



City Council - Worksession
Monday, September 21, 2015
5:30 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; Review Proposals for City Manager Search Firm.
4. ADJOURNMENT

COUNCIL WORKSESSION MEMO

3.1

Meeting Date	September 21, 2015
Agenda Section	Council Business/Discussion
Item Description	Discussion; Proposals for City Manager Search Firm
Submitted By	Scott Baumgartner, City Attorney

BACKGROUND INFORMATION

At your Worksession on August 24th a presentation was given to the Council by Springsted (Waters & Company), a local Executive Search Firm.

The Council was also provided a written proposal by Brimeyer Fursman Company, as they were unable to attend the worksession and provide a formal presentation.

Council expressed an interest in hearing a couple of additional presentations from Executive Search Firms, and requested that I contact Brimeyer Fursman Company and ask them to give a presentation at a future meeting.

I have scheduled the following presentations for this evening:

5:30 p.m. – Brimeyer-Fursman

6:15 p.m. – David Drown Associates

During the Council's worksession discussion, some Councilmembers expressed an interest in discussing further the possibility of hiring internally to fill the City Manager position for a couple of years, so that the Council may take their time finding a permanent City Manager.

The Council will need to make a determination on how they would like to proceed with filling the City Manager position. (1) Hiring internally for a City Manager for a specific period of time; or (2) Hiring a Search Firm to help locate a new City Manager. A decision on the process the City will take will need to be made prior to committing to a Search Firm.

FINANCIAL IMPACT

This is a worksession item only, for discussion and staff direction.

Any formal decision will need to be made a regular or special meeting of the City Council.

This has been placed as an agenda item for the regular meeting tonight; however, if the Council would like time to further discuss this, the agenda item may be postponed to another meeting date.

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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
Bringroup 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 Brimeyer Fursman LLC	Date
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Mayor Phil Rice City of Anoka, Minnesota	Date
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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



DDA

David Drown Associates, Inc.

Faribault Office:
1327 Merrywood Court
Faribault, MN 55021
(612) 920-3320x109 | fax: (612) 605-2375
gary@daviddrown.com
www.daviddrown.com

Sent via email only

August 31, 2015

Scott Baumgartner
City Attorney
City of Anoka
2015 First Avenue North
Anoka, MN 55303

Dear Mr. Baumgartner,

David Drown Associates (DDA) is pleased to submit a proposal to assist the City of Anoka with a search for your next City Manager. Our firm has extensive experience with local governments and we thoroughly understand the complexities faced by city councils in Minnesota.

We are committed to providing the most professional service and making sure our clients receive the services they want and need. DDA is a small firm by design. We do not have a vast organizational hierarchy to support, and as a result we are able to provide cost effective services to our clientele.

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

- Knowledge: Our firm comprehensively understands local government in Minnesota.
- Communication: We will be on site 5-7 times throughout the search process and will provide weekly email updates to the City Council throughout the process.
- Adherence to deadlines: When the Council adopts a deadline, we will meet it.
- Background check process: Instead of doing a comprehensive background check on a single finalist, we do a comprehensive background and reference check on all finalists interviewed by the Council.
- Work Personality Index: Each finalist will receive a Work Personality Index and the Council will receive a full report of the results on each person.
- Our approach is fresh and uniquely focused on meeting your individual needs.

Thank you for your consideration.

Sincerely,

Gary Weiers
David Drown Associates

Enclosure



DDA

David Drown Associates, Inc.

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**David Drown Associates
Proposal for the City of Anoka
City Manager Search
August 31, 2015**

CONTENTS OF PROPOSAL

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DESCRIPTION OF THE FIRM

For 18 years, David Drown Associates (DDA) has provided Financial Solutions, Tax Increment Financing, Economic Development, Strategic Planning, Executive Searches and other services to cities and counties throughout Minnesota. With over 250 local government clients, we have a deep understanding of the workings of local government in Minnesota. DDA recently completed administrator searches for the City of Winsted, Steele County, and the City of Cokato. A list of completed searches from the past two years is included later in the proposal. We are currently in various stages of administrator searches for the City of Willmar, the City of Pequot Lakes and Jackson County.

APPROACH TO THE PROCESS

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

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

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

Communication with the City Council and staff is a high priority, so in addition to Gary Weiers being on site regularly, the City Council will receive weekly email updates and he will always be available for questions.

SERVICE TEAM

Gary Weiers

Our team will be led by Gary Weiers. He joined DDA in 2013 after completing over 20 years of County government management experience, the last 11 years as County Administrator in Rice County. Prior to becoming Administrator, Gary served as the Social Service Department Director in Rice County and worked as a Social Service Supervisor in Mower and Sherburne Counties. Gary received his Bachelor's Degree from the University of St. Thomas and has honed his skills by working his way up from an entry level social worker position to be the head of a \$50 million organization with over 350 employees.

Gary will be assisted by firm president David Drown, but the vast majority of work will be directly performed by Gary. It is likely that Gary will be the only member of the firm that you will see and you will see plenty of him.

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

"Gary Weiers has done a fantastic job for us. He communicated with us throughout the process and kept it moving forward. Gary fit in with our culture immediately and helped make this very important process fun."

*-Steve Stotko
Mayor of Winsted, MN*

David Drown

David Drown is the President of DDA and founded the company 18 years ago to provide a wide array of services in a cost effective, efficient and professional manner, and to enhance the quality of services to cities and counties in Minnesota.

The vast majority of our work is done in outstate Minnesota, and as a result, we have a deep understanding of the unique needs of cities throughout Minnesota. David will lend professional support and input where needed.

TENTATIVE TIMELINE

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

Item	Task	Completion Date
Decision by City Council to proceed		September 8, 2015
Information gathering	<ul style="list-style-type: none"> • Meet individually with City Council members • Meet with Department Heads in a group session • Gather all pertinent background information • Gather salary information and review job description 	September 28, 2015
Professional profile	<ul style="list-style-type: none"> • Develop position profile and advertisement 	September 30, 2015
Approve position profile	<ul style="list-style-type: none"> • City Council approves profile, job description, salary range and hiring process 	October 5, 2015
Candidate recruitment	<ul style="list-style-type: none"> • Post position immediately upon approval of profile • Comprehensively advertise • Email and phone calls to prospective candidates 	October 6 – November 4, 2015
Screening of applicants	DDA will review and rank applicants based on job related criteria and select semifinalists	November 5, 2015
Initial interview by DDA	DDA will conduct initial phone interviews of semifinalists. As an alternative, the Council could appointment a committee to conduct initial interviews	November 17, 2015
Selection of finalists	<ul style="list-style-type: none"> • City Council reviews semifinalists and selects finalists for interviews • If a committee is used to conduct initial interviews, they would select the finalists • DDA will notify candidates not selected as finalists 	November 23, 2015
Background check of all finalists selected for interviews	<ul style="list-style-type: none"> • Includes: <ul style="list-style-type: none"> ○ Criminal background: county, state, national ○ Sex offender registry ○ Social security number verification ○ Employment and education verification ○ Credit check 	December 4, 2015
Reference check on all finalists	DDA will conduct reference checks with current and former employers on all finalists	December 4, 2015
Personality index	DDA will administer a work related personality index to all finalists	December 4, 2015
Presentation of finalists	DDA will present the Council information including: <ul style="list-style-type: none"> • Summary of references • Results of background checks • Personality index reports • Resumes, etc. 	December 7, 2015
Interviews	<ul style="list-style-type: none"> • It is recommended that interviews be at a special meeting • DDA will prepare all interview materials and be present at all interviews and other functions 	December 15 & 16, 2015
Decision	City Council will select candidate for offer	December 16, 2015
Offer and agreement	DDA will negotiate agreement with selected person	December 17, 2015
Projected start date	New City Manager begins	January 11, 2016
Follow up	DDA will follow up periodically with the new Manager	January, 2017

PROCESS DETAILS

Step 1: Information Gathering

DDA will meet individually with each Council Member to gather information about City Manager attributes, organizational goals and other priorities. We will also facilitate a group meeting with Department Heads to hear their input about candidate skills and abilities. At the same time, the job description will be reviewed and we will gather relevant comparative salary information for consideration by the Council.

Step 2: Development of Position Profile

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

Step 3: Advertisement and Recruitment

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

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

Step 4: Initial Screening and Review

DDA will complete a comprehensive analysis of every application received and determine semifinalists based on job related criteria. Gary will then conduct an initial phone or internet interview with the semifinalists and present an interview summary, along with all application information, to the City Council for selection of finalists to be interviewed. As an alternative, the Council may appoint a committee of Councilors, staff and others to conduct an initial interview and select finalists. If that option is chosen, DDA will facilitate the process completely. At this point in the process, those not selected as finalists will be notified by DDA.

Step 5: Selection

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

Simultaneously, we will administer a work oriented personality index that assesses individual characteristics likely to influence work behaviors. This information can prove very helpful in determining the right fit for the City of Anoka.

Prior to the final interview, the City Council will receive a report including resumes, a summary of initial interviews, background check results, reference information and a work personality report on each person.

Early in the search process, Gary will discuss possibilities for community involvement through a meet and greet event or other options, and if an event takes place, it will be coordinated with the final City Council interviews.

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

Step 6: Offer

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

Step 7: Follow Up

If requested, DDA will assist the new Manager in establishing position priorities with the City Council. In addition, we will make periodic contact with the new Manager for at least the first year of employment.

LIST OF SEARCH CLIENTS FROM THE PAST TWO YEARS

Entity	Type of Search	Entity	Type of Search
City of Little Falls, MN	Administrator	Steele County, MN	Administrator
Winona County, MN	Administrator	City of Howard Lake, MN	Administrator
City of Winsted, MN	Administrator	City of Northfield, MN	Administrator
City of Northfield, MN	Engineer/PW Dir.	Chippewa County, MN	Social Service Director
City of Cokato, MN	Administrator	Sherburne County, MN	Administrator
City of Cokato, MN	Clerk/Treasurer	City of Madison Lake, MN	Administrator

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

DDA is currently conducting Administrator searches for Jackson County and the Cities of Lake City, Pequot Lakes and Willmar.

REFERENCES

Pete Zimmerman

Administrator Search, Organizational Planning
Mayor, City of Howard Lake
Phone number: 952-457-4503
Email: pzimmerman@ci.orono.mn.us

Greg Zylka

Administrator Search
Mayor, City of Little Falls
Phone number: 320-360-3584
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Steve Jacob

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Commissioner
Winona County
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Gordy Erickson

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Mayor, City of Cokato
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Steve Stotko

Administrator Search
Mayor, City of Winsted
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Felix Schmiesing

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Commissioner
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FEEES

The fee for the search process is \$16,000. This all-inclusive fee covers professional services and all expenses including travel, advertising, personality index, background checks on all finalists, etc.

This proposal represents a full service City Manager search option. Other less comprehensive options are available should the Council decide some search components are not needed or can be performed by City employees.

ASSURANCE

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

