



City Council - Worksession
Monday, August 24, 2015 - 5:00 p.m.
Council Worksession Room
(meeting will not be cablecast)

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **COUNCIL BUSINESS and/or DISCUSSION ITEMS**
 - 3.1 Discussion; Clarification on Resolution of Appointment of Interim City Manager.
 - 3.2 Discussion; Review Proposals for City Manager Search Firm.
4. **ADJOURNMENT**

COUNCIL WORKSESSION MEMO

3.1

Meeting Date	August 24, 2015
Agenda Section	Council Business and/or Discussion Items
Item Description	Discussion; Clarification on Resolution of Appointment of Interim City Manager
Submitted By	Scott Baumgartner, City Attorney

BACKGROUND INFORMATION

This week the HR Director had inquiries on the resolution appointing an Interim City Manager.

From the Resolution:

2. That the Interim City Manager shall have all powers and duties of the City Manager except that the hiring or firing of any full-time City employee shall occur only with the consent of the City Council.

The HR Director spoke with Tim regarding this and it was recommended that clarification be made as to whether or not this section conflicts with the City Charter.

Currently, the City Charter only requires that the City Manager obtain consent from the City Council for the hiring/firing of Department Heads. All other full time positions are approved for hiring or termination by the City Manager, without Council consent. The concern is that requiring City Council consent to full time personnel employment/terminations would delay the HR functions and filling positions. The HR Department is currently undergoing the process to fill a full time position in the Planning Department and may have other future full-time personnel related issues while an Interim City Manager is in place.

The other inquiry concerned this section of the resolution:

4. That while serving as Interim City Manager, Greg Lee shall be authorized to receive supplemental compensation for assuming the additional duties of Interim City Manager in the amount of 15% above his current base salary of \$116,001.60, with said supplemental compensation to terminate upon a new City Manager commencing active employment.

The HR Director expressed concern on the salary that the Council approved for the Interim City Manager appointment, stating that the interim salary approved would put Greg Lee at a higher wage than Tim receives. It was recommended that instead of the salary approved in the resolution, that the City Council amend the salary to have it be at the top of the payscale for the City Manager position, which is where Tim's salary currently is (\$132,974.40).

Tim's current salary: \$132,974.40 per year, plus he receives a \$350.00 per month car allowance.

Greg's current salary: \$116,001.60 per year

Greg's current salary with an Interim 15% increase: \$133,401.84

After discussion, if the Council wishes to make amendments to the previously adopted resolution, it will be added to the September 8th meeting agenda.

COUNCIL WORKSESSION MEMO

3.2

Meeting Date	August 24, 2015
Agenda Section	Council Business/Discussion
Item Description	Discussion; Review Proposals for City Manager Search Firm
Submitted By	Scott Baumgartner, City Attorney

BACKGROUND INFORMATION

Attached are two proposals submitted by local Executive Search Firms.

- * Brimeyer Fursman
- * Springsted (Waters & Company)

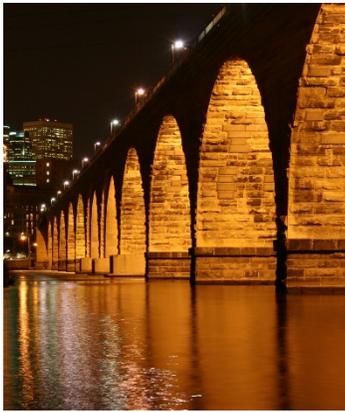
FYI

Brimeyer Fursman will not be able to have a representative at the meeting to provide a presentation.

Springsted (Waters & Company) will have a representative at the meeting.

FINANCIAL IMPACT

Discussion purposes only. A decision on choosing a firm will be placed on a future regular meeting agenda.



Proposal

City of Anoka, Minnesota

Proposal to Provide Executive Recruitment Services

August 19, 2015

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LETTER OF TRANSMITTAL

August 19, 2015

Mr. Scott Baumgartner
Hawkins & Baumgartner
2140 4th Avenue North
Anoka, Minnesota 55303

Re: Request for Proposal to Provide Executive Recruitment Services

Dear Mr. Baumgartner,

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

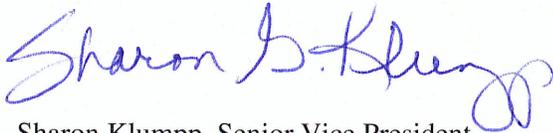
We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- We will conduct a web-based survey that can be used to determine the key community-wide issues and priorities that are essential considerations for the City to consider in this recruitment. This survey is completed by the City's employees and can be extended to community leaders and citizens, if desired. The results of the survey will provide the City Council with important feedback for development of the profile for the ideal candidate as well as the onboarding business plan;
- Management/Leadership Style Assessment Analysis completed by the candidates to provide information about each candidate's management style; and
- Utilization of a proprietary online application system exclusively licensed to Waters & Company, a *Springsted Company* (W&C) to facilitate talent management. The system has been designed by W&C 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 Anoka, Minnesota
August 19, 2015
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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@waters-company.com. Our Team would consider it a professional privilege to provide these services to the City of Anoka.

Respectfully submitted,



Sharon Klumpp, Senior Vice President
Consultant

sml

**City of Anoka, Minnesota
Proposal to Provide
Executive Recruitment Services**

I. General Information

Waters & Company (W&C) recently merged with Springsted Incorporated, establishing one of the largest public sector executive recruitment and organizational management firms in the United States.

Springsted Incorporated, the parent corporation, is a certified WBE. Three employee-owners lead the firms and their 70-member staff. Our principal corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Milwaukee, Wisconsin; Cleveland, Ohio; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

W&C has a team of seven primary 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 Anoka 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 2010 our combined consultant team has conducted more than 350 executive recruitments.

The W&C 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 W&C Recruitment Project Team to draw upon W&C's and Springsted's 50-plus years of service to the public sector and to leverage W&C's experience to identify the most qualified candidates.

Physical Address

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

Respectfully submitted,



Rollie Waters, Executive Vice President
Consultant

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 Anoka 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. Additionally, W&C 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.

Project Milestone	Deliverables	Proposed Date
Position profile and recruitment brochure development.	<ul style="list-style-type: none">Onsite interview with the City.W&C will receive information regarding the City's budgets, organizational charts, images, logos, etc.Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline).	August 31 – September 8
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.	Week of September 14

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

Utilizing the information developed in Task I, W&C 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 W&C Team with the ability to customize applicant flow and tracking, communication with applicants and the ability to 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	Proposed Date
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. • W&C 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. 	September 16 – October 16

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.

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

Project Milestone	Deliverables	Proposed Date
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> • W&C compares applications to the approved candidate profile developed in our searchable applicant database. • W&C 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. • 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. 	October 14 – November 2

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, W&C 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, W&C will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- 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	Proposed Date
Finalists complete supplemental work products.	<ul style="list-style-type: none">• Finalists complete narrative of their two most significant professional achievements and a critical problem analysis.	November 10
Design final process with City Council for on-site interviews with finalists.	<ul style="list-style-type: none">• W&C confirms interviews with candidates.• Travel logistics are scheduled for the candidates.	November 10
Background checks, reference checks and academic verification.	<ul style="list-style-type: none">• W&C completes background checks, reference checks and academic verifications for finalists.	November 13

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 professional experience and leadership/management profile 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	Proposed Date
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, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions. 	November 16
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. 	November 19 – 20
Offer made / accepted.	<ul style="list-style-type: none"> If requested, W&C participates in candidate employment agreement negotiations. W&C notifies candidates of decision. W&C confirms final process close out items with the City of Anoka. 	Week of November 30

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 Anoka’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.

Waters & Company, a *Springsted Company*, 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 Incorporated, our parent company, is a certified 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 ANOKA, MINNESOTA EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of August 26. 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"> W&C completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. W&C sends draft recruitment brochure to the City. The City returns draft recruitment brochure (with edits) to W&C. W&C commences executive recruitment advertising and marketing. Online data collection and profile development. 	August 31 – October 16
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> W&C 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. W&C 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. W&C meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews. 	November 2
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> W&C completes reference checks/background checks/ academic verification on finalists. 	November 13
On-site Interviews with finalists.	<ul style="list-style-type: none"> W&C sends documentation for finalists to the City. The City conducts on-site interviews with finalists. 	November 19 – 20
Employment offer made / accepted.	<ul style="list-style-type: none"> The City extends employment offer to selected candidate. 	Week of November 30

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 W&C 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.

If candidates from this recruitment process are selected for another position within your organization within one year of the close of the recruitment, a fee of 50% of the following proposal amount will be due to Waters & Company, a Springsted Company.

All questions regarding the professional fees and project-related expenses should be directed to Sharon Klumpp, Senior Vice President at sklumpp@waters-company.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 Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$19,500

OPTIONAL SERVICES FOR CONSIDERATION	FEES
Additional work related to the search process and as specifically requested by the City that is outside of the scope of this project (i.e. additional onsite meetings) is additional. The fixed professional fee for this recruitment anticipates no more than three onsite consulting days with one consultant. However, we would be pleased to provide additional onsite consulting visits for our standard hourly rate of \$220 plus expenses.	\$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, W&C 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) W&C 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 Shakopee, Minnesota

Mayor Brad Tabke

952-380-6328

btabke@ci.shakopee.mn.us

Project: Selection of City Administrator

City of Brooklyn Park, Minnesota

Honorable Jeffrey Lunde, Mayor

763-242-1555

Jeffrey.Lunde@brooklynpark.org

Project: Selection of City Manager

City of Golden Valley, Minnesota

Ms. Chantell Knauss, Assistant City Manager

763-593-8096

cknauss@goldenvalleymn.gov

Project: Selection of City Manager and Department Heads

City of Hutchinson, Minnesota

Mr. Marc Sebor, City Attorney

320-587-5151

msebor@ci.hutchinson.mn.us

Project: Selection of City Administrator

City of Elk River, Minnesota

Honorable John Dietz, Mayor

763-441-2210

shortshots17@aol.com

Project: Selection of City Administrator

Experience

The following is a partial list of previous Executive Recruitments:

List of Relevant Executive Recruitments: 2010 to Present				
Year	Client	State	Recruitment	Population
2010	Charlottesville	VA	City Manager	43,956
2010	Fluvanna County	VA	County Administrator	20,047
2010	Granbury	TX	City Manager	8,779
2010	Kingsville	TX	City Manager	26,312
2010	Lunenburg County	VA	County Administrator	13,146
2010	Marana	AZ	Assistant Town Manager	38,290
2010	Maricopa	AZ	City Manager	45,508
2010	Marshfield	WI	City Administrator	18,800
2010	McKinney	TX	City Manager	148,559

List of Relevant Executive Recruitments: 2010 to Present

Year	Client	State	Recruitment	Population
2010	Prince George County	VA	County Administrator	37,253
2010	Russell County	VA	County Administrator	30,308
2010	Sanford	FL	City Manager	56,002
2010	Shenandoah County	VA	County Administrator	42,684
2010	Vestavia Hills	AL	City Manager	34,018
2010	Warren	MN	City Administrator	1,563
2010	Watauga	TX	City Manager	24,187
2010	Watertown	MN	City Administrator	4,239
2010	Winnetka	IL	Village Manager	12,187
2011	Altus	OK	City Administrator	19,591
2011	Ashland	OR	Assistant City Administrator	20,713
2011	Carrboro	NC	Town Manager	20,433
2011	Chesterfield County	VA	Deputy County Administrator	259,903
2011	Christiansburg	VA	Town Manager	21,041
2011	Decorah	IA	City Administrator	8,172
2011	Dumfries	VA	Town Manager	4,937
2011	Dunedin	FL	City Clerk	35,690
2011	Elk River	MN	City Administrator	23,447
2011	Fredericksburg	TX	City Mgr	10,829
2011	Gardner	KS	City Administrator	20,473
2011	Grain Valley	MO	City Administrator	13,125
2011	Jackson County	MI	County Administrator/Controller	160,248
2011	Lunenburg County	VA	County Administrator	13,146
2011	Madison County	VA	County Administrator	13,200
2011	Manassas	VA	City Manager	41,705
2011	Mesa	AZ	Deputy City Manager	457,587
2011	Osceola	WI	Village Administrator	2,421
2011	Petersburg	VA	City Manager	33,740
2011	Pierce County	WI	Administrative Coordinator	36,804
2011	Sachse	TX	City Manager	22,026
2011	Salisbury	NC	City Manager	26,462
2011	Socorro	TX	City Manager	32,517
2011	St. Anthony	MN	City Administrator	8,392
2011	Steele County	MN	County Administrator	36,576
2011	Virginia Beach	VA	Deputy City Manager	448,479
2011	Washington County	MN	County Administrator	246,603
2011	Willmar	MN	City Administrator	19,680
2012	Albertville	MN	City Administrator	7,044
2012	Becker County	MN	County Administrator	32,504
2012	Beltrami County	MN	County Administrator	44,442
2012	Brainerd	MN	City Administrator	13,487
2012	Charlotte	NC	City Manager	792,862
2012	Eau Claire	WI	City Manager	61,704
2012	Exmore	VA	Town Manager	1,458
2012	Fairview	TX	Town Manager	8,148
2012	Guilford County	NC	County Manager	495,279
2012	Hennepin County	MN	County Administrator	1,199,000
2012	Kittson County	MN	County Administrator	4,552
2012	Martinsville	VA	City Manager	15,416

List of Relevant Executive Recruitments: 2010 to Present

Year	Client	State	Recruitment	Population
2012	Morehead City	NC	City Manager	9,203
2012	Nobles County	MN	County Administrator	21,397
2012	Ocean City	MD	Town Manager	7,092
2012	Polk County	MN	County Administrator	31,569
2012	Powhatan County	VA	County Administrator	27,964
2012	Rockbridge County	VA	County Administrator	22,307
2012	Rockville	MD	City Manager	47,388
2012	Scandia	MN	City Administrator	3,936
2012	Sibley County	MN	County Administrator	15,072
2012	Sun Prairie	WI	City Administrator	29,364
2012	Swift County	MN	County Administrator	9,594
2012	Thief River Falls	MN	City Administrator	8,661
2012	Winchester	VA	City Manager	27,216
2012	Windsor Heights	IA	City Administrator	4,860
2013	Alexandria	MN	City Administrator	11,580
2013	Bath County	VA	County Administrator	4,652
2013	Bayport	MN	City Administrator	3,496
2013	Belle Plaine	MN	City Administrator	6,804
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	60,828
2013	Clinton	NC	City Manager	8,676
2013	Cook County	MN	County Administrator	5,200
2013	East Grand Forks	MN	City Administrator	8,602
2013	Escambia County	FL	County Manager	305,817
2013	International Falls	MN	City Administrator	6,357
2013	Irving	TX	City Manager	228,653
2013	Jefferson County	WI	County Administrator	83,943
2013	Justin	TX	City Manager	3,333
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,753
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	Orange County	VA	County Administrator	34,246
2013	Raleigh	NC	City Manager	423,179
2013	Shenandoah County	VA	County Administrator	42,684
2013	Sherburn	MN	City Administrator	1,128
2013	Washington County	VA	County Administrator	54,827
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2013	Yellow Medicine County	MN	County Administrator	10,158
2013	York County	SC	County Manager	239,363
2014	Aitkin County	MN	County Administrator	15,927
2014	Atlantic Beach	FL	City Manager	12,864
2014	Belle Plaine	MN	City Administrator	6,804
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Campbell County	VA	County Administrator	55,163
2014	Cape Charles	VA	Town Manager	990

List of Relevant Executive Recruitments: 2010 to Present

Year	Client	State	Recruitment	Population
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Frederick County	VA	County Administrator	80,317
2014	Hutchinson	MN	City Administrator	13,929
2014	Irving	TX	City Manager	225,427
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Lower Merion	PA	Township Manager	59,850
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	57,960
2014	Oakdale	MN	City Administrator	27,780
2014	Orange County	NC	County Manager	137,941
2014	Roanoke County	VA	County Administrator	93,524
2014	Spotsylvania County	VA	County Administrator	125,684
2014	Springfield	MN	City Manager	2,114
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coconino County	AZ	Deputy County Manager	136,539
2015	Cook County	MN	County Administrator	5,200
2015	Cook County	MN	County Administrator	5,200
2015	Cook County	MN	County Administrator	5,200
2015	Coon Rapids	MN	City Manager	62,103
2015	Culpeper County	VA	County Administrator	48,506
2015	Davidson	NC	Town Manager	11,750
2015	Mille Lacs County	MN	County Administrator	25,833
2015	Monument	CO	Town Manager	5,817
2015	Provincetown	MA	Town Manager	2,994
2015	Sachse	TX	City Manager	22,026
2015	Shakopee	MN	City Administrator	39,167
2015	Sibley County	MN	County Administrator	15,072
2015	Warrenton	VA	Town Manager	9,862
2015	Waseca County	MN	County Administrator	19,097
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2015	Wythe County	VA	County Administrator	29,344

V. Recruitment Project Team

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@waters-company.com

Recruitment Project Team Leader

Ms. Sharon Klumpp, Senior Vice President

Direct Phone: (651) 223-3053

Email: sklumpp@waters-company.com

Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: canderson@waters-company.com

Ms. Sara Haselbauer, HR Analyst

Direct Phone: (651) 223-3006

Email: shaselbauer@waters-company.com

Rollie Waters

Executive Vice President

Rollie O. Waters is an Executive Vice President of Waters & Company, a Springsted Company. 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, Southern Methodist University, the University of Maryland, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies in Great Britain and various other U.S. public and private sector agencies and organizations.

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 attract the right candidates that fit the organization's needs. In addition, Rollie's extensive knowledge of performance management solidifies matching the management style most compatible with the organization's success. His research on succession planning has led him and his team to be able to help shape the future of organizations through their executive recruitment activities.

Rollie has been widely published in national journals and magazines focusing on human resource challenges. His publications include a research article in the Public Personnel Management Journal titled "The Impact of Behavioral Traits on Performance Appraisal." Prior to founding W&C, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

Areas of Expertise

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

Professional Accomplishments and Education

Rollie is a member of Mensa, 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. He has also appeared in several professional directories such as Who's Who in the World, Who's Who in Finance and History, and many others. 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); CMC is a certification mark awarded by the Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

Sharon G. Klumpp
Senior Vice President

Sharon Klumpp is a Senior Vice President of Waters & Company, a *Springsted Company*. 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 (Chuck) Anderson

Senior Vice President

Charles (Chuck) S. Anderson is a Senior Vice President of Waters & Company, a Springsted Company. Prior to joining the Waters & Co., Chuck worked for local governments and non-profit organizations, including City Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART) and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in re-building local governments in Bosnia following agreement on the Dayton Accords.

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments and Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.

Sara Haselbauer, J.D.

HR Analyst

Ms. Sara Haselbauer is a Human Resources Analyst with the Organizational Management and Human Resources Team. Ms. Haselbauer started as an Administrative Assistant to the Project Management team in 2007. In August 2009, Ms. Haselbauer left Springsted to attend law school before returning in November 2014 as an independent contractor.

Ms. Haselbauer has experience with analyzing data from various NRMSIRs to determine whether or not all material events had been timely filed in accordance with previous and current SEC regulations. She is fluent in legal research and drafting documents.

Education

University of North Dakota School of Law, Grand Forks, North Dakota
Juris Doctor
Certificate in Indian Law

University of St. Thomas, St. Paul, Minnesota
Bachelor of Arts in Art History and Sociology

APPENDIX I
Sample Brochure



W&C | Waters & Company
Executive Recruitment
A Springsted Company

City Administrator

The City of Shakopee, Minnesota, seeks a vibrant and energetic leader with experience in managing growing communities to serve as the next City Administrator.

THE COMMUNITY

Steeped in rich history, the City of Shakopee, Minnesota, is a vibrant and thriving community located in the southwest quadrant of the Minneapolis-Saint Paul metropolitan area along the lower Minnesota River Valley. First established as a trading post, today Shakopee is the county seat of Scott County with a population of 39,167 residents, a 90-percent increase since 2000. Highway 169 runs through the center of the city connecting Shakopee with I-494. Shakopee is located 21 miles from the Minneapolis-Saint Paul International Airport, 24 miles from downtown Minneapolis and 30 miles from downtown Saint Paul.

Shakopee and its surrounding area are home to major attractions including Valleyfair Amusement Park, the Minnesota Renaissance Festival and Canterbury Park; Mystic Lake Hotel and Casino is minutes away. Shakopee is also home to major businesses including Shutterfly, Oracle, Seagate, St. Francis RMS (health care) and Imagine Print Solutions.

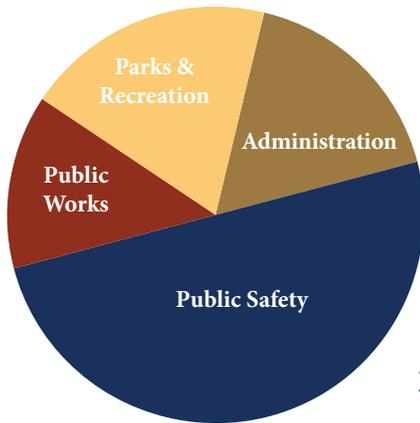
With more than 900 acres reserved for parks and recreation, Shakopee offers an outstanding quality of life to those who live and work within the City. The Landing – Minnesota River Heritage Park, formerly Historic Murphy’s Landing, is a renown 88-acre living history museum depicting life in the Lower Minnesota River Valley from the 1840s–1890s with authentic 19th-century buildings, demonstrations and a scenic river trail and overlook. Shakopee is also home to Scott County Historical Society’s Stans Museum and the River Valley Theatre Company.

Shakopee School District serves more than 7,600 students in Shakopee, Prior Lake and Savage in addition to a few neighboring townships. The district has five elementary schools, one sixth-grade center, two junior high schools and one high school, making it one of the fastest growing districts in the Twin Cities suburbs. The community is also served by the Shakopee Area Catholic Schools and other private schools.



ORGANIZATION

The City of Shakopee is organized as a “Plan A” city under Minnesota statutes; it operates on a weak Mayor-Council plan with an elected Mayor and four City Council members. The Mayor serves a two-year term and Council members serve overlapping four-year terms. City elections are held in odd numbered years during the general election in November. The City Council exercises the ultimate legislative and administrative authority.



2015 General Fund Budget

The City has a 2015 general fund budget of \$23 million and an authorized complement of 178 full-time equivalent employees. Approximately 45 percent of the City workforce is represented by three collective bargaining units. The municipal government is organized into seven departments: Administration, Community Development, Finance and City Clerk, Public Works, Parks and Recreation, Police and Fire. Water and electric utilities are operated by the Shakopee Public Utilities Commission.

POSITION PROFILE

The City Administrator is appointed by and serves at the pleasure of the City Council as the City’s chief administrative officer. The position is responsible for leading, directing and coordinating the overall operation and administration of the City organization in accordance with policies established and resources allocated by a majority vote of the City Council. Major functions include:

- Lead and direct the City’s management team to ensure the effective and efficient delivery of municipal services and implementation of adopted policies and ordinances.
- Monitor all departments to ensure compliance with policies, procedures, laws, ordinances and regulations.
- Prepare and recommend adoption of the City’s annual operating budget, capital improvement program and enterprise funds; monitor and control expenditures within approved limits.
- Prepare agendas, memos and supporting information for City Council meetings.
- Evaluate City’s processes and services; developing options for improving or matching services to community needs.
- Supervise the Assistant City Administrator, all Department Heads, the Economic Development Coordinator, Management Analyst and Administrative Assistant.
- Facilitate collaborative efforts with other municipal, county and regional organizations to ensure maximum efficiencies.
- Provide timely information to support them in their roles as elected officials.

Getting to know the community. From the City Council and City staff to community leaders and intergovernmental partners, the City Administrator will devote time to getting to know the people who live and work in Shakopee and developing an understanding of their interests, concerns and aspirations. Recognizing that Shakopee’s rapid growth has contributed to its diversity, the City Administrator will reach out to diverse groups to build relationships and continue the City’s reputation as a “welcoming community.”

Managing the transition. The City Administrator will provide leadership in a time of transition, helping the City set and stay focused on shared priorities. Establishing trust and credibility with the City Council and staff, listening and communicating information and managing expectations will be important aspects of this transition.



provide feedback on municipal facilities and services and how to fund desired improvements. The City Administrator will work with the City Council, staff and others to address community amenities and service needs identified in the survey.

Organizational management. A study is underway to consider modifications to the current organizational structure, which will increase efficiencies and enhance integration of municipal services. The City Administrator will explore study recommendations and develop plans to implement the study.

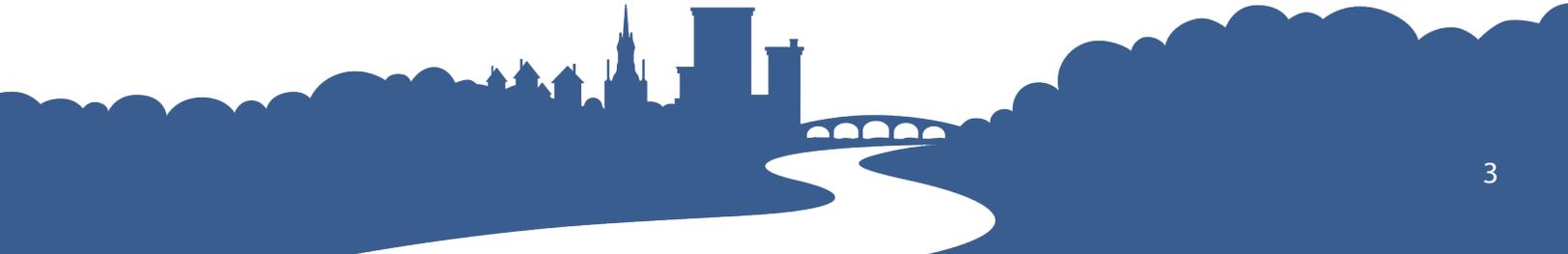
Building the team. The City Administrator will have the opportunity to hire new members of the management team. The Finance Director position will be open as a result of an announced retirement; other key staff retirements are anticipated within the next couple of years. In addition to hiring staff, succession planning will be important to develop employees for future roles in the organization and to ensure continuity of critical city services.

Collaborative partnerships. The City of Shakopee participates as a member of the Scott County Association for Leadership and Efficiency (SCALE) and has been active in a variety of collaborative partnerships. In addition, the City has a long-standing collaborative relationship with the School District and has worked in partnership with the Mdewakanton Sioux Community. The City Administrator will cultivate collaborative partnerships and explore shared services that are in the best interest of the City.



Growth and economic development. Shakopee has witnessed rapid growth over the last 15 years; development is projected to continue but at a moderate pace. The City Administrator will be involved in annexation along Highway 169 on the City’s west end to accommodate future economic development. The City Administrator will also play a role in supporting continued downtown development.

Community amenities and services. As communities grow, it is important to evaluate the adequacy of community amenities and services. The City recently commissioned a community survey to



CANDIDATE PROFILE

- Vibrant, forward looking, energetic leader with a strong personality and a positive, “can-do” attitude.
- Appreciates Shakopee’s history and at the same time embraces its growth and potential.
- Builds an effective working relationship with the City Council; earns the City Council’s trust and respect by providing timely, objective and impartial research, options and recommendations.
- Keeps the City Council regularly informed of projects, accomplishments, challenges and opportunities; engages the City Council and helps Council members find common ground without taking sides.
- Demonstrates the highest level of ethics in all actions; is transparent and consistent and respects other points of view.
- Sets an organizational tone that is proactive, deliberate and open to exploring new ideas; creates a culture that values customer service, initiative and continuous improvement.
- Exercises sound judgment; makes and communicates decisions in a timely manner.
- Empowers department directors to maximize their potential; delegates with trust and confidence and holds directors accountable for department performance.
- Maintains an awareness of department operations and understands when to get involved.
- Engages employees at all levels of the organization and recognizes their contributions; encourages and supports employee training and development.
- Welcomes diversity and cultivates inclusivity; seeks opportunities to be active in the community.
- Communicates effectively to a variety of audiences; conveys information in a clear and straightforward manner.



EDUCATION & EXPERIENCE

Master’s degree in public administration, business administration or a related field and seven years of increasingly responsible local government experience, with at least four years of experience at the department head level of a larger or similarly-sized organization or as an administrator/manager of a smaller or similarly-sized governmental organization. Equivalent combination of education and experience will be considered. The ideal candidate will have experience managing the dynamics of a growing community, defining organizational roles and responsibilities and helping the governing body identify and establish shared priorities and future directions. Must have experience in finance, budgeting and intergovernmental relationships. Excellent communications, interpersonal and relationship-building skills required.

COMPENSATION & BENEFITS

Salary up to \$140,000, depending upon experience and qualifications. Comprehensive benefits package available. Relocation negotiable.

APPLICATION & SELECTION PROCESS

Qualified candidates, please submit your cover letter and resume online by visiting our website at <https://waters-company.recruitmenthome.com/>. This position is open until filled; however, interested applicants are strongly encouraged to apply no later than March 18, 2015. 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’ permission. For more

information please contact Sharon Klumpp at sklumpp@waters-company.com or by calling 651.223.3053 (office) or 651.270.6856 (mobile).

August 17, 2015

Mayor Phil Rice
2015 First Avenue North
Anoka, MN 55303-2270

RE: Proposal for City Manager Executive Search

Dear Mayor Rice and Councilmembers Anderson, Freeburg, Schmidt and Weaver:

On behalf of our team at Brimeyer Fursman, LLC, I would like to extend our appreciation for your time and consideration to review this outline and proposal to assist you and the citizens of Anoka 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 as president of the firm with 20 years of senior/city management experience in local government and 7 years of executive search experience. Company Vice President, Irina Fursman, will be assisting with the search with over 7 years of search experience and extensive work in facilitation. Our team has conducted over 500 executive searches for administrative positions throughout the Midwest. Company Founder and Senior Advisor, Jim Brimeyer and will be assisting in the search with over 20 years of search experience and consulting. We have 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, and an estimated timeframe to complete the project and estimated expenses for the project and other material requested. We are proud of our relationship with Minnesota Cities and would very much enjoy working with you on this vital recruitment.

Thank you again for your consideration.

Very truly yours,



Dr. Richard Fursman Ed. D.
President
1666 Village Trail East
Suite 7
Maplewood, MN 55109

For additional information about Brimeyer Fursman, please visit www.brimgroup.com

Introduction

Statement of Understanding

The *City of Anoka* 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 is headquartered in the Twin Cities of Minnesota. Current company president, Dr. Richard Fursman and Irina Fursman have 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 100 management searches in the Midwest. Partnering with Irina, they have assisted over 200 organizations in other Organization Development efforts. Combined with Jim, the firm has conducted over 500 searches. Brimeyer Fursman, LLC 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 Manager Search Engagements

The firm is currently engaged in Phase 1 of 3 in searching for new City Administrators for the cities of Ottumwa and Mount Vernon, Iowa. The Firm was also recently hired by Dakota County to assist with the recruitment of Executive Director of their CDA.

Similar Searches 2011-2014

Some of the more recent executive level searches include the cities of Eagan, St. Louis Park, Stillwater, Victoria, Vadnais Heights, Apple Valley, Woodbury, Wayzata, St. Cloud, Minnetonka, Hopkins Minnesota, Waverly and Centerville, Iowa; New Richmond and Kimberly, Wisconsin; and, Petersburg, Alaska.

Approach and Services Overview

Search Approach

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. Brimeyer Fursman 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, 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 Brimeyer Fursman, LLC

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 Administrator. 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 Administrator 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

Place Announcements
Recruit Candidates

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

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.

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 Brimeyer Fursman web site with a link to the City of Anoka 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 times 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

Brimeyer Fursman 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 Anoka.

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 particular 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 sample
Summary of accomplishments
Insights management profile
One-on-one interviews
360 Degree Reference Review
Full Credit Report
Credential Check
Criminal Check

Progress Report **TOP 10-12**

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.



Brimeyer Fursman 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.

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

Final Interview and Selection Process



Council/Panel Interview Preparation

Selection

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.

- 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.

Before the interview process begins, we will review all protocols and also 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*

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

Brimeyer Fursman, will take great care that the City of Anoka 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 Anoka with the selected candidate.

Additional Support Services

If requested by the City, Brimeyer Fursman, will act as a spokesperson with the media in order 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 Anoka 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.* Brimeyer Fursman 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.

Irina Fursman



Irina will assist with interviews and fact finding. She will be involved with facilitation and community contacts.

Irina is Vice President of Brimeyer Fursman, coordinating the design and facilitation of all the process, including the interviews and community engagement. Irina is a ***nationally certified facilitator and trainer from the Institute of Cultural Affairs.*** Irina was born, raised, and educated in Russia and Ukraine where she earned her Bachelor's Degree of Education and Masters of Science Degree in Mathematics and Computer Science before moving to the United States in 2002. Irina has led and facilitated over 30 strategic planning sessions with cities and businesses. She has worked with over 80 communities during the search process facilitating community and staff input sessions, council discussions, research for profile development, and assisting with the various process logistics.

In addition to facilitating sessions, Irina also trains in the art and science of facilitation. Irina has presented nationally and internationally on the subject of citizen engagement, strategic planning and sustainable development.

Irina is currently a Doctoral Candidate in Organization Development at the University of St. Thomas.



Jim will be working on profile development, recruiting and screening of candidates.

James L. Brimeyer, Senior Adviser: As founder of The Brimeyer Group, Jim has been helping communities for over 20 years in executive search efforts for administrative positions throughout the Midwest.

Jim has twenty years' experience in public sector management in four cities - three as City Manager, including his last position in St. Louis Park, Minnesota (1980 to 1988), with a budget of \$28 million and 230 employees. He also served in Worthington, Ohio (1974 to 1980) and Wood Dale, Illinois (1971 to 1974). He began his career as Assistant City Manager in Park Ridge, Illinois after obtaining a Master's degree in Public Administration from Northern Illinois University.

Jim Brimeyer is past President of the Ohio City Management Association. He is a member of the International City/County Management Association, Metropolitan Area Management Association and the Minnesota City Management Association. He is past President of the St. Louis Park Rotary and the Rotary Foundation Board. Currently, Mr. Brimeyer serves on the Board of the St. Louis Park Community Foundation and Global Synergy Group. In December 2003, Mr. Brimeyer completed his second four-year term as City Council member at-large in St. Louis Park, Minnesota. Jim recently completed a 4 year appointment as a Metropolitan Council Member.

Guarantee

Brimeyer Fursman offers a 24 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, or if the Manager quits the position, we will refill the position at no additional fee and will charge expenses only.

Brimeyer Fursman will not recruit candidates we have placed with your organization.

Should there be substantial changes in the political situation at the City of Anoka 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 Brimeyer Fursman. 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. Brimeyer Fursman will work with the City to develop the schedule.

Brimeyer Fursman LLC 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	August, 24
Survey sent to council and staff	End of August
Profile Data Collection (with interviews of Council, Community, Staff)	August/1 st Week Sept.
Approve Position Profile	Sept 14
Start Recruitment	Sept 15
Deadline for Applications	Oct 15
Screen and Review Candidates	Oct
Progress Report/Select Finalists	November 9
Reference and Credential Checks	June
Interviews	Nov 20/21
Start of New Manager	January 2, 2016
Onboarding Session with New Manager and Council	At start

Fee Quotation Executive search process overview and fees	
	Search Fee \$13,800
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 	
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> 	
Phase III Interviews	
<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 	
<p>Expenses : Typical expenses include copies and supplies, position advertising (League Web Sites, ICMA, Minnesota City Managers Association, Linked-IN – Mileage and Management Profiles.</p> <p>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.</p>	<p><i>Not to Exceed</i> \$3,150</p>

**Optional Services
Background Checks**

<i>Phase IIIa. Background Check s(This is done before the interview)</i>	\$650 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	\$250 + 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 Date
Brimeyer Fursman LLC

Mayor Myron Bailey Date
City of Anoka, Minnesota

Related References

City of Stillwater, MN (Population

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 Ada, MN (Population 1,700)

Filled November 2014

Position Filled: City Administrator (Hired James Leiman)

Applicants received – 33

Contact: Project Coordinator Todd Sawrey

Phone: 701-729-5578

tsawrey@loretel.net

City of Victoria, MN (Population ~8,000)

Filled: October, 2014

Position Filled: City Manager (Hired Laurie H okkanen)

Applications Received: 45

Contact Mayor, Tom O'Connor

Phone: 952-261-9177

toconnor@ci.victoria.mn.us

City of Centerville, MN (Population 3,900)

Filled: October, 2014

Position Filled: City Administrator (Hired Mike Ericson)

Applicants received: 42

Contact: Mayor Tom Willharber

Phone: (651)429-2140

twilharber@centervillemn.com

City of Maple Plain, MN (Population 2,000)

Filled: November 2013

Position Filled: City Administrator (Hired Tessia Melvin)

Applications received – 64

Contact: Council Mayor Jerry Young

Phone: (612) 237-3115

jerry@johnsonanderson.com

City of Eagan, MN – population over 64,200

Position Filled: City Administrator (Hired Dave Osberg)

Dates of the search: October, 2012 – January, 2013

Applications received – 39

Contract: Dianne Miller (Assistant City Administrator)

Phone: (651)675-5014

dmiller@cityofeagan.com

City of Olivia, MN – population ~ 2,400

Position Filled: City Administrator (Hired Dan Coughlin)

Dates of the search: December, 2011 – February, 2012

Applications received – 39

Sue Hilgert, Mayor

Phone: (320) 523-2361

shilgert@olivia.mn.us

City of Wayzata, MN – population 4,000

City Manager Search

Position Filled: April, 2012 (Hired Heidi Nelson from Ramsey, MN)

Applications Received- 75

Contact: Mayor Ken Willcox

Phone: (952)922-5569

KenWillcox@wayzata.org

City of Hopkins, MN – population over 18,000

City Manager Search

Position Filled: (2011): City Manager (Mike Mornson)

Application received – 65

Mayor Eugene Maxwell

Phone: (952)935-5270

emax33721@aol.com

City of St. Louis Park (Population: 45,000)

Fire Chief Search

Position Filled 2013. (Hired Steve Koering)

47 Applicants

Contact: Nancy Deno Assistant City Manager

Phone (952)924-2519

ndeno@stlouispark.org

City of Waukee, Iowa – Population ~16,000

Position Filled: Chief of Police (Hired John Quinn)

Dates of search: October 2013 – January, 2014

Applications received – 50

Contact: Patty Holden – HR Director

Phone: (515)978-7908

pholden@waukee.org

BRIMEYER FURSMAN EXECUTIVE SEARCH HISTORY 6/2012-2015

YEAR	CLIENT/ORGNAIZATION	POSITION	STATE	POPULATION
2015	City of Worthington	City Administrator	MN	13,000
2014	City Of Stillwater	City Administrator	MN	18,500
2014	City of Victoria	City Manger	MN	8,000
2014	City of Victoria	Community Dev. Director	MN	8,000
2014	City of Ada	City Administrator	MN	1,700
2014	City of Centerville	City Administrator	MN	3,900
2014	City of Lake City	City Administrator	MN	5,000
2014	City of Independence	City Manager	IA	6,000
2014	City of Dillworth	Chief of Police	MN	4,100
2014	City of Dillworth	City Administrator	MN	4,100
2014	City of Waukee	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	City of Corcoran	City Administrator	MN	5,500
2013	City of Griswold	City Manager	IA	1,036
2013	City of Lexington	City Administrator/Clerk	MN	2,014
2013	City of Long Lake	City Administrator	MN	1,768
2013	City of Maple Plain	City Administrator	MN	1,792
2013	Borough of Petersburg	Chief of Police	AK	3,273
2013	City of St. Louis Park	Fire Chief	MN	45,000
2013	City of Vadnais Heights	City Administrator	MN	12,300
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 Apple Valley	Parks and Recreation Director	MN	50,000
2012	City of Olivia	Chief of Police	MN	2,479
2012	City of Waverly	City Administrator	IA	9,874
2012	City of Wayzata	City Manager	MN	3,688
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

OTTUMWA

CITY OF BRIDGES...RIVER OF OPPORTUNITY

City

Administrator

Ottumwa is seeking a Strong,
Energetic, Visionary Leader to be their next
City Administrator

Ottumwa

Position Profile

The Community

The City of Ottumwa is a picturesque and vibrant community serving as the county seat of Wapello County. The City is located on the Des Moines River approximately 90 miles southeast of Des Moines, Iowa. Ottumwa is the largest city within a 90-mile radius and serves as a trade center for southeast Iowa and northeast Missouri. The City encompasses approximately 15.8 square miles with an approximate population 25,000.

The City owes its existence to the Des Moines River which bends its way through the community. Born a river town in 1851, the City was named Ottumwa, meaning “rippling waters.” Today, three bridges span the river and connect the City. The Jefferson Viaduct, which has been named to the National Registry of Historic Places, has the distinction of being the longest municipal bridge in the State of Iowa, spanning 2,124 feet.

Education

City residents are served by the Ottumwa Community School District. The District operates six elementary schools, one middle school, one high school and a pre-school. Total enrollment for the District was approximately 4,600 in 2014. **Indian Hills Community College** offers a wide variety of educational opportunities. The main campus of Indian Hills Community College is located in Ottumwa. The primary administrative offices of the college, as well as the academic divisions, are housed here, along with the cheer squad, basketball, cross country, golf, soccer, softball, and volleyball teams. Students may enroll in Arts and Sciences, Advanced Technology, or Health Sciences programs, or they may choose to enhance their learning through Skill-Building courses or Customized Learning options.

Ottumwa Regional Legacy Foundation

A core community presence committed to the well-being of the community, is the Ottumwa Regional Legacy Foundation. The 501(c)(3) foundation was created in April, 2010, following the sale of the assets of Ottumwa Regional Health Center to Regional Care Hospital Partners. To ensure that the net proceeds from this transaction would benefit those living in the community previously served by the health center’s facility; a nonprofit charitable foundation was formed. Current assets for the Foundation total nearly \$85 million.

- The Foundation’s mission is to improve the health, education and vitality of the Ottumwa area.



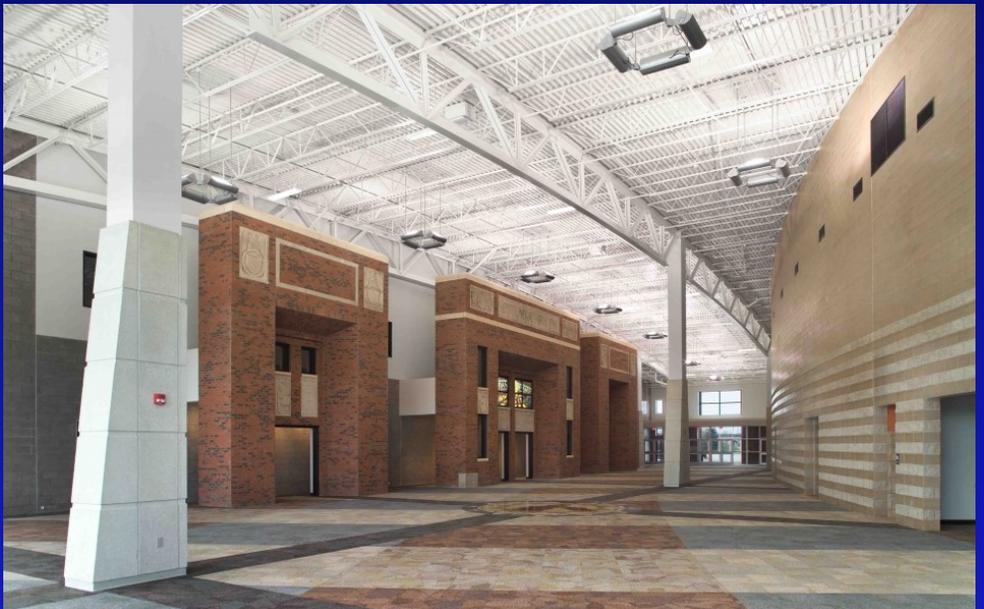
Community Life

The Bridge View Center opened in 2007 and is the crown jewel for the City. The Center, nestled on the banks of the Des Moines River, is a multi-purpose community gathering place. The 92,000 square foot complex features an Expo Hall, adjoining conference/meeting space, a state-of-the-art Theater, and a Grand Lobby. It is the premier destination in Southeastern Iowa for concerts, theatrical events and conventions.

Ottumwa is a regional center for musical and cultural events with two symphony orchestras. The Southeast Iowa Symphony Orchestra ("SEISO") is the oldest of the City's orchestras and was organized in 1950. The 65 member SEISO performs concerts in Ottumwa and other cities in the region and has an annual pops concert, as well as young artists and adult competitions. The Ottumwa Symphony Orchestra ("OSO") is entering their 28th season, drawing musicians in the Ottumwa regional area. The OSO performs four concerts annually in the City and a music-on-the-green performance at Indian Hills Community College each June.

The Ottumwa Family Arts Festival in June draws artists from throughout the Midwest. Indian Hills Art. Gallery provides opportunities for the Ottumwa area regional artists to have their work placed on public display. The Ottumwa Civic Music Association brings music to City residents via the municipal band which is the oldest continuous performing municipal band west of the Mississippi.

Residents and visitors enjoy two 18-hole golf courses. Cedar Creek Golf Course and the Ottumwa Club. Other community attractions include the 35,000 Square Foot YMCA, and the Wapello County Historical Museum with over 10,000 items displayed.



please join
the ottumwa symphony orchestra for

music on the green

June 10, 2012 at 7:00 pm
marge dodd outdoor sta
indian hills community co

David Sharp, conductor

guest artist
sponsored by SC
concert
don't forget to
in the event of inclement weather



Ottumwa Symphony Orchestra
Presents

HOOTENANNY

Saturday, May 16, 2015
7:30 P.M. Bridgeview Center

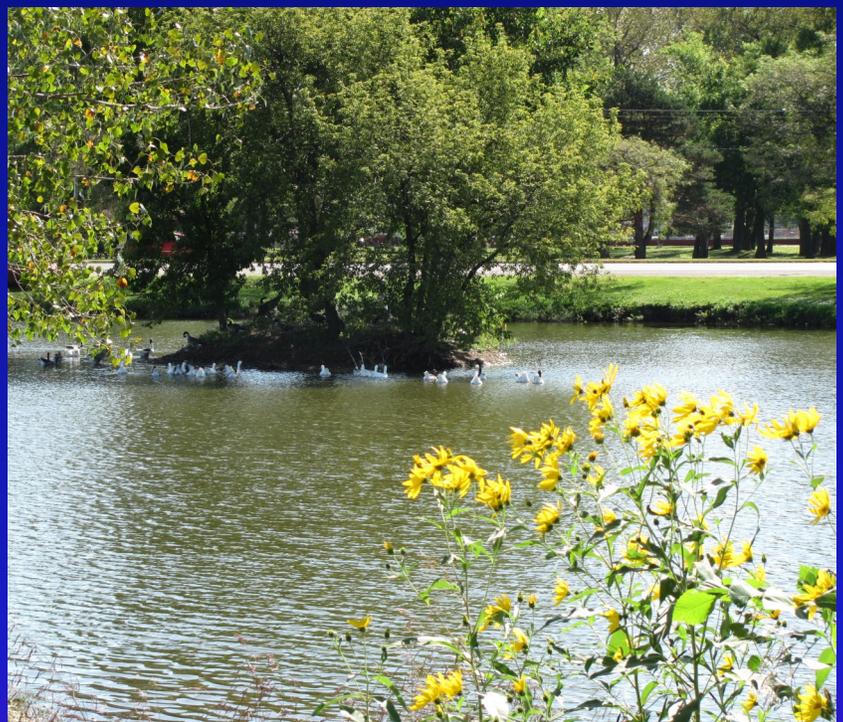


Parks

Ottumwa has 18 parks containing approximately 679 acres offering camping, fishing, bicycle and pedestrian trails, baseball and softball diamonds, children's playgrounds, disc golf, volleyball courts, picnic areas, tennis and basketball courts, performance stage areas, soccer fields and much more. The Beach Ottumwa ("Beach") is an indoor/outdoor water park opened in 1992 and encompasses 13-acres. The Beach features three major water slides, a wave pool and a kiddie pool and accommodates approximately 4,000 people. The Beach opened two new attractions, an enclosed flume curly waterslide and new children's play area, in the summer of 2011. Indoors, the Beach has an eight-lane, 25 yard long pool for lap swimming and year-round competition. The Beach also features sand volleyball courts and picnic areas.

Health Care Services

The City and the surrounding portion of southeastern Iowa are served by the Ottumwa Regional Health Center (the "ORHC"), a private for-profit corporation providing general acute care hospital services. Adjacent to the ORHC is the Ottumwa Medical Clinic, a multi-specialty clinic, providing office space, a pharmacy and optical shop. ORHC has approximately 217 beds providing general and skilled care. The ORHC recently completed two additional clinic buildings. A Veterans medical center has recently been completed and is in full operation.



Economic Development

Ottumwa is a regional shopping center for southeastern Iowa and northern Missouri with the area's largest shopping mall (26 acres). The Mall is a dominant force in the regional retail market and more than half of its business comes from outside of the County. Many other "big box" stores and smaller specialty stores are also located in the community.

The central business district, which straddles the scenic Des Moines River, is characterized by family owned businesses. The central business district features a mix of small to medium –sized retail shops and professional offices.

RIVERFRONT RENAISSANCE

The visioning process has begun



The 155-acre Industrial Park (Park) opened in 1965 and is home to Traxis Companies LLC, ABS Tire Equipment, Guest Brothers Plumbing and Heating, and USDA office building. The Ottumwa Economic Development Corporation (OEDC) assists prospective businesses locate facilities or building sites, develop job training programs, arrange financing and provide financial incentives. The OEDC also participates in a local revolving loan fund to provide low interest start-up capital for new and expanding businesses .

The Airport is the site of the largest industrial park in Southeast Iowa . The Ottumwa Regional Airport and Airport Industrial Park consists of 1,400 acres. Some of the easily recognizable tenants include: Dr. Pepper Snapple Group Inc., and Federal Express. John Deere Ottumwa Works continues to reinvest in their manufacturing facility. As a result of the cooperative relationship between John Deere and Ottumwa's Indian Hills Community College, Deere Ottumwa Works employees receive on-going training in advanced technology. The Ottumwa Job Corps Center is a vital program centered in the park as well. The Corps supports the Job Corps program's mission of teaching eligible young people the skills they need to become employable and independent and placing them in meaningful jobs or further education. Current enrolment is nearly 300.

Pork processing has been a tradition in the City for more than 100 years, and the Swift Meat Solutions continues to grow and expand, employing approximately 2,400 persons .



Airports & Locations

Kotm

means

Ottumwa Industrial Airport,
Ottumwa, Iowa, United States

by acronymsandslang.com

City Organization

The City operates a Mayor-Council-Administrator form of government. The City Council is composed of the Mayor and five Council Members. The Mayor is elected at large for a two-year term of office and the Council Members are all elected at large for overlapping four-year terms of office.

Currently the City employs approximately 217 full-time equivalent employees including police officers and 32 full-time fire department personnel. There are six bargaining units in the City. The current contracts are set through June of 2016.

City Services

The Ottumwa Water and Hydro provides water. The City works in conjunction with the Ottumwa Economic Development Corporation, Area XV Regional Planning Commission, Partners in Progress, Indian Hills Community College, and Ottumwa Main Street to assist with local business expansion plans.

The City owns and operates the Ottumwa Regional Airport which is a 1,440 acre general aviation airport with two runways, rental hangars and full aviation services including certified mechanics. Charter flights are provided by Ottumwa Flying Service. The City also owns and operates a local bus service for area residents.

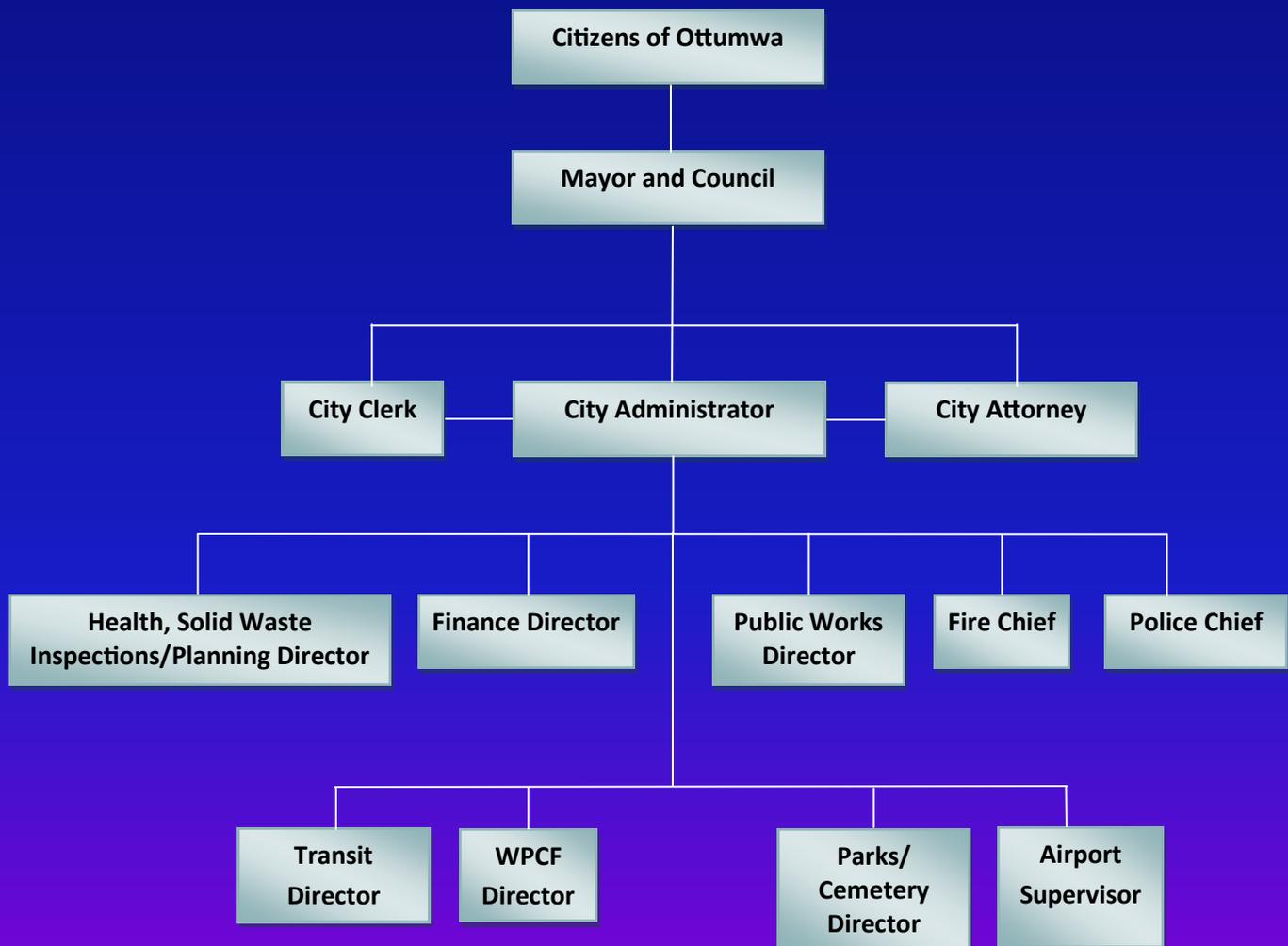
Current Projects

The City is undertaking a City-wide reconstruction of utilities (50% complete), separating the storm water infrastructure from the wastewater. The work will continue for a few more years and includes improvements to the streets as well.

There is an ongoing "Core City" or Downtown revitalization program that is updating the look and feel of the area.

Budget:

The 2015 Operating Budget is approximately \$14 M. The budget with capital expenditures is approaching \$60M.



Ottumwa City Administrator Position

The City Administrator is the Chief Executive Officer for the council; and coordinates the administration of all city departments and divisions. The Administrator will develop and implement administrative policies and guidelines in cooperation with the City Council.

- Advises department heads and other employees as to administrative procedures and policies. Evaluates performance and results in accordance with overall city objectives and makes appropriate recommendations.
- Responsible to the city council for the effective management of city funds and assets to ensure effective investment of available funds; coordinates and directs department heads in the development, presentation and administration of the annual operating budget.
- Serve and actively participate as a leader / member of the management team.
- Attend and actively participate in all Council meetings and other meetings with official bodies as directed.
- Represent the City in various programs and community activities.
- Oversee and coordinate the work of consultants.

Professional Leadership Characteristics

The ideal candidate for Administrator will be a strong, proactive, visionary leader with impeccable integrity. The person sought will be personable, progressive, a good communicator, knowledgeable, and have the personality to make tough decisions and stand by them. The next administrator should be prepared to be involved in the community, and seek to bring people together to foster a coordinated team.

- Be a person of the highest integrity; able to build a trusting relationship with the Council, staff, and community.
- Be a strong leader and supportive of Staff while providing clear directions and keeping high expectations
- Be visible and engaged with staff, council, and the community; showing a vested interest in all
- Be upfront about difficult decisions that need to be made
- Be approachable and a good listener
- Be able to make hard decisions and stick with them
- Be comfortable with leading 'up and down' the organization, forging a strong leadership with the council through the process of educating, informing, and working with them as a team
- Be personable, possessing excellent communication skills with the ability to facilitate discussions.
- Be willing to face conflict and address problems in a timely manner.
- Be able to address issues in a proactive manner seeking solutions while seeking input.
- Be able and confident to make recommendations that are clear and concise.
- Possess leadership skills that will help develop a united team, yet take the lead and make difficult decisions when needed.
- Be innovative and able to generate plans and then follow-through until completion.



Position Qualifications

The ideal candidate will have a Bachelor's Degree (Master's preferred) in Public Administration or related degree and a minimum of 5 years of supervisory experience and a proven record of quality leadership as a City Administrator/Manager or Assistant in a larger community. The ideal candidate must possess outstanding judgment, management, communication skills with the ability to think and act strategically. Areas of Strong Emphasis Include:

- Experience in budget preparation and presentation
- Budget policy and structure tied to strategic planning
- Experience building strong relationships with the Mayor and Council
- Working knowledge with Public financing techniques (TIF, bonds, grants, etc.)
- Experience with economic development.
- Management functions such as performance evaluation, staff development, and team building
- History of strategic planning and implementation
- Experience with economic development.
- Experience with downtown development/redevelopment
- Infrastructure repair/replacement

Areas of Working Knowledge and Experience

- History of working well with neighboring communities and other units of government
- Involvement in professional and community organizations
- Experience with comprehensive planning.



Position Priorities

- Get to know and understand the staff, council, and community
- Establish a strong working relationship with the staff and create a true sense of team among the departments
- Create a strong working relationship with the Council based on strong leadership, trust, and integrity
- Establish a respectful working relationship with the Wapello County Board of Supervisors
- Work with the staff and council on establishing a strategic plan with an implementation schedule
- Reaffirm the role of the City Administrator as the “Chief Administrative Officer” who is responsible for managing, inspiring, and leading the organization
- Become familiar with the comprehensive plan
- Get up to speed on the City’s economic development efforts and work closely with the OEDC to bring new industries to Ottumwa
- Assist with the City’s downtown revitalization efforts
- Become familiar with and assist with the development of the Airport
- Become familiar with the City’s finances and budget



Out of Town Candidates: The City will reimburse usual and customary travel related expenses for out of town candidates coming to Ottumwa for interviews. Candidates will also be provided lodging if needed/desired.

City of Ottumwa, Iowa City Administrator Job Posting

Salary Range: \$120,000—\$155,000

Ottumwa Iowa (Population 25,000 Salary Range \$120,000—\$155,000) is seeking a strong, proactive leader to be the next City Administrator. The City of Ottumwa is a picturesque and vibrant community serving as the county seat of Wapello County. The City is located on the Des Moines River approximately 90 miles southeast of Des Moines, Iowa. Ottumwa is the largest city within a 90-mile radius and serves as a trade center for southeast Iowa and northeast Missouri.

The person sought will be personable, progressive, a good communicator, knowledgeable, and have the personality to make tough decisions and stand by them. The next administrator should be prepared to be involved in the community, and seek to bring people together to foster a coordinated team.

The ideal candidate will have a Bachelor’s Degree (Master’s preferred) in Public Administration or related degree and a minimum of 5 years of supervisory experience and a proven record of quality leadership as a City Administrator/Manager or Assistant in a larger community. The ideal candidate must possess outstanding judgment, management, communication skills with the ability to think and act strategically.

Position profile is available at www.brimgroup.com. Email resume, cover letter and 5 references to Ottumwa@brimgroup.com by 08/29/15. Please direct questions to Richard Fursman at richardfursman@gmail.com or (651) 338-2533. For additional information about Ottumwa, please visit: www.cityofottumwa.com/

Time Table

August 29

Deadline for Applications

September 21

Present Candidates
Selection of finalists

October 2/3

**Council Interviews
Finalists**

November, 2015

New Administrator Starts

Onboarding a New Hire

Onboarding ► *noun* ① the practice of socializing new managers or executives as they enter a new organization

DOING IT RIGHT FROM THE GET-GO

By Richard Fursman

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.

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.

- » 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

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

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.

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

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. **PM**

ENDNOTE

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



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