



**SPECIAL CITY COUNCIL WORKSESSION
RICHFIELD MUNICIPAL CENTER, BARTHOLOMEW ROOM
JULY 10, 2018
5:45 PM**

Call to order

1. Government Alliance on Race and Equity (GARE) update
2. City Manager recruitment discussion

Adjournment

Auxiliary aids for individuals with disabilities are available upon request. Requests must be made at least 96 hours in advance to the City Clerk at 612-861-9738.

CITY OF RICHFIELD, MINNESOTA
Office of City Manager

July 5, 2018

Council Memorandum No. 47

The Honorable Mayor
and
Members of the City Council

Subject: Government Alliance on Race and Equity (GARE) Update

Council Members:

A staff team of nine members are participating in this year's Government Alliance on Race and Equity (GARE) Introductory Cohort. The 2018 cohort is comprised of teams from several other cities, including Minnetonka, Roseville, Northfield, Rochester and Eagan as well as teams from Hennepin County Library and the League of MN Cities.

At the July 10 City Council work session the team, known as Richfield CAREs (Community Alliance for Racial Equity), will present our racial equity statement (attached), an update on the training and work that has taken place and to come in 2018, and share some individual takeaways.

Please contact Pam Dmytrenko, Assistant City Manager/HR Manager, or Jared Voto, Executive Aide/Analyst with any questions.

Respectfully submitted,



Steven L. Devich
City Manager

SLD:jjv
Attachment
Email: Assistant City Manager
Department Directors

CITY OF RICHFIELD, MINNESOTA
Office of City Manager

July 5, 2018

Council Memorandum No. 48

The Honorable Mayor
and
Members of the City Council

Subject: Executive Search Firm Proposals

Council Members:

Attached are the submitted proposals from six executive search firms who are interested in working with the Richfield City Council on the City Manager search process:

- The Mercer Group, Inc.
- HueLife
- DDA Human Resources Inc.
- Springsted/Waters
- BCG Consulting Group
- CarterBaldwin

Staff contacted the first five firms listed based on information provided by the League of Minnesota Cities. These firms all conduct searches for municipalities in Minnesota and are well known in this region. The last firm, CarterBaldwin, is a search consulting firm with a focus on private organizations and non-profits.

It is anticipated that the City Council will discuss the proposals at its July 10, 2018, work session and identify the firms it wants to invite in for a more detailed discussion and opportunity to ask specific questions.

Respectfully submitted,



Steven L. Devich
City Manager

SLD:pd

Attachments

Email: Assistant City Manager
Department Directors

City of Richfield Minnesota

Proposal for Executive
Search Services for

City Manager

June 22, 2018



The Mercer Group, Inc.

Consultants To Management



The Mercer Group, Inc.
Consultants To Management

*2119 Lake Augusta Drive
Mendota Heights, MN 55120
612-581-9972
E-mail: jf_miller@outlook.com*

June 22, 2018

VIA E-MAIL: pdmytrenko@richfieldmn.gov

Mayor Pat Elliott
Members of the City Council
City of Richfield
6700 Portland Avenue
Richfield, MN 55423

Dear Mayor Elliott and Council members:

On behalf of the Mercer Group, Inc. I am pleased to submit this proposal to assist the City of Richfield in recruiting for exceptionally well-qualified candidates for the position of City Manager. The Mercer Group, Inc. is the largest and most experienced nationwide public sector search firm and has extensive experience in conducting city manager and administrator searches throughout the United States.

This proposal presents the Mercer Group's standard approach for a national recruitment for this type of recruitment. It also outlines a modified approach should the City decide not to use all of the firm's normal services. We would be very willing to adapt our standard process or modified approach to meet your needs.

If the Mercer Group, Inc. is selected, I will be the lead consultant overseeing this search and will be assisted by President James L. Mercer. I served as City Manager in Minnetonka for thirteen years and as Executive Director of the League of Minnesota Cities for twenty-two years. Mr. Mercer possesses extensive national public sector executive recruiting experience.

Since joining the Mercer Group, Inc. in 2015, I have worked with Mr. Mercer on recruitments for the City Administrator and Finance Commissioner positions in Poughkeepsie, NY; the Executive Director of the California League of Cities and the Executive Director of the Rhode Island League of Cities and Towns. I have been the lead consultant on recruitments for the City Administrator in Forest Lake and South St. Paul and the City Manager in West St. Paul, Minnesota; the Executive Director of the League of Oregon Cities; Executive Director of the Dakota Communications Center and the Local Government Information Systems (LOGIS) Public Safety Applications Manager positions.

PINPOINTING WORKABLE SOLUTIONS FROM OUR OFFICES NATIONWIDE
www.mercergroupinc.com

City of Richfield, MN
Page Two
June 22, 2018

This combination of Mr. Mercer's national experience and knowledge of potential national candidates for this position along with my extensive Minnesota based knowledge and experience will bring Richfield the best possible assistance in this critical recruitment. (Please see www.mercergroupinc.com for information about our firm and about current searches that we are conducting.)

The mission of The Mercer Group, Inc. is to make our clients proud that they engaged us to provide management consulting services for them. If selected to conduct the search, we would have no difficulty beginning the project immediately and expediting our work to ensure a smooth and successful process. Additionally, I generally do not work with more than one client at a time to ensure that client has my full attention. I am currently completing recruitment for the City Administrator position in Forest Lake, which should be completed by the end of July. I would not accept any other recruitments if selected by the City of Richfield.

Thank you for the opportunity to respond to this important assignment. This proposal is valid for ninety (90) days from receipt by the City of Richfield. I look forward to personally discussing this proposal with you. Please contact me if you have any questions.

Sincerely yours,

THE MERCER GROUP, INC.

James F. Miller
Senior Vice President
jf_miller@outlook.com
612-581-9972

Enclosure



The Mercer Group, Inc.

Consultants To Management

City of Richfield, Minnesota

Proposal for Executive Search Services City Manager

June 22, 2018

**THE MERCER GROUP, INC.
jf_miller@outlook.com
2119 Lake Augusta Drive
Mendota Heights, MN 55120
612-581-9972**

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I. INTRODUCTION, BACKGROUND AND OBJECTIVES

This section presents our understanding of the City of Richfield's likely requirements for this search, as well as the objectives and scope of the project, based on previous similar searches the firm has conducted. As noted in the transmittal letter, we are very open to modifying this proposal to meet the City's specific needs if different from the approach presented herein.

A. Introduction and Background

We would expect that:

- The City is seeking "turn-key" executive search services and support in connection with the nation-wide recruitment of a City Manager.
- Services normally expected and provided include: position analysis and preparation of a position profile; a comprehensive national recruitment for the position; inviting potential candidates to apply; reviewing and screening applications; conducting interviews, reference and background checks of selected candidates; recommending a list of final candidates; coordinating final interviews; assistance in contract negotiation if desired; and following up.

B. Objectives

The objectives that we will meet in order to help find the best qualified candidates for the position are as follows:

- Conduct an assessment to identify desired qualifications for the new City Manager.
- Reconcile any differences in points of view with regard to desired qualifications for the position.
- Develop a comprehensive position profile.
- Encourage top level people (including through outreach to women and persons of color) to apply who may otherwise be reluctant to respond to an advertisement.
- Comply with appropriate personnel regulations and state laws (e.g., Data Practices, Open Meeting, EEO, Affirmative Action and ADA).
- Independently and objectively assess the qualifications and suitability of candidates for the position.
- Recommend a pool of finalist candidates to the City Council. (For the balance of this proposal, it is assumed that the Mercer Group, Inc. will be working directly with the City Council as the appointing authority. We understand the City may also wish to create a Council sub-committee or a committee of council members and others to review applications and possibly conduct preliminary interviews.)

- Coordinate finalist candidate interviews with the City Council.
- Supply all qualified applicants with relevant information about the City, the City Manager position, and the community.
- Respond to all candidate inquiries and produce all correspondence throughout the search as requested.
- Keep the City Council closely involved in key decisions and informed of our progress through weekly email updates.
- Assist the City Council in reaching a final decision.
- Assist in negotiating a compensation package with the successful candidate, if desired.
- Assist the City Council in establishing criteria for evaluating the new City Manager's performance.
- Follow-up with the City Council and the new City Manager during the first year to determine if adjustments are necessary.

II. OUR WORK PLAN, SCHEDULE AND EQUAL OPPORTUNITY STATEMENT

This section presents our normal work plan and schedule that we recommend for this recruitment.

A. Work Plan

1. Position Analysis

We will have extensive consultation with the City Council and any others it selects to determine the requirements of the job (not simply as stated in the position description), and to obtain information about the environment within which the position functions including ongoing or upcoming issues, priorities or goals. During this process, we will conduct individual interviews with the City Council, department directors, key staff, and others of your choice such as community leaders to identify expectations, perceptions, and concerns regarding the position. This is a critical component of the recruitment process because finding the best candidates involves more than identifying those applicants with the most experience or education; it requires identifying those who best meet the specific needs of the City of Richfield and who possess the management style best suited to be an effective contributor to the City's leadership team.

Based on those meetings, we will prepare a draft position profile and review it with the City Council to arrive at agreement regarding the specifications for the position. The final position profile will include information about the community, major issues to be faced, the position, and the selection criteria established. Again, it is critical that the profile accurately convey the City's needs and expectations and not merely be boilerplate or a promotion document.

2. Recruitment Process

Because we have recently completed similar searches, we will first review our database to determine those candidates whom we may already know and/or already have on file who may meet the City's specifications.

Although this process is valuable, we will also rely heavily on our own contacts and experience. In other words, through "networking", we will conduct a nation-wide professional search for the best qualified candidates and invite them to apply for the position.

We will provide the City with advertising options with varying degrees of cost and their associated benefits based on the preferred recruitment scope. Based on our discussions with the City, we will place ads in professional journals, online at appropriate websites, and in various minority and women's publications to encourage applicants to apply.

3. Resume Review

We will review and analyze each applicant's background and experience against the position profile criteria. We will acknowledge all resumes received and keep candidates informed of their status in a timely manner.

4. Candidate Screening

The preliminary screening will be based on the required and desired candidate attributes as contained in the approved recruitment profile. They will include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other information provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We will be responsible for screening the applications received. By careful analysis of resumes and other available information, we will identify the applicants with the strongest apparent qualifications consistent with the desired qualifications and characteristics.

Based on the preceding steps, we will compile a list of 8–12 semi-finalists for the City Manager position. We will conduct preliminary interviews with each of these candidates to further assess their fit for the City of Richfield. We will then prepare a written summary on each covering, but not be limited to: 1) present position, 2) total years' experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to the City Council in a detailed written format. Based on discussions with the City Council, the goal is to identify a group of 4–6 finalists. The City Council will make the final decision on which and how many candidates will be interviewed.

We will then request that all finalists provide us in writing with substantial information about their accomplishments and their management style and philosophy. This information will be verified and, at the City's option, may be further tested by having them complete management and leadership style inventories. We also strongly recommend finalists be interviewed by an industrial psychologist. We have worked with the Martin-McAllister firm in Minneapolis with very good results and would recommend their services.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidate's job performance.

We ask each candidate to provide us with at least six references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate.

These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also identify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as mentioned, as an additional option can arrange for psychological (or similar) testing of the candidates that may be desired.

6. Interview Process

We will provide the City Council with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, appropriate role for spouses, receptions, etc. We will assist as requested to arrange schedules for top candidate interviews with the City Council and will coordinate the process.

7. Negotiation and Follow-up

If desired, we will also assist in the negotiation process relative to salary, benefits and other conditions of employment. If an agreement cannot be reached, we will work with the City Council to select an alternate candidate.

We will properly handle any and all media relations as requested. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City and that any public statement should come directly from the person(s) designated by the City. We will maintain confidentiality of candidate information, to the degree possible, under Minnesota law.

Finally, we will notify all unsuccessful candidates who were not recommended for interview when the final decision is reached. We suggest, however, that it is more proper for the Mayor to notify all unsuccessful interviewed candidates of the final result.

Once the new City Manager has been on board for 30 days or so, if desired, we will conduct a session with the City Council and City Manager to establish mutual performance criteria and goals for the position. We will follow-up periodically during the first year in order to make any adjustments that may be necessary.

We will keep the City Council closely informed and involved in decisions concerning the search process at all times. We will send weekly e-mail updates and a formal progress report at the mid-point of the search. These reports will discuss progress on the recruitment and specific steps to be taken to meet the City's deadlines.

B. Schedule

Our search process normally takes about 90 to 120 days from date of engagement as outlined below. The more time we have, within reason, of course, the more effectively we can conduct thorough evaluation and background checks on finalist candidates.

RECRUITMENT PROCESS	
City Council Approval	July 10, 2018
Kickoff meeting and interviews with City Council and others to be interviewed	July 16 – 18, 2018
Draft recruitment profile to City Council for review	July 27, 2018
Final recruitment profile to City Council for review and approval	August 14, 2018
Access data base, place ads and “kick off” search process	August 15, 2018
Send recruitment profile/invitation Letter to selected candidates	August 15 – 17, 2018
Follow-up telephone calls and receipt of applications	August 20 – September 4, 2018
Cutoff date for receipt of applications	September 4, 2018
Meet with City Council to select short list of candidates	September 18, 2018
Conduct reference and background checks on top candidates	September 19 – 28, 2018
Send comprehensive report on top candidates to City Council	October 5, 2018
City Council interviews top 3 -5 candidates	October 12 –13, 2018
City Council makes selection	October 13, 2018
Negotiate agreement	October 13 – October 15, 2018
City Council makes appointment	October 16, 2018
Selected candidate starts	November 26, 2018

This schedule could be condensed or expanded somewhat, depending on the City’s needs.

C. Equal Employment Opportunity Statement

It is the policy of The Mercer Group, Inc., to assure equal opportunity based on ability and fitness for all employees or applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental or physical disability. Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff or termination.

This policy shall be disseminated to clients, subcontractors, suppliers and prospective applicants. The intent of this policy will apply to internal operations, recruitment and consulting activities conducted by our firm.

III. COST PROPOSAL

Our fee for the services outlined is \$19,000 plus not-to-exceed expenses of \$4,000. Our cost to conduct a partial search for the City Manager position is \$14,000 plus \$3,000 in not-to-exceed expenses. Items typical of a similar search with their associated costs are broken down as follows:

Full Search:

Position Analysis	\$ 3,000
Outreach Campaign	3,000
Resume Review	4,000
Candidate Screening	4,000
Background Investigation	3,000
Interview Process	1,000
Negotiation and Follow-up	<u>1,000</u>
TOTAL FEE.....	<u>\$19,000</u>

For a full search, not-to-exceed expenses of \$4,000 are for: advertising, research, sourcing, reference and background investigation, data assemblage and distribution, and report preparation. As mentioned, these costs would be the same for either a national or regional search.

A second tier of pricing would include the following, but in this instance the guarantees would not attach:

Position Analysis	\$ 3,000
Outreach Campaign	3,000
Resume Review	4,000
Candidate Screening	<u>4,000</u>
TOTAL FEE.....	<u>\$14,000</u>

For a partial search, not-to-exceed expenses of \$3,000 are for: advertising, research, and sourcing. As previously noted, we can further modify this proposal if necessary to meet the City's needs.

Because of our other ongoing consulting and search work and our experience and because we will be conducting most of this recruitment from our Minnesota office, expenses should be considerably less than budgeted. The cost for final candidates to travel to interview with the City is not included. Such costs are typically paid by the client on a reimbursement basis, directly to the candidates. These costs are extremely difficult to estimate because they depend on where the candidates are located. Typically, out-of-state costs run about \$750 to \$1,000 per person.

The City's liability to The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the City in writing.

We will submit regular invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third upon delivery of the semi-finalist application materials, and one-third upon completion of the recruitment. Each invoice is due and payable upon receipt for professional services.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards and Minnesota law.

We assure you that we will devote our best efforts to carrying out the engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Minnesota.

IV. FIRM QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work. (Please see www.mercergroupinc.com for more information about our firm and about current searches that we are conducting.)

B. Resumes of Our Key Staff

1. James Miller, Senior Vice President - Minnesota Office

Mr. Miller retired in July, 2015 after 22 years as the Executive Director of the League of Minnesota Cities. The League represents over 850 cities providing training for elected and appointed officials, legislative representation, research, insurance, and investment pooling among other services. It has over 100 employees, with a \$20 million operating budget and combined assets of about \$1 billion including its insurance and investment programs.

Previously, Mr. Miller was City Manager of Minnetonka, Minnesota for thirteen years. He has forty-five years of local government experience and has worked in seven cities in five states, including: Eau Claire, Brown Deer, and Janesville, Wisconsin; Phoenix, Arizona; Monroeville, Pennsylvania; and Des Moines, Iowa.

During his tenure with the League, he helped it evolve into one of the preeminent state municipal associations in the country. With a particular emphasis on effective governance, the League's systemic program of effective governance practices was included as a case study in the recent book Transformational Governance published by the American Society of Association Executives. Upon his retirement, the League Board of Directors renamed its annual leadership award, given at its annual conference to an outstanding local government practitioner, to the James F. Miller Leadership Award.

He has served on numerous Boards of Directors including the National League of Cities and as chair of its Risk Information Sharing Consortium, a membership association of state league sponsored risk sharing pools in 34 states and two Canadian provinces. He is also a Past President of the League of Minnesota Cities. In 1991, Governor Carlson appointed him to the Minnesota Advisory Commission on Intergovernmental Relations.

He holds a BA degree (University of Wisconsin - Eau Claire) two MPA degrees (University of Pittsburgh and Nova Southeastern University) and a DPA degree (Nova Southeastern University) and was awarded a Bush fellowship to attend the Program for Senior Executives in State and Local Government at Harvard University. He has served as adjunct and assistant professor at Hamline University where he taught graduate courses in public administration and leadership and management. He held a similar position at Drake University in Des Moines, Iowa.

In 1995 he was awarded the Lloyd Short Award for Outstanding Contributions to the Field of Public Administration presented by the Minnesota Chapter of the American Society for Public Administration. Hamline University is now creating an endowed scholarship for graduate students interested in a career in local government in his name. Mr. Miller has extensive experience in all aspects of local government.

2. James L. Mercer, President/CEO - Atlanta and Santa Fe Offices

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 30 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in the Southeast and Southwest United States, as well as Director of the Industrial Extension Division for Georgia Tech.

Time Commitments

Our firm and the principals listed have the quality time to devote to this search so as to meet the City of Richfield's needs.

V. THE MERCER GROUP, INC. GUARANTEES

The **ten (10) guarantees** of our search work are explained below:

1. **Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all of our guarantees apply to the entire client organization.
2. **Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
3. **Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client.
4. **Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection. The only caveat is that we may need to charge additional out-of-pocket expenses only for this additional work.
5. **Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason during the 12 month period following the date of placement with the client, we will replace the candidate for the out-of-pocket expenses only that it costs us to make the new placement.
6. **Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
7. **Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment. We do not anticipate any such conflicts for this recruitment.
8. **Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
9. **Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
10. **Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

VI. ACCEPTANCE

This proposal is accepted for the City of Richfield, Minnesota, by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

APPENDIX A: SAMPLE AGREEMENT

AGREEMENT

This AGREEMENT, made as of this ____ day of _____, 2018, by and between THE MERCER GROUP, INC. and THE CITY OF RICHFIELD, MINNESOTA.

WITNESSETH:

WHEREAS, The City of Richfield, Minnesota, (hereinafter referred to as the "City") has made a request for proposals to hire an executive recruiter to conduct a search for a City Manager, and

WHEREAS, The Mercer Group, Inc. (hereinafter referred to as "Mercer") has submitted a proposal in response to the City's request; and

WHEREAS, the City has selected Mercer's proposal as the proposal which best meets its needs and the City desires to hire Mercer to conduct the City's search for a new City Manager, and

NOW THEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by all parties hereto, Mercer and the City hereby agree as follows:

1. Mercer agrees to provide services and support to the City in the conduct of the City's search for a City Manager. Mercer agrees to conduct the City's project in accordance with scope of services outlined in its Proposal to the City dated June 22, 2018 in response to the City's request for proposal. Mercer's proposal is incorporated by reference and thus made a part of this Agreement.
2. The City agrees to compensate Mercer for its services in the amount of \$19,000 for professional services and not-to-exceed \$4,000 in expenses to conduct a full search for City Manager or, as an alternative, the City agrees to compensate Mercer for its services in the amount of \$14,000 for professional services and not-to-exceed \$3,000 in expenses to conduct a partial search for City Manager. Payments to Mercer are to be made as outlined on page 9 of Mercer's proposal to the City. The City and Mercer both agree that this Agreement shall be governed by the laws of the State of Minnesota.
4. The City and Mercer both agree that in the event that any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of receipt of such notice.
5. The City and Mercer both agree that any amendments to this Agreement shall be made in writing, and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall affect the terms of this Agreement.
6. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days written notice to the affected party. Should either party terminate this Agreement the City shall only be obligated to pay Mercer for those services already provided.

**CITY OF RICHFIELD,
MINNESOTA**

BY: _____

ATTEST:

THE MERCER GROUP, INC.

BY: _____

James F. Miller
Senior Vice President

APPENDIX B: PREVIOUS AND CURRENT SEARCHES

Examples of our relevant executive search experience follow:

City of Forest Lake, MN – City Administrator (current)

City of South St. Paul, MN – City Manager

City of West St. Paul, MN – City Manager

Local Government Information Systems – Public Safety Applications Manager

Dakota Communications Center – Executive Director

League of Minnesota Cities – Executive Director

League of Oregon Cities – Executive Director

League of California Cities – Executive Director

League of Rhode Island Cities and Towns – Executive Director

City of Poughkeepsie, NY – City Manager

City of Scottsdale, AZ – City Manager

City of Las Cruces, NM – City Manager

City of Joplin, MO – City Manager

City of Portsmouth, VA – City Manager

City of Des Moines, IA – City Manager

City of Augusta GA – City Manager

City of College Park, MD – City Manager

City of Bowie, MD – City Manager

City of Great Falls, MT – Deputy City Manager

City of Largo, FL – City Manager

City of St. Cloud, FL – City Manager

City of Lebanon, NH – City Manager

APPENDIX C: REFERENCES

You may contact any of the following clients and placements for references on the executive search work of Mr. Miller:

Mr. James Francis, Mayor
City of South St. Paul, MN
125 3rd Ave. North
South St. Paul, MN 55075
651-554-3284
jfrancis@sspmn.org
City Administrator recruitment

Ms. Korine Land, City Attorney
Cities of South & West St. Paul
Levander, Gillen & Miller, P.A.
633 Concord Street S. #400201 4th St. SE
South St. Paul, MN 55075
651-451-1831
KLand@levander.com
City Administrator and City Manager recruitments, respectively

Ms. Jenny Halverson, Mayor
City of West St. Paul, MN
1616 Humboldt Ave.
West St. Paul, MN 55118
651-552-4100
jhalverson@wspmn.gov
City Manager recruitment

Mr. Denny Doyle, Mayor
City of Beaverton, OR
P.O. Box 4755
Beaverton, Oregon 97076
503-506-2479
ddoyle@beavertonoregon.gov
League of Oregon Cities Executive Director search

Mr. Justin Miller, City Manager
City of Lakeville
20195 Holyoke Ave.
Lakeville, MN 55044
952-985-4401
jmiller@lakevillemn.gov
Dakota Communications Center Executive Director search

Mr. George Tourville, Mayor
City of Inver Grove Heights
8415 Cooper Way
Inver Grove Heights, MN 55076
651-450-2507
gtourville@invergroveheights.org
Dakota Communications Center Executive Director search

Mr. Mike Garris, Executive Director
Local Government Information Systems (LOGIS)
5750 Duluth St.
Golden Valley, MN 55422
763-543-2630
mgarris@logis.org
Public Safety Applications Manager search

Ms. Val Sommerville
Former Dutchess County, NY Budget Director
Poughkeepsie, NY Commissioner of Finance Search Team Leader
845-797-5412
vsommerville@dutchessny.gov
City of Poughkeepsie City Administrator and Finance Commissioner searches

Ms. Anne Saylor
Chief of Staff
Mayor's Office Poughkeepsie, NY
845-468-3638
asaylor@gmail.com
City of Poughkeepsie City Administrator and Finance Commissioner searches

You may contact any of the following clients and placements for references on the executive search work of Mr. Mercer:

Mr. Dave Osberg, City Manager
City of Eagan
3830 Pilot Knob Rd
Eagan, MN 55122
651-675-5007
dosberg@cityofeagan.com

Honorable Mike Bodker, Mayor
City of Johns Creek; population 76,728
12000 Findley Road, Ste 400
Johns Creek, Ga 30097
678-512-3313
Mike.bodker@johnscreekga.gov

Mr. Brian Dalke, City Manager
City of Goodyear; population 65,275
190 Litchfield Road
Goodyear, AZ 85338
623-882-7051
Brian.dalke@goodyearaz.gov

Ms. Wynette Reed, Deputy City Manager
City of Goodyear
190 Litchfield Road
Goodyear, AZ 85338
623-882-7058
Wynette.reed@goodyearaz.gov

Mr. Ed Zuercher, City Manager
City of Phoenix; population 1,400,000
200 W Washington Street, 12th Floor
Phoenix, AZ 85003
602-262-6941
Ed.zuercher@phoenix.gov

Mr. Steve Miller, Member of the Board of Supervisors
Pinal County; population 375,770
31 N Pinal Street
Florence, AZ 85132
520-509-3555
Steve.Miller@pinalcountvaz.gov

Mr. Tom Beehan, Retired Mayor
City of Oak Ridge; population 29,419
21 East Tennessee Avenue
Oak Ridge, TN 37830
865-964-5804
Tom.beehan@gmail.com

Ms. Kristy Stallings, Deputy City Manager
City of Overland Park; population 131,260
8500 Santa Fe Drive
Overland Park, KS 66212
913-895-6152
Kristy.stallings@opkansas.org

Honorable Randy Casale, Mayor
City of Beacon; population 15,541
1 Municipal Plaza
Beacon, NY 12508
845-838-5011
mayor@cityofbeacon.org

Ms. Elizabeth S. Rathburn, Assistant to the Chief of Police
Hanover Police Department
46 Lyme Road
Hanover, NH 03755
603-640-3327
Elizabeth.rathburn@hanovernh.org

Mr. Mark Watson, City Manager
City of Oak Ridge; population: 35,558
200 W Tulane Avenue
Oak Ridge, TN 37830
865-425-3550
mwatson@oakridgetn.gov

Honorable Marilyn Hatley, Mayor
City of North Myrtle Beach; population 14,827
1018 Second Avenue South
North Myrtle Beach, SC 29582
843-280-5526
mayorhatley@n-myrtle-beach.sc.us

Mr. Robert Farrar, Assistant City Manager
City of Bangor; population 32,673
73 Harlow Street
Bangor, ME 04401
207-992-4202
Robert.farrar@bangormaine.gov

Mr. Glenford Shibley, Council President
City of Coventry; population 35,014
1670 Flat River Road
Coventry, RI 08216
401-525-6705
Glen7@cox.net

Ms. Suzanne Ludlow, City Manager
City of Takoma Park; population 17,721
7500 Maple Drive
Takoma Park, MD 20732
301-891-7229
SuzanneL@takomaparkmd.gov

FOREST LAKE, MINNESOTA



invites your interest in the position of

CITY ADMINISTRATOR



Forest Lake
AS GOOD AS IT SOUNDS

FOREST LAKE — AN EXCEPTIONAL OPPORTUNITY



THE CITY OF FOREST LAKE IS DEDICATED TO PROVIDING FRIENDLY AND EFFICIENT CITY SERVICES THAT ENHANCE THE QUALITY OF LIFE FOR THOSE WHO VISIT, WORK AND LIVE IN THE COMMUNITY.

This is an opportunity to provide leadership and management that can make a real difference at an important moment in the life of a historic, vibrant, community with high quality city services and a professional staff. The City Council is seeking a progressive, innovative and seasoned professional who values effective partnership with elected officials and who can help lead the City organization into the future. As such, the next City Administrator will be instrumental in assisting the City to evolve as an anticipatory and professional organization.

ABOUT FOREST LAKE

The City of Forest Lake is a rapidly growing former cabin country destination turned attractive suburban community located in the northwestern corner of Washington County. The City is conveniently located at the intersection of Interstate Highways 35E and 35W with easy access to the Twin Cities metropolitan area. The City was incorporated on July 11, 1893 with 175 residents. In 2001, the city merged with the surrounding Forest Lake Township to form the current 36 square mile City. The City of Forest Lake is dotted with lakes and parks, and now hosts a growing population of over 20,000 residents.

Settlement of the Forest Lake area occurred initially as a result of the construction of the St. Paul and Duluth Railroad which was completed in 1869. Growth was fueled by the development of summer lake homes on the shores of the area's lakes,

particularly on Forest and Clear Lakes. Forest Lake was known as one of the major summer resort areas of the upper Midwest in the late 1800s/early 1900s. The village had numerous hotels, including the Marsh Hotel, which was host to U.S. President Grover Cleveland and future U.S. President William McKinley, as well as many world dignitaries. The steamship Germania sailed the Forest Lake chain of lakes in the late 1800s, and was a major tourist draw.

Over time, a commercial district developed along with community facilities such as parks and schools. The lake home village matured into the city it is today as cabin owners turned their property into year-round residences. Steady residential and commercial growth occurred beginning in the 1970's. Today, a significant portion of the working residents commute to closer-in Minneapolis/St. Paul communities for jobs. A regional transportation center provides commuter bus service to Minneapolis and St. Paul.

Forest Lake is a city with a small town feel, a rich history and it is blessed with numerous natural amenities. It has an engaged citizenry with strong community pride and civic engagement. These qualities will continue to be key assets as the City shapes what promises to be a bright and exciting future.

Community Amenities

In addition to the beauty of the lakes, residents are fond of the small-town feel and family friendly amenities. In 2016, the Forest Lake YMCA opened its doors with fitness and aquatic services including an outdoor splash pad. Forest Lake is home to over a dozen parks comprising over 1,100 acres with amenities such as swimming beaches, playgrounds, picnicking facilities, hiking trails, baseball diamonds, soccer fields and ice skating rinks complete with warming houses. Pickleball courts were recently installed at the Fenway Park athletics complex responding to the growing popularity of the sport and experience heavy summertime use.

Various community events are also hosted in the City's many parks. Support for the community comes from numerous volunteers who help with the schools, arts and a variety of community events including a grand 4th of July celebration. The City also maintains an airport serving private plane enthusiasts and it holds an annual Fly-In Event for the community.

Forest Lake's greatest asset, however, is the people who live and work here. Hundreds of residents volunteer in City-sponsored programs and on various advisory boards; many more take an active role in community life by donating their time through City projects, local churches, schools, civic and youth groups, and other organizations.

Businesses and housing

Independent School District No. 831 is the major employer in the community, followed by a Wal-Mart Supercenter. Other major employers include: Birchwood Health Center, several major retail and commercial entities such as Home Depot and Menards, as well as the City of Forest Lake. The City has three active business parks and growing jobs to provide more local employment opportunities is a priority. Teamvantage, a plastic fabrication company located in one of the City's growing business parks, was a Minnesota Business Magazine 2017 Manufacturing Award Finalist in the Best in Class category.

Forest Lake offers multiple, attractive, life cycle housing choices in all price ranges. Cherrywood Pointe of Forest Lake opened in 2015 bringing a fresh approach to senior living with 71 independent and assisted living apartments keeping Forest Lake's senior residents close to their roots and families. In 2017 local developer Gaughan Companies, another major employer, broke ground on a 102 unit apartment complex with ground floor retail within Forest Lake's energetic downtown providing affordable luxury living on Lake Street, just steps away from the sandy beaches of Forest Lake. Rural housing options are also plentiful within the City.

Schools

The City is home to the Forest Lake Area School District 831 which provides many outstanding academic opportunities for students. The school district's strong traditional academic program is enhanced by award-winning co-curricular and extra-curricular activities, gifted education offerings and a full range of special education programming. Forest Lake has a combination of public schools, two Montessori elementary schools, public charter schools such as Lakes International Language Academy (LILA) and North Lakes Academy and St. Peter's Catholic School. The school district also provides educational services to many surrounding communities and towns.



ABOUT THE CITY GOVERNMENT

The City of Forest Lake is a full service statutory "Option A" city under Minnesota law, with the council-administrator form of government. Policy-making and legislative authority are vested in the City Council consisting of a mayor and four other members, all elected on a non-partisan basis. Council members serve four-year staggered terms, while the Mayor is elected every two years. All Council members and the Mayor are elected at large. The City Council is responsible, among other things, for passing



ordinances, adopting the budget, appointing committees, and hiring staff. The City Administrator is responsible for carrying out the Council's policies, administering ordinances and overseeing the day-to-day operations of the city government.

The City of Forest Lake provides a full range of services, including: planning and zoning; election administration; building inspections; police and fire protection; emergency management; the construction and maintenance of highways, streets and other infrastructure; surface water management; weed control; water and sewer services; some sanitation services; and recreational and cultural activities. The City also owns and operates a paved runway airport, complete with an arrival/departure building. Certain housing services are provided through a Housing and Redevelopment Authority, operated by Washington County. The City currently has 51 full- and part-time and 21 seasonal employees.

Economic development services are provided through the City's Economic Development Authority (EDA). The EDA provides business retention and expansion programs, and establishes tax increment financing districts where feasible to attract new commercial and industrial businesses to the City. The EDA manages the City's industrial park activities.

The 2018 General Fund budget is \$9.5 million and the 2018 budget for all funds, including debt service, is \$21.7 million. The City maintains an excellent financial position, and has an adopted policy to maintain a balanced budget and an unassigned fund balance in the General Fund equivalent to 50% of the current year's budgeted expenditures. In 2017, the unassigned ending fund balance was 58%. The City maintains a G.O. bond rating of "Aa1" from Moody's Investor's Service and an "AA+" rating from Standard and Poor's (S&P), which are considered to be excellent ratings in the market.

The City Council adopted a five-year capital improvement plan and long-term financial plan in December of 2014. Projected capital investment for the five-year period exceeds \$23 million and includes a \$8.9 million street improvement plan, a \$1.5 million parks and trails improvement plan, and a \$5.4 million lift station and water and sewer main improvement project. The City also plans to replace over \$3 million in capital equipment during the life of the plan. The capital improvement plan is updated annually as part of the budget process.

MAJOR INITIATIVES FOR THE FUTURE

The City of Forest Lake has numerous assets including its attractive location adjacent to two lakes and the cities of Minneapolis/St. Paul, its identity as a sub-regional commercial center, the organization's competent and dedicated staff and its strong financial position to mention a few. It is also very much a community in transition. The annexation of Forest Lake Township in 2001 changed the City's composition and identity in significant ways and was not universally supported. To this day, some residents of the former township feel they received more cost effective services before the merger while simultaneously now experiencing higher property taxes. Likewise, some long-term city and former township residents feel the annexation has significantly changed the community's identity as a result of the ongoing growth now being experienced.

This dynamic sometimes has been a factor in local elections during the past decade and in the Council's decision-making. At the same time, there is strong and wide-spread Council and community support for the City staff including the City Administrator position. The Council is now looking for a City Administrator who will be a partner in helping the community continue to develop in a way that allows all residents and businesses to feel they are part of one city. The City Administrator will help the City focus on providing the best services and amenities possible to all regardless of location within the City and ensure the organization prudently manages its financial and other resources.

Within this context, examples of issues which the new City Administrator will help the City Council and staff address include:

- **Organizational assessment.** There has been a significant reduction in overall staffing in the past couple of years. Services are still being provided at a high level, but an organization-wide analysis is needed to determine if and where future staffing increases may be necessary so they can be planned for in an orderly fashion. That analysis should also examine whether the current staffing structure is appropriate to the organization's current needs and how to strengthen staff morale, in part through more effective internal communication and meaningful team building.
- **Smart growth.** Forest Lake has become a sub-regional commercial center for the surrounding north metro area which has enhanced the tax base. In addition, increasing local employment opportunities for city and area residents as

well as providing more life-cycle housing opportunities are priorities. Achieving such goals will undoubtedly involve additional City investment. The next City Administrator will play an important role in helping the City Council find the most effective ways to control, guide and stimulate desired growth while simultaneously doing so in a way that does not unduly stress property tax resources.

- **Infrastructure.** The City maintains a meaningful and well-financed capital improvement plan. That said, continued development will necessitate ongoing planning and realistic financing options for such development. At the same time, the infrastructure in older parts of the City is in growing need of attention. And, while the City has an impressive newer city hall to accommodate current and future staffing, other facilities, such as for public works, are increasingly inadequate and will require attention at some point in the not too distant future. The next City Administrator will need to make it a priority to understand current and future capital needs and identify how they should be financed.



THE IDEAL CANDIDATE

The City is seeking an innovative, high energy leader with strong interpersonal skills who will be active and visible in the community and accessible

and responsive to citizens, who can assist in balancing continued sound growth and development with preservation of the character of this community, and who will help maintain and enhance public facilities and services. The next City Administrator will also have an ongoing focus on sound financial management; while the City is strong financially, containing operational costs and taxes while experiencing increasing service needs brought on by growth in an ongoing challenge.

He or she will be a leader who is inspirational, has a good sense of humor, is out-going and is forthright and trustworthy. He or she will have the highest degree of integrity and honesty while being an excellent communicator who listens as well as speaks and is respectful of yet candid with others, their opinions and views.

The next City Administrator will possess a Bachelor's degree or the equivalent in public or business administration or a closely related field. A Master's degree is preferred. He or she will also have at least three to five years of relevant government or closely related private sector experience or an equivalent combination of education and experience.



Experience, Knowledge and Skills

The new City Administrator ideally will have:

- Ability to communicate effectively both orally and in writing with elected and appointed officials, volunteer groups, and the general public.
- Ability to respond effectively and in a timely manner to the most sensitive inquiries or complaints.
- Knowledge of budgeting, budget control, accounting and government finance including the ability to read and interpret financial data in various forms.
- Knowledge of tax increment financing, bond ratings and investments.
- Working knowledge of project management and public infrastructure replacement and financing.
- Experience in reorganizing government operations to achieve maximum efficiency and effectiveness.
- Demonstrated success in empowering employees without micro-management and in building and effectively supporting teamwork.
- Training and teambuilding skills.
- Experience in negotiating and administering various types of contracts including labor agreements.
- Demonstrated knowledge of economic development and redevelopment including experience working with an economic development authority.
- Successful experience in promoting smart growth that increases the tax base and meets community needs while doing so in a way that is sensitive to the city's limited resources.
- Ability to read, analyze, and interpret documents including procedure manuals, plans and specifications, contracts, codes, statutes, ordinances and resolutions, and legal documents.
- Skill in conflict resolution and mediation.
- Knowledge of and experience with implementing technology best practices for enhancing service delivery and citizen access to and interaction with the City.
- Experience in successfully working with other governments and all segments of the community.
- Knowledge of the laws, rules and regulations applicable to city government.

Management Style, Abilities and Personal Traits

The new City Administrator will be someone who:

- Actively listens, is approachable and takes time to understand needs and issues.
- Possesses an open, transparent and collaborative management style that fosters trust and confidence among staff and the City Council.
- Treats all City Council members equally in terms of information they receive and maintains an open and effective communication environment between elected officials and staff.
- Inspires, coaches, mentors and supports staff; provides them with needed resources; treats all staff with respect and welcomes their input.
- Maintains a big picture approach and does not micro-manage.
- Values and supports professional development and continuing education and wellness programs for all city staff including the City Administrator.
- Deals with performance issues and resolves conflict in a timely and respectful manner.
- Demonstrates self-confidence without arrogance.
- Is comfortable being active and visible in the community consistent with the City Council's expectations.
- Consistently acts in a professional manner with a deep sense of customer service.
- Maintains unquestionable ethics and high moral character.
- Is politically savvy without being political.
- Is diplomatic and a consensus builder while possessing the courage to make unpopular decisions and recommendations.
- Possesses and appropriately and effectively uses a sense of humor.





Forest Lake

AS GOOD AS IT SOUNDS



COMPENSATION & BENEFITS

The salary range is \$122,000 - \$152,500 per annum. The starting salary is negotiable, depending on qualifications. The City offers an excellent benefits package including employer contributions toward comprehensive health and dental insurance programs; 10 paid holidays; participation in the Public Employees Retirement Association (PERA), a State administered defined benefit retirement program; term life insurance; and long-term disability insurance.

The position is open until filled. Review of resumes will begin on **July 3, 2018**.

For additional information on this outstanding opportunity or to apply, please contact:

Jim Miller, Senior Vice President
The Mercer Group, Inc.
2119 Lake Augusta Drive
Mendota Heights, MN 55120
612-581-9972
jf_miller@outlook.com



The Mercer Group, Inc.
Consultants To Management



CHANGE
ENGAGE
DEVELOP
PERFORM

RICHFIELD CITY MANAGER SEARCH

**A proposal for assisting the Community of Richfield in the
recruitment and hiring of a City Manager.**

Submitted by: Dr. Richard Fursman

HueLife

Organization Development and Leadership

5775 Wayzata Blvd #700 | St. Louis Park, MN 55416 |

651.338.2533 | richardfursman@gmail.com



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June 27, 2018

Mayor Pat Elliott
Richfield City Hall
6700 Portland Avenue
Richfield, MN 55423

RE: Proposal for City Manager Executive Search

Dear Mayor Elliott and Council Members Howard, Trautmann, Garcia and Regan Gonzalez:

On behalf of our team at Huelife, I would like to extend our appreciation for the invitation to submit a proposal to assist you and the citizens of Richfield in the recruitment and selection of your next City Manager. Picking the City's Manager is one of the most important functions you will undertake together. We trust our process, experience, and commitment to you will result in the highest quality and best possible search.

I will be assuming responsibility for the search. I have had the privilege of helping communities for over 10 years in executive search efforts for administrative positions throughout the Midwest. Company project manager/executive assistant, Megan Jacobson, will be assisting with the search with over 7 years of executive search experience. Our team has conducted over 500 executive searches for administrative positions throughout the Midwest.

We will work closely with you to understand your needs and organization culture, so the individuals recruited have the qualities and skills to be successful.

Included with this Letter of Interest are biographies, a select clients list, an estimated timeframe to complete the project and estimated expenses. We are proud of our relationship with Minnesota Cities and would very much enjoy reengaging with you on this vital recruitment.

Thank you again for your consideration.

Very truly yours,

A handwritten signature in black ink, appearing to read "Richard Fursman".

Dr. Richard Fursman Ed. D.
President
5775 Wayzata Blvd #700
St. Louis Park, MN 55416

For additional information about Huelife, please visit www.hue.life

Introduction

Statement of Understanding

The **City of Richfield** is reviewing options in preparation for the hiring of a City Manager. It will be the responsibility of the consultant to manage expectations, provide expert guidance, and take careful note of the information provided through the individual council members and the organization as a whole.

Firm Experience Brief history

Founded 1991

Founded by Jim Brimeyer in 1991, Brimeyer Fursman, LLC (now HueLife) is headquartered in the Twin Cities of Minnesota. Current company president, Dr. Richard Fursman has undertaken scores of similar projects in Minnesota, Iowa, Wisconsin, Nebraska, Alaska and South Dakota. During those searches they successfully implemented recruitment strategies, demonstrating expertise in candidate assessment and the development of a selection process that addresses the needs of the organization and the entire community.

Richard has completed over 150 management searches in the Midwest. Partnering with other team-members, he has assisted over 200 organizations in other Organization Development efforts. HueLife is now the industry leader in the process of “Onboarding” or preparing the Organization and new Manager for transition, to ensure the best possible start. We take great care of our client’s needs and concerns not only as the process unfolds, but also through the new City Manager’s entry and transition.

Current City Executive Search Engagements

The firm is currently engaged in searching for a new City Administrators for the Cities of Little Canada, MN and Ada, MN.

Similar Searches 2011-2018

Some of the more recent executive level searches include the cities of Gaylord, Bayport, Otsego, Bloomington, Sandstone, Eagan, St. Louis Park, Stillwater, Victoria, Vadnais Heights, Apple Valley, Woodbury, Detroit Lakes, St. Cloud, Minnetonka, Hopkins, Worthington Minnesota; Okoboji, Maquoketa, Clinton, Nevada, Waverly, Ottumwa, Sioux City, and Centerville, Iowa; New Richmond and Kimberly, Wisconsin; and, Petersburg, Alaska.

Search Approach

Approach and Services Overview

Our approach to executive search promotes maximum input from the Mayor and Council, staff, and citizens in the search process. We help guide the process, but *you* are the final authority in the selection of candidates. We maintain continual contact with the client throughout the search and keep the candidates informed as the search progresses. In addition to our milestone meetings with the Mayor and City Council, we will provide periodic updates to keep you informed of our progress. Huelife is committed to accurately portraying all candidates to the City. Likewise, we strive to accurately represent the position to candidates to prevent unrealistic expectations.

Scope of Services Summary (Executive Search)

Phase I <i>Organization Assessment and Develop Position Profile</i>	Meet individually with the Mayor and Council, Department Heads, and key staff. Meet with selected representatives from the community and/or conduct public forums. Develop and present Position Profile.
Phase II <i>Recruitment of Best Candidates</i>	<ul style="list-style-type: none"> • Place announcements • Direct recruiting program • Collect and review resumes • Interview semi-finalists/Screen and evaluate • Prepare and present progress report • Assist elected board with the selection of top 5 candidates for interviews • Personality/Management Profile
Phase III <i>Interview Preparations and Event</i>	<ul style="list-style-type: none"> • Coordinate candidates' interviews • Prepare schedule, questions, review sheets • Monitor interviews and facilitate candidate review session • Develop compensation package • Assist with negotiations • Reference checks - credential verification – credit report – criminal and civil records checks
Optional Services	
Phase IV <i>Onboarding</i>	<ul style="list-style-type: none"> • Onboarding: Socialization process to assist new and existing leadership with the transition to a new City Manager.
Follow-up	<ul style="list-style-type: none"> • 6 months following the Manager's start, we assist in conducting a review.

Detailed Plan of Action Steps and Services Provided by Huelife

Phase I Organization Assessment

Each search process begins with a careful assessment of the current state of the organization. This evaluation is used when the position profile is established to ensure applicants are screened according to the needs and established norms of the organization. You will be asked how much if any, change in direction is hoped for with the new City Manager. Candidates are screened for fit and capacity according to your requirements discovered during the process.

Assessment areas typically include organizational procedures, structure, systems and policies, culture, staff capacity, leadership and management philosophy, and previous experiences. Four methods may be used to gather information for assessment:

1. Interviews
2. Focus Groups
3. Questionnaires
4. Review of artifacts

Employee & Citizen Engagement



Engaging as many stakeholders as possible in this first step of the process will provide an impetus for change needed and prepare the organization for the transition in leadership.

Members of our team have extensive training through the Institute of Cultural Affairs on facilitating community discussions. A critical success factor of the search is identifying community priorities and the environment in which the Manager must function. *We encourage meetings with citizens to further assess the climate of the community with the use of forums and individual interviews.*

Establishing and Evaluating Expectations

A successful search has a thorough definition and agreement by the Mayor and City Council on each aspect of the position. During this initial phase, our consultants will meet collectively and individually with the Mayor and City Council members, Department Directors and Managers, and key staff to learn more about your goals and objectives. Critical factors to be determined include position responsibility and authority; reporting relationships; educational and experience requirements; personal and leadership qualities; and management style. We will carefully review your expectations and provide industry tested feedback. We will discuss pay expectations, the available talent pool, organization fit, and others that come up during the profile formation.

Organizational Review *Coordinated with Manager Search*

An organizational review and City Manager search should be a coordinated process whose elements happen together. The information from the organizational review/assessment is essential for the successful recruitment of the new City Manager. The same analysis becomes the foundation for a plan of action for the new City Manager once they start.

“Mini” Culture Audit

“Mini” Culture Audit: Our highly credentialed and experienced Organization Development professionals understand that when a CEO or Manager leaves, there is often heightened anxiety and work interruptions as people adjust. The areas impacting behavior are communication & expectations, environment, time, and group relations (power issues). The mini culture audit is used to help determine how to best recruit candidates for fit to create a positive work environment.

Position Profile – Recruiting Platform



We will pay considerable attention to establishing organizational goals and priorities for the position. The identification of priorities serves a two-fold purpose: it assists the hiring authority in developing a consensus on what is important for the organization and it alerts potential candidates to the important issues of the organization.

After drafting the Profile, we will meet with the Mayor and City Council as a group to discuss the critical specifications of the position. A great deal of emphasis placed on the agreement of this analysis. Without this information, it is difficult to determine how potential candidates will affect the City’s plans and organizational team. The final Position Profile, after approval by the Mayor and City Council, becomes the document against which we evaluate prospective candidates.

PHASE II Develop and Implement an Approved Recruitment Plan

The Position Profile serves as the primary recruitment tool as a means of identifying the scope of the position and highlighting the unique characteristics and qualities of the community. Once the Profile is approved, we will prepare and conduct a comprehensive program to contact candidates and determine sources of candidates.

Place Announcements Recruit Candidates

Recruitment Ads

*ICMA: International City
Managers Association
Gov't Jobs
Linked-IN
HueLife Web Page
League of Minnesota
Cities
Neighboring Leagues*

In addition to placing announcements in the appropriate professional and trade journals, we will announce the position on appropriate web sites and the Profile will be featured on the HueLife web site with a link to the City of Richfield official web site. We will utilize our local, regional, and national contacts to identify potential candidates. We will identify comparable organizations where key individuals will be contacted.

Often, we are able to identify candidates from similar assignments who may be appropriate for the position. ***Sometimes the most qualified candidates are often not in the job market and do not respond to traditional advertising; therefore, we will directly recruit specific individuals with established patterns of talent, stability, and success through direct visits, calls, and mailings.***

Accept and Acknowledge Applications

HueLife will take responsibility for accepting and collecting applications and acknowledgments. We will maintain transparency and provide continual updates to the city and candidates as each step in the process proceeds. We take great care to treat all candidates with the greatest respect on behalf of the firm and Richfield.

Review Resumes and Screen Candidates



Following the application deadline, we will screen each applicant's experience and background against the Position Profile. After evaluating and comparing each application, we will compile a list of candidates for further consideration. We will conduct one-on-one interviews with the most promising individuals. Our staff will make every effort to conduct face-to-face interviews with these candidates. ***Our in-depth evaluation and appraisal techniques*** will cover issues such as work experience, education, professional development and achievement, career objectives, accomplishments, suitability, and specific interest in the position. We will pay close attention to the management style that most closely reflects the needs of the organization.

Assessment Tools

Cover letter & resume review
*Short essays on topics related
to the position*
Writing samples
Summary of accomplishments
Insights management profile
One-on-one interviews
360 Degree Reference Review
Full Credit Report
Credential Check
Criminal Check

We use a variety of techniques to “discover” the candidates who will have the greatest chance of success. Research shows that past performance is the greatest indicator of future success. We spend a great deal of time reviewing the accomplishments and lessons learned on mistakes with each candidate. Additionally, we profile management styles and capabilities of each candidate through testing and interviews.



Huelife is authorized to administer the **Insights Discovery Personality Profile System**. The results will cover motivation and behavior patterns,

management strategies, identification and management of conflict areas. The City will gain insights into the strengths, management style, and key communication styles for each finalist candidate.

Progress Report TOP 10-12

Once interviews are complete, we will select the most qualified individuals to present to the Mayor and City Council. We will prepare a ***Progress Report that will provide information on ten candidates whose backgrounds most closely meet the requirements of the position.*** This Progress Report will provide specific information on:

- Educational and work history
- Accomplishments and growth potential
- Strengths and possible limitations
- Skills and performance history related to the position
- Personality and decision-making profile

We will deliver this report and personally review it with the Mayor and City Council. Five or six candidates will be selected for further consideration based on the review. We will propose a schedule for interviewing the candidates and discuss the compensation expectations of the Mayor and City Council once the finalists are selected.

PHASE III Coordinate and Conduct Final Interviews

Reference and Credential Checks

360 Review: Prior to the interviews, *we will conduct discreet reference checks on the finalist candidates.* We will talk with peers and former associates of these candidates. We will speak with individuals who are, or have been, in positions to directly evaluate the candidates' job performance. We will verify the finalist candidates' credentials through educational, criminal, and credit checks.

Final Interview and Selection Process



- Resumes, cover letters, and reference reports will be provided on each candidate prior to the interview.
- We will also provide the Mayor and City Council with a list of suggested interview questions and evaluation forms.
- We will discuss the proposed procedures to be used in the interview process.
- Our suggested interview schedule will allow the candidates to get acquainted with the community and community leaders and to visit with the Mayor and City Council and the staff in informal settings.
- We culminate the process with individual and group interviews.
- If possible, all interviews will be scheduled within a period of two days depending upon the desire of the Mayor and City Council.
- A consultant will be present at each interview.

Council/Panel Interview Preparation

Before the interview process begins, we will review all protocols and discuss the motivational forces guiding your interpretation of candidates. This is especially strong at the unconscious level with biases in the interview process, including:

- *Leniency/ Strictness Bias*
- *Halo Effect*
- *Horns Effect*
- *Similarity Effect*
- *Appraiser Biases*
- *Primacy Effect*
- *Contrast Effect*

Selection

After the interviews, we will meet with the Mayor and City Council to review the candidates using an ORID (Objective, Reflective, Interpretive, and Decisional) evaluation tool to assist in determining the top candidate. The consultant will assist in this process to the extent requested by the Mayor and City Council. *We take responsibility for notifying all unsuccessful candidates each time the candidate pool is narrowed down.*

Negotiating Compensation Package

Huelife, will take great care that the City of Richfield secures acceptance from the most desired individual. We will participate in the final negotiations. If any concerns arise in the final hour, by working as a third-party intermediary we can resolve important details of the offer which may have significant bearing on its final acceptance or rejection. We will negotiate the terms and conditions of employment and prepare a Letter of Agreement on behalf of the City of Richfield with the selected candidate.

Additional Support Services

If requested by the City, Huelife, will act as a spokesperson with the media to maintain the integrity of the selection process and to protect the confidentiality and privacy of the candidates who are not hired.

- Family issues and dual career households are factors that influence an individual's decision to change jobs. We address circumstances arising from a job change including spouse careers, real estate issues, family concerns, and relocation details.
- After the candidate is employed, we will follow up with both the City of Richfield and the candidate to insure a smooth transition and satisfactory completion of the assignment. This follow-up contact is intended to identify potential issues early so that adjustments can be made, if necessary.

Phase IV Onboarding – Preparing for change



Onboarding is a process focused on the integration of new senior-level managers into an organization. The goal is to *prepare Managers to succeed in their jobs as quickly as possible*. Huelife will meet with the directors and key staff, Mayor and City Council and the new City Manager to discuss and plan for the adjustments that naturally occur during periods of transition. This is particularly helpful to staff as they learn to work with their new supervisor. Items covered include effective communication, setting expectations, clarification of roles and responsibilities, a review of the culture and other norms.

FOLLOW UP Performance Review

If requested by the Mayor and City Council, we will assist in conducting a performance evaluation of the selected City Manager between six and twelve months of employment. We will develop a Work Program that will contain objectives for the City Manager to accomplish in the ensuing six to twelve months.

Principles Assigned to Your Search



Richard will be the lead consultant on the project and will be involved in all aspects of the search.

Dr. Richard Fursman, President: Richard joined Brimeyer Fursman in 2007 and has conducted 100+ searches over that time period. Richard has 25 years of senior management experience in local government, most recently as the City Manager of Maplewood, Minnesota. Richard earned his Doctorate in Organization Development as well as his Bachelor of Arts in Economics from the University of St. Thomas and his Master of Arts degree in Urban and Regional Affairs from Mankato State University.

Richard is an Adjunct Faculty at the University of St. Thomas. He was awarded the title of Credentialed Manager by the International City/County Management Association. Richard is a past board member of the Minnesota City/County Management Association, a member of Rotary International, and past President of the Minnesota Metropolitan Manager's Association. Richard has conducted numerous strategic planning retreats and consults with municipalities and non-profits on reorganization and change management in the USA and Abroad.

Guarantee

Huelife offers an 18-month guarantee on the effectiveness of the City Manager. Should the Mayor and City Council determine it necessary to terminate the City Manager due to failure to adequately perform the duties as specified in the Profile and as represented by the process.

Huelife will not recruit candidates we have placed with your organization.

Should there be substantial changes in the political situation at the City of Richfield and a decision is made to terminate the City Manager for reasons other than failure to perform the duties as specified in the Position Profile, this guarantee is subject to negotiations between the Mayor and City Council and Huelife. The Guarantee is contingent on the Mayor and City Council successfully completing all phases and optional services of the process.

Sample Time Table

The sample time table is to provide a conceptual framework. HueLife will work with the City to develop the schedule.

Huelife will work with the Council on the timing of the search. *We will work closely with you to work through scheduling difficulties.* The following serves as an *example* that will be altered to fit everyone's schedules.

Highlighted activities require full Council participation

Authorization to proceed

July 2018

Survey sent to council and staff	July
Profile Data Collection (with interviews of Council , Community, Staff)	July
Approve Position Profile	July/August
Start Recruitment	August
Deadline for Applications	September
Screen and Review Candidates	2 weeks
Progress Report/Select Finalists	September
Reference and Credential Checks	September
Interviews	October
Start of New Manager	November
Onboarding Session with New Manager and Council	At start

Fee Quotation Executive search process overview and fees		
	Search Fee	\$16,500
Phase I Develop Position Profile		
<ul style="list-style-type: none"> • Meet individually with the Mayor and City Council, Department Heads, and key staff • Meet with selected representatives from the community and/or conduct public forum • Develop, present, and Position Profile 		\$5,250
Phase II Recruit and Screen Candidates		
<ul style="list-style-type: none"> • Place Announcements • Direct Recruiting, Send Profiles • Review Resumes • Screen and evaluate candidates • Prepare and present Progress Report (progress report will be delivered in person and contain profiles of 10-12 candidates who demonstrate the best fit. <i>Here the council selects the top 5 for interviews.</i> 		\$6,000
Phase III Interviews		\$5,250
<ul style="list-style-type: none"> • Schedule and coordinate candidates' interviews with the City • Develop Interview questions • Participate in interviews • Develop compensation package • Participate in negotiations • Personal Management Style Profile Assessment 		
Expenses: Typical expenses include copies and supplies, position advertising (League Web Sites, ICMA, Minnesota City Managers Association, Linked-IN – Mileage and Management Profiles. <i>This does not cover costs associated with bringing in candidates from outside the area in the event the City would interview someone from out of State.</i>		Not to Exceed \$3,500

Optional Services Background Checks	
Phase IIIa. Background Checks <i>(This is done before the interview)</i>	\$675 per Candidate
<ul style="list-style-type: none"> • Reference checks • Credential verification • Credit Report • Criminal Background Report 	
POST HIRE OPTIONS	
Phase IV: Additional services after the Manager is hired	\$950
<i>Onboarding: If the council desires, we will facilitate onboarding of the new Manager to help clarify roles, expectations and reveal important practices of the operation. This is done with the council and staff and is planned during the first week or two the Manager is on the job.</i>	+ mileage and copies
Phase V: Manager Review: This is completed approximately 6 months after start of employment	\$950 + mileage and copies

Payment Policy: Our payment policy is one-third of the total fee due upon signing this agreement; one-third after presentation of the Progress Report; and the balance due 10 days after the search has successfully been completed, whether the agreement is oral or written. In the event the City Council terminates this agreement during the search, we will retain the progress payments to that point.

Richard Fursman, President
Huelife

Date

Mayor Pat Elliott
City of Richfield, Minnesota

Date

Related References

City of Stillwater, MN (Population 18,500)

Filled December 2014

Position Filled: City Administrator (Hired Tom McCarty)

Applicants received – 53

Contact: Mayor Ted Kozlowski

Phone: 651-300-4993

tkozlowski@ci.stillwater.mn.us

City of Bloomington, MN (Population: 87,000)

Community Development Director

Position Filled 2018. (Hired Eric Johnson)

31 Applicants

Contact: Jammie Verbrugge City Manager

Phone (952) 563-8700

citymanager@bloomingtonmn.gov

City of Rosemount, MN – Population ~25,000)

Position Filled: City Administrator (Hired Logan Maratin)

Dates of search: 2016

Applications received – 40

Contact: Mayor Bill Droste

Phone: (651) 280-5630

**Sampling of EXECUTIVE SEARCH
HISTORY 6/2012-2018**

YEAR	CLIENT/ORGANIZATION	POSITION	STATE	POPULATION
2018	City of Bloomington	Community Development Dir	MN	87,000
2018	City of Bloomington	Golf Course Manager	MN	87,000
2018	City of Grimes	City Manager	IA	15,000
2017	City of Spencer	City Manager	IA	11,500
2017	City of Otsego	City Administrator	MN	15,000
2017	City of Sandstone	City Administrator	MN	2,700
2017	City of Chaska	Park and Recreation Dir	MN	25,000
2017	City of Bayport	City Administrator	MN	3,500
2016	City of Clinton	City Manager	IA	27,000
2016	Three Rivers Park District	Special Counsel	MN	Millions
2016	City of Rosemount	City Administrator	MN	25,000
2016	City of Minnetonka	HR Director	MN	51,000
2016	City of Bloomington	City Attorney	MN	87,000
2015	City of Ottumwa	City Administrator	IA	25,000
2015	City of Minnetonka	Building Official	MN	51,000
2015	City of Apple Valley	Public Works Director	MN	50,000
2015	City of Woodbury	Building Official	MN	68,000
2015	City of Worthington	City Administrator	MN	13,000
2014	City of Stillwater	City Administrator	MN	18,500
2014	City of Victoria	City Manager	MN	8,000
2014	City of Victoria	Community Dev. Director	MN	8,000
2014	City of Independence	City Manager	IA	6,000
2014	City of Waukeg	Chief of Police	IA	16,000
2013	City of Arlington	City Administrator	MN	2,233
2013	City of Centerville	City Administrator	IA	5,500
2013	City of Charles City	City Administrator	IA	7,700
2013	Borough of Petersburg	Chief of Police	AK	3,273
2013	City of St. Louis Park	Fire Chief	MN	45,000
2013	Lincoln Pipestone Rural Water	CEO	MN	4,250
2013	Wabasha County	County Administrator	MN	21,482
2012	City of Apple Valley	Chief of Police	MN	50,000
2012	City of Eagan	City Administrator	MN	64,200
2012	City of Eagan	Finance Director	MN	64,200
2012	City of Eagan	Director of Public Works	MN	64,200

Onboarding a New Hire

Doing it right from the get-go



by Richard Fursman

Onboarding: The practice of socializing new managers or executives as they enter a new organization.

The first days and weeks of a manager's entry into a community are the best of times and the worst of times. For most, it is a honeymoon among strangers; a combination of high expectations and invisible agendas. With a median tenure of city managers and administrators of at least five years, per my research, a new standard for transitioning new managers, high-ranking employees, and their organizations is needed.

Newly hired managers and department heads can begin in unfamiliar surroundings and require a considerable amount of time to gain the institutional knowledge needed to do their job effectively. The transition period from when the new employee enters to the point he or she is effective can create a significant lag in productivity.

Using the private sector as a comparison, studies of newly hired executives show they take an average of slightly more than six months to reach the point where their contribution to the company begins to surpass the costs of bringing them on.¹

From 2007 through 2014, I have provided assistance in more than 100 hires and entries of managers, administrators, police chiefs, and fire chiefs as they started in new communities. I interviewed in-depth five managers during the first 10 months at their new job to better understand their personal journey.

More than 500 employees and local elected officials were interviewed before, during, and after the hiring processes of the managers and chiefs. A number of findings and recommendations have been summarized here to help new leaders and their hiring authorities reduce the productivity gap, generate stronger performances from the new hire as well as the organization, and reduce turnover.

In recalling the first 300 days in a new community, the managers in this study revealed a journey into themselves and into organizations unknown to them. The new managers were greeted, challenged, and burdened by others and themselves with great anticipation and expectations upon their arrival.

Moments of excitement and a deluge of new faces, information, and tests combined in an atmosphere that was unsettled and unsettling. During that period, surrounded by staffs who were not behaving naturally, the new managers experienced a bit of a shock described as a "mind-spinning," "nerve-wracking," and "disorienting" feeling.

AN ONBOARDING GUIDE

Whenever a change occurs at the manager or a department director position, the organization needs to conduct a thorough onboarding process. Onboarding is a relatively new term used to describe the practice of socializing new senior-level managers or executives as they enter a new organization or, in this case, community.

A process and question guide for every new hire is outlined here from the perspective of the new manager, the existing staff, and the council.

THE NEW MANAGER

What to do prior to arrival:

- Take some time for yourself to charge your batteries. It will likely be a while before you get a break.
- Learn as much as possible about the community and organization (this should also be done before the interview for the job).
- Develop and practice a personal introduction that lets people know who you are.
- Prepare yourself mentally for a lot of attention and imagine to yourself the impression you want people to have of you. *The first impression will be the strongest you ever make.* It is difficult to recover from a botched first impression.

What to do in the first week and beyond:



- Have an *onboarding* session with elected officials and another with department directors and key staff.
- Meet everyone who works for the organization.
 - Go where they work. Do not have them come to your office.
 - Be prepared to hear people out.
 - Do not promise what you cannot deliver, it will only hurt you in the long run.
 - Be prepared for inquiries on such past issues as staff asking for the raise that was promised.
 - Know how you want to respond to those inquiries.
 - For larger organizations, it will take much more time and will likely involve meeting groups of people rather than individually.
- Identify and communicate your management style and the way you process decision making (done after onboarding).
 - Do you have an “open door” policy and what does that mean?
 - Will you be making any changes right away?
 - How should people approach you and how should you be addressed? (Are you formal or informal?)
 - Identify early goals for yourself publicly and follow through on them. This will help establish your credibility by making promises and then keeping them. Again, be cautious not to make promises you cannot keep as this can be disastrous.

- Do some ride-a-longs where and when appropriate.
- Work with elected officials to have a set of goals and check in regularly.
 - Have a communication strategy for getting the plan to stakeholders before you implement. Communicate, communicate, verify, and communicate some more.
- Plan on putting in a lot of extra hours for at least six months. Others will see that you are putting in the effort to get the knowledge you will need to be effective.
- Encourage staff members to provide you input and feedback on your performance (based on established expectations).
- Be patient with your new staff. It will take them time to get comfortable with you.
- Look for early wins. Having some early successes will help establish your confidence and help others see you as a contributing member of the team.
- Do not try to change too much right away. Get to know the organization and gain the trust of the elected officials and staff before making a lot of process and program changes. Those changes will come in time. However . . .
- Deal with critical issues right away. Process changes should take time, but if a critical issue that needs immediate attention comes up, deal with it. Seek advice and communicate with the elected officials, management staff, attorney, ICMA resources, and your trusted colleagues.

WORKING WITH ELECTED OFFICIALS

In the surveys I have conducted with elected officials to help with the onboarding of a new manager, there has never been 100 percent agreement on the directions that should be given to the new manager. In other words, the manager is at risk of being given conflicting messages right from the start.

Our research found that the most important element for the success of new managers was their relationship with the mayor and council. The basis for a good relationship was a clear understanding of expectations, goals, and culture.

In the surveys I have conducted with elected officials to help with the onboarding of a new manager, there has never been 100 percent agreement on the directions that should be given to the new manager. In other words, the manager is at risk of being given conflicting messages right from the start.

An onboarding session with the entire elected body can clarify the issues and actions the new manager should take and how. A confidential survey is a good idea before the session to ensure all voices are heard and ideas are expressed.

These represent some of the common questions that should be addressed at the start of employment. There also are a number of community-specific questions that should be addressed:

What is expected of the manager when there is a split vote on a significant issue? The importance of having the council discuss the answer together is to establish that the

manager should not be pulled in different directions or be criticized for following a directive of the majority.

Few of the councils I have worked with began with a unified voice on what the manager should do with a split decision involving a significant issue. Elected members have suggested the manager drag his or her feet, bring the item back, wait for consensus, or move ahead with the directive.

A new manager faced with this type of confusion is subject to criticism for doing his or her job as directed.

What is the responsibility of elected officials moving forward if they are on the losing side of an issue? As the new manager starts, it is an excellent time for elected officials to consider how their conduct sends messages to the staff and public. Losing a vote on a new park doesn't mean the member needs to vote no on the bid for the new playground equipment.

This discussion can lead to the opportunity of the manager being able to engage members with differing points of view and to encourage constructive discussion while moving forward on items.

What is each member's expectation on frequency and type of communication? Some councilmembers like text messages, others phone calls, others e-mail. Most elected officials have different definitions of what an urgent matter is and who should be included in that communication.

Is it okay to give some elected officials more face time and attention than others? This happens all the time, depending on the availability of the elected officials. Those with difficult work and family schedules can have difficulty making the regular meetings and are rarely in the manager's office.

Others with flexible hours or who are retired can drop in at any time and stay for long periods. There are times when some councilmembers sense they are being short-changed and that others have more influence as they spend more time with the manager.

The onboarding session can help reveal the impact that the inconsistency of face time has on the new manager and other members. The discussion should also include a way for a manager to politely direct the elected member who likes to frequent city hall to give staff (manager included) uninterrupted time to finish work.

Are employees allowed to speak directly with councilmembers about work with or without the manager's knowledge? Do councilmembers go directly to staff when they have a question or want something done? Our research found that this varies significantly from community to community. Managers who attempt to establish fundamentally healthy rules on communication without an understanding from the elected body and staff up front, found themselves at odds with the culture. This misstep leads to a loss of credibility and ability to lead.

How soon can the manager make changes? How involved do elected officials want to be? Data indicates that changes are often sought when a new manager comes in; however, the

change process and timing are seldom discussed up front. Some elected officials indicate it is the manager's job, while others express an interest in knowing all the details of change, including how and why. A clarifying discussion and understanding of expectations will help with the timing of change and implementation.

How free should the manager be to recommend replacing people if they are not doing what they expected to do? At times, new managers are greeted upon their arrival with a problem employee or two. The council needs to have an understanding of the process and the time the new manager needs to take to address any personnel issues he or she inherits. There are also cases where the manager does address the poor performance of an individual, only to be publically chastised by a councilmember for various reasons.

How should the manager handle him- or herself during the meeting if it appears a decision by the council will be made that will have a negative impact on the community? Elected officials need to let the new manager know when and how their individual interjections at public meetings should be handled. Should the new manager sit silent on an issue or offer amendments, suggest caution, or voice outright objection?

Who should give the manager direction and when? There is often confusion as to who should be giving the new manager direction. Managers know they act on directives given by the majority of the council at public meetings; however, managers are also routinely given additional directives by individual elected officials.

Many of them want that special relationship with the manager, not realizing that their "suggestions" sound a lot like directives. This behavior needs to be discussed and defined up front so the new manager can maneuver quickly through those moments with clear authority to place items on the agenda or say no to directives with the backing of the council.

What are the top three to five priorities elected officials want the manager to work on during the first 6 to 12 months, and what will success look like? The new manager who can get clear direction on objectives from elected officials has the best chance for immediate success. Without this, the new manager is either guessing and taking chances, or waiting for clarity to come sometime in the future. This wastes time and can give the impression that the new manager is weak and ineffective.

How will the council "ordain" the new manager as its trusted partner? Councilmembers need to make it clear in no uncertain terms that they are 100 percent behind and in partnership with the new manager. Research revealed that those who go around the manager to other staff for information, or check up on the new manager with staff, undermine the new manager's authority and make his or her new job much more difficult.

This is especially true when change is needed and there is resistance. Staff may sense they can control the manager by going to "their" councilmember. During the onboarding meeting, the council must be made aware that it can only hold the manager accountable if all members give the manager the authority to manage.

ONBOARDING WITH STAFF

Information with the council onboarding session should be shared openly with staff. The data shared will provide clarity to staff on the manager's support from the council and its position on managing the community.

New managers need to be aware of the general discomfort employees feel when a new boss arrives. In every onboarding survey this author has conducted, questioned employees responded with fear that the new boss would micromanage them or handle change poorly. Onboarding with staff can eliminate a great deal of the experiential research needed by the new manager as he or she learns the new culture, needs, and expectations of new reports.

Information with the council onboarding session should be shared openly with staff. The data shared will provide clarity to staff on the manager's support from the council and its position on managing the community. Here are some of the questions that managers should discuss at the onboarding session with staff:

What are the immediate changes you would like to see at city hall? It is important not to promise things during the discussion, but it is helpful to have perspective on what constitutes key needs. The answers here will help the new manager to assess where tension exists and to test the urgency and needed pace for changes.

New managers who are successful at implementing the changes communicate often and clearly the need for the change, the process that will be taken including timelines, and the outcomes anticipated.

What type of relationship do you expect to have with the new manager? Staff members, like the elected officials, bring a variety of personalities and expectations on relationships. Some anticipate a strictly professional relationship, others want to be friends, and others are flexible either way. Here the manager can express his or her comfort level while being mindful of the culture and the style of the previous manager.

What should you do if you disagree with me? This is an opportunity to establish communication protocols when it comes to debate. Some managers encourage open disagreement to fully vet new ideas, while others want some public restraint and subtlety. The important lesson learned by new managers here is, without this discussion, staff doesn't know.

The self-determined and confident will speak up and the reflective-minded members may stay silent. If the new manager wants feedback, he or she needs to give staff permission as well as a process for doing so. Then, it is important to thank people for their input and perspective.

What are the organization's espoused and lived values? It is nice to know what the organization's culture is. Maybe it is family friendly and the staff is used to being let go early to attend a soccer game or school play. Maybe the organization talks about the "team" but doesn't live it.

The onboarding session provides the manager with the opportunity to learn what works, where the pain is, and what the values are and how those translate to the management philosophy and expectations.

If you are not doing what is expected of you, you expect me to _____? This finish-the-sentence question places the expectation bar back on the staff. It introduces a shared sense of responsibility moving forward. The manager can take the discussion as an opportunity to express standards for performance, goals, reviews, and employee development.

Staff may also want to consider additional questions during the onboarding process, including:

- What are you most hopeful for with a new manager?
- What are your biggest concerns about having a new manager?
- What are some descriptions you would use to describe the team you would like to have?
- If you are directed by a councilmember to do work, what will you do or have you done in response?

Taking the time to develop a well-thought-out game plan for onboarding will help ensure that new managers start off on the right foot, as they endeavor to work with elected officials and staff in leading their community organizations to accomplish key objectives.

ENDNOTE

¹ Wells, S.J. (2005, March). "Diving in." *HR Magazine*, 54–57.



Richard Fursman, Ed.D., is president, Brimeyer Fursman Organization Development, Maplewood, Minnesota (richardfursman@gmail.com; www.Brimgroup.com).

COMMENTS & RATINGS

Community Rating:

5.0 of 5 stars (average of 4 reviews)[Show breakdown](#)



[Mary Van Milligen](#) said Jul 2 2014 Richard - Thank you for this great article. I look forward to referring to this article when I take on my first executive position!



[Robert Joseph](#) said Jul 5 2014 I agree with Mary. This is a comprehensive and well-written article that accounts for much of what will set the tone for council, manager and staff expectations and behavior. This article can be helpful to new and seasoned managers alike and parts of it may be used to onboard newly elected councilors and newly hired department heads. Working together with purity of intent does not guarantee, but is a very good first step towards creating a real community.

COMMUNITY DEVELOPMENT DIRECTOR

BLOOMINGTON, MINNESOTA

The City of Bloomington seeks to hire an inclusive and visionary leader to serve as its next Community Development Director. The Department delivers planning, inspection, assessing and development services in a manner that balances the need for speed, accuracy, safety, public input/reflection, customer service and innovation. The successful candidate will bring not only technical skill and knowledge in the areas of development, code enforcement, and planning, but most importantly the emotional intelligence, leadership qualities and cooperative team skills necessary to advance the City's vision of a High Performing Organization.



BloomingtonMN.gov

ABOUT THE CITY OF BLOOMINGTON

Located just south of the Twin Cities of Minneapolis and St. Paul, Bloomington is a thriving community of approximately 87,000 residents and the fourth largest city in the state. Home to the Mall of America and adjacent to Minneapolis-St. Paul airport, Bloomington is both an employment and hospitality hub for the region.

The City's nine departments deliver the full scope of municipal services, with a full-time staff of approximately 565 employees. The City is governed by a 7-member City Council and operates under a City Manager form of government.



CITY CULTURE

The City of Bloomington is embracing the High Performing Organization (HPO) concept. City Manager Jamie Verbrugge and the executive leadership team are working to develop a culture that builds leaders at all levels and actively engages and empowers employees. The concept of HPO reaches beyond employees to engaging with the public as well. The City wishes to partner with the community and seek continuous input on the direction of the City. The Community Development Director (CDD) will be expected to play an integral role in developing and nurturing the HPO culture and community outreach. The City Manager also looks to the CDD to be an active participant in policy formation and strategic thinking. The new CDD is encouraged to continue the practice of being an innovative leader in the community.





LEADERSHIP PHILOSOPHY

The City of Bloomington has adopted the following Leadership Philosophy, which speaks to the nature of our work and our attitudes toward work; what motivates us; how creativity, information and knowledge are distributed throughout the organization; and how decisions are made.

- We are invested in Bloomington and our shared contributions to being a great community. We are committed to engaging our co-workers, residents, businesses and visitors in order to provide the best possible services.
- We embrace our shared values and accomplish our vision and goals by encouraging creativity, innovation, continuous learning, clear communication and employee empowerment.
- Better decisions are made using consultative and team-based participation.
- We believe in leadership at all levels. Everyone is heard and respected, so trust is generated across the organization.
- We are motivated by meaningful and challenging work and opportunities for growth, recognition and success.

ABOUT THE COMMUNITY DEVELOPMENT DEPARTMENT

STAFFING

Bloomington's Community Development Department has an authorized staff of 78 full-time employees working in the following seven divisions:

- Administration
- Assessing
- Building Inspections
- Environmental Health
- Housing & Redevelopment Authority
- Planning
- Port Authority

BUDGET

For 2018, the Department's financial resources include a \$9.2 million General Fund budget, plus \$9.2 million HRA and \$4.4 million Port Authority budgets.

CULTURE

The department is staffed with experienced and knowledgeable professionals who are leaders in their specialties. They describe department personnel as excited, passionate, and hopeful in an evolving environment. The work embodies the most comprehensive and complex elements of development which often include competing objectives. The department balances the priorities for speed, accuracy, safety, and public input/reflection. Each division within the department, while comprising an independently functioning team, needs the input and cooperation of other divisions to accomplish its tasks. The divisions work cooperatively and effectively in a collegial manner. The CD Director is often requested to provide input to help with creative solutions that reflect the need for safety and quality, while moving forward on projects.



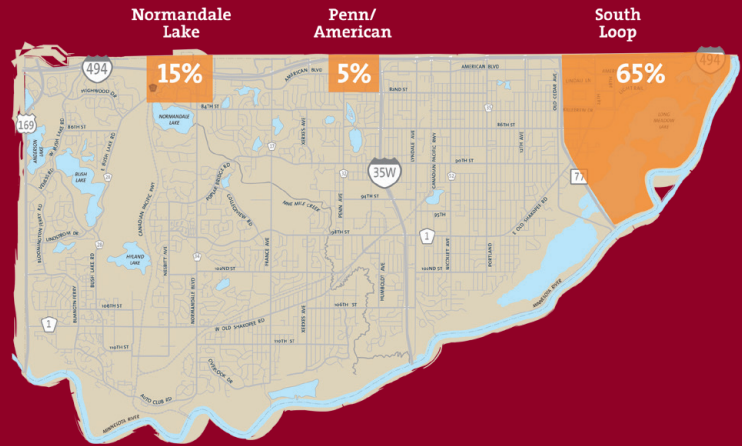
MAJOR OPPORTUNITIES AND PRIORITIES

BLOOMINGTON DEVELOPMENT ENVIRONMENT:

Bloomington's location in the Twin Cities along with its significant and varied attractions has provided the City with the opportunity to be both selective with development and exacting with standards. The City would like to be known as the best place to build, invest, and create business and community. It is working hard to balance a variety of interests, needs, and expectations.

POSITION PRIORITIES:

The first actions of the CD Director will be to learn the department, organization, and community. There will be many opportunities to become familiar with the people who directly and indirectly interact with development.



Some immediate internal steps suggested by department personnel include:

- Learn the specific operations of the divisions within the department and provide support and leadership.
- Get to know department personnel and establish regular updates to the entire department.
- Encourage department staff to interact more and have a common understanding of the core strategic initiatives, goals and priorities of the City.
- Get to know and understand the work culture of the executive leadership team and City Council.
- Assist the department with fully integrating the philosophies and practices of HPO and connecting its work to the organization's vision and values.
- Design new council member orientation (developing this relationship with existing and new council members and setting realistic expectations).
- Become familiar with the City's tax base makeup and how it factors into decision making.

The City has numerous projects (large and small) to become familiar with and lend ideas to. Examples of those currently underway or soon to be started include:

- Reinvestment in neighborhood commercial nodes. This includes seeking expanded funding options and processes for revitalizing neighborhood commercial centers.
- Advance development in priority areas, including work on additional phases of development at the Mall of America, Bloomington Central Station and the surrounding South Loop area.
- Develop strategies for creating more affordable housing.
- Expand the Neighborhood Support Program.





COMMUNITY DEVELOPMENT DIRECTOR

REQUIRED SKILLS AND EXPERIENCE:

Candidates with a minimum of 5-10 years of progressively responsible community development experience are considered ideal for the position. It is important for the director to have technical skill and/or awareness in the areas of development, code enforcement, and planning. Experience being persuasive and influential with a governing board, body, or leadership team and soliciting community engagement are also essential. However, the most important hiring consideration will be the individuals' emotional intelligence and leadership qualities.

LEADERSHIP CHARACTERISTICS:

The City is seeking candidates who are creative, passionate, and engaging with the ability to build trusting relationships. The new Director will be considered an integral part of the community who will engage the Mayor and Council, staff, public and community groups. The new Director should embrace the idea of empowerment, learning and team-oriented solutions.

The City is specifically seeking:

- A proactive visionary who thinks globally, sees the “big picture” and serves as a “salesperson” for Bloomington.
- A personable individual with excellent communication skills and the ability to facilitate dialogue.
- A respectful, approachable leader who listens carefully and thoughtfully to others.
- An effective manager able to offer and execute practical ideas while fostering a climate/culture of innovation.
- A person of empathy who is a good listener, shows compassion, and creates an inclusive environment that values everyone.

COMPENSATION

Starting salary of \$135,000 to \$155,000, depending on qualifications. Position includes comprehensive insurance, pension and paid time-off benefits.

TO APPLY

Submit resume and cover letter to BloomingtonCDD@hue.life no later than Monday, January 8, 2018. Interviews are anticipated to be held the week of February 5, 2018.

June 25, 2018

Sent via email only

Ms. Pam Dmytrenko
City of Richfield
6700 Portland Avenue
Richfield, MN 55423

Dear Mr. Dmytrenko,

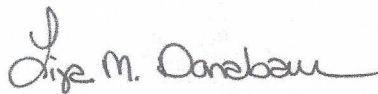
Thank you for the opportunity to submit a proposal to assist the City of Richfield with a search for your next City Manager. Our firm has extensive experience with local government and we thoroughly understand the complexities faced by City Councils in Minnesota. Our values are in sync with Richfield's posted core values: DDA **leads the way** in service delivery; we are **responsive** to our client's needs, **accountable** in providing fiscally responsible services, and provide services that are **client centered** all while **celebrating diversity** of its clients and applicants.

The attached proposal includes several elements that set us apart in our approach to providing this service. Highlights include:

- Knowledge: Our firm comprehensively understands local government in Minnesota, and our consultants are former Administrators with significant experience.
- Communication: We will be on site multiple times throughout the search process and will provide weekly email updates to the City Council throughout the process.
- Brochure/Profile: We develop a detailed, professional profile to present the City in the most positive manner. A sample is attached.
- Adherence to deadlines: When a deadline is established, we will meet it.
- Video Interview: DDA uses video interviews in the screening process to get quality data that may not be apparent on resumes. These videos are made available to the Council prior to selecting candidates for final interviews.
- Work Personality Index: Prior to deciding on final candidates, the Council will also receive a personality index report on each person being considered for an interview.
- Background check process: Instead of doing a comprehensive background check on a single finalist, we do a comprehensive background and reference check on all finalists interviewed by the City Council. This is all included in the price.
- Intellectual Profile: Each finalist will complete an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.

I look forward to answering any questions you may have once you've reviewed our proposal. Thank you for your consideration.

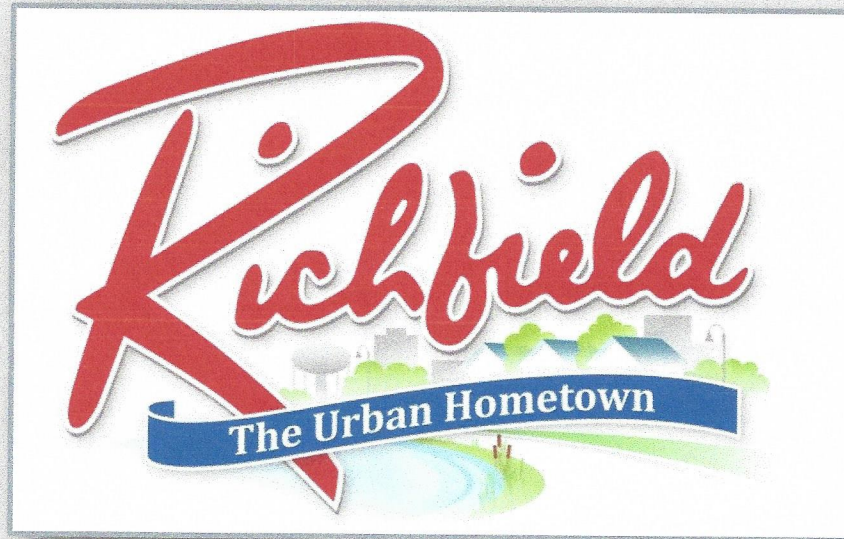
Sincerely,



Liza Donabauer
DDA Human Resources, Inc.

Enclosures

DDA HUMAN RESOURCES, INC.



PROPOSAL FOR THE CITY OF RICHFIELD CITY MANAGER SEARCH

JUNE 25, 2018



CONTENTS OF THE PROPOSAL

◆ Description of the Firm	◆ Process Details
◆ Approach to the Process	◆ Fees
◆ Service Team	◆ Assurance
◆ Timeline	◆ References

DESCRIPTION OF THE FIRM

David Drown Associates (DDA) is a full-service consulting firm with more than 20 years working with local governments providing a full range of fiscal and economic development services, along with compensation and classification services and executive searches, to over 450 government clients throughout Minnesota. Over these years, we have gotten to know local government well, and we have worked hard to keep our services up-to-date to meet the ever-changing needs of our clients.

In 2013, we expanded our scope to provide human resources services — we started with executive recruitment and organizational studies and more recently added classification and compensation studies. Because of growth in our human resource service area, a new Human Resource affiliate company was created in 2017. DDA Human Resources Inc. currently employs fourteen individuals serving cities, counties, and special districts throughout Minnesota. The vast majority of our consultants are recent practitioners having served as Administrators or Human Resource Managers. In addition, the scope and breadth of experience levels we bring to this project is second to none.

We take great pride in providing the best service at a fair and equitable price. We think you will find that our small company is nimble, efficient, and personable. We know and understand local government, and that will always guide our work.

APPROACH TO THE PROCESS

Our approach to this search will be to focus on finding the best fit for the City of Richfield. This is accomplished, first and foremost, by listening to what you are saying, understanding your goals and objectives, and building the search process off of that foundation.

After gathering background information, we comprehensively advertise the position and make sure that the posting gets into the hands of prospective candidates. In some cases, those persons are not active job seekers, so we will make every effort to find those folks through direct outreach efforts. After the posting closes, an analysis of candidates will be completed so that, when the semifinalists are presented to the City Council, you will be confident that these people are the best matches from the submitted applications.

After the Council selects the finalists, these candidates will be fully researched, and all necessary hiring information will be available prior to the Council making a decision.

Communication with the City Council is a high priority. In addition to our Consultant Liza Donabauer being on site regularly, the City Council will receive weekly email updates, and she will always be available for questions.

SERVICE TEAM

Liza Donabauer

Liza is a Management Consultant. Like all DDA HR consultants, she has a background in public administration at both the city and county level, most recently in Kansas and Minnesota. Liza worked in Wright County providing administrative support to the Commissioners, Coordinator, and Human Resources Dept. This path led her into city management for Clearwater, Kansas, and Arlington, Minnesota. During her four years as City Administrator in Arlington, she completed a reorganization of the administration department, developed an orientation and capital planning process for two new Councils, conducted compensation studies for several departments, and engaged in a strategic planning session. Liza also took part in developing a leadership curriculum for up and coming leaders in Sibley County. Her work has centered on human resource management, strong community participation, and leadership development. She received her MBA with an emphasis in public administration from St. Scholastica.

Since joining DDA, Liza has conducted, and provided support for, several Manager/Administrator searches as well as assists cities with their Pay Equity and Compensation and Classification Studies.

Liza will be the lead consultant on this project.

Gary Weiers

Gary joined DDA in 2013 and has conducted over 50 executive searches and numerous organizational studies. The vast majority of this work has been done in greater Minnesota. This is by design in that we are passionate about meeting the needs of communities in all parts of the State. Prior to joining DDA, Gary had over 20 years of county government management experience, the last 11 years as County Administrator in Rice County. Prior to becoming Administrator, Gary served as the Social Service Department Director in Rice County and worked as a Social Service Supervisor in Mower County and Sherburne County. Gary received his bachelor's degree from the University of St. Thomas and has honed his skills by working his way up from an entry level social worker position to be the head of a \$50 million organization with over 350 employees.

In addition to conducting executive searches, Gary has done work with communities on sharing services, organizational analysis, strategic planning, and other management related work.

Gary will provide support to Liza throughout the process.

Liz Judd

Liz is an Assistant Consultant that provides support and assistance within our Human Resources Division. Since joining DDA in 2015, Liz has been involved in numerous executive searches, classification and compensation studies and other human resource projects.

Some of her duties include community research, creating position profiles, assembling materials for clients, assistance drafting job descriptions and providing general administrative support to our Consultants.

TENTATIVE TIMELINE

This timeline is tentative. The final timeline will be set after the City Council's decision to proceed.

ITEM	TASK	COMPLETION DATE
Decision by City Council to proceed		July 10, 2018
Information gathering	<ul style="list-style-type: none"> ◆ Gather all pertinent background information ◆ Gather salary information and review job description ◆ Meet individually with each member of the City Council 	July 24, 2018
Professional profile	<ul style="list-style-type: none"> ◆ Develop position profile and advertisement 	August 8, 2018
Approve position profile	<ul style="list-style-type: none"> ◆ City Council approves profile, job description, salary range, and hiring process 	August 14, 2018
Candidate recruitment	<ul style="list-style-type: none"> ◆ Post position immediately upon approval of profile ◆ Comprehensively advertise ◆ Email and phone calls to prospective candidates 	August 15, 2018- September 12, 2018
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	September 13, 2018
Video Interview	Each semifinalist will complete a video interview	September 27, 2018
Personality Index	DDA will administer a work-related personality index to all semifinalists.	September 27, 2018
Selection of finalists	<ul style="list-style-type: none"> ◆ City Council selects finalists for interviews ◆ DDA will notify candidates not selected as finalists 	October 9, 2018
Background check of all finalists selected for interviews	<ul style="list-style-type: none"> ◆ Includes: <ul style="list-style-type: none"> • Criminal background: county, state, national • Sex offender registry • Social Security number verification • Employment and education verification • Credit Check 	October 19, 2018
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	October 19, 2018
Intellectual profile	DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude	October 19, 2018
Finalist Packet	DDA will provide the Council information including: <ul style="list-style-type: none"> • Summary of references • Results of background checks • Personality index reports • Video interview • Resumes, etc. 	October 22, 2018
Interviews	DDA will prepare all interview materials and be present at all interviews and other functions. It is recommended that interviews be at a special meeting	October 29 & 30, 2018
Decision	City Council will select candidate for offer	October 30, 2018
Offer and agreement	DDA will negotiate agreement with selected person	October 31, 2018
Projected start date	New Manager begins	December 3, 2018
Follow up	DDA will follow up periodically with the new Manager	December 2019

PROCESS DETAILS

Step 1: Information Gathering

DDA will gather and assemble background information pertaining to the City and position. In addition, Liza will meet individually with all Council members to discuss candidate attributes, experience, and other important qualifications. A group meeting with senior staff will also take place if requested. At the same time, the job description will be reviewed and, if needed, we will gather relevant comparative salary information for consideration by the Council. We will quickly develop a comprehensive understanding of the organization, community, and position.

Step 2: Development of Position Profile

Based on the information received from the City Council and others, DDA will develop a professional position profile that is customized to present the City of Richfield in the most positive manner and provides prospective candidates with meaningful information. A draft will be presented to the City Council for consideration and approval prior to advertising. A sample profile is attached for your review.

Step 3: Advertisement and Recruitment

DDA will comprehensively advertise the position and make direct contact with possible candidates who are not active job seekers. Some of the places the position will be advertised include: League of Minnesota Cities, International City/County Management Association, Minnesota Association of City/County Managers, Association of Minnesota Counties, LinkedIn, and municipal associations in Iowa, Wisconsin, North Dakota, and South Dakota. In addition, the posting will be shared with professional networks through Minnesota State University Mankato, Hamline University, St. Cloud State University, and the University of Minnesota. Other local advertising will be done as per direction from the City. Regular communication with candidates will occur throughout the process.

The simple DDA online application process will be used unless the City prefers to use an existing City methodology.

Step 4: Initial Screening and Review

DDA will complete a comprehensive analysis of every application received and determine approximately 10-12 semifinalists based on job related criteria. Each semifinalist will complete a video interview and a work related personality index. About one week prior to the selecting finalists for interviews, the video interview, personality index, cover letter, and resume from each of the 10-12 semifinalists will be made available to the Council for viewing. This will allow the Council ample time to comprehensively review candidates prior to determining who to bring in the for the final interviews. After the Council selects finalists, those not selected as finalists will be notified by DDA.

Step 5: Selection

After the City Council selects finalists, DDA will complete comprehensive background screenings including criminal history, civil court history, verification of recent employment, verification of education, driver's license review, credit check, and other items. Along with background checking all finalists, DDA will check employment references on each person.

In addition, DDA will administer an intellectual profile measuring verbal reasoning, mathematical and logical reasoning, and overall mental aptitude.

About a week prior to the final interview process, the City Council will have access to each candidate's application materials, video interview, background check results, reference information, a work personality report, and an intellectual profile on each person.

Early in the search process, Liza will discuss interview possibilities including department head participation options and possibilities for community involvement through a meet and greet event, interview, or other functions.

Prior to interviews, Liza will prepare questions and then facilitate all interviews and other activities the City Council determines appropriate. Our goal is to make the process smooth and painless so the City Council can focus all its energy on finding the right person for the job.

Step 6: Offer

After interviews are complete, we will assist the City Council with deliberations and facilitate the offer to the selected candidate. We will negotiate the terms with the candidate based on the parameters established by the City Council.

Step 7: Follow Up

DDA will make periodic contact with the new Manager for at least the first year of employment.

LIST OF SEARCH CLIENTS FROM THE PAST TWO YEARS

Entity	Type of Search	Entity	Type of Search
City of Hector, MN	Administrator	City of Wadena, MN	Administrator
City of Mountain Lake, MN	Administrator	City of Lake City, MN	Administrator
Wadena County, MN	Coordinator	City of Breezy Point, MN	Administrator/Clerk/Treasurer
Rice County, MN	Chief Financial Officer	City of Plainview, MN	Administrator
City of Redwood Falls, MN	Chief of Police	City of Faribault, MN	Administrator
City of Brainerd, MN	Administrator	City of Fairfax, MN	Clerk/Treasurer/Administrator
City of Amery, WI	Administrator	City of Marshall, MN	Administrator
City of Arlington, MN	Administrator	City of Staples, MN	Clerk/Finance Director
City of Warroad, MN	Public Works/Utility Director	City of Mayer	Administrator
City of Nisswa, MN	Administrator/Clerk	City of Granite Falls, MN	Finance Director
City of Lake City, MN	Ambulance Director	Goodhue County, MN	Finance Controller
Pope County, MN	Coordinator	City of Isanti, MN	Finance Director
City of Baxter, MN	Administrator	City of Willmar, MN	Administrator
City of St.. James, MN	Administrator	Three Rivers Community Action	Executive Director
City of Isanti, MN	Finance Director	City of Motley, MN	Clerk/Treasurer
Willmar Municipal Utilities	General Manager	City of Lake City, MN	Finance Director/Treasurer
Dodge County, MN	Administrator	City of Olivia, MN	Finance Director

In addition to the specific references listed on the following page, the City of Richfield is encouraged to speak with any of the entities listed above.

DDA is currently conducting searches for the Cities of Waseca, Springfield, and Sleepy Eye, Minnesota, as well as Crow Wing, Houston, and Todd Counties.

FEES

The fee for the search process is \$17,000. This all-inclusive fee covers professional services and all expenses including travel, advertising, personality index, intellectual profile, background checks on all finalists, etc.

ASSURANCE

If the newly hired Manager leaves the organization within the first 24 months of employment, DDA will complete another search without professional service fees. Only actual expenses will be billed to the City.

REFERENCES

Ed Menk

Mayor, City of Brainerd
Administrator Search

Phone Number: 218-829-7266

Email: emenk@ci.brainerd.mn.us

Royal Ross

Council Member, City of Faribault
Administrator Search

Phone Number: 507-456-2932

Email: rross@ci.faribault.mn.us

Mike Dodge

Mayor, City of Mayer
Administrator Search

Phone Number: 952-215-2639

Email: mdodge.ci.mayer@frontier.com

Roger Ziebell

Mayor, City of Plainview
Administrator Search

Phone Number: 507-534-2681

Email: r.ziebell@plainviewmn.com

Erica Zweifel

Council Member, City of Northfield
Administrator Search

Phone Number: 507-663-7131

Email: ericazweifel@gmail.com

Rich Nagel

Mayor, City of Arlington
Administrator Search

Phone Number: 507-964-5141

Email: wnagel@frontiernet.net

"After working with then, City Administrator Liza Donabauer for over 2 1/2 years, I can truthfully say she is the epitome of hard work and dedication to her profession. Her communication skills and procedures are without compare, and she did not shy away from any challenge. I have no doubt that she will continue to provide exemplary service in any work endeavor."

Rich Nagel, Mayor
City of Arlington, MN

"We hired David Drown Associates to facilitate our search and subsequent hire of our new City Administrator. They did an outstanding job of walking our City Council through all stages of the hiring process. Liza Donabauer was in constant contact with me and able to quickly answer any question that came up. I would highly recommend DDA Human Resources Inc. to any city."

Mike Nelson
Mayor of Mountain Lake, MN

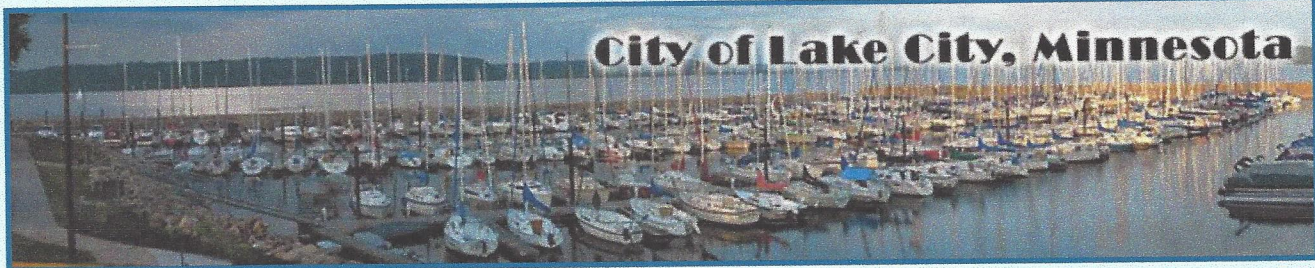
DDA HUMAN RESOURCES, INC.

SAMPLE POSITION PROFILE



DDA

Human Resources, Inc.
a David Drown Associates Company



"TO PROVIDE AND MAINTAIN AN ATTRACTIVE AND VIABLE COMMUNITY"

POSITION: CITY ADMINISTRATOR

LOCATION: CITY OF LAKE CITY, MINNESOTA

POPULATION: 5,129

SALARY RANGE: \$98,152 TO \$121,943

COMMUNITY INFORMATION

Lake City, Minnesota, is a vibrant community situated in the Mississippi Bluffs Regions of Southeast Minnesota. With a population of 5,129 residents, the City is part of both Goodhue and Wabasha Counties. The City lines the shores of Lake Pepin which is a naturally occurring lake on the Mississippi River. Located on Highway 61, Lake City sits just 68 miles southeast of Minneapolis/St. Paul and 34 miles east of Rochester, MN.

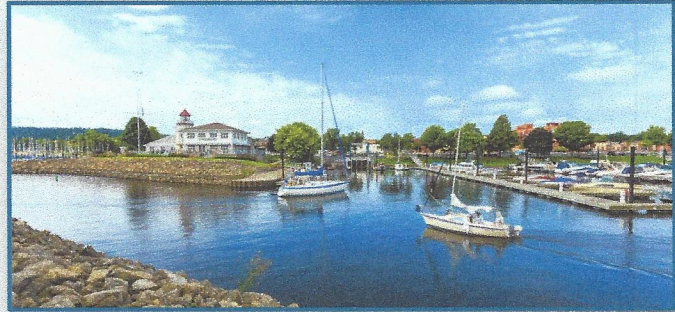


One of Lake City's greatest assets is its water recreation availability. The City began its acquisition of the Marina and Point in 1913 and continued development of the shoreline through the acquisition of the former Lake City Clinic property in 2003. This municipally-owned Marina is the largest small craft marina on the Mississippi River.

Known as the "Birthplace of Water Skiing," Lake Pepin is considered one of the best sailing lakes in the nation. There is also an abundance of other year-round recreational opportunities including fishing, golfing, birding, hiking, biking, skiing, ice boating, and snowmobiling. Lake City offers breathtaking bluff views and is rich in history and natural resources. The City has a large manufacturing base, numerous dining establishments, specialty retail and service shops, and strong civic leadership making Lake City a great place to live, work, and visit.

ECONOMIC VITALITY

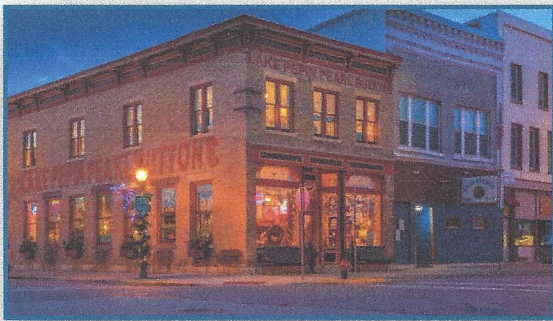
Lake City continues to show its commitment to the growth and development of a strong, diverse, and expanding economy. The Economic Development Authority (EDA) of Lake City was established in 1987 to promote these values and advocate for the business community. Collaborating with local groups, area utilities, the Small Business Development Center, and state government, the EDA continues on the path of developing a stable place to do business. Also providing assistance to local businesses is the Chamber of Commerce. They serve its members with information and resources to further their business success.



One major contributor to the success of the City's economy is the Lake City Marina. The Marina is open seven days a week, April through October. It offers state of the art floating docks and is just steps from shopping, food, and entertainment. One of the most significant changes that occurred to the Marina came between 1965-1967. The Marina Board applied to the federal government for a half million-dollar loan, and received approval, for dredging and expanding the area of the harbor. These changes paved the way for what the Marina is today.

Some of the major employers in the City include the Mayo Clinic Health System-Lake City, Hearth and Home Technologies, and Federal Mogul-Lake City. Mayo Clinic Health System is a network of clinics and hospitals supported by the expertise and resources of the world-renowned Mayo Clinic. Hearth and Home Technologies is the largest manufacturing plant of gas fireplaces in the world and was recognized as one of the 400 Best Big Companies in America by Forbes magazine in 2004. It was also considered one of America's Most Admired Companies in the furniture industry by Fortune magazine in 2004. Federal Mogul is a leading global supplier of products and services to manufacturers and servicers of vehicles and equipment in automotive, marine, rail, aerospace, power generation and

industrial markets. This company employs almost 53,000 people globally.



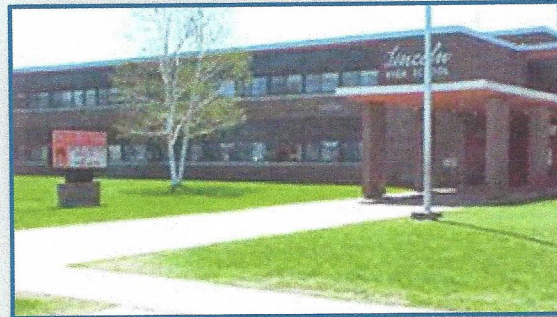
Hoping to revitalize downtown Lake City and attract business to the area, the City of Lake City and the Lake City Economic Development Authority have started the Downtown Façade Improvement Program for commercial buildings located within the City's Downtown Zoning

District. Funds are granted to businesses to make façade changes to their buildings in order to highlight the City's rich architectural heritage and enhance visual appeal of the area.

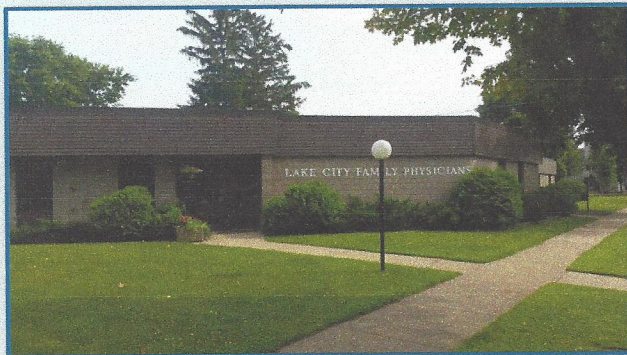
EDUCATION

Lake City is committed to providing a diverse, well-balanced education for its students. Public education is provided by Lake City Independent School District 813. They believe in a personalized team approach to education, and preparing all students for the opportunities and challenges of the 21st century. Bluff View Elementary School is a pre-kindergarten through sixth grade facility serving 680 students with 68 certified staff members and 5 paraprofessional support staff. They offer small class sizes and are able to provide special education services and a gifted and talented program. Lincoln High School is comprised of nearly 600 students and 57 staff and houses the 7th- 8th grade middle school and a 9th-12th grade high school. For the past four years, the school was recognized as one of a handful of schools in Minnesota on the "Challenge Index," which recognizes the best schools in America based on student participation in Advanced Placement courses. The community recently showed its support for its school system by approving a \$12 million bond referendum which will be used to implement site upgrades and building additions and remodeling at its Bluff View Elementary School campus.

One private option is available for education in Lake City. St John's Lutheran School provides education for students in preschool through 8th grade.



HEALTHCARE

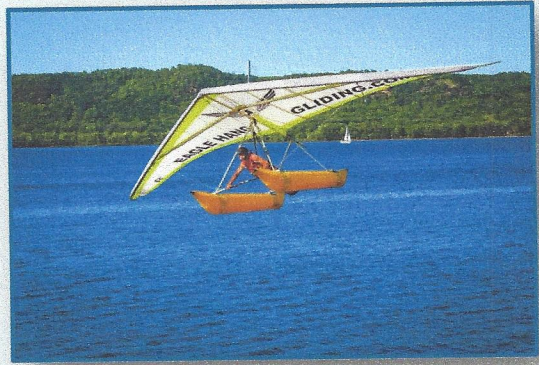


A full spectrum of healthcare services is available in Lake City. Mayo Clinic Health System-Lake City delivers Mayo Clinic care right in the City. Outpatient and inpatient medical services, surgical and emergency services, and long-term care are all available right on the main campus, which provides easy access for their patients and care center residents.

A merger recently took place between the former Family Physicians Clinic and Olmsted Medical Center (OMC) healthcare system, creating the new Olmsted Medical Center- Lake City facility. The Clinic provides a number of services including pediatric & adolescent care, chronic disease management, preventative healthcare, minor surgical procedures, immunizations, sports, camp, school, work, annual physical and DOT exams, and much more.

RECREATIONAL OPPORTUNITIES

Known as Minnesota's South Shore, Lake City is booming with recreational opportunities for residents and visitors alike. All four seasons offer an abundance of activity to those seeking indoor and outdoor excitement. Whether you are looking to spend your time boating or fishing, golfing, snowmobiling, camping, or browsing the local shops and galleries, Lake City offers it all!



Two full-service marinas and four public boat launches make it easy to get you out on the water. Guided kayak tours, fishing guides, and sailboat rides are all available. Lake City has nearly 7 miles of shoreline offering ample opportunity for shore fishing.



Three 18-hole golf courses can also be found within minutes of downtown, each offering fantastic river valley, lake, and bluff views.

For those looking to hike, bike, ski, or snowmobile, hundreds of miles of maintained trails can be found along the river and in the surrounding forests. Tour de Pepin, a popular bike event that starts and ends

in Lake City, is a tradition held on the first Saturday of June and offers an opportunity for spectating or enjoying an exciting ride.

Another popular event in Lake City is Water Ski Days. This annual event features water ski shows, food, arts and crafts, a grand parade, music and brew, and much more. The event offers plenty of activity for the whole family to enjoy.

Hok-Si-La, a 252 acre, municipally owned and operated park located on Lake Pepin, offers tent camping, swimming on the beach, a play area, and facilities to use for family gatherings, company parties, schools, and other clubs. Groomed cross-country trails are also available.



A number of local gift shops, antique stores, and unique restaurants make Lake City an exciting place to visit. Visitors can spend the day downtown enjoying these amenities, or venture out and find excitement throughout the City.

THE ORGANIZATION

The City of Lake City provides services to the Lake City community. The tracking, monitoring, and reporting of the administrative functions of the City is handled by general administrative departments. These areas include Council, City Administrator, City Clerk, Finance, Elections, Annual Audit, Legal, and Planning.



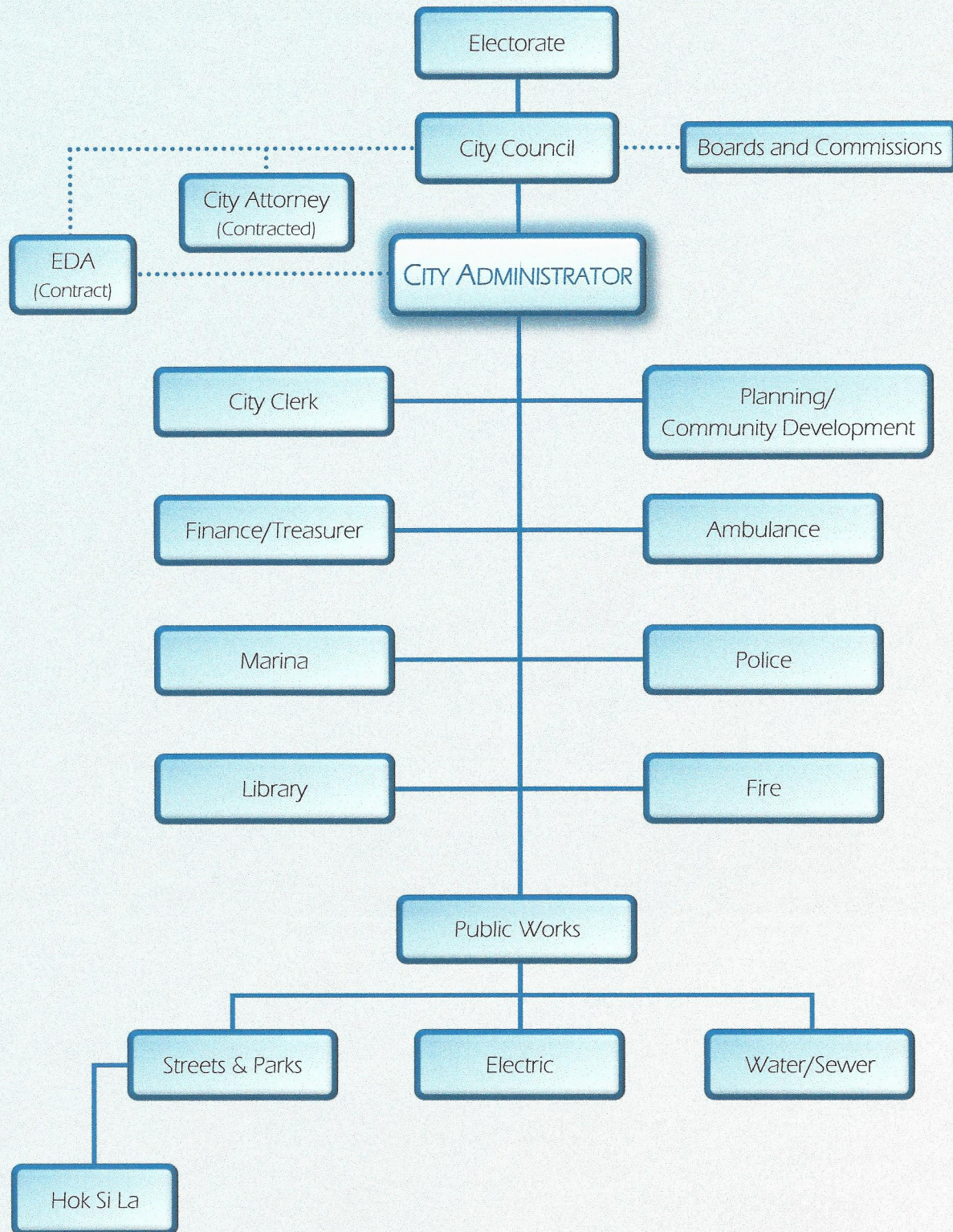
The City Council acts as the governing body and provides leadership and direction for the City. There are six Council members and the Mayor. The Council exercises the legislative power of the City and determines all matters of policy. The City Charter defines the powers of the City Council.

The City Administrator oversees the administration of all City affairs consistent with the policies and direction of the Council. The Administrator gives advice and recommendations to the Council and to boards and commissions relative to the functions and operations of the City.

2018 BUDGET SUMMARY

Fund	Operating Revenues	Property Tax Levy	Expenditures
General Fund	\$4,261,765	\$2,689,876	\$6,951,641
Library	198,350	108,393	306,743
EDA	40,100	71,713	111,813
Debt	-	474,624	493,073
Electric	14,314,771	-	13,068,818
Water	674,982	-	735,643
Sewer	1,463,500	-	1,554,387
Storm Water	140,350	-	166,332
Garbage	577,800	-	605,925
Marina	2,166,555	-	1,785,080
Municipal Buildings	431,100	-	431,100
Capital Projects Fund	417,374	-	636,073
Total Budget	\$24,686,647	\$3,344,606	\$26,846,628

ORGANIZATIONAL CHART



ADMINISTRATOR CORE DUTIES

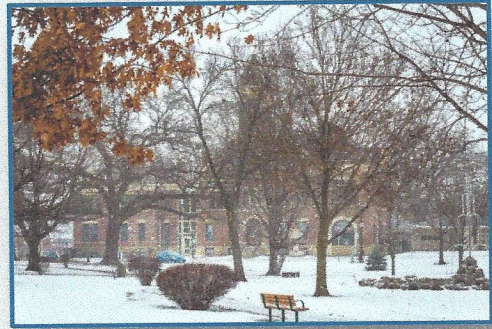
- ◆ Oversees the preparation of the annual budget and reports to the Council on the financial status of the City.
 - ◆ Prepares the annual budget including reviewing and revising department budget proposals, consolidating department budgets, preparing the budget message, presenting the final budget proposal, and administering the approved budget.
 - ◆ Advises the City Council, committees, and Mayor on the City's financial status, capital improvement needs, operating and staffing conditions, expenditures, financial controls, and related concerns.
- ◆ Manages all City staff through direct supervision or through department heads. Makes recommendations to the City Council on the hire and dismissal of employees.
 - ◆ Confirms all new appointments, promotions, demotions, transfers, and other personnel actions.
 - ◆ Adjusts and finalizes grievances, oversees discipline and discharge.
 - ◆ Negotiates or oversees negotiation of labor contracts.
 - ◆ Reviews staff development needs and recommends training as appropriate.
- ◆ Develops and issues administrative rules and procedures necessary to ensure proper functioning of all departments.
 - ◆ Oversees departmental operations; issues administrative orders, rules, and directives; outlines procedures for provision of City services; interprets Council and administrative intent.
 - ◆ Reviews City services to determine if processes are effective or should be changed as needed to provide for optimal organization and growth.
 - ◆ Coordinates, consults, and advises department heads in the implementation of the executive policies of the Council and Mayor.
 - ◆ Monitors City operations to ensure effectiveness and compliance with applicable laws, regulations, rules, policies, and ordinances. Directs department managers to make changes as needed.
- ◆ Interprets and executes ordinances and City Council directives and makes recommendations to Council for improvement of City services.
 - ◆ Reviews and enforces implementation of Council decisions and encourages department heads to set appropriate goals and timetables to complete projects.
 - ◆ Presents information to the City Council and, as necessary, its committees. Presents reports and studies, summarizes and discusses issues, makes recommendations, and gives advice regarding alternatives and courses of action, projects, programs, operations, citizen concerns and requests, and other matters of administrative concern.
 - ◆ Prepares correspondence for the Council, ensures all parties are notified and advised of relevant issues, directives, decisions, requests, etc.
 - ◆ Makes recommendations of City policies, and oversees changes mandated through legislative updates.
 - ◆ Researches studies, analyzes, and interprets data concerning city government and prepares a thorough analysis with recommendations to the Council.
 - ◆ Recommends the content and oversees the drafting of City ordinances, resolutions, and policies for City Council approval.



ADMINISTRATOR CORE DUTIES– CONT'D

- ◆ Oversees purchasing procedures.

- ◆ Prepares and analyzes quotes and bids for products and services; recommends selection of firms or individuals to provide products and services; executes or recommends execution of contracts to Council for approval and approves purchases as the Chief Purchasing Officer.

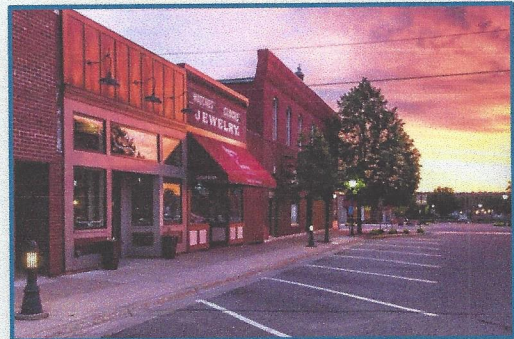


- ◆ Represents the City at all official or semi-official functions as directed by City Council.

- ◆ Maintains positive relationships and open communication with City Council, boards, commissions, government agencies, Chamber of Commerce, and general public.
- ◆ Acts as a liaison with other governmental agencies, citizens, advisory boards, committees, commissions, task forces, and associations to foster development of cooperative ventures, solve problems, reduce duplications, provide or obtain assistance, and improve city services and delivery capabilities.
- ◆ Promotes effective community and media relations; acts as City's chief media contact.
- ◆ Responds to concerns, issues, complaints, and questions from the public and employees; mediates disputes and resolves issues as appropriate.
- ◆ Meets with and speaks to public assemblies, civic organizations and other interested groups as a representative of the City to provide information and solicit opinions in the formulation of public policy.
- ◆ Coordinates the activities of City commissions and boards; provides administrative support and guidance as needed.

- ◆ Investigates complaints in relation to matters concerning the administration of departments and offices.

- ◆ Conducts internal investigations as needed.
- ◆ Serves as Step 3 designee in the established grievance process; resolves grievances at Step 3 or refers to subsequent steps as appropriate according to the labor agreement.



- ◆ Completes other duties and special projects as needed.

- ◆ Meets with land developers, real estate and banking representatives, entrepreneurs and others involved in large scale projects having a major impact on the City to assist in locating, expanding, relocating, donating or selling, obtaining City services, or seeking the Administrator's professional opinion or indication of City Council response.

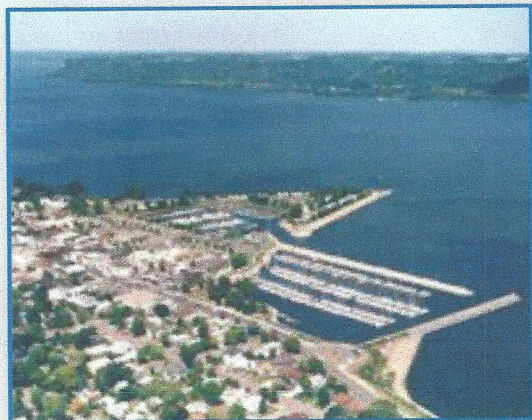
DESIRED ADMINISTRATOR ATTRIBUTES

- ◆ Be respectful and honest.
- ◆ Have significant public finance skills.
- ◆ Have well developed conflict resolution skills and abilities.
- ◆ Be visible to staff and the community.
- ◆ Be professional and diplomatic in dealing with issues.
- ◆ Have a thick skin.
- ◆ Be a collaborative and inclusive leader.
- ◆ Understand and appreciate the uniqueness of the community.
- ◆ Be passionate about the City of Lake City.



PRIORITIES AND GOALS

- ◆ With the Council, develop and implement a strategic plan for the organization that will guide policy making and financial investment for the next 2-3 years.
- ◆ Help shepherd major projects such as the Highway 61 redesign.
- ◆ Continue to enhance teamwork with organizational leaders and the Council.
- ◆ With the Council, develop methodologies for enhancing transparency and communication with the public.
- ◆ Implement a new City website, and enhance opportunities for citizens to conduct City business electronically.
- ◆ Help the Council develop protocols for interactions with each other and with employees.
- ◆ Develop approach that enhances recognition of staff.



POSITION ANNOUNCEMENT

City Administrator: City of Lake City, Minnesota

Salary Range: \$98,152 to \$121,943

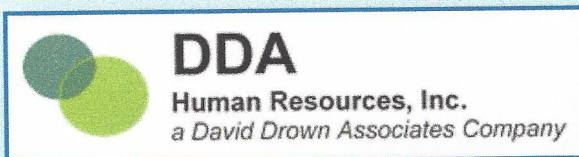
Lake City, Minnesota, is a vibrant community situated on the banks of the Mississippi River in Southeast Minnesota. Its rich history, stable economy, and wealth of recreational opportunities make this City a great place to live and work.

Minimum qualifications for the position include a bachelor's degree in Public or Business Administration, Finance, or a related field, and extensive experience in municipal government administration, or an equivalent combination of education and experience.

The position profile is available at <https://www.ddahumanresources.com/active-searches>.

To apply, go to <https://daviddrown.hiringplatform.com/17973-lake-city-city-administrator/47335-application-form/en>, and complete the process by February 6, 2018. Finalists will be selected by the City Council on February 26, 2018. Final interviews are scheduled for April 6 and 7, 2018.

Please direct questions to Gary Weiers at gary@daviddrown.com or 612-920-3320 x109.



Faribault Office
1327 Merrywood Court
Faribault, MN 55021
Phone (612)920-3320 x109
Fax (612)605-2375
gary@daviddrown.com



Proposal

City of Richfield, MN

Proposal to Provide Executive Recruitment Services

June 29, 2018

Springsted | Waters
380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101-2887

Sharon Klumpp, Senior Vice President
sklumpp@springsted.com
(651) 223-3053

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LETTER OF TRANSMITTAL

June 29, 2018

The Honorable Pat Elliott
and Members of the City Council
City of Richfield
6700 Portland Avenue South
Richfield, MN 55423-2598

Re: Request for Proposal to Provide Executive Recruitment Services

Dear Mayor Elliott and City Council Members,

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of Richfield's next City Manager. The appointment of a City Manager will be among the most important decisions the City Council makes, considering retiring City Manager Steve Devich's distinguished leadership and years of service to the City. Our extensive experience in providing executive recruitment services to cities, counties and other public-sector organizations in the Upper Midwest and nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Richfield.

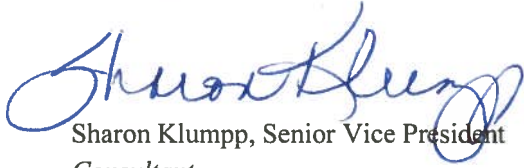
We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- If selected as an option, our web-based survey can be used to determine the key community-wide issues and priorities that are essential considerations for the City and the selection committee to consider. This survey is completed by the City's employees, community leaders and citizens and would alter the estimated duration of the project timeline. The results of the survey will provide the City Council with important feedback for development of the profile for the ideal candidate;
- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the Mayor and City Council to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Springsted | Waters (S|W) to facilitate talent management. The system has been designed by S|W to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.

City of Richfield, MN
June 29, 2018
Page 2

The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at (651) 223-3053 or by email at sklumpp@springsted.com. Our Team would consider it a professional privilege to provide these services to the City of Richfield.

Respectfully submitted,



Sharon Klumpp, Senior Vice President
Consultant

sml

**City of Richfield, MN
Proposal to Provide
Executive Recruitment Services**

I. General Information

The Executive Recruitment Division of Waters Consulting merged with Springsted Incorporated in May 2014, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Our firm name, Waters & Company, has recently been changed to Springsted | Waters (S|W) to more clearly reflect the connection to and support from the Springsted group of companies. Springsted Incorporated, our parent company, has been a Women Business Enterprise since 1993. Three employee-owners lead the Springsted group of firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Chicago, Illinois; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Atlanta, Georgia; and Denver, Colorado.

S|W has a team of five recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the City of Richfield organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City's expectations. Since 2013 our combined consultant team has conducted more than 455 executive recruitments.

The S|W Recruitment Project Team will partner with the Mayor, City Council and designated staff as your technical advisor to ensure that the recruitment process for your next City Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the S|W Recruitment Project Team to draw upon S|W's and Springsted's 50-plus years of service to the public sector and to leverage S|W's experience and capacity to find the most qualified candidates.

Physical Address

Springsted | Waters
380 Jackson Street, Suite 300
St. Paul, Minnesota 55101
Office: 651-223-3000
Fax: 651-223-3002

II. Response to Scope of Work

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of City Manager. The recruitment brochure will also have a profile that captures the essence of the City as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Mayor, City Council and designated staff to discuss the required background, professional experience and management and leadership characteristics for your City Manager position. We meet individually (or collectively depending upon your preference) with the Mayor and City Council to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the City Manager. For many cities, community engagement is important to ensure that the recruitment of a City Manager includes public input. We will conduct up to two public meetings or focus groups with community members and incorporate public input into the recruitment brochure. [See example of a recruitment brochure in Appendix I.]

The Recruitment Project Team will also work with the City of Richfield to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, S|W has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the City's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the position.

Advertisements for the City Manager position could be placed with:	
International City/County Management Association	
League of Minnesota Cities and municipal associations in neighboring states	
Minnesota City/County Management Association and professional associations in neighboring states	
Careers in Government (careersingovernment.com)	
Minnesota universities with public administration programs	
Public administration alumni groups—Northern Illinois University, University of Kansas, etc.	
LinkedIn	

Project Milestone	Deliverables	Estimated Duration
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> Onsite interview with the City. S W will receive information regarding the City's budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	2 Weeks
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> Brochure sent to the City for final approval. Commence advertising and distribution of recruitment brochure. 	2 Weeks

Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, S|W will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the City Manager position. This will provide the S|W Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Mayor, City Council and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Estimated Duration
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none"> • Online data collection and profile development. • Development of interactive searchable applicant database for recruitment of the City Manager. • S W performs direct outreach to prospective candidates identified in the recruitment strategy. • Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics. 	4 – 5 Weeks

Task III: Screening of Applicants and Recommendation of Semi-Finalists

In Task III the Recruitment Project Team, under the direction of Sharon Klumpp, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Mayor and City Council.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be viewed and evaluated by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Mayor, City Council and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of the City of Richfield.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Estimated Duration
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> • S W compares applications to the approved candidate profile developed in our searchable applicant database. • S W develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. • Top 10-15 candidates identified as semi-finalists. • Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. • S W and the City review and rate video interviews. • S W sends links to City to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. • Recruitment Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council selects finalists for on-site interviews. 	2 - 3 Weeks

Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the Mayor and City Council approves of a group of finalists for on-site interviews, S|W will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, S|W will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Educational Verification
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Estimated Duration
Design final process with City Council for on-site interviews with finalists.	<ul style="list-style-type: none"> S W confirms interviews with candidates. Travel logistics are scheduled for the candidates. 	1 – 2 Days
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> S W completes background checks, reference checks and academic verifications for finalists. 	2 Weeks

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their leadership / management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the City requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Estimated Duration
Final Report prepared and delivered to City.	<ul style="list-style-type: none"> Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions. 	1 Day
On-site interviews with finalists.	<ul style="list-style-type: none"> Interviews are scheduled. Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates. 	1 – 2 Days
Offer made / accepted.	<ul style="list-style-type: none"> If requested, S W participates in candidate employment agreement negotiations. S W notifies candidates of decision. S W confirms final process close out items with the City of Richfield. 	1 – 2 Days

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Richfield's City Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Springsted | Waters, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted | Waters is a WBE.

Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

CITY OF RICHFIELD, MN EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of July 11. Actual target dates will be developed in consultation with and approved by the Mayor and City Council.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> S W completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. S W sends draft recruitment brochure to the City. The City returns draft recruitment brochure (with edits) to S W. S W commences executive recruitment advertising and marketing. Online data collection and profile development. 	July 11 – August 24
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> S W commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. S W completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Candidates' recorded interviews are also presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. S W meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews. 	August 27 – September 11
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> S W completes reference checks/background checks/ academic verification on finalists. 	By September 26
On-site Interviews with finalists.	<ul style="list-style-type: none"> S W sends documentation for finalists to the City. The City conducts on-site interviews with finalists. 	Week of October 1
Employment offer made / accepted.	<ul style="list-style-type: none"> The City extends employment offer to selected candidate. 	Week of October 8

III. Proposed Costs

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of S|W and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

All questions regarding the professional fees and project-related expenses should be directed to Sharon Klumpp at sklumpp@springsted.com, (651) 223-3053.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$21,500

OPTIONAL SERVICES FOR CONSIDERATION	FEES
At the City's option, S W will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new City Manager. This survey is completed by community leaders, citizens, and City employees and would alter the project timeline.	\$1,650
On rare occasions, S W is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. S W will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour plus expenses

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, S|W will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) S|W will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

IV. Firm Experience

References

City of Wayzata, Minnesota (Population 4,217)

The Honorable Ken Willcox, *Mayor*

952-473-0234

kenwillcox@wayzata.org

Project: Selection of City Manager (2016)

City of Cottage Grove, Minnesota (Population 35,399)

The Honorable Myron Bailey, *Mayor*

651-459-4734

myronbailey@aol.com

Project: Selection of City Manager (2015)

City of Brooklyn Park, Minnesota (Population 78,373)

Honorable Jeffrey Lunde, *Mayor*

763-242-1555

Jeffrey.Lunde@brooklynpark.org

Mr. Jay Stroebel, *City Manager*

763-493-8002

Jay.Stroebel@BrooklynPark.Org

Project: Selection of City Manager (2015)

City of Shakopee, Minnesota (Population 39,167)

Mr. William H. Reynolds, *City Administrator*

952-233-9311

breyolds@shakopeemn.gov

Project: Selection of City Administrator (2015) and Assistant City Administrator (2016)

City of Mankato, Minnesota (Population 40,641)

Ms. Krista Amos, *Human Resources Director*

507-387-8691

kamos@mankatomn.gov

Projects: Selection of Deputy City Manager (2016)

City of Brooklyn Center, Minnesota (Population 30,712)

Mr. Curt Boganey, *City Manager*

763-569-3303

cboganey@ci.brooklyn-center.mn.us

Ms. Kelli Wick, *Human Resources Director*

763-569-3302

kwick@ci.brooklyn-center.mn.us

Project: Selection of Public Works/Engineer (2017), Deputy City Manager (2016)

City of Circle Pines, Minnesota (Population 4,953)

Mayor David Bartholomay

763-785-2859

davidb@umn.edu

Project: Selection of City Administrator/General Manager (2016)

City of Moorhead, Minnesota (Population 39,398)

Ms. Jill Wenger, *Human Resources Director*

218-299-5304

jill.wenger@ci.moorhead.mn.us

Ms. Christina M. Volkers, *City Manager*

218-299-5166

chris.volkers@ci.moorhead.mn.us

Project: Selection of Interim City Manager (2016) and City Manager (2016)

City of Mounds View, Minnesota (Population 12,952)

Honorable Carol Mueller, *Mayor*

763-717-4006

carol.mueller@ci.mounds-view.mn.us

Project: Selection of City Administrator (2017)

City of Rochester, Minnesota (Population 110,742)
Ms. Linda Hillenbrand, *Director of Human Resources*
 507-328-2561
lhillenbrand@rochestermn.gov
Project: Selection of City Administrator (2017)

City of Belle Plaine, Minnesota (Population 6,838)
Honorable Christopher G. Meyer, *Mayor*
 952-873-5553
cmeyer@ci.belleplaine.mn.us
Project: Selection of City Administrator (2018)

City of Orono, Minnesota (Population 8,009)
Honorable Dennis Walsh, *Mayor*
 612-414-5055
dwalsh2@ci.orono.mn.us
Project: Selection of City Administrator (2017)

Experience

The following is a partial list of previous Executive Recruitments:

List of Administration Executive Recruitments: 2018 to Present				
Year	Client	State	Recruitment	Population
2013	Alexandria	MN	City Administrator	11,580
2013	Bayport	MN	City Administrator	3,496
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	61,434
2013	Clinton	NC	City Manager	8,676
2013	East Grand Forks	MN	City Administrator	8,602
2013	International Falls	MN	City Administrator	6,357
2013	Irving	TX	City Manager	238,289
2013	Justin	TX	City Manager	3,333
2013	Manassas	VA	Director of Finance and Administration	41,705
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,787
2013	Muskegon	MI	City Manager	37,213
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Raleigh	NC	City Manager	423,179
2013	Sherburn	MN	City Administrator	1,128
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2014	Atlantic Beach	FL	City Manager	12,864
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,871
2014	Irving	TX	City Manager	238,289
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295

List of Administration Executive Recruitments: 2018 to Present				
Year	Client	State	Recruitment	Population
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2016	Brooklyn Center	MN	Deputy City Manager	30,712
2016	Cary	NC	Town Manager	151,088
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Denton	TX	City Manager	123,099
2016	Dumfries	VA	Town Manager	5,168
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Assistant City Manager	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Jersey Village	TX	City Manager	7,862
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	City Manager	77,677
2016	Mooreville	NC	Town Manager	34,887
2016	Moorhead	MN	City Manager	39,398
2016	Moose Lake	MN	City Administrator	2,787
2016	North Branch	MN	City Administrator	10,087
2016	Norwalk	IA	City Manager	9,639
2016	Roswell	NM	City Manager	48,611
2016	Shakopee	MN	Assistant City Administrator	39,167
2016	Virginia	MN	City Administrator	8,661

List of Administration Executive Recruitments: 2018 to Present				
Year	Client	State	Recruitment	Population
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206
2017	Berthoud	CO	Town Administrator	5,807
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	12,050
2017	Dickinson	TX	City Administrator	19,595
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Lake Havasu City	AZ	City Manager	53,743
2017	Littleton	CO	City Manager	44,275
2017	Manassas Park	VA	City Manager	16,149
2017	Manatee County	FL	County Administrator	342,106
2017	Morehead City	NC	City Manager	9,203
2017	Mounds View	MN	City Administrator	12,525
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	8,009
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Township of Roxbury	NJ	Township Manager	23,324
2018	Addison	TX	City Manager	15,368
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Christiansburg	VA	Town Manager	21,533
2018	Dallas	TX	City Secretary	1,258,000
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Shawnee	KS	City Manager	64,323
Current	Asheville	NC	City Manager	89,121
Current	Grand Rapids	MI	City Manager	192,294

V. Recruitment Project Team

Recruitment Project Team Leader

Ms. Sharon Klumpp, Senior Vice President

Direct Phone: (651) 223-3053

Email: sklumpp@springsted.com

Mr. Chuck Rohre, Executive Vice President

Direct Phone: (214) 466-2436

Email: crohre@springsted.com

**Mr. Rollie Waters, Special Advisor
and Consultant**

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Direct Phone: (816) 868-7042

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Ms. Patricia Heminover, Senior Vice President

Direct Phone: (651) 223-3058

Email: pheminover@springsted.com

Ms. Michelle Lopez, Project Coordinator

Direct Phone: (651) 223-3041

Email: mlopez@springsted.com

Sharon G. Klumpp

Senior Vice President and Consultant

Sharon Klumpp is a Senior Vice President and Consultant with Springsted | Waters. Sharon has extensive experience specializing in organizational and departmental studies, human resource management, and executive search for public agencies. She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Sharon has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, and as Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Sharon also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

Professional Accomplishments and Education

Education

University of Kansas, Lawrence, Kansas
Masters of Public Administration
Miami University, Oxford, Ohio
Bachelor of Arts in Political Science

Affiliations

International City/County Management Association
International Public Management Association for
Human Resources

Charles A. (Chuck) Rohre***Executive Vice President/Manager of Executive Recruitment and Consultant***

Chuck Rohre is an Executive Vice President and the Manager of Springsted | Waters, the executive recruitment practice of the Springsted Group. Based in Dallas, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career, Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public-sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states. He has led over 350 recruitment engagements in 24 states for key executives such as City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors, as well as Executive Directors of not for profit and quasigovernmental organizations. The clients range from as small as 2,500 to as large as 1,300,000 in population. He has also conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees. He has earned the designation of Certified Behavior Analyst by TTI, Inc.

Areas of Expertise

- Executive Recruitment
- Background Investigations
- Behavioral Analysis
- Career Development
- Strategic Planning
- Organizational Assessment

Professional Accomplishments and Education

Chuck received his bachelor's degree from the Dallas campus of Abilene Christian University and his Master's degree in Human Relations and Management from the same institution. He has completed advanced management training at the Institute for Law Enforcement Administration in Plano and now serves on its adjunct faculty and advisory board. Chuck completed the Federal Bureau of Investigation's prestigious LEEDS course at Quantico, Virginia. He is a veteran of the United States Army, serving in the United States and the Republic of Vietnam.

Rollie Waters

Special Advisor and Consultant

Rollie Waters is a Special Advisor and Consultant to Springsted | Waters. Until the end of 2017, he served as the Executive Vice President of Springsted | Waters, and now advises on selected assignments and utilization of proprietary candidate assessment instruments. Since 1976, Rollie has been a management consultant to private and public-sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for Innovation, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), and the International Personnel Management Association (IPMA-HR), among others.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed to attract the right candidates that fit the client organization's needs. Rollie has been widely published in national journals and magazines focusing on human resource challenges.

Areas of Expertise

- Executive Recruitment
- Web-Based Compensation Support
- Management Development
- Competency-based Systems and Development Systems
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Succession Planning

Professional Accomplishments and Education

Rollie is a Strategic Partner with the International City/County Managers Association, International Management Consultants and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. Rollie has an extensive background in the behavioral sciences and strategic planning. He received his MBA at Pepperdine University and his Bachelor of Science degree in Psychology from the University of South Carolina. In addition, he is a Certified Management Consultant (CMC) awarded by the Institute of Management Consultants USA.

Arthur (Art) Davis

Senior Vice President and Consultant

Arthur (Art) Davis is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining S|W, Art successfully launched and expanded his own company over the course of 10 years. Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art served as Associate Director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region. One of his responsibilities during his tenure at the Civic Council was to organize efforts to revitalize Downtown Kansas City, Missouri. Art coordinated a strategic and master planning process involving hundreds of stakeholders, which resulted in the establishment of development of strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years, Art served as City Administrator of Lee’s Summit, Missouri, a city recognized as the “fastest growing” city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, where he served as Assistant to the Mayor of Dallas.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

Professional Accomplishments and Education

Art received his Bachelor of Arts degree in political science and public administration from William Jewell College and his Masters of Public Administration from the University of Kansas.

He has led and participated in a wide variety of community initiatives and served on nonprofit boards throughout his career. Art was presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration.

Patricia (Patty) Heminover

Senior Vice President and Consultant

Patty Heminover is a Senior Vice President and Consultant with Springsted | Waters. She has 19 years of public education experience. Prior to joining S|W she was a Client Representative for Springsted Incorporated for seven years. She has also served as superintendent of South St. Paul Schools in South St. Paul, Minnesota. Patty brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Patty has facilitated discussions with legislators at the state level regarding education funding, securing \$1 Million of new funding for South St. Paul Schools. Her understanding of human resources and finance and her experience working with governing boards comes from having served seven years as the South St. Paul Schools' Director of Human Resources and Finance, prior to serving as the district's superintendent. She also served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its Director of Human Resources and Business Services for six years.

Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota.

Professional Accomplishments and Education

Education

Minnesota State University, Mankato, Minnesota
Masters of Education Administration

Minnesota State University, Mankato, Minnesota
Bachelor of Science in Consumer Science,
Business Administration

University of Saint Thomas, Saint Paul, Minnesota

Mini MBA Program, Human Resources
Management

Affiliations

Minnesota Association of School Administrators
American Association of School Administrators
Minnesota Association of School Business
Officials
River Heights Chamber of Commerce, Member
State Negotiators Association

Certifications

Human Resource Certificate, University of Saint
Thomas
Superintendents Licensure, State of Minnesota
Minnesota School Board Association

Michelle Lopez*Project Coordinator*

Ms. Michelle Lopez is a Project Coordinator with Springsted | Waters, providing assistance in the organizational management of executive recruitments. Her responsibilities include conducting research, organizing work flow, coordinating information and resources, and assisting candidates and clients throughout all phases of an executive recruitment.

Professional Accomplishments

Before joining the S|W team, Michelle was the Client Development Specialist for Springsted's Public Finance and Public Education Client Representatives where she handled marketing, research and client outreach. Michelle has over ten years of experience supporting multiple departments, including human resources at Target Headquarters in Minneapolis and University of Minnesota Fairview.

Education

Michelle has an Associate in Arts, Liberal Arts degree from Minneapolis Community College, Minneapolis, Minnesota.

APPENDIX I

Sample Brochure

The City of Rochester, Minnesota is Seeking a City Administrator



About Rochester, Minnesota

Located in southeastern Minnesota along the south fork of the Zumbro River, the City of Rochester (est. pop. of 112,225) encompasses a 55-square mile area, featuring an urban skyline at its core and farm fields at its edges. Consistently recognized as one of the most livable cities in the United States, the City of Rochester was ranked nationally as “Best Place to Live” by Livability.com in 2016.

The third largest city in Minnesota, Rochester is home to the world-renowned Mayo Clinic and serves as host to 3 million visitors each year, many of them receiving care at the Mayo Clinic. As the Destination Medical Center master plan is implemented over the next 20 years, the City projects that its population will top 160,000 and that more than 35,000 new jobs will be generated, furthering Rochester’s position as an economic engine for the tri-state area.

Rochester is approximately 85 miles south of Minneapolis-Saint Paul, accessible by U.S. Highway 52. Air travel is available at the Rochester International Airport, a non-hub primary airport located seven miles south of downtown Rochester, and at the Minneapolis-Saint Paul International Airport, located 77 miles away.

The City of Rochester values diversity, partnerships, and an exceptional quality of life reflected in its recreation services, the arts, and education. It has more than 3,500 acres of park land and more than 85 miles of paved, interconnected walking and biking trails.

Rochester Public Schools enroll 16,300 students in 23 public primary and secondary schools. Multiple private school options are also available. Rochester Community and Technical College is the oldest community college in Minnesota offering a variety of associate degrees in the arts, science and applied science. Branches of Augsburg College, College of St. Scholastica, Winona State University, and St. Mary's University are also in Rochester. Higher education opportunities are also available through the University of Minnesota-Rochester, devoted to the health sciences, and the Mayo Medical School and Mayo Graduate School.

THE CITY OF ROCHESTER GOVERNMENT

The City of Rochester is governed under a charter adopted in 1904. Policy-making and legislative authority are vested in the City Council, consisting of the Mayor, the Council President and six City Council members. The City Council is responsible, among other things, for enacting ordinances, adopting the budget, appointing committees, and hiring both the City Administrator and the City Attorney. The charter designates the Mayor as the chief executive officer of the City with general supervision of all departments; however, the City Administrator has been responsible for directing department operations for the last 40 years.

All members of the City Council are elected in even years, on a non-partisan basis, to four-year staggered terms. Six of the City Council members are elected by ward. The Mayor and Council President are elected at large.

Rochester provides a full range of services including police and fire protection; construction and maintenance of streets and infrastructure; recreational facilities, library and cultural events; water, sewer, electric, storm water management, public parking, mass transit and airport services. Rochester Public Utilities, Parks and Recreation, the Mayo Civic Center, and the Library work with boards appointed by the Mayor and approved by the City Council to provide operational oversight.

The City has embarked on a long-term development initiative to secure Rochester's status as a global destination medical center. In partnership with Olmsted County, and the State of Minnesota, the City is a major player in the Destination Medical Center (DMC) Corporation/Economic Development Agency (EDA), charged with the development and execution of a strategic business plan that addresses land use, transportation, infrastructure, business development, marketing and operational strategies associated with a 20-year, \$6 billion investment in the DMC. Development projects scheduled in the next two years alone are estimated to have a value of over \$700 million.

Rochester is an active participant in national and state legislative issues and in organizations including the National League of Cities, the U.S. Conference of Mayors, the League of Minnesota Cities, and the Coalition of Greater Minnesota Cities.

The City of Rochester has consistently maintained a AAA credit rating from Standard and Poors, reflecting its strong overall budget position, financial management, and reserve funds.



The City Administrator

The City Administrator position requires a bachelor's degree with major emphasis in government and /or business and ten years of progressive leadership experience in a municipal or municipally-related governmental administrative capacity. A master's degree in public administration, or a closely related field, is desired. Relevant experience important to this position includes:

- Familiarity with general and large-scale developments and an understanding of associated funding sources and internal financing;
- Expertise in dealing with issues related to growth, including long-range operational forecasting and planning for infrastructure and public facilities improvements;
- Proficiency in budgeting and long-range financial planning to ensure that City Council priorities are reflected in annual and long-range operating and capital budgets;
- Capability to guide organizations through major change;
- Skill in collaborating within the organization and in partnering with other units of government;
- Familiarity with intergovernmental and legislative processes;
- Knowledgeable on best practices in planning for growth and economic development.;
- Strategic planning experience;
- Proven capacity to lead an experienced department head team; and
- Understanding of the dynamics involved with leading an engaged workforce.



THE POSITION

This outstanding professional opportunity is available because of the recently announced retirement of Stevan Kvenvold, who has held this position for over 38 years. The City Administrator is responsible for providing strategic leadership and direction for the overall City operation, carrying out the policies and ordinances of the City Council, and coordinating the administrative functions and operations of various City departments. The position oversees an organization-wide budget of \$236.5 million and a staff of approximately 850. The City Administrator directly supervises eight department heads and an assistant city administrator and works in cooperation with department heads who report to a board or commission.

Other major responsibilities include:

- In collaboration with the City Council and Mayor, the City Administrator provides leadership and direction for strategic planning purposes. This includes development and implementation of short-and long-term goals, communication of the strategic plan to the Council and City employees as well as ownership of key outcomes.
- Working under the direction of the Council, the City Administrator develops and recommends policies, procedures, goals and objectives vital to efficient and effective operations, which are in line with the strategic plan.
- Oversees and provides suggestions and recommendations related to City involvement in the DMC.
- Builds and maintains effective relationships with the citizens, key stakeholders, Council members, department heads and employees; is politically adept in representing the City in civic affairs, state and national organizations, and legislative initiatives.
- In conjunction with the Mayor, Council and department heads, recommends organizational financial guidelines and recommends the City's annual budget to the Mayor and City Council. Responsible for overseeing the preparation of operating and capital improvement budgets.
- Responsible for the overall effective operation of the City organization.
- Makes hiring recommendations for City department heads and serves as the executive leader of the department head team.
- Attends all meetings of the City Council to report or discuss matters concerning City government activities; and
- Performs duties as requested by the Mayor and City Council, including but not limited to representing the interests of the City before various organizations, agencies, partnerships, and collaborators.



LEADERSHIP OPPORTUNITIES

Managing growth and organizational growth. The City Administrator will provide strategic leadership in planning for and responding to rapid growth in Rochester's business community and neighborhoods. The City Administrator will cultivate a vision that sets Rochester apart from other communities to attract individuals, families and members of the community's future workforce. The City Administrator will provide oversight in planning for the City's physical growth and transportation needs ensuring the City's capacity to meet increased operational demands.

Strategic finance management. The City Administrator will implement a multi-year budget process that takes a long-term view of priorities and finite resources. Developing a sustainable approach to financing infrastructure repairs and replacement and identifying non-tax revenue sources are important long-term budgetary considerations.

City Council support. Establishing credibility and trust with the City Council is the bedrock of a successful City Council-City Administrator relationship. The City Administrator will spend time getting to know the Mayor and City Council members and understanding shared expectations. The City Administrator will help the City Council become unified and as warranted, identify opportunities to study and review governance policies.

First Class City, First Class Service. The City Administrator will have a unique opportunity to build upon the organizational culture of *First Class City, First Class Service* by inspiring, motivating, and empowering employees at all levels of the organization to provide excellent customer service. The City Administrator will set an organizational tone that encourages innovation and tolerates an acceptable level of risk. The administrator will lead in a manner that acknowledges the ongoing, evolutionary changes occurring in the workplace and take action to promote an engaged work environment that will result in strong organizational performance.

Effective communication. With the increased visibility of DMC planning efforts and the growing complexity of the City organization, the role of the City Administrator as an effective communicator takes on new significance. Internal communication with employees and regular communication and outreach to citizens, the business community, and other stakeholders, including media, will be important in building relationships and sharing information about services, activities, and issues.

Assesses overall municipal operations. The City Administrator will bring a fresh perspective to the City of Rochester. As the City Administrator becomes familiar with municipal operations, s/he will engage department heads in discussions about opportunities and challenges in their departments, ideas to achieve systematic efficiencies, and the capacity of technology improvements to streamline operations.

Succession planning. The City has a dedicated and talented management team in place, many of whom have enjoyed long tenures working for the City of Rochester. Working with the management team, the City Administrator will plan for leadership transitions and participate in discussions about the competencies and skills that would benefit future leaders and strategies to train, develop, and retain current employees. With the increasing diversity of the community, the City Administrator will actively support actions that demonstrate inclusivity in hiring.

COMPENSATION AND BENEFITS

The 2017 pay range established for the City Administrator position is \$152,852 to \$218,360. In compliance with the Minnesota statutory salary cap, compensation paid above \$173,355 occurs in the form of deferred vacation pay which is received when the employee leaves employment. The City also offers competitive benefits and a relocation package.

APPLICATION AND SELECTION PROCESS

Qualified candidates: please submit your cover letter and resume online at <https://waters-company.recruitmenthome.com>. This position is open until filled; however, interested applicants are strongly encouraged to apply no later than April 28, 2017. On-site interviews will be offered to those candidates named as finalists, with reference checks, background records checks, including credit history, and academic and employment verifications conducted after receiving candidates' consent. For more information, please contact Sharon Klumpp at sklumpp@springsted.com or by calling 651.223.3053 (office) or 651.270.6856 (mobile).

The City of Rochester is an Equal Opportunity Employer.

For more information about the City, please see their website at:
<http://www.rochestermn.gov/>



DESIRED CAPABILITIES

- Forward thinking leader with a vision and fresh perspective; looks beyond the status quo
- Catalyst and change agent, creates a sense of urgency to get things done and promotes collective problem-solving and action
- Outstanding people leadership skills, effectively coaches and counsels others; provides feedback and takes an interest in the development of future leaders
- Supports creativity and innovation; encourages process improvements and technologies that create new efficiencies
- Creates and maintains effective partnerships internally and externally; adept at building consensus but understands when to make a decision
- Skilled negotiator with the best interests of the City at heart and the ability to create win-win solutions
- Accessible to the Mayor and City Council, engages the City Council in policy-making, especially policies related to the City's projected growth and development
- Dedicated to public service; demonstrates integrity, strong ethics, and humility; builds credibility and earns the respect of others
- Self-assured and confident, has the ability to stand his/her ground and to say no
- Builds bridges between the City Council and staff, ensures an alignment of policy and implementation
- Focused on results; does not get caught up in politics or allow small issues to blow past big long-term problems
- Displays a collaborative management style and team-building approach that taps into collective abilities of the department head team; values every department as contributing to the City's quality of life
- Holds departments accountable but does not micromanage operations
- Open-minded and fair; reliable, dependable and accountable
- Will make a long-term commitment to the community and not treat it as a stepping stone
- Understands how to coach, develop, and effectively lead people to ensure a strong organizational culture of employee engagement



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Serving

**LOCAL GOVERNMENT
& ORGANIZATIONS**



MEMO

DATE: 22 June 2018

TO: Pam Dmytrenko
City of Richfield

FROM: Harry Brull
BCG Consulting Group

SUBJECT: City Manager Recruitment and Selection

Thank you for your interest in BCG Consulting Group services to help the City of Richfield recruit and select its next City Manager. The attached proposal outlines a suggested process, timeline, and costs.

Please note that we have submitted a “Soup to Nuts” proposal. Any activity for which Hector wishes to assume responsibility would reduce cost. We are totally open, once we mutually agree on a process, to a full partnership where responsibility is shared.

BCG’s approach is based upon the premise that the challenge for the City at this level is selection - rather than search. Candidates with executive-level public sector experience are easily located. The primary value of using external professionals is ensuring the City incurs “no surprises.” Since 1978, when I conducted the process that resulted in Tony Bouza becoming Minneapolis’ first outside police chief, we have assessed the capabilities of over a thousand candidates for key municipal, county, state, and federal positions.

Recently, we have assisted the city of Brooklyn Center in their recruitment and selection processes for their Fire Chief. We also have a long history of assisting virtually every municipality in the Twin Cities area in both recruiting and evaluating capabilities of individuals in key positions. Please see list of references for these and other similar projects.

Using BCG to assist Richfield for this process brings the following features and benefits:

- Ability to gain an in-depth understanding of the job’s leadership requirements
- Ability to accurately assess the capabilities of candidates
- Experience with a wide range of organizations and positions.
- Flexibility – working cooperatively with the City to allocate responsibility
- Ability to actively involve the staff– assisting the new Director in effectively leading the staff.
- Capability of objectively comparing internal and external candidate qualifications

I look forward to helping you and the city of Richfield. If you have any questions, please feel free to contact me at 612.414.8998 or harry@BCGConsultingGroup.com.



City of Richfield, MN
Proposal for
Search, Recruitment, and Selection of
City Manager
22 June 2018

SUBMITTED BY:

Harry Brull

Senior Partner

BCG Consulting Group
5417 12th Avenue South
Mpls., MN 55417

Direct: 612.414.8998

Harry@BCGConsultingGroup.com

Statement of Confidentiality:

This proposal and supporting materials contain trade secrets and proprietary business information of BCG Consulting Group.. This information may be photocopied by New Brighton for use in evaluating the project, but is not to be shared with other organizations, consultants, or vendors without the express written permission of BCG Consulting Group..

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Background

BCG Consulting Group LLP is a recently formed organization comprised of the Public Sector Division of PDI Ninth House, a division of Korn Ferry. PDI Ninth House is a full-service industrial/organizational psychology consulting firm headquartered in Minneapolis. BCG Consulting Group's expertise lies in the area of assessment and development of both individuals and organizations in the public and non-profit domain. BCG Consulting group staff collectively have more than 75 years experience evaluating the competence individuals occupying and applying for for managerial and executive positions.

As leaders in the field of work-related assessment, we have developed a wide range of screening and assessment tools designed to provide decision makers with accurate and powerful information regarding the specific capabilities of each individual.

In the public and nonprofit arenas, our services to include the identification and notification of candidates who meet the necessary qualifications and may have interest in the position. These "up-front" services are designed to effectively recruit the largest possible pool of qualified applicants, giving the hiring agency maximum choice in the subsequent selection process. BCG staff have conducted these procedures for a wide variety of positions including:

- City Administrator
- County Administrator
- City Manager
- Human Resources Director
- Non-profit Executive director
- Police Chief
- Fire Chief
- Public Works Director
- School Superintendent
- School Principal
- Library of Congress Professional Positions
- Federal Trade Commission Professional Positions
- U. S. Postal Service Executive Positions
- City Clerk
- City Engineer

BCG Consulting Group is also a nationwide leader in the design and implementation of fair employment practices. We are frequently called upon to design selection procedures under federal consent decrees and U.S. Department of Justice auspices. We also have provided expert testimony in both state and federal courts regarding race and gender fairness of selection procedures. Our assessment procedures allow for the accurate comparison of both internal and external candidates.

All procedures and processes for this project conform to applicable state, federal, and professional guidelines including EEO, Affirmative Action, Uniform Guidelines for Employee Selection, and Minnesota Human Rights.

We also are nationwide experts in the design and training of employment interviews and interviewers. In a recent police chief process for Bloomington, MN, we designed panel oral processes for a “blue-ribbon” panel, a department head group, and a representative police department panel . The following individuals will serve as key staff members and have had extensive experience in recruitment and selection of top executive public sector positions.

- Harry Brull – Project Director
 - Karen Gustafson – Project Principal
 - Jane Coffey – Project Principal
-

Approach and Methodology

ACTIVITY ONE: JOB ANALYSIS/ DETERMINATION OF POSITION REQUIREMENTS

BCG would conduct interviews with Richfield elected official officials, department heads, and staff to determine the mix of skills and abilities required in the position. Input would be gathered from leadership and staff through individual and group interviews. In addition, we would review relevant documentation such as position descriptions, organizational charts, etc. This information would be compiled into an updated position description and position profile, and become the basis for advertisements and other recruiting literature. These documents would also include details such as minimal qualifications, desired experience, and other factors relevant to recruitment and selection. As experts in the process of job analysis, BCG would ensure that the resulting necessary qualifications meet all legal guidelines and provide a blueprint against which to compare subsequent candidate qualifications.

We estimate that this step could be completed within two weeks.

ACTIVITY TWO: RECRUITMENT

We would work with Richfield determine the scope of the recruitment (regional, state-wide, national, etc.). During our conversations, BCG would determine the location and current job responsibilities of individuals most likely to meet the position requirements. We would then designate a recruiting strategy including relevant publications, broadcast letters, and a mechanism for nominations that would yield the largest number of most qualified applicants for the position. We could coordinate a survey effort to determine the competitiveness of the salary package if necessary. Based upon past experience, we would anticipate that the combination of advertisement and specific letter writing would yield, at a minimum, 25 qualified applicants for the position.

ACTIVITY THREE: SCREENING

Based upon the minimum qualifications and position profile, BCG would screen applications to determine which individuals have the highest likelihood of meeting the position requirements. Based upon the job requirements and position profile, BCG would design the following instruments and procedures to conduct a first screen of resumes:

- Assessment of minimum qualifications - Resumes would be checked to ensure that all minimum qualifications are met.
- Resume scoring form and decision rules - Based upon the position documentation, BCG would design a process whereby resumes may be quantitatively evaluated and scored to yield groupings of continuing candidates.

We would ensure that all procedures meet requirements for affirmative action, EEOC, and federal and state law.

As part of this step, we would ensure that all candidates receive information regarding the following:

- Procedures to alert them of their continuing status in the process
-

- Conditions regarding confidentiality
- Selection process timetable

Given the projected numbers of individuals who may apply, we would recommend a follow-up screening process that would involve mailing further requests for information to applicants. This will allow more valid decisions regarding which individuals should achieve semi-finalist status. Such requests for information may include:

- “Targeted” resumes—Response to specific questions regarding the scope and extent of their experiences
- Responses to essay questions
- Documentation of specific accomplishments

Using this two-tier screening process, we would expect that the screening effort would require approximately three to four weeks.

ACTIVITY FOUR: EVALUATION

Depending upon the qualifications of candidates, we would expect to present approximately six to eight candidates for further selection procedures. Depending upon the wishes of the City, we would designate a set of information-gathering procedures designed to produce more detailed information about this smaller group of applicants. This set of techniques could likely include multiple interview panels. These panels could consist of individuals from among the following stakeholder groups: - City leadership, City department heads, employee representatives, professional peers, citizen representatives.

BCG’s services for these orals include:

- Design of interview questions and scoring criteria.
- Training/orientation of interview panels etc.
- Collation of results allowing confidentiality (and therefore greater integrity) of panel member evaluations

BCG would compile information gathered in the form of confidential reports for each viable applicant and submit them to the City for discussion and decisions regarding finalist status.

Depending upon the nature and extent of procedures used, this step would require approximately two weeks.

ACTIVITY FIVE: FINALIST ASSESSMENT

At this point, BCG would coordinate extensive information gathering regarding the finalist candidates. These procedures would make use of our professional expertise in the assessment of executive and managerial assessment capability. These activities could include:

- In-depth appraisal – please see attached document for a description of the process.
 - Primary and secondary reference checking
 - Background press search
-

- Background Checks

At this point, the City Council could conduct interviews with finalist applicants. BCG Consulting will supply a list of potential questions and provide a training/orientation session.

As requested in the RFP, BCG would be able to assist in final negotiations after the organization has made its hiring decision.

Based upon the procedures required, we estimate that this step could be accomplished in approximately two weeks.

ACTIVITY SIX: SIX-MONTH PERFORMANCE REVIEW

As part of BCG's responsibility, we would engineer a six-month performance review of the new Director, which includes the following components:

- Input from the City leadership
- Input from key staff
- Input from other individuals
- Summary and collation of results
- Presentation of results to New Brighton leadership
- Face-to-face session with the new Director to discuss results

This process allows for early "course corrections" if needed, helping to ensure success for the individual and New Brighton.

Division of Responsibility

As consultant to the City on this project, BCG Consulting Group is prepared to assume the following responsibilities:

- Design of all job analysis and candidate evaluation procedures
- Provision to New Brighton of valid information regarding the knowledge, skills, and abilities of each applicant
- Assistance in response to interested parties such as staff, the media, etc.
- Assistance in contract negotiations with chosen candidate

We see the City's responsibility as follows:

- Approval of all documents and procedures
 - Decision making or, at a minimum, approval of decisions regarding the status of any and all individual applicants
 - Securing of physical locations for job analysis sessions, interviews, assessment center activities, etc.
-

Longevity Guarantee

If the individual selected through a BCG process leaves voluntarily during a two-year period or is terminated for cause during the time period, BCG is prepared to replicate the search process with all labor costs waived.

Time Frames

ACTIVITY	WEEKS FROM PROJECT START
Activities 1-2: Job Analysis and Recruitment	1-4
Activity 3: Screening	5-7
Activity 4: Evaluation	7-9
Activity 5: Finalist Assessment	9-12
New Director Start Date	12+

Pricing for each Process

ACTIVITY	PRICING
Activity One: Job Analysis/Position Requirements	\$3,000
Activity Two: Recruitment <ul style="list-style-type: none">• Consultation• Implementation (design and mail ads, broadcast letters, etc.)	\$2,500
Activity Three: Screening <ul style="list-style-type: none">• Design• Evaluation of candidates	\$4,000
Activity Four: Evaluation <ul style="list-style-type: none">• Design and training of panel interviews	\$6,000
Activity Five: Finalist Assessment <ul style="list-style-type: none">• In-depth appraisal (up to three candidates)• Primary and secondary reference checking• Computer press search• Design and training of Council interview	\$8,000
Activity Six: Six-month Review	\$2,000*
Project management	\$4,000
Labor subtotal (assuming no more than 3 finalists)	\$27,500

* Charge is waived if first five activities are utilized

Expenses

Out-of-pocket expenses such as consultant travel, advertising, telephone, etc., will be billed at cost; estimates for each process are as follows:

- | | |
|--|-------|
| • Advertising | \$350 |
| • Telephone | \$100 |
| • Candidate travel costs (depends upon the number, location, etc.) | |

Fee Payment Schedule:

BCG will submit monthly invoices for work performed and expenses incurred. A “hold-back” percentage on the part of the City is acceptable.

Project Staff

The following individuals will serve as project staff:

Harold P. Brull – Project Director

Jane Coffey – Project Principal

Jessica Diaz – Project Associate

References

The following individuals can attest to the quality of BCG's services for executive selection:

- City of Edina, MN
Scott Neal, City Manager
(952) 826-0401
 - St. Louis County, Minnesota
Kevin Gray, County Administrator
218.726.2448
 - City of Brooklyn Center
Curt Bogany, City Manager
(763) 569-3303
 - Scott County, MN
Dave Unmacht, County Administrator (former)
(651) 281-1200
 - Washington County, Minnesota
Molly O'Rourke, County Administrator
(651) 439-3220
 - City of Tempe, AZ
Charlie Meyer (480) 350-8884
 - City of Bloomington
Mark Bernhardson, City Manager (former)
612.386.6691
 - City of Eden Prairie, MN
Nancy Tyra-Lukens, Mayor
(952)937-1898
 - Montgomery County, Ohio
Deborah Feldman, County Administrator
(513) 225-4690
 - City of Carlsbad, CA
Cheri Abbott, Human Resources Director
(760) 602.2496
 - City of Golden Valley, Minnesota
Tim Cruikshank, City Manager
(763) 593-8002
-

- St. Louis County, MN
Kevin Gray, county Administrator
(218) 726-2448
 - City of Rogers, Minnesota
Steve Stahmer, City Administrator
(763) 428-2253
 - City of Lino Lakes, Minnesota
Dan Tesch, Acting City Administrator (former)
(651) 353-7818
 - City of Saint Paul, Minnesota
Angie Nalezney, Human Resource Director
(651) 266-6515
 - City of Minnetonka, Minnesota
David Childs, City Manager (former)
(775)303-5063
 - City of Columbia Heights
Linda Magee, HR Manager
(763) 706-3609
 - City of Fridley
Wally Wysopal, City Manager
(763)572-3506
 - City of Oakdale
Craig Waldron, City Administrator (former)
(651) 523-2971
 - City of Shoreview, Minnesota
Terry Schwerm, City Manager
(651) 490-4611
 - City of St. Louis Park, Minnesota
Nancy Deno, Human Resources Manager
(952) 924-2500
 - City of Blaine, Minnesota
Tom Ryan, Mayor
(763) 757-3390
 - City of Hastings, Minnesota
Melanie Mesko Lee, City Administrator
(651) 437-4127
-

- Hopkins Schools, Minnesota
Dennis Dahlman, Personnel Director (former)
(612) 750-9780
 - Edina Public Schools, Minnesota (former)
Ken Dragseth, Superintendent
(952) 848-4025
 - Richfield Public Schools
Craig Holje, director of Human Resources and Administration
(612)798-6031
-

MEMO

DATE: 22 June 2018

TO: Pam Dmytrenko
City of Richfield

FROM: Harry Brull, BCG Consulting Group

SUBJECT: In-depth Assessment Process

Thank you for your interest in BCG Consulting Group's services for the recruitment and selection of your City Administrator. As part of this process, we offer our expertise in assessing candidate capabilities.

This memo will describe our comprehensive assessment process and the specifics of each component.

The overall process has three major components:

- Preparatory work
- The assessment process
- Feedback

Each of these components will be explained in more detail below.

At the front end, preparatory work involves conversation the key stakeholder(s) of the position to fully understand the requirements of the position and the challenges that will be faced. This process also involves the review of documents such as job descriptions, etc.

The actual assessment process begins with candidates completing pre-work on-line. They then spend the greater part of a day at a mutually agreed upon location. The day consists of an in-depth interview with a psychologist, various tests and inventories, and simulations of the role.

Following the completion of the assessment process, feedback is provided to the organization in the form of a written report and, if requested, verbal feedback. Candidates are also given the opportunity to obtain complete feedback regarding their assessment performance.

Following is a description of the specific tools and procedures contained in the assessment process:

The instruments/tools used in the battery have been used or developed by PDI/BCG over the last 37 years. We have used them to measure the capabilities of more than 2.5 million individuals aspiring to greater leadership roles. On the public sector side, we have used them for city manager, numerous department head positions, fire chief, chief of police, and other key leadership positions.

A partial list of cities/counties for whom we have selected top executives in using this methodology include:

- Salida, CO
- Tempe, AZ
- Minneapolis, MN

- St. Paul, MN
- Bloomington, MN
- Scott County, MN
- Dakota County, MN
- Rochester, MN
- Golden Valley, MN
- St. Louis Park, MN
- West Metro Fire District (New Hope/Crystal)
- Los Angeles, CA
- Minnetonka, MN
- St. Louis County
- Carlsbad, CA
- Edina, MN
- Metropolitan Airports Commission

Each of the components in the battery has been shown to have predictive value in terms of management success. That is, there is direct evidence that higher performance on the measures correlates with increased probability of effective performance in a managerial role. Research conducted both by my colleagues here at BCG and in the profession show predictive validity over time spans as long as 24 years.

Regarding the specific components:

- The Interest & Experience Questionnaire form (IEQ) provides a backdrop and context of a person's history to help understand the other instruments.
- The Ravens Test of Progressive Matrices is a measure of I reasoning which predicts the following:
 - Big-picture perspective
 - Ability to see relationships between apparently dissimilar issues
 - Ability to learn new information quickly
- The Watson-Glaser Critical Thinking Appraisal is a measure of logic. Individuals scoring highly are more adept at the following:
 - Separating fact from inference
 - Drawing logical conclusions from information
 - Making logical and practical decisions
- The Global Personality Inventory (GPI) is an omnibus measure that predicts the personal/ interpersonal/leadership components of managerial positions. The scales of the GPI represent specific attributes in the following areas:
 - Thinking
 - Planning and execution
 - Facilitating leadership
 - Derailing leadership
 - Interpersonal
 - Motivation
 - Self-management
 - Individual work orientation
 - Collective work orientation

The choice of simulations is driven by the position itself and results of the preparatory conversations. For many positions, some mix of the following is usually chosen:

- In-basket exercise
- Meeting with a difficult subordinate

The in-depth interview lasts approximately 1.5 hours and obtains highly predictive information from candidates regarding situations they have faced professionally and their response to them.

All scores in the management assessment process are compared to our management norm group of over 1.5 million individuals. The original scores and corresponding percentages are as follows:

- Top 10 percent: 5
- Next 20 percent: 4
- Middle 40 percent: 3
- Below average 20 percent: 2
- Bottom 10 percent: 1

I hope this helps clarify the rationale behind the process and the attributes it measures. If you have any further questions, please feel free to contact me at (612) 414-8998 or harry@bcgconsultinggroup.com.

Assisting City of Richfield with the Search for a City Manager

Presented by:
Chris Guiney, Partner
June 29, 2018

Search Done Better™



Our approach will be a customized, consultative and transparent search with clear accountability and an unmatched commitment to find an exceptional City Manager candidate for City of Richfield. We are obsessed with serving our clients and back that up with a performance oriented search model and a one-year guarantee. Every part of our process is built to maximize speed, quality and the likelihood of a predictable outcome. We strive to make the process simple to understand for search committees. We establish a timeline, key milestones, and predictable outcomes all while maintaining complete transparency and maximum collaboration with the search committee.

We will outline an extensive and frequent communication plan accompanied by a search project timeline that ensures we focus on a successful result in the timeframe you desire. Our experience has afforded us the opportunity to design an innovative, highly engineered, and proprietary 27 step executive search process. Every step in our process is adaptable and can be adjusted to serve the specific needs and requirements of the City of Richfield – a differentiator we call “flexpertise.” This commitment to process and partnership is the reason that our clients are enthusiastic references.

If selected to partner with the City of Richfield on this important search, we will:

Build a Timeline

We begin with the end in mind, identifying a date for the Committee to vote and appoint the City Manager. Our search timeline (**See Appendix A**) is one of the steps of our process and a critical guiding factor in a successful CEO search. One of our most significant differentiators is our focus on hitting milestones. We engage in frequent, transparent and consistent discussions with our clients and share this timeline of activities and events to guide the search to a predictable and timely conclusion.

Finding the next City Manager for the City of Richfield requires extensive collaboration with the Search Committee. As part of our timeline, we will incorporate regular status discussions between the Search Committee, Chris Guiney and the CarterBaldwin team on both a scheduled and ad-hoc basis at the convenience of the Search Committee. These discussions cannot be understated or undervalued as it builds trust, allows for clarity and reinforces commitments as well as enabling candid, constructive and timely feedback.

Develop a Profile

Creating the right City Manager profile is a critical component of the search. The profile is a document that helps readers understand a clear picture of the ideal candidate including experiential, leadership and personal/cultural criteria. It also serves as an excellent opportunity to describe to the marketplace the vision that the City of Richfield has for the future and the exciting opportunities accompanying that vision. Recognizing how important a first impression to the marketplace is, we design a more compelling role profile to share with sources and candidates.

Combining a thorough description of competencies required of the future leader with additional feedback on the City staff, its culture, history, current state, strategic objectives, etc., we will develop a market-facing City Manager leadership profile, key selection criteria, and candidate evaluation templates. To develop the profile and assessment tools, *we seek to meet and interview each of the search committee members as well as selected stakeholders important to the City of Richfield* using a structured interview process **(See Appendix B for sample interview questions)** to develop a thorough and comprehensive portrait of the requirements for the next City Manager. These interviews offer a more accurate picture of the most important search criteria from each Committee Member's perspective as well as establishing trust in the process and transparency with the search partner.

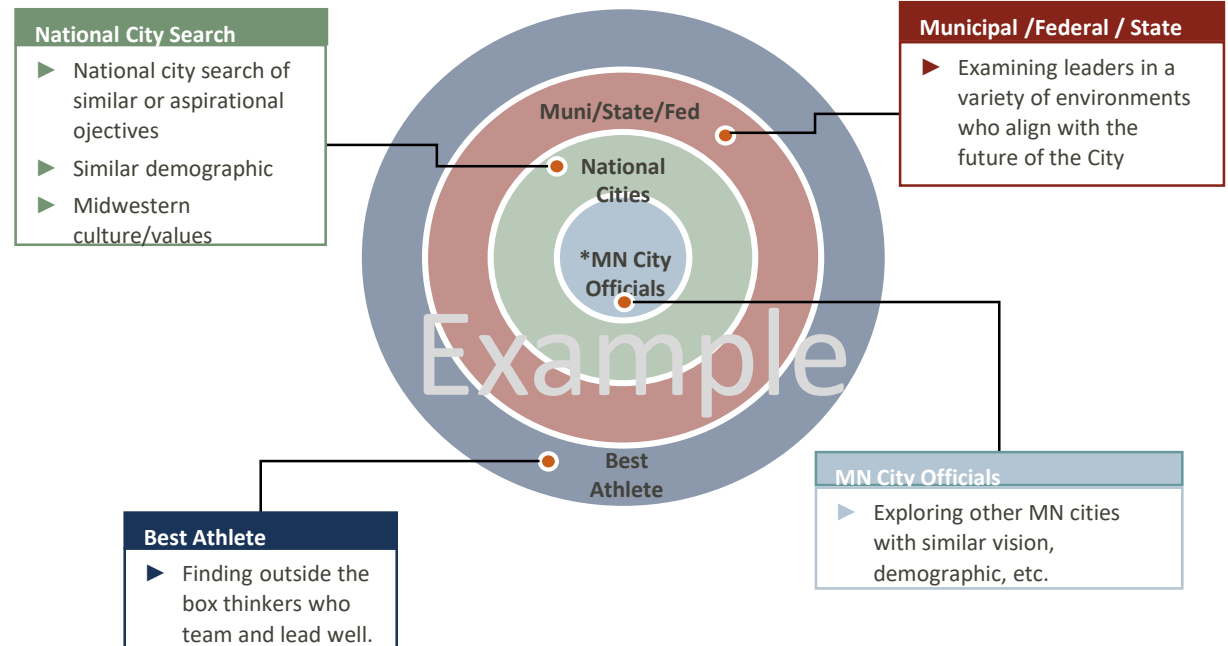
We also suggest the Search Committee consider allowing interviews with select senior City staff and other non-municipal external stakeholders if those discussions can offer key insight into the opportunity. These interviews will differ in structure than the Committee interviews but still allow for a current state perspective as well as a general operating overview to consider. While the focus should not be on the past, i.e. seeking a 'replacement' to the outgoing City Manager, feedback from the Committee, key staff and stakeholders will add tremendous value to understanding the current culture as well as potentially identifying challenges and opportunities facing the City of Richfield in the future.

All of these interviews will produce data to be collected, analyzed and interpreted with the highest level of confidentiality afforded to each individual interviewee. The end result will be a highly unique, graphically appealing, and externally compelling role specification and job description document that is finalized with approval from the Search Committee. This graphic profile is a reflection of the City of Richfield and an opportunity to market the organization to a very large audience.

Overall Approach for Achieving the City of Richfield Objectives of the Search (Continued)

Source Qualified Candidates

CarterBaldwin has a dedicated research team as well as a unique database of prospective candidates. Candidates who - because of positions they hold, boards on which they serve, committees they contribute to and/or other compelling factors - may be both qualified for and interested in the position. Most often we are engaging with passive candidates not actively seeking a position; in fact, they are frequently satisfied and fully involved in their current position, successfully leading their current organizations and unaware of the opportunity. We invite prospective candidates into a confidential conversation that allows them to explore the role without being exposed. The result is a comprehensive candidate pool from which to build an interview slate.



The exploratory meetings with Directors and other key stakeholders will help in defining a “target universe” of candidates, municipalities, other like organizations and roles where we should search. The list of prospective candidates is 100% accessible and available to the City of Richfield search committee, providing transparency and the opportunity to participate in the identification of individuals and organizations of interest.

Source Qualified Candidates (Continued)

Internal Candidate Consideration

Our sourcing efforts are inclusive of internal candidates. Should any request consideration, they will be subject to the exact same process as any external candidate. Internal candidates who are initially evaluated and selected to move through the interview process will continue to be assessed using the same criteria and interview timeline as external candidates. However, for any internal candidates disqualified, we offer a highly customized internal candidate assessment, development plan and coaching session.

We will arrange a personal 1:1 feedback session with a disqualified internal candidate allowing her/him the opportunity to understand the decision to not move forward with their candidacy and what key development areas exist to allow for personal and professional opportunities in the future.

The City of Richfield Human Resources will have access to CarterBaldwin's internal candidate assessment, external Predictive Index Assessment and development plans allowing a unique opportunity to help coach the internal candidate on how best to grow for consideration on future succession opportunities.

Evaluate Internal Candidates

- ▶ Identify any internal City of Richfield candidates through formal channels
- ▶ Exercise process requirements accordingly
- ▶ Enter common interview process
- ▶ Develop internal candidate analysis and/or development plan

Advise Board, CEO & HR Leadership

- ▶ Debrief Board on assessment results, succession planning, and organizational observations
- ▶ Conduct debriefs of assessment reports

Provide Feedback & Follow-up

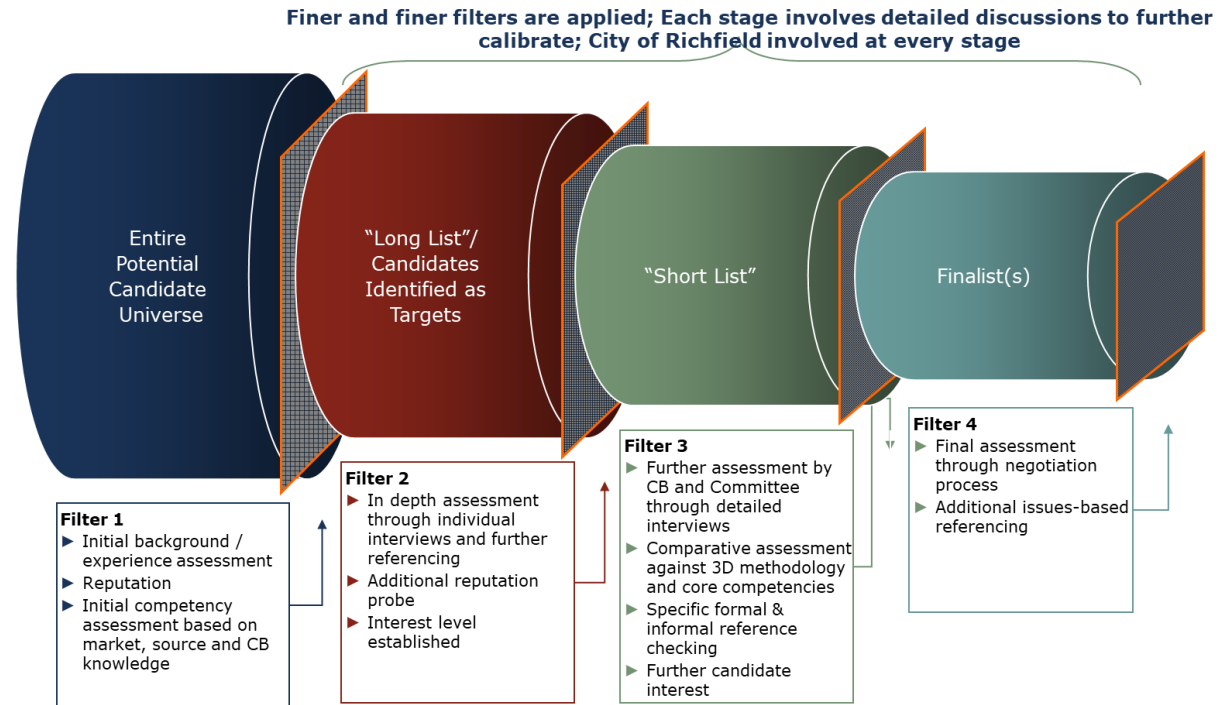
- ▶ Conduct 1:1 feedback sessions with internal candidates
- ▶ Follow-up with Board and City of Richfield HR regarding results of feedback
- ▶ Provide development and coaching for selected candidate(s)

Develop the Long List

Potential City of Richfield City Manager long list candidates are sourced and identified by our research team and search strategy process. Our team engages in highly targeted and exhaustive outreach campaign to develop a slate of qualified and interested candidates. CarterBaldwin will conduct scores of interviews to determine culture fit, motivation and viability as well as gathering data on career trajectory and chronology, core leadership competencies, personal considerations and other relevant feedback.

Ultimately, our outreach, interviews and assessments allows us, in collaboration with the City of Richfield Search Committee, to filter candidates who are a very strong potential fit. This long list is typically 10 to 12 candidates who will be interviewed to determine who moves forward.

This stage of the search is extremely important as it is designed to not only attract candidates, but also to deliver a compelling market message that will resonate to all those contacted.

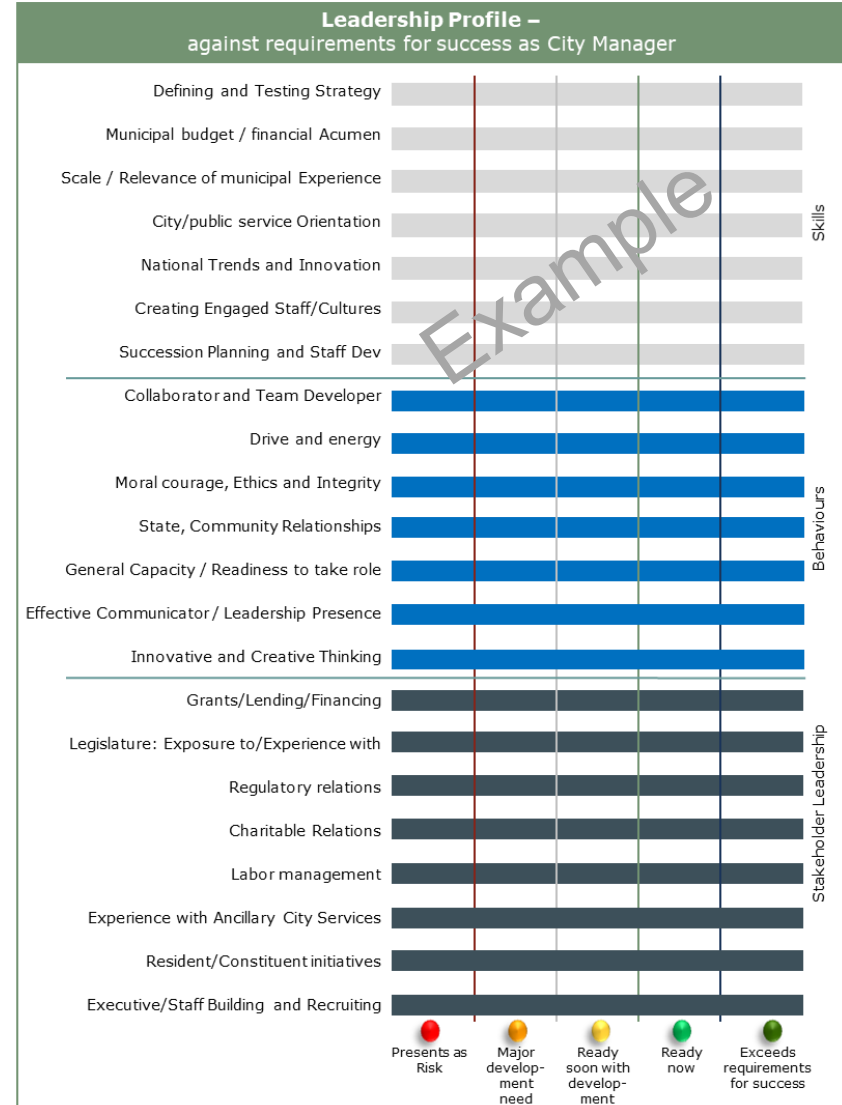


Develop the Short List (Semi-Finalists)

Chris Guiney will conduct highly customized and rigorous in-person evaluations, ranging from two to three hours in duration, with the most qualified and intriguing long list candidates.

These interviews will drill deep into the key selection and success criteria determined to be most important for the next City of Richfield CEO and seek to understand experiential, leadership and cultural fit, also known as our 3 Dimensional Methodology - a highly customized and proprietary CarterBaldwin assessment methodology. Additionally, these interviews will reveal in-depth biographical information, core values, motivations, professional ethics, strategic orientation, vision and mission, personal principles, family considerations, compensation data, communication style, and other unique traits, experiences or circumstances relevant to the CEO position.

Data driven assessment criteria tools (example at right) and our exclusive Predictive Index Behavioral Assessment™ will be utilized in delivering a detailed evaluation of the long list candidates to the search committee. Per the timeline, CarterBaldwin will present each of these candidates to the City of Richfield search committee for consideration. The result of this discussion will be a short list of typically three to five candidates to be interviewed by the search committee.



Overall Approach for Achieving City of Richfield Objectives of the Search (Continued)

Develop Finalists

Once short list candidates are scheduled to interview with the Search Committee, Chris Guiney will moderate the interview process with the Committee and ensure they are fully prepared to interview each candidate, including preparing detailed assessments, and information packages (examples to the right). Assessments will include the Predictive Index Behavioral Assessment™ - a highly scientific and extremely insightful analysis of leadership types and workplace behaviors (**See Appendix C**).

Following these interviews, Chris Guiney will moderate an in-depth discussion with the Committee to determine the top candidates. These will be the finalists. Each finalist will be scheduled to meet in person with the Board of Directors to present both structured and unstructured comments. Prior to finalist presentations, CarterBaldwin will present an in-depth candidate report on each finalist.

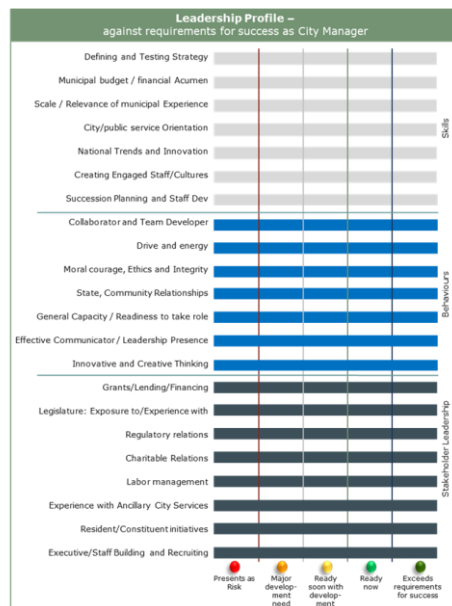
Upon completion of these finalist presentations, Chris will assist as needed in facilitating the selection of the next City Manager.

Leadership Criteria – CEO Candidate

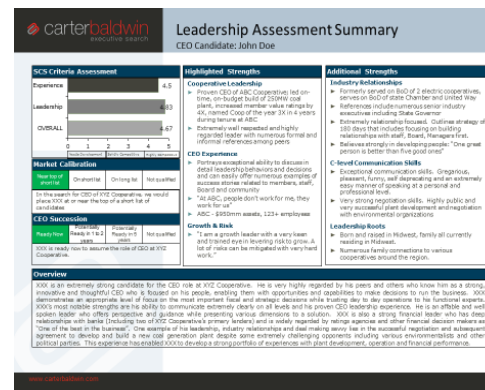
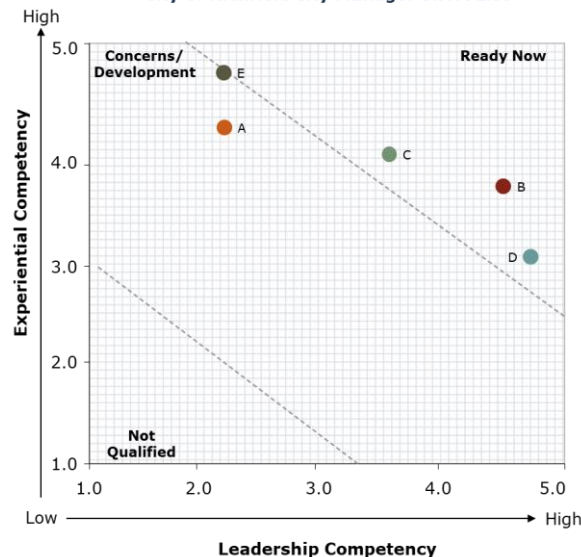
Relative "size"	Ethics / Integrity	Financial Leadership	Interpersonal and Communication Skills	Strategic and Business Management	Strategic Vision	Team Building and Resource Planning
1	Strong history of ethical conduct, demonstrated by a track record of integrity, honesty, and transparency.	Consistent track record of financial success, demonstrated by a track record of profitability and growth.	Excellent interpersonal and communication skills, demonstrated by a track record of effective collaboration and communication.	Strong strategic and business management skills, demonstrated by a track record of successful business performance.	Clear vision and strategic thinking, demonstrated by a track record of successful strategic planning and execution.	Strong team building and resource planning skills, demonstrated by a track record of successful team management and resource allocation.

Experiential Criteria – CEO Candidate

Relative "size"	Personal Success	Industry Relationships	Cooperative Experience	Operational Experience	Experience with Risk	Technical Success
1	Strong track record of personal success, demonstrated by a track record of profitability and growth.	Excellent industry relationships, demonstrated by a track record of effective collaboration and communication.	Strong cooperative experience, demonstrated by a track record of successful collaboration and communication.	Strong operational experience, demonstrated by a track record of successful business performance.	Strong experience with risk, demonstrated by a track record of successful risk management and mitigation.	Strong technical success, demonstrated by a track record of successful technical innovation and development.



City of Richfield City Manager Short List



Execute Due Diligence

Before a candidate is identified as a semi-finalist, CarterBaldwin verifies academic credentials, criminal history, financial background, and conducts an in-depth internet search to investigate any publicly available controversy. Once the finalist is identified, the second round of due diligence occurs. Our recommended process is for the organization to select a minimum of six to eight references to be interviewed. The references provide insight on the finalist's strengths, weaknesses, EQ, IQ, risk tolerance, strategic vision, motivations, and personal idiosyncrasies that impact leadership performance. Additional background investigations may proceed by City of Richfield, according to its hiring practices and policies.

Assist Negotiation & Offer Process

CarterBaldwin establishes early ground rules with the finalist selection regarding compensation on the City of Richfield's behalf. If there is a reasonable financial package that they would accept or reject, we make certain the committee has an understanding of the finalist's expectations, helping to ensure acceptance of an offer not dependent on remuneration. We also encourage clients to compensate leadership in a way that does not allow personal financial pressure to be an additional weight upon one who is already taking on a weighty position.

Guide Successful Transition and Onboarding

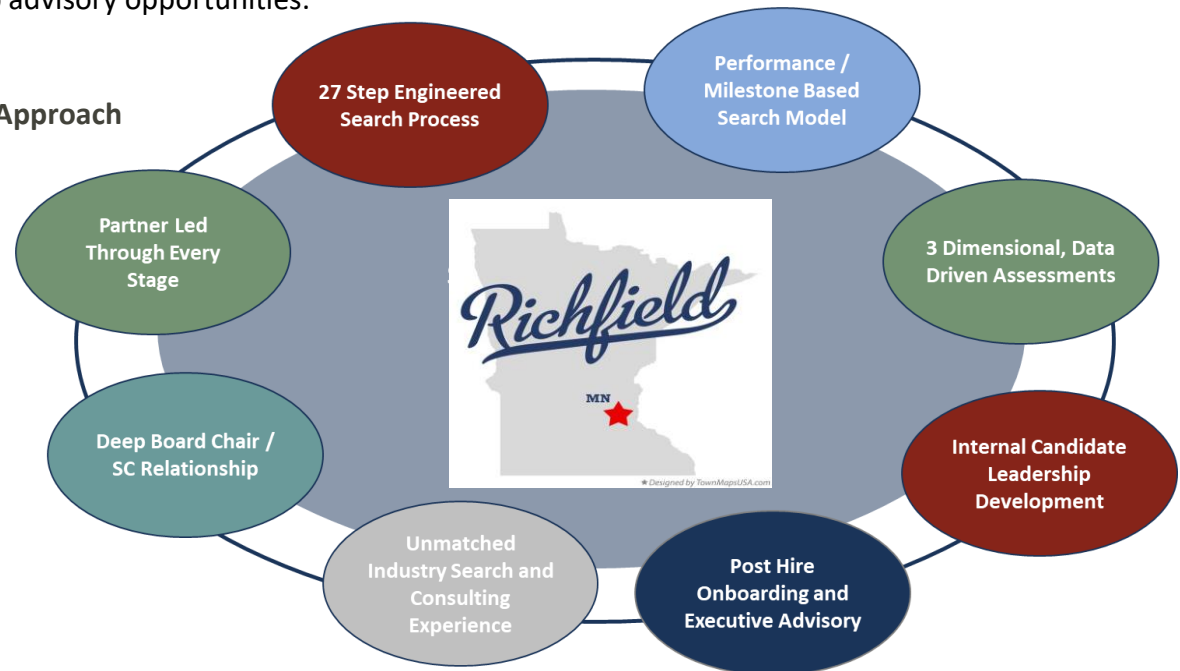
Our commitment to the City of Richfield goes beyond search efforts to help ensure a successful transition and onboarding experience for the successful CEO candidate. We will conduct an interview with the new CEO at three months, six months, twelve months, and after hire date. The interview sessions will help gather important feedback from the CEO to assist both the CEO and Board in helping to align personal and professional goals for a smooth and impactful start to the new CEO's career at City of Richfield. These interviews will also help identify development opportunities for the Board to consider as it counsels the CEO in their first year.

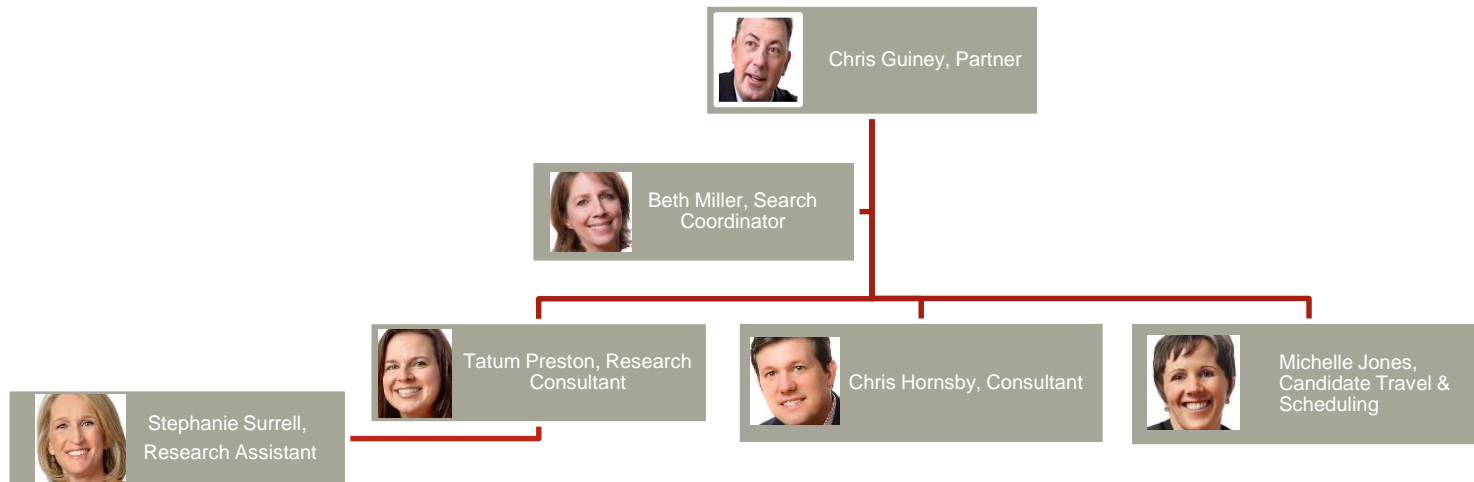
Finish Well & Remain a Friend

Upon placement and start of your new City Manager, CarterBaldwin will assist in crafting a press release or provide samples that can be helpful. As the search progresses, it is as important to close doors with the same level of professionalism with which they were opened. Only one candidate will be appointed City Manager, but *the search will touch hundreds of people*. Giving disappointing news is never easy, but giving it timely and professionally allows for positive relationships and expanded access for future work and needs. It is critical that both CarterBaldwin and the City of Richfield communicate in a manner that accrues esteem in the eyes of the people who have engaged in the search process.

CarterBaldwin continues to remain close to our clients even after a search is complete. In addition to staying connected to the Search Committee, Board of Directors and newly appointed Chief Executive Officer, we also look for ways to further the interests and mission of our client. Examples include an introduction to potential board members, hosting a Board event and assisting with board governance or other leadership advisory opportunities.

Distinguishing Characteristics of our Approach





Chris Guiney, Partner and Practice Leader, would serve as CB's team leader working directly with the City search committee (SC) and leading the CB search team. He would lead and be actively engaged in all aspects of the search including serving as the primary contact with the SC, overseeing research, guiding recruiting, and performing numerous in-depth interviews and assessments of each candidate. He will also lead all candidate interaction and compensation negotiations with the finalist. Post-hire, Chris will work with city officials and your new City Manager through on-boarding and integration..

Chris Hornsby, Consultant would have the role of engaging with a broad number of prospective candidates identified by the research team, answering questions and creating interest on the part of those who may be qualified but not yet considering the role. Chris would also conduct an initial in-depth interview to understand biographical information, career development and accomplishments, and motivation to consider the role. Candidates that make it past Chris will move through an intensive interview process with Chris Guiney.

Tatum Preston, Research Consultant, with guidance from Chris Guiney, would collaborate with Chris Hornsby in designing a strategy to identify the most qualified candidates then conduct targeted research to identify prospective candidates, most of whom would not be actively seeking new opportunities.

Beth Miller, Search Coordinator, would lead all search logistics and details including design of a graphic profile for the position, and assisting the CarterBaldwin team and candidates with the logistics of interviewing and submitting the relevant materials for our database and for the City of Richfield.

Stephanie Surrell, Research Assistant, would conduct the background check and due diligence research associated with confirming a candidate's academic credentials and any publicly available controversy.

Michelle Jones, Candidate Travel and Scheduling Coordinator, would assist candidates with booking all necessary flights, hotel, car rentals, expense reimbursements, and any other logistics associated with interviewing for the position.

Chris Guiney

Partner
Practice Leader –
Infrastructure

O 678.448.0017

M 770.335.2427

cgueiny@carterbaldwin.com



Chris Guiney is a Partner with CarterBaldwin and leads the firm's infrastructure practice. Chris' clients include scores of clients in the public and private sector. For nearly 30 years, Chris has assisted infrastructure clients across the country with executive search, succession planning, executive effectiveness, strategy and organizational design services.

Previously, Chris has led global executive search firms and has founded and led his own executive search and leadership consulting firm – The Guiney Group, LLC – where he developed a groundbreaking executive assessment process – 3D Methodology. Earlier in his career, Chris served as the Coordinating Partner for the North American infrastructure consulting practice at Ernst & Young LLP, and the National Managing Director of KPMG's North American and infrastructure practice.

Chris graduated from State University of New York, at Oneonta with a B.A. degree in Psychology. He teaches graduate courses on a variety of topics including executive leadership skills and executive relationship development as a guest lecturer at the University of Georgia Terry College of Business, and Emory University's Goizueta Business School.

Chris is active in the local community, serving on the Boards of ToolBank USA and the Cystic Fibrosis Foundation. Chris is the Founder and Executive Chairman of ShamRockin' for a Cure, a national charitable benefit serving the Cystic Fibrosis Foundation. Living in Atlanta for more than 25 years, Chris spends his time with his 3 sons, attending North Point Community Church, and coaching youth and high school sports.

Infrastructure and non-profit



WVPA

Chief Executive Officer



Cobb EMC

Chief Executive Officer



Old Dominion Electric Cooperative

Chief Executive Officer



EnergyUnited

Chief Operating Officer



Blue Ridge EMC

Chief Operating Officer



NineStar Connect

C-level (confidential)



San Antonio Water System

Chief Information Officer



Puerto Rico Electric Power Authority

Chief Executive Officer



JEA

SVP, Administration



Duke Energy

SVP, Construction
SVP, M&A

Energy Future Holdings

Energy Future Holdings

Chief Financial Officer



NextEra Energy

SVP, Renewables

Tennessee Valley Authority

VP, Strategic Initiatives



PacifiCorp

SVP, Customer



Bermuda Electric

Chief Executive Officer



Xenergy

Chief Nuclear Officer



Comverge

Chief Executive Officer



Tendril

Chief Marketing Officer
SVP, Engineering



Alevo

Chief Communications Officer
Chief Marketing Officer



RES Americas

President



Atlantic Wind Connection

Chief Executive Officer



GridLiance

Chief Financial Officer
SVP, Business Development



Optisense

Chief Executive Officer



ABB

President



GE Digital Energy

Chief Marketing Officer



Siemens Energy

President, Electric Network Solutions



BLACK & VEATCH

Black & Veatch

Managing Partner, Smart Grid



Scott Madden

Utility Consultant(s)



Income Electrix

Chief Executive Officer



Balfour Betty Infrastructure

Chief Executive Officer

Practice Areas

Many search consultants "choose" a practice area based on revenue goals.

We've taken a different path... letting our practice areas choose us.

Each of our practice areas has grown from our partners' unique experience and background in and around the sector. Rather than having to learn a client or market, we bring deep experience which creates deep alignment.

Non-Profit and Associations



Consumer Products & Retail



Private Equity



Industrial & Manufacturing



Distribution & Logistics



Technology & Technology Content



B2B Business & Professional Services



CarterBaldwin is listed among the Top 40 search firms in the nation and recognized as an "America's Best Search Firms" by Forbes.

Practice Areas

We have the great privilege of adapting our corporate search process to the complex world of non-profits.

The results are evidenced by the fact that every single client is a strong positive reference.





Jay Bartlett

Chief Executive Officer
Wabash Valley Power Authority
Jay_Bartlett@wvpa.com



Mike Burrow

Chief Executive Officer
Ninestar Connect
Board Director, Indiana Fiber Network
mburrow@ninestarconnect.com



Jim Turner

Chief Executive Officer
Indiana Fiber Network
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John Lee

Chief Executive Officer
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Doug Johnson

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Brad Kitchens

Chief Executive Officer
Scott Madden & Associates
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Ed Crowell

Board Director
Cobb EMC
edward.crowell@cobbemc.com



Wayne Wilkins

Chief Executive Officer
Energy United
wayne.wilkins@energyunited.com

Our fees are typically one-third of the annual compensation of the City Manager you hire. The first third of our fee is due upon acceptance of the search; the second third will be due once CarterBaldwin has presented a minimum of at least three (3) candidates acceptable for in-person interviews and the final third for the remaining balance will be due upon the acceptance of an offer by the selected candidate. Additionally, we bill for direct search expenses – all of which are detailed in our attached fee agreement below. Our search agreement with the City of Richfield (Sample below) includes a 1-year Guarantee.

PERSONAL & CONFIDENTIAL

Pam Dmytrenko
Asst. City Manager/HR Mgr.
City of Richfield
Address
City, State, Zip code

Dear Pam:

We are pleased and enthusiastic about the opportunity to represent the City of Richfield in the identification and selection of a City Manager. We sincerely appreciate the trust and confidence that you have placed in CarterBaldwin by engaging us on this project. We will begin work once we have received a signed copy of this agreement.

CarterBaldwin's professional service fee is one-third of the annual total cash compensation for the executive for which we will conduct a search. The estimated first years' compensation for this role is \$xxx,xxx, Thirty three percent of this total would reflect a fee of \$xxx,xxx. This will be invoiced in three separate installments, in the amount of \$xx,xxx. The first invoice will be mailed upon initiation of this agreement; the second invoice will be due once CarterBaldwin has presented a slate of at least three (3) candidates to interview to the City of Richfield, and the final invoice will be due upon the acceptance of The City of Richfield's offer by a candidate for the City Manager position.

In addition to our professional service fee, we will also invoice any expenses related to our search activities. These invoices will include out-of-pocket expenses incurred on your behalf plus the recovery of indirect support costs, which are billed at eight percent of our professional services fee. Payment of our professional services fee and expenses is not contingent upon the hiring of one of our candidates and we ask that you pay our invoices upon receipt.

In reference to targeting any specific municipalities, institutions or organizations, we welcome your suggestions as to which you feel may be likely sources. Similarly, please advise us if there are individuals that you would prefer us not to contact. Throughout the course of a search, our clients often become aware of potential candidates through their own sources or referrals. We ask that you refer such candidates to us for interviewing and appraisal, along with those whom we have developed. We will evaluate them as we would any other candidate, and we consider such interviews to be a normal part of our consulting activity on your behalf. Likewise, should any internal candidates emerge during the search process, we will interview and evaluate them as well.

Agreement continued on next slide

Agreement continued:

This search may be cancelled or closed with no further obligation, before the presentation of three (3) candidates, by notifying us in writing and paying the second third of the fee. If for any reason the search is cancelled or closed after the presentation of three (3) candidates, the full estimated fee plus expenses would become due and payable. A search will be considered 'closed' if we are specifically asked to suspend our activities for a period of 30 days or longer. If any additional candidates presented by CarterBaldwin the City of Richfield are subsequently hired, City of Richfield agrees to pay CarterBaldwin's fee of one-third of the first year's projected total cash compensation for each candidate so hired. Once engaged and for a period of one year after the date of our most recent/final invoice to CEC, we agree to neither directly nor indirectly recruit employees of the City of Richfield, without prior written approval from the City of Richfield.

In the event a CarterBaldwin candidate is terminated for cause during the first twelve months of employment, and we are notified in writing within five (5) days of termination, we will provide a replacement at no additional cost, other than any expenses associated with continuing the search.

We are excited to work with you and the City of Richfield search committee on this project. We look forward to a timely and successful conclusion of this search, and will begin executing once we have received the signed document via email to cguiney@carterbaldwin.com.

Sincerely,

Chris Guiney
Partner

AGREED TO AND ACCEPTED BY:

Please acknowledge your receipt and acceptance of this letter by signing and returning the enclosed copy to me. Upon acceptance of this engagement, you may neither advertise nor use a competing organization on the same engagement during the period of our involvement. Unnecessary duplication puts all parties in a potentially embarrassing situation and may result in the downgrading of the position in the eyes of potential candidates.

Name


Date

Signature

Title

Our highly engineered and milestone based process is a differentiator of our firm. Speed, quality and a successful outcome is what we're known for and also a part of our core values - our reputation depends on it.

We will work closely with the City of Richfield to develop a timeline that offers transparency, accountability and results at every step. We measure our performance on it.

 KEPCo CEO Search Timeline - Example	
March 12, 2018	Search officially launched with signed agreement and site visit confirmed to KEPCo
March 20, 2018	CB meets on-site with KEPCo SC for kick-off, overview discussion, timeline review; project initiation phase complete
March 23, 2018	Finalize search timeline with KEPCo SC; Director, other stakeholder interviews scheduled
March 26 - March 30, 2018	Conduct KEPCo Board and stakeholder interviews
April 2 - June 1, 2018	CB initiates recruiting calls, engages internal candidates, and conducts formal interviews
April 9, 2018	CEO profile draft and selection criteria submitted to KEPCo SC for edits and approval
April 13, 2018	KEPCo provides final edits/approval to profile
April 16, 2018	CEO Profile to be published and market communication / press release / advertising initiated
April 17, 2018	Discussion with KEPCo SC: interview feedback, selection criteria, search strategy; project planning phase complete
Date(s) TBD	KEPCo Internal candidate assessments conducted*
April 9 - June 1, 2018	CB travels to conduct in-person interviews and prepares candidate information packages for KEPCo SC
June 11, 2018	CB & KEPCo meet to review long list, internal candidates*; determine interview slate, BC/SC meeting logistics
June 12 - June 15, 2018	CB schedules all semi-finalist candidate travel arrangements for KEPCo SC interviews
June 18 - June 22, 2018	CB conducts semi-finalist interviews and Predictive Index analyses
June 25 - June 26, 2018	KEPCo SC search conducts interviews with semi-finalists
June 27, 2018	CB & KEPCo meet in-person to review semi-finalist interviews and select finalists for Board presentation, set date for presentation, format and Board voting process
June 28 - June 29, 2018	CB schedules all finalist candidate travel arrangements for KEPCo Board presentations
July 9 - July 10, 2018	Finalist presentations to KEPCo Board
July 11, 2018	KEPCo Board meeting and vote to select new CEO
July 11, 2018	CB & KEPCo Board Chair meet to discuss offer strategy, communication plan, timing.
July 31, 2018	Press release/public announcement made in coordination with selected CEO's approval
TBD	90 day CEO onboarding review; meetings with CEO, Board Chair
TBD	6 Month CEO onboarding review and 360; meeting with CEO, Board Chair, stakeholders
TBD	1 Year CEO onboarding review; meeting with CEO, Board Chair

Introduction/Overview

- What is the specific strategy behind the City of Richfield's intent to serve the residents/constituents and accommodate growth/change?
- Please describe the City's view on the changing context of the City issues and what the implications may be for the requirements of the next City Manager.
- From your perspective, How is the City of Richfield currently positioned and where does it need to be in 5 years? What are the most critical long-term objectives for the City?
- Broadly define what it will take to be successful as City Manager and the most essential skills needed to succeed going forward.
- Please reflect on the past, specifically on prior City Manager tenure and service.
 - What successes were achieved under previous leadership?
 - What were considered to be notable strengths?
 - Conversely what skills/attributes was the former City Manager missing that you would like to see in the next leader?
- Please outline the objectives and incentive parameters that the new City Manager should expect (Including success thresholds and other objectives).

Competencies / Breadth of Experience

- What career experiences should someone have had to be successful in the new City Manager role? Which are the 2 to 3 most critical competencies and experiences? Why? (citing specific examples, if possible)
- Please comment on the following experience sets and their importance for the new City Manager to demonstrate in order to be successful in the role:
 - Financial acumen (ie. Grants, budgeting, etc.)
 - Operating experience
 - Strategic experience (setting direction for the future)
 - Staff leadership
 - Resident service experience
 - Community, state and other municipal relations
- What would cause a person to derail, under perform, or actually fail in the role?
- Where is the biggest gap today - i.e., which of the must-have skills for the role are the least present and hardest to find?
- Are there Internal executives at the City of Richfield that should be considered and as such should be assessed and benchmarked against external candidates as possible candidates for the City Manager role?

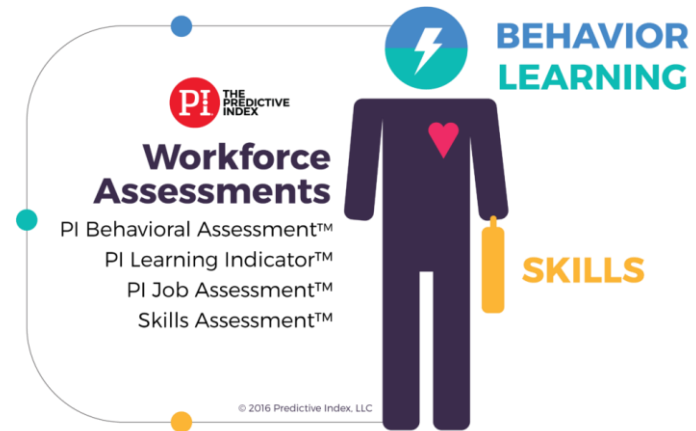
Leadership / Personal Characteristics

- What personal characteristics are most important for the City Manager?
- Are there specific behavioural styles that work or do not work with the City and community leadership?
- Are there particular styles of leadership that you have seen to be:
 - *More successful* in this role? (cite specific examples)
 - *Less successful* in this role? (cite specific examples)
- Beyond the non-negotiables (integrity, ethics, transparency, communication, etc.), is there a set of leadership values that this person will be expected to embody within the culture of the City of Richfield?
- Talk about the top team at the City of Richfield.
 - What does the succession plan look like for the executive team? Rate the level of talent that the new City Manager will inherit? How much work will he/she have to do to get the team to where it needs to be, individually and collectively?
 - Are there any roadblocks or major gaps you can see to the new City Manager's leadership of this group?
- What have we missed?



Through a unique blend of scientific assessments, groundbreaking software, top-notch management workshops, and professional consulting from the world's best workplace behavior experts, The Predictive Index helps overcome the most complex business challenges. At CarterBaldwin, we are certified PI consultants able to assist in applying objective and targeted data.

The Predictive Index Behavioral Assessment™ is scientifically validated and used in an array of industries across the globe. With nearly 500 criterion-related validity studies and more than 22 million assessments completed, the PI Behavioral Assessment™ has consistently supported the relationship of behavior to important leadership and workplace outcomes such as tenure, turnover, sales, and customer satisfaction.



The Predictive Index assessments and recommended practices comply with The Equal Employment Opportunity Commission (EEOC), Uniform Guidelines on Employee Selection Procedures (1978), American Psychological Association (APA), Society for Industrial and Organizational Psychology (SIOP), and International Test Commission (ITC).



Overview

CarterBaldwin is a retained executive search firm managed by a partnership team with more than 80 years of combined experience. As a top 35 search firm (among 6,000 firms in North America), CarterBaldwin is focused on being a better solution for our clients than large, institutional search firms.

We focus solely on search and have an operating platform, team and culture that yields outstanding, reliable outcomes for our clients. Unencumbered by the off-limits restrictions of most other search firms, but with sufficient scale to bring real muscle to our search projects, CarterBaldwin is a fresh, progressive and high-performance search firm.

Experience

- Our firm was founded in 2001. Our partners are each deeply experienced search professionals with and we have completed over 1,000 successful projects, most of them for Chief Executive Officers, Presidents, Officers and VP.
- 65% of our firm's search work is corporate, Chief Executive Officers and the executive teams that lead companies generally sized from \$100M - \$5B in revenue.
- 35% of our work is in the nonprofit and academic sectors, with about 80% of that having a mission that is overt in its Christian expression.
- Our practice leaders average over 20 years of executive search experience and work with the world's most prominent organizations.

Size

In selecting an executive search firm, size is very relevant. Too large could constrict the candidate pool because the search firm's clients are "off-limits." Large firms can also put sales pressure on partners, focusing them on winning business vs. executing searches.

Too small undermines key infrastructure, process and "muscle" to put behind searches. A committed partner without sufficient research and recruiting support will look for the easy way out and is a formula for missed client expectations.

At CarterBaldwin, we manage our firm's size to make us better. While we're in the top 1% of retained search firms by size, our partner team is focused on delivering great search outcomes, and we have the resources behind them to deliver excellence, on time and on budget. We are different by design, sustained by our relationships, obsessed with successful outcomes and guided by our core values **(See Appendix E).**

Process

We've built and honed an engineered search process that is tested and effective. Search is a people business, so there is plenty of "art" to what we do ... But in addition, we're devoted to proven process and metrics. The result is a more predictable and reliable outcome for our clients and candidates.

We train hard, are accountable and have a continuous improvement mentality. We measure results and try to beat our records on speed and quality.

Performance Retainer

We win when our clients win. As such, we've adopted a performance-based retainer that requires us to hit key deliverable milestones.

Most search firms require fees to be paid long before the conclusion of the engagement. Not ours. Having our financial success tied to our client's success makes us a better firm. We do not stop or earn our fee until our client has a successful outcome.

Team

Our team is comprised of experienced, focused search professionals who share a passion for excellence. We offer a better environment, better support and a better opportunity for success.

Every search is led by a Partner that is directly accountable and a dedicated 5-person team. Our teams are measured by key milestone goals leveraged to drive quality, speed and transparency

Search done right is hard work, requiring curiosity, tenacity and a "never rest" mentality. People content with "good" don't like it at CarterBaldwin.

We expect a lot from our team because our clients expect a lot from us. In return, we strive to make CarterBaldwin a better place to work. We cultivate a fun, collaborative, team-oriented, and heavily performance-driven culture. This yields better outcomes for our clients and candidates.

Candidate Approach

In executive search the "product" is people ... candidates. We constantly hear from candidates that they do not feel well treated or respected by many search firms. We have a different approach. We believe candidates are both human and our core "product."

We are obsessed with successful outcomes. This means we work hard to ensure our clients and our candidates are thrilled with the choices they make far beyond the start date. Transition and onboarding counseling, leadership development, internal candidate assessment and development, and experiential, cultural and leadership fit analysis are all a part of what we do to ensure the outcome our clients and candidates seek.

A core value of our firm is to treat candidates the way we would want to be treated. We work hard to communicate candidly, openly, and honestly with candidates throughout and after a search. Not surprisingly, a significant number of our new clients come from executives we treated well when they were candidates on one of our searches ... even when they didn't get the job. We consistently hear, "You guys treated me better."

CarterBaldwin values diverse points of view and is committed to inclusiveness in hiring our own employees and those of our clients. We operate our business with the highest ethical standards and abide by all applicable laws.

We are Positive People

We are constantly looking for solutions versus excuses. We look for ways to lift each other up, especially when faced with challenges. Because energy is contagious, we try to be a source of positive energy for each other, always. Our work is serious but we do not take ourselves too seriously. Our differences, properly understood, produce camaraderie. Achieving great results gives us the right to be light-hearted.



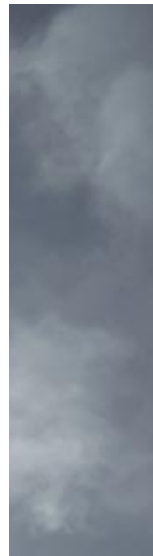
Time is Precious

Time is a limited resource for everyone. For that reason we strive to be incredibly respectful of everyone's time, both inside and outside the company. Speed is a hallmark of our delivery to the client. There is a time to work to be professional and intentional. Being careful with time at work allows us to enjoy time away from work. We are anti-crastinators and look for ways to complete tasks early. We strive for chronological compression, squeezing out the empty, unfruitful spaces between tasks.



We are Serious About Results

Results matter! We are focused on the outcomes achieved, not on the effort or the time. Our clients hire us to execute difficult searches, and we do what it takes to give them a great outcome. Because we are focused on results, we don't pass the buck. When faced with challenges, CarterBaldwin and its people adapt and overcome as the path to success. Both CarterBaldwin and the client have to win. We see challenging searches as an opportunity to innovate.



We Strive for 100% Trust

100% trust means that 100% of the time we can count on each other to tell the truth, to never withhold relevant information and to have each others' best interest at heart. This allows each of us to spend zero effort in guarding our individual best interest. We are ridiculously honest in the best interests of the other person and the company. There is a great chasm between 99% trust and 100% trust that we work every day to keep from opening.

