

**REQUEST FOR PROPOSALS FOR  
EXECUTIVE SEARCH CONSULTING SERVICES  
TO RECRUIT AND SELECT A POLICE CHIEF  
FOR THE  
CITY OF INVER GROVE HEIGHTS, MINNESOTA**

**Proposals due by 4:30pm on May 26, 2017**

## **SECTION I                    GENERAL INFORMATION**

The City of Inver Grove Heights seeks a search firm to manage the full recruitment process necessary to hire a well respected, experienced and knowledgeable leader to be the next Police Chief. The City would like to ensure a transparent recruitment and selection process that ultimately garners a person of high integrity. Given the current climate and challenges faced by law enforcement in the U.S., the City seeks a highly qualified candidate who has the vision necessary to plan for and address these issues. They seek a capable communicator who has the ability to build relationships with the community and others, and who will be a leader and champion of race and equity. The ultimate goal is to hire a Police Chief who will maintain a safe and secure city for all of its residents and visitors.

**The City:** Inver Grove Heights is located in the southeast corner of the Twin Cities metropolitan area of Minnesota. The city covers an area of 30 square miles and has an estimated population of approximately 35,000.

The City uses a City Administrator form of government. Reporting to the City Administrator are the Department Directors including the Police Chief. The Council delegates operational authority to the City Administrator who, in turn, delegates specific functional authority and budgetary responsibility to his/her Department Heads. All hiring decisions must go before the City Council for approval. The City has seven departments including Administration, Community Development, Fire, Finance, Parks and Recreation, Police, and Public Works. In total, the City employs approximately 150 regular and 450 seasonal/temporary staff.

**Police Department:** The Police Chief is the top position in the Police Department. As the Director and Department Head, the Police Chief oversees all operations and personnel in the department.

The Police Department has an annual budget of over 7 million. There are 39 sworn officers, and 7 additional civilian personnel who perform administrative and other support functions. Sworn officer positions include a Chief, 2 Lieutenants, 6 Sergeants, 5 Investigators, 24 Patrol, and one School Resource Officer. The Chief and Lieutenants are the only administrative/command level employees that have the authority to hire, fire, conduct internal affairs investigations, and impose discipline. The Lieutenants report directly to the Police Chief and the department staff are divided into two divisions that are overseen by the Lieutenants. One Lieutenant oversees the Investigators and Support Staff and the other oversees the Uniformed Officers.

The Inver Grove Heights Police Department uses a Community Oriented Policing philosophy that relies on the trust and partnership of the community in keeping the city a safe place to live, work and visit. The department handles tens of thousands of requests for service each year and in 2016, responded to 25,583 calls for service.

In addition to responding to crime and calls for service, the Police Department concentrates their efforts on prevention and resolving quality of life issues that affect well being (e.g. via Community Oriented Policing). The Police Department utilizes a number of operational strategies to deliver police services based on the nature of the incident or problem. More information can be found on the city's website [www.invergroveheights.org](http://www.invergroveheights.org).

The Police Chief must be a leader and partner in the work on race and equity at the city, in the community, and with other agencies. The Police Chief will need to be a champion and mentor in this area, working with staff and reviewing and developing programs, policies and procedures that further these efforts.

The Police Department's Mission Statement is: We the members of the Inver Grove Heights Police Department, pledge ourselves to improve the quality of life through a partnership with the citizens of our community. We are committed to the protection of the constitutional rights for all individuals and maintaining public order with an emphasis on respect, dignity, and integrity. We are dedicated to providing prompt and courteous service to our entire community, while creating an atmosphere of safe and secure neighborhoods.

#### **CONSULTING SERVICES OVERVIEW:**

The City seeks a Consultant to manage the full recruitment process for its Police Chief position, including development of a recruitment plan, interview process, and timeline.

The Consultant must have experience conducting a full recruitment process for a Police Chief or Public Safety Director in Minnesota within the past 5 years.

The Consultant will need to show a demonstrated understanding of Affirmative Action, Equal Opportunity, and MN Veteran's Preference laws. The Consultant will need to work with City Human Resources staff to ensure a recruitment process that is compliant with laws and City Policies. Demonstrated experience working with City Government and knowledge of Open Meeting and MN Data Practices Laws is preferred.

The Consultant will develop a suggested recruitment process based on their prior experience and what they have found to be successful. Once selected, the Consultant will review existing documents and feedback compiled by staff, and meet with City Council to present their proposed process, and to discuss and further define a process to meet the City's needs.

The suggested process should be transparent to the public, and elicit candidates that meet the job qualifications and the desired characteristics communicated by Council, staff, and residents.

The Consultant will develop and/or utilize a Position Profile that highlights the City and Police Department, details the required position qualifications and characteristics, and outlines the steps of the recruitment process.

The Consultant will suggest and manage advertising of the position, including postings via media, and websites recommended by the City. The City will pay for the cost of advertising, which may be estimated by the Consultant, but should be excluded from the total cost of their proposal.

The Consultant will develop AA/EEO compliant applicant/candidate screening methods and rating tools based on job qualifications and relevant characteristics. The Consultant will handle the rating and screening of applicants, communications with applicants, interviews, and other evaluative processes (e.g. supplemental questions, psychological evaluation and back-grounding).

The Consultant will need to be physically on-site to conduct meetings and coordinate the actual interview processes, etc. It is expected that the interview processes will include the participation of City Council, Department Heads, Administration, and staff such as Police and Fire Department personnel. At least one of the public meetings should include a method for public input and/or citizen participation.

The initial selection should net 5 to 10 candidates for the first round. In consultation with Council and staff, the Consultant will determine the number of and methods used for subsequent rounds (e.g. public presentations, group interview panels, etc.). It is estimated that there will be at least one or two interim rounds before the final round.

The final round should include at least 2 finalists.

The Consultant will make a recommendation for hire to the City Administrator and City Council, and the City Council will make the final decision for hire.

The end result should be a final Police Chief candidate that is selected and fully vetted/back-grounded by September 1<sup>st</sup>.

The Human Resources Manager and City Administrator will be the point persons for questions and to assist with project management. The City's Attorney may assist with questions about the process, procedures, and relevant laws.

**The deadline for proposals is 4:30pm on May 26, 2017.**

## **SECTION II CITY/CONSULTANT RESPONSIBILITIES**

### Advertising

The Consultant will arrange for advertisements in a wide variety of publications and online tools. This will include, but not be limited to, public safety professional associations (e.g. MN POST Board and International Association of Chiefs of Police), ICMA, League of MN Cities and other postings, at the regional or national level as determined by Council. The Consultant should coordinate with City staff to ensure the City's website includes information on how to apply (e.g. via the Consultant). When determining where and how to post and advertise, the Consultant should employ recruitment methods that remove barriers for diverse candidates and Veteran's.

### Accepting Applications

The Consultant will accept and acknowledge applications. At each stage, and upon completion of the search, the Consultant will notify applicants who were eliminated from further consideration of their status. It will be important for the Consultant to work with the City's Human Resources Manager to ensure that pertinent laws (e.g. Veteran's Preference, AA/EEO) and City Policies are adhered to.

The Consultant will abide by all MN Government Data Practices Act requirements when responding to any inquiries from any source. The Consultant will respond to media inquiries about the progress of the search, after discussing with the City Administrator.

### Data

City staff will cooperate with the selected Consultant in providing requested information and scheduling meetings.

### Project Oversight

The Human Resources Manager will provide project oversight and be the primary point of contact for the Consultant.

## **SECTION III PERFORMANCE SPECIFICATIONS**

1. Determine qualifications and prepare job description: Evaluate the city's unique needs based on organizational structure, delivery of services, demographics, strategic goals, etc., to determine appropriate areas of expertise required by candidates, to develop (or revise) a position profile for Police Chief.
  - The job description for the position of Police Chief should also be reviewed and updated as needed. The Human Resources Manager will assist the Consultant and the document should be used as the starting point for this task. The City Administrator should approve any proposed job description changes.
2. Develop Recruitment Plan: In addition to the qualifications for the position, the Consultant should review input from the City Council, City Administrator, Human Resources Manager and others regarding what they are seeking in a candidate and who they want involved in the selection process, and how. The Consultant should

prepare a **proposed recruitment plan** to accomplish this that lays out a **timeline with benchmark steps** (e.g. interviews with staff and constituency groups, public meetings, etc.). It is expected that the proposed process will include involvement from City Department Heads, the City Administrator, Council, constituency groups, residents, and other city staff such as Police and Fire Department personnel. It is very important that the selection process be open to input from staff and residents that represent the demographic make-up of our city, such as the 15% minority population. To this end, the Consultant will need to conduct research and gather data to determine the best methods to solicit input from the representative groups, and subsequently conduct outreach for participation. They should also review and take into consideration the information gathered by the Human Resources Manager from Council and residents when determining the proposed recruitment plan.

3. Prepare the written position profile\* for use in the applicant recruitment and screening process: The position profile should be approved by the City Administrator and Human Resources Manager and should include:
  - Information about the position, the city, department, other staff and governing board;
  - Information about the requirements of the position, including the areas of expertise and the competencies developed in Step #1 above;
  - Major steps in the recruitment process and an associated timeline for completing each step;
  - Highlights of some of the position's benefits and a general statement about the salary for the position.

\*A draft position profile had been prepared by staff for use as a starting point; however, the major steps should reflect the Consultant's proposed recruitment plan as indicated in item #3. City staff can edit this draft position profile with input from the Consultant, or the Consultant may produce their own. If all or a portion of the City's position profile is used, it is expected that the Consultant will give credit where credit is due for the work product previously completed by City staff.

4. Recruit and recommend a diverse list of candidates who are highly qualified professionals with leadership and vision for the department and community. We expect that there will be both internal and external candidates interested in filling the Police Chief position. The Consultant should ensure that the process is compliant with the City's Affirmative Action/EEO and other policies, and is free from artificial barriers which would prohibit or dissuade any interested candidates from applying.
5. Narrow the candidate pool down to a group of (5 to 10) qualified candidates and work with the City Administrator to develop the list of candidates for first round interviews:
  - Explain to the City Administrator the criteria used by the Consultant for including each candidate. This includes providing a list of the names of all candidates who applied for the position and the reasoning behind the

selection of the top candidates versus those who were not chosen to proceed in the process.

- Provide advice and assistance to the City Administrator and Human Resources Manager with further narrowing the candidate pool down to those who will be interviewed.
  - Handle the interview process. Contact candidates, make arrangements, secure panel members, provide interview questions and prepare for the interviews (including a brief primer on legal issues associated with interviewing), and
  - Arrange for a method by which feedback can be received by others (as determined) on each candidate.
6. After the first round is completed, coordinate additional interviews, presentations, and/or meet and greet rounds as determined by the process that has been agreed on by Council. Move through these next phases of the plan, narrowing the field to the top candidates. As a result of the work in these interim rounds, work with City Administrator to determine the designation of finalists. From these processes, the field should be narrowed to 2 Finalists.
7. Check references and perform a detailed background check on the finalist candidates. Additionally, coordinate with the Human Resources Manager to ensure all City required back-grounding is accomplished.
- Explain the psychological assessment and help each finalist schedule his/her appointment.
  - This step includes criminal history, credit history, at least five references from employers, board or council members, colleagues and subordinates. Also includes verification of education, work history and other information deemed necessary.
  - Coordinate to ensure the City's pre-employment screening processes are or will be completed prior to hire (e.g. physical and drug screen).
8. We expect to maintain a timeline that allows this process to move ahead in a timely manner. A successful outcome would be to have the new Police Chief selected and fully vetted/back-grounded by September 1, 2017. The search firm may also be asked to assist with some aspects of the job offer.
- The Consultant will attend Council or Department meetings as needed to answer questions about the process steps being presented at that time.
  - The Consultant will proceed with the project with expeditious timing of the entire process. This item must be addressed in the proposal.

## SECTION IV INSTRUCTIONS ON SUBMITTING PROPOSALS

Proposals must be submitted by 4:30 pm on May 26, 2017 to:

Janet Shefchik, Human Resources Manager  
City of Inver Grove Heights  
8150 Barbara Avenue  
Inver Grove Heights, MN 55076  
[jshefchik@invergroveheights.org](mailto:jshefchik@invergroveheights.org) (651) 450.2512  
Electronic proposals are acceptable.

The proposal shall include the following information:

- A statement of your understanding of the work, description of the approach, explanation of the procedures to be used and timetable to be followed.
- Qualifications of the proposed personnel to supervise and perform the work. This should include biographies, including experience of the individuals who will be assigned to the process and relevant experience of each in working with municipalities.
- A listing of cities that your firm has provided consulting services to in the past three years. Include the contact person, email and telephone numbers.
- Listing of public safety position recruitments that have been successfully completed within the past 5 years, how many of those were completed within the State of Minnesota, and the contact person and email for each.
- Consultant should also bring expertise in their recommendation for a successful process.
- The not-to-exceed fee for performing the work, including out-of-pocket expenses. Include an expense breakdown showing the hours to be worked by category of personnel, hourly billing rate, estimated out-of-pocket expenses and total cost.
- Include the fee payment schedule. Indicate the fee payment schedule (e.g., 50% at selection; 50% at completion of project or other).

## SECTION V SELECTION PROCEDURE

The proposals will be evaluated upon the following factors; other factors may also be used:

- Relevant experience of the firm.
- Reputation and quality of work based on references or other information.
- Qualifications of personnel to be assigned.
- Ability to propose a clear plan that will meet the needs and expectations of the City.
- Ability to communicate the work plans in an organized, clear and convincing manner.
- Agreement to meet or exceed the performance specifications.
- Commitment to complete the process in a timely manner.
- Estimated cost of the process.

The City staff may follow up to gather additional data. The City Administrator may conduct interviews with some or all of the firms that submit proposals.

**The city reserves the right to reject any or all proposals.**