

AGREEMENT FOR SERVICES

THIS AGREEMENT FOR SERVICES (“Agreement”) is made as of the 14th day of January, 2016 (“Effective Date”), by and between Scott County, Iowa (“Client”), and Waters & Company/A Springsted Company (“W&C”). WHEREAS, the Client wishes to retain the services of W&C on the terms and conditions set forth herein, and W&C wishes to provide such services; and NOW THEREFORE, the parties hereto agree as follows:

SCOPE OF PROFESSIONAL SERVICES

W&C will provide professional services in the area of an executive recruitment for the position of County Administrator. This Agreement includes W&C’s commitment to provide all elements of the recruitment process, services, and conditions described in our proposal dated December 23, 2015 and attached as Exhibit A.

Phase	Description of Professional Services
Phase I	<u>Task 1</u> – Candidate Profile Development/Advertising/Marketing (includes one day on site by Project Team Leader). <u>Task 2</u> – Identify Quality Candidates.
Phase II	<u>Task 3</u> – Screening of Applications and Submission of Recommended Semi-Finalists to Client. (includes one day on-site by Project Team Leader) <u>Task 4</u> – Reference Checks, Background Checks, and Academic Verifications.
Phase III	<u>Task 5</u> – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader).
Conclusion	Acceptance of offer by candidate.

TERM

This Agreement shall be effective as of the Effective Date and shall remain in effect for the period necessary for successful completion of the project. This Agreement may be terminated upon thirty (30) days prior written notice to W&C. If the Client terminates, W&C is entitled to any portion of its fee so earned.

ALL-INCLUSIVE PROFESSIONAL PRICE

- The all-inclusive professional price to conduct the recruitment is \$22,500 as a not-to-exceed amount and includes the cost of professional services by the Project Team Leader and the

project support staff, and all project-related expenses such as advertising, printing, candidate background and reference checks, and travel expenses for on-site visits by the Project Team Leader. 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 Client will make payments for the project upon receipt of an invoice submitted by W&C. Payment to W&C is due upon receipt. All invoices will be forwarded to the Client for processing unless otherwise directed. For reporting purposes, W&C's tax identification number is 47-1064404.

2. The all-inclusive professional price 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 the final 10% upon acceptance of offer by the candidate.
3. Additional work related to the recruitment process and as specifically requested by the Client which is outside the scope of this project (i.e. additional onsite visits) is additional. The fixed professional fee for this recruitment anticipates no more than three onsite visits which include four 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.

ADDITIONAL PLACEMENTS

If candidates from this recruitment process are selected for another position by the Client, within one year of the close of the recruitment, a fee of 50% of the above mentioned fee amount will be due to W&C.

TRIPLE GUARANTEE

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. Within the first year, the replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. During the second year, the replacement recruitment is reduced to 50% of the professional fee plus 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. Additional services include a performance appraisal and review after 12 months of service of the appointed candidate, with no professional

fee charged to you. If you elect to use this service, the only cost you would incur would be the reimbursement for any project-related expenses.

3. W&C will not solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.
-

DEVOTION OF TIME

W&C shall devote such time to the performance of its duties under this Agreement as is necessary for the completion of all project phases.

NOTICE

All notices hereunder shall be in writing and deemed to have been given when delivered, transmitted by first class, registered or certified mail, postage prepaid and addressed as follows:

If to Client:

Scott County
600 West 4th Street
Davenport, Iowa 52801
Attention: Ms. Mary J. Thee
Assistant County Administrator/ HR Director

If to W&C:

Waters & Company Executive Recruitment
380 Jackson Street, Suite 300
Saint Paul, MN 55101
Attention: Managing Principal

ENTIRE AGREEMENT

This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Agreement that is not contained herein shall be valid or binding.

AMENDMENT

This Agreement may be amended by the mutual agreement of the parties hereto in writing and must be attached to and incorporated into this Agreement.

LEGAL CONSTRUCTION

In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability

shall not affect any other provisions thereof and this Agreement shall be constructed as if such invalid, illegal, or unenforceable provision had never been contained herein.

Executed on the day and the year first written in this Agreement

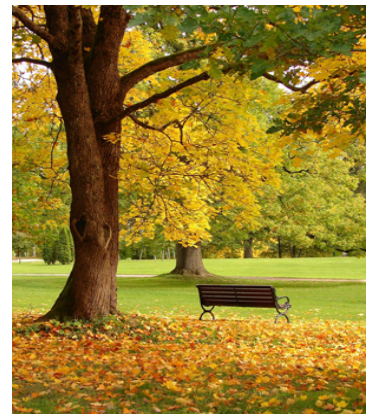
SCOTT COUNTY, IOWA

WATERS & COMPANY EXECUTIVE
RECRUITMENT/A SPRINGTED COMPANY

By: x _____
Name:
Title:

By: x _____
Name: Sharon Klumpp
Title: Senior Vice President

A. Title Page



Qualifications

Scott County, Iowa

Qualifications to Provide Executive Search Firm Services

December 23, 2015

Waters & Company, a Springsted Company
380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101

Sharon Klumpp, Senior Vice President
651-223-3053
sklumpp@waters-company.com

Table of Contents

LETTER OF TRANSMITTAL

A TITLE PAGE

B INTRODUCTION

C INFORMATION INCLUDED IN THE RESPONSE	1
1. Understanding of the Work to be Performed	2
2. Experience	3
3. Proposed Strategy.....	4
4. References	5
5. Persons Who Will be Working on this Project.....	6
6. How the Recruitment is to be Conducted	12
7. Additional Information.....	17
8. Benefits to Scott County	18
9. Previous Position Profile	18
10. Previous Search Report.....	18
11. Fee Structure	18

EXAMPLE OF A PREVIOUS POSITION PROFILE APPENDIX I

EXAMPLE OF A PREVIOUS SEARCH REPORT APPENDIX II



Waters & Company
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887
Tel: 651.223.3000
Fax: 651.223.3002
www.waters-company.com

B. Introduction

December 23, 2015

Ms. Mary J. Thee
Assistant County Administrator/Human Resources Director
Scott County
600 West 4th Street
Davenport, Iowa 52801

Re: **Request for Qualifications to Provide Executive Search Firm Services**

Dear Ms. Thee,

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

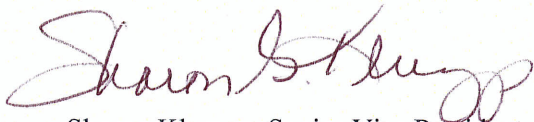
We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- 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 Board of Supervisors and the selection committee to consider. This survey is completed by the County's employees, community leaders and citizens. The results of the survey will provide the Board of Supervisors 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 determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the Board of Supervisors to assist in the selection process; 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 County such as geographic location and specific experience, expertise and qualifications.

The qualifications 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 Scott County.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Sharon Klumpp".

Sharon Klumpp, Senior Vice President
Consultant

sml

**Scott County, Iowa
Qualifications to Provide
Executive Search Firm Services**

C. Information Included in the Response

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 counties and the many different disciplines that comprise the Scott County 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 County's expectations. Since 2010 our combined consultant team has conducted more than 425 executive recruitments.

The W&C Recruitment Project Team will partner with the Assistant County Administrator/Human Resources Director, Board of Supervisors and designated staff as your technical advisor to ensure that the recruitment process for your next County 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 and capacity to focus nationwide to find 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

1. Understanding of the Work to be Performed

Scott County is looking for a timely, well-managed and thorough search process to recruit and identify highly qualified candidates for its County Administrator position.

W&C will work with the County to understand the desired qualities and professional capabilities that are most important to you in your selection of a new County Administrator. This information helps us represent the County organization and the County Administrator position to well-regarded candidates, emphasizing the opportunities for leadership and professional growth and presenting Scott County as a vibrant and thriving community in which to live.

There is significant competition for experienced local government managers today. We work with you to develop a recruitment strategy that includes advertising and personalized, customer outreach. A successful recruitment often depends upon the ability to reach out to successful managers who are not necessarily seeking new employment to inform them of and encourage them to apply for the position. These efforts are critical to ensuring that the County receives a good candidate pool.

W&C manages and tracks applicant information and provides regular communications updating the applicants on the status of the project. Our communications are always professional and respectful.

We take pride in our ability to provide the County with complete information about the candidates, expanding beyond their resumes to understand their experience, the leadership and management style they will bring to your community and their motivation for seeking this position. We assist you in structuring the interview process; we are present throughout the interviews and available to facilitate your deliberations and negotiations with the top candidate.

Scott County expects:

1. Scott County expects the successful respondent to assist in establishing a process for the recruitment, including a timeline for various actions during the recruitment process.
2. Scott County expects the successful respondent to review the current compensation and recommend changes, if necessary, based upon market and competitive conditions.
3. Scott County expects the successful respondent to develop a comprehensive position profile based upon information obtained in individual meetings with the Board of Supervisors and other stakeholders as directed.
4. Scott County expects the successful respondent to develop a marketing strategy that utilizes professional contacts and supplement the candidate identification process through selected advertising, use of internet and direct solicitation of known desirable candidates.
5. Scott County expects the successful respondent to implement a screening process that narrows the field of candidates to those that most closely match the needs of the County, including discussing results of preliminary reference checks on top candidates. The extent of screening to be conducted by the respondent will be determined by the Board of Supervisors.
6. Scott County expects the successful respondent to conduct personal interviews with the top candidates that meet the stated criteria, if requested.
7. Scott County expects the successful respondent to deliver a product in the form of a search report that recommends the top group of candidates and provides the County with detailed information about their backgrounds and experience from interviews and other sources.

8. Scott County expects the successful respondent to assist during the final interview and the selection process, including developing suggested interview questions.
9. Scott County expects the successful respondent to conduct criminal, driver's license, credit and related background checks.
10. Scott County expects the successful respondent to assist, if requested, in negotiating a total compensation package with the desired candidate.

2. Experience

List of Relevant Executive Recruitments: 2014 – 2015				
Year	Client	State	Recruitment	Population
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
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	13,871
2014	Irving	TX	City Manager	225,427
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Orange County	NC	County Manager	140,352
2014	Roanoke County	VA	County Administrator	93,524
2014	Spotsylvania County	VA	County Administrator	125,684
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coconino County	AZ	Deputy County Manager	136,539
2015	Cook County	MN	County Administrator	5,200
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Culpeper County	VA	County Administrator	48,506
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Franklin County	VA	County Administrator	56,335
2015	Fulton County	GA	Deputy County Manager	984,293
2015	Gloucester County	VA	County Administrator	36,834
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Madison County	VA	County Administrator	13,200

List of Relevant Executive Recruitments: 2014 – 2015

Year	Client	State	Recruitment	Population
2015	Manassas	VA	Deputy City Manager	41,705
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	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Sibley County	MN	County Administrator	15,072
2015	Socorro	TX	City Manager	32,517
2015	Tazewell County	VA	County Administrator	44,103
2015	Warrenton	VA	Town Manager	9,862
2015	Waseca County	MN	County Administrator	19,097
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2015	Wythe County	VA	County Administrator	29,344
In Progress	Arlington County	VA	County Manager	221,045
In Progress	Kingsville	TX	City Manager	26,312
In Progress	Virginia Beach	VA	City Manager	448,479

3. Proposed Strategy

1. The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.
2. The community/staff survey will yield valuable insights regarding the desired characteristics of the ideal candidate.
3. Recorded candidate interviews will give additional insights, beyond “paper” qualifications and streamline the identification of finalists.
4. The Management Style Analysis will ensure proper “fit” of the selected candidate.
5. The process will involve highly experienced recruiters with public sector backgrounds.
6. The process will be conducted in an ethical and transparent manner, consistent with applicable employment law.

Philosophy of the Firm

The philosophy of the firm is to pursue an unrelenting commitment to high-quality service for the client and the candidates and to demonstrate at all times the highest standards of integrity, ethical conduct and professionalism.

Throughout the assignment, the W&C team will serve as technical advisors to your organization to ensure that the recruitment process is conducted in a professional manner. The objective of W&C is to generate high-quality candidates and assist you with the screening and evaluation of these candidates. Due to our extensive professional relationships with hundreds of public sector organizations and prospective candidates nationwide, W&C is positioned to confidently promote your County position to prospective candidates as a positive career opportunity.

With any consulting assignment, but particularly with an executive recruitment project, reliable and timely communication is fundamental to the project's success. At key points during the assignment, the Project Team Leader will communicate by phone, e-mail or in person with appropriate leaders from your organization to discuss the progress of the recruitment and to review subsequent steps in the recruitment process. These regular status reports are important to ensure success with the recruitment assignment.

4. References

Shelby County, Tennessee

(population 949,465)

Ms. Kim Hackney, *Deputy Chief
Administrative Officer/HR Director*
Shelby County Government
160 N. Main St., 11th Floor
Memphis, Tennessee 38103
901-222-2053
Kim.Hackney@shelbycountyttn.gov

*Project: Selection of Director, Division of Health
Services*

City of Minneapolis, Minnesota

(population 400,070)

Mr. Bill Champa, *HR Manager*
250 S 4th Street - Room 100,
Minneapolis, Minnesota 55415
612-673-3181
bill.champa@minneapolismn.gov

*Project: Selection of Chief Financial Officer and
Director of Regulatory Services*

City of Lakeville, Minnesota

(population 58,562)

Ms. Cindi Joosten, *Human Resources
Manager*
20195 Holyoke Avenue
Lakeville, Minnesota 55044-8339
952-985-4491 |
cjoosten@lakevillemn.gov

*Project: Selection of Director of Parks and
Recreation*

City of Shakopee, Minnesota

(population 39,167)

Councilor Jay Whiting
129 South Holmes Street
Shakopee, Minnesota 55379-1376
(952) 496-0959
jaywhtng@aol.com

Project: Selection of City Administrator

City of Brooklyn Park, Minnesota

(population 78,373)

Honorable Jeffrey Lunde, *Mayor*
5200 85th Avenue North
Brooklyn Park, Minnesota 55443
763-242-1555
Jeffrey.Lunde@brooklynpark.org

Project: Selection of City Manager

City of Decorah, Iowa

(population 8,172)

Ms. Wanda Hemesath, *City Clerk/Treasurer*
400 Claiborne Drive
Decorah Iowa 52101
hemesath@decorahia.org

Project: Selection of City Administrator

5. Persons Who Will be Working on this Project

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. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: adavis@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, 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

Arthur (Art) Davis
Senior Vice President

Arthur (Art) Davis is a Senior Vice President of Waters & Company, a *Springsted Company*. Prior to joining Waters & Co., Art successfully started and expanded his own company for 10 years providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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

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

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

6. How the Recruitment is to be Conducted

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 County Administrator. The recruitment brochure will also have a profile that captures the essence of the County 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 Assistant County Administrator/Human Resources Director, Board of Supervisors and others as designated to discuss the required background, professional experience and management and leadership characteristics for your County Administrator position. We meet individually (or collectively depending upon your preference) with the Assistant County Administrator/Human Resources Director, Board of Supervisors and others to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the County Administrator. We also collect input from other staff and/or members of the community through a web-based survey that enhances our understanding of the qualifications desired in the next County Administrator.

At this time we will also review the salary range for the County Administrator position to ensure that it is competitive with comparable local government entities. We will obtain salary information from similar jurisdictions and review the ranges advertised for similar positions that are being recruited.

The Recruitment Project Team will also work with Scott County 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 County'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 County.• W&C will receive information regarding the County's budgets, organizational charts, images, logos, etc.• Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline).	January 11 – January 29
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none">• Brochure sent to the County for final approval.• Commence advertising and distribution of recruitment brochure.	Week of February 1

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 County 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 County Administrator position. This will provide the W&C Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the County such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Assistant County Administrator/Human Resources Director, Board of Supervisors 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 County 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.	February 4 – March 4

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 Board of Supervisors.

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

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

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

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. • W&C and the County review and rate video interviews. • W&C sends links to County to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. • Recruitment Project Team Leader meets with Board of Supervisors to review recommended semi-finalists. Board of Supervisors select finalists for on-site interviews. 	March 7 – March 25

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

When the Board of Supervisors 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. 	April 4
Design final process with Board of Supervisors 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. 	April 4
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. 	April 6

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 (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the County 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 County.	<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. 	April 8
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. 	Week of April 11
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 Scott County. 	Week of April 18

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 Scott County 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.

7. Additional Information

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.

SCOTT COUNTY, IOWA EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of January 4. Actual target dates will be developed in consultation with and approved by the Board of Supervisors.		
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 County approves ad placement schedule and timeline. W&C sends draft recruitment brochure to the County. The County returns draft recruitment brochure (with edits) to W&C. W&C commences executive recruitment advertising and marketing. Online data collection and profile development. 	January 11 – March 4
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 County 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 County and recommends semi-finalists; the County selects finalists for on-site interviews. 	March 7 – 25
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. 	April 7
On-site Interviews with finalists.	<ul style="list-style-type: none"> W&C sends documentation for finalists to the County. The County conducts on-site interviews with finalists. 	Week of April 11
Employment offer made / accepted.	<ul style="list-style-type: none"> The County extends employment offer to selected candidate. 	Week of April 18

8. Benefits to Scott County

Selecting W&C to conduct your executive recruitment provides Scott County with the following benefits:

- **Comprehensive and Structured Process** – Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.
- **Transparency** – W&C comes to Scott County without having any preconceived notions or expectations about the County and prospective candidates. The W&C team works closely with the County to make sure the process is transparent.
- **Confidentiality** – Prospective candidates know that their application will be kept confidential, allowing them to express interest in the position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that Scott County can count on maximizing the number of qualified candidates interested in the County Administrator position.
- **Candidate Recruitment** – W&C actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the County of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using W&C.
- **Focused Use of Board Members' Time** – W&C's comprehensive process incorporates the active participation of the Board of Supervisors and others designated at key steps in the process. Our process keeps elected officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the search process or to put aside other pressing issues facing the County.
- **Minimize Staff Disruption** – W&C's search process also minimizes disruptions to County staff, some of whom may have additional duties in this time of transition. Because conducting a thorough search can be time-consuming, W&C's involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough Evaluation of Candidates** – The County seeks a County Administrator of sound professional and personal character. W&C's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

9. Previous Position Profile

See example of a previous position profile in Appendix I.

10. Previous Position Profile

See example of a previous search report in Appendix II.

11. Fee Structure

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		\$22,500

OPTIONAL SERVICES FOR CONSIDERATION	FEES
On rare occasions, W&C is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the County. Additional work specifically requested by the County which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. W&C will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour plus expenses

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, 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.

APPENDIX I
Example of a Previous Position Profile



CITY OF BROOKLYN PARK, MINNESOTA, SEEKS A HIGHLY SKILLED, EXPERIENCED AND CREATIVE PROFESSIONAL TO SERVE AS THE NEXT CITY MANAGER

THE COMMUNITY

Brooklyn Park is a growing city, providing the perfect location for families and businesses alike. With a population that is 51% diverse and a city park within six blocks of every home, it is easy to see why more people are calling Brooklyn Park home. In the past two years, an increasing number of businesses are moving to Brooklyn Park. Recently Target expanded their northern headquarters campus at the north end of Brooklyn Park; now many more businesses are doing the same. To learn more about the city, visit them online at www.brooklynpark.org. The city has just as diverse a history as it does a community. Here are some fun facts about the city.

- Brooklyn Park is the second largest suburb of Minneapolis-Saint Paul.
- Brooklyn Park is listed as a “Tree City USA,” and is home to 47 miles



CITY MANAGER

POSITION PROFILE

The City Manager is appointed by and serves at the pleasure of the Mayor and City Council. The City Manager serves as the chief administrative officer and is responsible for the day to day operations of the city. Under general supervision of the City Council, the Manager is responsible for the overall management of the City, including, but not limited to: advising the Council on policies, operations and supervision of departments; developing and administering the City budget, and ensuring that Council policies are efficiently and effectively carried out. A sample of major duties and responsibilities includes:

- Provide ongoing professional advice and consultation to the City Council and staff. Ensure that the Charter and laws, ordinances, and resolutions of the City are enforced.
- Attend City Council meetings, makes recommendations on matters of program and policy with the right to take part in the discussion but with no voting privileges.
- Advise the Council on pending state and federal legislation and represents the City in inter-governmental relations at local, state, regional and federal levels.
- Participate, with the City Council, in the creation of the vision and strategic plan, as well as, long-term planning and goal setting for the City.
- Prepare and submit to the Council the annual budget, a capital budget, a capital long range improvement program, and an annual report of the finances and administrative activities of the city.
- Provide supervision of Department Heads and administration staff. Advises Department Heads in areas of management and policy, including department organization, performance accountability and departmental service levels.
- Prepare and submit to the Council an administrative code incorporating details of administrative procedure, and review on an annual basis for amendments that may be necessary.



THE COMMUNITY (Continued)

of trails, and 67 award-winning parks, including the Rush Creek Regional Trail, and the northern section of the Palmer Lake Park.

- Brooklyn Park is the home to Edinburgh USA Golf Course; it has been named in the top 100 places to play in the U.S. by “Golf Magazine,” and the LPGA played at this course for 7 years.
- Brooklyn Park houses the historic Eidem Homestead, a 1900s working farm that serves as a popular tourist attraction for families and school field trips.



CANDIDATE PROFILE

Prepared in consultation with the Mayor, City Council, staff and community. The following listing reflects the leadership and management style and personal characteristics of the ideal candidate.

- A leader with intuitive and well-developed skills in managing a complex local government.
- Respects and values diversity; ability to engage and earn the respect of individuals from different cultures and backgrounds.
- Communicates effectively to a variety of audiences; likable; relates well to people; can convey complex information in a clear and straightforward manner.
- Strategic thinker; has foresight and ability to identify issues and challenges and provide leadership to pro actively address them.
- Strong self-confidence, yet humble, passionate and energetic with integrity, character and a positive attitude.
- Respects the role and distinctiveness of each City Council member; builds an effective working relationship with all elected officials; earns the Council’s trust and respect by providing timely, objective, and impartial research, options, and recommendations.
- Understands the value of community engagement; encourages and provides leadership to successfully implement community engagement principles and practices.
- Provides strategic vision with the ability to integrate Council goals, financial plans, budgets and resources toward successful day to day operations.
- Financial and budget acumen; understands complex fiscal pressures and has the ability to evaluate, prioritize and make difficult decisions and say “no” when required.
- Demonstrates the highest level of ethics in all actions; is transparent, open, an effective listener, and respectful of other points of view.
- Sets an organizational tone that is proactive, creates a culture that values employee engagement, customer service, innovation, and continuous improvement.
- Believes in value of collaboration, facilitating creative solutions, identifying partnerships with other public, non-profit and private sector agencies and organizations.

CURRENT CHALLENGES AND LEADERSHIP OPPORTUNITIES

The following listing of challenges and opportunities is representative of the issues the City Manager will lead and manage early in his/her tenure. The list is not intended to be all-inclusive.

- Understand the City's community engagement philosophy and programs; embrace the principles, yet review and evaluate current practices to strengthen as may be needed.
- Sustain the strong team-based workplace culture; learn the city's programs, services and operations; and get to know staff.
- Partner with the Council and staff to maintain the core programs and customer services and evaluate, augment and strengthen programs and services as needed.
- Become acquainted with the community; attend meetings of groups and associations and commit to learning about the diversity, character and qualities of the City. Accessible and authentically interested in citizens, groups, and stakeholders.
- Fiscal sustainability, including program evaluation, financial planning and forecasting; and leading the city's long term budget initiatives.
- Transportation, community and economic development opportunities including Highway #610 development, sustainable infrastructure funding, Light Rail Transit (LRT), and "asphalt" formula issues.
- Organizational development including filling key leadership positions, succession planning, developing a high performance workplace, and promoting ideas to inspire staff.
- Community branding and marketing; advocating and advancing the positive changes and improvements underway in the City.



CITY ORGANIZATION

The City of Brooklyn Park has been a municipal corporation since 1954; its current Home Rule Charter was adopted October 9, 1969. The City's governing body is the City Council, comprised of the Mayor and six Council members. The Mayor serves a four-year term of office; Council members are elected by District to serve overlapping four-year terms. Two Council members are elected from each of the City's three Districts.

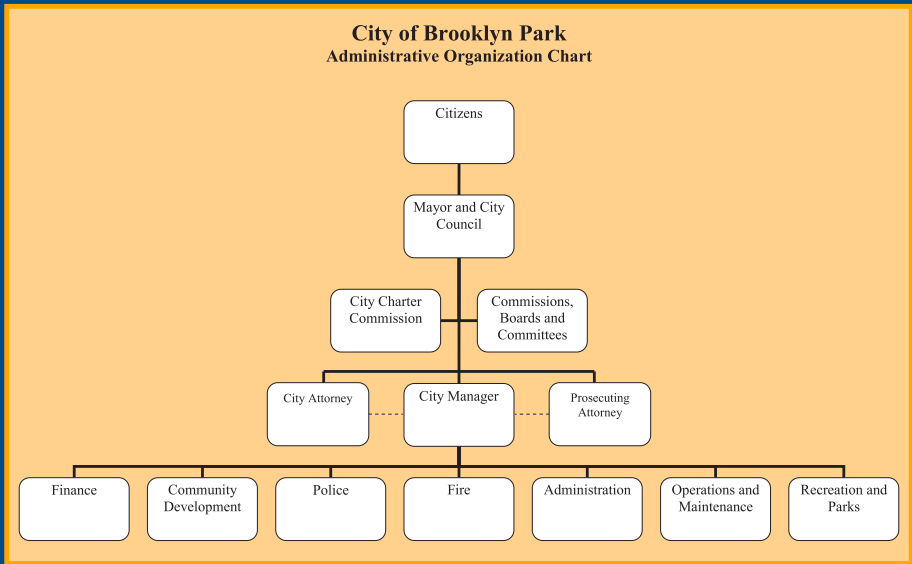
The Council delegates operational authority to the City Manager who, in turn, delegates specific functional authority and budgetary responsibility to department heads in accordance with the City Charter and Council Policies. There are seven departments that report to the City Manager.

Population: 77,989
Full-Time Employees: 425
Total Budget: \$102.9 million

Mission:
 Brooklyn Park, a thriving community inspiring pride where opportunities exist for all.

Strategic Goals:

- Strong Neighborhoods
- Adapting to Changing Demographics
- Public Safety
- Financial Sustainability
- Community Image
- Focused Redevelopment and Development



EDUCATION & EXPERIENCE

A bachelor's degree in public administration, business administration or a related field. A minimum of five years of experience in a leadership position in local government administration. Master's degree and five years' experience as a City Administrator or City Manager in a comparable organization preferred. The ideal candidate will have experience in community engagement, demographic diversity, organizational development, public financing and developing partnerships. Desired qualities include: public speaking, humble, decisive decision-making, authentic, responsive and self-confident. Excellent communications, community engagement, interpersonal relationship skills required.



COMPENSATION AND BENEFITS

The 2015 salary range is \$135,000 - \$165,000 plus monthly car allowance and benefits; starting salary depending upon experience and qualifications. Comprehensive benefits package available.



APPLICATION & SELECTION PROCESS

Position profile available at www.springsted.com or www.brooklynpark.org. Send resume, cover letter, salary history and four work-related references to David Unmacht, Springsted Incorporated, 380 Jackson Street, Suite 300, St. Paul, MN 55101 or to brooklynpark@springsted.com. Position open until filled; review of resumes begins May 26, 2015. Applications will be screened based on criteria in this profile. On site interviews will be offered to those candidates named as semi-finalists, with reference checks, background records checks, including credit history and academic and employment verifications conducted prior to employment.

For more information, please contact:

David Unmacht
(651) 223-3047 (office)
Email: dunmacht@springsted.com

The City of Brooklyn Park is an equal opportunity employer and values diversity at all levels of its workforce.



14285 Midway Road Phone: 972.481.1950
Suite 340 Toll-free: 800.899.1669
Addison, TX 75001 Fax: 972.481.1951

Springsted Incorporated
380 Jackson Street Phone: 651.223.3000
Suite 200 Fax: 651.223.3002
Saint Paul, MN 55101

waters-company.com

Helping

PUBLIC & PRIVATE

SECTOR CLIENTS

manage their HR needs



APPENDIX II
Example of a Previous Search Report



PRESENTED TO THE
CLIENT NAME

EXECUTIVE RECRUITMENT FOR POSITION NAME



14285 Midway Road, Suite 340 Addison, Texas 75001 214.466.2445 www.waters-company.com

TABLE OF CONTENTS

SECTION I – INTRODUCTION

- Introduction 1
- Legal Issues 1
- Summary of Protected Classes 1
- Suggested Questions 2
- Interviewing Techniques 2
- Additional Questions 3
- Other Considerations 4

SECTION II – BROCHURE

- Executive Recruitment for the Position Title 1

SECTION III – INTERVIEW SCHEDULE

- Interview Schedule 1

SECTION IV – CANDIDATE PROFILES

- **CANDIDATE 1**
 - Cover Letter
 - Resume
 - Major Accomplishments
 - Critical Problem Analysis
 - Candidate Questionnaire
 - Suggested Interview Questions
 - Candidate Assessment
 - References

- **CANDIDATE 2**
 - Cover Letter
 - Resume
 - Major Accomplishments
 - Critical Problem Analysis
 - Candidate Questionnaire
 - Suggested Interview Questions
 - Candidate Assessment
 - References



SECTION • I INTRODUCTION

EXECUTIVE RECRUITMENT FOR

INTRODUCTION

The structured interview can be the best tool for evaluating candidates for a position with the _____ particularly in today's litigious society. This section has been prepared to assist interviewers with this most important process by providing guidance and suggestions for interview questions for candidates for the _____.

LEGAL ISSUES

In preparing for the discussion with the candidate, it is important to remember the selection interview is a very critical part of the employment process and is covered by anti-discrimination.

SUMMARY OF PROTECTED CLASSES

The purpose of state and federal laws regarding discrimination in employment is to ensure hiring decisions are based upon the applicant's ability to perform the job, not on arbitrary factors unrelated to job performance. In general, it is unlawful to base a decision to hire or not hire an applicant on any of the following criteria: race, color, national origin, gender, marital status, age, religious beliefs, pregnancy status, children, disability not related to job performance, or family background.

Questions based upon any of these elements may open the _____ to potentially costly claims for discrimination. It is illegal to base a decision on one of these criteria even if the information is obtained outside of the interview process, or inadvertently during the interview.

The development of specific interview questions not only assures all important aspects of the job are covered during the interview; it helps to ensure that interviewers avoid potentially dangerous subjects.

SUGGESTED QUESTIONS

As you prepare for the interview you may want to develop additional questions based upon your review of the candidate's resume or the background material. Those candidate-specific questions might probe subjects such as:

- Explanation of voids in time;
- Short tenure in a position;
- Explanations of apparent weaknesses in experience or education/training; and
- Clarifications for anything that is not clear.

INTERVIEWING TECHNIQUES

In general, open-ended questions that require candidates to answer in sentences are preferable to closed-ended questions that can be answered with one word or yes or no answers. Open ended questions encourage the applicant to:

- Express goals, values, qualifications, or feelings;
- Exhibit his/her ability to communicate;
- Provide additional information regarding experience and background; and
- Probe "choice points".

Limited use of directive (closed-ended) questions can be used to gather information that is factual and objective.

- Examples of open ended questions:
- How do you handle...?
- What do you do if...?
- How do you feel about...?
- What have you found to be successful in handling...?
- What are some examples of success in...?

As the interview proceeds, it is important to observe how the candidate's answers are delivered as well as the content of the message. The new _____ will represent _____ in the community. Body language and tone of voice are particularly important factors to notice. Probe for as many details as possible such as names, dates, and other verifiable information. It is also a good idea to ask candidates for their thoughts and feelings about a situation.

ADDITIONAL QUESTIONS

Often candidates may be somewhat brief in their responses. If you feel a need for additional information, the use of probing questions such as the following can draw out additional information:

- Why did you say that?
- Can you think of an example of that situation?
- Is there something noteworthy in your experience in this area?

OTHER CONSIDERATIONS

Other considerations include how the candidate handles the stress of the interview and whether he or she appears to be avoiding some area(s) of inquiry.

Immediately after the interview, it will be helpful to note your overall feeling about the discussion and how you feel about the candidate.

Remember, the best predictor of success in any position is previous success in the same or a similar position. You are looking for information about actual accomplishments and things the applicant has actually performed.



SECTION • II BROCHURE



SECTION • III INTERVIEW SCHEDULE

INTERVIEW SCHEDULE

EXECUTIVE RECRUITMENT FOR INTERVIEW SCHEDULE

Monday, June 30th, 2014

7:30 AM CANDIDATES ARRIVE AT CITY HALL
8AM - 12:00 PM TOURS OF FACILITIES
5:30 PM – 6:15 PM CANDIDATE 1
6:15 PM – 7:00 PM CANDIDATE 2
7:00 PM – 7:45 PM CANDIDATE 3
8:30 PM – ADJOURN DISCUSSION



SECTION • IV CANDIDATE PROFILES



CANDIDATE 1

COVER LETTER

RESUME

THREE MAJOR PROFESSIONAL ACCOMPLISHMENTS

CRITICAL PROBLEM ANALYSIS



TTI
SUCCESS
INSIGHTS®

TriMetrix® DNA Gap Report



City Manager
12-30-2014

Visit us at www.waters-company.com
Waters & Company Executive Recruitment
14285 Midway Road, Suite 340
Addison, Texas 75001
972.481.1950 (phone)/972.481.1951 (fax)
rwaters@waters-company.com

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



Introduction

Long-term superior performance is directly related to job fit. Job fit, in simple terms, is having the talent that the job requires.

Most people match some, but not necessarily all, job requirements. When this happens, we have a gap. The gap is nothing more than an area for development.

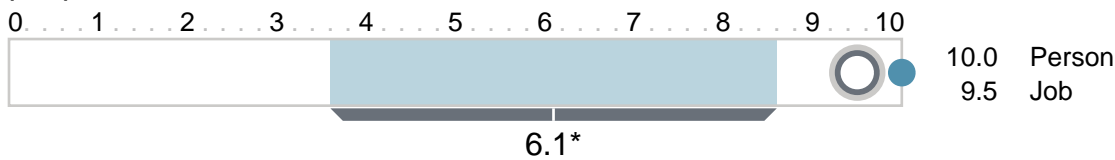
This report makes it easy for both manager and subordinate to discuss and develop a plan for personalized development.



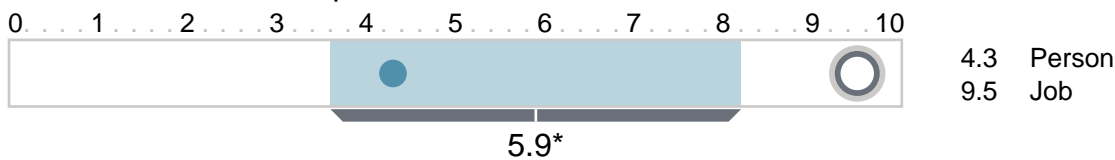
Job Competencies Hierarchy

This section identifies which competencies are important to the job benchmark from its highest to lowest rankings. In comparing talent, it is important to note that gaps may point to a competency that is of significant importance to the job, but has a low ranking for the person. In turn, a competency may be of low importance to the job, but has a high ranking for the person.

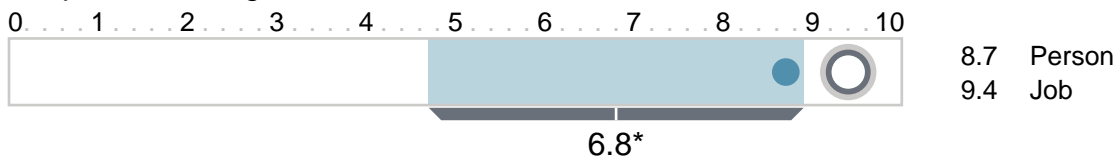
1. Leadership - Achieving extraordinary business results through people.



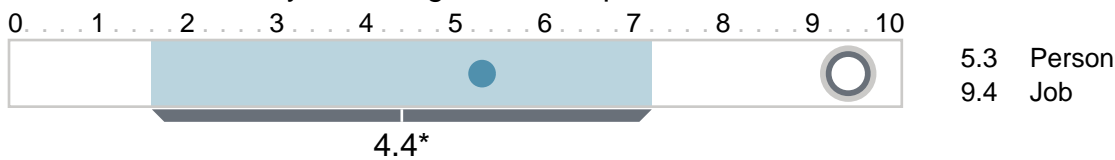
2. Diplomacy - Effectively handling difficult or sensitive issues by utilizing tact, diplomacy and an understanding of organizational culture, climate and/or politics.



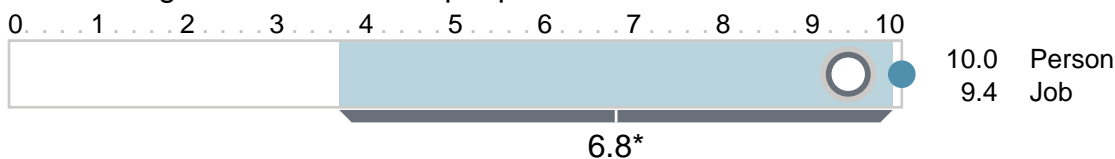
3. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



4. Self-Management (Time and Priorities) - Demonstrating self control and an ability to manage time and priorities.



5. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.

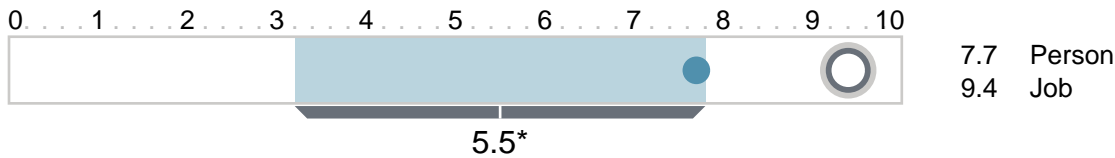


* 68% of the population falls within the shaded area.

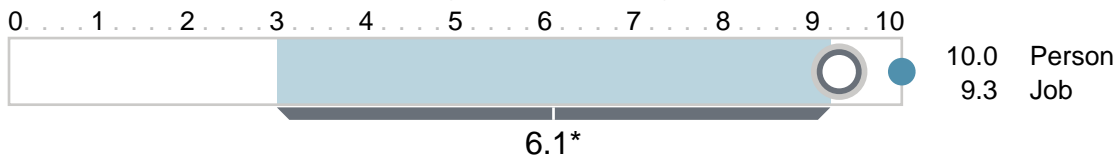


Job Competencies Hierarchy

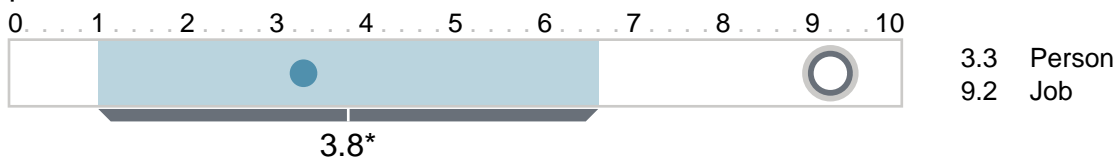
6. Personal Effectiveness - Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions.



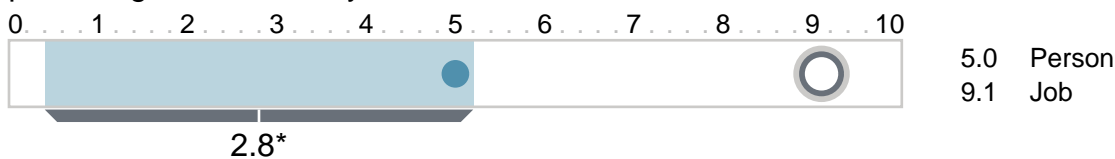
7. Presenting - Communicating effectively to groups.



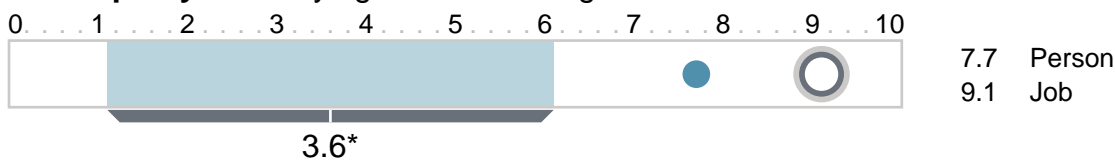
8. Negotiation - Facilitating agreements between two or more parties.



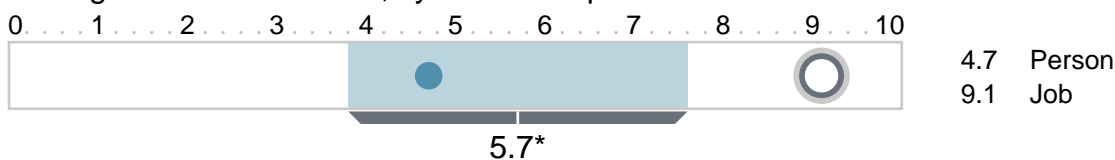
9. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



10. Empathy - Identifying with and caring about others.



11. Management - Achieving extraordinary results through effective management of resources, systems and processes.

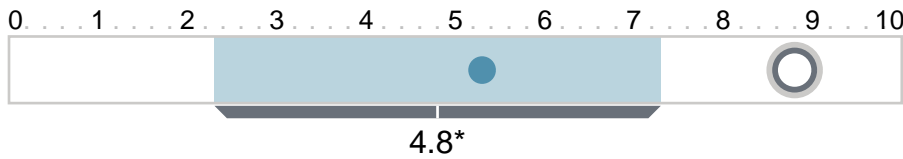


* 68% of the population falls within the shaded area.



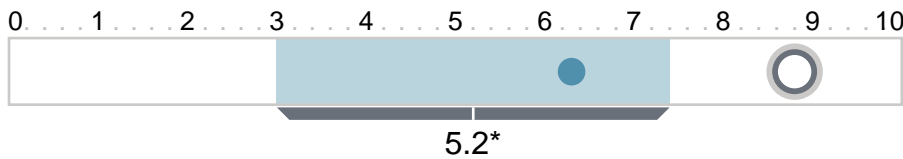
Job Competencies Hierarchy

12. Planning/Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.



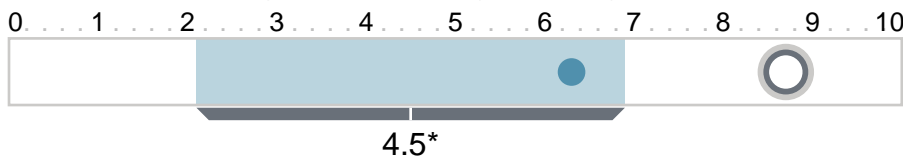
5.3 Person
8.8 Job

13. Conflict Management - Addressing and resolving conflict constructively.



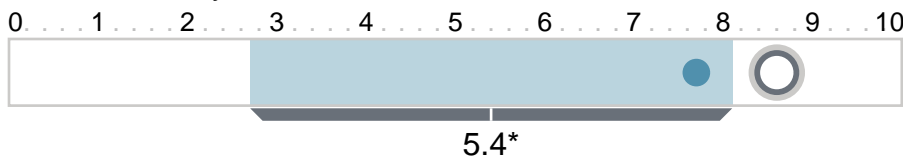
6.3 Person
8.8 Job

14. Flexibility - Agility in adapting to change.



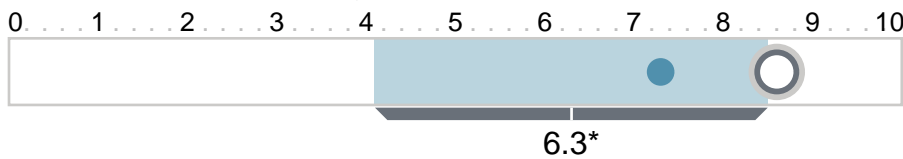
6.3 Person
8.7 Job

15. Written Communication - Writing clearly, succinctly and understandably.



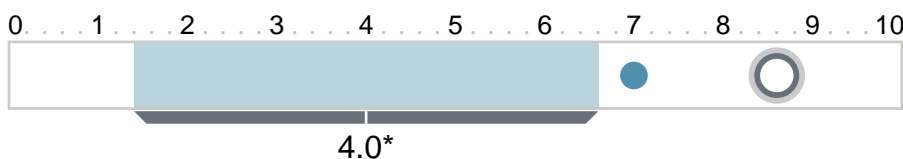
7.7 Person
8.6 Job

16. Teamwork - Working effectively and productively with others.



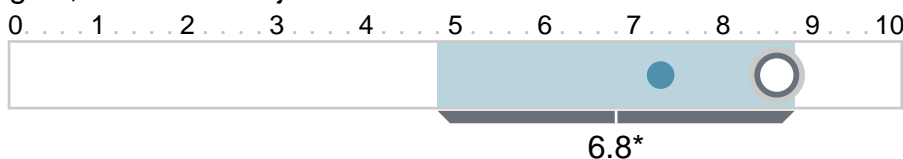
7.3 Person
8.6 Job

17. Decision Making - Utilizing effective processes to make decisions.



7.0 Person
8.6 Job

18. Goal Orientation - Energetically focusing efforts on meeting a goal, mission or objective.



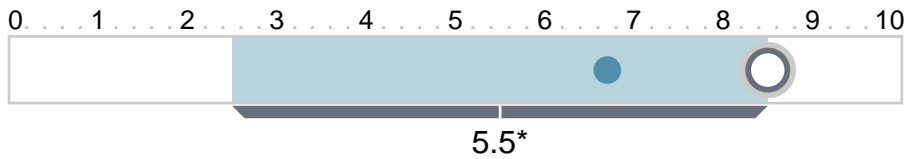
7.3 Person
8.6 Job

* 68% of the population falls within the shaded area.



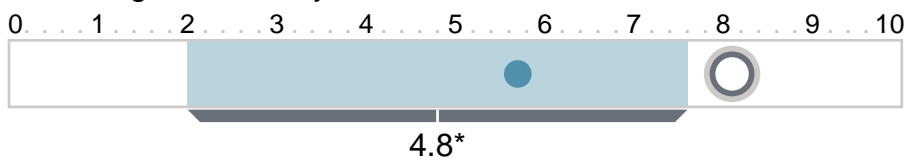
Job Competencies Hierarchy

19. Persuasion - Convincing others to change the way they think, believe or behave.



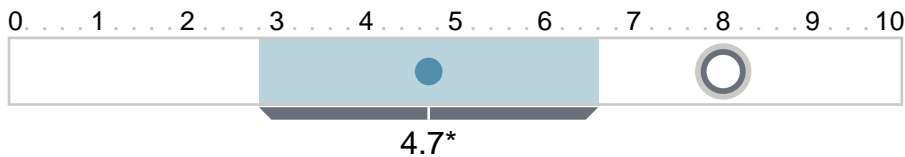
6.7 Person
8.5 Job

20. Creativity/Innovation - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.



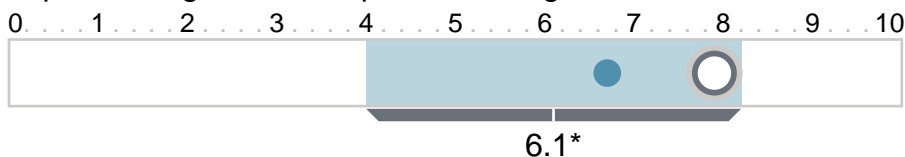
5.7 Person
8.1 Job

21. Analytical Problem Solving - Anticipating, analyzing, diagnosing, and resolving problems.



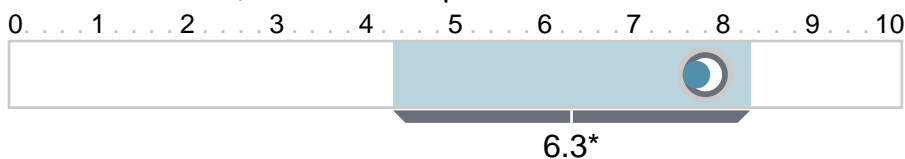
4.7 Person
8.0 Job

22. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



6.7 Person
7.9 Job

23. Customer Service - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



7.7 Person
7.8 Job

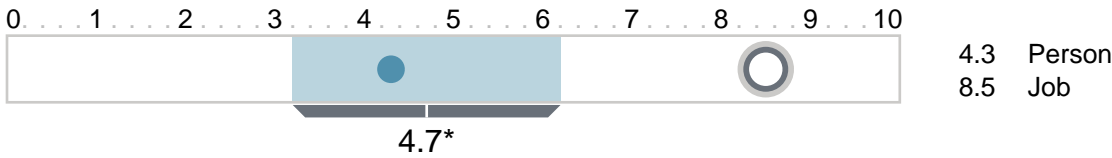
* 68% of the population falls within the shaded area.



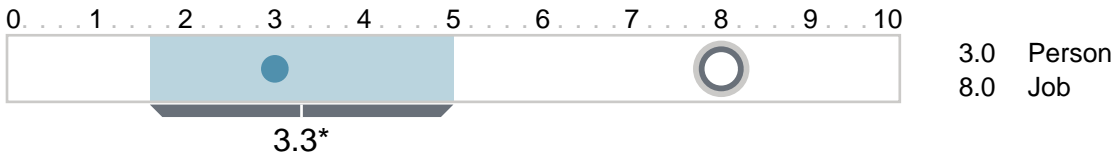
Job Rewards/Culture Hierarchy

These graphs are based on the hierarchy of the job benchmark's rewards/culture in descending order from highest required by the job to the lowest. Gaps may point to a job culture that does not match the person's passion and may produce negative feelings about the job.

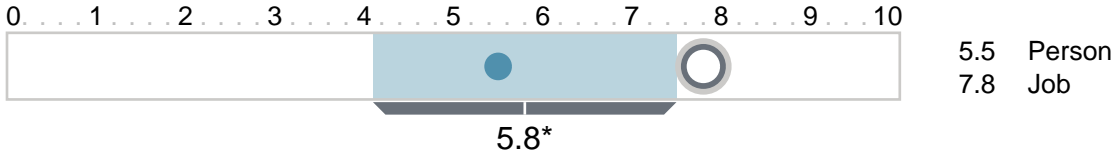
1. Individualistic/Political - Rewards those who value personal recognition, freedom, and control over their own destiny and others.



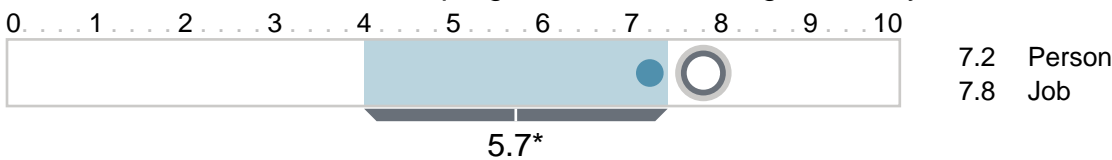
2. Aesthetic - Rewards those who value balance in their lives, creative self-expression, beauty and nature.



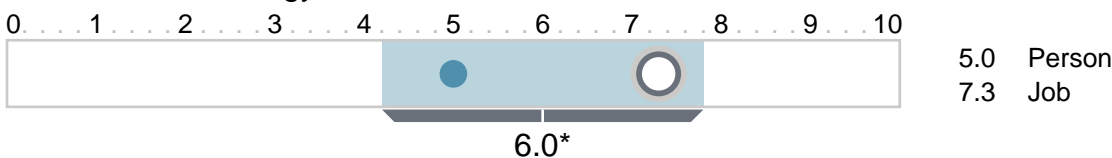
3. Theoretical - Rewards those who value knowledge for knowledge's sake, continuing education and intellectual growth.



4. Social - Rewards those who value opportunities to be of service to others and contribute to the progress and well being of society.



5. Utilitarian/Economic - Rewards those who value practical accomplishments, results and rewards for their investments of time, resources and energy.



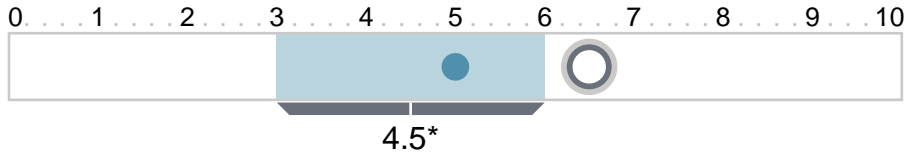
* 68% of the population falls within the shaded area.

○ - Job ● - Person



Job Rewards/Culture Hierarchy

6. Traditional/Regulatory - Rewards those who value traditions inherent in social structure, rules, regulations and principles.



5.0 Person
6.5 Job

* 68% of the population falls within the shaded area.

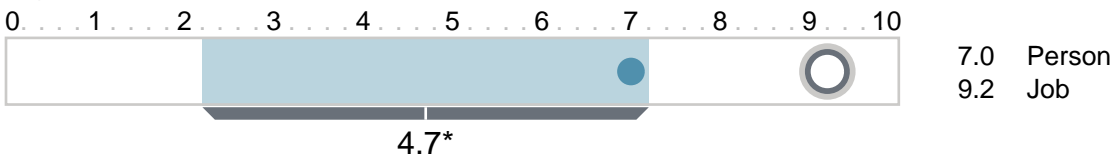
○ - Job ● - Person



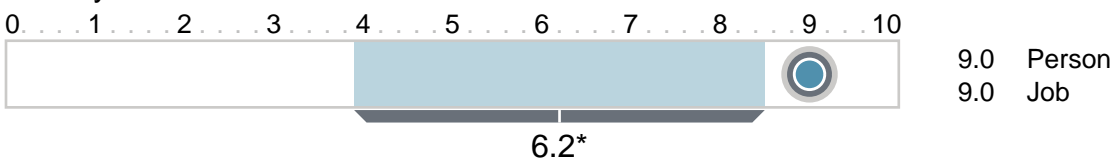
Behavioral Hierarchy

This section is designed to give a visual understanding of the behavioral traits demanded of the job and the natural behavioral style(s) of the individual(s). The graphs are in descending order from the highest rated behavioral traits required by the job to the lowest. In comparing the results in this section, it is important to note how gaps may indicate a level of stress that could be created when a person is forced to adapt behavior that is not his/her natural style.

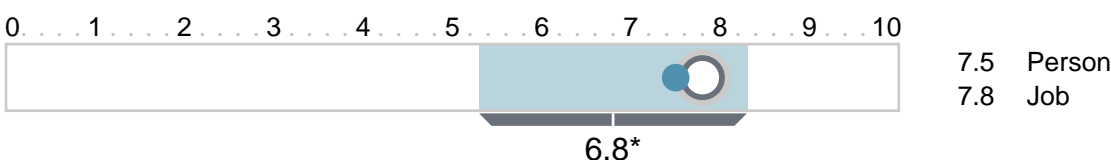
1. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



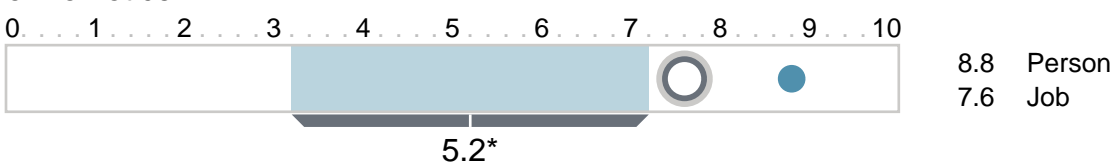
2. Frequent Interaction with Others - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



3. People Oriented - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



4. Frequent Change - The job requires a comfort level with "juggling many balls in the air at the same time!" It will be asked to leave several tasks unfinished and easily move on to new tasks with little or no notice.



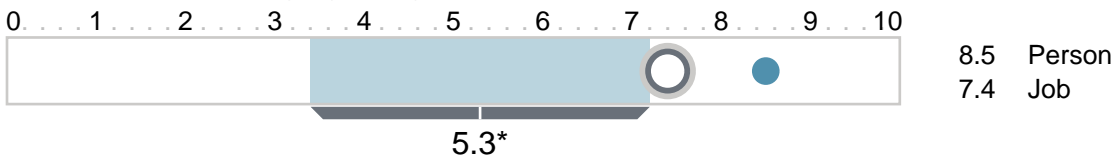
* 68% of the population falls within the shaded area.

○ - Job ● - Person

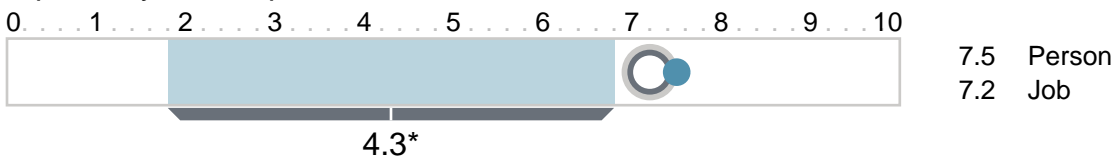


Behavioral Hierarchy

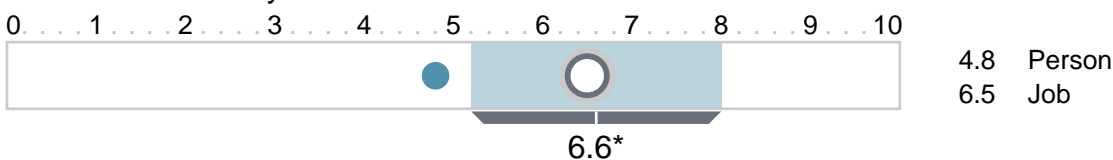
5. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



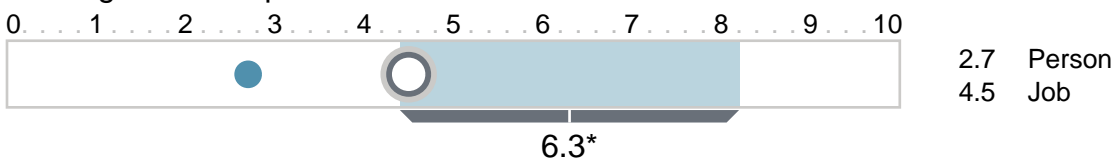
6. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



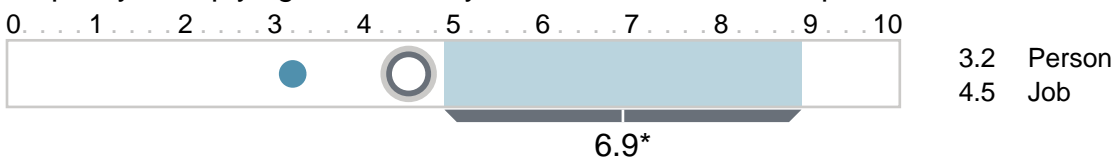
7. Customer Relations - The job demands a desire to convey your sincere interest in your internal and/or external customers.



8. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



9. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



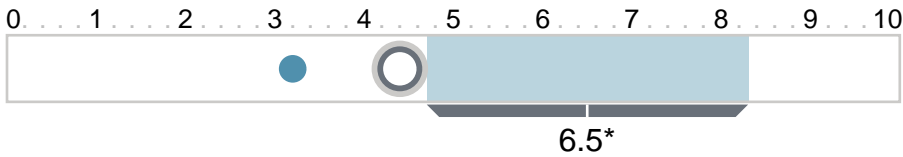
* 68% of the population falls within the shaded area.

○ - Job ● - Person



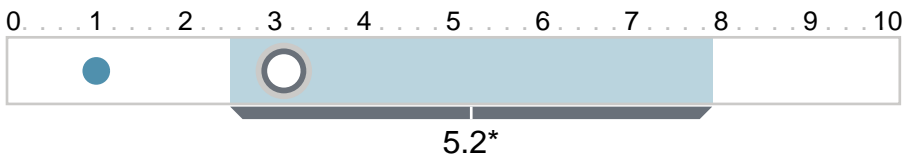
Behavioral Hierarchy

10. Consistency - The job requires the ability to do the job the same way on a repeated basis.



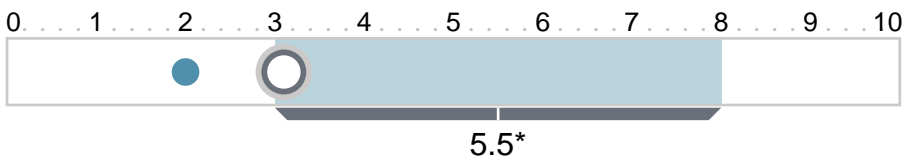
3.2 Person
4.4 Job

11. Organized Workplace - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



1.0 Person
3.1 Job

12. Analysis of Data - The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



2.0 Person
3.1 Job

* 68% of the population falls within the shaded area.



Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range	Person
1. LEADERSHIP	8.7 — 10.0	10.0
2. DIPLOMACY	8.3 — 10.0	4.3
3. EMPLOYEE DEVELOPMENT/COACHING	9.0 — 10.0	8.7
4. SELF-MANAGEMENT (TIME AND PRIORITIES)	7.3 — 10.0	5.3
5. INTERPERSONAL SKILLS	6.9 — 9.9	10.0
6. PERSONAL EFFECTIVENESS	7.9 — 10.0	7.7
7. PRESENTING	9.3 — 10.0	10.0

Job Rewards/Culture Hierarchy	Zone Range	Person
1. Individualistic/Political	6.3 — 10.0	4.3
2. Aesthetic	5.1 — 10.0	3.0
3. Theoretical	7.6 — 10.0	5.5

Job Behavioral Hierarchy	Zone Range	Person
1. Competitiveness	7.3 — 10.0	7.0
2. Frequent Interaction with Others	8.6 — 10.0	9.0
3. People Oriented	6.9 — 8.3	7.5

Exact match
 Fair compatibility
 Good compatibility
 Poor compatibility
 Over-focused

EXECUTIVE RECRUITMENT
Position Name
SUGGESTED INTERVIEW QUESTIONS

1. After your initial interview, please describe how that experience reinforced your interest in the position? Did it raise any concerns on your behalf?
2. What additional research have you done to learn more about us?
3. What, if anything, would be a “deal killer” in terms of your accepting the City Manager position?
4. Outside of your work responsibilities, how have you contributed to your profession and the communities in which you have lived?
5. How will you guide us in completing all the capital and open space projects we have in mind while maintaining our fiscal strength and viability?
6. Describe your approach to communicating with the Mayor and City Council, individually and collectively.
7. If a single member or two members of the City Council approached you with a request or position you know to be contrary to that of the Council majority, how would you deal with the situation while maintaining a working relationship with that individual or individuals?
8. If the Mayor and City Council adopted a policy or collectively expressed a stance with which you had significant professional disagreement, how would you express that disagreement and seek resolution? Can you cite an example and your response?

CLIENT NAME
POSITION NAME
CANDIDATE ASSESSMENT

CANDIDATE

	Acceptable 1	Good 2	Excellent 3	Superior 4
1. INTEREST IN POSITION				
2. LEADERSHIP QUALITIES				
3. APPROACH TO MANAGEMENT				
4. EXPERIENCE CREATING A BUSINESS-FRIENDLY ENVIRONMENT.				
5. EXPERIENCE WITH AND APPROACH TO QUALITY ECONOMIC DEVELOPMENT.				
6. CAPACITY TO COMMUNICATE				
7. APPROACH TO INTERGOVERNMENTAL RELATIONS AND SERVICE SHARING				
8. APPROACH TO BUILDING STRONG NEIGHBORHOODS				
9. EXPERIENCE WITH ORGANIZATIONAL ASSESSMENT AND ALIGNMENT				
10. EXPERIENCE WITH AND APPROACH TO STRATEGIC PLANNING				
11. PROFESSIONAL DEMEANOR				
12. APPROACH TO BUILDING STRONG EMPLOYEE RELATIONSHIPS AND MORALE				
13. APPROACH TO BUDGET AND FINANCIAL MANAGEMENT				
14. OVERALL ASSESSMENT				

Please Use Reverse Side for Comments.

