

Agenda

**County Administrator Search Committee
Jefferson County Courthouse
320 S Main St, Room 112
Jefferson, WI 53549**

January 30, 2013 @ 8:00 a.m.

Committee Members: Paul Babcock, James Braughler, Richard Jones, Rick Kuhlman, James Mode, John Molinaro, Donald Reese, Amy Rinard, Pamela Rogers

1. Call to order, John Molinaro, County Board Chair
2. Roll call
3. Certification of compliance with the Open Meetings Law
4. Review of the Agenda
5. Election of Committee Officers
6. Public Comment
7. Communications
8. Status report from staff regarding the Request for Proposal and selection process for an Executive Search Firm
9. Convene into closed session pursuant to Wisconsin State Statutes Section 19.85 (1)(e), discussion and consideration of competitive proposals and negotiations
 - a. Review of proposals for an executive search firm and selection method
 - b. Interviews with potential firms to conduct an executive search for the position of County Administrator
 - i. Springsted Incorporated (potentially via Skype)
 - ii. Public Administration Associates, LLC
10. Reconvene into open session for discussion and selection of a final candidate to conduct an executive search for the County Administrator position
11. Set next meeting date and agenda
12. Adjournment

Next scheduled meeting: To Be Determined

The Committee may discuss and/or take action on any item specifically listed on the agenda

Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours prior to the meeting at 920-674-7101 so appropriate arrangements can be made.



Springsted Incorporated
710 North Plankinton Avenue, Suite 804
Milwaukee, WI 53203-1117

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Fax: 414-220-4251
www.springsted.com

LETTER OF TRANSMITTAL

January 14, 2013

Ms. Terri M. Palm, Human Resources Director
Jefferson County
320 S. Main St.
Jefferson, Wisconsin 53549

Re: Request for Proposal to Provide Executive Recruitment and Selection Services for a County Administrator

Dear Ms. Palm,

Springsted is pleased to present this proposal to assist Jefferson County in its recruitment for a County Administrator. Hiring a County Administrator is one of the most important decisions a County Board makes; but today this decision carries even more weight, given the financial and service delivery challenges facing local governments. Springsted is committed to conducting a thorough, well-executed search in partnership with Jefferson County officials.

The Springsted team assigned to the Jefferson County search has extensive knowledge of local government and experience in conducting successful executive searches. Mr. David Unmacht, the lead consultant, has conducted a variety of county searches within the past two years, and was a county administrator in Scott County, Minnesota for 11 years prior to joining the firm. Ms. Kathleen Thomas will serve as the County's client representative; she will provide project oversight and assist in outreach to prospective candidates for the position in Wisconsin and Illinois.

Notable searches in Wisconsin and the Upper Midwest include placing chief administrative officers and key department directors in the Cities of Eau Claire, Racine, Marshfield and River Falls, Wisconsin; Pierce and Dodge Counties in Wisconsin; the Villages of Osceola, Wisconsin and Winnetka, Illinois; and the Counties of Dakota, Washington, St. Louis, Kittson, Polk, Becker, Beltrami, Sibley and Nobles Counties in Minnesota.

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. We want you to know that our corporate meeting is planned for January 30 – February 1, and we may not be available for an interview during that timeframe. We hope this does not limit your consideration of our proposal. Please feel free contact Kathy at 414-220-4256 / kthomas@springsted.com or Dave at 651-223-3047 / dunmacht@springsted.com if you have any questions on our proposal.

Respectfully submitted,

A handwritten signature in blue ink that reads 'Kathleen A. Thomas'.

Kathleen A. Thomas, Vice President
Client Representative

A handwritten signature in blue ink that reads 'Unmacht'.

David J. Unmacht
Springsted Incorporated

kmd

Jefferson County, Wisconsin
Proposal to Provide
Executive Recruitment and Selection Services for a County Administrator

A. Introduction

Name of Firm: Springsted Incorporated

Corporate Office

Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101
651-223-3000 Office
651-223-3002 Fax
advisors@springsted.com

Regional Office

Springsted Incorporated
710 North Plankinton Avenue, Suite 804
Milwaukee, Wisconsin 53203
414-220-4250 Office
414-220-4251 Fax
advisors@springsted.com

Principal Contact Person:

Kathleen A. Thomas, *Vice President*
414-220-4256 Direct Office
651-268-5013 Direct Fax
kthomas@springsted.com
Springsted Incorporated
710 North Plankinton Avenue, Suite 804
Milwaukee, Wisconsin 53203

**Person Authorized to
Execute the Contract:**

David J. Unmacht, *Senior Vice President*
651-223-3047 Direct Office
651-268-5047 Direct Fax
dunmacht@springsted.com
Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101

B. Experience and Qualifications

Background of the Firm

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For more than 50 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 clients 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. 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; and Denver, Colorado.

Principals/ Owners: Bonnie C. Matson, *Firm Administrator*
Kathleen A. Aho, *President*
David N. MacGillivray, *Chairman*

Presence in Wisconsin

We opened our Wisconsin office in the early 1980s, further demonstrating our long-term commitment to serving Wisconsin jurisdictions. Today, we serve these clients from both our Milwaukee, Wisconsin office and our corporate headquarters in Saint Paul, Minnesota. We know Wisconsin's needs because our representatives live and have worked in the State for years. Our commitment to the State's communities is long-standing and our success in serving our Wisconsin clients is demonstrated by *their* success.

Relevant Public Sector Experience

County governments are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. Traditional methods and means don't necessarily work anymore and this scenario is not likely to change at any time in the future. To that end, elected officials and public administrators are under pressure to employ new and innovative solutions that require progressive leadership, creative partnerships, cautious risk taking and an investment in their personnel and organizational foundation. Success in the public sector is hard to define, but those public entities that enhance and enrich their people, their process and their systems are likely to deliver more value by maximizing the use of public resources. Hiring a county administrator is a critical decision and one that can have long lasting and positive impacts for years to come.

Springsted's staff has been advising our clients in organizational development for over 25 years. We have a strong staff with direct experience in managing and leading city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities. Our Organizational Management focus ranges from executive recruitment, group facilitation, strategic planning, budget analysis, resource sharing and building collaborations to organizational improvement and efficiency studies.

David J. "Dave" Unmacht

Senior Vice President and Director of Organizational Management & Human Resources



Mr. Dave Unmacht is Director of Springsted's Organizational Management/ Human Resources group. He is responsible for all aspects of the Jefferson County search process. He is a long time local government professional who brings a passion and commitment to excellence in his service and relationships. Within the past three years he has been the lead consultant and advisor on over 20 local government executive searches. He recently completed a search for Sibley County, Beltrami County and Becker County, Minnesota. Mr. Unmacht is presently working with Nobles County and Yellow Medicine County on their search for a new County Administrator.

Mr. Unmacht brings more 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. He has a master's in Public Administration from Drake University and a bachelor's degree in Business Administration and Political Science from Wartburg College. 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.

Kathleen A. "Kathy" Thomas

Vice President and Client Representative



Ms. Kathy Thomas will serve as project coordinator providing project oversight and assist in outreach to prospective candidates for the position. She provides financial advisory and other special consulting services to municipalities, schools, parks and counties on their issuance of debt transactions for capital projects. She has been in public finance since 1983 and has participated in more than \$6.9 billion in debt issuances. Ms. Thomas has managed various types of financings, for both refunding and new money purposes, including general obligation bonds, water and sewer/electric revenue bonds, special service area bonds, tax increment financing bonds, debt certificates and alternate revenue source bonds. She has been an underwriter as well, and brings a unique perspective to a transaction. Ms. Thomas is active in numerous professional organizations, including the Illinois Government Finance Officers Association, the Illinois County/County Managers Association, the Wisconsin Government Finance Officers Association, the Wisconsin City Managers Association, the Wisconsin Economic Development Association and the Municipal Treasurers Association of Wisconsin. She is a graduate of the University of Michigan and has her Series 63 and 7 securities licenses.

Springsted Support Team

Along with the corporate office in Saint Paul, Springsted has Upper Midwest regional offices in Des Moines, Kansas City and Milwaukee. We will call upon the staff in these offices to assist in recruiting and identifying qualified candidates for the position. Our key staff members in these offices are former local government administrators and managers that are active in the profession, in their region and in assisting in search processes. This "bench strength" will ensure that our recruitment strategy and results are thorough and comprehensive.

References

Contact information is provided on some of our recent searches. Additional references are available on request.

Mr. Unmacht's References

Washington County, Minnesota

County Administrator

Ms. Molly O'Rourke, County Administrator

651-430-6003

Molly.ORourke@co.washington.mn.us

Beltrami County, Minnesota

County Administrator

Ms. Linda Tran, Human Resource Director

218- 333-4155

linda.tran@co.beltrami.mn.us

Becker County, Minnesota

County Administrator

Ms. Nancy Grabanski, Human Resources
Director

218-846-7309

njgraba@co.becker.mn.us

Dakota County, Minnesota

*Community Services Director and Employee
Relations Director*

Mr. Brandt Richardson, County
Administrator

651-438-4421

brandt.richardson@co.dakota.mn.us

Polk County, Minnesota

County Administrator

Mr. Chuck Whiting, County Administrator

218-281-5408

Chuck.whiting@co.polk.mn.us

City of Sun Prairie, Wisconsin

City Administrator

Ms. Brenda Sukenik, Human Resources
Director

608-825-1172

sukenik@cityofsunprairie.com

Firm References

City of Eau Claire, Wisconsin

City Manager (2012)

Mr. Brian Amundson, Director of Public
Works/Engineer

715-839-4934

brian.admundson@eauclairewi.gov

Village of Osceola, Wisconsin

Village Administrator (2011)

The Honorable Gary Beckmann, Village
President

715-294-3498

gary_beckmann2000@yahoo.com

City of Marshfield, Wisconsin

City Administrator (2010)

Ms. Lara Baehr, Director of Human
Resources

715-486-2004

Lara.baehr@ci.marshfield.wi.us

City of Racine, Wisconsin

Public Health Administrator (2010)

Commissioner of Public Works

Police Chief

Park & Recreation & Cultural Services Director

Mr. Scott Letteney, Deputy City Attorney

262-636-9115

scott.letteney@cityofracine.org

Pierce County, Wisconsin

Administrative Coordinator (2011)

The Honorable Rod Rommel, County Supervisor

715-273-6851

rodrommel@comcast.net

Dodge County, Wisconsin

County Administrator (2008)

Mr. Russell Kottke, Chair

920-386-3603

rkottke@co.dodge.wi.us

C. Approach / Methods Used to Perform the Project

Upon selection, Mr. Unmacht will begin work to understand the desired qualifications of the position as well as understand the County's issues and priorities. He will meet with Jefferson County officials (individuals to be determined) to identify best practices in the overall search process, and to finalize a recruitment process and schedule. Mr. Unmacht's primary experience as

a county administrator and his organizational development experience provide a solid foundation for understanding the desired qualifications for the Jefferson County Administrator position.

The timetable below provides an *illustration* of a hypothetical schedule for filling the County Administrator position on or around July 1. The schedule is representative of the timeline. If selected, the specific dates and details will be modified to match the actual beginning of the search. In general, an executive search process takes between three and four months to complete. Specifics within each step below will be discussed and articulated during the initial meetings with County officials.

It is anticipated that the along with the County Board, one designated staff person is needed to provide support throughout the search process including to assist in details, logistics and scheduling. This individual will also be a contact for information requests, clarifications and general communication.

Background work on the profile and initial conversations can take place

Project Milestone	Deliverables	Proposed Date
Notice to proceed		By February 15
Position review and analysis	<ul style="list-style-type: none"> • On-site meetings with the County Board • Meet with the members of the management team • Meetings with key community leaders (if desired and requested) • Compensation survey of comparable communities and recent placements 	February 18 – March 1
County Board approval of the position profile and job announcement	<ul style="list-style-type: none"> • Position and community profile • Job announcement 	March 4 – 8
Recruitment and candidate outreach	<ul style="list-style-type: none"> • Placement of job announcement • Contact with prospective candidates • Acceptance / acknowledgement of applications • Status reports to the County 	March 11 – April 12
Applicant screening	<ul style="list-style-type: none"> • Supplemental questionnaire • Candidate screening interviews 	April 15 – April 26
Candidate presentation / selection	<ul style="list-style-type: none"> • Written candidate profiles, resumes and questionnaires • On-site meeting with the County Board • Notification to applicants not advancing in the selection process 	April 29 – May 3

Project Milestone	Deliverables	Proposed Date
Interview design	<ul style="list-style-type: none"> • Interview design, questions, schedule and candidate assessment forms 	April 29 – May 3
References	<ul style="list-style-type: none"> • Contact references • Prepare and distribute reference reports to the County Board 	Prior to the first round interviews
First and second interviews	<ul style="list-style-type: none"> • Consultant attendance at interview process • Training for interview participants 	May 6 – May 24
Comprehensive background check completed for finalist	<ul style="list-style-type: none"> • Candidate background report 	Upon selection of final candidate
Offer made / accepted	<ul style="list-style-type: none"> • Draft employment offer and agreement • Thank you letter to candidates not selected 	By May 31
Projected start date	<ul style="list-style-type: none"> • County Administrator starts • Action plan for a successful transition 	On or before July 1
First year check-ins	<ul style="list-style-type: none"> • On-going follow-ups (informal and formal) 	December 2013 and June 2014

As part of the search process we propose to contact the County Administrator during his/her first year in the position to check in and see how everything is going. This follow-up is designed to provide support and advice as necessary to ensure a successful transition for everyone. These dates do not preclude conversations and other informal contacts at any time after the official appointment by the County Board.

Executive Search Process and Philosophy

Springsted’s primary goal is to provide a well-defined and strategically-focused executive recruitment in Jefferson County’s search for a County Administrator. In Mr. Unmacht’s work, he brings an excellent understanding of county government, respect for the responsibilities of the County Board and staff, and a thorough knowledge of and experience in the duties and responsibilities of county administration. This includes background and details on all county government structures used in Wisconsin.

Mr. Unmacht will work to create an excellent partnership between all county officials and Springsted. This includes helping the County think strategically and deliberately throughout each critical step of the process. Mr. Unmacht and any additional Springsted staff members utilized for this search will remain unbiased and fair in all communications and interactions, and will build trust and confidence with everyone from the beginning to the end of the process.

The essential steps to any search process include the following items below. These are listed in summary form and can be explained and outlined in greater detail at any time.

1. **Position Review and Analysis** — Work with the County Board and any designated staff to identify and define the experience, skills, knowledge and abilities the ideal candidate will need to be successful. We identify the priorities and challenges the incoming County Administrator will be facing, especially within the first one to two years in the position. This step will involve meetings with members of the County Board, and anyone else the Board designates to be involved in the process. We use this information to update the job description (if needed) outlining the requisite duties, responsibilities and goals of the position. We will also work with the County Board, if requested, to conduct a salary survey to evaluate the present salary with the expectations of the marketplace.

Using this information, we prepare a position profile that identifies the qualifications the County Board desires in the County Administrator. The profile includes information on the Jefferson County community, the County structure, the qualities and characteristics desired in the Administrator and the leadership opportunities this position offers to prospective candidates. The profile is used as a marketing brochure (as well as a source document used to evaluate applicants) to bring positive exposure to the County. Sample position profiles for Hennepin County, Minnesota and Sun Prairie and Eau Claire, Wisconsin are provided in **Appendix I**.

2. **Recruitment and Targeted Outreach** — Develop a customized recruitment strategy; the final strategy is determined in conjunction with the County Board. The recruitment plan is also a function of the geographic region (local, regional, state, national) that the Board seeks in its search strategy. The process typically includes the following six step plan:
 - Website postings with City/County Management Associations in the recruitment regions, certainly in the Upper Midwest, Wisconsin and Illinois.
 - Schools of public administration that regularly provide information about job openings to alumni.
 - Electronic messages and communication through various mediums such as LinkedIn.
 - Wide spread e-mail notices on association and group listserv's.
 - A review of our existing database to determine candidates that we know or have screened in the recent past to determine if they meet the desired qualifications.
 - Personal telephone contacts and extensive networking with prospective candidates to inform them of this position, answer their questions, and encourage them to apply. We find often that many qualified candidates are not actively seeking a new position and do not respond to advertising, hence we will directly recruit certain individuals who we believe are a match for the County and the position.

Springsted sets up a special 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. Each application is acknowledged upon receipt. We maintain respectful relationships with all potential applicants and candidates that apply for the position. We work in confidence and commit to represent Jefferson County in all of our contacts in a courteous and professional manner.

3. **Applicant Screening and Evaluation** — Conduct an objective and systematic review of each application to determine those applicants who most closely meet the County Board’s desired qualifications. We aggressively review every resume – as often as needed to find the most qualified applicants. Once we have identified the top candidates (six to 10) we ask them to complete a questionnaire that addresses their professional and personal qualities in comparison to the characteristics identified in the position profile. A sample Candidate Questionnaire that was used for Hennepin County, Minnesota is provided in **Appendix II**. We work with the County Board to develop the essential questions we will ask the candidates. Along with substantive information provided in the answers to the questions, we are able to judge and evaluate the candidates writing and comprehension skills. Once that is complete, we conduct telephone screening interviews – and personal interviews if possible – to expand upon each candidate’s background and experience, particularly in those areas important to the County. 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 and understand their personal experiences and professional expectations in Jefferson County.
4. **Presentation of Candidates** — Prepare written candidate reports summarizing our screening information, explaining how each candidate meets the County’s established qualifications and why the candidate is seeking the position. We include information on the candidate’s education, experiences, strengths, areas of professional development, management style and professional accomplishments. Written candidate reports also include a review of information found through internet searches and preliminary conversations we will have with people that we know and trust.
5. **Selection of Finalists** — Meet with the County Board to present the written reports on the screened candidates. The Board selects the candidates who will be invited to interview – anticipated to be six to eight individuals. The number of candidates may vary based on the search priorities and depth of the candidate pool. 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.
6. **Interview Design** — At the time of the selection of the candidates, we present options to the County Board for the design of the interview process. Depending upon the Board’s goals, these options may include opportunities to provide candidates with a tour of the Jefferson County community and a candidate “meet and greet” if desired. Interview options may also include a multi-tiered interview process including involvement and participation from County staff, and community leaders (if desired). We provide sample questions and also include a list of questions (inappropriate or illegal) that the Board should avoid asking during the interviews. We will coordinate the interview schedule and all interview details with the designated participants and candidates.
7. **Reference Checks** — Contact references and provide a thorough reference outline for each candidate participating in the interviews. It is our practice that we 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.

8. **Interviews** — Work with the County Board to design and administer the interview process. The County Board may elect to interview the candidates alone. In addition, we can develop a structured interview process that maximizes the input of any participants selected by the County Board. For example, we can prepare different situations for the candidates – the Board may have a formal interview; the staff may have a candidate presentation on a critical subject the County is facing followed by a question and answer session and the community members may engage and interact in a more informal setting. The specifics and details will be discussed and determined, the critical objective is that for each group involved they will assess each candidate in a different setting and situation. We provide a template to help organize and evaluate the candidates on an equitable basis. Mr. Unmacht will be in attendance at the interviews to provide support as needed while the Board narrows the field of candidates who could be invited to a second interview. After a first interview a decision is made on how to move forward – at minimum three candidates will be invited back for a second interview. We work with the Board to design a different candidate engagement for those that move forward to the final phase of the interview process.
9. **Background Check and Employment Offer** — 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 and typically is completed prior to making an offer to a candidate. We will assist (if desired) in developing an employment offer. We will negotiate a compensation package with the successful candidate in accordance with direction received by the Board.
10. **Ongoing Services** — Our commitment to the County Board does not stop after the appointment of the County Administrator. At the time of the appointment we will provide the Board and incoming Administrator with ideas on how to successfully transition to a new position. We are available throughout the first year to facilitate a discussion about performance issues (if they arise) and/or assist in establishing goals and objectives for the new County Administrator. We will contact the Administrator at regular intervals during the first year to find out how he/she is performing and to check in to answer questions or provide information as requested in the transition.

Springsted will also perform another executive search if the new County Administrator voluntarily resigns absent a Board request for resignation 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 County other than reimbursement for actual direct expenses we incur.

D. Cost Proposal

Springsted’s professional fee to provide all of the search services outlined above, including the guarantee, is \$14,000. This is a **not-to-exceed** fee and will not change unless additional services are requested by the County.

Out-of-pocket costs for this project, for such things including, but not limited to, advertising (\$1,000-\$1,250); background records checks (\$400 for the final candidate); and travel to attend four on-site meetings will **not exceed** \$4,000.

The individual out of pocket costs will vary per search and our intent is to keep them to a minimum. All of these costs will be itemized within the invoice. The *not-to-exceed price* for these services is \$18,000.

The County will be invoiced for these services as follows:

- 50 percent of the professional services fee and expenses to date, following the presentation of candidates (step 6 above).
- 50 percent of the professional services fee and the balance of expenses upon the adoption of an employment agreement with the successful candidate.

In addition to our fees and expenses, the County should also plan on paying the travel expenses for the final candidates invited to attend the first and second interviews. These expenses cannot be estimated in that the final number for candidates attending the interviews and where they would be travelling from is not known.

E. Additional Material

Our standard contract form used by a consultant is provided in **Appendix III**.

APPENDIX I
Sample Position Profiles



County Administrator

On behalf of my colleagues on the Hennepin County Board of Commissioners and the entire county workforce, I encourage you to explore our County Administrator position. This position profile has been created with the purpose of offering background and insights into Hennepin County and its top administrative position.

The Hennepin County Administrator position offers an unparalleled opportunity for a skilled and talented local government leader. We are an organization with a rich tradition of success in management and providing vision for peers in Minnesota and around the entire United States. Our objective is to find the best candidate in whom to invest our trust and who can provide sound leadership to continue our work as Minnesota's pre-eminent local unit of government.

Thank you for your consideration.

Mike Opat, 1st District, County Board Chair

Linda Higgins, 2nd District
Gail Dorfman, 3rd District
Peter McLaughlin, 4th District
Randy Johnson, 5th District
Jan Callison, 6th District, Vice Chair
Jeff Johnson, 7th District

Feel free to find out more about us at www.hennepin.us.



About Hennepin County

Hennepin County is a vibrant blend of 45 municipalities that includes the City of Minneapolis (known as the “City of Lakes”), attractive suburbs, and peaceful small-town settings. Hennepin is the largest of Minnesota’s 87 counties in budget, estimated market value, and population with almost a quarter of the state’s population. With one of the highest graduation rates in the U.S., 92 percent of Hennepin residents are high-school graduates and about 44 percent have a college degree.

Hennepin County has a diverse population that brings unique benefits to the area. Our residents include members from the African American community, Native American tribes, Hispanic and/or Latino and Southeast Asian cultural backgrounds, and many Eastern European, Middle Eastern and African countries. More than 140,000 foreign-born residents make their home in Hennepin County, representing almost 40 percent of Minnesota’s foreign-born population. Some 100 different languages are part of this tapestry of the county. Residents are proud of the rich cultural, ethnic, racial, religious, and artistic experiences found in this diverse environment.

Hennepin has a broad-based economy with sizable manufacturing, financial, governmental, trade, health care, and entertainment sectors, including the headquarters of many major corporations. Income levels tend to exceed the national average, and the county’s tax base growth continues to be strong. Like the rest of the country, Minnesota and Hennepin County have faced higher unemployment rates and home foreclosures during the recent recession. The state’s unemployment rate peaked at 8.4 percent in June 2009, and has fallen steadily to a current level of 5.8 percent.

Minneapolis-St. Paul Metropolitan Area

The county is part of the larger seven-county Twin Cities metropolitan area. The metro area enjoys a top-notch reputation for its booming art scene, world-class theater and music; professional football, baseball, basketball and hockey teams; and unparalleled medical services.

Minneapolis was recently named one of America’s Best Cities for the Outdoors by Forbes magazine—commended especially for its extensive parklands and healthy air quality (May 15, 2009).



A Distinctive Opportunity

Hennepin County, the most populous county in Minnesota (population 1.2 million residents), and one of the largest counties in the United States, is seeking an experienced and capable leader to serve as county administrator. Hennepin County contains 22 percent of the Minnesota population and approximately 42 percent of the Twin Cities metropolitan area.

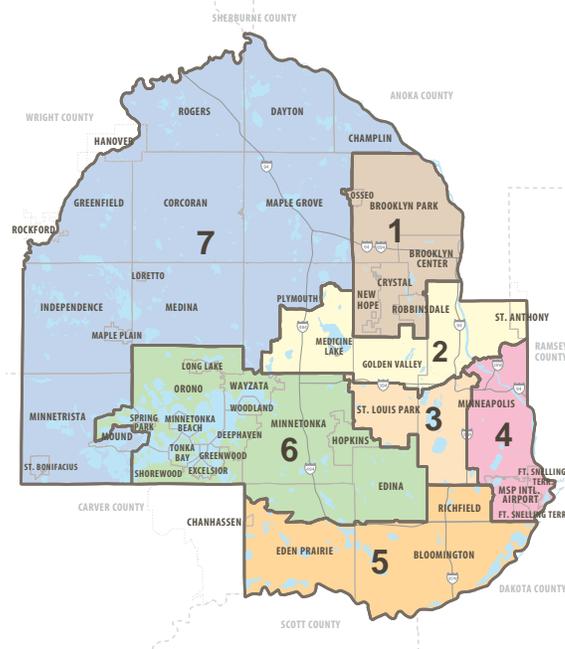
Hennepin County is a multi-dimensional organization with many distinct business lines and a vast array of programs and services. Over the past years, the county has received numerous awards and recognition for its innovative service concepts and its responsiveness to customers and client needs.

The county administrator reports to a seven-member board of commissioners; the commissioners are elected by district and serve staggered, four-year terms. The board serves as the county's elected governing authority. The board determines policies for the delivery of services, sets the annual operating and capital budgets, approves contracts and purchases, and appoints key staff members of the county government.

The county administrator oversees a talented and diverse workforce of 8,000 employees with an overall operating budget of \$1.5 billion. The present county administrator is retiring after seven years in the position. He is leaving in very good standing and the county board is undertaking a national search for his replacement. The administrator serves as the CEO of Hennepin County and must have strong interpersonal skills to balance the multiple demands of a large local government organization.

Hennepin County is one of only 20 of the nation's 3,100 counties to have a triple-A credit rating from three top agencies. It has received this top rating for more than 32 years, reflecting strong financial and operational stability. One of the highest priorities of the incoming administrator is to provide strategic guidance and direction on the operating budget and long term financial position of the county. The administrator has a significant role in the financial operations of the county.

Commissioner District Map

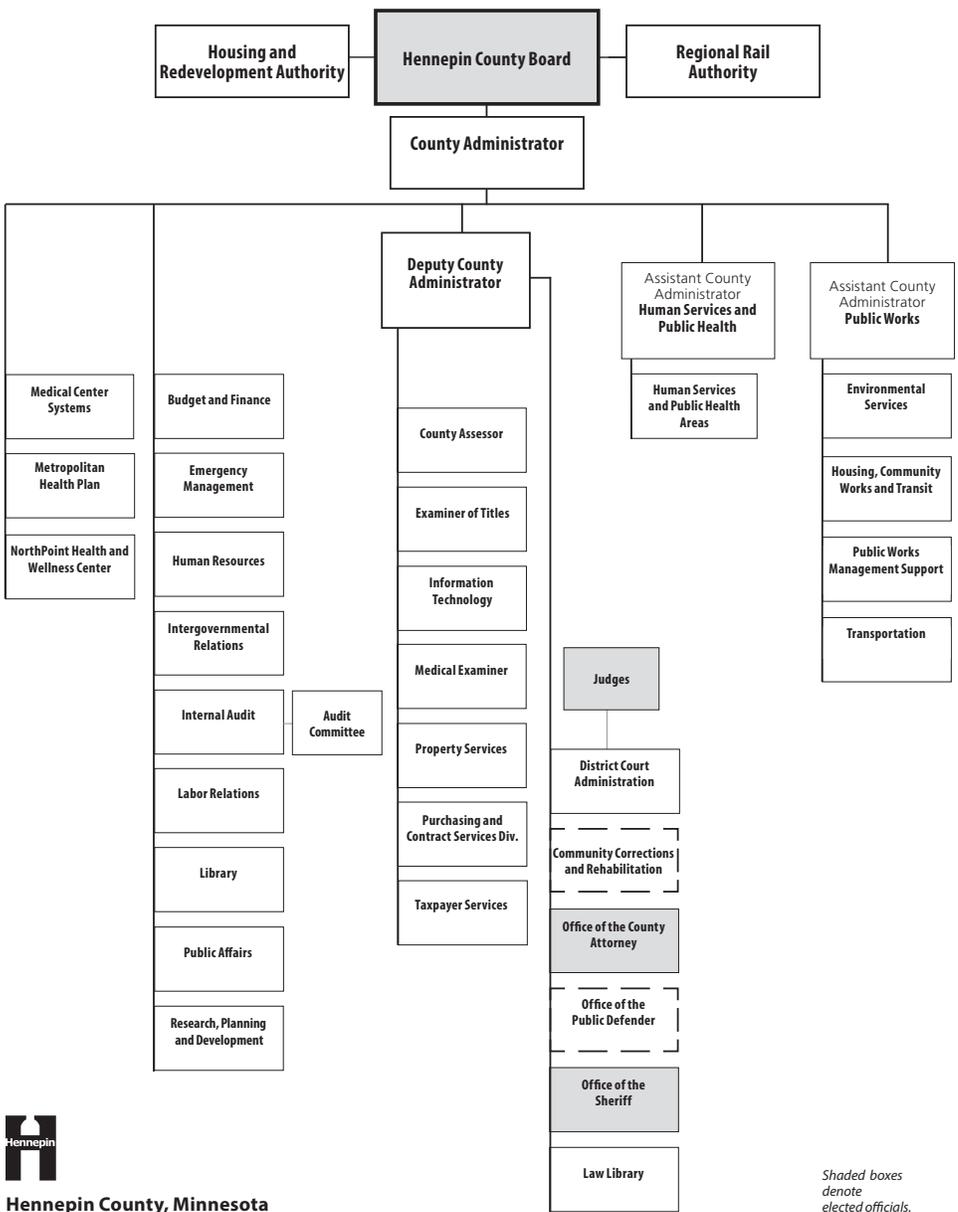


County Administrator Position

The county administrator provides executive leadership for the day-to-day operations of Hennepin County. The administrator is responsible for implementation of county policy and the effective delivery of county programs and services. In partnership with the board, the administrator is responsible for creating and implementing a countywide mission, vision and strategic goals and promoting a diverse, well trained, respectful workplace.

The administrator directs the strategic management of the business lines of health, human services, justice, libraries, public works and government operations. In addition, the position is directly responsible for the budgeting and finance, human resources, information technology and property services (operating and capital) operations. The administrator establishes and maintains effective working relationships with other county elected officials, all employees, labor unions, local government agencies, community partners, and the general public.

The county administrator works with a leadership team to balance the strategic direction with the ongoing operational responsibilities. In this regard, the position requires a candidate who is open-minded, communicates effectively, is well organized, and genuinely desires to build a strong team in a collaborative decision-making culture. The successful candidate must be fair yet firm; visionary yet pragmatic; and likable yet capable of making difficult decisions.



Shaded boxes denote elected officials.

Overarching Goals

People are:

Healthy

People are healthy, have access to quality health care and live in a clean environment.

Protected and safe

People are safe from harm through prevention, early intervention and treatment services, and through enhanced public safety.

Self-reliant

People achieve success with the support of essential services, have access to affordable housing and opportunities for life-long learning.

Assured due process

People are assured equal protection of the laws through an adversarial and respectful system designed to assure fairness and reliability in the ascertainment of liability, guilt and innocence.

Mobile

People and goods move easily and safely throughout the county and the region, via an integrated system of transportation.

By putting the customer first, Hennepin County employees work every day to achieve our mission, vision and goals. We strive to improve our services through proactive, innovative public stewardship.

Our Mission

The mission of Hennepin County is to enhance the health, safety and quality of life of our residents and communities in a respectful, efficient and fiscally responsible way.

Our Vision

We envision a future where residents are healthy and successful and where our communities are safe and vibrant. We will strive to meet and exceed expectations by engaging people and communities in developing innovative solutions to challenges. We will be a diverse, learning organization. We will partner with others to enhance the quality of life in Hennepin County and the region.



Professional Competencies

The county administrator carries out the direction set by the Hennepin County Board and sets the tone for the entire workforce. The individual must have high integrity, strong ethics and the ability to earn and maintain the trust and respect of the Board, workforce and Hennepin County community. The administrator must be reliable and level-headed and reflect patience and good common sense. The successful candidate will display and exhibit four overall competencies:

- Strategic Resource Management: Makes solid financial decisions and ensures the sound stewardship and management of public resources; optimizes the use of technology to improve service delivery, reduce costs and improve outcomes; fosters innovation and creativity.
- Vision and Purpose: Communicates a compelling and inspired vision; inspires, encourages and motivates staff to achieve results; directs organizational change initiatives and promotes flexibility to meet changing business needs; anticipates future trends and demonstrates strategic thinking.
- Relationship Management: Fosters a positive relationship with elected officials, policy makers, department heads and the public; forges intergovernmental and public-private partnerships; collaborates with community leaders at the local, state and national levels; engages staff and cultivates effective employer-employee relationships.
- Service Excellence: Meets the expectations and requirements of internal and external customers; engages residents and the community to improve outcomes; fosters a creative and supportive environment that inspires customer-focused service.

Hennepin County Administrator: Priorities and Opportunities

Healthcare

Health care reform will impact Hennepin County as an employer and also as a provider of health care. Hennepin County Medical Center and NorthPoint Health and Wellness Center provide care and function as a safety net for those in need. The county is on the leading edge of reform by managing a state-funded Medicaid demonstration project, Hennepin Health.

Transit

Interest in transit alternatives has been growing in Hennepin County over the years. Light rail transit is running, with new lines under construction and several others proposed. A major project to develop a multi-modal transit hub outside a major sports facility in downtown Minneapolis has begun.

Environmental Services

From the Hennepin Energy Center which turns waste into fuel to community recycling to land management, our services and engaged residents help make Hennepin County a great place to live and work.

Libraries

The county operates 41 libraries within Minneapolis and its suburbs. While the Library also has a robust online presence, challenges exist around maintaining physical buildings and the collections and managing customer expectations. There are two library capital projects currently underway to build new facilities.

Housing and Redevelopment Authority (HRA)

Through the HRA, the county provides funding for affordable housing and transit oriented development which leverages private investment to serve the residents of the county.

Transportation

The county maintains 1800 lane miles of roadway as well as bridges and sidewalks. The existing infrastructure is aging and the need to balance safety, resident expectations and budget is critical. We are incorporating active living strategies into transportation projects to best meet the needs of the communities we serve.

Public Safety

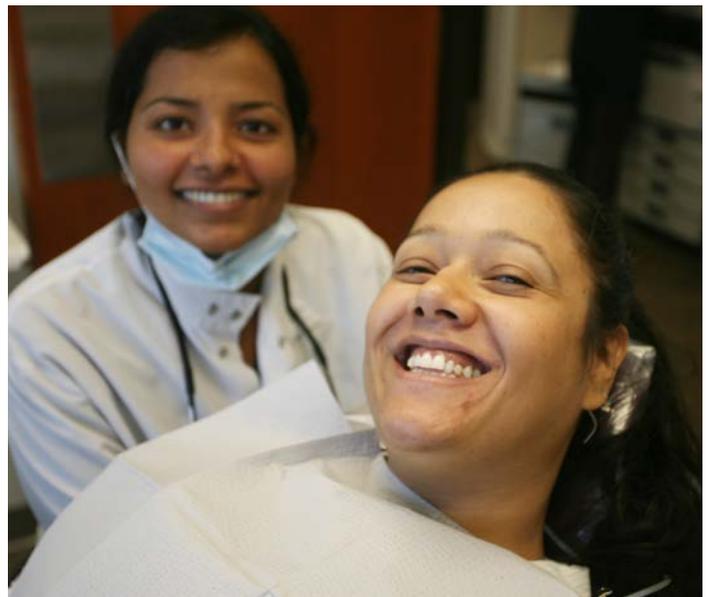
Hennepin County operates several facilities related to public safety: the Public Safety Facility (jail), Adult Correction Facility, Juvenile Justice Center and the County Home School. Along with municipal partners, the Sheriff's Office answers 9-1-1 calls. A study was recently completed which described options for an integrated 9-1-1 system countywide. A capital project to build a new Sheriff's Communication Center is underway. The County Attorney's Office, Public Defender and the 4th Judicial District are critical in delivering public safety services as well.

Continuous Improvement

The county has begun to formalize work around innovation and continuous improvement. This work is key to best position Hennepin County to address the future and the strategic organizational culture change needed for success.

Financial Stability

The county maintains a triple-A credit rating with substantial reserves and a low property tax rate while meeting the needs of the residents of the county and financing an aggressive capital improvement program.



Qualities of the Ideal Candidate

Hennepin County is seeking a county administrator who has:

- An excellent ability to understand the nature of the position, balancing the policy directives and program goals of the County Board with the ongoing needs and expectations of the workforce.
- Servant leader attributes, setting an example in words and deeds with a humble approach and a genuine and sincere interest in public service.
- The capacity to understand county government and the many varied and distinct business lines, with the proven ability to bring people together to create one cohesive and common direction.
- Acute financial acumen with a clear understanding of data and numbers and how accurate financial information supports policy objectives, program goals and daily operations.
- A comprehensive grasp of the value of information technology and how technology can shape, influence and impact delivery systems, producing creative ways to provide government services.
- A strong collaborative approach to problem solving with intent to engage traditional and new partners in areas such as service integration, delivery systems and resource sharing.
- The intellect and intuition to continue current strategies and initiatives, and the passion and purpose to introduce innovation and new ideas to further the continuous improvement culture.
- The understanding of multiple issues that define and shape a workforce, including labor-management relations, succession planning, leadership development, diversity and inclusion, employee engagement and recruitment, and retention of top talent.
- A solid grasp on project management skills with the ability to connect policy goals and implementation strategies with financial resources and staff capabilities.
- An ability to understand how changing demographics in the community and workforce impact and influence the county's financial position, programs and services.

Qualifications

The ideal candidate will have a minimum of 10 years of progressively responsible managerial and administrative experience in large, complex organizations. Experience in either state or local government is desirable. A bachelor's degree in public or business administration or a related field is required with a master's degree preferred.

Compensation and Benefits

Compensation for public officials in Minnesota is subject to a salary cap. The annual salary range is \$170,257 to \$206,704. Starting salary is negotiable.

Hennepin County offers competitive benefits for this position. To find detailed information about the county benefit package, please visit www.hennepin.us and follow the Working at Hennepin link.

Application and Selection Process

To apply, submit a resume, salary history to Hennepin@springsted.com or to David Unmacht, Senior Vice President, Springsted Incorporated, 380 Jackson Street, Suite 300, St. Paul, Minnesota 55101. For more information, call Mr. Unmacht at 651-223-3047 or email at dunmacht@springsted.com.

The position is open until filled. The formal application process begins on November 19. First review of applications will begin on December 21. In person interviews are anticipated to be held in Minneapolis in January with a decision in February.

Hennepin County and Springsted, Incorporated will endeavor to maintain confidentiality and privacy within the confines of applicable laws. Under Minnesota law, the names are not released until the County Board declares the finalists.

For more information visit www.hennepin.us or www.springsted.com.

Hennepin County is an Equal Opportunity Employer and values diversity at all levels of its workforce. Hennepin County provides equal access to employment programs and services without regard to race, color, creed, religion, age, sex (except when sex is a bona fide occupational qualification), disability, marital status, sexual orientation, public assistance or national origin.



City of Sun Prairie, Wisconsin City Administrator Position Profile

City Demographics:



The City of Sun Prairie offers a unique opportunity for a City Administrator to become an integral part of a dynamic and growing community with a high quality of life. This is an exciting time for our city and an historic opportunity to attract a high caliber, professional Administrator who can bring passion, commitment and expertise to guiding our city into a very bright future.

Mayor John Murray

City	Sun Prairie
County	Dane County
Population	29,433
Position	City Administrator
Starting Salary Range	\$95,000-\$110,000 -- DOQ

City of Sun Prairie, Wisconsin

Sun Prairie is a vibrant and thriving community located in northeastern Dane County just east of the City of Madison. Sun Prairie is part of the Madison Metropolitan Statistical Area and is the second most populous city in Dane County after Madison. Sun Prairie is the sixth-fastest growing city in Wisconsin, and the fastest-growing among cities of 10,000 or more, growing an estimated 23.6% over a six-year period between 2000 and 2006. The 2011 WI Demographic Services estimates the city's population to be 29,433. The community has excellent transportation access, and is serviced by U.S. 151, which provides quick access to Interstates 39 & 90 and Interstate 94. Dane County Regional Airport is also in close proximity, located less than 10 miles away. The city has a total area of 12 square miles.

Sun Prairie provides an alluring blend of affordability and a high standard of living for its residents. The City is recognized for its historic downtown, outstanding schools, quality parks, and safe and aesthetically pleasing neighborhoods.

Consistently ranked as one of the top places in America to live, Sun Prairie is a rapidly growing, business-friendly city, offering a small town feel within a thriving metropolitan area. The city has emphasized diversified growth as evidenced by the healthy mix of commercial, residential, and industrial development.

Sun Prairie – A Historical Perspective

President Martin Van Buren commissioned a party of 45 men, including Augustus A. Bird, to build a capitol for the Territory of Wisconsin in Madison. The group left Milwaukee on May 26, 1837, and traveled for days in the rain. On June 9, the group emerged at the edge of the prairie, and with the sun shining for the first time in days, carved the words "Sun Prairie" into a tree. Charles Bird returned to the area two years later and became the first settler.

The Town of Sun Prairie was created on February 2, 1846 and the City of Sun Prairie, which grew from that town, was incorporated in 1958.

Education & Healthcare

The city is well known for its high-quality educational system. Over 7,500 students attend Sun Prairie area schools, which include an alternative learning center, three parochial schools, Sun Prairie's SP4K program, and Sun Prairie's Virtual School for students in grades K-12. The School District opened a new \$95 million High School (grades 10-12) in the fall of 2010, which includes a top-notch performing arts center and some of the most technically advanced classrooms in the nation. The previous high school was renovated as the new Upper Middle School (grades 8 & 9). The [Sun Prairie Area School District](#) provides a full range of instruction from special education to a talented and gifted program.

Many healthcare facilities can be found in the area, including the University of Wisconsin Hospital and Clinics, St. Mary's Hospital, Dean Clinic – Sun Prairie, and Sun Prairie Health Care Center and Retirement Center.

Recreation

Recreational facilities and special attractions abound, including a library, museum, 45 parks, 15 ball diamonds, four outdoor skating rinks, two sledding hills, and seven soccer fields, as well as a private athletic club and golf course. The Family Aquatic Center features a zero depth swimming pool, waterslides, and sand play area. The Youth Baseball Complex is home to baseball and softball programs, as well as Sun Prairie's Little League program. Recent additions to Sun Prairie's recreational opportunities include the Pet Exercise Area and the Skateboard Park.



Sun Prairie hosts a variety of events throughout the year including a weekly Farmer's Market, local Taste of the Arts, Downtown Block Party

celebration, Georgia O'Keefe Day, the Strawberry Festival, the Flags of Freedom parade and field show, and the [Sweet Corn Festival](#), which is held in August and attended by over 100,000 people from all over the Midwest. Over 63 tons of sweet corn are served or sold during the weekend event, which includes a carnival, a parade down Main Street, and performances by local and regional musical groups.

City Services

Sun Prairie has a mayor-council form of government. The part-time mayor is elected at large every odd-numbered year.

The city council consists of eight alderpersons, who along with the mayor, make up the Common Council. There are four aldermanic districts, with two alderpersons per district, each



serving for two-year terms over alternating years. The Mayor and Council determine the city's budget and financial operations, define the direction, and set the policies of the City.

Sun Prairie has 204 full- and part-time employees and 200 seasonal employees. The City has a 2012 General Fund Operating Budget of \$20,606,400. City services consist of Administrative Services, Assessor, Building Inspection, City Attorney, City Clerk, Community Access Television, Economic & Community Development, EMS, Engineering, Finance, Human Resources, Library, Information Technology, Municipal Court, Museum, Parks, Public Works, & Forestry, Planning, Police, Recreation & Aquatics, Sun Prairie Utilities, and Water Pollution Control Facility. The city owns its utility services. Fire service is provided under contract with Sun Prairie Volunteer Fire Department, Inc., a predominately volunteer service. There is a strong connection and partnership between the City and Fire Department.

Organizational Priorities

The growth and development underway within the City is a positive reflection upon the present and future of the Sun Prairie community. To that end, the City has excellent facilities and through prudent planning and management is very well positioned financially to stay strong and committed to providing the most effective and efficient customer service. As the City transitions to a new Administrator, a number of high priority projects and activities are on the horizon.

- Clearly establish the role and responsibilities of the position.
- Positive and strong communication with elected officials, staff and citizens.
- Innovative budgeting and financial management.

- Balance growth with a blend of economic development and redevelopment.
- Work with the Mayor and Council on setting goals.
- Recognize how growth impacts and influences city services, staffing levels, and citizen demand.
- Engage in a strategic planning and visioning process.
- Introduce ideas to build a strong and positive workplace culture.
- Foster and promote *continuous improvement*.
- Build relationships with stakeholders, community organizations and business groups.

City Administrator Position



The top administrative position within the City is responsible for planning, organizing, coordinating, and directing the day to day activities of the City. Within

the financial resources provided by the Mayor and Council, the City Administrator ensures that the community is provided with an effective level of public services. This position is responsible for actively communicating with elected officials to ensure that they are continually advised about financial affairs, services, and the operations of city hall. The Administrator works under the general direction of the Mayor and Common Council.

Sample of Essential Job Functions

- Provide information and policy alternatives to the Mayor and Common Council. Recommend the best course of action on matters of city business.
- Identify business items and direct the preparation of the bi-weekly agenda for the meeting of the Mayor and Common Council.
- Attend and participate in various meetings of the Common Council and its subcommittees as directed.
- Direct the purchase of all routine and emergency supplies, materials, and equipment.
- Ensure that the work of city employees is performed safely. Recommend and initiate changes in policy when necessary to provide a safe environment.

- Administer the personnel policies enacted by the Mayor and Common Council. Recommend revisions in these policies when necessary.
- Recommend all candidates for appointment to department head positions to the Personnel Committee and the Mayor.
- Foster and maintain effective employee relations.
- Serve as a member of the City’s management negotiating team.
- Coordinate negotiations with special interest groups, including developers, builders, and citizen groups.
- Develop and maintain positive relationships with the community, media, and other members of the public.
- Review and modify the annual operating budgets submitted by Department Heads.
- Identify the fiscal impact of the annual budget and recommend methods for obtaining adequate revenue.
- Provide information to, and answer questions from, residents, news media, and government officials.
- In coordination with others, represent the City at a variety of meetings with local, regional, State and Federal government agencies, private organizations, businesses, and citizens.

City Administrator Qualifications

Requires Bachelor’s degree in public or business administration, or related field (Master’s degree preferred); six years of supervisory and management experience in municipal government, with at least two of those years being responsible for assisting in municipal-wide management at a level of Assistant Administrator or Administrator for a jurisdiction similar in size or larger than the City of Sun Prairie; or an equivalent combination of training and experience which provides an excellent foundation and understanding of the business of local government.



Professional Opportunities

Financial Management

Financial pressures and fiscal changes require innovative thinking and introducing different ways to deliver value to the taxpayer. This position is active, engaged and involved in providing strong overall financial leadership to the City.



Organizational Development

The City has a continuous improvement culture and this position will provide leadership to elected officials and staff to seek and find the most efficient and effective ways to deliver local services.

Economic Development

As one of the fastest growing cities in Wisconsin, a top priority is economic development. The Administrator will provide strategic leadership in setting policy, offering financial incentives, and marketing strategies to support a comprehensive economic development program.

Strategic Vision

The Administrator will partner with elected officials, staff and citizens to establish a vision for the long term future of the City, and then lead the staff in the implementation of the strategies through identified goals and action steps.

Growth Management

Understanding the importance of comprehensive planning and effective growth management policies is an important priority for the Administrator. The position will work to find a balance between existing and future community needs – the “new and the old.”

Succession Planning

This is an important city priority and the Administrator must recognize the value of succession planning by balancing the priorities and needs of new employees and understanding the dynamics and challenges that are created with a tenured and experienced staff.

Human Resources

The Administrator will be responsible to provide strategic direction in personnel management, including labor relations and implementation of Act 10. The work will include enhancing and developing morale and employee engagement.

Position Qualities and Characteristics

Servant Leader

The incoming Administrator will work with the Mayor and Common Council to define and identify their respective roles. The goal is to balance openness and transparency with strong public policy and effective implementation of programs and services.

Staff Empowerment

The position will support and encourage creative problem solving and empower staff without micro-managing. This will be accomplished by defining goals, performance expectations, and accountability standards.

Effective Communicator

The Administrator will seek opportunities to connect and communicate with others, and value open and honest communication by sharing information in a timely manner. The successful candidate will enjoy public speaking, and is engaging, open minded, and an effective listener.

Team Player

This is a high priority and the Administrator will seek ways to enhance relationships between all employees through earning their trust; he/she will serve as a *coach* and set an example with motivational leadership through employee input and effective delegation.

Creates Alliances

The Administrator will identify creative solutions through alliances and intergovernmental partnerships with other entities and local governments while maintaining the City’s distinctiveness.

Community Engagement

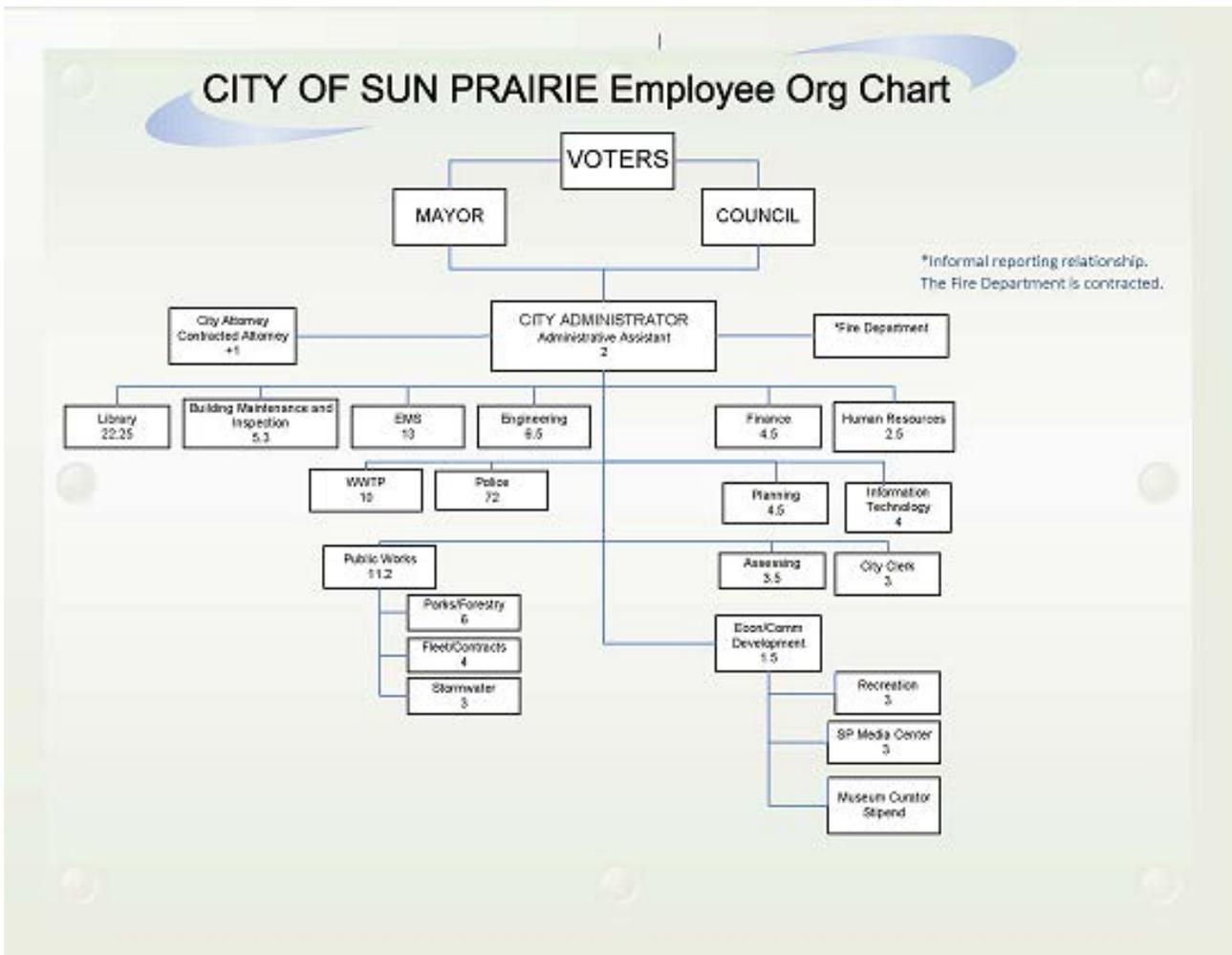
The Administrator is expected to be involved and engaged in the community. This will include volunteering and participating in community-wide functions and activities.



Self Confidence

The successful candidate will be experienced and confident in his/her abilities to provide leadership through effective risk taking, have the capacity to make difficult recommendations, and be firm and flexible as the situation warrants.

Organizational Chart



Compensation and Benefits

Salary range from \$95,000 to \$110,000; starting salary negotiable, depending on qualifications and experience. The successful candidate will be required to establish residency in the City of Sun Prairie. For more information on the City benefits, please see the City’s [Benefit Summary](#).

Application Process

To apply, submit a resume, salary history, and four work-related references to sunprairie@springsted.com or to David Unmacht, Senior Vice President, Springsted Incorporated, 380 Jackson Street, Suite 300, Saint Paul, MN 55101. For more information, call (651) 223-3047 or dunmacht@springsted.com. The position is open until filled. Review of resumes starts on August 20, 2012.

For more information on [Sun Prairie](#) visit their website. Sun Prairie is an Equal Opportunity Employer.



Springsted Incorporated
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Saint Paul, MN 55101-2887

Tel: 651-223-3000
Fax: 651-223-3002
www.springsted.com



EAU CLAIRE—Exceptional City Manager opportunity in a premier community

About Eau Claire



Eau Claire is a regional center for education, business, services and culture, located along the I-94 corridor in western Wisconsin, approximately 95 miles east of the Minneapolis/Saint Paul metropolitan area. The City has a 2011 estimated population of 66,060 within an incorporated boundary of 34 square miles; the Greater Eau Claire Metropolitan Area has a population of 160,000.

Known for its picturesque setting on the banks of the Eau Claire and Chippewa Rivers, excellent schools, abundant recreational opportunities, and quality of family life, Eau Claire is widely regarded as a desirable place to live and work. In 2010 Eau Claire

and the Eau Claire Metropolitan Statistical Area (MSA) received distinction as 69th in a *CNN Money* listing of “**Best Places to Live**”; one of *Business Week’s* “**Best Places to Raise Your Kids**” in Wisconsin and rated 48th in a *Forbes* listing of “**Best Small Places for Business and Careers.**”

Strong retail outlets, [state-of-the-art regional medical facilities](#), high tech manufacturing operations, tourism, and educational institutions anchor [Eau Claire’s economy](#) and establish the City as the regional economic center that serves western Wisconsin. Eau Claire’s diverse employment base has been cited by bond rating agencies as a significant factor in the City’s solid Aa1 and AA+ ratings. Continued economic growth and downtown redevelopment are on-going priorities to expand the commercial-industrial tax base.

Education

Eau Claire takes great pride in the [outstanding education](#) available in the City. The Eau Claire Area School District provides K-12 education consisting of 12 elementary schools, three middle schools, two high schools and two charter schools. The District is rated in the nation’s top 15% of preferred school districts by an independent study from parents and employers. A variety of faith-based education is also available.

Eau Claire is home to the 10,500-student [University of Wisconsin-Eau Claire](#), consistently ranked as one of the top public regional universities in the Midwest by *U.S. News & World Report*. With three separate campuses located in Eau Claire, the [Chippewa Valley Technical College](#) has earned a national reputation for its cutting edge career programs and partnerships with the local business community. [Immanuel Lutheran High School, College & Seminary](#) and [Globe University](#), a division of the Minnesota School of Business, are also located in the City.



Recreation and Culture



The Eau Claire area has many excellent outdoor opportunities including fishing, hunting, biking, canoeing, cross country skiing and hiking. Popular athletic activities include softball, baseball, soccer, curling, ski jumping, hockey and figure skating. The area also supports several spectator sports including semi-professional football and baseball teams. Many cultural opportunities are also available including museums, theatre, chamber orchestra, concerts in the park, art festivals and farmers markets.

The Organization

Since 1949 the [City of Eau Claire](#) has operated under a Council-Manager form of government as authorized by Wisconsin Statutes Chapter 64. The City is governed by an eleven-member City Council responsible for all legislative actions, determining community needs, establishing priorities and policies, adopting an annual budget and hiring the City Manager. Five members are elected by district and five members are elected at-large. The Council President is elected at-large. All City Council members serve staggered three-year terms.

The City is a full-service community and operates its own water production and distribution system, sewer collection and treatment system, and public transit system. The City operating departments include Fire & EMS, Police, Public Works, Parks & Recreation and Community Development. Administrative departments include Human Resources, Finance and Legal. The L.E. Phillips Memorial Public Library and the City-County Health Department, which are governed by separate boards, are integral to the City's management team.

The [2012 City operating budget](#) is \$106.2 million, including a General Fund of \$58.6 million, supported by a property tax levy of \$33.0 million. The 2012 Capital Improvement Program includes expenditures of \$25.5 million for a total City budget of \$131.7 million. The 2012 budget authorizes 493.75 full-time equivalents (FTEs), excluding Library, City-County Health and CDBG federally funded employees. City employees are represented by 7 bargaining units, several of which will be in transition as result of recent state legislation.



The Position

The City of Eau Claire is seeking a new City Manager as the result of a retirement after a 26-year career with the City, the last five years of which were as City Manager. The City Manager serves as the City's chief executive officer and directs operations to carry out the goals, objectives and directives established by the City Council. The City Manager is appointed by and reports to the City Council and serves at its pleasure. Major responsibilities include:

- Directs and administers City operations to optimize the use of personnel and equipment and establishing a strong productive employee management culture
- Engages the City Council on policy matters and communicates information, analysis and recommendations or options for City Council consideration
- Presents a recommended budget to the City Council for consideration and adoption

The Position (*con't.*)



- Appoints and removes all department heads except the Police and Fire Chiefs, who are appointed by the Police and Fire Commission
- With the City's management team, creates a favorable working climate for employee development and equitable distribution of resources
- Appoints and removes all subordinate City employees subject to applicable personnel policies and negotiated labor contracts
- With the City Council President, determines the Council agenda and oversees development of agenda materials and background information; attends all City Council meetings
- Establishes and participates in community relations programs essential to achieving public policy and providing for the welfare of the community.

Position Requirements

The City of Eau Claire is seeking an experienced organizational leader with a strong commitment to collaboration and building trusted relationships with the City Council, staff and community. Qualified candidates must have a Bachelor's degree; a Master's degree in public or business administration or a related field is strongly preferred. Continued professional development such as designation as an ICMA-Credentialed Public Manager is a plus. Candidates must have seven (7) years of progressively responsible local government management experience as a city manager, assistant city manager, department director or an equivalent position in a comparable organization in the private or non-profit public sector.

Desired Candidate Qualifications

- Leads by example; demonstrates a strong commitment to local government and public service
- Conveys enthusiasm about the City of Eau Claire; consistently promotes a positive City image and increases the public's understanding of municipal services
- Builds a trusted relationship with the City Council; provides informational support and actively engages the City Council in policy decisions and carries out Council directives
- Recognizes the expertise of the City's department directors and works with them as a team, providing clear direction and feedback on City goals and holding them accountable for results
- Values and interacts regularly with employees at all levels of the organization; readily acknowledges employee contributions and accomplishments
- Thinks strategically; takes the long view to ensure the financial sustainability of City programs and services
- Builds effective working relationships within the organization and the community; approaches complex issues with a collaborative mindset
- Creative and forward-looking, understands the City's potential and inspires the organization to try new things
- Approachable, reaches out to others and listens to their concerns
- Demonstrates professional integrity, increases understanding and helps others to bridge differences of opinion
- Fair, confident and self-assured, offers sound advice and has the fortitude to make decisions that may not be popular

Professional Opportunities

The City Manager will provide leadership to the City on a variety of issues including:

Finance and budget—State-legislated levy limits and reductions in state-shared revenues are impacting the City’s ability to generate revenue. The City Manager will work with the City Council and department directors on a multi-year financial plan to align revenues and expenditures. Determining service priorities will be an important aspect of this work.

Employee relations—Wisconsin Act 10 of 2011 prohibits local governments from bargaining with general municipal employees on matters other than base wages giving municipalities the authority to determine work rules and benefits for all employees, with the exception of protective service employees (Police & Fire/EMS) and transit. The City Manager will play a pivotal role in fostering and maintaining positive relations with employees affected by Act 10 as well as developing new work rules for those employees no longer covered by collective bargaining contracts.

Council relationship—Well-defined roles and responsibilities are essential to building a trusted relationship and establishing clear direction for the City. To ensure a smooth transition, the City Manager will get to know the individual members of the City Council and provide information and recommendations to facilitate collective decisions.

Collaboration—City, County and School District representatives participate in the Joint Commission on Shared Services Initiatives. The City has a long history of successful partnerships exemplified by such things as the long-standing City-County Health Department and the 911 Communication Center. The City Manager will take an active role in facilitating continued collaboration to achieve the most advantageous use of government resources.



Strategic direction—The City recently adopted a strategic plan based on a series of joint Council and City management workshops and community focus groups. Further discussion of the strategic plan is needed to integrate and prioritize goals contained in other City plans. The City Manager will facilitate dialogue with the City Council and staff to maintain a strategic focus and to measure goal attainment.

Economic development—Continued economic development will be an important factor in the City’s ability to expand its tax base and generate funding for municipal services. The City Manager will provide leadership to coordinate economic development initiatives, promote economic growth opportunities and bring redevelopment plans to fruition.

Succession planning—The projected departure of experienced department directors and staff will produce opportunities and challenges for new leadership. The City Manager will guide the development of a succession plan and initiate programs to develop internal leaders, retain existing employees, and assimilate new staff into the organization. The City Manager will also explore changes in the organizational structure that support this effort.



Compensation and Benefits

The salary for the City Manager of the City of Eau Claire will be \$135,000 +/- commensurate with qualifications and experience of the successful candidate. The City offers competitive benefits and participates in the Wisconsin Retirement System. Reasonable relocation expenses will be paid for the successful candidate.

Application and Selection Process

Position open until filled. Review of resumes starts on May 14, 2012. Candidate interviews are being planned tentatively for June 25-26, 2012.

To apply, submit a resume, salary history and five work-related references to eauclaire@springsted.com or to Sharon Klumpp, Senior Vice President, Springsted Incorporated, 380 Jackson Street, Suite 300, Saint Paul, MN 55101. For more information, call (651) 223-3053.

For additional information, visit the City of Eau Claire's web site at www.ci.eau-claire.wi.us.

The City of Eau Claire is an Equal Opportunity Employer



APPENDIX II
Sample Candidate Questionnaire

Hennepin County, Minnesota
Screening Questionnaire
County Administrator Position

Candidate Name _____

Congratulations for being selected to be part of the screening process for the County Administrator position with Hennepin County, Minnesota. We are requesting additional information to assist us in reviewing your credentials for this position. Please complete this questionnaire and return it to hennepin@springsted.com no later than the end of the day on Wednesday, January 16. Direct any inquiries about this questionnaire or the search process to David Unmacht at 651-223-3047 or dunmacht@springsted.com.

In 200 words or less for each question, please answer the following. Your answers will be shared with the Search Committee and County Board to aid in the candidate selection process.

1. Hennepin County is one of the largest counties in the country with over 8,000 employees, a budget of \$1.5 billion, and 7 full time County Board members. How has your career prepared you for the County Administrator position in an organization of this size?

2. What aspect of county government do you know and understand the best and identify any areas that you are not familiar with and/or need to learn more about in order to be fully effective in the role of County Administrator?

3. Describe a significant leadership challenge you've faced, how you handled it and what you would do differently if you were faced with a similar challenge.

4. How do you support and advance diversity within the workplace? What have you done to further your knowledge about diversity and inclusion and how have you applied your learning?

5. What is your preferred communication style with the County Board? What specifically do you want and need as a county administrator from the County Board to be successful in this role?

6. Hennepin County is noted for its innovation and focus on service improvement and results. How will you assess what is happening in the County to determine what should continue and what you may want to change or improve? What is the most notable innovative or effectiveness contribution you have made to an organization and what were the outcomes?

7. There are 26 departments within Hennepin County that range in size from a few employees to over 3,000 employees. Most of the department directors have been with the county for many years and are very knowledgeable about their operations. Describe the approach you would take to establish credibility and effective working relationships with these directors. How would you develop a cohesive leadership team?

8. Local governments in Minnesota operate in a strong collaborative culture. Hennepin County is a leader in partnering and cooperating with many public, private, educational and non-profit agencies. What is your philosophy on collaboration and how will you reach out to reaffirm existing partnerships and also find new partners to work with?

9. On page 5 of the Position Profile we list four critical professional competencies for this position: **Strategic Resource Management, Vision and Purpose, Relationship Management, and Service Excellence**. Using the drop-down menu for each selection, please rank these in order of your strengths and skills with #1 being your top competency and #4 being the least. You may be effective and strong in all four, but please rank them for the purposes of this question.

- 1 Strategic Resource Management
- 1 Vision and Purpose
- 1 Relationship Management
- 1 Service Excellence

Briefly explain why you picked your #1 competency.

10. Can you identify what you would describe as your “most significant” failure or disappointment in your career and what did you do to address it if anything?

APPENDIX III
Standard Contract

AGREEMENT FOR EXECUTIVE SEARCH SERVICES

THIS AGREEMENT is made as of the ____ day of _____ 2012, by and between, _____ ("Client") and Springsted Incorporated ("Consultant").

WHEREAS, the Client wishes to retain the services of the Consultant on the terms and conditions set forth herein, and the Consultant wishes to provide such services;

NOW, THEREFORE, the parties hereto agree as follows:

1. Services. Consultant shall provide executive search services to assist the Client with the recruitment and selection of a _____ consistent with the scope of services contained in Consultant's proposal/work plan dated _____. The work plan is provided in Attachment ____ and hereby made a part of this Agreement.
2. Compensation. The Client shall compensate the Consultant for these services at a professional fee of \$_____ and out of pocket expenses in the manner set forth in the _____ proposal/work plan.
3. Term and Termination. This Agreement shall commence as of the date hereof, and shall continue until terminated by either party by written notice given at least 60 days before the effective date of such termination, provided that no such termination shall affect or terminate the rights and obligations of each of the parties hereto with respect to any project, whether or not complete, for which the Consultant has provided services prior to the date that it received such notice.
4. Indemnification; Sole Remedy. The Client and the Consultant each hereby agree to indemnify and hold the other harmless from and against any and all losses, claims, damages, expenses, including without limitation, reasonable attorney's fees, costs, liabilities, demands and cause of action (collectively referred to herein as "Damages") which the other may suffer or be subjected to as a consequence of any act, error or omission of the indemnifying party in connection with the performance or nonperformance of its obligations hereunder, less any payment for damages made to the indemnified party by a third party. Notwithstanding the foregoing, no party hereto shall be liable to the other for Damages suffered by the other to the extent that those Damages are the consequence of: (a) events or conditions beyond the control of the indemnifying party, including without limitation changes in economic conditions; (b) actions of the indemnifying party which were reasonable based on facts and circumstances existing at the time and known to the indemnifying party at the time the service was provided; or (c) errors made by the indemnifying party due to its reliance on facts and materials provided to the indemnifying party by the indemnified party. Whenever the Client or the Consultant becomes aware of a claim with respect to which it may be entitled to indemnification hereunder, it shall promptly advise the other in writing of the nature of the claim. If the claim arises from a claim made against the indemnified party by a third party, the indemnifying party shall have the right, at its expense, to contest any such claim, to assume the defense thereof, to employ legal counsel in connection therewith, and to compromise or settle the same, provided that any compromise or settlement by the indemnifying party of such claim shall be deemed an admission of liability hereunder. The remedies set forth in this paragraph shall be the sole remedies available to either party against the other in connection with any Damages suffered by it.
5. Confidentiality; Disclosure of Information.
 - a. Client Information. All information, files, records, memoranda and other data of the Client which the Client provides to the Consultant or which the Consultant becomes aware of in the performance of its duties hereunder ("Client Information") shall be deemed by the parties to be the property of the Client. The Consultant may disclose the Client Information to third parties in connection with the performance by it of its duties hereunder.
 - b. Consultant Information. The Client acknowledges that in connection with the performance by the Consultant of its duties hereunder, the Client may become aware of internal files, records, memoranda and other data, including without limitation computer programs of the Consultant ("Consultant Information"). The Client acknowledges that all Consultant Information, except reports prepared by the Consultant for the Client, is confidential and proprietary to the Consultant, and agrees that the Client will

not, directly or indirectly, disclose the same or any part thereof to any person or entity except upon the express written consent of the Consultant.

6. Miscellaneous.

- a. Delegation of Duties. The Consultant shall not delegate its duties hereunder to any third party without the express written consent of the Client.
- b. No Third Party Beneficiary. No third party shall have any rights or remedies under this Agreement.
- c. Entire Contract; Amendment. This Agreement constitutes the entire agreement between the parties with respect to the subject matter hereof, and supersedes all prior written or oral negotiations, understandings or agreements with respect hereto. This Agreement may be amended in whole or in part by mutual consent of the parties, and this Agreement shall not preclude the Client and the Consultant from entering into separate agreements for other projects.
- d. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Minnesota.
- e. Severability. To the extent any provision of this Agreement shall be determined invalid or unenforceable, the invalid or unenforceable portion shall be deleted from this Agreement, and the validity and enforceability of the remainder shall be unaffected.
- f. Notice. All notices required hereunder shall be in writing and shall be deemed to have been given when delivered, transmitted by first class, registered or certified mail, postage prepaid and addressed as follows:

If to the Client:

If to the Consultant, to:

Springsted Incorporated
380 Jackson Street
Suite 300
St. Paul, MN 55101-2887
Attention: Managing Principal

The foregoing Agreement is hereby entered into on behalf of the respective parties by signature of the following persons each of whom is duly authorized to bind the parties indicated.

FOR CLIENT

SPRINGSTED Incorporated

Name, Title

Ms. Sharon Klumpp, Senior Vice President

Proposal for:

The Recruitment for the Position of County Administrator

Jefferson County, Wisconsin

Submitted to Jefferson County

December 20, 2012

Contact Person:

William D. Frueh, Partner
Public Administration Associates, LLC
P.O. Box 282
Oshkosh WI 54903
920-235-0279
Fax. 801-659-8673
paassoc@northnet.net
www.public-administration.com

*P.O. Box 282
Oshkosh WI 54903
Phone: 920-235-0279
Fax: 801-659-8673
Email: paassoc@northnet.net
www.public-administration.com*

December 20, 2012

Ms. Terri M. Palm
Human Resources Director
Jefferson County Courthouse
320 S. Main Street
Jefferson, WI 53549

Dear Ms. Palm:

Thank you for the opportunity to submit this proposal for recruitment services. Public Administration Associates would be honored to assist Jefferson County in recruiting for the position of County Administrator. What follows is information about our company and the assistance that we would bring to the county, if desired.

Public Administration Associates is dedicated to encouraging municipal professional administration and to assist local governments in that endeavor. Denise Frueh, Dr. Stephen Hintz and I formed Public Administration Associates in 1998. A description of our company and the benefits it has to offer governmental entities is offered as Attachment "A". While all three partners will be available to assist in this recruitment effort, I will serve as the lead person for this project.

I am also enclosing a list showing the municipalities we have assisted in their executive searches, Attachment "B". Together, we have assisted almost 200 communities and counties in their searches for new Managers/Administrators. As a result of that extensive experience, we have over 700 detailed reference files of potential candidates. We also have relationships with six universities of Public Administration to assist us in the national executive search.

The partners have many years of leadership experience in the International City/County Management Association and the Wisconsin City/County Management Association. In fact, I am a Life Member of both organizations. I am a former President of the Wisconsin City/County Management Association and have been active in it for the past 36 years. Partner Stephen Hintz was the Secretariat-Coordinator of that group for twenty years. We personally know many of the potential candidates and that ability will give you access to a wide range of prospects to fill the position with the best possible person.

A specific list of executive searches that Public Administration Associates, LLC has recently conducted, along with a contact name, title, telephone number and email address, is offered in Attachment "C". This attachment also lists the entities and pertinent information concerning the

projects that Partner Denise Frueh and I have served as lead persons as well as those in which PAA Partner Stephen Hintz has served as lead person. I have also listed those County Governments that Denise and I have assisted.

The list of governmental entities that Partner Denise Frueh and I have served as lead persons is extensive; over 108 since 1996. A listing of the recruitments we have handled in the past ten years is offered in Attachment "D". Please feel free to contact any entity on this listing to verify satisfaction with our services.

Public Administration Associates, LLC limits itself to recruitments for public entities. Therefore we do not have a listing of private sector clients.

At no additional cost to the County, our firm uses a video interview process along with reference checks to assist the Search Committee/County Board in making the selection of finalists for the position.

Our services do not end when you hire your County Administrator. At no cost, we stay in touch with the County and the person you hire throughout their tenure to offer assistance and advice as may be needed. We take a personal interest in making the County's choice as successful as possible and we feel our lengthy experiences may be of assistance to your new County Administrator. Additionally, we offer a guarantee of our work, more fully described in the attached proposal.

An Executive Summary of reasons why we believe you should select Public Administration Associates, LLC, is included as Attachment "E".

Lastly, Denise and I assisted the City of Jefferson when they recruited Tim Freitag in 2007. I am enclosing an unsolicited letter of recommendation from then Mayor Gary Myers.

Please call if I can answer any questions or concerns you may have regarding this proposal. If the proposal is acceptable, please execute it and return a copy for our files.

Thank you for your consideration.

Sincerely,

William D. Frueh
Partner, Public Administration Associates, LLC

ATTACHMENT "A"

What is Public Administration Associates, LLC?

Public Administration Associates, LLC, is a consulting firm specializing in local government recruitment and management studies. William Frueh, Denise Frueh, and Stephen Hintz, who are the partners, formed this partnership in April 1998. Its headquarters are located at 1310 Fairview Street in Oshkosh, Wisconsin.

What expertise do the partners have in local government?

Denise Frueh served in the Finance Department for the City of Oshkosh for seven years. Her experiences include being the Deputy and Acting City Assessor. She received her Master of Business Administration from the University of Wisconsin Oshkosh. She has been actively consulting since 1996. Ms. Frueh acts as the business manager for the partnership.

Dr. Stephen Hintz served on the faculty of the University of Wisconsin Oshkosh from 1972 until 2002, where he taught personnel, budgeting, and municipal management in the Master of Public Administration program. For twenty years, he served as executive secretary of the Wisconsin City/County Management Association. Hintz holds a Ph.D. in political science from Yale University. He has been consulting with municipalities on recruitment and management issues since 1980. In 1998, Hintz was elected to the Oshkosh Common Council and is a former Mayor of Oshkosh, (2002-2004). In 2001, he received the prestigious Sweeney Academic Award from the International City/County Management Association for his lifelong work in promoting public administration.

William Frueh has many years of experience in local and state governments as a City Manager in Council Bluffs, Iowa; Newton, New Jersey; Shawnee, Oklahoma and Oshkosh, Wisconsin where he retired after 20 years as its City Manager. He also served as the Director of Economic and Community Affairs for the State of Oklahoma. In January 2000, Oshkosh Citizens and the *Oshkosh Northwestern* newspaper named Frueh as one of the ten people in Oshkosh who most influenced the development of Oshkosh during the twentieth century. Frueh received his bachelor's degree in Civil Engineering from Iowa State University and has experience as a City Engineer and Public Works Director. He has been actively consulting since 1996 and is a Life Member of both the International City/County Management Association and Wisconsin City/County Management Association.

What is the range of activity of Public Administration Associates, LLC?

During the past 16 years, the partners have been responsible for the recruitment of almost 200 Managers and/or Administrators, the third most placements of similar recruiting firms in the United States and by far, the most placements of any firm in the State of Wisconsin. The partners also conduct many studies on municipal organization, management, public safety, personnel and budgeting.

Why is the cost of services performed by Public Administration Associates, LLC, likely to be less than the cost of services from other consulting firms?

The partners do not maintain separate office facilities or employ staff. In addition, although Public Administration Associates, LLC, believes that its partners are fairly compensated, it is committed to fostering effective and efficient local government and sensitive to the fact that public officials must be prudent in spending public money. We believe we provide a wider level of services in the recruitment process than our competitors at a substantially lower cost.

Many times prospective clients consider our proposal with the thought that the lesser quoted cost reflects a substandard product. We believe that any fair comparison will reveal that our proposal reflects a superior product at a reduced cost to our clients.

Further information about the partnership can be found at www.public-administration.com.

ATTACHMENT "B"

Manager/Administrator Searches Conducted by Public Administration Associates

(State of Wisconsin unless otherwise noted) (Updated 1/1/2013-199 Municipalities & Counties)

Note: The number beside the municipality name is the number of times PAA has assisted the municipality.

Cities

Adams (2)
Algoma
Antigo (3)
Ashland (2)
Baraboo (2)
Berlin
Brillion
Chippewa Falls (2)
Clintonville
Crystal River, Florida
Delavan (3)
DePere (3)
Eagle River
El Paso, Illinois
Elroy (3)
Evansville (3)
Fond du Lac
Fort Atkinson
Fox Lake (2)
Hartford
Hartland
Hillsboro (2)
Hudson
Independence, Iowa
Jefferson (2)
Lancaster (4)
Marquette, Iowa
Marshfield (2)
Mauston (5)
Mequon
Merrill
Milton
Minonk, Illinois (2)
Monona (2)
Monroe (2)
New Lisbon
New London (2)
Niagara
Oak Park Heights, MN
Oconto (2)
Pine Island, MN
Platteville (4)

Prairie du Chien (2)
Princeton
Reedsburg (3)
Rhineland
Rice Lake
Richland Center
Shawano
South Haven, MI
St. Croix Falls
Sturgeon Bay (4)
Tomah
Verona (2)
Washburn (2)
Waterford
Waukesha
Waunakee (2)
Waupaca
Waupun
Wautoma
Wauwatosa (2)
Weyauwega (2)
Whitewater

Villages

Bayside (4)
Bellevue
Clinton (3)
Colfax
Darion
Denmark
Elm Grove
Ephraim
Fox Point (2)
Grafton
Greendale (2)
Hartland
Howard (3)
Johnson Creek (3)
Kewaskum
Little Chute (3)
Maple Bluff
New Glarus (2)
North Fond du Lac (3)

Oregon
Osceola
Paddock Lake (2)
Palmyra
Pardeeville
Prairie du Sac
Pulaski
Sherwood
Slinger (2)
Spring Green
Sussex
Thiensville (2)
Turtle Lake (2)
Twin Lakes (2)
Union Grove
W. Milwaukee (3)
Wind Point
Winneconne (3)
Whitefish Bay (2)
Wrightstown (3)

Towns

Beloit
Buchanan
Cedarburg (2)
Clayton
Grand Chute
Greenville
La Pointe
Menasha (4)
Rib Mountain
Richfield
Weston

Counties

Chippewa (3)
Iowa
Monroe
Polk
Shawano
Wabasha, MN (2)

ATTACHMENT "C"

POSITIONS RECENTLY FILLED BY PUBLIC ADMINISTRATION ASSOCIATES, LLC

Position	City/County	Contact Name	Person Title	Telephone Number	Email Address	Lead Partner/s	Year
Administrator	Polk County	Dana Frey	Administrator	715-485-9286	dana.frey@co.polk.wi.us	William & Denise Frueh	2010
Administrator	Wabasha County, MN	Laura Kreofsky	Hu. Res. Dir.	651-565-3675	lkreofsky@co.wabasha.mn.us	William & Denise Frueh	2007
Administrator	Iowa County	Mark Masters	For. Board Chm.	608-935-2453	markmasters51@hotmail.com	William & Denise Frueh	2007
Administrator	Chippewa County	Lawrence Willkom	Chair	715-723-5804	lwillkom@co.chippewa.wi.us	Stephen Hintz	2011
Administrator	Weyauwega	Don Morgan	Mayor	920-867-2075	dmorgan_2@charter.net	William & Denise Frueh	2012
Administrator	Twin Lakes	Howard Skinner	Vil. Pres.	202-215-1826	info@twinklakeswi.net	William & Denise Frueh	2012
Adm.-Coord.	Antigo	Bill Brandt	Mayor	715-216-2870	bbrandt@antigo-city.org	William & Denise Frueh	2012
Administrator	Minonk, IL	William Koos	Mayor	309-506-9511	bj.koos@frontier.com	William & Denise Frueh	2012
Administrator	Reedsburg	David Estes	Mayor	608-524-6404	mayor@ci.reedsburg.wi.wi.us	William & Denise Frueh	2012
Administrator	Algoma	Jan Dart	Co. Presid.	920-255-0073	jandart@sbcglobal.net	William & Denise Frueh	2012
Administrator	Oconto	Thomas Fulton	Mayor	920-834-2095	mayor@cityofoconto.com	William & Denise Frueh	2011
Administrator	Town of Beloit	Rob Pavlik	Chair	608-295-0128	Robert.pavlik@gmx.com	William & Denise Frueh	2011
Administrator	Colfax	Gary Stene	Vil. Pres.	715-962-3512	stene@colfax.k12.wi.us	William & Denise Frueh	2011
Administrator	Shawano	Loma Maarquardt	Mayor	715-526-3418	mayor@shawanonet.net	William & Denise Frueh	2011
Administrator	Clinton	Mary Jensen	Vil. Pres.	608-6766-4975	clintonrealty@hotmail.com	William & Denise Frueh	2011
Administrator	Hartland	David Lamerand	Vil. Pres.	262-367-7149	DavidL@villageofhartland.com	Stephen Hintz	2012
Administrator	Denmark	Roger Stein	Vil. Pres.	920-863-8091	kathyskidz@charter.net	Stephen Hintz	2011
Administrator	Delavan	Mel Nieuwenhuis	Mayor	262-728-3766	mayormel@ci.delavan.wi.us	Stephen Hintz	2011
Manager	Whitefish Bay	Julie Siegel	Vil. Pres.	414-963-8695	PresidentSiegel@wfbvillage.org	Stephen Hintz	2011

Note: County Government Recruitments are shown in bold type

ATTACHMENT "D"

POSITIONS FILLED BY DENISE & WILLIAM FRUEH OF PUBLIC ADMINISTRATION ASSOCIATES, LLC (Since 2002)

Position	City	Chief Elected Official			Adv. Date ICMA	No. of Applic.	Salary Range	Appointee	Salary	Start Date
		Pop.	Name	Title						
Administrator	Weyauwega	1,900	Don Morgan	Mayor	9/20/2012	25	60-75k	Pat Wetzel	67.5k	1/14/2013
Administrator	Twin Lakes	6,000	Howard Skinner	Vil. Pres.	6/11/2012	47	64-80k	Jennifer Pollitt	66k	9/17/2012
Adm.-Coord.	Antigo	8,200	Bill Brandt	Mayor	6/4/2012	24	68-95	Mark Dosezell	77.665k	9/4/2012
Administrator	Minonk, IL	2,000	William Koos	Mayor	4/18/2012	25	65-75k	Gary Brennan	65k	7/16/2012
Administrator	Reedsburg	9,200	David Estes	Mayor	3/20/2012	33	85-1400k	Kenneth Witt	97.5k	8/1/2012
Administrator	Algoma	3,400	Jan Dart	Co. Presid.	12/1/2011	23	60-70k	Tom Reynolds	66k	3/26/2012
Administrator	Oconto	4,700	Thomas Fulton	Mayor	10/15/2011	29	60-75k	Sara Perrizo	70k	1/9/2012
Administrator	Town of Beloit	7,700	Rob Pavlik	Chair	9/15/2011	47	72-85k	Brian Wilson	72k	1/31/2012
Administrator	Colfax	1,200	Gary Stene	Vil. Pres.	2/14/2011	41	45-65k	Thomas Cogswell	55k	10/3/2011
Administrator	Shawano	8,300	Lorna Maarquardt	Mayor	3/14/2011	40	75-90k	Michael Hall	80k	6/27/2011
Administrator	Clinton	2,200	Mary Jensen	Vil. Pres.	12/20/2010	60	60-80k	Brett Kline	72k	4/4/2011
Administrator	Monroe	11,000	William Ross	Mayor	8/16/2010	59	75-105k	Phillip Rath	75k	12/6/2010
Administrator	Mauston	3,800	Brian McGuire	Mayor	8/16/2010	43	65-80k	Nathan Thiel	70k	11/8/2010
General Manager	Shawano Utilities	15,000	Bob Kurkiewicz	Brd. Chm.		16	80-95k	Brian Knapp	87.5k	10/18/2010
Administrator	Wautoma	2,100	Helena Walla	Mayor	5/17/2010	43	60-70k	Ryan McCue	65k	10/1/2010
Administrator	Waupun	11,000	Jodi Steger	Mayor	4/26/2010	38	75-90k	Kyle Clark	75.679k	7/1/2010
Administrator	Polk County	42,000	Brian Beseler	Brd. Chm.	2/22/2010	46	85-100k	Dana Frey	100k	6/7/2010
City Manager	Independence, IA	6,100	Carl Scharff	Mayor	11/23/2009	58	75-90k	Steve Diers	80k	3/15/2010
Superintendent	Koshkonong	6,300	Katherine Lightfus	Chair		23	55-70k	Erik Hanson	65k	12/14/2009
Administrator	Ashland	8,800	Edward Monroe	Mayor	6/22/2009	44	68-78k	Peter Mann	70k	9/8/2009
Administrator	Minonk, IL	2,000	William Koos	Mayor	4/27/2009	43	65-75k	Douglas Elder	70k	7/6/2009
Administrator	Lancaster	4,100	Jerry Wehrle	Mayor	3/16/2009	48	60-80k	Stephen Crane	74k	7/1/2009
Administrator	Johnson Creek	2,100	Vicki Zick	Vil. Pres.	2/2/2009	56	60-80k	Mark Johnsrud	73.5k	5/4/2009
Engineer/PWD	Jefferson	7,700	Tim Freitag	Admin.		13	61.266-82.037k	Jill Zalar	74k	3/2/2009
Administrator	Winneconne	2,520	Johm Rogers	Vil. Pres.	9/14/2008	20	55-70k	Steven Volkert	64k	1/5/2009
Administrator	Ephraim	353	John Cox	Vil. Pres.	9/29/2008	30	50-70k	Charity Forsch	50k	1/19/2009
Administrator	Waunakee	11,000	John Laubmeier	Vil. Pres.	9/29/2008	45	88-105k	William Barlow	97.9k	1/19/2009
Administrator	Darien	1,600	Robert Metzner	Vil. Pres.	8/15/2008	22	50-65k	Mark Dennison	50k	12/1/2008
Administrator	Sturgeon Bay	9,763	Thomas Vogeles	Mayor	4/14/2008	48	60-90k	Steven McNeil	83k	9/22/2008
Administrator	Eagle River	1,512	Jeffery Hyslip	Mayor	4/28/2008	16	58k+	Joseph Laux	58k	6/15/2008
Administrator	Paddock Lake	3,200	David Buehn	Vil. Pres.	2/19/2008	37	60-75k	John Burg	63k	5/10/2008
Administrator	Wabasha Co., MN	25,000	Eugene McCallum	Chairman	10/15/2007	25	63.426-82.75k	David B. Johnson	78k	2/4/2008
Administrator	Elroy	1,600	Donald Baldwin	Mayor	9/17/2007	16	50-60k	Adam Hammatt	57.5k	1/2/2008
Administrator	Prairie du Chein	6,000	Cheryl Mader	Mayor	9/17/2007	22	65-75k	James Gitz	75k	1/2/2008
Manager	Greendale	14,100	John Hermes	Vil. Pres.	8/20/2007	31	80-95k	Todd Michaels	85k	10/16/2007
Administrator	Monona	8,100	Robb Kahl	Mayor	7/23/2007	34	80-90k	Patrick Marsh	82.5k	11/1/2007
Administrator	Clinton	2,200	Mary Jensen	Vil. Pres.	4/16/2007	21	50-70k	Phillip Rath	60k	8/13/2007
Administrator	Iowa County	24,700	Mark Masters	Brd. Chm.	4/16/2007	26	65-80k	Randy Terronez	75k	8/20/2007
Administrator	W. Milwaukee	4,200	Ronald Hayward	Vil. Pres.	3/19/2007	32	82.5k +/-	Partick Casey	88k	8/6/2007
Manager	Platteville	10,100	Ed White	Co. Presid.	2/19/2007	33	80k-90k	David Berner	85k	6/1/2007
Administrator	Jefferson	7,700	Gary Myers	Mayor	12/25/2006	32	63k-78k	Timothy Freitag	78k	4/23/2007
Administrator	North Fond du Lac	4,800	James Moon	Vil. Pres.	12/25/2006	21	67k-72k	Alfred Vacanti	68.346k	4/9/2007
Administrator	Town/Menasha	17,200	Arden Tews	Chairman	10/30/2006	28	69.6-78.3k	Jeffrey Sturgell	69.606k	1/22/2007
Administrator	Wauwatosa	50,000	Teresa Estness	Mayor	7/24/2006	24	100k+	Jim Archambo	103k	11/15/2006
Administrator	New Glarus	2,100	Thomas Myers	Vil. Pres.	7/10/2006	28	50-65k	Nicholas Owen	55k	10/2/2006
Administrator	Kewaskum	3,700	Mathew Heiser	Vil. Pres.	4/17/2006	25	64.7-74.3k	Jay Shambeau	69.535k	8/1/2006
Administrator	Hillsboro	1,400	Alan Picha	Mayor	3/20/2006	21	50-50+k	Mark Lynch	50k	7/10/2006
Manager	Crystal River, FL	3,700	Ron Kitchen	Mayor	3/20/2006	62	70-80k	Andrew Houston	75k	6/26/2006
Administrator	Slinger	4,200	Russell Brandt	Vil. Pres.	2/20/2006	31	65-72k	Maureen Murphy	68k	6/5/2006
Administrator	Marquette, IA	500	John Ries	Mayor	1/23/2006	24	DOQ	Michael Puksich	52k	5/1/2006
Administrator	Merrill	10,150	Doug Williams	Mayor	12/26/2005	36	62-83k	Tony Chladek	74.788k	4/17/2006
Administrator	Monroe	11,000	William Ross	Mayor	12/26/2005	34	65-80k	Mark Vahlsing	77k	5/13/2006
Administrator	Weyauwega	1,900	Howard Quimby	Mayor	10/3/2005	26	48-58k	henry Scheureman	51.921k	1/3/2006
Administrator	Prairie du Chein	6,000	Cheryl Mader	Mayor	8/22/2005	32	58-73k	Gordon Gallagher	70k	11/28/2005
Pub. Wrks Dir.	Princeton	1,500	Stacy Siedl	Mayor		17	42.5-54k	Robert Szrot	49.5k	10/10/2005
Pub. Wrks. Supr.	Weyauwega	1,900	Howard Quimby	Mayor		11	39.95-47k	Glen Simonson	44k	12/5/2005
Administrator	Town/Clayton	3,300	Arden Schroeder	Chairman	2/7/2005	31	45-60k	Craig Clark	52k	6/1/2005
Administrator	Sussex	9,500	Michael Knapp	Vil. Pres.	11/15/2004	44	62.5-78k	Evan Teich	70k	3/1/2005
Planner	Richfield	10,579	Toby Cotter	Admin.		24	47-54k	Leo Bethge	48k	10/13/2004
Administrator	Princeton	1,500	Stacy Siedl	Mayor	8/23/2004	26	50-65k	Phillip Rath	50k	12/1/2004
Manager	Whitewater	14,000	James Allen	Co. Presid.	6/28/2004	44	65/78k	Kevin Brunner	78k	10/10/2004
Administrator	Fox Lake	1,500	Richard Klomsten	Mayor	5/31/2004	48	DOQ	William Petrocek	50k	9/13/2004
Administrator	Clinton	2,200	Dennis Neilson	Vil. Pres.	5/17/2004	30	45-65k	Scott Kliver	50k	9/1/2004
Administrator	Lancaster	4,400	Jerry Wehrle	Mayor	2/9/2004	41	50-65k	Scot Simpson	56k	6/15/2004
Utility Supr.	Horicon	3,800	Lloyd Wagner	Mayor		13	DOQ	David Magnusson	46k	5/12/2004
Administrator	Wabasha Co., MN	25,000	Pete Reister	Chairman	2/9/2004	36	58.3-67.6k	Peter Boyce	65.62k	5/24/2004
Engineer	Wabasha Co., MN	25,000	Pete Reister	Chairman		5	55.22-64.02k	David Shanahan	55.224k	4/15/2004
Fire Chief	Town/Grand Chute	19,500	Mark Roloff	Admin.	11/26/2003	49	DOQ	Todd Farley	62.795k	4/26/2004
Administrator	Paddock Lake	3,200	David Buehn	Vil. Pres.	10/20/2003	51	50-65k	Ernest Mooney	60k	4/5/2004
Manager	Platteville	10,100	Dorothy Genthe	Mayor	4/21/2003	48	60-65k	Lon Pluckhahn	64k	8/8/2003
Administrator	Winneconne	2,500	John Rogers	Vil. Pres.	3/24/2003	29	45-55k	Steve McNeil	55k	6/25/2003
Administrator	Bellevue	13,000	Robert Slaughter	Vil. Pres.	12/30/2002	55	65-75k	Randall Friday	65k	4/14/2003
Administrator	Oak Park Heights	4,000	David Baudet	Mayor	12/2/2002	77	70k +or-	Eric Johnson	71.3k	4/15/2003
Administrator	Hillsboro	1,400	Greg Kubarski	Mayor	8/26/2002	20	40-50+k	Larry Bierke	43k	11/18/2002
Administrator	Town/Rib Mt.	7,500	Ray Heiser	Town Chm.	8/26/2002	49	50-62k	Gayleen Nalish	52k	12/2/2002
Administrator	Adams	1,900	Ken Rommel	Mayor	7/29/2002	26	42-52k	Robert Ellisor	48k	10/1/2002
Administrator	Slinger	4,000	Sharon Grudzinski	Vil. Pres.	6/2/2002	40	55-65k	Patrick DeGrave	62k	8/1/2002
Administrator	St. Croix Falls	1,900	Lee Urhammer	Mayor	5/20/2002	41	50-62k	Ed Emerson	62k	9/15/2002
Administrator	Town/Menasha	15,000	Arden Tews	Town Chm.	5/6/2002	64	63-72k	James Archambo	63.862k	9/1/2002
Administrator	Osceola	2,400	Charles Jensen	Vil. Pres.	1/28/2002	39	50-65k	Neil J. Soltis	62k	5/8/2002
Administrator	Johnson Creek	1,600	John Maegli	Vil. Pres.	12/17/2001	33	to 60k	Paul Modericki	57k	3/2/2002

ATTACHMENT "E"
EXECUTIVE SUMMARY

Reasons for engaging Public Administration Associates, LLC, for this recruitment are:

THE MOST QUALIFIED

- Over 100 years combined experience in municipal government by three partners
- Life Members of Wisconsin City/County Management and International City Management Associations
- Partner William Frueh has over 32 years' experience as a City Manager

THE MOST EXPERIENCED

- Placed 199 Administrators/Managers
- Have extensive referenced files on over 700 possible candidates
- Know the possible candidates-can encourage possible candidates to apply

THE BEST PROCESS

- Solicitation includes all possible media plus six schools of Public Administration
- An analysis is prepared on all applicants to ease your review and analysis
- Videos are used to assist in the semi-finalist to finalist determination
- An alternate group is used to give opinions of strengths/weaknesses of finalists
- At your direction, we prepare and negotiate Employment Agreement with selected person
- We stay in touch long after the process is over-we feel we have a stake in the ultimate success of the selection

WE HAVE A RECORD OF ENTHUSIASTIC APPROVAL

- Please contact any of our previous clients or references to verify

317 S. MAIN ST.
JEFFERSON, WISCONSIN 53549
PHONE: (920) 674-7700 FAX: (920) 674-7710

CITY OF

Jefferson

A SPECIAL PLACE
IN WISCONSIN

February 27, 2007

Bill and Denise Frueh
Public Administration Associates
P.O. Box 282
Oshkosh WI 54903

Dear Bill and Denise:

Just a note to say how pleased we are with your professional handling of our City Administrator search. Your advice and counsel was right in every respect.

The ad pulled many qualified candidates, just as you said it would, and the timeline you projected was spot on. Your methodology for narrowing the field worked incredibly well and the work of our Personnel Committee was streamlined through the entire process. Your reference checks provided great insights and were confirmed when our Police Chief did his background checks on the final four.

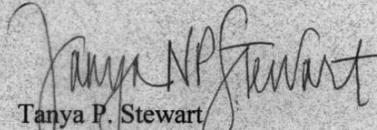
The reception for the Council and staff was a very nice touch that allowed us to get to know the candidates and their spouses prior to the actual interviews. We really appreciated the "grid system" you recommended for the final day. It allowed us to have a disciplined and effective approach to our decision-making.

The coaching regarding our proposed contract language saved us from some costly mistakes. And most importantly, we've hired a fantastic candidate.

Well done. Don't hesitate to use Jefferson as a reference for your fine work.

Sincerely,


Gary Myers
Mayor


Tanya P. Stewart
City Clerk/Treasurer



**A PROPOSAL SUBMITTED TO JEFFERSON COUNTY, WI
FOR THE RECRUITMENT OF THE POSITION OF
COUNTY ADMINISTRATOR**

Project Consultants for Jefferson County

William and Denise Frueh will be the key personnel on the project. They will serve as the lead consultant and will be responsible for all formal contacts with the County. Both will attend all meetings with County elected officials and staff in the design and implementation of the recruitment and selection process. They will both conduct background and reference checks, in part to provide a means of verifying responses. They will also serve as the contact consultant with the semi-finalists and finalists and, subject to County instructions, will negotiate the employment agreement with the selected candidate. We have recently concluded the executive search for the Weyauwega City Administrator and we therefore have the time and resources available to fully focus our attention to the Jefferson County recruitment effort.

PAA Objectives and Approach to an Executive Search

Our primary objectives are (1) to attract the highest number of professionally qualified, experienced, and diverse applicants and (2) to facilitate a selection process that is thorough, professional, and timely, resulting in the selection of the candidate who best meets the requirements of the County. We believe that the governing body should be actively involved in the selection process at all stages of the process and that our primary role is to provide meaningful information about the candidates to assist the governing body in selecting semi-finalists, finalists, and the final selection. Appropriate communications shall be maintained with the Search Committee/County Board throughout the process by on-site meetings, email and, if necessary, phone calls.

While we certainly review applicants carefully, it is not our role to actually select candidates. We believe that the process consists both of recruiting—the County actively selling itself to potential administrators—and selecting—the County carefully reviewing applicants for the best possible choice. Too often governing bodies only consider the selection part.

We believe that the staff has a large stake in the process. We recommend that department heads and senior staff, (and the public to the extent recommended by the governing body), have an opportunity to meet and talk with each of the finalists and that staff comments be relayed to the governing body. However, we fully recognize that the final decision rests with the governing body.

Finally, we believe that the process should be conducted in a planned, deliberate, and timely fashion. Specific preferences of the County will be accommodated in the design of the process and as necessary throughout the process.

Outline of Process

This proposal describes the activities to be performed by Public Administration Associates, LLC, acting as consultants for Jefferson County, Wisconsin in the recruitment and selection of a new County Administrator.

Activities to be performed by Consultants

- 1. Meet with the Search Committee and staff personnel as appropriate to review, and, if deemed appropriate, recommend changes to the job description and qualifications and discuss characteristics desired in the next administrator and the process of recruiting an administrator.**

Determine recruitment procedures and the interview and selection process, and determine the time schedule;

[These meetings are important to establish the qualities that the Search Committee desires in the County Administrator and to determine the recruitment procedures and schedule.]

2. On the basis of these discussions, prepare the position advertisements and a position/community profile for website and mail dissemination;

[The community profile will include a description of the resources and services of the City, organizational structure, position description and expectations, business, housing, school, and non-profit organization information, and other information as appropriate. It will probably be a color brochure and be distributed to persons who may be interested in the position.]

3. Place advertisements in appropriate publications and on-line sources, (International City/County Management Association Newsletter and on-line, The Municipality and the League of Wisconsin Municipalities on-line, Govtjobs.com, WCMA., ILCMA, Six schools of Public Administration throughout the United States); contact and encourage personally known administrators to apply;

[This will be a national search. The ICMA Newsletter and on-line venues are the premier channels for reaching qualified administrators across the nation.]

4. Receive applications and acknowledge receipt;

5. Review applications and sort into appropriate categories (“qualified”, “wild card”, and “not qualified”);

[The initial sorting of applicants is made on the bases of type of experience, quality of experience, education, and any other characteristics that may be relevant.]

6. Review applications with the Search Committee for selection of semi-finalists (8-10);

[The Selection Committee reviews the sorted applications with the focus being on the applicants in the “qualified”, and “wild card categories”. The committee selects those applicants about which it wants more information. Normally, 8 to 10 applicants are selected as semi-finalists.]

7. Contact semi-finalists; conduct background and reference checks; prepare semi-finalist candidate profile statements; arrange for video presentations;

[This is the most important and time-consuming part of the search process. Semi-finalists must supply references that are elected officials and staff members with whom the applicant has worked. If references are not appropriate, semi-finalists must supply additional references. Questions are asked about accomplishments, strengths, skills, interpersonal relationships, and areas of improvement. This information is critical in evaluating the candidates and preparing the candidate profile statements. In addition, each semi-finalist prepares a short video in response to a series of questions.]

8. Review semi-finalists with the Selection Committee for selection of candidates to be interviewed;

[The committee review the profiles developed from the reference/background information and reviews the videos. They then select three to six candidates as finalists to be interviewed. We normally recommend four finalists. At this stage, all of the candidates should be technically qualified to be the County Administrator. The primary value of the interview is to determine the "fit" with the County Board, staff, and community.]

9. Work with the Selection Committee, and candidates to arrange on site, final interviews; conducting a criminality check and verify of the educational attainments claimed by the finalist candidates.

10. Assist in the interview process, including arranging the schedule, coordinating plans with candidates, providing sample interview questions, conducting a writing exercise, observing the interviews, facilitating the selection of the first choice, and seeing that the interviews run smoothly;

[While there are a variety approaches to the interview process, PAA recommends a two-day process. the Search Committee/County Board hosts a social gathering with the finalists simply to get acquainted and to talk informally on the evening prior to the formal interviews. If desired by the Selection Committee/County Board Members, the public may also be involved at this function. On the second day, the Selection Committee/County Board interviews each candidate. Each candidate goes through 4 stages: (1) formal interview with the governing body, (2) a tour of the County Facilities in Jefferson, (3) meet with department heads and senior staff, (and public representatives if the governing body so desires), (although this group does not participate in the selection of the new Administrator, each of them is asked to comment, without ranking or comparison, on the candidates as further evidence for the governing body to consider.) The meetings with the department heads are important for both the candidates and the department heads), (4) a writing exercise to determine writing skills.]

11. Convey terms to and from the candidate selected until agreement is reached;

[Normally, the Search Committee/County Board will meet after the interviews to select its choice for County Administrator. Since the meeting is in closed session, it instructs the consultant to begin discussions with the desired candidate. The use of a third party negotiator is very helpful in the process in reconciling differences between the Search Committee/County Board and the candidate. When an employment agreement has been prepared, the consultant informs the County that if they make an offer on the basis of the agreement, the offer will be accepted.]

12. After acceptance by the designated candidate, the consultant will thank all applicants and notify them of the final result.

Cost

The project costs for professional services will be \$11,000 plus reimbursement of actual out-of-pocket expenses such as postage, copying, long distance phone calls, mileage, and other miscellaneous items, which are estimated to be in the range of \$300 to \$500. Advertising costs, (restricted to the venues listed), are expected to be in the range of \$600 to \$800. The total cost will not exceed \$12,300 and will be reduced to reflect the actual out-of-pocket expenses and advertising costs.

If additional testing is desired by the Search Committee/County Board, such services will be arranged by the consultant. The cost associated with such additional services shall be in addition to those specified above and shall be direct cost of the additional services.

PAA is sensitive to the pressures faced by local governments to contain costs. As such, we will work with you to ensure that the recruitment is conducted in a cost-effective manner. We only submit our invoice after the chosen individual and the County executes the Employment Agreement, thus completing the project. No interim payments are billed.

Guarantee

In the unlikely event that none of the finalist candidates are chosen, we will continue the search on your behalf at no added cost beyond direct expenses. In addition, if within two years of employment the County Administrator resigns or is dismissed for cause, we will conduct another search for direct expense only. There will be no charge for professional services.

Time Schedule

The process can proceed at a pace approved by the Search Committee/County Board. However, once it has been started it is important to proceed in an expeditious manner. The following is a suggested schedule:

<u>Week</u>	<u>Action</u>
Week 1	Meet with Search Committee to accomplish tasks identified in Activity 1.
Week 2	Prepare and Place Advertisements with the International City/County Management Association, Wisconsin League of Municipalities, on the Internet and other venues. Prepare and disseminate the Community/Position profile.
Week 6	Closing Date for applicants.
Week 7	Meet with the Search Committee/County Board to review applicants and select semi-finalists.
Week 9	Meet with the Search Committee/County Board to review semi-finalists and select finalists.
Week 10	Interview finalists, select first choice, and authorize consultant to negotiate terms with designee.
Week 11	Make offer and adopt employment agreement in open session (knowing that it will be accepted).
Week 15	New County Administrator arrives (assuming that the designee must give approximately one month's notice in present position).

If the foregoing proposal is acceptable, signing this document shall constitute the contract for services.

**Signed: William D. Frueh
Partner, Public Administration Associates**

Dated: _____

**Accepted: _____
Jefferson County**

Dated: _____

**Jefferson County, Wisconsin
Proposal to Provide
a County Administrator Recruitment
Presentation to the Search Committee**

Scope of Services

The services to be provided are identified in Section C in the RFP. We fully understand the services you are seeking, the qualifications criterion and the evaluation process. The expectations are clear and understood. We are prepared to begin work upon selection and partner with the Search Committee and County Board to deliver a successful recruitment process.

Our Process

An executive search process involves a series of inter-related steps. The Springsted model has proven to be successful over many years. One of our distinctive qualities is our ability to adapt and alter the process to meet the needs of the entity we are working with.

1. Create trust and strong working relationships
2. Project initiation
3. Develop Position Profile
4. Job posting and identify and recruit candidates
5. Candidate screening
6. Identify and present top candidates to the County
7. Reference checks and interviews
8. Background check
9. Offer of employment; negotiate agreement
10. Guarantee

Our Executive Search Philosophy

To administer a participatory process that results in the best candidate for the County Administrator position. We will earn your trust from the initial meeting through the end of the search. Our qualities include the following characteristics:

- Organized, effective and experienced
- Extensive knowledge of county government
- Strong search model, yet flexible process to adapt to needs and goals
- Strong communicators – actively seek Committee input and ideas
- Fair, objective and impartial to all participants
- Stimulate and encourage open discussion and creative ideas
- Strong facilitation skills in group discussions and meetings
- Positive, easy-going and enjoyable to work with
- Reliable, timely and dependable

Our Commitment

The overall project and process deliverables for the County include the following.

- Exceed all expectations in our communication with the County
- Effective use of elected officials in the process
- Excellent engagement and partnership with the citizen and community participants
- Professional materials and presentations
- Utilize our team to strengthen the recruitment base
- Provide advice on all aspects of the search process
- Regular check-in with the new Administrator to see how he/she is doing

Our Pledge

We will use our county government experience both as a former county government professional and our executive search experience to augment and support the process.

We have very good contacts throughout the state and Upper Midwest especially in Kansas, Minnesota, Missouri, and Iowa. We will use these contacts to support our recruitment efforts.

To the extent possible we will minimize expenses by combining work for the County with business and other opportunities in the Jefferson County area. We believe you will conclude upon the completion of the process that the selection of Springsted was an excellent choice.

Recent County Searches

The following list highlights the major County searches in the Upper Midwest during 2011 and 2012. Each search was distinct and different, but they represent our experience in county government. The position is listed along with an estimated population

- Jackson County, Michigan, County Administrator, population 159,750
- Washington County, County Administrator, population 241,300
- Polk County, Minnesota, County Administrator, population 31,500
- Dakota County, Minnesota, Employee Relations Director and Finance Director, population 402,000
- Kittson County, Minnesota, County Administrator, population 4,500
- Becker County, Minnesota, County Administrator, population 32,800
- Beltrami County, Minnesota, County Administrator, population 45,300
- Sibley County, Minnesota, County Administrator, population 15,200
- Nobles County, Minnesota, County Administrator, population 21,400
- Swift County, Minnesota, County Administrator, population 9,600

Ongoing searches

- Hennepin County, Minnesota, County Administrator, population 1,168,500
- Yellow Medicine County, Minnesota, County Administrator, population 10,300

A RFP was sent to ten firms, in addition to posting a notice in the Daily Union and the Wisconsin Association of Executive Search Consultants. We have received nine replies, five from firms directly solicited. Gary and I are in the process of narrowing down the firms to a reasonable number to bring in for interviews, which will be conducted and decided by the Executive Search Committee on January 30. The criteria to narrow down the firms was taken directly from the RFP and are as follows:

Evaluation Criteria	Weight
Professional experience conducting executive searches in similar-sized public entities.	25%
Credentials of the individual(s) that will conduct the search	10%
Prior successful recruitments	20%
Responsiveness to the provisions of this RFP and thoroughness of proposal and clarity of services to be provided.	10%
Cost	10%
Timeline for implementation	25%

The following are the names/addresses of the firms who have submitted proposals:

The Waters Consulting Group, Inc
505 Quorum Dr, Suite 625
Dallas, TX75254

Bob Murray & Associates
2910 Kerry Forest Parkway,
Tallahassee, FL 32309-6892

The Mercer Group, Inc.
5579B Chamblee Dunwoody Rd #511
Atlanta, GA 30338

Springsted Incorporated
1110 N Old World Third Street, Suite
218
Milwaukee, WI 53203

Public Administration Associates,
LLC
P.O. Box 282
Oshkosh, WI 54903

Premier Solutions Group, LLC
1652 N Main St
Racine, WI 53402

Voorhees Associates
500 Lake Cook Rd, Suite 350
Deerfield, IL 60015

Strategic Government Resources
PO Box 1642
Keller, TX 76244

Spano Pratt Executive Search
625 N Broadway, Suite 200
Milwaukee, WI 53202