



# **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**

**February 4, 2013**

**4:00 – 6:00 p.m.**

**\*\*\* Please note: There will be no public comment taken at the workshop. \*\*\***

### **CALL TO ORDER**

### **ROLL CALL**

### **INTERVIEW EXECUTIVE SEARCH FIRMS TO CONDUCT THE HIRING PROCESS FOR THE CITY ADMINISTRATOR POSITION**

Dave Unmacht, Springsted Incorporated 4:00 – 4:25 p.m.

Bob Shellum, Midwest Government Advisors 4:30 – 4:55 p.m.

Richard Fursman, Brimeyer-Fursman 5:00 – 5:25 p.m.

### **REVIEW AND DISCUSS INTERVIEWS**

### **ADJOURNMENT**



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

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

## LETTER OF TRANSMITTAL

January 29, 2013

Ms. Sara Taylor  
Assistant City Administrator and Planner  
City of Bayport  
294 North 3rd Street  
Bayport, Minnesota 55003

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

Dear Ms. Taylor:

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

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

We understand our proposal is subject to review and discussion. We look forward to the interview on February 4<sup>th</sup> with the City Council. 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 Bayport, Minnesota**  
**Proposal to Provide**  
**an Executive Search for the Position of City Administrator**

**1. Brief description of the firm and the experience and qualifications for conducting a City Administrator search**

Springsted is one of the 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 Administrator.

**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 Administrator position. We will earn your trust from our initial meetings through the end of the search.*

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

Mr. Unmacht can begin work immediately to understand the desired qualifications for this position as well as understand the City's issues and priorities. We will arrange to meet with the City Council, citizen representatives (if requested) 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 Bayport. Our work and experience will give City leaders the confidence needed to move forward to hire the best qualified candidate for the position.

## 2. References

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

### **Nobles County, Minnesota**

County Administrator 2012  
Ms. Sue Luing, Deputy County  
Administrator  
507-295-5202

### **Sibley County, Minnesota**

County Administrator 2012  
Ms. Roseann Nagel, Human Resource  
Director  
507-237-4392

### **City of Sun Prairie, Wisconsin**

City Administrator 2012  
Ms. Brenda Sukenik, Human Resources  
Director  
608-825-1172

### **City of St. Anthony, Minnesota**

City Manager 2011  
Mr. Jerry Faust, Mayor  
612-789-7684  
Mr. Mark Casey, City Manager  
612-782-3311

### **City of Windsor Heights, Iowa**

City Administrator 2012  
Mr. Jerry Sullivan, Mayor  
515-279-3662

### **City of Grain Valley, Missouri**

City Administrator 2011  
Ms. Jamie Rehmsmeyer, Human  
Resources Director  
816- 847-6213

### **Becker County, Minnesota**

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

### **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 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. Mr. Unmacht also served as a City Administrator so he fully understands the role and responsibilities of the position and how it fits into the community.

## 4. Description of the search process

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

1. **Trust and Working Relationship** — Springsted commits to meeting and exceeding the expectations of the City from the beginning to the end of the process. We will create strong lines of communication, be open to ideas and develop a strong partnership with the City Council, 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 representative to define working relationships, determine preferred methods of communications and refine the project schedule. The revised schedule is distributed to ensure that everyone involved with the search process understands the process and schedule.
3. **Position Analysis and Profile Development** — We meet individually (or collectively depending upon the City's interests) with the Mayor and City Council members to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the next City Administrator. We also schedule a series of individual and/or team meetings with members of the City staff to increase our understanding of the City's strengths and needs. Public input can also be obtained by inviting community leaders to attend a meeting(s) to learn about the search process and offer their perspective on desired City Administrator 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 profile. We review salary and benefit information for city administrators in similarly sized communities and in recent 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. Sample position profiles are available upon request.

- 4. Identification and Recruitment of Qualified Candidates** — In consultation with the City, we will develop a customized recruitment strategy for the City Administrator position that includes placing job ads with professional local government associations, such as the League of Minnesota Cities, the Minnesota City/County Management Association (MCMA) and other organizations we identify with the City. To increase the exposure of this position, we can strategically place the job 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 emphasizes personal contacts with prospective candidates. We also contact MCMA members, ICMA-credentialed managers and managers who demonstrate an ongoing commitment to professional leadership development. Finally, we draw upon our knowledge of qualified local government managers from our database and from the professional network of our team. Each member of Springsted's project team is involved in contacting qualified local and regional 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 (typically 6 to 10), 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 preliminary contacts we have with people who know the applicant, 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. **First and Second Round 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 Council 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 City Council.

## 5. Tentative timeline

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

**City of Bayport, Minnesota  
City Administrator Search**

<b>Project Milestone</b>	<b>Deliverables</b>	<b>Proposed Date</b>
Notice to proceed		By February 15
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 staff</li> <li>• Meetings with key community leaders</li> <li>• Compensation survey of comparable communities and recent placements</li> </ul>	February 18 – February 28
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 March 1
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>	March 4 – April 5
Applicant screening / telephone interviews	<ul style="list-style-type: none"> <li>• Supplemental questionnaire</li> <li>• Candidate screening interviews</li> <li>• Identify candidates to further screen</li> </ul>	April 5 – April 12
Candidate presentation / selection of applicants to interview	<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>	Week of April 15
Interview design	<ul style="list-style-type: none"> <li>• Interview design, questions, schedule and candidate assessment forms</li> </ul>	Week of April 15
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> </ul>	April 22 – April 30
Comprehensive background check completed for finalist	<ul style="list-style-type: none"> <li>• Candidate background report</li> </ul>	Upon identification of top candidate

Project Milestone	Deliverables	Proposed Date
Offer made / accepted	<ul style="list-style-type: none"> <li>• Draft employment offer and agreement</li> <li>• Thank you letter to candidates not selected</li> </ul>	May 1 – May 10
Projected start date	<ul style="list-style-type: none"> <li>• City Administrator starts</li> <li>• Action plan for a successful transition</li> </ul>	First two weeks in June
First year check-ins	<ul style="list-style-type: none"> <li>• On-going follow-ups (informal and formal)</li> </ul>	December, June, December

**6. Proposed fee for total services offered**

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

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

If Springsted is hired to complete the entire search, we will also perform another executive search if the new City Administrator 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.

# JOYNES, SHELLUM, AND GOOD, LLC

ADVISORS TO LOCAL GOVERNMENT IN MINNESOTA

## Proposal to City of Bayport, MN

**Executive Search**

**City Administrator**

**January 24, 2013**

Joynes, Shellum and Good, LLC, dba as Midwest Government Advisors (MGA) is pleased to present this proposal to the City of Bayport to provide recruitment and selection services for the appointment of a City Administrator.

### About Us

MGA was established in the spring of 2006. The company specializes in providing consulting services to local government in Minnesota. In addition to executive search, we also provide labor relations services, education and training, and investigative assistance. We are fully bonded and insured. The company holds a Private Investigators License from the State of Minnesota. The following individuals would be the staff for this assignment:

Bill Joynes has been a city manager for over thirty years in the State of Minnesota. Most recently he has served for 18 years with the City of Golden Valley. Concurrently he teaches at the graduate level for Hamline University with specific emphasis on labor relations, management, human resources, recruitment and selection and the changing public sector work force. He also serves the University as the Director of the Center for Public Administration and Leadership. Bill has served as the Dean of the Hamline Graduate School of Management and has worked with Labor Relations Associates and Springsted Inc. on a contractual basis serving Minnesota government clients.

## JOYNES, SHELLUM, AND GOOD, LLC

ADVISORS TO LOCAL GOVERNMENT IN MINNESOTA

Robert Shellum spent almost 30 years in law enforcement, completing his career as Chief of Police. He has recently served as Interim Administrator in Pine City and Interim Police Chief in the Centennial Lakes combined department and the City of Rogers Police Department. He also teaches graduate college courses, and has done a great deal of work in the areas of selection and promotion of personnel; specifically developing assessment instruments that have been used on a national level. He has worked extensively in candidate assessment and selection.

### Our Philosophy Regarding Executive Search

The best predictor of success in any field is the historical performance of candidates. In order to succeed, a candidate must have three primary qualities. They must have strong interpersonal skills, extensive knowledge of the field, and a significant history of personal and professional commitment. All of these must be combined with a high degree of integrity demonstrated in the work place.

Our job is to identify those candidates that have consistently brought these qualities to the workplace.

### Proposed Process

Organizational Profile: The process must be a collaborative effort between the client and MGA. The process begins with the creation of a profile for the Administrator position in Bayport. We want to understand the culture that exists within the organization; both in terms of relationships between the decision maker(s) and the position, and the culture of the organization itself. This becomes the foundation document for the recruitment process.

## JOYNES, SHELLUM, AND GOOD, LLC

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We recognize that leaders in government have a great many constituents, all of whom have a vested interest in the outcome of the process. The culture is the context within which the leader operates.

Depending on the circumstances, input in a selection process can be very narrow, or extremely broad. We have to understand the cultural dynamics in order to provide a process that is not only fair and effective internally, but also accepted and endorsed by the broader community.

Initial Screening: The initial application is used to qualify candidates, based on client identified criteria. MGA will begin the selection process at this point. We will receive and screen resumes and identify potential candidates. We will examine applications and resumes and verify essential information. We project that there will be twenty to thirty applicants. From this group we will further screen candidates through the application of structured interviews and/ or custom questionnaires distributed to the candidates. We would expect to present to the City Council a recommendation for 8 to 10 semi-finalists.

Finalist Selection: The consultant will meet with the Council to review the findings and reduce the candidate group to three to five finalists. The successful candidates will be invited to a succession of interviews, ideally all held on the same day. These interviews will be conducted by the City Council and/or others identified by the Council. It would be our recommendation that each council person meet one-on-one, in a round-robin format, with each candidate, followed by an interview before the full group. The one-on-one meetings would not be public, the group meeting would. The City may also elect to have the candidates meet with other constituents; including City staff, city leaders, etc. It is possible that these meetings could take place during the round-robin sequence. Another option would be to invite these constituents to the open interviews. It would be possible to invite attendees to submit comments to the Council in writing after the interview.

# JOYNES, SHELLUM, AND GOOD, LLC

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A MGA staff member will be present during the interview process and interview questions will be recommended by the consultant. The interview will be structured and based upon the organizational needs and culture as identified earlier in the process. The Consultant will assist the Council in reaching a final decision.

**Optional Services:** At the discretion of the City Council, MGA is available to provide the following additional services:

**Extensive background investigation of the successful candidate:** Often, we have observed this to be very valuable, particularly when the candidate is not well known to the Council or Staff.

**Psychological Assessment:** We also can provide a psychological assessment of the candidate utilizing professional, board certified psychologists. This can be done on-line or through direct interview.

**Employment Contract:** We are available to assist in the negotiation of the employment contract for the successful candidate.

We are confident that this process will provide you with all of the tools necessary to make a thoughtful and intelligent decision on the selection of the Bayport City Administrator.

## **Fees**

The fee for the Bayport search and selection is **\$15,000**.

The fee includes the following scope of services:

- Organizational Analysis
- Preparation and publication of Job Announcement
- Receipt and Evaluation of Applications
- Evaluation of Candidates
- Schedule, management, and facilitation of Candidate Interviews

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- Meeting with the Council to identify finalists, and make a final selection.

The only out of pocket expenses billed separately will be for the publication costs of the job announcement.

We expect the recruitment to take from 8 to 12 weeks depending on the Council's availability.

### **Additional services**

In-depth background investigation of one or more candidates.....	\$2000 per candidate
Psychological assessment.....	\$800 per candidate
Negotiation of employment agreement.....	Hourly rate @\$125

### **Abbreviated Option:**

The City may chose a more limited role for the consultant whereby City staff creates the profile, advertises and collects applications and organizes and conducts the City's interviews. In this scenario we would be willing to verify resume' information, do partial backgrounds, conduct screening interviews and develop and administer a written questionnaire to guide the Council on the selection of semi-finalists. Two meetings with the Council would be included. Fees for this limited service would be **\$8,500**.

**Warranty:** Under the complete search proposal, if the chosen candidate should leave the employ of the City by their own volition within a period of one year from the start date, MGA will repeat the search for a replacement fee of 50% of the original cost.

Thank you for the opportunity to be considered for this important project. References can be provided upon request.

# JOYNES, SHELLUM, AND GOOD, LLC

ADVISORS TO LOCAL GOVERNMENT IN MINNESOTA

## Midwest Government Advisors

10205 152<sup>nd</sup> St N

Hugo, MN 55038

William S. Joynes

612-860-4950

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Robert J. Shellum

651.341.0370

[bshellum@mngadvisors.com](mailto:bshellum@mngadvisors.com)

## MIDWEST GOVERNMENT ADVISORS

JOYNES, SHELLUM, AND GOOD, LLC  
10205 152<sup>ND</sup> STREET NORTH, HUGO, MN 55038  
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WILLIAM JOYNES 612.860.4950  
ROBERT SHELLUM 651.341.0370  
STEPHANY GOOD 952.292.2002

### Partial Client List 1/25/2013

City of Shorewood  
Provide interim City Administrator services, recruit, select Administrator

City of Ada  
Background services

University of MN Duluth  
Background services

City of Princeton  
Labor relations services

Goodhue County  
Labor relations services, organizational assessment

City of Rogers  
Provide interim Police Chief services, recruitment and selection of police chief

Hennepin County Attorney  
Security assessment

City of North Branch  
Labor relations services and investigative assistance

City of Hermantown  
Organizational assessment, recruitment and selection of police chief

Centennial Lake Police  
Provide interim Police Chief services, recruitment and selection of police chief

City of Arden Hills  
Labor relations services

City of North Branch  
Labor relations services

City of Hastings  
Police Chief background services

City of Hopkins  
Police Chief vetting, backgrounds

City of North St. Paul  
Labor relations consulting, conflict resolution

City of Northfield  
Police Chief backgrounds

City of Faribault  
Internal investigative services

City of Pine City  
Provide interim City Administrator services, recruit and select City Administrator

City of Big Lake  
Internal investigative services

City of Mankato  
Council goal setting

**Robert Shellum**  
**10205 152<sup>nd</sup> Street North**  
**Hugo, Minnesota 55038**  
**(H) 651-439-4853**  
**(C) 651-341-0370**

**Email: [bshellum@mngadvisors.com](mailto:bshellum@mngadvisors.com)**

### **Summary**

Proven executive with extensive experience in fiscal and crisis management, cross-functional team development, complex personnel/administrative leadership. Recognized for excellence with consistent history of working in environments requiring quick decision-making, critical attention to thoroughness, accuracy, and integrity.

### **Education**

**Masters, Public Administration** – Harvard University  
Degree received in June, 1983 from the John F. Kennedy School of Government  
**B.S., Business Administration** – University of Minnesota  
Degree received December, 1975

### **Professional Experience**

<b>Midwest Government Advisors</b> Hugo, Minnesota Senior Partner Consultants to local government specializing in labor relations issues, local government executive search, and administrative investigation. Specific assignments include interim City Administrator, Pine City, MN, interim Chief of Police, Centennial Lakes MN Police, and interim Police Chief, Rogers MN.	<b>2006-present</b>
<b>Minnesota Bureau of Criminal Apprehension</b> St. Paul, MN Adjunct Faculty Member Instructor to senior public safety management in area of budget and financial management.	<b>2007-present</b>

**University of St. Thomas**

**2004-2006**

St. Paul, Minnesota

Adjunct Faculty Member

Instructor in the Law Enforcement Leadership program conducting graduate level courses through the Graduate School of Education

**College of St. Catherine**

**2002-2006**

St. Paul, Minnesota

Director of Safety and Security

Was responsible for the safety and security function at the largest women's catholic college in the country.

Established policy and directed security activities for a staff of fifteen full and part time security officers on an urban college campus.

Conducted regular training sessions for college employees, and new hires regarding security issues, as well as instructed on mandated safety issues.

Regularly spoke to undergraduate classes regarding safety issues, and current social justice issues.

Established and maintained an emergency management plan, as well as college safety plans and procedures.

Acted as a security expert for campus construction projects, and other security initiatives.

**City of Golden Valley, Minnesota**

**1999 – 2002**

**Director of Public Safety/Chief of Police**

Retired May 24, 2002

Directed Police, Fire, and Inspections Departments for city, managing diverse staff of 110 with budget responsibility exceeding \$4 million.

Turned around law enforcement organization to one focused on community commitment and reduction of crime – recognized by realizing an approval rating of 94%.

Created high tech law enforcement agency utilizing new tools allowing officers to operate more efficiently, effectively, and safely.

Initiated new training and development program to enhance level of competency of force through graduate studies and complexity of newly developed on the job training.

Resulted in one of the most highly educated law enforcement agency in state of Minnesota, with 90% holding bachelor degrees, 20% holding advanced degrees, and 20% enrolled in graduate studies.

Created/directed significant budget, achieving full funding each year through innovative approaches, while utilizing only 97% of budget by year end (savings of \$120,000 annually).

**Captain, Administrative Services**

**1991-1999**

Led administrative services for department with complex responsibilities and development of cross-functional staff(s).

Recognized for community involvement with leadership in Counter ACT (elementary school drug education program), Northwest Metro Drug Task Force, Civil Litigation Liaison, and Public Information.

Led Human Resources and Personnel Administration with diverse staff of full and part time employees, managing budget of \$2.8 million.

Installed new computerized program for department/city updating all computerized systems, hardware, and software, which significantly increased efficiency, security, quality of data, etc.

**Captain, Police Operations/Detective Sergeant**

**1979-1991**

Directed police patrols, criminal investigation, and crime prevention.

Provided strong leadership for organization, realizing an efficient well-respected team, exceeding goals and significantly improving quality within community.

Recognized for supervising investigations of cases assigned, criminal cases, licensing and background investigations. Significant experience in all types of criminal investigation including fieldwork, case preparation, presentation to prosecutors, and court testimony.

**Prior History**

Previously, while working for City of Golden Valley beginning in 1972, held numerous positions of increasing responsibility. These included Dispatcher, Police Office, Communications Sergeant, etc. These responsibilities broadened experience and positioned for key promotions and additional responsibilities.

**Recognition & Awards**

**Bush Foundation Leaders Fellowship Award**

Provided a full financial fellowship to attend the mid-career graduate program at Harvard.

**Selected For International Exchange Program**

Spent time at the Irish Police College in Templemore, Ireland, as well as time with the Garda Siochána in Dublin.

**Leadership Twinwest Chamber of Commerce Graduate**

**Co-developer w/Hazelden Foundation of Counter ACT program**

An elementary drug education program used in hundreds of schools regionally.

**William S. Joynes Sr.**  
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Golden Valley, Minnesota 55422  
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(651) 523-2517 – Office  
(612) 860-4950 - Cell  
wjoynes01@gw.hamline.edu

**Educational Background:**

1970      B.A., Psychology, University of Minnesota  
1973      Coro Foundation, National Fellowship in Public Affairs, St. Louis, Missouri  
1974      M.A., Urban Studies, Occidental College, Los Angeles, California

**Professional Background:**

<b>Principal, Midwest Government Advisors</b>	2006 – Present
<b>Associate Professor, Hamline University, School of Business</b>	1986 - Present
<b>Interim Administrator – Executive Search Consultant</b> Pine City, MN	2007
<b>Interim Dean / Public Administration Program Director</b> Hamline University, Graduate School of Management	2003 -2005
<b>City Manager/ Housing and Redevelopment Authority Director</b> City of Golden Valley, Minnesota	1984 - 2003
<b>Associate Dean</b> Hamline University, Graduate School of Public Administration	2001 - 2002
<b>Assistant Dean</b> Hamline University, Graduate School of Public Administration	1999 - 2001
<b>City Manager, City of White Bear Lake, Minnesota</b>	1978 - 1984
<b>Assistant City Manager/Personnel Director</b> City of White Bear Lake, Minnesota	1974 - 1978
<b>Administrative Analyst II, City Coordinator's Office</b> City of Minneapolis, Minnesota	1973

Joynes – Page Two

<b>Director of Administration, Minneapolis Model City Program</b> City of Minneapolis, Minnesota	1972
<b>Aide to President, Minneapolis City Council</b> City of Minneapolis, Minnesota	1971 - 1972
<b>Assistant to the Director, Environmental Controls</b> City Coordinator's Office City of Minneapolis, Minnesota	1971

### **Activities / Associations**

**Task Force Member, Chief Law Enforcement Officer Certification Design Project**  
MN Police Officer Standards and training Board., 2012

**Contributing Expert, MinnPost, Leadership in MN Series, 2011-present**

**Treasurer, Board of Directors, The Bridge for Youth, 2008 – 2010**

**Director, MN American Public Works, Leadership Academy, 2006 - Present**

**Chairman, Crystal-New Hope-Golden Valley, Joint Water Commission, 1992-2002**

**Chairman, Metropolitan Area Management Association Labor Relations Committee:**  
Responsible for joint bargaining in Minneapolis-St. Paul Metro Area for police, public works,  
clerical-technical, and fire contracts; 1981 - 2002

**Member, Faculty Advisory Committee, Graduate School, Hamline University, 1997 - 2003**  
Chair, Faculty Personnel Subcommittee

**Member, Government Training Service, Personnel Advisory Committee, 1989 - 2002**

**Chairman, Metropolitan Area Stanton Survey Committee; 1986 - 2002**

**Chairman, Minnesota Cities Joint Comparable Worth Committee; 1985 - 2002**

**President, Local Government Information System (LOGIS); 1992 -**

1997

**Board of Directors Executive Committee; 1989 - 1997**

**Chairman, Twin West Chamber "Leadership Academy"; 1993 - 1994**

**Board of Directors/Treasurer, Minnesota Public Employer Labor Relations Association; 1990 - 1992**

Joynes – page 3

**President, Metropolitan Area Management Association: Professional Association of 65 area City Managers and Administrators; 1987**

**Chairman, League of Minnesota Cities Personnel and Public Safety Committee; 1986, 1987**

**Board of Directors, Northwest Cable Commission; 1986**

**Board of Directors, Minnesota Chapter of the American Society of Public Administration; 1984**

**Chairman, Ramsey/Washington Counties Suburban Cable Commission; 1979 - 1982.**

**Board of Directors, Association of Metropolitan Municipalities; 1979 - 1980**

**Board of Directors; Minnesota State Intergovernmental Information Systems Advisory Council; 1978 - 1980.**

**Chairman, Board of Directors, Ramsey County Consortium of Municipalities; 1977 – 1984**

### **Teaching and Training Activities:**

#### **Hamline University - Associate Professor**

##### **Courses Taught:**

- Human Resource Management
- Public Dispute Resolution
- Negotiation \ Theory and Practice
- Mediation
- Arbitration
- Public Finance
- Critical Issues

#### **University of Minnesota, Carlson School, Employer Education Service - Faculty Member**

##### **Annual Seminars:**

- Public Sector Performance Appraisal
- Discipline and Grievance Administration
- Public Sector Human Resource Management /Hiring and Selection

#### **Public Safety Executive Development Institute - Faculty Member**

##### **Annual Seminars:**

- Employment Law

Hiring \ Interviewing  
Compensation  
Labor Relations  
Performance Appraisal

Joynes – page 4

**Inver Grove Community College - Academy for Public Management - Faculty Member**  
**Annual Seminars:**  
Finance for Non-Financial Managers

**Century College - City Management Certificate Program - Faculty Member**  
**Annual Seminars:**  
Team Building  
Coaching  
Supervision

**MN Chapter of the American Public Works Association**  
Director: Leadership Academy, Director, Instructor

**Miscellaneous Programs:**

Hopkins High School – Ethics in the Workplace  
Robbinsdale High School – Ethics in the Workplace  
Minnesota Mayor's Association – Ethics  
League of Minnesota Cities -- Leadership  
Twin West Chamber of Commerce -- Public Sector Leadership  
Park City Utah -- City Staff -- Negotiation Theory  
Russia -- U.S.A. Connect -- Local Government Structure, Human Resources, Finances  
Exchange Host -- Public Officials from Lithuania, England, Russia and Scotland  
Minnesota State Fair Supervisors -- Supervision and Delegation  
Washington County Supervisors -- Team Building and Practical Supervision

**Recent Speeches and Seminars:**

**2001**

League of Minnesota Cities Annual City Staff Conference, **Workforce Issues**  
Twin Cities Managers and HR Directors, **Labor Trends**  
Federal Executive Board, Diversity Council, **Generations in the Workplace**  
MN Counties Association, **Public Management Authority**  
Federal Executive Board, **HR Essentials, Public Administration Trends,**  
**Supervisory Authority, Discipline, Hiring and Selection**  
Washington County MN, **Workplace Authority**

**2002**

Federal Executive Board, **Conflict Resolution**  
MN Association of counties, **Performance Appraisal**  
Federal Executive Board, Federal Employees Conference, **Generations in the**  
**Workforce**  
Tautges, Redpath Annual Auditing Conference, **Effect of Legislative Mandates on**  
**Municipal Budgeting**  
934 U.S. Air Force Wing, **Alternative Dispute Resolution**

Joynes – page 5

**2003**

MN State Police Chiefs Association, **HR Trends in Public Safety**  
MN Department of Natural Resources, **Public Sector Conflict Management**  
MN Planning Association, Conference Keynote, **Public Sector Work Environment**  
Minneapolis Supervisors Annual Training Conference, Keynote, **Changes in our Workforce and Environment**

**2004**

MN Association of Purchasing Agents, Conference Keynote, **Generations in the Workforce**  
MN Government Contract Administrators Association, **Workforce Issues**  
Hudson Wisconsin School District, Board and Administration, **Dealing with Difficult People**  
MN Department of Natural Resources, **Public Sector Conflict Management**  
Minneapolis Council of Churches, **Conflict Management**

**2005**

Minnesota Police Chiefs Conference, **Human Resources Trends**  
Minneapolis Council of Churches, **Conflict Management**  
MN Department of Natural Resources, **Public Sector Conflict Management**  
University of St. Thomas Graduate School, **Public Sector Political Realities**  
Minnesota University at Mankato, **Industrial Relations Visiting Speaker Series, Labor Trends**

**2006**

MN Department of Natural Resources, **Conflict Management**  
MN Sheriffs Association, **The New Political Environment, The New Workforce**

**2007**

MN Association of County Officers, **Selling Government, Getting Your Story Out**  
Hennepin County Corrections, **Effective Discipline**  
West Metro Police Academy, **The New Political Landscape**  
S.E. Region, Towards Zero Deaths, **The New Political Environment**  
MN Sheriff's Conference, **Leadership, Team Building, Change Management**  
MN Deputy Sheriff's Conference, **The New Politics, Workforce**  
Anoka County Sheriff's Department, **The New Politics, Workforce**  
MN Department of Natural Resources, **Conflict Management**  
Goodhue County, **Supervisory Training Sessions**

**2008**

West Metro Police Academy, **The New Political Environment**  
Association of Public Management Professionals, **Today's Ethics**  
MN County Human Resource Director's Association, **The New Workforce**  
Society for Human Resource Management, Red Wing, **The New Workforce**

**MN Department of Natural Resources, Conflict Management**

Joynes: page 6

**2009**

MN Association of County Officers, **Effects of Change on MN Public Service**  
City of Mankato, Leadership Academy, **Public Sector Environment and Decision Making**  
MN State Patrol: Civilian Supervisors, **Conflict Management**  
Lieutenants, **Conflict Management**  
Captains, **Conflict Management**  
MN Association of Watershed Administrators, **Sexual Harassment Law**  
MN Department of Natural Resources, **Perspectives on Public Service**  
City of Mankato, Leadership Academy, **Public Sector Leadership**  
City of Woodbury, Public Works Department, **Service to the Public**

**2010**

Minnesota Clerks and Finance Officers, **Employee Performance and Discipline**  
Minnesota Department of Natural Resources, **Conflict Management**  
City of Mankato, **Public Sector Leadership**  
MN Public Works Association, **Infrastructure and the Budget Crisis**  
West Metro Police Leadership Academy, **Public Sector Decision Making**  
MN State Building Inspectors Association, **Public Sector Ethics**  
MN Permit Technicians Association, **Public Sector Leadership**  
MN Government Finance Officers Association, **The New Workforce, Environment**

**2011**

Civil Engineers Association of MN, **Staff / Council Relations**  
Association of MN Building Officials, **Public Sector Ethics**  
Association of MN Building Officials, **Emotional Intelligence**  
Upper Midwest Water Works Association, **Surviving Local Politics**  
MN Bureau of Criminal Apprehension, **Public Communications**  
National Environmental Health Association, **Public Sector Ethics**  
MN Government Finance Officers, **Performance Appraisal, Labor Relations**  
MN Government Finance Officers, **Restructuring Government**

**Recent Consulting Activities:**

**Labor Relations Representation, Contract Negotiation and Mediation Advocacy:**

**City of Red Wing MN, 1999 - 2004**

Police Officers, LELS Unit  
Police Lieutenants, LELS Unit  
Community Service Officers, Teamsters Unit  
Office Technical, AFSCME Unit  
Firefighters, IAFF Unit

**Goodhue County, MN, 2000 - Present**  
County Patrol Officers, LELS Unit  
Patrol Supervisors, LELS unit  
County Jailors, LELS Unit  
Office Technical, AFSCME Unit  
Public Works Employees, Teamsters Unit

**Princeton, MN 2006/2007/2008**      **Princeton, MN 2010**  
Patrol Officers, LELS Unit      Patrol Officers, LELS  
Patrol Officers, LELS Unit      City Representative, Veteran's Discipline Panel

**Pine City, MN 2006/2007**  
Support Staff, AFSCME Unit

**North Saint Paul, MN, Police Mediations**

**City of North Branch 2010**  
Public Works, 49ers  
Patrol LELS

**City of St. Paul Park, 2010**  
Public Works, 49ers

**Miscellaneous Consulting Projects:**

Jordan, MN, Staffing and Facilities Study 2003  
Goodhue County, MN, Management Team Reorganization 2003  
Mankato, MN, Organizational Structure and Communications 2004  
Mankato, MN, Public Safety Department, Internal Communications  
Audit and Training 2004  
Mankato, MN, Forestry and Parks Department, Internal Communications  
Audit and Training 2005  
Coon Rapids, MN, Citywide Visioning Project 2005  
Carver County Management Audit, Staffing Plan, Long Range Budget 2005  
South Lake Minnetonka Joint Police Cooperative, Issue Mediation 2005  
Ramsey, MN, Management Audit and Staffing Plan 2005/2006  
Goodhue County, HR Audit 2006  
Goodhue County, County Personnel Policies Revisions 2006/2007  
Pipestone County, Personnel Policies Revision 2006/2007

**Consulting Assignments: Minnesota Government Advisors 2007, 2008, 2009**

Pine City, Administrator Executive Search, 2007  
Pine City, Interim Administration Services, 2007  
Princeton Labor Negotiations, Police, 2007  
Coon Rapids City Council Retreat and Goal Setting 2007 and 2008  
Mankato City Council Goal Setting Retreat, 2007  
Goodhue County, Public Health Department , Program Audit, 2007

Lakeville Police Department, Strategic Plan, 2008  
North Saint Paul, MN, Grievance Mediations, Performance Plans, 2008  
Northfield, MN, Police Cpt. Backgrounding, 2008  
Big Lake, MN, Grievance Investigation, 2008  
Faribault, MN, Candidate Backgrounding, 2008  
Faribault, MN, Grievance Investigation, 2008  
Isle, MN, Incident Investigation, 2008  
Greenwood, MN, Position Evaluation and Salary Survey, 2008  
Spring Lake Park, Blaine, Mounds View Fire Department,  
Training Curriculum Review , 2008  
Minnerista, MN, Council / Staff Goal Setting 2008

City of Rogers, Council/Staff Goals and Objectives 2009  
City of Orono, Council Staff Goals and Objectives 2009  
City of Orono, Executive Evaluation and Personnel Issues 2009  
Minnetonka / Hopkins Communications Consolidation Study, 2009  
North Saint Paul, MN, Grievance Mediation 2009  
Princeton, MN, Veteran's Preference Panel Rep., Termination Grievance, 2009  
City of Coon Rapids, Community Center Visioning, Facilitation 2009

City of Princeton Labor Negotiations, 2010  
City of North Branch< Labor Negotiations, 2010  
Dakota County Communications Center, Background of Director Candidates, 2010  
Arden Hills Public Works Negotiations, 2010  
Arden Hills Backgrounds, Public Works and Community Development Directors  
City of Hermantown, Police Department Audit 2010

City of Arden Hills, Public Works Negotiations, 2011  
Goodhue County, Labor Negotiations, 2011  
City of North Branch, Labor Negotiations, 2011  
City of North Branch, Internal Affairs Investigation and Employee Action, 2011  
St. Paul Schools Expert Witness Report, Employee action, 2011  
City of Rogers, MN, Department Audit ,2011  
City of Arden Hills, City Council Goals and Objectives, 2011  
City of Arden Hills, Viking's Stadium Planning, 2011  
City of Arden Hills, Personnel Actions , 2011  
Goodhue County, MN Internal Affairs Investigation, 2011

### **Recent Rewards and Recognitions:**

Rotary International, Paul Harris Fellow, 1998  
Leadership Award, Municipalities – Hopkins School  
District Joint Consortium, 2002  
Rotary, Golden Valley, MN Chapter, Citizen of the Year, 2002  
International City Management Association, Service Award  
2002  
Hamline University, Graduate School of Management, Outstanding



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## Proposal Outline for Executive Search Services

City of Bayport City Administrator



PROUD TO BE A  
VETERAN  
OWNED &  
OPERATED  
BUSINESS

<b>Table of Contents</b>	<b>Page</b>
<b>Introduction</b>	<b>2</b>
<b>Firm Experience</b>	<b>2</b>
<b>Approach and Services Overview</b>	<b>3</b>
<b>Principles Assigned to Your Search</b>	<b>4</b>
<b>Detailed Plan of Action Steps and Services Provided</b>	<b>6</b>
<b>Organization Assessment</b>	<b>6</b>
<b>Position Profile Development</b>	<b>7</b>
<b>Recruiting Plan</b>	<b>8</b>
<b>Progress Report</b>	<b>9</b>
<b>Interview Process</b>	<b>10</b>
<b>Onboarding and Follow up</b>	<b>11</b>
<b>Guarantee</b>	<b>12</b>
<b>Time Table</b>	<b>12</b>
<b>Fees and Expenses</b>	<b>13</b>
<b>Payment Policy</b>	<b>14</b>

## Introduction

### Statement of Understanding

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

### Firm Experience Brief history

#### *Founded 1991*

Founded by Jim Brimeyer in 1991, Brimeyer Fursman, LLC is headquartered in the Twin Cities of Minnesota. Current company president, Richard Fursman and, now senior adviser, Jim Brimeyer have undertaken hundreds of similar projects in Minnesota, Iowa, Wisconsin, Nebraska, and South Dakota. During those searches they successfully implemented recruitment strategies, demonstrating expertise in candidate assessment and the development of a selection process that addresses the needs of the organization and the entire community.

Together, Mr. Brimeyer and Mr. Fursman completed over 500 management searches in the Midwest and have assisted over 200 organizations in other Organization Development efforts. Brimeyer Fursman, LLC is now the industry leader in the process of “Onboarding” or preparing the Organization and new Administrator for transition, to ensure the best possible start. We take great care of our client’s needs and concerns not only as the process unfolds, but also through the new City Administrator’s entry and transition.

### *Current City Manager Search Engagements*

The firm is currently at the final stage of the City Manager search process with the City of Canton, South Dakota.

### Similar Searches 2011-2012

Richard Fursman and associates of Brimeyer Fursman, LLC have conducted several hundred similar searches over the past decade; most recently, the cities of Adel and Knoxville, Iowa; New Richmond and Kimberly, Wisconsin and Eagan, Vadnais Heights, Hopkins, Medina, Edina, Forest Lake, Spring Park, Wayzata, Olivia, Chaska, Crookston, Apple Valley, Woodbury, Gilbert, Faribault, Albert Lea, and St. Cloud in Minnesota.

## Search Approach

### Approach and Services Overview

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

## Scope of Services Summary (Executive Search)

<b>Phase I</b> <b><i>Organization Assessment and Develop Position Profile</i></b>	Meet individually with the Mayor and Council, Department Heads, and key staff. Meet with selected representatives from the community and/or conduct public forums. Develop and present Position Profile.
<b>Phase II</b> <b><i>Recruitment of Best Candidates</i></b>	<ul style="list-style-type: none"><li>• Place announcements</li><li>• Direct recruiting program</li><li>• Collect and review resumes</li><li>• Interview semi-finalists/Screen and evaluate</li><li>• Prepare and present progress report</li><li>• Assist elected board with the selection of top 5 candidates for interviews</li><li>• Personality/Management Profile</li><li>• Reference checks - credential verification – credit report – criminal check</li><li>• Coordinate candidates' interviews</li><li>• Prepare schedule, questions, review sheets</li><li>• Monitor interviews, facilitate candidate review session</li><li>• Develop compensation package</li><li>• Assist with negotiations</li></ul>
<b>Phase III</b> <b><i>Interview Preparations and Event</i></b>	
<b>Phase IV</b> <b><i>Onboarding</i></b>	<ul style="list-style-type: none"><li>• Onboarding: Socialization process to assist new and existing leadership with the transition to a new City Administrator.</li></ul>
<b>Follow-up</b>	Six and twelve months following the City Administrator's start, we will assist with conducting a full review.

## Principles Assigned to Your Search



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

**Dr. Richard Fursman, President:** Richard joined Brimeyer Fursman in 2007 and has conducted 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 Doctorate in Organization Development as well as his Bachelor of Arts in Economics from the University of St. Thomas and his Master of Arts degree in Urban and Regional Affairs from Mankato State University.

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



*Irina 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.*

### **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 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.

In addition to facilitating sessions, Irina also trains in the art and science of facilitation. Irina has presented nationally and internationally on the subject of citizen engagement, strategic planning and sustainable development.

Irina is currently a Doctoral Candidate in Organization Development at the University of St. Thomas.

## Detailed Plan of Action Steps and Services Provided by Brimeyer Fursman,LLC

### Phase I Organization Assessment

*Each search process begins with a careful assessment of the current state of the organization.* This evaluation is used when the position profile is established to ensure applicants are screened according to the needs and established norms of the organization. You will be asked how much if any, change in direction is hoped for with the new city Administrator. Candidates are screened for fit and capacity according to your requirements discovered during the process.

Assessment areas typically include organizational procedures, structure, systems and policies, culture, staff capacity, leadership and management philosophy, and previous experiences. Four methods may be used to gather information for assessment:

1. Interviews
2. Focus Groups
3. Questionnaires
4. Review of artifacts

### Employee Engagement & Citizens Engagement



Engaging as many stakeholders as possible in this first step of the process will provide an impetus for change needed and prepare the organization for the transition in leadership.

Members of our team have extensive training through the Institute of Cultural Affairs on facilitating community discussions. A critical success factor of the search is identifying community priorities and the environment in which the Administrator must function. *We encourage meetings with citizens to further assess the climate of the community with the use of forums and individual interviews.* We will encourage that a **Citizens Advisory Committee** be used during profile development and interviewing.

## **Establishing and Evaluating Expectations**

A successful search has a thorough definition and agreement by the Mayor and City Council on each aspect of the position. During this initial phase, our consultants will meet collectively and individually with the Mayor and City Council members, Department Directors and Administrators, and key staff to learn more about your goals and objectives. Critical factors to be determined include position responsibility and authority; reporting relationships; educational and experience requirements; personal and leadership qualities; and management style. We will carefully review your expectations and provide industry tested feedback. We will discuss pay expectations, the available talent pool, organization fit, and others that come up during the profile formation.

## **Organizational study *Coordinated with Administrator Search***

An organizational review and City Administrator search should be a coordinated process whose elements happen together. The information from the organizational review /assessment is essential for the successful recruitment of the new City Administrator. The same analysis becomes the foundation for a plan of action for the new City Administrator once they start.

We will pay considerable attention to establishing organizational goals and priorities for the position. The identification of priorities serves a two-fold purpose: it assists the hiring authority in developing a consensus on what is important for the organization and it alerts potential candidates to the important issues of the organization.

## **Position Profile -- Recruiting Brochure**



After drafting the Profile, we will meet with the Mayor and City Council as a group to discuss the critical specifications of the position. A great deal of emphasis placed on the agreement of this analysis. Without this information, it is difficult to determine how potential candidates will affect the City's plans and organizational team. The final Position Profile, after approval by the Mayor and City Council, becomes the document against which we evaluate prospective candidates.

## PHASE II Develop and Implement an Approved Recruitment Plan

### Place Announcements Recruit Candidates

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**Recruitment Ads**  
*ICMA: International City  
Managers Association  
Gov't Jobs  
Linked-IN  
Brimgroup Web Page  
League of Minnesota  
Cities  
Neighboring Leagues*

---

### Accept and Acknowledge Applications

### Review Resumes and Screen Candidates



The Position Profile serves as the primary recruitment tool as a means of identifying the scope of the position and highlighting the unique characteristics and qualities of the community. Once the Profile is approved, we will prepare and conduct a comprehensive program to contact candidates and determine sources of candidates.

In addition to placing announcements in the appropriate professional and trade journals, we will announce the position on appropriate web sites and the Profile will be featured on the Brimeyer Fursman web site with a link to the City of Bayport official web site. We will utilize our local, regional, and national contacts to identify potential candidates. We will identify comparable organizations where key individuals will be contacted.

Often times we are able to identify candidates from similar assignments who may be appropriate for the position. *Sometimes the most qualified candidates are often not in the job market and do not respond to traditional advertising: therefore, we will directly recruit specific individuals with established patterns of talent, stability, and success through direct visits, calls, and mailings.*

Brimeyer Fursman will take *all* responsibility for accepting and collecting applications and acknowledgments. We will maintain transparency and provide continual updates to the city and candidates as each step in the process proceeds. We take great care to treat all candidates with the greatest respect on behalf of the firm and Bayport.

Following the application deadline, we will screen each applicant's experience and background against the Position Profile. After evaluating and comparing each application, we will compile a list of candidates for further consideration. We will conduct one-on-one interviews with the most promising individuals. Our staff will make every effort to conduct face-to-face interviews with these candidates. *Our in-depth evaluation and appraisal techniques* will cover issues such as work experience, education, professional development and achievement, career objectives, accomplishments, suitability, and specific interest in the position. We will pay particular attention to the management style that most closely reflects the needs of the organization.

### **Assessment Tools**

*Cover letter & resume review*  
*Short essays on topics related to the position*  
*Writing sample*  
*Summary of accomplishments*  
*Insights management profile*  
*One-on-one interviews*  
*360 Degree Reference Review*  
*Full Credit Report*  
*Credential Check*  
*Criminal Check*

### **Progress Report TOP 10-12**

We use a variety of techniques to “discover” the candidates who will have the greatest chance of success. Research shows that past performance is the greatest indicator of future success. We spend a great deal of time reviewing the accomplishments and lessons learned on mistakes with each candidate. Additionally, we profile management styles and capabilities of each candidate through testing and interviews.

*Brimeyer Fursman is authorized to administer the Insights Discovery Personality Profile System. The results will cover motivation and behavior patterns, management strategies, identification and management of conflict areas. The City will gain insights into the strengths, management style, and key communication styles for each finalist candidate.*

Once interviews are complete, we will select the most qualified individuals to present to the Mayor and City Council. We will prepare a ***Progress Report that will provide information on ten candidates whose backgrounds most closely meet the requirements of the position.*** This Progress Report will provide specific information on:

- Educational and work history
- Accomplishments and growth potential
- Strengths and possible limitations
- Skills and performance history related to the position
- Personality and decision making profile

We will deliver this report and personally review it with the Mayor and City Council. Five or six candidates will be selected for further consideration based on the review. We will propose a schedule for interviewing the candidates and discuss the compensation expectations of the Mayor and City Council once the finalists are selected.

### **PHASE III Coordinate and Conduct Final Interviews**

#### **Reference and Credential Checks**

#### **Final Interview and Selection Process**



360 Review: Prior to the interviews, *we will conduct discreet reference checks on the finalist candidates.* We will talk with peers and former associates of these candidates. We will speak with individuals who are, or have been, in positions to directly evaluate the candidates' job performance. We will verify the finalist candidates' credentials through educational, criminal, and credit checks.

- Resumes, cover letters, and reference reports will be provided on each candidate prior to the interview.
- We will also provide the Mayor and City Council with a list of suggested interview questions and evaluation forms.
- We will discuss the proposed procedures to be used in the interview process.
- Our suggested interview schedule will allow the candidates to get acquainted with the community and community leaders and to visit with the Mayor and City Council and the staff in informal settings.
- We culminate the process with individual and group interviews.
- If possible, all interviews will be scheduled within a period of two days depending upon the desire of the Mayor and City Council.
- A consultant will be present at each interview.

#### **Selection**

After the interviews, we will meet with the Mayor and City Council to review the individual ratings and assist in determining the top candidate. The consultant will assist in this process to the extent requested by the Mayor and City Council. We take responsibility for notifying all unsuccessful candidates each time the candidate pool is narrowed down.

#### **Negotiating Compensation Package**

Brimeyer Fursman, will take great care that the City of Bayport secures acceptance from the most desired individual. We will participate in the final negotiations. If any concerns arise in the final hour, by working as a third-party intermediary we can resolve important details of the offer which may have significant bearing on its final acceptance or rejection. We will negotiate the terms and conditions of employment and prepare a Letter of Agreement on behalf of the City of Bayport with the selected candidate.

*Additional Support  
Services*

- If requested by the City, Brimeyer Fursman, will act as a spokesperson with the media in order to maintain the integrity of the selection process and to protect the confidentiality and privacy of the candidates who are not hired.
- Family issues and dual career households are factors that influence an individual's decision to change jobs. We address circumstances arising from a job change including spouse careers, real estate issues, family concerns, and relocation details.
- After the candidate is employed, we will follow up with both the City of Bayport and the candidate to insure a smooth transition and satisfactory completion of the assignment. This follow-up contact is intended to identify potential issues early so that adjustments can be made, if necessary.

**Phase IV**  
*Onboarding – Preparing  
for change*



*Onboarding* is a process focused on the integration of new senior-level managers into an organization. The goal is to *prepare Managers to succeed in their jobs as quickly as possible.* Brimeyer Fursman will meet with the directors and key staff, Mayor and City Council and the new City Administrator to discuss and plan for the adjustments that naturally occur during periods of transition. This is particularly helpful to staff as they learn to work with their new supervisor. Items covered include effective communication, setting expectations, clarification of roles and responsibilities, a review of the culture and other norms.

**FOLLOW UP**  
**Performance Review**

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

## Guarantee

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

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

## Time Table (Subject to your needs/changes)

Brimeyer Fursman LLC will work with the Council on the timing of the search. *We will work closely with you to work through scheduling difficulties.* The following is a suggestion that will likely be altered to fit everyone's schedules.

### Highlighted activities require full Council participation

#### Authorization to proceed

#### February 4

Kick-off Meeting with Council

February 4

Profile Data Collection (with interviews of Council, Community, Staff)

February 25-28

Approve Position Profile

March 4

Start Recruitment

March 5

Deadline for Applications

April 8

Screen and Review Candidates

April 8 - 18

Progress Report/Select Finalists

April 22

Reference and Credential Checks

April/May

Interviews

May 10/11

Start of New Administrator

June 2013

Onboarding Session with New Administrator and Council

At start

**Appendix A: Fee Quotation Executive search process overview and fees**

	(Discounted) Total Search Fee	\$14,500
	Expenses (Not to exceed)	\$3,400
	<b>TOTAL (Not to exceed)</b>	<b>\$17,900</b>
<b>Phase I Develop Position Profile</b>		
		\$5,000
<ul style="list-style-type: none"> <li>• Meet individually with the Mayor and City Council, Department Heads, and key staff</li> <li>• Meet with selected representatives from the community and/or conduct public forum</li> <li>• Develop, present, and Position Profile</li> </ul>		
<b>Phase II Recruit and Screen Candidates</b>		
<ul style="list-style-type: none"> <li>• Place Announcements</li> <li>• Direct Recruiting, Send Profiles</li> <li>• Review Resumes</li> <li>• Screen and evaluate candidates</li> <li>• Prepare and present Progress Report (progress report will be delivered in person and contain profiles of 10-12 candidates who demonstrate the best fit. <i>Here the council selects the top 5 for interviews.</i>)</li> </ul>		
		\$5,900
<b>Phase III Interviews and Background Checks</b>		
<ul style="list-style-type: none"> <li>• Reference checks/credential verification</li> <li>• Personality Profile assessment instrument</li> <li>• Schedule and coordinate candidates' interviews with the assistance of City staff</li> <li>• Participate in interviews</li> <li>• Develop compensation package</li> <li>• Participate in negotiations</li> </ul>		
		\$5,000
<ul style="list-style-type: none"> <li>• <b>First Performance Evaluation</b></li> </ul>		
		<i>Expenses only</i>
<b>Expenses</b>		
<p>Typical expenses include copies and supplies, position advertising (League Web Sites, ICMA, Minnesota City Managers Association, Linked-IN), credential and criminal background checks, etc. The expenses are for 5 finalists. Expenses for additional finalists will be billed at \$300 each.</p>		<i>Not to Exceed</i>
		\$3,400

*This estimate does not include costs associated with candidates' expenses for the final interview such as airfare for out of state candidates, hotels, meals and others. These expenses are influenced by the following factors: number of candidates invited to interview, location of candidates, spouse and family attendance, meals and hotel accommodations provided. For local candidates, the cost is typically zero.*

<p><b>Phase IV: Additional services after the Administrator is hired</b>  <i>If the council desires, we will facilitate onboarding of the new Administrator to help clarify roles, expectations and reveal important practices of the operation. This is done with the council and staff and is planned during the first week or two the Administrator is on the job.</i></p>	<p><b>\$950</b></p>
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**Payment Policy:** Our payment policy is one-third of the total fee due upon signing this agreement; one-third after presentation of the Progress Report; and the balance due 10 days after the search has successfully been completed, whether the agreement is oral or written. In the event the City Council terminates this agreement during the search, we will retain the progress payments to that point.

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Richard Fursman, President  
Brimeyer Fursman LLC

Date

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Mayor  
City of Bayport, Minnesota

Date