

Memorandum #08-23

TO: Mayor and City Commissioners

FROM: Al Viereck, Finance Officer

RE: City Manager Search

DATE: January 24, 2008

Pursuant to your direction, staff sent our request for proposals from the search firms the Commission had chosen. We received an e-mail from the PAR Group declining the offer to submit due to not accepting any new assignments at this time. Therefore, we have one proposal from Dr. Matthew Fairholm, which is attached.



FAIRHOLM LEADERSHIP CONSULTING

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January 23, 2008

City of Yankton
Human Resources Office
P.O. Box 176
Yankton, SD 57078

Dear Mayor and City Commission:

Attached is a proposal to help the City of Yankton hire a new City Manager. The goal is to create a process that will result in the best fit candidate accepting the position so that the City can achieve its many goals and continue to provide its consistently high levels of services to its citizens.

As with any hiring process, there is risk and anxiety. This proposal intends to minimize that risk and lessen the anxiety, bringing to the process the ideas and efforts of commissioners, citizens and city employees. It includes a different approach than traditional executive search firms.

Included in this proposal are the elements outlined in the January 15th letter requesting proposals. If there are any questions or clarifications needed, I look forward to future conversations.

Sincerely,

Matthew R. Fairholm

Matthew R. Fairholm, Ph.D.



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Proposal: City Manager Search, City of Yankton, SD

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Consultant Introduction and Experience

Advancing the cause of professional government management to better serve citizens efficiently, equitably, and wisely is a major goal of Fairholm Leadership Consulting (FLC). In pursuit of that goal, we focus on training and development of senior executives, middle managers, and line and staff employees. Integral to this is up-to-date best practice research necessary to know the ins and outs of good governance. FLC’s focus on city government and the training of its officers puts us in a position to be called upon to help in finding, evaluating, and training good local public managers.

Principle Point of Contact / Experience

The principle point of contact will be Dr. Matt Fairholm. Dr. Fairholm has been intimately involved in local governance issues since 1997. Before arriving in South Dakota, he served as the Director of Leadership Studies and Development for the Center for Excellence in Municipal Management in Washington, DC, where his local government experience helped improve service delivery in the District of Columbia and surrounding communities. He helped design and deliver the newly reinvigorated SD Municipal Clerk Training Program and he has been a frequent presenter at the International City/County Management Association meetings and written for its professional journal. City management associations in South Dakota, Nebraska, Kansas and Iowa has sought out his services and he has consulted and trained in cities as diverse as Denver, CO, Kalispell, MT, Alcester, SD, and Washington, DC. His recently relevant experience includes chairing the Vermillion, SD City Manager search committee, advising Sturgis, SD on their city manager search process, advising Canton, SD on their change of government process to include a city manager, and analyzing the performance evaluations of Vermillion’s City Manager.

To assist in this endeavor, FLC reserves the right to call upon other senior consultants. One such senior consultant with vast experience in South Dakota government, public personnel practices, and group facilitation is Dr. Michael Card. He has agreed to be a designated contact as this project progresses as need arises.

Sample of Previous FLC Clients

Federal Government	State and Local Government	Nonprofit / Quasi-governmental
Contemporary Executive Development Program, The George Washington University Equal Employment Opportunity Commission U.S. Defense Information Systems Agency U.S. Federal Aviation Administration U.S. Food and Drug Administration U.S. Food Safety Inspection Service U.S. Health and Human Services U.S. Internal Revenue Service, <ul style="list-style-type: none"> • Commissioner’s Complaint Processing and Analysis Group • Criminal Investigations – Refund Crimes Division • Leadership Development Program 	City and County of Denver, CO. City of Alcester, SD City of Kalispell, MT City of Sioux Falls, SD City of Vermillion, SD District of Columbia Government <ul style="list-style-type: none"> • Agencies: Corporation Counsel; Employment Services; Environmental Health Administration; Parks and Recreation; Public Libraries • Mngt Supervisory Service • Program for Excellence in Municipal Management South Dakota Division of Criminal Investigations South Dakota Human Services Center Virginia Department of Correctional Education	Center for Excellence in Public Leadership Fannie Mae Corporation Inter-American Development Bank International City/County Management Association Kansas City and County Management Association Leadership Vermillion Metropolitan Washington Council of Governments South Dakota City and County Management Association TASC, Inc. – Illinois USDA Graduate School

Professional Biography: Dr. Matt Fairholm

Matt Fairholm is an associate professor with a joint appointment in the Department of Political Science and the W. O. Farber Center for Civic Leadership at The University of South Dakota. He served as the Acting Director of the Center which provides educational enrichment activities, performs advising services to local, state, and national public entities, and researches current issues and trends through the Government Research Bureau. His academic and professional interests focus on public administration, leadership theory and practice, and organizational behavior. Prior to coming to USD, Dr. Fairholm was the Director of Leadership Studies and Development at the Center for Excellence in Municipal Management (currently the Center for Excellence in Public Leadership) and Instructor of Public Administration at The George Washington University, where he continues to serve as a Senior Fellow. He was responsible for the design, development, and delivery of extensive training programs for the District of Columbia government, including financial and logistical functions. Dr. Fairholm also oversaw the research efforts carried out by the Center, focusing on government transformation, leadership, and management theory and practice. While there he also designed programs for the Metropolitan Washington Council of Governments and various government agencies. Dr. Fairholm worked in the U.S. Department of Energy (DOE), entering the federal service as a Presidential Management Intern. After his appointment, he continued to work at DOE in the areas of congressional, intergovernmental, international and public affairs and also in the Department's science research and development division. Previous to DOE, he worked in a software development firm focusing on grassroots political activity. Dr. Fairholm's teaching and training experience spans the public, private, non-profit, and university settings. He has trained and consulted in a number of organizations (e.g., the Fannie Mae Corporation, the USDA Graduate School, the Virginia's Department of Correctional Education, the Inter-American Development Bank, the U.S. Department of Health and Human Services, The Defense Information Systems Agency, the Internal Revenue Service, the City and County of Denver, TASC, Inc in Chicago, and more) and is a faculty presenter for the GWU Contemporary Executive Development program which focuses on training mid-level and senior executives from diverse agencies in the federal government. Currently, he is very involved in community and leadership capacity building in small to large municipalities in the Midwest.

Professional Biography: Dr. Michael Card

Michael Card came to USD from Miami University (Ohio) in 1991, where he was an assistant professor of public administration. He worked for the Government Research Bureau, assisting communities and government agencies by applying social science research techniques to resolve real world problems that governments face. In the spring of 1992, Mike joined the Business School teaching strategy and policy, and was active in research in what it took to "get things done" in organizations. In 2002 he joined the faculty of the Department of Political Science to focus on the nature and practice of leadership in the public sector – in terms of getting things done and "getting people done through work." He was invited to be the founding faculty of the W. O. Farber Center for Civic Leadership, a Center of Excellence at USD. He has taught courses in leadership theory, management, and has guided learners in exploring their own strengths and exploiting their strengths to get things done in purposeful organizations. Prior to his work in the academic world, Mike was the Assistant Secretary of Education and Cultural Affairs for business affairs and Assistant Secretary of the Department of Labor from 1983-1986. He achieved cost savings from combining functions, automating tasks, and analyzing whether tasks needed to be performed to meet statutory mandates. Mike was hired to be the occupational information coordinator for the National Center for Research in

Vocational Education in Columbus, Ohio. He left that position to take a position with Organizational Resources Group in Worthington, Ohio to help municipal and nonprofit corporations and labor unions in CEO-board relationships. His goal was to get the board to act like a board – to be accountable for the results of the organization – what it was in “business” to do, and to delegate the tasks to the CEO to accomplish those tasks, and to hold the CEO accountable for those results.

Recruitment Process and Services Provided

This proposal is quite different from what might be received by a traditional executive search firm. As a citizen of South Dakota and a professor of public administration, I find it an honor to help the state and localities improve and enhance governance. But as such, I am also constrained somewhat by multiple opportunities and responsibilities to serve. The scope and capabilities of a search firm differ from what I will call “Search Committee Facilitation” that I offer in this proposal. Basically, much of the responsibility and flexibility is reserved to the City, while I will consult on the basic processes and procedures that lead to good decisions amongst potential candidates. I say this only to be clear as to what this proposal contains that may be quite different from more typical search firm services.

To be even clearer, search firms often take upon themselves the administrative details of the search process, such as securing and placing job announcements in multiple outlets, scheduling travel and accommodation arrangements for prospective candidates, handling the details of background and reference checks, “hustling for more candidates if the pool of applicants is deemed to be limited, scheduling committee meetings, mailings and email follow-ups, etc. These kinds of details are not a part of this proposal.

What I do offer is experienced facilitation in group processes to reach optimum decisions, such as whom amongst the candidates would be the best fit as City Manager of Yankton. Knowing public personnel procedures, nominal group technique, and local governance best practices, I propose to facilitate the following process:

Phase 1: Job Analysis, Announcement, and Advertising

In this initial phase, I will survey the city commission and city staff to determine unique qualities and skills required (or desired) by city officials. With appropriate best practices in mind, I would help city leaders craft a job announcement consistent with survey findings and with the unique characteristics of Yankton. For example, one unique characteristics of Yankton is the municipal airport operations. Many city managers would be unfamiliar with such activities. With the job announcement crafted, I would help identify what publication venues would offer the largest pools of applicants. The details of actually posting announcements in these venues (and the costs associated) would be the responsibility of the City.

Phase 2: Review of Applicants' Materials

While the announcement is published, I would help the City create a Search Committee comprised of 3-4 Commissioners and 4-6 citizens whose charter it would be to recommend to the City Commission the top two or three candidates. This committee would meet to review the applications and narrow the search to the more qualified candidates. I would create an application scoring sheet to facilitate this process in keeping with public personnel practices. At

the end of this process the Search Committee will determine the 8-10 candidates that would begin the interview phase. The day-to-day management of the Search Committee (e-mail reminders, copying of materials, scheduling meetings, etc.) would be the responsibility of the City.

Phase 3: Interview Phase

The Search Committee will be involved in a two-step interview process. The first interviews will be conducted via email. Each of the candidates will be given 4-5 days to write a response to a series of written questions. The Committee will then review and score the answers according to a scoring rubric I will create. The emailing and notification of candidates (both those who made the cut and those who did not) will be the responsibility of the City. I will facilitate the narrowing of candidates to 4-6 with whom the Committee will then schedule individual phone interviews. The details of scheduling the phone interviews will be the responsibility of the City. The email and phone interview questions will be agreed upon by the Committee and I will facilitate that process. From the phone interviews the Committee will then narrow the candidate pool to 2-3 applicants which they will forward to the City Commission for final approval.

Phase 4: Final Selection Phase

The final selection process rests with the City Commission as it should. I will help only as requested by the Commission. However, I will facilitate the process by which the Commission can come to a final choice and job offer. This process will include such things as bringing the finalists to Yankton for face-to-face interviews. These interviews may include such things as citizen open houses or citizen forums wherein candidates are introduced to the citizens and citizens have a chance to ask questions of the candidates; departmental tours; city tours; and ultimately a formal interview with the City Commission. I will help the Commission determine the questions asked during the interviews. During this time, the Commission should instruct the Chief of Police to conduct background and reference checks as deemed necessary. The scheduling details, mailings, and costs of the face-to-face process, etc. will be the responsibility of the City.

Ultimately, the Commission will offer the job to one of the finalists. After accepting, the candidate will undoubtedly enter into contract negotiations. Such negotiations or assistance therewith are not a part of this proposal.

Fees for Services

The fees for this Search Committee Facilitation will be \$250 per hour for either Dr. Fairholm or his designate for a total of between 20 to 30 hours for the entire search process. These fees are for facilitation and group decision-making processes consistent with best practices and good governance. Administrative details, costs, and scheduling will be the responsibility of the City and are not services delivered by FLC. Some cities have designated a staff point of contact or hired a part-time employee/intern to handle the administrative requirements of the search process.

Proposed Timeline

The search process usually takes about 3-4 months from initial drafts of job announcement to final decision and offer negotiations.

Phase 1: Job Analysis, Announcement, and Advertising	3 - 6 weeks
Phase 2: Review of Applicants' Materials	2 - 3 weeks
Phase 3: Interview Phase	3 - 4 weeks
Phase 4: Final Selection Phase	2 - 3 weeks
Total Time	10-16 weeks

The start date for this search is up to the City Commission. However, starting the initial commission and staff surveying and drafting an appropriate job announcement could begin as early as mid-February of this year.

References

Dan Christopherson, Mayor of Vermillion
(605) 624-9333

Michael Carlson, Chief Finance Office, Vermillion, SD
(605) 677-7050

John Prescott, City Manager, Vermillion, SD
(605) 677-7050

James Patrick, City Manager, Kalispell, MT
(406) 758-7703

Information about Fairholm Leadership Consulting

Fairholm Leadership Consulting believes in learning, teaching, and training lessons in leadership. That is our purpose and mission. We are leadership consultants and management training designers with expertise in designing, developing, and delivering

leadership development training and management improvement seminars. We believe leadership is relational and management is positional and that both organizational technologies have a role to play in success. Leadership is a values-based, transforming activity in which people, independent of any position, can engage. Management is a skill set that allows for control and predictability in collective activity. Through service, a sense of stewardship and values-based relationships people can impact both individual development and organizational improvement. A major goal of FLC is to advance the cause of professional government management to better serve citizens efficiently, equitably, and wisely