



# **CITY OF BAYPORT**

294 NORTH 3<sup>RD</sup> STREET  
BAYPORT, MN 55003

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## **CITY COUNCIL SPECIAL MEETING**

**City Hall - Council Chambers**

**January 14, 2013**

**4:30 p.m.**

**\*\*\* Please note: There will be no public comment taken at the special meeting \*\*\***

**CALL TO ORDER**

**ROLL CALL**

**OPEN SESSION**

**DISCUSS PROCESS TO FILL THE CITY COUNCIL VACANCY**

**DISCUSS HIRING PROCESS FOR THE CITY ADMINISTRATOR POSITION**

**CLOSED SESSION**

**DISCUSS THREATENED LITIGATION SURROUNDING THE EMPLOYMENT  
STATUS OF THE CURRENT CITY ADMINISTRATOR**

**ADJOURNMENT**



CITY OF BAYPORT  
294 NORTH THIRD STREET  
BAYPORT, MINNESOTA 55003  
PHONE 651-275-4404 FAX 651-275-4411

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DATE: January 10, 2013  
TO: Mayor and City Council  
FROM: Andy Pratt, City Attorney  
Sara Taylor, Assistant City Administrator/Planner  
RE: Discuss process to fill the City Council vacancy

### ***BACKGROUND***

At the January 7, 2013 meeting, Andy reviewed two options to fill the vacant seat on the City Council. For reference and discussion purposes for the special meeting, we have included a summary of the options and staff comments below.

#### **Option 1 – Special Election**

Because there was more than two years remaining in the term of this seat when it was vacated, state statute requires that the city hold a special election. However, statute does allow this special election to be held in conjunction with the next regular city election, which could be in November of 2013 (School District Election) or November of 2014 (General Election), or as soon as March 12, 2013, which coincides with other scheduled township/city special elections within the county. If desired, the City Council could also appoint an individual to fill the seat on a temporary basis until completion of the special election. An ordinance would be required to be adopted specifying the terms under which the city would hold a special election (see attached sample ordinance).

Sara met with election staff at Washington County on January 9 to discuss the requirements and costs related to a special election. The process would be very similar to a regular municipal election, with a filing period for candidates and the candidate with the most votes then elected to fill the vacant seat for the remainder of the term, which expires on December 31, 2014. The estimated cost to hold a special election would be approximately \$1,500.00 - \$2,000.00, which would include publishing requirements, ballot printing, and election judge wages. The county election staff cautioned that most special elections have a significantly less voter turnout than a regular election. Therefore, to save the city additional workload and expense related to a special election, and restore a full complement of the City Council as soon as possible, it was recommended that the city appoint an individual to fill the vacant seat for the remainder of the term.

#### **Option 2 – Appointment**

Over the past few years, the city has needed to fill multiple vacant seats on the City Council. The most recent seat vacated by Judy Seeberger was filled by the appointment of Dan Goldston. This process included a posting of the vacancy for approximately three weeks and required residents interested in being considered for appointment to complete and submit a brief application form detailing their background, experience, and interest in serving on the City Council. In addition to this application, each resident was required to verbally express their interest and address the City Council and the public at a designated regular City Council meeting. Following the candidate presentations, the City Council then discussed the candidates and made the appointment at the meeting by resolution.

There would be some staff time involved with the appointment process, but this would definitely be the most efficient and preferred option, incurring little or no cost to the city. Since the City Council already declared the seat vacant, staff could post and/or publish the vacancy immediately, and have candidates prepared to address the City Council at the February 4 or March 4 regular meeting, with subsequent appointment of the preferred candidate to fill the seat beginning at the next regular meeting.

***RECOMMENDATION***

Staff recommends the City Council proceed with Option 2 for the appointment process to fill the vacant seat on the City Council, for the remainder of the term, which expires on December 31, 2014.

SAMPLE

STATE OF MINNESOTA  
COUNTY OF WASHINGTON  
CITY OF BIRCHWOOD VILLAGE

ORDINANCE 2012-13

**AN ORDINANCE ADOPTING A NEW CHAPTER 703 (SPECIAL ELECTION)  
PROVIDING FOR A SPECIAL ELECTION TO FILL A VACANCY ON THE CITY  
COUNCIL AT TIMES OTHER THAN AT THE REGULAR CITY GENERAL  
ELECTION**

The City Council of the City of Birchwood Village hereby ordains that Chapter 703 (COUNCIL VACANCY - SPECIAL ELECTION) of the Municipal Code of the City of Birchwood Village is hereby adopted to read as follows:

**703 COUNCIL VACANCY - SPECIAL ELECTION**

703.010. VACANCY ON CITY COUNCIL. A vacancy shall occur on the Birchwood City Council whenever the mayor or another city councilperson resigns from the office to which the person was appointed or elected. A vacancy may also occur for any of the other reasons specified in Minnesota Statutes section 351.02.

703.020. APPOINTMENT TO FILL VACANCY. Whenever a vacancy shall occur on the Birchwood City Council, the existing City Council shall appoint a person to fill the vacancy on a temporary basis until a replacement can be elected in a special or regular election. The existing City Council shall not appoint a replacement without first giving public notice of the vacancy in the same manner as notice of regular council meetings and allowing interested persons at least ten (10) days to submit an application for appointment. A replacement shall be appointed within sixty (60) days of the date of the vacancy but not prior to the date the vacancy exists unless no person has expressed a willingness to serve on a temporary basis. The appointed person shall serve until the person elected to fill the unexpired portion of the term or elected to a new term, whichever is applicable, is sworn into office.

703.030. SPECIAL ELECTION. Whenever a vacancy on the City Council occurs more than sixteen months before a regular election is scheduled, the Council shall hold a special election to elect a person to fill the remainder of the term. For prospective vacancies, preparations for the special election may begin immediately after the written resignation is received by the Council.

703.040. SPECIAL ELECTION PROCEDURES. If a special election is required under section 703.30 to fill a vacancy on the City Council, the Council shall follow the procedures below for holding the special election.

703.041. The City Council shall pass a resolution ordering a special election and providing all means for holding it. The procedure at such special election shall conform as nearly as possible to that prescribed for regular municipal elections.

703.042. The City shall give notice in whatever manner deemed appropriate by the Council that a special election will be held and shall allow interested persons at least ten (10) days and not more than twenty (20) days to file for the vacant office. Any person who files for the office shall have his or her name placed on the ballot at the special election without party designation. Each person filing for election to the vacant office shall pay the requisite filing fee as though the special election were a regular election.

703.043. The special election shall be held no more than 120 days after the vacancy occurs.

703.044. The City shall publish notice in the official newspaper at least ten days before the date of the special election of the time and place and purpose of the special election.



CITY OF BAYPORT  
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PHONE 651-275-4404 FAX 651-275-4411

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DATE: January 10, 2013  
TO: Mayor and City Council  
FROM: Andy Pratt, City Attorney  
Sara Taylor, Assistant City Administrator/Planner  
RE: Discuss hiring process for the City Administrator position

### ***BACKGROUND***

Included in the January 7, 2013 City Council meeting packet, City Administrator Mitch Berg prepared a memo which identified options the City Council may want to consider for the hiring process for the City Administrator position. The options included having the city conduct the process, hiring a professional consulting firm to conduct the process, or hiring an interim City Administrator to assist with the day-to-day operations of the city upon Mitch's departure, as well as conduct the search and hiring process.

The last hiring search for the City Administrator position was conducted by a subcommittee of the City Council, City Administrator Mike McGuire and Assistant City Administrator Sara Taylor. The process included preparing a position profile, advertising, scoring applicant resumes, and conducting a series of interviews with the employee input committee and City Council. The process took approximately four months to complete.

Although the last hiring process that was conducted internally was sufficiently accomplished and cost efficient, after much discussion with city department heads, staff feels that it would be most beneficial to seek the professional services of a consulting firm to conduct the search and hiring process. Not only will this help alleviate the workload of city staff during the transition, but also provide a neutral, unbiased party to assess the city's needs and provide expertise to assist the City Council with identifying preferred traits and skill sets sought for the position, prior to conducting the search.

Due to the lack of timing prior to the special meeting, staff was unable to solicit quotes from consulting firms to conduct the search and hiring process specifically for Bayport. However, Sara was able to obtain a sample proposal from both Springsted Inc. and Brimeyer Fursman LLC, which are the two primary firms in the metro area that specialize in conducting the hiring process for government entities (see attached). Please note that these proposals are not tailored for Bayport, but do demonstrate the types of services these firms can provide and associated costs, for discussion purposes at the special meeting (you may also want to view the firm websites for additional information). In our brief discussion, both firms seemed well qualified and enthusiastic about the opportunity to assist the city with the process.

With the pending departure of City Administrator Mitch Berg, the City Council should also designate an interim City Administrator to fill the position on a temporary basis, until a permanent replacement is hired. The League of Minnesota Cities is a good resource for individuals experienced in local government that would be willing to work for the city in an interim capacity. However, the city is fortunate to have an experienced complement of department heads and staff that we believe is confident and capable of temporarily carrying out the day-to-day operations of the city without the need for an external interim City Administrator, assuming the hiring process begins without delay and is completed within the next 3-5 months.

***RECOMMENDATION***

Staff recommends the City Council proceed with obtaining a professional consulting firm to assist the city with the hiring process for the City Administrator position and designate an interim City Administrator to fill the position on a temporary basis, upon the departure of Mitch Berg.



Springsted Incorporated  
380 Jackson Street, Suite 300  
Saint Paul, MN 55101-2887

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

## LETTER OF TRANSMITTAL

December 12, 2012

Mayor and City Council  
City of West St. Paul  
100 Civic Center Parkway  
West St. Paul, Minnesota 55337

**Re: Request for Proposal to Provide an Executive Search for the Position of City Manager**

Dear Mayor and City Council members:

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

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

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

Respectfully submitted,

David J. Unmacht  
*Springsted Incorporated*

kmd

**City of West St. Paul, Minnesota**  
**Proposal to Provide**  
**an Executive Search for the Position of City Manager**

**1. A brief description of your firm and executive search philosophy**

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 municipal governments with a balance of national perspective and local expertise.

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

Springsted's primary goal is to provide a well-defined and strategically-focused executive recruitment. The Springsted team brings an excellent understanding of City government, respect for the responsibilities of the City Council and staff, and a thorough knowledge of and experience in the obligations and responsibilities of the role of a City Manager.

**Executive Search Philosophy**

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

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

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

Mr. Unmacht will begin work to understand the desired qualifications for this position as well as understand the City's issues and priorities. We will arrange to meet with the City Council, citizen representatives and staff to discuss the City's goals, expectations and needs.

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

## 2. Reference contacts

We are providing various references for you to contact. These references will give you an excellent understanding of our executive search work. Please feel free to contact any one of these references. Each of these search projects was distinct and is representative of the Springsted's team's capabilities, professionalism and working relationship. Additional references can be provided upon request.

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

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

Dakota County, Minnesota  
*Employee Relations Director & Community  
Services Director 2012 and 2010*  
Mr. Brandt Richardson, County Administrator  
651-438-4421

Becker County, Minnesota  
*County Administrator 2012*  
Ms. Nancy Grabanski, Human Resources  
Director  
218-846-7309

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

Red Wing Port Authority, Minnesota  
*Executive Director 2012*  
Mr. Chris Simonson, Board Member and  
Search Committee Chair  
651-274-3059

## 3. Designation of the individual who will be in charge of this search

### **David J. "Dave" Unmacht**

*Senior Vice President and Director of Organizational Management & Human Resources*



Dave Unmacht will be the designated individual who will be in charge of the search. He is the director of Springsted's Organizational Management/Human Resources group. Mr. Unmacht brings more than 15 years of county administration experience, having worked for Scott and Dakota counties, Minnesota. He has also worked as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota.

Mr. Unmacht was the recipient of the Minnesota Association of County Administrators (MACA) Joe Ries *Excellence in County Management Award* in 2000 and the Minnesota City/County Management Association (MCMA) *Award for Management Excellence* in 2006. Mr. Unmacht is also a Credentialed Manager with the International City/County Management Association (ICMA) and a community faculty member with Metropolitan State University in Saint Paul, Minnesota. He taught a course in the summer and fall of 2011 on leading and managing organizational change in the public and non-profit sectors. He has a master's in Public Administration from Drake University in Iowa and a bachelor's degree in Business Administration and Political Science from Wartburg College in Iowa.

### Qualifications

In just over 3 ½ years, Mr. Unmacht has been involved either as the lead search consultant or as a strategic advisor for over 25 executive searches. Mr. Unmacht brings a fresh and energetic perspective to the process. He is knowledgeable about Minnesota local government and more importantly, the City of West St. Paul and Dakota County. Mr. Unmacht also served as a City Manager so he fully understands the role and responsibilities of the position and how it fits into the community.

### Springsted Support Team

In addition to our corporate office in Saint Paul, Springsted has other upper regional offices in Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri and Richmond, Virginia. 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.

## 4. Description of the process used in the City Manager search

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

1. **Trust and Working Relationship** — Springsted commits to meeting and exceeding the expectations of the City from the beginning to the end of the process. We will create strong lines of communication, be open to ideas and develop a strong partnership with the City Council, staff and community members. Our work with the City is open and transparent.

We have a strong working knowledge of Minnesota laws that must be observed throughout the hiring process. We make sure that the City and candidates understand how these laws affect the hiring process. Our strong regard for conducting a process that follows the requirements of the Data Practices Act and the Open Meeting laws is a critical aspect of our working relationship with the City.

2. **Project Initiation** — Springsted meets with the City’s project coordinator to define working relationships, determine preferred methods of communications and refine the project schedule. The revised schedule is distributed to ensure that everyone involved with the search process understands the process and schedule.
3. **Position Analysis and Profile Development** — We meet individually with the Mayor and City Council members to broaden our understanding of the position’s leadership and management requirements, current issues, strategic priorities and to identify expectations for the next City Manager. We also schedule a series of individual and/or team meetings with members of the City’s management team to increase our understanding of the internal organizational dimensions of the City Manager position. Public input is obtained by inviting community leaders to attend a meeting(s) to learn about the search process and offer their perspective on desired City Manager qualities. These meetings can be done in one-on-one interviews or in small group settings.

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

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

Our recruitment outreach strategy emphasizes personal contacts with prospective candidates. We also contact MCMA members, ICMA-credentialed managers and managers who demonstrate an ongoing commitment to professional leadership development. Finally, we draw upon our knowledge of qualified local government managers from our database and from the professional network of our consultant team. Each member of Springsted's project team is involved in contacting qualified local, regional and national managers, many who are not actively seeking a new position, and encouraging them to apply for this position.

Springsted sets up a special e-mail for each search and encourages an electronic submission of applications. Applications received by mail or by fax are scanned to ensure that we have an electronic record of all materials received. The City receives timely updates on the status of the search.

We also maintain open and professional communication with the applicants to keep them informed about the status of the search and their candidacy for the position and to track developments in their job search activities.

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

Once we have identified the top candidates, we ask them to complete a questionnaire that addresses their professional and personal qualities so we can assess their fit with the characteristics identified in the position profile. Along with substantive information provided in the answers to the questions, we evaluate the candidates' writing and comprehension skills. Once that is complete, we conduct telephone screening interviews with the top candidates to expand upon each candidate's background and experience, particularly in those areas

important to the City. We determine the candidate's level of interest and motivation for seeking the position. We identify the candidate's management and leadership style and learn about their personal experiences and professional expectations for the position.

6. **List of Top Candidates** — We meet with the City Council to present the written candidate reports and a list of the top candidates. Each candidate report includes a summary of the screening interview and relevant information from an internet search and the candidate's resume and completed questionnaire. The City Council selects the candidates who will be invited to interview. In a professional and respectful manner, Springsted informs all applicants of their status in the selection process, in particular those that are not moving forward to the interview stage.
7. **Interviews** — We work with the City Council and designated staff to design and coordinate the interview process. We find that each City is different, so before we organize an interview process we meet with the City to seek your expectations and desires. Based on City preferences, we develop a structured interview process that maximizes the input of all participants (elected officials, staff and community members) and we coordinate the interview schedule with the candidates. The interview process is structured in a way that helps the City Council assess the candidates' ability to communicate, their approach to making decisions, their interpersonal skills and other preferred qualifications. We also provide a template to help the City Council evaluate the candidates on an equitable basis and provide a feedback form to other participants in the interview process so the City Council can consider these perspectives in its assessment of the candidates.

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

8. **Reference Checks** — We contact references and provide a thorough reference outline for each candidate participating in the interviews. It is our practice to contact at least four references per candidate: an elected official, a professional peer, a direct report and a community member. We believe that a more comprehensive reference profile can be compiled if we seek input from a representative of each of these areas.
9. **Background Check and Employment Offer** — We conduct a thorough background records check, which includes state and national criminal and civil history, driver's license review, educational verification, a credit check and a review of social media activity. The timing is coordinated with the hiring decision and is typically completed prior to making an offer to a candidate. To date, there has not been an ethical issue with any Springsted placement.

We will assist the City Council in developing an employment offer and, if requested, present the compensation package to the successful candidate in accordance with direction received by the Council.

## 5. Tentative timeline

The timetable below outlines a tentative timeline for the City Manager search and identifies deliverables at each step in the process. This timeline is subject to change upon discussion and direction from the City.

Project Milestone	Deliverables	Proposed Date
Notice to proceed		December
Position review and analysis	<ul style="list-style-type: none"> <li>On-site individual meetings with the City Council</li> <li>On-site individual and team meetings with members of the City's management team</li> <li>Meetings with key community leaders</li> <li>Compensation survey of comparable communities and recent placements</li> </ul>	January 7 – January 18
City Council approval of the position profile and job announcement	<ul style="list-style-type: none"> <li>Position and community profile</li> <li>Job announcement</li> </ul>	By January 31
Recruitment and candidate outreach	<ul style="list-style-type: none"> <li>Placement of job announcement</li> <li>Contact with prospective candidates</li> <li>Acceptance/acknowledgement of applications</li> <li>Status reports to the City</li> </ul>	February 1 – February 28
Applicant screening / telephone interviews	<ul style="list-style-type: none"> <li>Supplemental questionnaire</li> <li>Candidate screening interviews</li> </ul>	March 1 – March 8
Candidate presentation / selection	<ul style="list-style-type: none"> <li>Written candidate profiles, resumes and questionnaires</li> <li>On-site meeting with the City Council</li> <li>Notification to applicants not advancing in the selection process</li> </ul>	March 11 – March 22
Interview design	<ul style="list-style-type: none"> <li>Interview design, questions, schedule and candidate assessment forms</li> </ul>	March 11 – March 22
References	<ul style="list-style-type: none"> <li>Contact references</li> <li>Prepare and distribute reference reports to the City Council</li> </ul>	Prior to the first round interviews
First and second interviews	<ul style="list-style-type: none"> <li>Consultant attendance at interview process</li> <li>Training for interview participants</li> <li>Decision</li> </ul>	March 22 – April 5

Project Milestone	Deliverables	Proposed Date
Comprehensive background check completed for finalist	<ul style="list-style-type: none"> <li>• Candidate background report</li> </ul>	April 12
Offer made / negotiated	<ul style="list-style-type: none"> <li>• Draft employment offer and agreement</li> <li>• Thank you letter to candidates not selected</li> </ul>	April 5 – April 12
Projected start date	<ul style="list-style-type: none"> <li>• City Manager starts</li> <li>• Action plan for a successful transition</li> </ul>	May 15
First year check-ins	<ul style="list-style-type: none"> <li>• On-going follow-ups (informal and formal)</li> </ul>	September and December

**6. Proposed fee structure for total services offered. If expenses are billed separately, please include an estimate of those expenses as well. If your process is broken down into phases please identify the cost for each phase**

Springsted’s professional fee to provide all of the search services outlined above is \$14,500. This is a **not-to-exceed** fee and will not change unless additional services are requested by the City. Out of pocket costs for this project, include such things as position advertising (estimated \$1,000 to \$1,500) and background records checks (\$400 each). We work with the City to determine when to conduct the background checks; this decision will impact the total not to exceed out of pocket costs. The individual out of pocket costs vary per search and our intent is to keep them to a minimum. For the City of West St. Paul, out of pocket costs are estimated to be \$2,000. All of these costs will be itemized within the invoice. Invoicing for the search will be as follows:

- 50% of the professional fee and out-of-pocket costs incurred to date will be invoiced following the presentation of candidates
- 50% of the professional fee and out-of-pocket costs will be invoiced at the conclusion of the search

**7. Summary of guarantee offered by your firm**

**Ongoing Services and Guarantee**

Our commitment to the City Council does not stop after the appointment of the City Manager. We are available throughout the first year to facilitate a discussion about performance issues (if they arise) and/or to assist in establishing goals and objectives for the new City Manager.

We will contact the City Manager every three months to find out how he/she is performing and to check in to answer questions or provide information as requested in the transition. At the time of the hiring we will provide the City Council and incoming Manager with ideas on how to successfully

transition to a new position. Experience shows that involvement and participation of the search consultant is a function of the experience, skills and background of the newly appointed Manager.

Springsted will also perform another executive search if the new City Manager voluntarily resigns absent a Council 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 City other than reimbursement for actual direct expenses we incur.



WWW.BRIMGROUP.COM

November 5, 2012

Mayor Chuck Smith  
210 N Dakota Avenue  
Canton, SD 57013

RE: Professional Services – City Manager Recruitment

Dear Mayor Smith and Council Members:

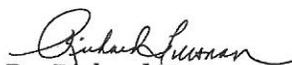
On behalf of our team at Brimeyer Fursman llc., I would like to extend our appreciation for the invitation to submit a proposal to assist you and the citizens of Canton in the recruitment and selection of your next City Manager. Picking the City's Manager is one of the most important functions you will undertake together. We trust our process, skill and commitment to you will result in the highest quality and best possible search.

I will be assuming responsibility for the search as president of the firm with 20 years of senior/city management experience in local government and 5 years of executive search experience. The founder of the firm, Jim Brimeyer will be senior advisor during the process.

We are proud of our relationship with the City of Canton, and look forward to working with you again.

Thank you again for your consideration.

Very truly yours,

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

For additional information about Brimeyer Fursman, please visit [www.brimgroup.com](http://www.brimgroup.com)

## Introduction

### Statement of Understanding

The *City of Canton* is seeking assistance with the hiring of their next City Manager. It will be the responsibility of the consultant to manage expectations, provide expert guidance, and take careful note of the information provided through the individual council members and the organization as a whole.

### Firm Experience Executive Search Founded 1991

Founded by Jim Brimeyer in 1991, Brimeyer Fursman llc is headquartered in the Twin Cities of Minnesota. Brimeyer Fursman llc., is the leader in the Midwest for City Manager and other public professional searches. Richard Fursman and company staff have consulted on hundreds of related projects over the past 20 years including over 500 management searches. The Group is now the industry leader in the process of “Onboarding” or preparing the City and new Manager to get off to a great start together.

### Similar Searches 2011

Richard Fursman and staff have conducted several hundred similar searches over the past decade; most recently, the cities of Hopkins, Medina, Edina, Forest Lake and Spring Park, Minnesota and Knoxville, Iowa. *(Please see reference list in appendix)*

### Search Process Approach

Our approach to executive search promotes maximum input from the Mayor and Council, staff, and citizens in the search process. We help guide the process, but *you* are the final authority in the selection of candidates. We maintain continual contact with the client throughout the search and keep the candidates informed as the search progresses. In addition to our milestone meetings with the Mayor and City Council, we will provide periodic updates to keep you informed of our progress. Brimeyer Fursman is committed to accurately portraying all candidates to the City. Likewise, we strive to accurately represent the position to candidates to prevent unrealistic expectations.

**The Brimeyer  
Fursman Guarantee**

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

Should there be substantial changes in the political situation at the City of Canton and a decision is made to terminate the City Manager for reasons other than failure to perform the duties as specified in the Position Profile, this guarantee is subject to negotiations between the Mayor and City Council and Brimeyer Fursman. Brimeyer Fursman will not recruit candidates we have placed with your organization.



**Principles Assigned to Search**  
*Richard will be the lead consultant on the project and will be involved in all aspects of the search.*

**Richard Fursman, President:** Richard joined Brimeyer Fursman in 2007 and has conducted 20 searches over that time period. Richard has over 25 years of senior management experience in local government, most recently as the City Manager of Maplewood, Minnesota. Richard earned his Bachelor of Arts in Economics from the University of St. Thomas and his Master of Arts degree in Urban and Regional Affairs from Mankato State University.

Richard is an Adjunct Faculty member and an **Organization Development Doctoral Candidate** at the University of St. Thomas, writing his dissertation on leadership onboarding. He was awarded the title of Credentialed Manager by the International City/County Management Association. Richard is a past board member of the Minnesota City/County Management Association, a member of Rotary International, and past President of the Minnesota Metropolitan Manager's Association. Richard has conducted numerous strategic planning retreats and consults with municipalities and non-profits on reorganization and change management in the USA and Abroad.



*Jim will act as senior advisor on the project and will assist with strategy development, review of candidates and screening.*

**Jim Brimeyer, Senior Associate:** As founder of Brimeyer Fursman, Jim has been helping communities for over 20 years in executive search efforts for administrative positions throughout the Midwest. Jim has twenty years' experience in public sector management in four cities - three as City Manager, including his last position in St. Louis Park, Minnesota (1980 to 1988), with a budget of \$28 million and 230 employees. He also served in Worthington, Ohio (1974 to 1980) and Wood Dale, Illinois (1971 to 1974). He began his career as Assistant City Manager in Park Ridge, Illinois after obtaining a Master's degree in Public Administration from Northern Illinois University.

Jim is past President of the Ohio City Management Association. He is a member of the International City/County Management Association, Metropolitan Area Management Association, Minnesota City Management Association and the Minnesota Municipal Utilities Association. He is past President of the St. Louis Park Rotary and the Rotary Foundation Board. Currently, Mr. Brimeyer serves on the Board of the St. Louis Park Community Foundation. In December 2003, Mr. Brimeyer completed his second four-year term as City Council member at-large in St. Louis Park, Minnesota. He is currently serving as committee chair with the Metropolitan Council of Twin Cities area.



### **Irina Fursman**

Irina is Vice President of Brimeyer Fursman, coordinating all facilitation and community contacts. Irina is a *nationally certified facilitator and trainer from the Institute of Cultural Affairs*. Irina was born, raised, and educated in Russia and Ukraine where she earned her Bachelor's Degree of Education and Master's of Science Degree in Mathematics and Computer Science before moving to the United States in 2002. Irina has co-facilitated over 30 strategic planning sessions with cities and businesses. She has worked with over 20 communities during the search process with facilitating community discussions, research for profile development, and coordinating candidate logistics.

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

*She will also handle candidate logistics during the final interview stage accounting for 10% of the project.*

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**Payment Policy**

Our payment policy is one-third of the fee due upon signing this agreement; one-third after presentation of the Progress Report; and the balance due 10 days after the search has successfully been completed, whether the agreement is oral or written. In the event the City Council terminates this agreement during the search, we will retain the progress payments to that point.

**Signatures**

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Richard Fursman, President  
Brimeyer Fursman LLC

Date

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Chuck Smith, Mayor  
City of Canton

Date

**BRIMEYER FURSMAN, LLC.**  
**City Administrator Search**  
**City Executive Search Process outline Brief**

**Phase I: Development of a Position Profile**

**1. Development of a Position Profile 2-3 weeks**

A Position Profile illustrates the organization and describes the basic responsibilities and duties of the position, reporting relationships, education requirements, and experience necessary for satisfactory performance. The Profile serves as a consensus document for the organization and as a recruiting tool to interest candidates in the position. Profiles appear on our web site at [www.brimgroup.com](http://www.brimgroup.com) and provide a direct link to the client's website.

Typical Activities:

- Individual meetings with Mayor and Council
- Individual meetings with Department Directors
- Individual and group meetings with other interested parties (staff, commission members, citizens, business owners, community leaders, etc.)
- *Hiring/Search Committee Interviews or Focus Groups: (Much depends on the visibility of the position and contact with the public)*
  - *Chamber/ Business Groups*
  - *Civic organizations and other if appropriate*

**Phase II: Recruit and Evaluate Candidates:**

**2. Location and Recruitment of Candidates**

We conduct a comprehensive program to identify and recruit candidates from comparable organizations that have appropriate backgrounds and areas of knowledge. The position will be advertised in professional journals, newsletters, and on the Internet.

We recruit candidates using our substantial contact lists and then direct mail Profiles to 200 to 300 potential candidates. We also directly recruit candidates by telephone and via e-mail.

**3. Evaluation and Comparison**

After the recruiting process is completed:

- Schedule interviews with the most promising individuals
- Assess each individual's qualifications, accomplishments, and suitability for the position
- Evaluation will cover information on work experience, education, professional development and achievements, career objectives and philosophies and interest in the specific position
- We narrow the initial list of potential candidates to 15-20, and then meet the candidates for a one-to-one conversation

#### **4. Progress Report (3 weeks following the close of applications)**

Following the screening we provide the client with a Progress Report

- Highlight the 10 most qualified candidates
  - Includes education and work history
  - Accomplishments and growth potential
  - Strengths and possible limitations
  - Personality Profiles (optional)
  
- We meet with you to review the candidates in detail.
  - You select the finalist candidates to interview (usually 5)
  - Finalize schedule for interviews and determine interview events

### **Phase III: Background Checks and Interview Preparations:**

#### **5. References and Credential Checks**

Prior to the interviews, we will conduct reference checks.

- We speak directly with individuals who are, or have been, in positions to evaluate the candidates' job performances
- We concentrate on work related references provided by the candidate and in select cases, we may also make “informal” inquiries with our contacts within the related industry
- Additionally, we verify the credentials of finalist candidates by checking education, criminal, and credit data

#### **6. Interviews and Selection**

Our preferred interview process consists of four parts and is designed to provide maximum information to the client and the candidates.

- Meet with the staff, tour of the community, and meet with school representatives and realtors
- Informal reception with the hiring authority
- Individual one-on-one interviews with the hiring authority
- Formal interviews with hiring authority

A representative of Brimeyer Fursman will be present at the interviews

**7. Negotiations**

- One of our most essential services is our participation in employment negotiations to secure the desired candidate. We are highly successful in accomplishing an employment agreement that is satisfactory to the both the client and the candidate – often an emotionally difficult task without the help of a third party.

**8. Performance Evaluation**

At your request, we will assist in conducting a performance evaluation after six months of employment that will result in a Work Program for the selected candidate to complete over a 6-12 month timeframe.

**The Brimeyer Fursman Guarantee**

We offer an 18-month guarantee to clients who utilize our complete process. Should the client determine it necessary to terminate the candidate due to failure to adequately perform the duties as specified in the Position Profile, we will refill the position for expenses only.

**Process Timetable:**

From the time a search firm is brought in to the making of an offer is about 3-3.5 months. Also allow one month from the time the individual accepts the City's offer to the day they start their new job.

<b>Profile Development</b>	<b>Recruitment</b>	<b>Screening Candidates and present Semi-Finalists</b>	<b>Council Selects Finalists – Further Background is done</b>	<b>Interview- Job offer – Negotiations Start</b>
1 weeks	25 days	3 weeks	2 Weeks	3 weeks

**Fee Range:**

Phase I: \$4K-5K

Phase II: \$3K-6K

Phase III: \$5,000