</li> <li>• Video interview</li> <li>• Resumes, etc.</li> </ul>	January 19, 2021
Interviews	DDA will prepare all interview materials and be present at all interviews and other functions. It is recommended that interviews be at a special meeting	January 26 & 27, 2021
Decision	City Council will select candidate for offer	January 27, 2021
Offer and agreement	DDA will negotiate agreement with selected person	January 29, 2021
Projected start date	New Administrator begins	March 1, 2021
Follow up	DDA will follow up periodically with the new Administrator	March 2022

# PROCESS DETAILS

## ***Step 1: Information Gathering***

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DDA will gather and assemble background information pertaining to the City and position. In addition, Liza will meet individually with all Council members to discuss candidate attributes, experience, and other important qualifications. Others will be interviewed as per the direction of the City. At the same time, the job description will be reviewed and, if needed, we will gather relevant comparative salary information for consideration by the Council. We will quickly develop a comprehensive understanding of the organization, community, and position.

## ***Step 2: Development of Position Profile***

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Based on the information received from the City Council and others, DDA will develop a professional position profile that is customized to present the City of Monticello in the most positive manner and provides prospective candidates with meaningful information. A draft will be presented to the City Council for consideration and approval prior to advertising. A sample profile is attached.

## ***Step 3: Advertisement and Recruitment***

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DDA will comprehensively advertise the position and make direct contact with possible candidates who are not active job seekers. Some of the places the position will be advertised include: League of Minnesota Cities, International City/County Management Association, Minnesota Association of City/County Managers, Association of Minnesota Counties, GovernmentJobs.com, and municipal associations in Iowa, Wisconsin, North Dakota, and South Dakota. In addition, the posting will be shared with professional networks through the Universities of Iowa, Wisconsin, South Dakota, Minnesota and Nebraska, as well as the MN Private Colleges Consortium, MN State Universities, and other colleges and universities. Other local advertising will be done as per direction from the City. Regular communication with candidates will occur throughout the process.

The simple DDA online application process will be used unless the City prefers to use an existing City methodology.

## ***Step 4: Initial Screening and Review***

---

DDA will complete a comprehensive analysis of every application received and determine approximately 8-12 semifinalists based on job related criteria. Each semifinalist will complete an information disclosure, a video interview, and a work related personality index. About one week prior to selecting finalists for interviews, the information disclosure, video interview, personality index, cover letter, and resume from each of the 8-12 semifinalists will be made available to the Council for viewing. This will allow the Council ample time to comprehensively review candidates prior to determining who to bring in the for the final interviews. After the Council selects finalists, those not selected as finalists will be notified by DDA.

### ***Step 5: Selection***

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After the City Council selects finalists, DDA will complete comprehensive background screenings including criminal history, civil court history, verification of recent employment, verification of education, driver's license review, credit check, and other items. Along with background checking all finalists, DDA will conduct personal reference checking with former and current supervisors and colleagues on each person. A narrative of those conversations will be available for the Council to review.

In addition, DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.

Approximately one week prior to the final interview process, the City Council will have access to each of the candidate's application materials, video interview, background check results, reference information, a work personality report, and an intellectual profile on each person.

Early in the search process, Liza will discuss interview possibilities including leadership staff participation, options for community involvement through a meet and greet event, stakeholder interviews, individual and/or full Council panel interviews, and other functions.

Prior to interviews, Liza will prepare questions and then facilitate all interviews and other activities the City Council determines appropriate. Our goal is to make the process smooth and painless so the City Council can focus all its energy on finding the right person for the job.

### ***Step 6: Offer***

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After interviews are complete, we will assist the City Council with deliberations and facilitate the offer to the selected candidate. We will negotiate the terms with the candidate based on the parameters established by the City Council.

### ***Step 7: Follow Up***

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DDA will make periodic contact with the new Administrator for at least the first year of employment.



# LIST OF SEARCH CLIENTS FROM THE PAST TWO YEARS

Entity	Type of Search	Entity	Type of Search
City of Albert Lea, MN	Manager	Cook County, MN	Administrator
City of Crookston, MN	Administrator	City of Waseca, MN	Director of Engineering
Brainerd HRA	Executive Director	City of Aitkin, MN	Administrator
City of New Brighton, MN	Manager	City of Lake City, MN	Finance Director
City of St. James, MN	Manager	City of Brainerd, MN	Administrator
Waseca County, MN	Administrator	Isanti County, MN	Administrator
City of Kasson, MN	Administrator	City of Staples, MN	Public Works Director
City of Scandia, MN	Administrator	Mahnomen County, MN	Administrator
City of Sleepy Eye, MN	Manager	Albert Lea HRA, MN	Executive Director
City of Albert Lea, MN	Manager	Sherburne County, MN	Administrator
City of Waseca, MN	Finance Director	Murray County, MN	Administrator
Murray County, MN	Administrator	City of Plainview, MN	Public Works Director
City of Montevideo, MN	Police Chief	City of Montevideo, MN	Manger
Kitchigami Regional Library System	Director	City of Melrose, MN	Administrator
City of Melrose, MN	Administrator	City of Dundas, MN	Administrator
City of Maple Lake, MN	Administrator/Clerk/Treasurer	Brown County, MN	Administrator
City of New Ulm, MN	Manager	City of Olivia, MN	Police Chief
City of Sleepy Eye, MN	Manager	City of Blooming Prairie, MN	Administrator
Albert Lea Econ. Dev. Agency	Executive Director	City of Prior Lake, MN	Manager
Yellow Medicine County, MN	Administrator	Mower County, MN	Administrator
City of Dodge Center, MN	Administrator	City of Brainerd, MN	Comm. Development Director

In addition to the specific references listed on the following page, the City of Monticello is encouraged to speak with any of the entities listed above.

DDA is currently conducting searches for the Cities of Brainerd, Cannon Falls, Monticello, Paynesville, Pequot Lakes, and St. Anthony Village, Minnesota, as well as Beltrami County, Minnesota.

## FEES

The fee for the search process is \$23,000. This all-inclusive fee covers professional services and all expenses including travel, advertising, personality index, intellectual profile, background checks on all finalists, etc.

## ASSURANCE

If the newly hired Administrator leaves the organization within the first 24 months of employment, DDA will complete another search without professional service fees. Only actual expenses will be billed to the City.

## REFERENCES

### **Valerie Johnson**

Mayor, City of New Brighton

*City Manager Search*

Phone Number: 651-491-3364

Email: [valjohnson87@comcast.net](mailto:valjohnson87@comcast.net)

### **Vern Rasmussen, Jr.**

Mayor, City of Albert Lea

*Econ. Dev. Executive Director (ALEDA) & HRA*

*Executive Director Searches*

Phone Number: 507-377-4330

Email: [mayor@ci.albertlea.mn.us](mailto:mayor@ci.albertlea.mn.us)

### **Dave Borchert**

Board Chair, Brown County Commissioner

*Administrator Search*

Phone Number: 507-354-3295

Email: [CommissionerDistrict1@co.brown.mn.us](mailto:CommissionerDistrict1@co.brown.mn.us)

### **Roy Srp**

Mayor, City of Waseca

*City Manager Search*

Phone Number: 507-521-1185

Email: [roy.srp@pinnaclefoods.com](mailto:roy.srp@pinnaclefoods.com)

"After working with then, City Administrator Liza Donabauer for over 2 1/2 years, I can truthfully say she is the epitome of hard work and dedication to her profession. Her communication skills and procedures are without compare, and she did not shy away from any challenge. I have no doubt that she will continue to provide exemplary service in any work endeavor."

**-Rich Nagel, Mayor  
City of Arlington, MN**

"We hired David Drown Associates to facilitate our search and subsequent hire of our new City Administrator. They did an outstanding job of walking our City Council through all stages of the hiring process. Liza Donabauer was in constant contact with me and able to quickly answer any question that came up. I would highly recommend DDA Human Resources, Inc. to any city."

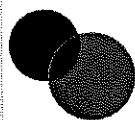
**-Mike Nelson, Mayor  
City of Mountain Lake, MN**

"David Drown and Associates realize that every city has its own personality and you (Liza Donabauer) worked to identify New Brighton's personality to assure us the best possible candidate to become our new City Manager. The work that was done by you prior to even advertising for the position was key to our success. You spent hours interviewing staff, council and citizens trying to identify the qualities as well as the qualifications desired in a City Manager for our community. The resulting documentation represented New Brighton well and encouraged numerous qualified candidates to apply. Throughout the process, the entire Council was informed of progress and action steps along the way."

**-Val Johnson, Mayor  
City of New Brighton, MN**

# DDA HUMAN RESOURCES, INC.

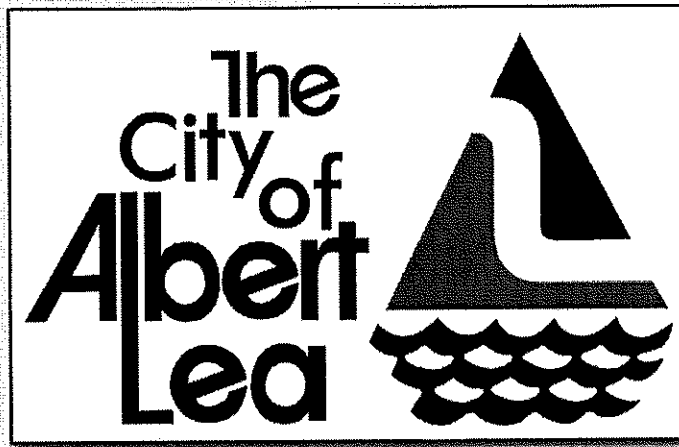
## SAMPLE PROFILE



**DDA**

Human Resources, Inc.  
*a David Drown Associates Company*





- SEEKS TO FILL THE POSITION OF:

## CITY MANAGER

- POPULATION: 18,165
- SALARY RANGE: \$116,459 TO \$146,536

### The Community

Albert Lea, Minnesota is a beautiful, lake-filled community located near the intersection of Interstates 90 and 35. Serving as the county seat of Freeborn County, the City is approximately 90 miles south of the Twin Cities. As recently as 2015, Realtor.com listed Albert Lea as one of the "Top 10 affordable small towns where you'd actually want to live."

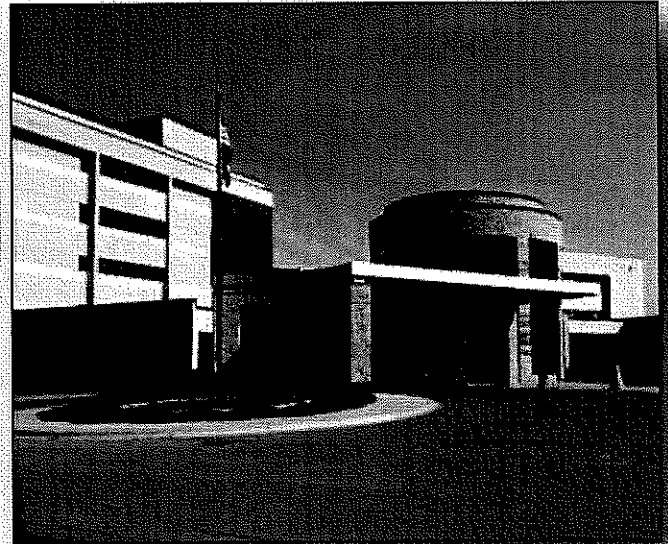
The City's early growth was based on agriculture, farming support services, and manufacturing. It was also a significant rail center. Currently, Albert Lea's largest employer is the Mayo Clinic Health System. Other major employers in the City include Albert Lea Public School District, Cargill, Good Samaritan Center, Lou-Rich Machine, and Ventura Foods.

Albert Lea is home to over 18,000 residents. Statistics indicate that the population and the number of households is increasing in Albert Lea. This City is an ideal place to raise a family and offers the benefits of a close-knit community, quality healthcare, a sizable and vibrant school district, and plenty of recreational opportunities. Albert Lea was certified as the nation's first Blue Zones Community investing millions of dollars since 2013 to promote social connectivity and economic vitality.



## Healthcare

Residents and visitors of the City of Albert Lea have access to high quality, comprehensive healthcare. Mayo Clinic Health System—Albert Lea & Austin is part of a network of healthcare providers collaborating with the world-renowned Mayo Clinic. MCHS Albert Lea & Austin offers a range of inpatient and outpatient services including pediatric, family, and internal medicine, OB/GYN, cardiology, emergency services, orthopedics, surgery, lab and radiology services, and much more. They also offer programs for substance abuse and addiction through Fountain Centers.



The City of Albert Lea is also home to the Albert Lea VA Clinic which offers treatment to enrollees of the Minneapolis VA Health Care System. Services provided at the Albert Lea Clinic include primary care, mental health services, tele-healthcare with Minneapolis providers, radiology/imaging, EKGs, pharmacy management, dietetics, and more.

## Educational Opportunities



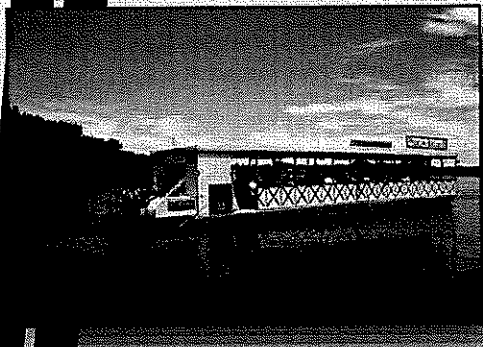
Public education in the City of Albert Lea is provided by the Albert Lea Area School District. This thriving school system serves over 3,500 students in grades PreK-12. The District is comprised of four elementary schools, a middle school, and a high school. Southwest Middle School was the first Blue Zone Certified School in Minnesota and was also a winner of the Minnesota Association of Secondary School Principals (MAASP) Silver Star of Innovation Award in 2015. Built in 2000, Albert Lea High School is a leader in "Project Lead the Way" and has an outstanding tradition in athletics and fine arts. The District is seeing an upswing in student enrollment, and a recent community-supported \$24.6 million referendum will provide much needed improvements to the District's athletic facilities.

St. Theodore Catholic School provides a private school option in Albert Lea for students in grades PreK-5. This school enrolls approximately 85 students and averages 10 to 15 students per class.

Albert Lea is also fortunate to be able to offer higher education opportunities. Riverland Community College is a public, two-year college with campuses in Albert Lea, Austin, and Owatonna. The College serves over 4,900 students annually through traditional, hybrid, and online delivery systems. They also have developed internship programs to support local industry.



## Recreational Activities



Because Albert Lea is home to three lakes, opportunities for water recreation are limitless. Fountain Lake, Albert Lea Lake, and Pickerel Lake offer fishing, boating, paddling, water-skiing, and much more. In fact, the City was proud to be the location for the 2019 Minnesota Governor's Fishing Opener. A popular attraction in Albert Lea is climbing aboard the Pelican Breeze. The Pelican Breeze is a 60-foot pontoon tour and dinner boat. It has seating for 62 and you can enjoy the historically-narrated tours during your special event or private outing.

Albert Lea is also home to a number of land activities to suit everyone in the family. The City boasts an abundant amount of natural and historic areas that have been developed into over 300 acres of parks, recreation areas, and open space. Throughout the City, the neighborhood parks offer a wide variety of recreational and leisure amenities including playground equipment, basketball courts, tennis courts, fishing areas, natural open spaces, picnic areas, softball and baseball diamonds, and much more. There is also a community splash pad overlooking Fountain Lake on the north side of town and a nice biking and hiking trail called the Blazing Star Trail. Currently, six miles are constructed between the City of Albert Lea and Myre-Big Island State Park.

A number of art and cultural entertainment opportunities are also available throughout the City. The Marion Ross Performing Arts Center is home to the Albert Lea Community Theatre which puts on stage performances throughout the year. Also at the Center is the HD Live Met Opera which has partnered with the Albert Lea Community Theater to bring the Metropolitan Opera's series of award-winning, live, high-definition transmissions to Albert Lea. Each year, The Civic Music Concert Series brings five wonderful performances to the stage ranging from classical jazz and folk to popular music.

On the first Saturday and Sunday in October, fun can be found at the Big Island Rendezvous. This fun festival takes place at one of the city parks. The festival was voted one of the state's "Top 25 Festivals." It is a celebration of history during the fur trade period and early Frontier America including the Civil War Era and Pioneer Settlement. Some of the activities at the Rendezvous include music and dance performances, arts and crafts, historical exhibits and reenactments, period encampments, and food and beverages. There are also plenty of activities for the kids including theatre, games, drills, ceremonies, voyageur camps, and tipi tours.



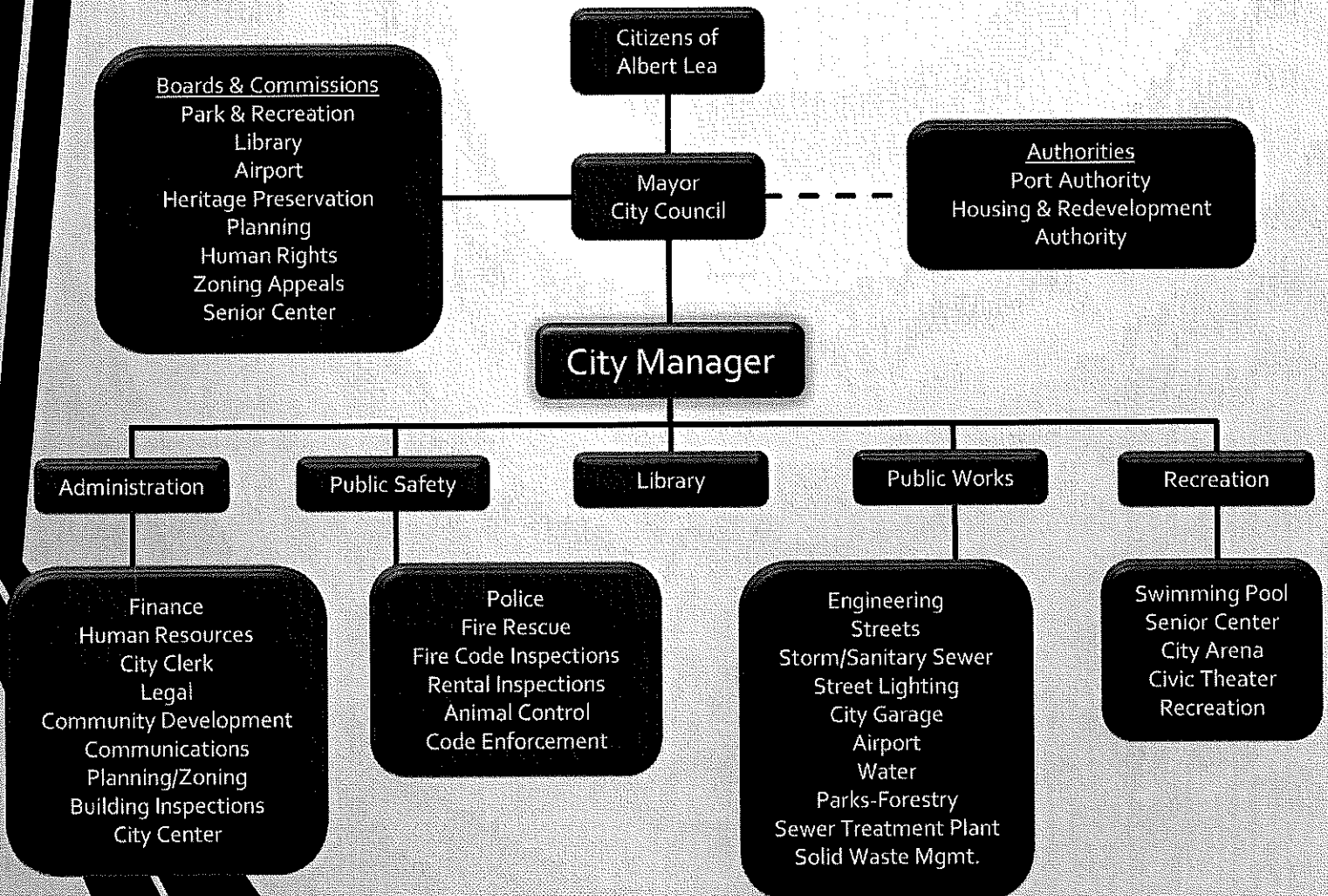
Downtown Albert Lea offers a number of events as well as shopping, dining, and entertainment opportunities. Wind Down Wednesday takes place on the 3rd Wednesday of the month from June-August. There you will find live music, art, food, crafts, and fun. On Thursdays throughout the summer, Thursdays on Fountain is a popular event that features musical performances at Fountain Lake Park. Autumn Blaze is a downtown street festival each fall that features arts, crafts, homebased vendors, assorted food vendors, live music and entertainment, and activities for kids. Close to Christmas, the Holiday Bazaar on Broadway is held and features a horse-drawn country trolley, holiday songs performed by carolers and the Community Brass Band, a visit from Santa Claus, and much more.

# The Organization

Albert Lea is a Charter form of government with a Council-Manager plan. Citizens elect the City Council which consists of one Council member for each of the City's six wards and a Mayor. The Mayor is a member of the City Council and ceremonial leader of the City. Council members serve staggered, four-year terms. The Mayor serves a four-year term. The City Council hires the City Manager who oversees the City's day-to-day operations. The City employs 135 full-time and part-time employees and approximately 40-50 seasonal staff. The City is fortunate to have a Council that works well together and competent and experienced leadership staff.

Albert Lea Utilities operates water and wastewater services. Police services are provided by 26 sworn officers housed in the Freeborn County Law Enforcement Center. Fire protection is provided by a combination department of 17 full-time and 15 paid on-call members. The City's water source comes from wells with a capacity of 2.5 million gallons. Electricity and natural gas are provided by Freeborn-Mower Cooperative Services and Minnesota Energy Resources.

## Organizational Structure



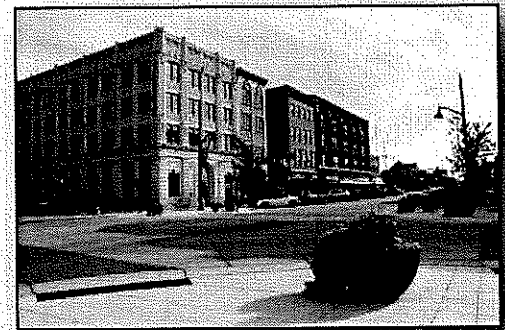
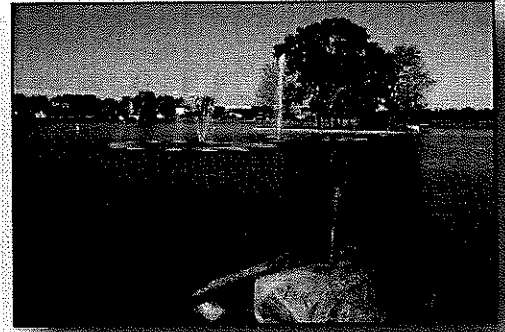


# Budget Information

Expenditures	2018	2019	2020
Council	167,666	161,655	162,647
City Manager	423,983	435,048	402,663
City Clerk	111,652	127,526	127,412
Elections	33,957	-	36,850
Finance	447,639	494,549	507,065
City Attorney	290,576	270,964	273,556
Personnel Admin	212,249	255,787	405,695
City Center	151,637	158,519	166,956
Communications	93,483	96,818	94,571
IT	18,343	71,500	72,500
Police	3,679,416	3,986,231	4,031,044
Fire	2,113,199	2,179,342	2,183,761
Building Inspection	456,764	455,967	530,704
Engineering	672,017	665,309	661,173
Street Maintenance	887,021	947,879	931,898
Snow & Ice Removal	485,295	461,681	517,035
Storm Drainage	259,253	301,364	242,367
Street Lighting	286,433	282,400	283,300
City Garage	268,300	279,884	275,702
Recreation	341,234	410,056	387,679
Arena	480,361	483,187	519,018
Swimming Pool	202,619	204,118	227,384
Theater	23,398	24,500	28,040
Parks	1,157,564	1,194,839	1,221,846
Forestry	138,850	156,007	157,584
Library	997,956	1,113,823	1,097,333
Community Development	99,759	197,459	141,435
Property Acquisitions	44,183	41,600	38,450
Economic Development	60,622	61,845	66,500
Transfers Out	2,221,000	971,000	965,000
<b>Total Expenses &amp; Transfers Out</b>	<b>16,826,429</b>	<b>16,490,857</b>	<b>16,757,168</b>

# Manager Core Duties

- Plans, directs, and oversees City operations, programs, and services and ensures systems are in place to evaluate and promote quality, cost-effectiveness, and responsiveness to the needs of the City and its residents and to ensure a coordinated and efficient effort to meet goals and objectives established by the City Council.
- Develops and issues administrative rules, policies, and guidelines to ensure proper functioning of all departments and superior provision of City services.
- Advises and directs department heads in the vision, goals, and policy direction of the City Council.
- Supervises all City staff directly or indirectly through department supervisors; acts as final authority on all personnel actions.
- Drafts or oversees preparation of City ordinances, resolutions, and policies for City Council approval and executes official papers and documents on behalf of the City.
- Oversees preparation of the City Council agenda and prepares or approves supporting documentation; attends and participates in all Council meetings and other official meetings as needed.
- Provides information, guidance, and sound recommendations, with rationale, to the City Council; ensures the directives of the City Council are implemented.
- Promotes effective community relations; coordinates and/or responds to a wide variety of requests and concerns from the City Council and City residents; interprets and explains ordinances, policies, and directives and mediates disputes and resolves issues as appropriate.
- Prepares and presents the annual budget to the City Council; keeps the Council informed of the financial condition of the City; suggests major capital expenditures for City Council approval.

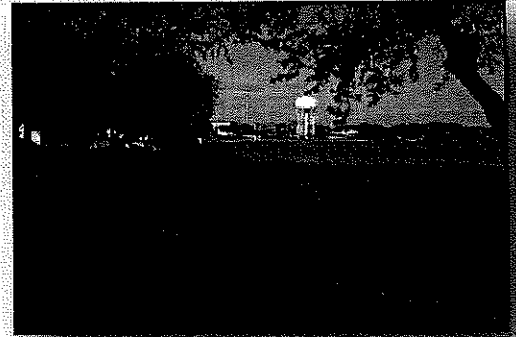


represents the City with other governmental agencies and officials; monitors activities related to municipal government.



## Manager Core Duties- Cont'd

- Researches and prepares recommendations for Council approval on a variety of City issues to improve the health, safety, and/or welfare of the City; prepares or oversees the preparation of related reports.
- Interprets and enforces the City Code of Ordinances; monitors new state and federal laws, rules, and regulations as well as proposed legislation, evaluates the impact on the City, and recommends appropriate action. Monitors operations to ensure compliance with applicable laws, regulations, rules, policies, and ordinances.
- Evaluates potential projects, programs, and services to determine feasibility and community impact and makes recommendations to the Council.
- Administers appropriations, analyzes bids and proposals, and approves or recommends approval of major purchases and contracts; ensures financial controls are in place and the City maintains an acceptable bond rating.
- Ensures effective management and utilization of City assets; recommends significant facility and equipment upgrades to the City Council.
- Develops and maintains a positive, productive working environment so personnel are motivated to perform to the best of their abilities.
- Represents the City in collective bargaining matters; negotiates agreements with the assistance of the HR Director and acts as final authority in all grievances and disputes.
- Approves press releases and provides information to the media and speaks to the community, businesses, and civic groups.
- Reviews department head personnel and pay decisions and/or recommendations and resolves or advises on resolution of employee complaints or grievances.
- Provides or oversees staff assistance to all municipal commissions and boards.
- Attends Port Authority meetings; provides advice and assistance on economic development initiatives.



## Desired Manager Attributes

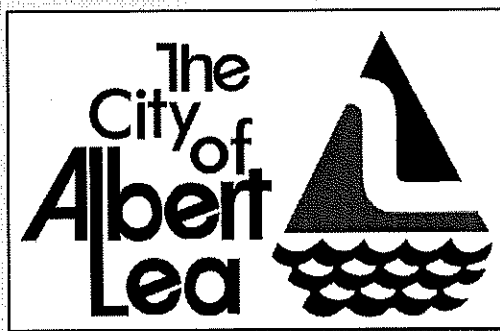
- Excellent communication skills with Council, staff, and the community.
- Be a strong and confident leader that understands how to lead by example without being a micromanager.
- Understand the importance of partnerships with community groups and know how to enhance those partnerships.
- Be fiscally astute and understand City financial processes and long-range planning.
- Have an open door to Councilors, staff, and the community.
- Be skilled at finding answers to complex questions and have the ability to explain concepts that are understandable to all.
- Have a collaborative and inclusive approach to problem solving.
- Be patient and calm in tense situations.
- Be motivated to help Albert Lea continue to grow and expand.
- Have ideas and a vision for how to implement them for the best interest of the community.
- Be a skilled negotiator.
- Have the drive to push forward on projects and see them through to completion.
- Be able to get things done.

## New Manager Goals & Priorities

- Assist in the continued development of Albert Lea as a destination for businesses, new residents, and tourists.
- Work with leadership staff to develop a comprehensive understanding of City operations.
- Develop productive relationships with local economic development entities and help develop strategies for enhancing economic growth in the community.
- With the Council, develop plans for development of the Blazing Star Landing.
- With the applicable community groups, develop strategies for redevelopment and enhancement of housing options.
- Continue to help guide investment in infrastructure improvements and upgrades.
- With the Council, develop a plan to enhance community engagement and communication with the public.
- Develop and implement flood mitigation strategies for areas that regularly experience the impact of flooding.
- Continue to plan for and implement efforts that enhance the downtown area so continued growth will occur.
- Immediately become involved in the community and be a visible presence at community organizations and events.
- Continue to enhance the long-term capital improvement planning process.
- Continue to build relationships with Legislators and state agencies that positively impact the community.



# Position Announcement



- CITY MANAGER: CITY OF ALBERT LEA, MINNESOTA
- POPULATION: 18,165
- SALARY RANGE: \$116,459 TO \$146,536

#### **General Duties:**

Performs highly responsible administrative and managerial work coordinating and directing City government operations, staff, and services. Works under the policy direction and oversight of the City Council.

The position profile is available at <https://www.ddahumanresources.com/active-searches>.

#### **Minimum Qualifications:**

Master's degree in Public Administration, Community or Economic Development, Business, Finance, or related field, and three years of public sector administrative and managerial experience required. A bachelor's degree in one of the listed fields and five years of experience will be considered equivalent. Managerial experience must be at a department head level or higher.

#### **Apply:**

Go to <https://daviddrown.hiringplatform.com/42534-albert-lea-city-manager/149597-application-form/en>, and complete the application process by July 23, 2020. Finalists will be selected by the City Council on August 24, 2020, and final interviews will be held on September 17, 2020.

Please direct questions to Gary Weiers at [gary@daviddrown.com](mailto:gary@daviddrown.com) or 612-920-3320 x109.

**DDA Human Resources, Inc.**  
Faribault Office  
1327 Merrywood Court  
Faribault, MN 55021  
Phone: 612-920-3320 x109  
Fax: 612-605-2375



15



# Monticello, Iowa

## CITY MANAGER EXECUTIVE SEARCH

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### PROPOSAL



October, 2020



***Next Move Group's Mission***

Next Move Group exists to create economic growth for small to mid-sized companies, communities, and nonprofit organizations.

Check out our website to learn about our mission: [www.thenextmovegroup.com](http://www.thenextmovegroup.com)

**Next Move Group**  
*We Are Jobs*

NEWS    SITE SELECTION    EXECUTIVE SEARCHES    ECONOMIC DEVELOPMENT PRODUCTS    PODCAST CHANNEL    ABOUT/CONTACT US    CALL US TODAY  
**(800) 764-3105**

**JOIN OUR MOVEMENT TO GROW THE AMERICAN ECONOMY**

Which Focuses on Creating Economic Growth for **Small to Mid-Sized** Companies, Communities, and Non-Profit Organizations

[LEARN MORE](#)

We are Driven to Create Economic Growth for Small to Mid-Sized Companies, Communities, and Nonprofit Organizations Because We Believe They are Vital to the American Economy

So, We Choose to Be a Leader in Helping Small to Mid-Sized Companies Secure the Same Tax Incentives Large Companies Leverage to Create Jobs

And, We Recognize the Importance Small to Mid-Sized Communities and Small to Mid-Sized Nonprofits, Including Those in Large Metro Areas, Play in Creating Economic Growth

***Why is our mission to create economic growth for small to mid-sized companies, communities, and nonprofit organizations?***

When our Co-Founder Chad Chancellor was 9 years old, his small town was crushed economically, and his dad lost his job when Sunbeam moved a blanket factory from his hometown to China. Ever since, he has been passionate about helping small towns create economic growth, so others don't have to go through the pain he saw in his town.

Our other Co-Founder Alex Metzger was raised in a mid-sized community by an entrepreneurial family. His family owned meat processing facilities from the 1920s through the 1990s. Metzger saw them eventually exit this market as Wal-Mart and other big box retailers put them out of business. Ever since, he has been passionate about helping small to mid-sized companies create economic growth due to seeing the economic realities of how times are always changing.

***What services do we offer to pursue our mission to create economic growth for small to mid-sized companies, communities, and nonprofit organizations?***

We do executive searches for small to mid-sized cities/counties, economic development organizations, and nonprofit organizations. We do site selection consulting for small to mid-sized manufacturers, food processors, and distribution companies. And, we offer marketing products to small to mid-sized communities.



**Next Move Group**  
*We Are Jobs*

**Top 4 Reasons to Partner with Next Move Group for this Search**

1. **WE FOCUS ON HIRING "PRO-DEVELOPMENT" MINDED CITY MANAGERS.** In addition to city manager executive searches, we also do executive searches for economic development organizations and site selection work for small to mid-sized food processing, distribution, agribusiness, and advanced manufacturing companies. Typically, city managers are either on the economic development boards of the searches we do, or we interact with them through the permitting process for high-tech, manufacturing, or distribution facilities we site.

This real-world experience dealing with city managers allows us to preview them, in action. Given our mission is to create economic growth for small to mid-sized companies, communities, and nonprofit organizations we believe a "pro-development" minded city manager can make a huge difference in a community, so if you partner with us for this search, we will reach into our database of city managers and find you a "Pro-Development" minded professional.

Watch Our CEO Explain this Advantage (1 minute, 45 seconds)  
<https://vimeo.com/352938826>



*A sampling of our site selection clients includes (we represent small to mid-sized companies with our average project creating between 50-200 jobs, through this process and our economic development executive searches we meet the country's most "Pro-Development" minded city managers):*



*Top 4 Reasons to Partner with Next Move Group for this Search, continued....*

**2. OUR CLIENTS CONSTANTLY TELL US THEY LOVE HOW EASY AND CONVENIENT OUR VIDEO INTERVIEW PROCESS FOR THEM.**

We record 2 to 3-minute video interviews with all the candidates who apply so you can watch in the comfort of your home or office to preview these people before you spend a penny bringing them to your community. These are designed to be easy and convenient for you. We ask candidates 3 questions, 1) Tell us about yourself; 2) Why do you want this job, 3) Describe your qualifications for this job.

You then get to watch these on your iPad, iPhone, or computer while in the comfort of your own home or office at a convenient time and place for you.

*How the video interviews will be delivered to you:*



**3. WE REDUCE YOUR RISKS MORE THAN OUR COMPETITORS. HOW?**

We see communities make a huge mistake whether doing a search on their own or using one of our competitors. The mistake is not doing background checks on candidates **BEFORE** you interview them in person.

- We conduct credit and criminal background checks on everyone you will interview **BEFORE** you interview them. Our competitors typically conduct these checks only on the candidate you wish to name as your finalist.
  - How does this reduce your risk?
    - If we find a candidate has an issue in their background, let's use a DUI for an example, we want to know this before you interview them.
      - A) you can decide to eliminate them if you find the issue to be a deal killer
      - or B) we can ask the candidate about it directly in the interview
    - Either way, you are aware of this issue before members of your search committee meet the candidate and "fall in love with them."
      - If you wait and learn an issue after you chose a candidate as your finalist, you run the risk of being embarrassed if you find an issue as your community leaders will have already made up they want a certain candidate, then you have to explain to them why you eliminated this person.

NW, SSN, 7yr Counties, MVR, Emp Credit		
Search ID	Service	Status
2230484	Driving History (MVR)	ALERT
2230473	Employment Credit Report	COMPLETE
2230472	SSN Trace	COMPLETE
2230476	County Criminal Search	NO RECORD
2230475	County Criminal Search	NO RECORD
2230474	Nationwide Criminal Search	NO RECORD

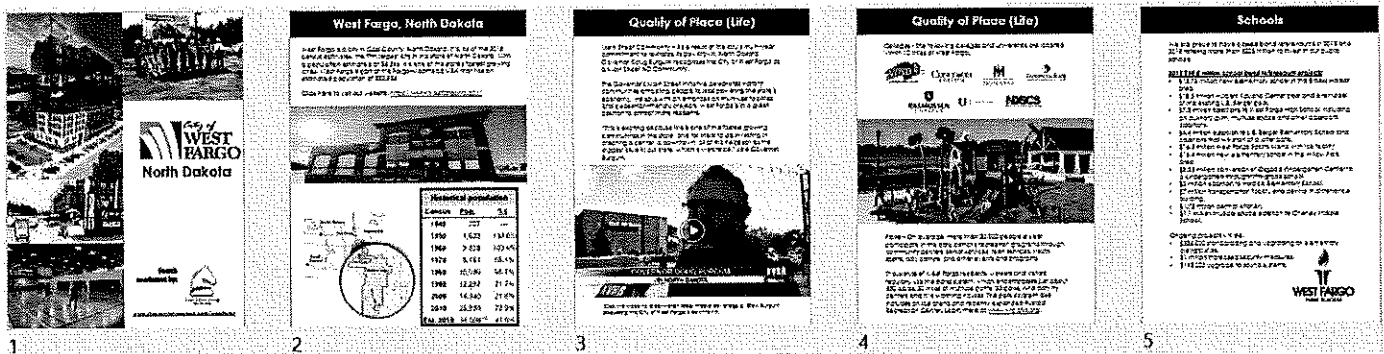
*Don't take an unnecessary risk, run background checks on candidates before you interview them.*

**Top 4 Reasons to Partner with Next Move Group for this Search, continued.....**

**4. WE ARE THE MOST AGGRESSIVE DIRECT NETWORKING FIRM IN THE CITY MANAGER EXECUTIVE SEARCH SPACE.**

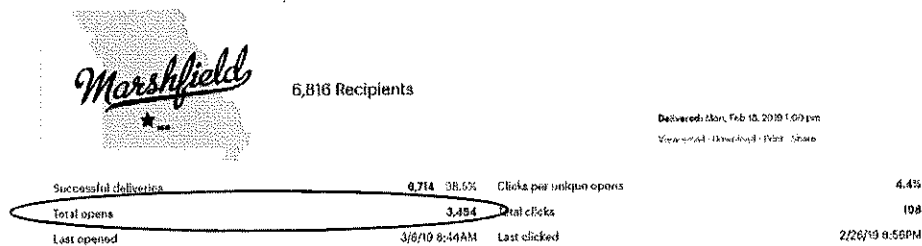
Steps in our Aggressive Director Networking Recruiting Approach:

- 1) Build a more attractive job profile than our competitors
  - o Professionals now care just as much about the community they live in as the actual job, we leave no stone unturned in building a job profile which "Sells" your community to prospective candidates all while describing the job.



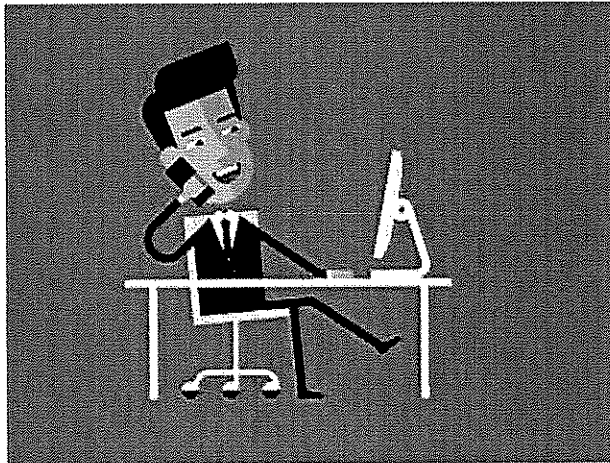
- 2) Email the job profile to the best 6,000 city managers & deputy city managers in America
  - We email our attractive job profile to these 6,000 professionals 3 times and have analytics which shows us which ones are interacting with the job profile.
    - We then have a call center staff member on our team who calls each person who interacts with the job profile email to gauge their interest and recruit them into the mix.
  - o Note, if a competitor tells you their database is larger than 6,000 then, in our opinion, they are including C level, D Level, and F level city managers. We only target A and B level city managers based on our internal word of mouth grading system.

Here is the performance of one of the emails we sent while recruiting for a Marshfield, Missouri, position where we got an email opened 3,494 times:



**Top 4 Reasons to Partner with Next Move Group for this Search, continued....**

- 3) Our Co-Founders call a minimum of 100 A-list city managers who may or may not want your job describing the job to them. If they tell us they are not interested we ask them to refer us to someone in their network they are impressed with, this helps us find “passive” candidates who would not apply if we did not find them, seek them out, recruit them, and call them to ask them to apply.
  - o You may wonder why would their co-founders do such hard work as 100 personal calls? Well to be honest this grows our business. Not only do we find candidates for you, as we make these calls people will tell us about other searches we pursue, so you don't have to worry about us delegating this task to a staff member, the equity owners do this ourselves.



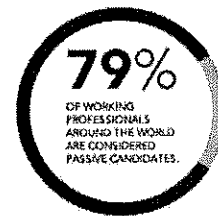
*Why do we take such an aggressive approach to recruiting for your position?*

According to LinkedIn, 79% of all candidates worldwide for any search are “passive” candidates. “Passive” candidates might have interest in your position, but they are not currently seeking a new job. In order to find “passive” candidates we have to approach them, communicate with them, and recruit them to apply.

Getting to know

# PASSIVE TALENT

Your next great hire may require a different approach.



THE OTHER 21% ARE ACTIVELY SEEKING A NEW JOB.

While most top professionals today look for similar things when evaluating a career move, there are some key areas of difference.

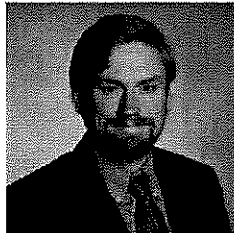
***Our Team:***



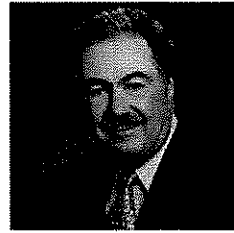
**CHAD CHANCELLOR**  
Co-Founder, CEO



**ALEX METZGER**  
Co-Founder, President



**BRANDON NETTLES**  
Vice President



**JOHN SISSON**  
Managing Director of Site  
Selection



**GABBY MOULIS**  
Director of Marketing

***Our Nationwide Reputation and Nationwide Contacts:***



***Our CEO speaking at a US  
Department of Commerce event  
in Calgary, Canada***



***Our CEO presenting the governor of Nebraska  
to an economic development luncheon***



***Our Director of Site Selection  
at the Site Selectors Guild in  
Salt Lake City, Utah***



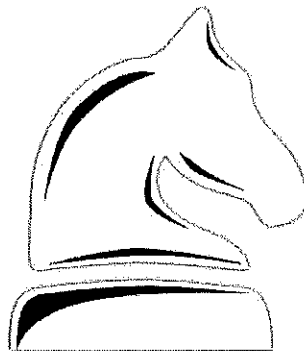
***Our CEO with Kentucky Governor at  
the Kentucky Derby***



***Our President presenting to the  
Missouri Legislature***



***Our President with the former Kansas  
Governor***



**Next Move Group**  
**We Are Jobs**

**Our Podcast Channel:**

We have a podcast channel with episodes each week discussing creating economic growth in small to mid-sized towns.

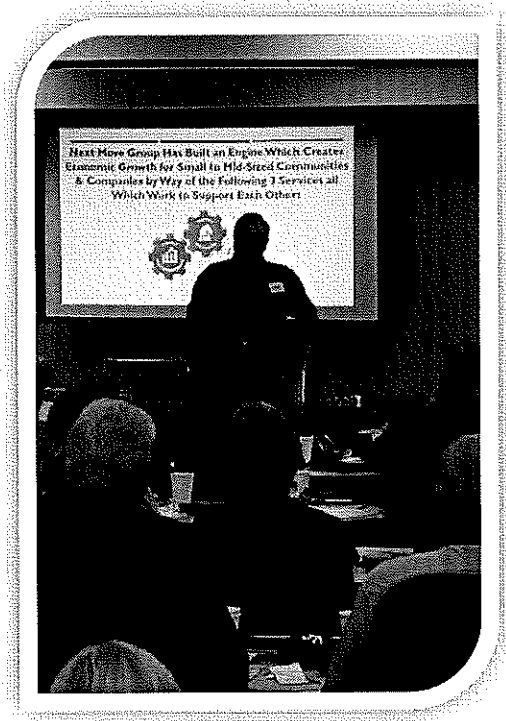
You can find us on the following podcast services:



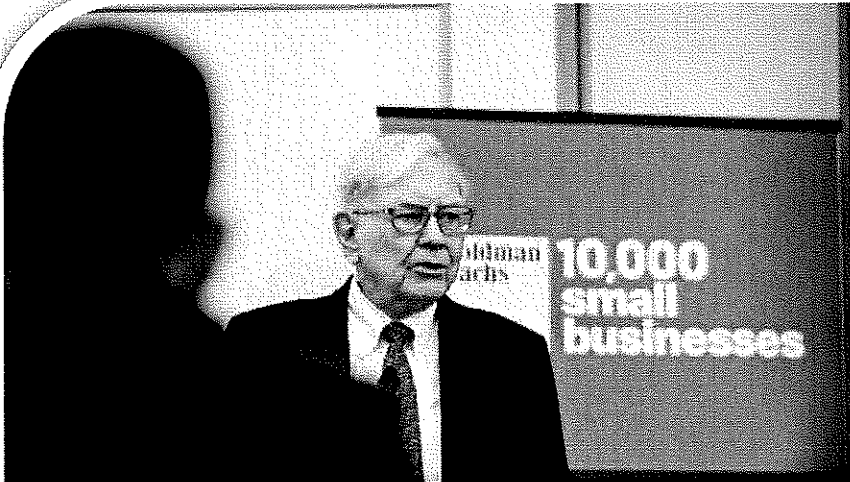
**Our Professional Speaking Engagements:**

Our expertise in helping small to mid-sized communities create economic growth has gotten recognition to the point we now are routinely asked to speak at various events, here is an example of some of our recent speaking engagements and topics:

- Within Last Year:
  - Guest speaker, Tennessee Association of Human Resource Agencies
  - Guest speaker, Kansas City Power and Light
  - Guest speaker, GRO Neosho, Missouri
  - Guest speaker, Kirksville, Missouri, Regional Development Corporation
  - Guest lecturer, Community Development Institute, University of Central Arkansas
  - Guest speaker, One East Kentucky
  - Guest speaker, Louisiana Industrial Development Executives Association
  - Guest speaker, Mid-America EDC, Chicago



*Goldman Sachs Honor:*



**Goldman  
Sachs**

**IN 2017, WE WERE HONORED BY  
GOLDMAN SACHS FOR OUR MISSION  
OF CREATING ECONOMIC GROWTH  
FOR SMALL TO MID-SIZED  
CORPORATIONS AND COMMUNITIES.**

**Next Move Group  
Small  
Businesses  
ALUMNI**




**Next Move Group  
We Are Jobs**



**3 More Key Steps in Our Process:**

1. We begin by visiting with your council members plus any additional stakeholders you wish in either in-person, phone, or online meetings to solicit their ideas of what success looks like for this position. By talking to your stakeholders, we develop a picture of what success in your community looks like.
2. We coordinate all aspect of the in-person interviews and like to interview people in 3 settings: boardroom, meal, and one-on-one tour.

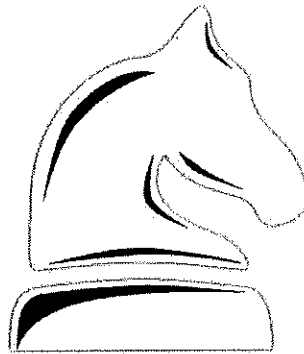


We recommend a 3-step interview process (these 3 steps test the candidates in various formats all which will be important to the performance of the job):

- 45-minute interview in a board room setting
- 1-hour tour of the community in a 1-on-1 setting
- Meal with 3-4 people in an informal setting

You will be shocked how often a community avoids making a hiring mistake after a candidate "Aces" the formal interview by learning more about the candidate in the informal settings of a meal and tour.

3. We work with you to negotiate the salary and benefits and hire the best fit.



**Next Move Group**  
**We Are Jobs**

***Our Entire 25-Step Proprietary Process in its Entirety:***

1. Schedule council member and community stakeholder interviews either by in-person, phone, or online meetings.
2. Meet with community stakeholders to understand what success looks like in year 1, year 3, year 20 and also what are the bad parts of this job.
3. Share with the search committee what we learned from the stakeholder interviews, identify the skills and experiences we believe will be needed to do the job, identify the salary/benefits we think will need to be offered to get a candidate with the skills to do the job, and discuss goals/performance metrics.
4. Draft the job profile to send to the search committee for edits.
5. Once the job profile is approved, post it on our website, post it on LinkedIn, and Twitter.
6. Advertise the job on various municipal jobs boards.
7. Email the job profile to all the city managers in our database.
8. Resend the email to those who did not open the email in Step 7 after 4 days pass.
9. Call 100 city manager super connectors and call all those city managers who open our email more than 5 times.
10. Repeat step 7 the week we close the application process.
11. Repeat step 8 the week we close the application process.
12. Repeat step 9 the week we close the application process.
13. Video interview all applicants in 2 to 3-minute, quick interviews.
14. Schedule meeting with the search committee to review applicants.
15. Print resumes and supporting documents to share with the search committee for each applicant so committee can review and watch the videos. Recommend our top 5-10 candidates from the pool.
16. Meet with search committee to discuss applicants and choose the candidates to interview in person.
17. Complete background checks and personality profiling on all candidates which we will interview in person.
18. Coordinate and schedule the in-person interview.
19. Print sample questions, resumes, personality profiles, and background checks to give to the search committee in advance of the in-person interviews.
20. Conduct in-person interviews. We like to interview 3 ways: in a formal board room setting, in a casual meal setting, and via a 1-on-1 tour. These 3 different settings test the candidates in multiple ways.
21. Begin negotiations with the preferred candidate.
22. Draft contract for preferred candidate.
23. Drug test preferred candidate.
24. Hire the candidate and draft press release.
25. If the candidate and our client cannot come to terms, immediately repeat steps 21-24 with our backup candidate.



**Next Move Group**  
**We Are Jobs**

*Sampling of Previous Municipal Clients*



*Sampling of Other Executive Search Clients We Have Assisted in 2019 & 2020*



**IRVING-LAS COLINAS**  
CHAMBER OF COMMERCE



**Pricing**

\$14,307

We bill in thirds, 1/3 (\$4,769) when we begin recruiting for the position, 1/3 (\$4,769) when we present candidates to you via video interviews, and 1/3 (\$4,769) when you hire from our pool of candidates.

This pricing is all inclusive, we pay all our travel and the costs of all background checks and materials for this price. Your only additional cost will be in paying for the travel of candidates to come to your community for in-person interviews.

You may cancel our contract at any time and not owe us future payments. This keeps the pressure on us to produce. If you don't like the candidates we present to you via video interviews, you don't owe us 2 payments. If you don't like our candidates when you interview them in person, you don't owe us the final payment. This keeps the pressure on us to constantly produce good candidates throughout the process.

**Guarantee**

We provide a 1-year guarantee that if for any reason our hire vacates the position or is fired, we will conduct a replacement search free only being reimbursed for travel.

**Proof of Insurance:**

Next Move Group carries a \$1 million E&O liability policy with the Philadelphia Insurance Companies.

**Reference from Iowa:**

Barb Smith, City Administrator  
Forest City, Iowa  
641-585-4502

**Contact:**

Alex Metzger  
Co-Founder, Next Move Group  
314-421-9110  
[alex@thenextmovegroup.com](mailto:alex@thenextmovegroup.com)  
[www.thenextmovegroup.com](http://www.thenextmovegroup.com)  
St. Louis, Missouri



City Council Meeting  
Prep. Date: 10/09/20  
Preparer: Doug Herman



Agenda Item: # 2  
Agenda Date: 10/12/20

*Communication Page*

**Agenda Items Description:** Resolution to approve purchase of Commercial Leaf Vacuum.

**Type of Action Requested:** Motion; **Resolution**; Ordinance; Report; Public Hearing; Closed Session

**Attachments & Enclosures:**

Proposals

Resolution (to be prepared)

**Fiscal Impact:**

Budget Line Item:

Budget Summary:

Expenditure:

Revenue:

**Synopsis:** The City owned leaf vacuum has apparently been declared dead. It is quite old, the company that produced it is no longer in business, etc. We have a proposal to purchase a new machine and need to move on this decision if leaves are to be collected this year.

**Background Information:** We have sought out leaf vacuums and have found two relatively comparable ones that are available. We will go into more detail Monday night as there are differences, but have attached what we have been able to get our hands on. These machines would be available relatively quickly.

We have approximately \$10,000 on hand from the sale of unused equipment and \$20,000 in the equipment set aside that could be used towards the purchase price. The balance would come from the cash on hand in the Streets Fund which is more than adequate to cover the additional cost.

**Staff Recommendation:** I will recommend that the council discuss and consider the proposals.



ENVIRONMENTAL SOLUTIONS AND SUPPORT

October 9<sup>th</sup>, 2020

Nick Kahler  
City of Monticello

Nick-

Per your request, a **PURCHASE PROPOSAL** has been generated for a demo leaf vacuum that is in our inventory. This leaf vacuum would be ready to operate and be mated to your leaf collection box with minor adaptation.

**2016 Tarco Windy 100: \$45,500.00**

Stock #: C0000043  
Hours: 15  
45 Degree Discharge  
16" Hose & 47" Suction Hose  
Replaceable Spin-In 1/4" AR Steel Liner  
Clean-Out Door w/ Safety Switch  
30" Diameter Suction Fan  
3/8" Thick TI Steel Blades  
Hydraulic 4 Way Boom w/ Joystick Corded Remote  
Wireless Remote Control  
80 HP John Deere 4045T Tier 3 Diesel (PRE- EMISSIONS)  
Engine Auto Shutdown  
30 Gallon Fuel Tank  
Rubber Mounted Gauge Package  
1/4" Formed Steel Trailer  
6000 lb Leaf Spring Axle  
Telescopic Trailer Tongue w/ Height Adj.  
Hydraulic Parking Jack w/ 5" Caster Wheel  
Electric Brakes & DOT Lighting & Amber Flashing Lights  
Rake & Tool Rack  
New Flexible Rubber Leaf Box Inlet Seal  
Leaf Box Inlet Hose Support Shelf



**Pricing Includes:** On-site operator/maintenance training.

**Services Offered by MacQueen:** On-Site Service, On-Site Parts Sales, Training

**Warranty:** 1 Year Parts/Labor Warranty. Warranty Excludes Paint, Consumables, and Travel Time.

**Availability:** Immediate

**Terms:** Invoice Due 30 Days After Pickup/Delivery

**Options ADD to Above Pricing:**

Delivery to Monticello, IA from MacQueen Equipment- Lincoln, NE (Current Machine Location): \$1,000.00

If you have any questions about this proposal, please call.

Thank you.

  
Mike Osler

MacQueen Equipment  
515-864-8171

[www.macqueengroup.com](http://www.macqueengroup.com)

4607 SE Rio Ct, Ankeny, IA 50021 . Bus: 515.289.9994 . Fax: 515.289.9995  
Formerly Trans Iowa Equipment Part of The Macqueen Group Since 2005





1385 Franklin Grove Rd  
 Dixon, IL 61021  
 815-284-3819 \* 815-284-8815 Fax  
 800-851-9664  
 www.bonnell.com \* info@bonnell.com

# Quote

Quote Number: 0144648  
 Quote Date: 10/9/2020



**Bill To:** 0003819  
 BONNELL IND INC  
 1385 FRANKLIN GROVE RD  
 DIXON, IL 61021

**Ship To:**  
 BONNELL IND INC  
 1385 FRANKLIN GROVE RD  
 DIXON, IL 61021

Phone: (815) 284-3819 Fax: (815) 284-8815

Phone:  
 Fax:

Confirm To:	Comment:			
Customer P.O.	Ship VIA	F.O.B.	Terms	Quote Expiration
QUOTE RCH	PRE-PAY/ADD	DIXON	Net 30 Days	11/8/2020

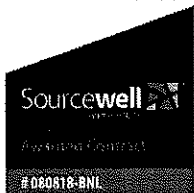
Ordered	Unit	Item Number	Each Price	Extended Price
1.00	EACH	<b>LEAF VACUUM</b>		
		TITAN RCH BASE MODEL STANDARD FEATURES		
		*ELECTRIC TRAILER BRAKES WITH BREAK AWAY SYSTEM		
		* 7000 LB SINGLE AXLE AND RUNNING GEAR		
		*DOT COMPLIANT LIGHTING WITH ALL L.E.D. LIGHTING		
		*TELESCOPING TONGUE WITH 7 POSITIONS SPANNING 36"		
		*ADJUSTABLE PINTLE HITCH RATED AT TRAILER CAPACITY		
		*MANUAL JACK WITH FOOT RATED AT 8000 LBS		
		*74 HP KUBOTA TIER IV DIESEL ENGINE		
		*SECONDARY PRESSCREEN IN FRONT OF OEM RADIATOR SCREEN		
		*50 GALLON ALUMINUM FUEL TANK WITH SIGHT GAUGE		
		* 27" DIAMETER DIRECT DRIVEN 5 BLADES OF AR400		
		*11-1/2" NACD CLUTCH TO FIT SAE #3 ENGINE HOUSING		
		*RIGID DISCHARGE TUBE WITH 4' HD RUBBER ADAPTOR HOSE		
		*CLEAR URETHANE COLLECTION HOSE. (.06" WALL)		
		*REAR PICKUP W/OVERHEAD 180 DEGREE SWING BOOM.		
		*12 VOLT DC POWER UNIT TO OPERATE RAISE/LOWER OF BOOM		
		*YELLOW FLASHERS		
		*WHEEL CHOCKS		
		*FIRE EXTINGUISHER		
1.00	EACH	MODEL: TITAN LEAF PRO RCH		
		<b>*30000 LOT PRICE</b>	43,750.00	43,750.00
		INCLUDES ALL OPTIONS BELOW		
1.00	EACH	<b>*30141 MANUAL JACK WITH CASTER</b>		
		IN LIEU OF STANDARD JACK		
1.00	EACH	<b>*30205 74 HP KUBOTA ENGINE</b>		
1.00	EACH	<b>*30500 HEAVY DUTY RUBBER</b>		
		PICKUP HOSE ILO CLEAR URETHANE		
1.00	EACH	<b>*30704</b>		
		STROBE LIGHT INSTALLED		
1.00	EACH	<b>*30711</b>		
		ELBOW LINER INSTALLED		
1.00	EACH	<b>*30714 CLEAN OUT DOOR</b>		
		INSTALLED ON BLOWER HOUSING		



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Phone: (815) 284-3819 Fax: (815) 284-8815

Phone:  
 Fax:

Confirm To:	Comment:			
Customer P.O. QUOTE RCH	Ship VIA PRE-PAY/ADD	F.O.B. DIXON	Terms Net 30 Days	Quote Expiration 11/8/2020

Ordered	Unit	Item Number	Each Price	Extended Price
1.00	EACH	/LEAF VAC LEAD TIME STOCK UNIT		
	EACH	*SHIPPING SHIPPING NOT INCLUDED		

15% RESTOCKING FEE ON RETURNED ITEMS  
 NO RETURN ON SPECIAL ORDER ITEMS OR ELECTRICAL ITEMS

SUBMITTED BY: \_\_\_\_\_

0098 INHOUSE FOR BONNELL JOBS

JVB

Net Order:	43,750.00
Less Discount:	0.00
Freight:	0.00
Sales Tax:	0.00
<b>Quote Total:</b>	<b>43,750.00</b>

NOTE: ALL TAXES WILL BE EXTRA IF APPLICABLE.  
 NOTE: PRICES ARE IN EFFECT FOR 30 DAYS ONLY. IF A PRICE INCREASE OCCURS - IT WILL BE ADDED.

NOTE: BIDS MAY REQUIRE A 20% DEPOSIT UPON PURCHASE  
 NOTE: INSTALL DATE IS BASED ON CHASSIS ARRIVAL DATE.

ACCEPTED BY: \_\_\_\_\_

\*\*BILL TO: \_\_\_\_\_

PO Number: \_\_\_\_\_

DATE ACCEPTED: \_\_\_\_\_

CHASSIS ARRIVAL DATE: \_\_\_\_\_

VIN# \_\_\_\_\_  
 MAKE: \_\_\_\_\_  
 MODEL: \_\_\_\_\_  
 W.B. \_\_\_\_\_ C.A.: \_\_\_\_\_  
 TRANS MODEL: \_\_\_\_\_  
 ENGINE: \_\_\_\_\_  
 PAINT CODE: \_\_\_\_\_  
 \*\*CHANGES MAY CAUSE DELAYS AND FEES.