

Proposal

City of Mountain Lake, MN

Proposal to Provide Executive Recruitment Services

January 5, 2018

Springsted | Waters
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Saint Paul, Minnesota 55101-2887

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LETTER OF TRANSMITTAL

January 5, 2018

The Honorable Mike Nelson
City of Mountain Lake
930 Third Avenue
Drawer C
Mountain Lake, MN 56159

Re: **Request for Proposal to Provide Executive Recruitment Services**

Dear Mayor Nelson,

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of Mountain Lake's next City Administrator. Our extensive experience in providing executive recruitment services to cities, counties and other public sector organizations will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Mountain Lake.

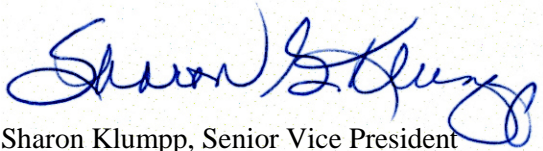
We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- 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.

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 Mountain Lake.

Respectfully submitted,



Sharon Klumpp, Senior Vice President
Consultant

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City of Mountain Lake, 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 seven 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 Mountain Lake 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 407 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 Administrator 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 Administrator. 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 Administrator 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 Administrator. [See example of a recruitment brochure in Appendix I.]

The Recruitment Project Team will also work with the City of Mountain Lake 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 Administrator position could be placed with:	
International City/County Management Association	
League of Minnesota Cities and similar organizations in neighboring states	
Minnesota City/County Management Association and similar organizations in neighboring states	
Careers in Government (careersingovernment.com)	
LinkedIn (S W site)	
Regional universities with MPA programs, e.g. Hamline University, Minnesota State University-Mankato, Northern Illinois University, University of Kansas	

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 Administrator. 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 Administrator 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 Administrator. • 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 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 scored 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 your City.

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 select finalists for on-site interviews. 	2 - 3 Weeks

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

When the Mayor and City Council approve 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 a 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 Mountain Lake. 	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 Mountain Lake's City Administrator 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 MOUNTAIN LAKE, MN EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of January 15. 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. 	January 15 – February 23
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. Also candidates' recorded interviews are 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. 	February 26 – March 16
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 March 30
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 April 2 or 9
Employment offer made / accepted.	<ul style="list-style-type: none"> The City extends employment offer to selected candidate. 	Week of April 16

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, Senior Vice President at sklumpp@springsted.com or via phone at (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		\$20,500

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 Administrator. 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 Mankato, Minnesota (Population 40,641)
Ms. Krista Amos, *Human Resources Director*
10 Civic Center Plaza
Post Office Box 3368
Mankato, Minnesota 56002-3368
507-387-8691
kamos@mankatomn.gov

*Projects: Selection of Deputy City Manager (2016),
Director of Public Utilities (2016) and Director of
Public Works (2013)*

City of Orono, Minnesota (Population 8,009)
Honorable Dennis Walsh, *Mayor*
PO Box 66
Orono, Minnesota 55356
612-414-5055
dwalsh2@ci.orono.mn.us

Project: Selection of City Administrator (2017)

City of Wayzata, Minnesota (Population 4,217)
The Honorable Ken Willcox, *Mayor*
600 Rice Street East
Wayzata, Minnesota 55391-1799
952-473-0234
kenwillcox@wayzata.org

Project: Selection of City Manager (2016)

City of Hutchinson, Minnesota (Population 13,871)
Mr. Marc Seбора, *City Attorney*
111 Hassan Street SE
Hutchinson, Minnesota 55350-2522
320-587-5151
msebora@ci.hutchinson.mn.us

Project: Selection of City Administrator (2014)

City of Mounds View, Minnesota (Population 12,952)
Honorable Carol Mueller, *Mayor*
2401 Highway 10
Mounds View, Minnesota 55112-1499
763-717-4006
carol.mueller@ci.mounds-view.mn.us

Project: Selection of City Administrator (2017)

City of Circle Pines, Minnesota (Population 4,953)
Mayor David Bartholomay
200 Civic Heights Circle
Circle Pines, Minnesota 55014
763-785-2859
davidb@umn.edu

Project: Selection of City Administrator (2016)

Experience

The following is a partial list of previous Executive Recruitments:

List of Relevant Executive Recruitments: 2013 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	228,653
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	225,427
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
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	Fairfield County	SC	County Administrator	23,109
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778

List of Relevant Executive Recruitments: 2013 to Present				
Year	Client	State	Recruitment	Population
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	Mooresville	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
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	Morehead City	NC	City Manager	9,203

List of Relevant Executive Recruitments: 2013 to Present				
Year	Client	State	Recruitment	Population
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
Current	Addison	TX	City Manager	15,407
Current	Belle Plaine	MN	City Administrator	6,838
Current	Christiansburg	VA	Town Manager	21,533
Current	Dallas	TX	City Secretary	1,258,000
Current	Kingman	AZ	City Manager	29,029
Current	Maricopa	AZ	City Manager	46,903
Current	Moorhead	MN	Assistant City Manager	39,398

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. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: adavis@springsted.com

Ms. Patricia Heminover, Senior Vice President

Direct Phone: (651) 223-3058

Email: pheminover@springsted.com

Ms. Anne Lewis, Senior Vice President

Direct Phone: (804) 726-9748

Email: alewis@springsted.com

Mr. Rollie Waters, Special Advisor

Direct Phone: (214) 466-2424

Email: rwaters@springsted.com

Ms. Heather Seburn, HR Analyst

Direct Phone: (651) 223-3084

Email: hseburn@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.

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

Anne Lewis

Senior Vice President and Consultant

Anne Lewis is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining W&C, Anne served as the Deputy City Manager for the City of Harrisonburg, Virginia as well as the Assistant City Manager for the City of Winchester, Virginia. Over the last 15 years, her experience in municipal government has also included positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority Executive Director, Housing Director, Transit Director and Convention & Visitors Bureau Executive Director.

Areas of Expertise

- Recruiting
- Emergency Management
- Human Resources Management
- Public Transportation
- Strategic Planning
- Planning and Community Development

Professional Accomplishments and Education

Anne received her Bachelor's degree in Business Administration and Management, her Master of Science in Organizational Leadership and Public Administration, as well as a Graduate Certificate in Public Management, all from Shenandoah University in Winchester, Virginia. She is also a Senior Executive Institute and LEAD graduate of the Weldon Cooper Center for Public Service at the University of Virginia. As a member of the International City/County Management Association (ICMA), she is a graduate of the 2008 class of Leadership ICMA and achieved the status of Credentialed Manager. She has been a part of the Task Force on Women in the Profession as well as the Task Force on Internship Guidelines. She is a member and served on the Executive Board of the Virginia Local Government Management Association (VLGMA).

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.

Heather Seburn***HR Analyst***

Heather Seburn is an HR Analyst with Springsted | Waters. Heather started as an Administrative Assistant in October 2015. In her role as an HR Analyst, she provides research, support and assistance for executive recruitment projects.

Heather has over fifteen years of experience supporting human resources and finance departments in various capacities. Her previous experience includes contracts management, contracts support, and project management support. She is skilled at data analysis and organization, conducting research, and generating reports and presentations.

Prior to employment with S|W, Heather oversaw a centralized contracts management department for a medium-sized corporation with a national presence. Her responsibilities included negotiating contracts and assisting human resources and operational personnel with compliance questions and issues.

Education

University of Phoenix, Phoenix, AZ

Bachelor of Science, Business Administration

APPENDIX I

Sample Brochure



THE CITY OF MOUNDS VIEW, MINNESOTA IS SEEKING A CITY ADMINISTRATOR

THE COMMUNITY

The City of Mounds View offers its 13,161 residents a quiet hometown atmosphere with easy access to Minneapolis and St. Paul; it encompasses an area of approximately 4.25 square miles.

First established as a township in May 1858, Mounds View took its name from two large hills of sand and gravel. Today, the mounds that gave the town its name are gone due to natural erosion and thousands of loads of sand and gravel that were removed to support the Twin Cities Army Ammunition Plan in neighboring Arden Hills during World War II. In the late 1930s, the area began to attract suburban housing. By the late 1950s, the township began to change as large portions of land were annexed to surrounding communities. In 1958, Mounds View Township became a village and then a city in 1973.

The City takes great pride in its friendly hometown environment, its quality of life, and the abundance of parks and natural areas. It offers residents a wide range of recreation opportunities, including programs operated by the YMCA at the Mounds View Community Center, located just south of City Hall.

Mounds View Public Schools (ISD 621) provides public education services to Mounds View residents. The tenth largest school district in the state, the District is recognized for its academic performance. Irondale and Mounds View High Schools are consistently ranked among the nation's best high schools.

With easy access to I-35W and US 10, the City is ideally situated for economic development and redevelopment. Major employers include Medtronic, a major manufacturer of medical devices; SYSCO, a food product and dry goods distributor; and Multi-Tech Systems, a computer peripherals manufacturer. Development of the 427-acre Rice Creek Commons (former TCAAP site) in neighboring Arden Hills is expected to expand redevelopment opportunities.

THE ORGANIZATION

The City of Mounds View operates under a modified weak Mayor-Council form of government directed by a home rule charter. The City Council is comprised of a Mayor and four Council Members. All are elected at-large, the Mayor for a two-year term and Council Members for four-year, overlapping terms.

Volunteer advisory commissions and boards created by the Council include Planning Commission, Economic Development Commission, the Parks and Recreation and Forestry Commission, and Police Civil Service Commission. A 15-member Charter Commission is appointed by the District Court.

The City of Mounds View currently employs 50 full-time employees and has a 2017 all funds budget of \$12.4 million. The General Fund, the largest City fund with total revenues of \$6.2 million, is supported by a \$4.2 million levy, which include debt service. The Mounds View Home Rule Charter limits increases in the general fund property tax levy to the CPI plus two percent, not to exceed five percent.

CITY DEPARTMENTS

Administration

Provides professional support for the City Council and the overall management and coordination of City services. Specific functions of the Administration Department include oversight of Mounds View's government cable channel, City communications, economic development services and oversight of local elections, which are coordinated and managed by Ramsey County.

Community Development

Reviews all zoning, conditional use and building permit applications and maintains and enforces the City's Comprehensive Plan and zoning ordinance. Other activities include annual rental housing and building code inspections and housing assistance.

Finance

Oversees all municipal budget activity, long range financial planning, financial reporting, regulatory reporting, accounting, treasury and investments, risk management and insurance, debt management, financial analysis, utility billing and information technology.

Fire Services

Responds to fire and rescue calls for services and offers a full range of fire prevention programs. Services are provided by the Spring Lake Park-Blaine-Mounds View Fire Department, governed by a joint powers agreement between the three cities.

Police Services

Responds to crime and calls for service and engages the community to address prevention and quality of life issues .

Public Works

Provides reliable and long-term operation, maintenance, repair, improvement, construction, and management of all municipal infrastructure, including park facilities. Certain services are operated as utilities, including water, sanitary sewer, storm water and street lights.



LEADERSHIP OPPORTUNITIES

Development Projects

Provide leadership to proposed redevelopment projects and lay the groundwork for redevelopment opportunities stemming from the Rice Creek Commons project (former TCAAP site).

Seamless Transition

Get to know City Council members, department heads and staff. Gaining trust and clearly articulating expectations will be critical to a successful transition.

Filling Management Team Positions

Conduct a recruitment process for a new public works director and for a professional position to assist with human resources.

Setting a Strategic Direction

Engage the City Council and staff to set and implement a strategic direction for the City.

Organizational Review

Become familiar with the organization and evaluate its structure, services and processes to identify opportunities for efficiency.

Relationship-Building

Build effective relationships with residents, community organizations, stakeholders and local, regional and state officials.

Succession Planning

Take an active role in employee developing and preparing employees for increasingly responsible assignments.



THE POSITION

The City Administrator position is open because of the announced resignation of Jim Ericson, who has been with the City for over 20 years. The City Administrator assists the City Council in the development of public policy and is responsible for developing and implementing programs, work plans and budgets to advance Council policies, with assistance from department heads and staff. Under Council direction, the City Administrator plans, directs, and evaluates the delivery of municipal services; ensures compliance with laws and regulations; and manages the City's personnel system. The City Administrator is also responsible for establishing a positive work environment for employees and developing effective working relationships with citizens, businesses, and other political subdivisions.

The City Administrator supervises three department heads—the Finance Director, the Police Chief and the Public Works Director—and the Business Development Coordinator, City Planner and HR Specialist.

DESIRED CAPABILITIES

- Strong community supporter, regularly engages in community events and meets with community organizations and residents
- Good listener and an effective communicator before a wide range of audiences
- Strategic and visionary while attentive to details; makes the vision happen
- Fiscally prudent and resourceful, considers the long-range financial impact of decisions
- Proactive and collaborative approach to leadership, always willing to take on other duties as needed
- Keeps the City Council and staff informed and focused on priorities; provides the City Council with professional recommendations and opinions
- Assured and self-confident; guides the City Council and bring forth new ideas, including those that may challenge the City Council
- Available and accessible to the City Council, staff, and the public
- Calm and steady professional demeanor, takes a genuine interest in resident and stakeholder concerns
- Establishes a workplace environment where employees feel valued and respected
- Demonstrates confidence in the City's management team, provides constructive feedback and supports operational decisions
- Establishes open communication and builds working relationships with local, regional and state governmental entities
- Demonstrates cultural competence on issues of race, ethnicity, and equity

POSITION REQUIREMENTS

The position requires a Bachelor's degree in public administration or a related field, with a Master's degree preferred, and at least four years of relevant municipal management experience. The ideal candidate must demonstrate leadership and relationship-building skills; a solid background in municipal operations and project execution, a thorough knowledge of municipal finance, strong administrative skills, and general knowledge of city legal requirements. Experience in economic redevelopment, strategic planning, and human resources management, including labor relations, is desired.

COMPENSATION AND BENEFITS

The annual salary range for this position is \$107,723 - \$134,659, dependent upon candidate education and experience. Competitive benefits package available.

APPLICATION AND SELECTION PROCESS

Qualified candidates please submit your cover letter and resume online by visiting our website at <https://springsted-waters.recruitmenthome.com/>. This position is open until filled; however, first consideration will be given to resumes received by October 12, 2017. Following this date, applications will be screened against criteria outlined in this brochure. 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 Mounds View is an Equal Opportunity Employer.



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Serving
**LOCAL GOVERNMENT
& ORGANIZATIONS**

