City of Carroll

112 E. 5th Street Carroll, Iowa 51401-2799 (712) 792-1000 FAX: (712) 792-0139

MEMO TO: Honorable Mayor and City Council Members

FROM: Laura A. Schaefer, Finance Director/City Clerk

DATE: May 18, 2016

SUBJECT: Proposal for Executive Search for City Manager

At the May 9, 2016, Council meeting, Council requested to seek a proposal from Moulder and Associates LLC to conduct an executive search to replace City Manager Gerald Clausen who is resigning effective July 29, 2016.

Attached is the proposal from Moulder and Associates. The process includes:

- Develop and place advertisements
- Develop a position profile
- Review applications
- Assessment phase
- Reference checks
- Background check
- Employment offer

Moulder and Associates LLC states this process typically takes ninety days to fill this type of position. Weekly progress reports will be emailed to keep interested parties informed.

The fee for the above listed services is $13,500 plus advertising expenses. This amount has been discounted 10% for appreciation for previous business.

Bill Moulder plans to attend the Council meeting to discuss the proposal and answer any questions you may have.

RECOMMENDATION: Council discussion and approval of the attached resolution accepting the proposal from Moulder and Associates LLC to conduct an executive search for a city manager.

RESOLUTION NO. _____

RESOLUTION ACCEPTING THE PROPOSAL FROM MOULDER AND ASSOCIATES LLC FOR AN EXECUTIVE SEARCH FOR A CITY MANAGER

WHEREAS, Chapter 17 of the Code of Ordinances of the City of Carroll, Iowa, provides that all contracts made by the City be reduced to writing and approved by the City Council by resolution; and

WHEREAS, the City of Carroll is desirous to hire a firm to conduct an executive search for a city manager; and,

WHEREAS, a Proposal for performance of an executive search for a city manager has been prepared by Moulder and Associates LLC.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carroll, Iowa, that the Proposal from Moulder and Associates LLC for an executive search for a city manager is accepted and authorization is given to proceed with the work.

Passed and approved by the Carroll City Council this 23rd day of May, 2016.

CITY COUNCIL OF THE
CITY OF CARROLL, IOWA

By: _____
Eric P. Jensen, Mayor

ATTEST:

By: _____
Laura A. Schaefer, City Clerk

MOULDER and ASSOCIATES LLC
POLICE CONSULTANTS

3702 S.W.32nd Street
Des Moines, IA 50321
515.371.1669

www.moulderandassociates.com WilliamMoulder@mchsi.com

May 18, 2016

Dr. Eric Jensen
Mayor
112 E 5th Street
Carroll, IA, 51401-2799

PROPOSED SCOPE OF SERVICES
EXECUTIVE SEARCH FOR CITY MANAGER

Honorable Mayor and Members of the City Council:

Thank you for the invitation to submit a proposal to assist the city of Carroll in its search for a city manager. Choosing the right person for this position is an important decision. Finding someone with the proper experience and education is only part of the process. It is critical to find someone that fits the community and the culture of the organization, and provide the leadership to the organization, to support the policy and service levels established by the council.

This is a joint proposal from Moulder and Associates and HR-OneSource. We have been honored to assist the city in searches for the Police Chief, Park and Recreation Aquatic Center Director and Waste Water Supervisor. If selected to perform this search, we will follow the procedures previously used. The distinctive attribute we bring to the process is to involve many of the parties with an interest in the outcome, to participate in the selection process. This becomes a foundation of support for the new manager when that person takes office. It also leads to selecting a person that fits the community.

PROCESS

Develop and place advertisements: We prepare the position announcement and recommend the venues for placing the announcements, based on our previous experience. In addition, the notice of the employment opportunity is placed on professional organization websites, and delivered by electronic mail to various public administrator organizations and individuals in Iowa, that may have interest in applying for the position. We recommend placing the announcement on the city's website as well.

Develop a Position Profile: We have developed a protocol to identify candidates that exhibit a management style compatible with the community and the council. We interview the Mayor, City Council Members, City Staff, and community leaders. Their comments result in a "Position Profile", a catalogue of characteristics desired in the new city manager. The leadership values identified in this step guide the evaluation of the candidates. The participation of these representatives gives ownership of the resulting appointment, and increases the probability of success for the new manager.

Interviews are structured to identify essential factors (traits) of an ideal candidate. The traits are background, experience, education, specific skills and abilities. The interview results are summarized in writing and submitted for review by the council for further input and comments to MOULDER AND ASSOCIATES LLC. Those comments will result in a final Position Profile that represents a consensus of the Council, city leadership and the community.

Review applications: We present the applicants with essay questions drawn from the values identified in the Position Profile. Their responses provide the opportunity to assess the communication skills and management priorities of the applicant.

Candidates that meet the position requirements and complete the essay portion are interviewed by telephone to clarify their professional experience and evaluate their communication skills.

We rank applicants and make recommendations for candidates to continue in the process. All applications are available for review by the city, along with our recommendations. This includes the opportunity to discuss our suggestions and reasoning with appropriate city representatives. The city will make the final determination of which applicants will continue in the process.

ASSESSMENT PHASE

Candidates selected as finalists proceed to this phase of the process. The City selects the steps utilized in this portion of the process:

Suggested options:

- Mayor and Council Interview
- Department Directors Interview
- Professional Panel Interview
    - The professional panel consists of active city managers drawn from the region
- Selected business and organizational leaders of Carroll

Following these interviews, the mayor and council receive feedback from these groups. They are not asked to rank the candidates. They will not have the information the council has to fully evaluate the candidates. They are reporting on their impressions of

the candidate's ability to communicate, and compatibility with the administration. The assessment phase generally takes one day to complete.

Reference checks: We will conduct preliminary personal reference and employment checks on the top candidates. These are primarily telephone contacts with previous employers and references provided by the candidate.

Background check: We will conduct a thorough background check including criminal, credit, driving and personal background history of the top candidates.

Employment offer: After a candidate is selected, we can provide assistance in the offer of employment, including the development and negotiation of the wage and benefit package.

Timeframe
The process typically takes ninety days to fill positions at this level. The application process is open for the first thirty days.

Weekly Reports
The progress of the selection process generates frequent inquiries from the mayor, council members and the public. We will email progress reports each week to keep interested parties informed.

FEES

The fees for services from MOULDER AND ASSOCIATES LLC is usually $15,000 plus advertising costs that generally do not exceed $1,500. In appreciation for previous business the fee is reduced 10%. The fee for this service is $13,500 plus the advertising expenses. We look forward to discussing our services and we are available to meet with you and the council to address any questions.

REFERENCES

Jeff Mark, Altoona
City Administrator

Jim Sanders, Johnston
City Administrator

Don Sandor, Pleasant Hill
City Administrator

Liz Hansen, Nevada
City Administrator

Robert Knabel, Newton
City Administrator

Who we Are

William H. Moulder: I have been in law enforcement forty-four years. The last eighteen years I served as Police Chief for Des Moines, Iowa. I retired in 2003. I have a Master's Degree in Public Administration and currently serve as chair of the Resolutions Committee for the International Association of Chiefs of Police (IACP). The Resolutions Committee guides the policy for IACP. I have been the Legislative Committee chair for the Iowa Police Executive Forum, a statewide organization of Chiefs of Police and I have served as the chair of the Polk County Chiefs and Sheriff's Association.

Following my retirement from Des Moines, I formed MOULDER AND ASSOCIATES LLC, an organization designed to provide a wide range of technical and administrative services for local government and law enforcement agencies.

Stephen Niebur: Chief Niebur has been in law enforcement forty-two years. He served as Police Chief in Osceola, Iowa, for sixteen years. He retired in 2004. He is a graduate of the Southern Police Institute Administrative Officers Course. Chief Niebur was one of four Police Chiefs selected to serve on the "DARE America" Curriculum Advisory Board and he was the North Central Regional Chair for the State Association of Chiefs of Police Division of IACP. He is past president of the Iowa Police Executive Forum and served as a committee member for the Iowa Law Enforcement Academy, Curriculum Committee.

Our experience in both large and small police agencies gives us a unique and broad management perspective.

Chief Niebur and I began our police careers as patrol partners in the Kansas City, Missouri, Police Department. We independently obtained positions of Chiefs of Police in Iowa.

Jack Lipovac HR-OneSource

Labor Relations and Human Resource Consultant
10 years with HR-OneSource
10 years with Jack A. Lipovac & Associates
15 years with Industries Council of Iowa

Adjunct Instructor - Employment Law
Iowa State University
Des Moines Area Community College

Human Resource Executive
Industries Council of Iowa
Iowa Association of School Boards

Rita Sportswear

Education

M.A.	Personnel & Labor Relations, University of Iowa
B.B.A.	Business Administration, University of Iowa

Professional Memberships

Society for Human Resource Management (SHRM)
Vice President of the Central Iowa Chapter of SHRM
Industrial Relations Research Association
Urbandale Chamber of Commerce, Small Business Committee Chair

Jack owns and operates HR-OneSource, a human resource-consulting firm that performs a wide range of services for both public and private employers in the areas of human resources and labor relations. The firm works with diverse employers, such as cities, counties, health care providers, school districts, manufacturing and service firms. Jack negotiates more than 25 union contracts each year in both the public and private sector. He represents employers at PERB/NLRB hearings and civil rights investigations, and develops personnel policies and job descriptions for a variety of private and public employers. Jack presents seminars and training sessions on human resources and labor relations topics. He assists employers in developing competitive wage systems by completing wage surveys and performing job evaluations. Jack performs job searches for executive and administrative level employees by recruiting, screening, and interviewing job applicants.

Please visit our website www.moulderandassociates.com for a listing of clients dating back to 2003 and for a description of the range of services offered.

Thank you for considering MOULDER AND ASSOCIATES LLC to participate in this important process.

William H. Moulder

Stephen L. Niebur