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HUMAN RESOURCES

MEMORANDUM

To: Greg Jenkins, Interim City Administrator
From: Stephanie Romagnoli, Human Resources Manager
Date: March 4, 2020
Re: City Administrator Search Process

Introduction:

The purpose of this memo is to share with City Council the recommendation for a firm to begin the search for a City Administrator.

Background:

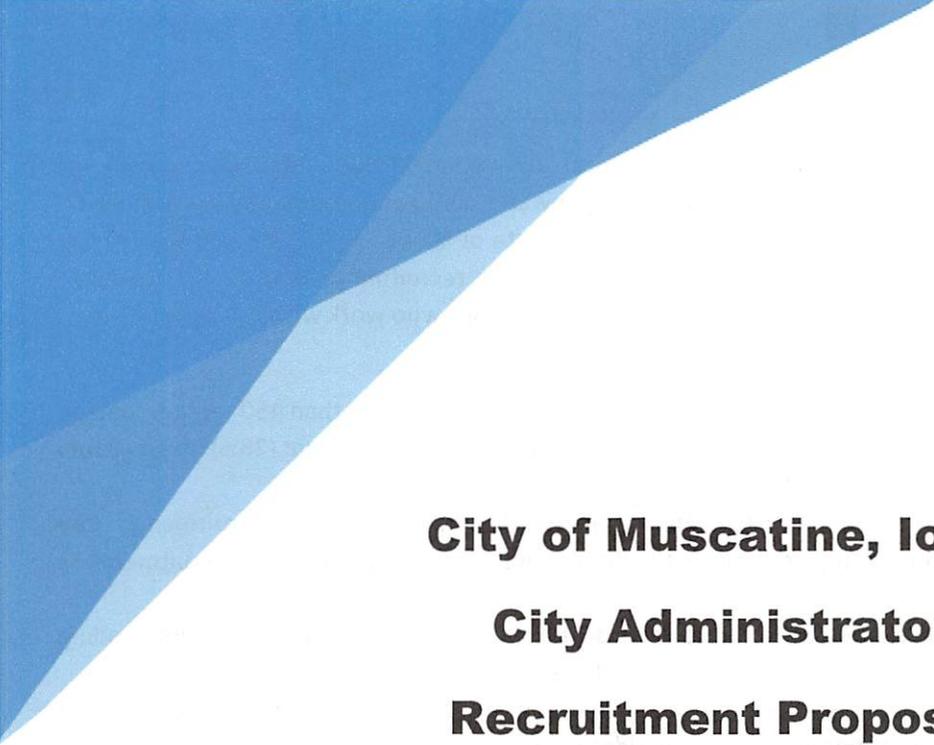
A committee was formed to accept and review request for qualifications (RFQ) from various search firms to conduct an executive search for the position of City Administrator. This committee consists of Mayor Broderson, Council members Brockert and Froelich, Department heads Rich Klimes and Jon Koch, and myself.

The RFQ was sent to approximately 15 firms, advertised on the City's website and with the Iowa Leagues of Cities. Ten responses were received and the committee reviewed the responses and narrowed them to four firms to interview. These interviews were conducted on March 3, 2020, and the committee reached consensus to recommend a firm to the City Council.

Recommendation/Rationale:

At this time, I am requesting the City Council approve entering into an agreement with GovHR to assist the City in the search.

If there are any questions, please feel free to contact me.



**City of Muscatine, Iowa
City Administrator
Recruitment Proposal
February 11, 2020**



**GovHR USA
GovTEMPS USA**

630 Dundee Road
Suite 130
Northbrook, IL 60062
847-380-3240
info@GovHRusa.com

About Us

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. We are a limited liability company and our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted more than 450 recruitments in 31 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- GovHR consultants have conducted more than 175 top Manager-level recruitments (City Manager, City Administrator, etc.) since the firm's inception. A list of these recruitments is included with this proposal.
- Surveys of our clients show that 94% rate their overall experience with our firm as Outstanding and indicate they plan to use our services or highly recommend us in the future.
- Our state-of-the-art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough recruitment brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- We are committed to providing you with a pool of candidates that reflects the diversity of your community. We support the following organizations with our time as well as provide financial resources: National Forum for Black Public Administrators, Local Government Hispanic Network, League of Women in Government and Engaging Local Government Leaders.

Our Consultants

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

About the Owners

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer.

Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government

ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services. She has worked in Massachusetts, North Carolina, and Illinois.

Our Team

Recruitment Consultant & Main Point of Contact:

Charlene Stevens

Senior Vice President

320-262-0303

CStevens@GovHRusa.com

Proposal Inquiries:

Laurie Pederson

Administrative Services Director

847-380-3198

LPederson@GovHRusa.com

Person Responsible for Submitting the Proposal

Judith Schmittgens

Corporate Secretary and Compliance Manager

630 Dundee Road, Suite 130

Northbrook, IL 60062

847-380-3185

Jschmittgens@GovHRusa.com

Scope of Services

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

One-on-one or group interviews will be conducted with stakeholders identified by the client to develop the Recruitment Brochure. We have a variety of other options for gathering input:

- Dedicated email and surveys to obtain feedback from stakeholder groups
- Public Forums conducted by our consultants

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position.

Development of a **Position Announcement** to be placed on websites and social media

Development of a thorough **Recruitment Brochure** for client review and approval

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 6,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates in person, via email, and also via telephone.
- Develop a database of potential candidates from across the country unique to the position and to the client, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.

Phase II Continued:

- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites
 - Social media
 - LinkedIn (over 15,000 connections)
 - Facebook
 - Twitter
 - Instagram
- GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References (at least 2 references per candidate will be contacted at this time)
 - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the client's process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide a binder which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- Client will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report/Presentation.

GovHR will spend approximately 2 hours with the client reviewing the recruitment report and providing additional information on the candidates.

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with interview books that include:
 - Candidates Credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening* will be conducted along with additional references contacted:



*Per state and federal regulations

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include five or six candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

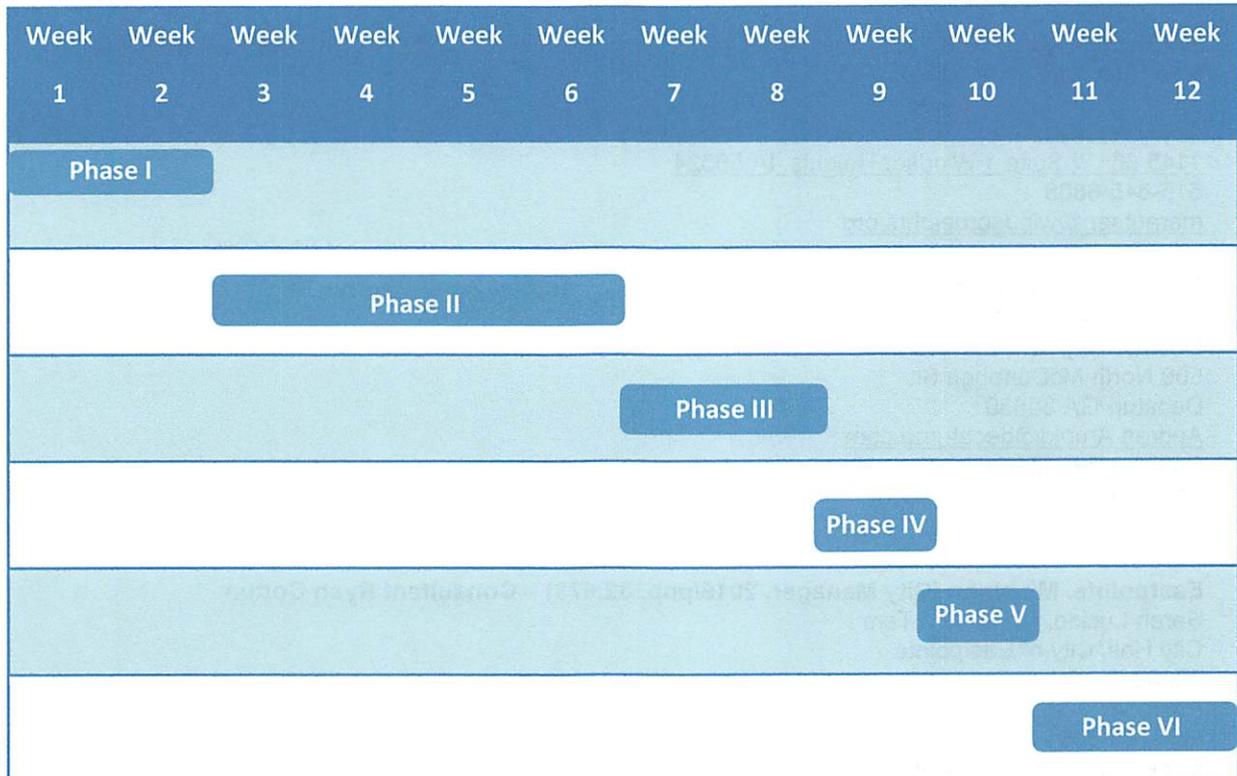
In addition to a structured interview, the schedule can incorporate:

- Tour of client facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline



Weeks 1 & 2

Phase 1: On Site Interviews & Brochure Development

Weeks 3 thru 6

Phase 2: Advertising, Candidate Recruitment & Outreach

Weeks 7 & 8

Phase 3: Candidate Evaluation & Background Screening

Week 9

Phase 4: Presentation of Recommended Candidates

Week 10

Phase 5: Interview Process & Additional Background Screening

Weeks 11 & 12

Phase 6: Appointment of Candidate

References

The following references can speak to the quality of service provided by GovHR.

Windsor Heights, Iowa (City Administrator, In Progress/pop. 5,000) – Consultant Charlene Stevens

Mark Arentsen
Interim City Administrator
City of Windsor Heights
1145 66th St Suite 1 Windsor Heights, IA 50324
515-645-6808
marentsen@windsorheights.org

Decatur, GA (City Manager, 2018/pop. 24,000) – Consultant Heidi Voorhees

Andrea Arnold, City Manager.
Decatur City Hall, 2nd Floor
509 North McDonough St.
Decatur, GA 30030
Andrea.Arnold@decaturga.com
Patti Garrett, Mayor
Patti.Garrett@decaturga.com
404-370-4102

Eastpointe, Michigan (City Manager, 2019/pop. 32,673) – Consultant Ryan Cotton

Sarah Lucido, Mayor Pro Tem
City Hall, City of Eastpointe
23200 Gratiot
Eastpointe, MI 48021
586-445-3661
slucido@eastpointecity.org

Cheshire, CT (Town Manager, 2017/pop. 29,261) – Consultant Heidi Voorhees

Rob Oris
Council President
203-641-7579
roborisforcouncil@gmail.com
Peter Talbot
Chair of Personnel Committee
203-439-7077
petert111@cox.net
84 S. Main Street
Cheshire, CT 06410

Blacksburg, VA (HR Director, 2019 pop. 44,500) - Joellen Cademartori and Charlene Stevens

Steven Ross
Deputy Town Manager
300 South Main Street
Blacksburg, VA 24060-9003
540-443-1005
ross@blacksburg.gov



Price Proposal

Summary of Costs	Price
Recruitment Fee:	\$15,000
Recruitment Expenses: (not to exceed) <ul style="list-style-type: none"> ➤ Expenses include consultant travel, meals, postage/shipping, telephone, support services, candidate due diligence efforts (approximately \$250 per candidate), technology fee (\$400), printing of recruitment reports (\$35 each), copying etc. 	5,000
Advertising: <p>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.</p>	2,500*
Total:	\$22,500**

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files.

The cost proposal is predicated on three consultant visits to the client.

1. Recruitment brochure interview process (up to two full days and one night)
2. Presentation of recommended candidates
3. Interview process

Any additional consultant visits requested by the Client will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Payment for Services:

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses will be itemized in detail. *Payment of invoices is due within thirty (30) days of receipt.*

Guarantee

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the recruitment process require consultant travel to the Client beyond the planned three visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the client or the employee's own determination, leave the employ of the client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.

Why Choose GovHR?

- We are a leader in the field of local government recruitment and selection with experience in more than 31 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of League of Women in Government, the Local Government Hispanic Network, National Forum for Black Public Administrators and Engaging Local Government Leaders.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interview them via video, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Client Name/Organization _____

Client Contact Name/Position _____

Signature _____

Date _____

Billing Contact _____

Billing Contact Email _____

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.

Citizen Involvement in the Recruitment Process

GovHR has entered into an exclusive strategic partnership with Polco. Polco provides the tools for municipalities to collect citizens' views. Community responses are validated using the local voter database to verify the responses. Civic engagement is enhanced by using websites, widgets, and apps to meet the citizens where they are. Citizens become more active and informed participants in the process by voicing their views to municipal leaders and other citizens. Polco makes voicing opinions accessible, easy and convenient. It is an excellent tool that can be used to solicit input during the recruitment process and can be used in the future for a wide variety of purposes related to civic engagement. This is an optional service. Pricing available upon request.

Consultant Biography

Charlene Stevens **Senior Vice President**

Charlene Stevens has over twenty years of experience in municipal management, most recently serving as Administrator for Cottage Grove, Minnesota, a suburb of St. Paul. Ms. Stevens also served as Assistant County Manager for Sedgwick County, Kansas and spent ten years in Pennsylvania serving as an Assistant Township Manager for two Philadelphia suburbs. In addition to serving in both city and county government, Charlene's career covers work in urban, suburban and rural communities.

Ms. Stevens had held many leadership positions in local government, serving as Regional Vice President for ICMA and serving on the League of Minnesota Cities' Board of Directors and the Coalition of Greater Minnesota Cities' Board of Directors as well.

Ms. Stevens has expertise in community and civic engagement, having started her career as a neighborhood assistant with the City of Wichita, Kansas. She has led two community wide visioning and strategic planning efforts for two different communities. Her strength is her ability to develop strong partnerships with multiple and diverse stakeholders. Through those partnerships, Charlene helps communities develop consensus and achievable plans.

Charlene's results-oriented management has included projects that have expanded parks and preserved greenspace in rapidly developing communities, developed a workforce training center for a large urban county and developed downtown development plans for two communities.

Ms. Stevens has developed women's professional mentoring programs in three different communities, as well as working to develop internal programs for staff development in each of the communities where she served as administrator.

Since joining GovHR USA, Ms. Stevens has focused on executive recruitment, class and compensation studies and organizational assessments.

Professional Training, Education and Instruction

Master of Public Administration, University of Kansas – Lawrence, Kansas
Bachelor of Arts, International Relations, Pomona College – Claremont, California
Leadership Wichita Graduate
Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program
Instructor, ICMA Mid-Career Institute

Memberships and Affiliations

International City and County Management Association (ICMA) – Current Member
ICMA Task Force on Welcoming New Members – Chair – 2009 - 2015
ICMA Task Force on Women in the Profession – 2012-2014, Member
ICMA Regional Vice President – ICMA Executive Board Member – 2003-2006
ICMA Committee of Professional Conduct – 2006 – Chair
ICMA Conference Host Committee -2002 – Co Chair
ICMA Conference Planning Committee – 2001 and 2002 - Member
ICMA Task Force on Small Communities – 1999-2001 – Member
League of Minnesota Cities (LMC) - Board Member – 2013-2015
Coalition of Greater Minnesota Cities (CGMC) - Board Member – 2011-2015
Minnesota City and County Management Association (MCMA) – Current Member

MCMA Task Force on Women in the Profession – Current Member
YMCA of Woodbury Community Board – Board Chair, 2019-2020
KUCIMAT President – University of Kansas – 2013 - 2014
Willmar Area Rotary, 2011 - 2015
Kansas Association of City and County Managers (KACM) – Member, 2006 – 2011
Association of Pennsylvania Municipal Managers (APMM) – Member, 1997-2006

Local Government Background

22 Years of Local Government Leadership and Management Experience

City Administrator, Cottage Grove, MN – 2015-2018
City Administrator, Willmar, MN – 2011 – 2015
Assistant County Manager, Sedgwick County, KS – 2006-2011
Assistant Township Manager, Lower Gwynedd, PA – 1999 – 2006
Assistant Township Manager, Buckingham, PA – 1997-1999
Neighborhood Assistant, City of Wichita, KS – 1995-1996