## Watertown City Council
10-22-2013

<table>
<thead>
<tr>
<th>Agenda Item:</th>
<th>Consider Professional Search Firms</th>
</tr>
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<tbody>
<tr>
<td>Request for Action:</td>
<td>Select search firm to conduct City Administrator search</td>
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<tr>
<td>Department:</td>
<td>Luke Fischer, City Administrator</td>
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**Background:**

The Watertown City Council sought proposals from professional search firms to conduct a City Administrator search. The Council sought these proposals from two firms – Brimeyer Fursman and Springsted.

Both firms have a track record of providing these services and are willing and able to complete Watertown’s search.

Attached you will find proposals from Brimeyer Fursman and Springsted.
Proposal Outline for Executive Search Services

City of Watertown City Administrator
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cover Letter</td>
<td>2</td>
</tr>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Firm Experience</td>
<td>3</td>
</tr>
<tr>
<td>Approach and Services Overview</td>
<td>4</td>
</tr>
<tr>
<td>Principles Assigned to Your Search</td>
<td>5</td>
</tr>
<tr>
<td>Detailed Plan of Action Steps and Services Provided</td>
<td>6</td>
</tr>
<tr>
<td>Organization Assessment</td>
<td>6</td>
</tr>
<tr>
<td>Position Profile Development</td>
<td>7</td>
</tr>
<tr>
<td>Recruiting Plan</td>
<td>8</td>
</tr>
<tr>
<td>Progress Report</td>
<td>9</td>
</tr>
<tr>
<td>Interview Process</td>
<td>10</td>
</tr>
<tr>
<td>Onboarding and Follow up</td>
<td>11</td>
</tr>
<tr>
<td>Guarantee</td>
<td>12</td>
</tr>
<tr>
<td>Time Table</td>
<td>12</td>
</tr>
<tr>
<td>Fees and Expenses</td>
<td>13</td>
</tr>
<tr>
<td>Signature Page and Payment Policy</td>
<td>14</td>
</tr>
<tr>
<td>References</td>
<td>15</td>
</tr>
<tr>
<td>Similar Search Assignments (last 10 years)</td>
<td>17</td>
</tr>
</tbody>
</table>
October 15, 2013

Luke Fischer  
City Administrator  
City of Watertown  
309 Lewis Avenue S  
Watertown, MN 55388

RE: Professional Services – City Administrator Recruitment

Dear Mayor Charlotte Johnson and Council Members Crowder, Walters, Pawelk and Washburn:

On behalf of our team at Brimeyer Fursman, LLC, I would like to extend our appreciation for the invitation to submit a proposal to assist you and the citizens of Watertown in the recruitment and selection of your next City Administrator. We are hopeful that we will be partnering with you on this project that will represent the most important function you will undertake together. We trust our process, skill 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 6 years of executive search experience. Company founder, Jim Brimeyer will act as senior advisor on the search as well. Combined, 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, an estimated timeframe to complete the project, and estimated expenses for the project and other materials describing our approach and qualifications in detail.

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

The **City of Watertown** is seeking assistance with the hiring of a City Administrator. 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.

**Founded by Jim Brimeyer in 1991, Brimeyer Fursman, LLC is headquartered in the Twin Cities of Minnesota. Current company president, Richard Fursman and, now senior adviser, Jim Brimeyer have undertaken hundreds of similar projects in Minnesota, Iowa, Wisconsin, Nebraska, South Dakota, and Alaska. 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.**

Together, Mr. Brimeyer and Mr. Fursman completed over 500 management searches in the Midwest and have assisted over 200 organizations in other Organization Development efforts. Brimeyer Fursman, LLC is now the industry leader in the process of “Onboarding” or preparing the Organization and new Administrator 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 Administrator’s entry and transition.

**Current City Manager Search Engagements**

The firm is currently engaged in searches for City Administrator for Long Lake and Maple Plain Minnesota.
**Approach and Services Overview**

Our approach to executive search promotes maximum input from the Mayor and Council, staff, and citizens in the search process. We help guide the process, but you are the final authority in the selection of candidates. We maintain continual contact with the client throughout the search and keep the candidates informed as the search progresses. In addition to our milestone meetings with the Mayor and City Council, we will provide periodic updates to keep you informed of our progress. 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.

<table>
<thead>
<tr>
<th>Phase I</th>
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<td><strong>Phase III</strong></td>
<td>Interview Preparations and Event</td>
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**Scope of Services Summary (Executive Search)**

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<td>Onboarding</td>
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</table>

**Follow-up**

Six and twelve months following the City Administrator’s start, we will assist with conducting a full review.
Principles Assigned to Your Search

Dr. Richard Fursman, President: Richard joined Brimeyer Fursman in 2007 and has conducted 75 searches over that time period. Richard has over 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 is Vice President of Brimeyer Fursman, coordinating all facilitation and community contacts. 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 Master’s of Science Degree in Mathematics and Computer Science before moving to the United States in 2002. Irina has co-facilitated over 60 strategic planning sessions with cities and businesses. She has worked with over 70 communities during the search process with facilitating community discussions, research for profile development, and coordinating candidate 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 Brimeyer, Senior Associate: As founder of Brimeyer Fursman, Jim has been helping communities for over 25 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. He also served in Worthington, Ohio and Wood Dale, Illinois. 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 is a member of the International City/County Management Association, Metropolitan Area Management Association, and Minnesota City Management Association. In December 2003, Mr. Brimeyer completed his second four-year term as City Council member at-large in St. Louis Park, Minnesota. He is past President of the Ohio City Management Association, St. Louis Park Rotary, and the Rotary Foundation Board. In March, 2011 Jim was appointed by the Governor to a four year term on the Metropolitan Council. The Met Council is a regional agency responsible for regional planning and for transit and wastewater operations in the seven county Twin Cities region.
Detailed Plan of Action Steps and Services
Provided by Brimeyer Fursman, LLC

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

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.
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 Administrators, 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.

An organizational review and City Administrator 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 Administrator. The same analysis becomes the foundation for a plan of action for the new City Administrator once they start.

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.
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 Watertown 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 emailings.**

Brimeyer Fursman will take *all* 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 Watertown.

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.
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.
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.

After the interviews, we will meet with the Mayor and City Council to review the individual ratings and 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.

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

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 Administrator 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.

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

Brimeyer Fursman offers an 18 month guarantee on the effectiveness of the City Administrator, provided the Mayor and City Council and Brimeyer Fursman agree that all phases of the process have been successfully completed. Should the Mayor and City Council determine it necessary to terminate the City Administrator due to failure to adequately perform the duties as specified in the Profile and as represented by the process, we will refill the position at no additional fee and will charge expenses only.

Should there be substantial changes in the political situation at the City of Watertown and a decision is made to terminate the City Administrator 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. Brimeyer Fursman will not recruit candidates we have placed with your organization.

**Time Table**

Brimeyer Fursman LLC will work with the Council on the timing of the search. The Thanksgiving, Christmas, and New Year’s holidays can be especially challenging for schedules. We will work closely with you to work through scheduling difficulties. The following is a suggestion that will likely be altered to fit everyone’s schedules.

**Highlighted activities require full Council participation**

<table>
<thead>
<tr>
<th>Authorization to proceed</th>
<th>October 22, 2013</th>
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<tbody>
<tr>
<td>Send out pre-interview survey to Council/Staff</td>
<td>Oct 23</td>
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<tr>
<td>Profile Data Collection (with interviews of Council, Community, Staff)</td>
<td>Nov 4 &amp; 5</td>
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<tr>
<td><strong>Approve Position Profile</strong></td>
<td>Nov 5</td>
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<tr>
<td>Start Recruitment</td>
<td>Nov 6</td>
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<td>Deadline for Applications</td>
<td>December 13</td>
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<tr>
<td>Screen and Review Candidates</td>
<td>Dec 14 - Jan 3</td>
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<tr>
<td><strong>Progress Report/Select Finalists</strong></td>
<td>Jan 14</td>
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<tr>
<td>Reference and Credential Checks</td>
<td>Following the progress report</td>
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<tr>
<td><strong>Interviews</strong></td>
<td>Jan 24 &amp; 25</td>
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<tr>
<td>Start of New Administrator</td>
<td>March 1</td>
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<tr>
<td><strong>Onboarding Session</strong> with New Administrator and Council</td>
<td>At start</td>
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</table>
This estimate does not include costs associated with candidates' expenses for the final interview such as airfare for out of state candidates, hotels, meals and others. These expenses are influenced by the following factors: number of candidates invited to interview, location of candidates, spouse and family attendance, meals and hotel accommodations provided. For local candidates, the cost is typically zero.

### Phase IV: Additional services after the Administrator is hired

*If the council desires*, we will facilitate onboarding of the new Administrator 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 Administrator is on the job.

<table>
<thead>
<tr>
<th>Phase I Develop Position Profile</th>
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<tr>
<td>Meet individually with the Mayor and City Council, Department Heads, and key staff</td>
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<td>Meet with selected representatives from the community and/or conduct public forum</td>
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<td>Develop, present, and Position Profile</td>
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<tr>
<th>Phase II Recruit and Screen Candidates</th>
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<tbody>
<tr>
<td>Place Announcements</td>
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<tr>
<td>Direct Recruiting, Send Profiles</td>
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<tr>
<td>Review Resumes</td>
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<tr>
<td>Screen and evaluate candidates</td>
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<tr>
<td>Prepare and present Progress Report (progress report will be delivered in person and contain profiles of 10-12 candidates who demonstrate the best fit. Here the council selects the top 5 for interviews.</td>
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<thead>
<tr>
<th>Phase III Interviews and Background Checks</th>
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<tbody>
<tr>
<td>Reference checks/credential verification* (Several search firms do background checks only on the final selection. We do backgrounds on ALL 5 finalists. <em>If the council chooses to do only one background, the fee drops by $1,000 and expenses by $500).</em></td>
</tr>
<tr>
<td>Personality Profile assessment instrument</td>
</tr>
<tr>
<td>Schedule and coordinate candidates' interviews with the assistance of City staff</td>
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<tr>
<td>Participate in interviews</td>
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<tr>
<td>Develop compensation package</td>
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<tr>
<td>Participate in negotiations</td>
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<th>Expenses</th>
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<tr>
<td>Typical expenses include copies and supplies, position advertising (League Web Sites, ICMA, Minnesota City Managers Association, Linked-IN), credential and criminal background checks, etc. The expenses are for 5 finalists. Expenses for additional finalists will be billed at $300 each.</td>
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<table>
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<tr>
<th>Expenses only</th>
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<tr>
<td>Not to exceed</td>
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<td>$2,500</td>
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**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.

<table>
<thead>
<tr>
<th>Richard Fursman, President</th>
<th>Date</th>
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<tr>
<td>Brimeyer Fursman LLC</td>
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<tr>
<th>Mayor Charlotte Johnson</th>
<th>Date</th>
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<tr>
<td>City of Watertown, Minnesota</td>
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Related References (Last 24 Months)

**City of Centerville Iowa** – population 5,500  
Position Filled: City Administrator (hired Patrick Antonen)  
Applications received – 41  
Contact: Patrick Antonen *(Sadly, Mayor Senior recently passed away. We ask that you contact Patrick for information)*  
Phone: 641-437-4339  
cityadmin@centerville-ia.org

**City of Corcoron, MN** – population over 5,500  
Position Filled: City Administrator (hired Brad Martens)  
Applications received – 75  
Contact: Mayor - Ken Guenthner  
Phone: 763-478-6699

**City of Arlington, MN** – population over 2,200  
Position Filled: City Administrator (hired Liza Donabauer)  
Dates of the search: February, 2013 –April, 2013  
Applications received – 50  
Mayor: James Kreft  
Home Phone: 507-964-2680  
E-mail link: jkreft@arlingtonmn.com

**City of Vadnais Heights, MN** – population over 12,300  
Position Filled: City Administrator (hired Kevin Watson)  
Applications received – 53  
Email: kevin.watson@cityvadnaisheights.com  
Telephone: 651.204.6010

**City of Eagan, MN** – population over 64,200  
Position Filled: City Administrator (hired Dave Osberg )  
Applications received – 39  
Dianne Miller  
651/675-5014  
dmiller@cityofeagan.com

**City of Waverly, IA** – population over 9,800  
Position Filled: City Manager (hired Phillip Jones)  
Dates of the search: August – October, 2012  
Applications received – 65  
Contact: Bob Brunkhorst, Mayor  
Phone: (319) 352-9211  
Email: mayor@ci.waverly.ia.us
City of Oelwein, IA – population over 6,400
Position Filled (2012): City Administrator (hired Jamie Letzring)
Dates of the search: October – December, 2012
Applications received – 49
Larry Murphy, Mayor
20 2nd Avenue SW
Oelwein, IA 50662
Phone: (319) 283-4032
Email: larry@llmurphy.com

City of Norwalk, IA – population over 9,000
Position Filled: City Manager (hired Marketa Oliver)
Dates of the search: February – May, 2012
Applications received – 113
Doug Pierce, Mayor
705 North Avenue
Norwalk, IA 50211
Phone: (5115) 981-0228
mailto:mayor@ci.norwalk.ia.us

City of Olivia, MN – population over 2,400
Position Filled: City Administrator (hired Dan Coughlin)
Applications received – 39
Sue Hilgert, Mayor
Phone: (320) 523-2361
mailto:shilgert@olivia.mn.us

City Indianola, IA – population over 14,500
Position Filled: City Manager (Eric Hanson)
Dates of the search: May – August, 2012
Applications received – 70
Kenan Bresnan, Mayor
705 North Avenue
Norwalk, IA 50211
Phone: (5115) 962-5300
Email: kbresnan@cityofindinaloa.com

City of New Richmond, WI – population over 8,000 (Twin Cities Area)
Position Filled: City Administrator/Utility Manager (Mike Darrow)
Kirk Van Blaircom, Alderman
156 East First Street
New Richmond, WI 54017
Phone: (715) 246-5813
Email: aldermanvanblaircom@frontier.com

City of Canton, SD – population over 3,000
Position Filled: City Manager (hired Sean Pederson)
Applications received – 53
Jonathan Toso, City Commissioner
**City of Medina, MN** – population over 4,800 (Twin Cities Area)
Position Filled: City Administrator (Scott Johnson)
Dates of the Search: July, 2012
Applications Received: 77

**Village of Kimberly, WI** – population over 6,500 (Green Bay area)
Position Filled: Village Administrator (Adam Hammatt)
Applications Received: 44
Chuck Kuen, Village President
515 W. Kimberly Ave
Kimberly, WI 54136
(920) 716-4502 (C)
ckuen@valleymangement.com

**City of Wayzata, MN** – population over 3,000
Position Filled: City Manager (Heidi Nelson)
Applications Received: 75
Mayor Ken Willcox
600 Rice Street East
Wayzata, MN 55391
952-922-5569
KenWillcox@wayzata.org

**City of Hopkins, MN** – population over 18,000
Position Filled: City Manager (Mike Mornson)
Application received – 65
Eugene Maxwell, Mayor
1010 1st St S
Hopkins, MN 55343
952-935-5270
emax33721@aol.com

**City of Adel, IA** – population over 18,000
Position Filled: City Administrator (Brett Klein)
Application received – 65

**City of Spring Park, MN** – population over 1,700
Position Filled: City Administrator/ Clerk (Daniel Tolsma)
Application received – 54

**City of Forest Lake, MN** – population over 18,000
Position Filled: City Administrator (Aaron Parrish)
Application received – 79
Aaron Parrish, City Administrator (651) 209-9750
City of Knoxville, IA – population 7,200
Position Filled: City Manager (Harold Stewart)
Applications received – 83
Bob Wims, City Council
Phone: 641-828-8464
E-mail: bwims@issbank.com

OTHER MUNICIPAL POSITIONS FILLED IN THE LAST TWO YEARS:

Lincoln Pipestone Rural Water
Position Filled: CEO (2012)

City of Minnetonka, MN
Position Filled: City Attorney

City of Apple Valley, MN
Positions Filled: Police Chief (2012), Parks and Recreation Director (2011)

City of Olivia, MN
Positions Filled: Police Chief (2013)

City of Petersburg, AK
Positions Filled: Police Chief (2013)

City of Woodbury, MN
Positions Filled: Utility Supervisor (2012)

City of Chaska, MN
Positions Filled: Water and Sewer Director (2012)

City of Eagan, MN
Positions Filled: Public Works Director (2012)

City of St. Cloud, MN
Positions Filled: Economic Development Director (2011)
A Sampling of *Brimeyer Fursman llc*, Similar Search Assignments

1. City Manager - Roseville, MN (pop. 36,000)
2. City Administrator - Lakeville, MN (pop. 23,000)
3. City Manager - New Brighton, MN (pop. 24,000)
4. City Administrator - Hastings, MN (pop. 15,000)
5. City Administrator - Cottage Grove, MN (pop. 24,000)
6. City Manager - St. James, MN (pop. 5,000)
7. City Manager - Brooklyn Park, MN (pop. 60,000)
8. City Administrator - Little Canada, MN (pop. 10,000)
9. City Manager - Hopkins, MN (pop. 16,000)
10. City Manager - Bemidji, MN (pop. 24,000)
11. City Administrator - Hibbing, MN (pop. 20,000)
12. City Administrator - Hermantown, MN (pop. 7,000)
13. Clerk/Administrator - Mounds View, MN (pop. 12,000)
14. City Administrator - Orono, MN (pop. 7,000)
15. City Administrator - South St. Paul, MN (pop. 24,000)
16. Village Manager - Village of Hazel Crest, IL (pop. 15,000)
17. City Manager - Robbinsdale, MN (pop. 15,000)
18. City Administrator - Becker, MN (pop. 1,000)
19. City Administrator - Arden Hills, MN (pop. 10,000)
20. City Administrator - Sandstone, MN (pop. 2,000)
21. County Administrator - Chisago County, MN
22. City Manager - Prior Lake, MN (pop. 12,000)
23. City Administrator - Luverne, MN (pop. 4,400)
24. City Manager - Columbia Heights, MN (pop. 19,000)
25. City Manager - Webster City, IA (pop. 8,600)
26. City Coordinator - Minneapolis, MN (pop 370,000)
27. City Administrator - Pipestone, MN (4,500)
28. City Administrator - Marshall, MN (pop. 12,000)
29. City Administrator - Oak Park Heights, MN (pop. 3,700)
30. City Administrator - Rosemount, MN (pop. 10,000)
31. City Manager - St Anthony, MN (pop. 8,000)
32. City Manager - Carroll, IA (pop. 8,000)
33. City Administrator - Savage, MN (pop. 12,000)
34. City Manager - Sheldon, IA (pop. 5,000)
35. City Administrator - Emmetsburg, IA (pop. 4,000)
36. County Coordinator - Benton County, MN (pop. 30,000)
37. City Manager - Mankato, MN (pop. 31,500)
38. City Administrator - North Mankato, MN (pop. 11,000)
39. City Manager - Robbinsdale, MN (pop. 14,000)
40. City Administrator - Worthington, MN (pop. 10,000)
41. City Administrator - Farmington, MN (pop. 6,870)
42. City Administrator - Mounds View, MN (pop. 12,600)
43. Clerk/Administrator - Centerville, MN (pop. 2,000)
44. County Administrator, St. Louis County, MN (pop. 198,000)
45. City Administrator - Northfield, MN (pop. 15,200)
46. City Manager - Columbia Heights, MN (pop. 19,000)
47. City Manager - Benson, MN (pop. 3,500)
48. City Manager - Storm Lake, IA (pop. 9,000)
49. City Manager - West St. Paul, MN (pop. 19,000)
50. Coordinator - Bryant Neighborhood, Minneapolis
51. Council Administrator - Red Wing, MN (pop. 15,700)
52. City Manager - Maquoketa, IA (pop. 6,000)
53. City Manager - Spencer, IA (pop. 11,600)
54. City Administrator - Cottage Grove, MN (27,726)
55. City Administrator - St. Peter, MN (pop. 10,000)
56. City Administrator - Minnetrista, MN (pop. 3,900)
57. City Administrator - Mahtomedi, MN (pop. 6,800)
58. City Manager - Montevideo, MN (pop. 5,500)
59. City Administrator - Charles City, IA (pop. 8,000)
60. City Manager - West Liberty, IA (pop. 3,000)
61. City Administrator - Mora, MN (pop. 3,000)
62. City Administrator - Baxter, MN (pop. 4,800)
63. City Administrator - Waukee, IA (pop. 3,500)
64. Clerk/Administrator - St. Joseph, MN (pop. 4,500)
65. City Administrator - Sauk Rapids, MN (pop. 10,000)
66. City Administrator - Park Rapids, MN
67. City Administrator - Dyersville, IA (pop. 3,800)
68. City Administrator - Fergus Falls, MN (pop. 13,000)
69. City Manager - Brookings, SD (pop. 18,000)
70. City Administrator - West Burlington, IA (pop. 3,000)
71. City Administrator - Wayne, NE (pop. 5,000)
72. County Administrator - Becker County, MN (pop. 30,000)
73. City Administrator - Sauk Centre, MN (pop. 3,800)
74. City Administrator - Mounds View, MN (pop. 12,900)
75. City Administrator - Shorewood, MN (pop. 7,000)
76. City Administrator - Andover, MN (pop. 25,000)
77. City Administrator - Waconia, MN (pop. 6,000)
78. City Manager - New Ulm, MN (pop. 14,000)
79. City Administrator - East Grand Forks, MN (pop. 8,000)
80. City Administrator - Stillwater, MN (pop. 16,000)
81. City Administrator - Farmington, MN (pop. 10,000)
82. City Administrator - Minnetrista, MN (pop. 4,400)
83. City Administrator - Lake City, MN (pop. 5,000)
84. City Administrator - Sartell, MN (pop. 10,000)
85. City Manager - Moorhead, MN (pop. 32,000)
86. County Administrator □ Rice County, MN (pop. 57,000)
87. City Administrator – Northfield, MN (pop. 17,500)
88. City Administrator – Austin, MN (pop. 23,000)
89. City Administrator – South St. Paul, MN (pop. 20,167)
90. City Administrator – Newton, IA (pop. 16,000)
91. City Administrator – Mahtomedi, MN (pop. 8,000)
92. City Manager – West Liberty, IA (pop. 3,300)
93. City Administrator – Lake Elmo, MN (pop. 7,387)
94. City Administrator – Melrose, MN (pop. 3,150)
95. Village Manager – Village of Shorewood, WI (pop. 12,000)
96. City Manager – Manchester, IA (pop. 5,000)
97. General Manager – Lake Panorama Association, IA
98. City Manager – Knoxville, IA (pop. 7,730)
99. City Manager – Yankton, SD (pop. 14,000)
100. City Administrator/Clerk – Cresco, IA (pop. 4,000)
<table>
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<th>No.</th>
<th>Position</th>
<th>City/County</th>
<th>Population</th>
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<td>City Manager/Public Works Director</td>
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<td>City of Hoyt Lakes, MN</td>
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<td>136</td>
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<td>City of Medina, MN</td>
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<td>City of Hopkins, MN</td>
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<td>City of Olivia, MN</td>
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<td>146</td>
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<td>City of Wayzata, MN</td>
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<td>City of Norwalk, IA</td>
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<td>148</td>
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<td>City of Oelwein, IA</td>
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<tr>
<td>151</td>
<td>City Administrator</td>
<td>City of Vadnais Heights, MN</td>
<td>12,300</td>
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</tbody>
</table>
152. City Administrator – City of Eagan, MN (pop. 64,200)
153. City Manager – City of Canton, SD (pop. 3,049)
154. City Administrator – City of Corcoran, MN

NON-PROFIT

1. Executive Director - Urban Concerns Workshops
2. Executive Director - Minnesota State Council on Disability
3. Executive Director - Local Government Information Systems
4. Manager, LRT Development - Regional Transit Board - Twin Cities
5. Executive Director - Cold Weather Resource Center
6. Executive Director - Minnesota Chiefs of Police Association
7. Executive Director - North Suburban Cable Commission and Access Corp.
8. Executive Director - League of Minnesota Cities
9. Executive Director - Family Violence Network
10. Executive Director - Southwest Minnesota Initiative Fund
11. Executive Director - PossAbilities of Southern Minnesota
12. Executive Director - Metropolitan Library Services Agency
13. Executive Director - Blue Earth Economic Development Authority
14. Executive Director - St. Cloud Housing and Redevelopment Authority
15. Executive Director - East Central Solid Waste Commission
16. District Administrator - Minnehaha Creek Watershed District
17. Library Director - Carver County
18. Center Administrator - Consolidated Public Safety Answering Point
19. Director of Finance and Administration - Lincoln Pipestone Rural Water Assoc.
20. President/CEO - Sheriffs Youth Programs of Minnesota
21. Executive Director – Dakota County Communications Center, MN
22. Executive Director - Rice Creek Watershed District
23. Assistant Finance Director, Detention Center – Steele County, MN
24. Chief Operating Officer – Senior Community Services, Twin Cities Metro
25. Executive Director – Dakota Communications Center, Dakota County MN

PRIVATE SECTOR

1. Senior Account Manager - government leasing corporation
2. Senior Design Engineer and Production Manager - sign manufacturing company
3. Transportation Engineer - engineering consulting firm
4. Urban Planner - engineering consulting firm
5. Senior Engineer - engineering consulting firm
6. Manager of Administrative Services - architectural firm
7. Senior Associate - engineering consulting firm
8. Electrical Engineer - industrial engineering firm
9. Marketing Manager - architectural firm
10. Marketing Coordinator - architectural firm
11. General Manager - Minnesota Valley Country Club
LETTER OF TRANSMITTAL

October 17, 2013

Mr. Luke Fischer, City Administrator
City of Watertown
309 Lewis Avenue South
Watertown, Minnesota 55388

Re: Request for Proposal to Provide Executive Search Services for the Position of City Administrator

Dear Mr. Fischer:

Thank you very much for the opportunity to submit a proposal to assist in conducting an executive search and recruitment for the position of City Administrator. Hiring a City Administrator is one of the most important decisions a City Council will make. In our role and partnership as executive search consultants, Springsted is committed to working closely with all City officials to conduct a thorough, well-executed search that identifies qualified candidates with proven leadership and management experience.

Springsted has extensive experience conducting local government executive searches. Our model and business strategy is to provide you with a strong process while remaining flexible to adapt to the City’s needs and desires. We approach each search by establishing positive and effective communication and trust with everyone. We will work hard to understand the City’s issues, challenges and future goals. We will use this information to recommend best practices, prepare professional materials and administer effective recruitment strategies.

We understand our proposal is subject to review and discussion. We are willing to meet with you if necessary to discuss our proposal. We look forward to the next steps in the process and we would greatly appreciate the opportunity to work with you on this important decision. Please contact me at dunmacht@springsted.com or 651-223-3047 if you have any questions on our proposal.

Respectfully submitted,

David J. Unmacht
Springsted Incorporated

Public Sector Advisors
City of Watertown, Minnesota
Proposal to Provide
Executive Search Services for the Position of City Administrator

I. Firm Overview and Experience

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For nearly 60 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our managed growth is focused on providing municipal governments with a balance of national perspective and local expertise.

Springsted is a women-owned business and is certified as a Women’s Business Enterprise (“WBE”) by the City of Saint Paul, Minnesota. Three employee-owners lead Springsted and our 60 staff members. Our headquarters are located in Saint Paul, Minnesota, with additional offices located close to our clients throughout the Midwest and Mid-Atlantic states. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

Executive Search Philosophy

Our executive search philosophy begins with a clear partnership objective, which is:

To administer a participatory and interactive process that results in the best candidate for the City Administrator position. We will earn your trust from our initial meetings through the end of the search.

We will work to create an excellent partnership between all City officials. This includes helping the City think strategically and deliberately throughout each critical step of the process. This will be an important component of the early stages as the City Council works to reach consensus on the qualities and characteristics they desire in the successful candidate. Springsted team members will remain unbiased and fair in all communications and interactions.

Mr. Unmacht can begin work immediately to understand the desired qualifications for this position as well as understand the City’s issues and priorities. We will arrange to meet with the City Council and department leaders to discuss the City’s goals and expectations.

In partnership with City officials, we will identify best practices in the overall search process, including compliance with applicable Minnesota laws, finalize a recruitment plan and a schedule of all activities. The Springsted team’s previous experience in local government, along with our organizational development background, will provide a solid foundation for the City of Watertown. Our work and experience will give City leaders the confidence needed to move forward to hire the best qualified candidate for the position.
II. References

We are providing various references for you to contact. These references will give you an excellent understanding of our executive search work. Please feel free to contact any one of these individuals.

**City of Bayport, Minnesota**  
*City Administrator 2013*  
Ms. Sara Taylor, Assistant City Administrator  
651-275-4413

**City of West St. Paul, Minnesota**  
*City Administrator 2013*  
Mr. John Zanmiller, Mayor  
651-253-3910

**City of Burnsville, Minnesota**  
*City Manager 2013*  
Ms. Jill Hansen, Human Resources Director  
952-895-4471

**City of Sun Prairie, Wisconsin**  
*City Administrator 2012*  
Mr. Aaron Oppenheimer, City Administrator  
Ms. Brenda Sukenik, Human Resources Director  
608-825-1172

**City of Windsor Heights, Iowa**  
*City Administrator 2012*  
Mr. Jerry Sullivan, Mayor  
515-279-3662

**City of Grain Valley, Missouri**  
*City Administrator 2011*  
Ms. Jamie Rehmsmeyer, Human Resources Director  
816-847-6213

**Village of Bellevue, Wisconsin**  
*Village Administrator 2013*  
Ms. Karen Simons, Director of Finance/Clerk Treasurer  
920-468-5225

**City of St. Anthony, Minnesota**  
*City Manager 2011*  
Mr. Jerry Faust, Mayor  
612-789-7684  
Mr. Mark Casey, City Manager  
612-782-3311

**Additional Reference Information**

In addition to the above references, Mr. Unmacht was the lead search consultant on recent county searches including: Becker County, Nobles County, Sibley County, Beltrami County, Cook County, Yellow Medicine County and Hennepin County in Minnesota and Jefferson County in Wisconsin. Reference information is available if you are interested in contacting anyone from these counties.

For additional references on the work of Mr. Unmacht, please note that he has been engaged to do facilitation and strategic planning work for communities in the western metropolitan area including Carver County. Please feel free to contact Mr. David Hemze and/or Mr. Steven Taylor in Carver County; Mr. Brent Mareck in the City of Carver; Mr. Shane Fineran in Waconia; and Mr. Pat Melvin in McLeod County for a professional reference on the quality of his work.
III. Lead Contact for the Search

David J. “Dave” Unmacht  
*Senior Vice President and Director of Organizational Management and Human Resources*

Dave Unmacht will be in charge of the search. He is the Director of Springsted’s Organizational Management/Human Resources group. Mr. Unmacht brings more than 15 years of county administration experience, having worked for Scott and Dakota counties, Minnesota. He has also worked as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. Mr. Unmacht was the recipient of the Minnesota Association of County Administrators (MACA) Joe Ries *Excellence in County Management Award* in 2000 and the Minnesota City/County Management Association (MCMA) *Award for Management Excellence* in 2006.

Mr. Unmacht is also a Credentialed Manager with the International City/County Management Association (ICMA) and a community faculty member with Metropolitan State University in Saint Paul, Minnesota.

He taught a course in the summer and fall of 2013 on leading and managing organizational change in the public and non-profit sectors. He has a master’s in Public Administration from Drake University in Iowa and a bachelor’s degree in Business Administration and Political Science from Wartburg College in Iowa.

**Qualifications**

In just over 4 1/2 years, Mr. Unmacht has been involved either as the lead search consultant or as a strategic advisor for over 25 executive searches. Mr. Unmacht brings a fresh and energetic perspective to the process. He is knowledgeable about Minnesota local government. Mr. Unmacht also served as a City Administrator, so he fully understands the role and responsibilities of the position and how it fits into the community.

Based on his work in Scott and Carver Counties, Mr. Unmacht is familiar with and understands the culture and values that exist in Watertown and the southern and western metropolitan area. His knowledge of these communities will provide an excellent foundation in the search process.

IV. Description of the Search Process

Springsted’s search process is described below. We would be happy to refine this process as needed to meet the City’s goals and objectives.

1. **Trust and Working Relationship** — Springsted commits to meeting and exceeding the expectations of the City from the beginning to the end of the process. We will create strong lines of communication, be open to ideas and develop a strong partnership with the City Council and department leaders. Our work with the City is open and transparent.
We have a strong working knowledge of Minnesota laws that must be observed throughout the hiring process. We make sure that the City and candidates understand how these laws affect the hiring process. Our strong regard for conducting a process that follows the requirements of the Data Practices Act and the Open Meeting laws is a critical aspect of our working relationship with the City.

2. **Project Initiation** — Springsted meets with the City’s representative to define working relationships, determine preferred methods of communications and refine the project schedule. The revised schedule is distributed to ensure that everyone involved with the search process understands the process and schedule.

3. **Position Analysis and Profile Development** — We meet individually (or collectively depending upon the City’s interests) with the Mayor and City Council members to broaden our understanding of the position’s leadership and management requirements, current issues, strategic priorities and to identify expectations for the next City Administrator. We also schedule a series of individual and/or a team meeting with department leaders to increase our understanding of the City’s strengths and needs.

Information obtained from these meetings, our review of the position description and other City documents, is used to prepare a position profile. We review salary and benefit information for city administrators in similarly sized communities and in recent placements to assist the City in determining if any adjustments may be required to the salary range and employment package to ensure the position is competitive with the marketplace. The completed profile and job announcement will be approved by the City before recruitment begins. The position and community profile will be central to our recruitment; as well as candidate outreach. Sample position profiles are available upon request.

4. **Identification and Recruitment of Qualified Candidates** — In consultation with the City, we will develop a customized recruitment strategy for the City Administrator position that includes placing job ads with professional local government associations, such as the League of Minnesota Cities, the Minnesota City/County Management Association (MCMA) and other organizations we identify with the City. To increase the exposure of this position, we can strategically place the job posting with other state municipal leagues, city/county management associations and public administration schools that are in regular contact with alumni regarding job opportunities.

Our recruitment outreach emphasizes personal contacts with prospective candidates. We also contact MCMA members, ICMA-credentialed managers and managers who demonstrate an ongoing commitment to professional leadership development. Finally, we draw upon our knowledge of qualified local government managers from our database and from the professional network of our team.

Springsted sets up an e-mail inbox for each search and encourages an electronic submission of applications. Applications received by mail or by fax are scanned to ensure that we have an electronic record of all materials received. The City receives timely updates on the status of the search.
We also maintain open and professional communication with the applicants to keep them informed about the status of the search and their candidacy for the position and to track developments in their job search activities.

5. **Applicant Screening** — Applicant screening is based on position requirements and hiring criteria established by the City in the position description and position profile.

Once we have identified the top candidates we ask them to complete a questionnaire that addresses their professional and personal qualities so we can assess their fit with the characteristics identified in the position profile. Along with substantive information provided in the answers to the questions, we evaluate the candidates’ writing and comprehension skills. Once that is complete, we conduct telephone screening interviews with the top candidates to expand upon each candidate’s background and experience, particularly in those areas important to the City. We determine the candidate’s level of interest and motivation for seeking the position. We identify the candidate’s management and leadership style and learn about their personal experiences and professional expectations for the position.

6. **List of Top Candidates** — We meet with the City Council to present the written candidate reports and a list of the top candidates. Each candidate report includes: 1) a summary of the screening interview; 2) relevant information from an Internet search; 3) preliminary confidential contacts we have with people who know the applicant; 4) the candidate’s resume; and 5) completed questionnaire. The City Council selects the candidates who will be invited to interview. In a professional and respectful manner, Springsted informs all applicants of their status in the selection process, in particular those that are not moving forward to the interview stage. Once the candidates are selected to be interviewed we can ask them to complete a DISC Profile which is an online behavioral and personality assessment. Information from the assessment will be collected and provided to the City prior to the interviews.

7. **First and Second Round Interviews** — We work with the City Council to design and coordinate the interview process. We find that each city is different, so before we organize an interview process we meet with the City Council to seek your expectations and desires. Based on city preferences, we develop a structured interview process that maximizes the input of all participants and we coordinate the interview schedule with the candidates. The interview process is structured in a way that helps the City Council assess the candidates’ ability to communicate, their approach to making decisions, their interpersonal skills and other preferred qualifications. We also provide a template to help the City Council evaluate the candidates on an equitable basis and provide a feedback form to other participants in the interview process, so the City Council can consider these perspectives in its assessment of the candidates.

Mr. Unmacht will be in attendance at the interviews to provide support as needed while the Council narrows the field of candidates who could be invited to a second interview. For the second interview, we will design a different candidate engagement process to use.

8. **Reference Checks** — We contact references and provide a thorough reference outline for each candidate participating in the interviews. It is our practice to contact at least four references per candidate: an elected official, a professional peer, a direct report and a community member.
We believe that a more comprehensive reference profile can be compiled if we seek input from a representative of each of these areas.

9. **Background Check and Employment Offer** — We conduct a thorough background records check, which includes state and national criminal and civil history, driver’s license review, educational verification, a credit check and a review of social media activity. The timing is coordinated with the hiring decision and is typically completed prior to making an offer to a candidate. To date, there has not been an ethical issue with any Springsted placement.

We will assist the City Council in developing an employment offer and negotiate the compensation package with the successful candidate in accordance with direction received by the City Council. We will also develop a list of six month and one year goals for the City Administrator. This will include information collected from City officials and incoming administrator.

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**V. Timeline**

**City of Watertown, Minnesota**

**City Administrator Search**

*Illustration of a Possible Timeline*

The following is an *illustration* of a possible timeline; the actual timeline will be developed in partnership with the City Council. In general, an executive search takes between three and four months to complete. At this time of the year we have to take into account the holiday seasons that may impact the availability of both city officials and the applicants.

<table>
<thead>
<tr>
<th>Project Milestone</th>
<th>Deliverables</th>
<th>Proposed Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notice to proceed</td>
<td></td>
<td>October 22</td>
</tr>
<tr>
<td><strong>Position review and analysis</strong></td>
<td>• Contact with the City Council</td>
<td>October 23 – November 4</td>
</tr>
<tr>
<td></td>
<td>• Contact with the department leaders</td>
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</tr>
<tr>
<td></td>
<td>• Compensation survey of comparable communities and recent placements</td>
<td></td>
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<tr>
<td></td>
<td>• Prepare profile</td>
<td></td>
</tr>
<tr>
<td><strong>City Council approval of the position profile and job announcement</strong></td>
<td>• Position and community profile</td>
<td>Week of November 4</td>
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<tr>
<td></td>
<td>• Job announcement</td>
<td></td>
</tr>
<tr>
<td><strong>Recruitment and candidate outreach</strong></td>
<td>• Placement of job announcement</td>
<td>November 11 – December 9</td>
</tr>
<tr>
<td></td>
<td>• Contact with prospective candidates</td>
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<tr>
<td></td>
<td>• Acceptance / acknowledgement of applications</td>
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<tr>
<td></td>
<td>• Status reports to the City</td>
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</tr>
<tr>
<td>Project Milestone</td>
<td>Deliverables</td>
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<td>-------------------------------------------------</td>
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</tbody>
</table>
| Applicant screening / telephone interviews       | • Supplemental questionnaire  
• Candidate screening interviews  
• Candidate evaluation           | December 10 – December 23       |
| Candidate presentation / selection of applicants to interview | • Written candidate profiles, resumes and questionnaires  
• On-site meeting with the City Council  
• Notification to applicants not advancing in the selection process | December 23 – December 31      |
| Interview design                                 | • Interview design, questions, schedule and candidate assessment forms      | December 23 – December 31      |
| References                                       | • Contact references  
• Reference summaries prepared                                      | Prior to the first round interviews |
| First and second interviews                      | • Consultant attendance at interviews  
• Organized and structured interviews                                    | January 1 – January 17          |
| Comprehensive background check completed for finalist | • Candidate background report                                            | Upon identification of top candidate |
| Offer made / accepted                            | • Draft employment offer and agreement  
• Thank you letter to candidates not selected                             | On or before February 1         |
| Projected start date                             | • City Administrator starts  
• Action plan for a successful transition                                | March 1                        |
| First year check-ins                             | • Ongoing follow-ups (informal and formal)                                 | September 2013; March 2014     |

VI. Costs

Springsted’s professional fee to provide the search services outlined above is $13,800. This fee will not change unless additional services are requested by the City. Out-of-pocket costs for this project include such things as position advertising (estimated $500 to $750), a background check for the final candidate ($400) and miscellaneous travel costs. The individual out-of-pocket costs vary per search and our intent is to keep them to a minimum. For the City of Watertown, out-of-pocket costs are estimated to be no more than $1,500. All of these costs will be itemized within the invoice.
VII. Summary of Guarantee

Our commitment to the City Council does not stop after the appointment of the City Administrator. We are available throughout the first year to facilitate a discussion about performance issues (if they arise). We will contact the City Administrator to find out how he/she is performing and to check in to answer questions or provide information as requested in the transition. At the time of the hiring, we will provide the City Council and incoming Administrator with ideas on how to successfully transition to a new position. Experience shows that involvement and participation of the search consultant is a function of the experience, skills and background of the newly appointed Administrator. At times more engagement is encouraged and at times it is simply not needed.

If Springsted is hired to complete the search using all services in the City’s work plan, we will perform another executive search if the new City Administrator voluntarily resigns or is dismissed for cause during the first 24 months of employment. The guarantee search and other ongoing services are provided at no additional cost to the City other than reimbursement for actual direct expenses we incur.