

Executive Recruitment for

MOLINE, ILLINOIS

GovHR USA is pleased to announce the recruitment and selection process for a City Administrator for the City of Moline, Illinois. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by February 27, 2017 with resume, cover letter and contact information for five work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Moline is an Equal Opportunity Employer.

Lee Szymborski, Sr. Vice President

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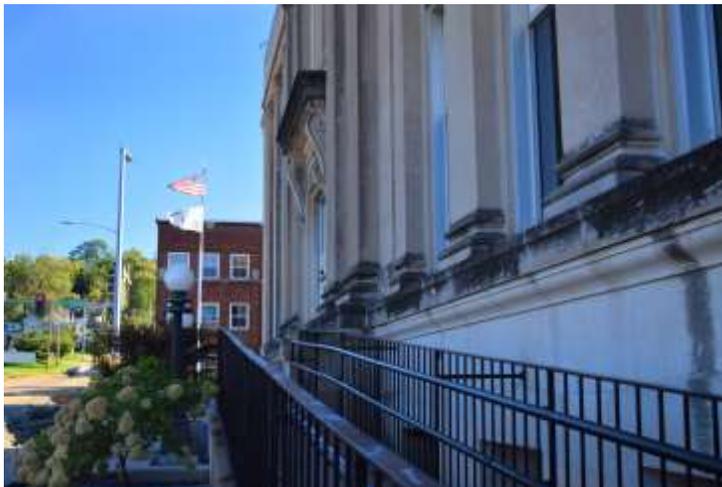
CITY ADMINISTRATOR



ANNOUNCEMENT AND PROFESSIONAL SUMMARY

City Administrator, Moline, IL (pop. 43,483). Historic community with a vibrant downtown, Moline is situated between the banks of the Mississippi and Rock Rivers. One of the Quad Cities in western Illinois and bordering Iowa, Moline is in a metropolitan area of more than 380,000 people, and is located 165 miles west of Chicago.

Incorporated in 1872, the City has a rich history. Today, Moline's revitalized central city is a lively residential, retail, office – (John) Deere & Co. is a significant presence – and civic center area, featuring numerous restaurant and entertainment destinations that draw from the Quad Cities region. Additional economic growth over the next several years is anticipated as construction of a new I-74 bridge begins in 2017.



The City is seeking a forward-looking, creative and collaborative professional with strong communication and management skills. A record of visibility in the community, and proven financial/analytical skills is required. Organizational development, human resources and collective bargaining experience is preferred. A background in economic development is a plus. Comfort working in an environment of dynamic intergovernmental relations is essential.

Moline is a full-service City including Police, Fire/EMS, Public Works, Planning and Development, Parks and Recreation, Library and administrative support services. The City has 371 full-time and 30 part-time employees, four unions, a combined \$149 million budget and is rated AA3 by Moody's. Since the mid-1970's, Moline has functioned under a Mayor-Council-City Administrator form of government; the City's eight Aldermen provide policy direction and view the City Administrator's position as central to managing the City's day-to-day operations, with broad authority given to the position.

Candidates must have a minimum of a bachelor's degree; 7 – 10 years of increasingly responsible municipal executive-level experience preferred. Assistant administrator experience in a larger community, or related municipal management or leadership experience, will also be considered. Enthusiasm for a fast-paced, demanding and rewarding environment is essential. A Master's degree in public administration, business administration or other advanced executive level training such as ICMA Credentialed Manager is desired.

Candidates must possess proven managerial, interpersonal and leadership skills to lead a complex organization in a regionally-connected community. Residency is required within a reasonable time after appointment. Starting salary range: \$150,000 – \$165,000 +/- DOQ. Excellent benefit package.

COMMUNITY HISTORY AND BACKGROUND

The City of Moline (moh-LEEN) is located in the heart of the Midwest within 300 miles of six major metropolitan areas, nestled between the banks of the Mississippi River and Rock River. Moline is the ninth most populated city in Illinois outside of the Chicago Metropolitan Area.

One of the Quad Cities (actually five!), along with the cities of East Moline and Rock Island in Illinois, and Davenport and Bettendorf in

Iowa, together they make up a metropolitan area with more than 380,000 people. Incorporated in 1872, Moline's founding fathers were primarily industrialists from New England whose endeavors attracted many Swedish, Belgian, and German immigrants to the area. Moline continued to see population increases well after World War II with additional waves of immigrants from France, Eastern Europe, and Mexico.

The diverse heritage still found within Moline offers a broad range of cultural experiences within the community. As Moline continues to grow, there is a high level of collaboration among local businesses and local agencies to continue to bring planned development and businesses to Moline.

In the last half of the 19th century, Moline's main downtown commercial business district was located near factories that lined the Mississippi, in the area between the railroad tracks and the river. It had developed primarily along 3rd Avenue between 15th Street and 18th Street with brick Italianate two and three-story commercial buildings, taverns, theaters, and hotels lining the avenue. However, the railroad tracks that carried 75 trains per day by 1895 separated most residents from that commercial district.

By the turn of the 20th century, many businesses began relocating south of the tracks. At first they lined up along 15th Street, which carried the trolley line extending up the hill to the rapidly growing residential districts. Then, during the 1910s, several large commercial buildings were built along 5th Avenue, establishing that street as the primary axis of a new downtown. In the process, dozens of stately

homes that graced those avenues were replaced by commercial buildings.

About two thirds of the buildings that contribute to the historic character of the district were built between 1900 and 1930. By the 1920s, the area clearly had been established as a quintessential American central business district, with the main axis along 5th avenue and a secondary axis along 6th Avenue. It included office and bank buildings, whose upper floors housed offices for a great variety of professional services. It also had department stores, scores of first-floor specialty shops, theaters, hotels, bars, and restaurants. Several institutional structures joined the mix, including the 1904 Carnegie Library, the 1914 City Hall, the 1924 Elks Club, and the 1928 Unitarian Church.

By the 1940s, auto dealerships had appeared on the periphery of downtown as did several gas stations. Storefronts were modified during the 50's and 60's as attempts to modernize took hold. It was not until the late 1970's and 1980's that the major department stores made their move away from the downtown out to South Park Mall, changing the usage of many of the buildings.



Today, Moline's Downtown Commercial Historic District retains a feeling of a historic downtown. The overall condition of the district's commercial buildings is good, with many continuing to display a high level of architectural integrity. One of the stimulators for the renaissance of the downtown came in the late 1980s. A group of dedicated business and civic leaders formed a coalition to "renew" Moline.

The task of this public/private partnership was to create jobs, expand Moline's tax base, and return the vibrancy to Moline's downtown. The outcome of this effort was the creation of Renew Moline, Inc. This group of dedicated businesses and individuals is committed to working in partnership with the City of Moline to implement the "Moline Centre Plan." Since 1989, this partnership has facilitated over \$400 million of public and private investments that significantly eliminated blight and substantially revitalized Moline Centre, fast becoming a national model as a place to live, work, and play.

The corporate headquarters of Deere & Company, the operational headquarters of KONE in the United States, the Quad Cities International Airport, the iWireless Center, Black Hawk College, Western Illinois University-Quad Cities, and SouthPark Mall are all currently located in Moline.

Moline's next big development - The Q - is a multi-modal station which will bring Amtrak service to Moline. The service will connect Moline to Chicago with various stops along the way. Passenger rail service has not been available in the area since 1979. Construction is currently underway and scheduled to be completed spring 2017.

Moline is also working together with Bettendorf, Iowa, to complete the preliminary phases for the construction of a new I-74 bridge with four lanes in each direction. The new I-74 bridge will also bear an observation deck overlooking the Mississippi River that will allow for pedestrian travel across the bridge, an addition not currently available on the existing bridge. Commencement of construction of the new bridge is expected soon.



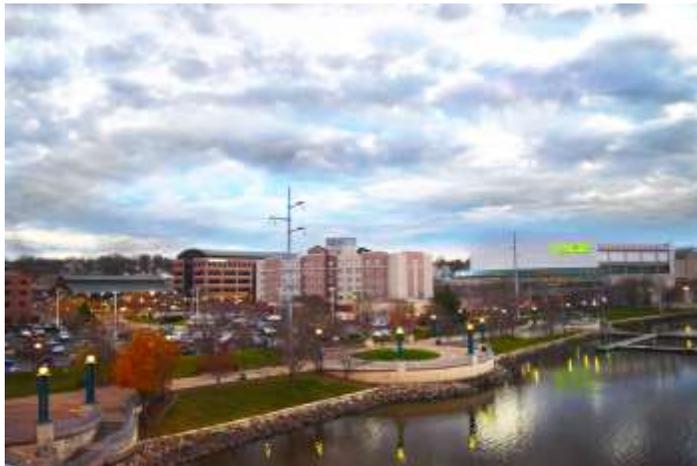
There are 18,573 households in Moline. A wide variety of housing sizes, styles and price ranges are available throughout the community from older structures to new construction home sites, especially as the City looks to encourage residential building on the south end of the community. The median household income is \$51,629 with a median home value of \$112,900 based on 2015 U.S. Census data. Moline is in a metropolitan area of more than 380,000 people.

The City encompasses more than 16 square miles, of which there are more than two dozen parks and preserves. Specifically, the Moline Parks and Recreation Department operates 28 parks comprised of more than 700 acres. This includes the Riverside Aquatics Center, the regionally renowned Green Valley Sports Complex, Ben Butterworth Memorial Parkway, Sylvan Island Nature Area, two municipal cemeteries, over 17 miles of trails, and neighborhood parks offering active and passive-use facilities, including activity fields, ball diamonds, pavilions, and many other recreational venues.

Community residents have a choice of both public and private elementary and high schools. Moline School District #40 serves the communities of Moline and Coal Valley with 10 elementary schools, two middle schools, and two high schools. There are also three private elementary/secondary schools in Moline.

Black Hawk College is located in Moline and offers more than 140 career, certificate, and transfer programs. It serves 12,500 full time students and also offers a wide range of special purpose and community service (outreach) programs. Western Illinois University-Quad Cities recently completed Phase II of its new riverfront campus located in Moline. The campus currently serves 1,500 students and is expected to serve an estimated 3,000-5,000 upon completion of Phase III which will include an 85,000 sq. ft. academic building.

Augustana College is a private liberal arts college located in neighboring Rock Island. It offers many benefits to the community within its 115-acre campus. Augustana, with a student population of more than 2,500 students, offers 90 majors and areas of study.



Award-winning healthcare is easily found throughout the greater Quad Cities area. Residents have access to major medical systems including the Trinity Regional Health System and Genesis Medical Center. Trinity, which operates four full-service hospitals in the area has a total of 584 licensed inpatient beds. Genesis Medical Center, located in Davenport and other locations throughout the metropolitan area, also provides comprehensive medical services.

Moline, and the greater Quad Cities area, provides many opportunities to enjoy world-class art, culture and sporting events. As promoted by the Quad Cities Visitors and Convention Center, visitor and residents alike enjoy a variety of activities featuring the Mississippi River, riverboat cruises, live music, festivals, historic sites, casinos, outdoor recreation, biking trails, arts, culture, golf, wineries, microbreweries, and shopping.

A sampling of events and venues include river cruises aboard the Celebration Belle, an 800-passenger luxury riverboat. There are three casinos located in neighboring Quad Cities municipalities.

Deere & Company offers a variety of tours and attractions including activities at its historic sites, the John Deere Pavilion, factory tours, the John Deere World Headquarters and the John Deere Tractor & Engine Museum. The Center for Belgian Culture of Western

Illinois offers a collection of documents and archival material for genealogical/historical research.

The Rock Island Arsenal, 946 acres located on Arsenal Island in the Mississippi River between Davenport and Rock Island, is the home of First Army headquarters. The Arsenal has manufactured military equipment since the 1880s. The island was originally established as a government site in 1816, and is a designated national historic site with a museum.

History of the area from mid-1800s to early 1900s can be found at the Rock Island Historical Society House-Museum Complex – the Atkinson-Peek house, Carriage House, and Clothes Loft museums. The i Wireless Center, located in downtown Moline, offers premier concerts, sporting events, family shows, and conference facilities. (Sources: City of Moline demographic profile and City website; Renew Moline; Visit Quad Cities.)

CITY GOVERNMENT IN MOLINE

The City Council is Moline's legislative body and is comprised of the Mayor, one member from each of the City's seven wards, and one that represents the City on an at-large basis. The Mayor is elected separately for a four-year term, which will expire in April 2017. The policies of the City are set by the City Council and the Mayor. The Mayor only votes in the case of a tie or when he wishes to exercise his veto power.

The City Administrator is the chief administrative officer and has the responsibility of administering the day-to-day operations of the City and executing the policy decisions of the City Council. The City Administrator appoints all directors of departments with the advice and consent of the City Council except the parks and recreation and library directors who are appointed by their respective commissions. The City Administrator also has responsibility for the formulation and enforcement of the budget for all departments. The last City Administrator recently retired after 14 years with the City.

Moline is a full-service City including Police, Fire/EMS, Public Works, Planning and Development, Parks and Recreation, Library and administrative support services. The City has 371 full-time and 30 part-time employees and four unions. Reporting directly to the City Administrator are the following departments: City Clerk, Finance, Fire, Law, Planning and Development, Police and Public Works.

The City Administrator is responsible for developing and recommending an annual budget and operating plan for the City. The City's budgets total around \$149 million, including a \$44 million general fund. The City's equalized value exceeds \$712 million, has outstanding G.O. debt of approximately \$52 million, and is rated AA3 by Moody's. The City Administrator is also responsible for maintaining strong public relations and intergovernmental contacts, representing the City with business, community, state and federal representatives. The City Administrator also serves as one of the principal points of contact for economic development projects.



CITY VISION, MISSION and GOALS

Each year the City Council and the City Administrator hold a strategic planning retreat, with the process led by a hired facilitator. In the most recent *Leader's Guide*, the City adopted a Vision, Mission, Guiding Principles and Strategic Goals. The City's full plan can be found on its Website: www.moline.il.us

Vision: Moline 2030 is a vibrant river city with an alive downtown, dynamic growth south of the Rock River and a choice of livable neighborhoods. Moline 2030 has quality education opportunities, a strong local economy with diverse jobs, attractive and thriving major corridors and opportunities for a healthy and active lifestyle.

Mission: The mission of Moline city government is to act in a financially responsible manner while providing quality and efficient city services and creating a sustainable city.

Guiding Principles:

- Vibrant river city
- Alive downtown
- Dynamic growth south of the Rock River
- Livable neighborhoods
- Quality education opportunities
- Strong local economy with diverse jobs
- Attractive and thriving major corridors
- Opportunities for a healthy and active lifestyle

2021 Goals:

- Financially Strong City with Cost-Effective Services
- Strong Local Economy – The Confidence to Invest
- Moline - Great Place to Live
- Upgrade City Infrastructure and Facilities

MOLINE AT A GLANCE

Population: 43,843

Households: 18,573

Equalized Value: \$ 712 Million

FY 2016 General Fund Balance as a % of Revenues: 90 days

Land Area: 16 square miles

Median Home Value: \$112,900

Median Household Income: \$51,629

Bond Rating: AA3

Moline Workforce:
371 full-time and 30 part-time employees, four unions

Total FY 2017 Combined Budgets: \$149 million

CHALLENGES AND OPPORTUNITIES

The incoming City Administrator will be faced with a number of challenges and opportunities that are not uncommon for a local unit of government in today's environment. They include:

- ◆ Each year the City's elected officials and City Administrator participate in an annual retreat to determine service priorities – what the City should be doing more of and what it should be doing less of – to balance the budget and continue an improved quality of life. Goals have consistently been prioritized, with specific and measurable objectives developed on how to best address each of the goals. While that effort is renewed each year, the following is helpful to show the City's current priorities to illustrate the community's character and direction. As such, the next City Administrator can expect to work on these goals:

TOP PRIORITY:

- Restaurant/Retail Attraction Strategy
- John Deere Road Corridor
- Business Development
- City Building Maintenance Plan
- Avenue of the Cities Redevelopment
- Pension Liability

HIGH PRIORITY:

- Marketing Program – “Why Moline”
- Residential Development: 9 Homes (2016), 18 Homes (2017)
- Spiegel Building Development
- Red Water Solution
- City Infrastructure Plan: Funding

MODERATE PRIORITY:

- Grants Development Strategy
- Training and Development Certification
- Prospect Park Pavilion: Direction
- SouthPark Mall Revitalization

Along these lines, the skills desired from the next City Administrator include the ability to plan and think strategically, keeping a “global picture” of the organization in mind while also possessing the ability to articulate that strategic view to the community and workforce.



- ◆ In a community where residents and business leaders have high customer-service expectations and involvement in civic and regional affairs, the next City Administrator should be comfortable having a visible role in the City and the Quad Cities region, easily interacting with, and embracing a wide spectrum of residents, individuals, community businesses and organizations.
- ◆ Beginning about two decades ago, the City’s principal economic development efforts have been focused on the revitalization of downtown Moline. In partnership with Renew Moline, the City has experienced great success, particularly in the last 10 years. This success is celebrated and shared regionally, as Moline leads its Quad Cities partners in retail growth. This success is expected to continue, particularly as the construction of the new I-74 bridge anticipates additional economic growth over the next several years.

Yet, what some consider a more favorable property tax environment that stimulates new residential development in bordering Iowa communities, Moline’s city leaders have an interest in balancing their position as a regional leader in retail and commercial economic development, by enhancing its residential sector and encouraging a range of housing options for residents in all stages of life. Accordingly, the City purchased more than 80 acres of farmland south of the Quad Cities Airport with a vision for residential subdivisions on the properties, and has been pushing

water and sewer utilities to the area in anticipation of development.

Added to this desire for more residential development, city leaders also see the City’s economic development efforts embracing an effort to assure the retention of small and long-established businesses, as well as the continued revitalization and vitality of the SouthPark Mall. Accordingly, the next City Administrator can expect to play a significant, team-oriented role in serving a diverse menu of goals that respect both a regional economic development approach while also keeping local economic concerns in mind.

- ◆ The City is in a good financial position, with a fund balance exceeding \$20 million. Like all Illinois municipalities, however, the City’s finances are tested by various parameters guiding the generation of new sources of revenues, as well as a two-year State of Illinois budget stalemate. And while the City’s collection of sales tax receipts are healthy, financial-planning skills in managing this variable revenue source is needed. Adding to the City’s financial condition are such factors as the City’s involvement in the redevelopment of various sites and assertive issuance of TIF debt in the last decade. Accordingly, the next City Administrator is expected to keep a keen eye on the City’s finances. He/she can also expect to work closely with the elected and appointed officials in seeking out new sources of revenue as well as continuing to find ways to most efficiently deliver City services.
- ◆ The new City Administrator joins a highly-regarded team of professionals in the organization. Several department heads are scheduled to, or will most likely, retire during the tenure of the next City Administrator, and he/she will be challenged with recruiting and filling key staff positions that reflect the organization’s culture of high-output and collegiality. In this same vein, a collaborative and communicative management approach among City employees is also encouraged.
- ◆ A keen appreciation for the complexities of overseeing a workforce of more than 370 employees, a contemporary understanding of human resources administration, and strong labor-management relations skills, are sought from the next City Administrator. More than half of the city’s workforce is represented by one of four labor unions, and several of the collective bargaining agreements are soon expiring. The City is also planning a classification and compensation review for its non-union personnel positions, and will soon request proposals from consultants for this undertaking. The new City Administrator can anticipate staying closely abreast of, and fluent in, this project, with execution of the study’s findings anticipated in 2018.
- ◆ Like many older Midwestern cities, the City of Moline has a long list of demands on its aging infrastructure. Coupled with financial limitations to address a growing

list of capital needs especially in a community sensitive to its tax burden, particularly in comparison to its lowa neighbors, the next City Administrator can expect to work with a talented Public Works team to tackle significant infrastructure needs. Consequently, adeptness at addressing a robust list of needs and demands in a fiscal environment of competing demands is required.

- ◆ The City's relationship with the business community – Renew Moline, Quad Cities Chamber, Deere & Company, to name a few examples – is strong, as evidenced by millions of dollars of reinvestment in the community, and by the business leaders' own assessment. The City is business-friendly with a development approval process viewed as reasonably streamlined, and the business community teems with excitement at the potential for additional economic development brought by the I-74 bridge project, the new multi-modal transit station, and efforts by the City to encourage additional residential growth. Likewise, the City works well in concert with its neighboring communities. The new City Administrator should be comfortable, and ideally possess experience, working in an environment where regional approaches to initiating ideas, advancing issues, and problem-solving are highly valued.



CANDIDATE QUALIFICATION CRITERIA

The City is seeking candidates who are passionate about local government. The following education, experience, management, and leadership criteria have been identified by the Mayor, City Council and City staff as important skills and abilities for the candidates to possess and demonstrate. Starting salary for the position is \$150,000 – \$165,000 +/- DOQ. Excellent and competitive benefit package.

Education and Experience

- Candidates must have a minimum of a bachelor's degree; 7 – 10 years of increasingly responsible municipal executive-level experience preferred. Assistant administrator experience in a larger community, or related municipal management or leadership experience, will also be considered. Enthusiasm for a fast-paced, demanding and rewarding environment is essential.
- A Master's degree in public administration, business administration or other advanced executive level training such as ICMA Credentialed Manager is desired.
- Experience in managing a community in an urban, multi-community region is a plus.
- Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- Have experience in how the City can craft meaningful and sustainable economic development initiatives. Experience in redevelopment, business retention, and economic development programs and incentives, is desired.
- Have experience in working with elected officials, City department heads and staff, and the public in a positive, cooperative, and team-oriented approach to problem-solving.
- Have an understanding of visioning and strategic planning processes, and possess the ability to help the Mayor, City Council, and City Staff deliver on, and be accountable for the plan's goals and objectives.
- Have experience in delivering a contemporary human resources program for City employees, developing and maintaining strong work relationships with City staff that builds morale while also holding employees professionally accountable.
- Experience working in a collective bargaining, multi-union setting is essential.
- Have an orientation toward continuing education and professional development for self, staff, and employees.
- Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the organization consistently functions at a high level of customer service.

- Have experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, and representing City-approved policies in an effective manner.
- Have a record of keeping up-to-speed on modern/innovative municipal technology, programs and procedures, understanding how technology can be used to enhance transparency in government, increase staff efficiencies and provide better customer service for residents.



Management Style and Personal Traits

- Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers, and elected and appointed officials, as well as the general public. Possess the ability to forge close and respectful working relationships between the City Council and the management team.
- Be an articulate, effective and pro-active communicator, both orally and in writing; be someone who can clearly and concisely present written and oral information to decision makers.
- Anticipate the needs of elected officials by providing regular updates and be empathetic to their interests and questions about matters of civic concern.
- Be committed to keeping elected officials and management Staff uniformly informed on a consistent, open and transparent basis.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the Mayor, City Council and Staff, being able to diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Be a strong leader and be able to successfully facilitate and assist Staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues which are critical toward meeting both current and longer range goals of the overall community. Lead by example.
- Be comfortable in delegating responsibility and authority to professional Staff as a team player while remaining informed and conversant on the status of all programs and projects.
- Be a self-starter who has the vitality and energy to motivate and lead others; be someone who seeks and enjoys a challenge.
- Have a genuine passion for public service – be a “can-do” person with a genuine enthusiasm for working for City government and living in Moline.
- Be a team-oriented, transformational leader who can coach and develop employees to manage organizational changes, and who can motivate employees to meet their individual performance goals.
- Be proactive, anticipatory and inventive. Be willing to innovate and act boldly when appropriate to the circumstances.
- Be someone who can make difficult decisions and stand behind those decisions.
- Have the capacity to celebrate organizational successes and be willing to share the spotlight with your management team, while also possessing the maturity and fortitude to deliver unfavorable news in a direct and timely fashion.
- Have an open, sincerely friendly and polished communication style; be comfortable representing the City with other government agencies, business interests and the media.