



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

June 19, 2013

Ms. Eldona Bacon, SPHR
City of Roseville
2660 Civic Center Drive
Roseville, Minnesota 55113

Re: Request for Proposal to Provide Executive Search Consulting Services to Select a City Manager

Dear Ms. Bacon:

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 as executive search consultants, Springsted is committed to working closely with all Roseville 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. Our work is supported by our guarantee that is outlined in the work plan.

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

Respectfully submitted,

David J. Unmacht
Springsted Incorporated

kmd

City of Roseville, Minnesota
Proposal to Provide
Executive Search Consulting Services to Select a City Manager

I. Recruitment / Selection Process

Executive Search Philosophy

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

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

We will work to create an excellent partnership between all City and community 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 you 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 immediately to understand the desired qualifications for this position, as well as understand the City's issues and priorities. We will work with you to elaborate on the information that is contained in Section 1 of the RFP entitled, "General Information about the City of Roseville." We will arrange to meet with the City Council and staff to discuss the City's goals, expectations and needs. We will also meet with citizen representatives and community stakeholders if the Council desires.

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 Roseville. Our work and experience will give City leaders the confidence needed to move forward to hire the best qualified candidate for the position.

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, if preferred) 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. If desired, 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.

Cost to include steps one through three in the process: \$2,500

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 League of Minnesota Cities, and the Minnesota City/County Management Association (MCMA). We can also use LinkedIn and other sites and organizations we identify 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.

Cost to include this step in the process: \$2,000

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. **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.

Cost to include steps five through seven in the process: \$6,000

8. **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.

Cost to include this step in the process: \$2,500

9. **Background Check, Employment Offer and Goals** — We retain Richard Setter and Associates to perform 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 work directly with the City Council and successful candidate in the preparation of six month and one year goals. We receive input from each independently and then work with the incoming City Manager to prepare a list that is adopted by the City Council as the six month and one year goals for the new City Manager.

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.

Cost to include this step in the process: \$1,000

The timeline below is an illustration of a typical executive search process. The process generally takes between three and four months to complete. All final dates and schedules will be determined in conjunction with the City.

City of Roseville, Minnesota Illustration of a Timeline

Project Milestone	Deliverables	Timeline
Notice to proceed	Project initiation meeting.	As soon as possible after notice is provided (assume first week in July)
Position review and analysis	Meet with the City Council, city staff and citizen representatives.	July 8 – July 19
Position Profile approved	Prepare Position profile. Prepare job announcement.	Week of July 22

Recruitment and candidate outreach	Placement of job announcement. Contact with prospective candidates. Acceptance / acknowledgement of applications. Ongoing communication with the City.	July 26 – August 26 (4 week posting)
Applicant screening	Review resumes. Written questionnaire to top candidates.	Week of August 26
Candidate presentation/selection	On-site meeting with the City. Identify candidates for further screening. Notification to applicants not advancing in the selection process.	Week of September 2
Detailed candidate screening	Personal contacts; reference checks; social media review.	September 2 – September 20
Prepare interview information	Discuss interview details, times and process.	Week of September 2
First and second interviews	Candidate interviews, tours and open house/meet and greet, if desired.	September 23 – October 4
Background check	Candidate background report.	Upon selection of final candidate
Job Offer	Employment agreement.	Upon completion of interviews
Projected start date	Identify start date.	November 4
First year check-ins	Ongoing follow-ups (informal and formal).	May 2014 and October 2014

II. Value Added Services with Associated Costs

There is only one additional step that you may want to consider and that is a psychological assessment. An assessment involves a battery of psychological tests to provide a detailed and validated profile of a candidate. In our experience these profiles are rarely used, but we offer them if desired. We work with a strong and reputable Minnesota based human resource firm to conduct these assessments. Individual psychological assessments range in price from \$2,000 to \$4,500 depending upon the extent of the analysis. These include such assessments as in-box exercise, standard personality and leadership tests, and an assessment center.

The professional fee does not include these services or costs; they would be added to the base if the City decides to proceed. This decision can be made at any time during the interview stage of the process.

III. Total Proposal Cost

Springsted's professional fee to provide the services in items 1-9 above is \$14,000. This is a not-to-exceed fee and will not change unless additional services are requested by the City or you request an opportunity to discuss the fee and its individual components. 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. Typical searches include only one background check and that is for the candidate that is receiving a job offer. The individual out of pocket costs vary per search and our intent is to keep them to a minimum. For example, we will not charge any mileage or transportation related fees from our offices to the City. If one background check is used the total out of pocket costs is estimated to be less than \$2,000 and the **total project cost will be less than \$16,000.**

IV. Firm Experience and Qualifications

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; Denver, Colorado and Los Angeles, California.

Executive Search Qualifications

In just over 3 1/2 years, Mr. Unmacht has been involved either as the lead search consultant or as a strategic advisor for over 30 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 Roseville and Ramsey County. Mr. Unmacht also served as a City Manager in a Plan B form of government so he fully understands the role and responsibilities of the position.

Springsted Support Team

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

Knowledge of the City

The Springsted team brings a strong and functional working knowledge of the City. We will work closely with city leaders to understand the City's value system and culture and commit to searching for candidates that match the desires of the City. The City has a proud tradition and we will want to promote and market the rich history, the present opportunities and the great potential that exists. The City of Roseville has excellent educational offerings and opportunities, across many levels, and this quality will certainly be an attraction to the applicants. We will work diligently to tell your story and advocate on your behalf in the marketplace of potential applicants. The RFP and your web site have valuable information on the City and community; we will also explore other sources of data and obtain first-hand information from you in our personal interviews.

Knowledge of the Profession and Search Market

The Springsted team is very active in Minnesota and the Upper Midwest in executive searches. Collectively we have over 50 years of experience in local government. We are active in the Minnesota City/County Management Association, the League of Minnesota Cities, Association of Minnesota Counties and other Midwest based professional management associations. We have a strong pool of candidates to identify and recruit. We will target our recruitment to those candidates that match the needs of the City.

David J. "Dave" Unmacht

Senior Vice President and Director of Organizational Management & Human Resources



Mr. David Unmacht is Director of Springsted's Organizational Management/ Human Resources group. Mr. Unmacht will be the lead consultant with the City of Roseville. He is a long time local government professional who brings a passion and commitment to excellence in his service and relationships.

Mr. Unmacht brings more than 15 years of county administration experience, having worked for Scott (County Administrator) and Dakota (Deputy County Administrator) counties, Minnesota. He has also worked as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. He works closely with municipal and county governments in many different fields including organizational and leadership development, intergovernmental collaborations, organizational reviews, executive searches, facilitation services and strategic planning. 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.

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.

Sharon G. Klumpp

Senior Vice President and Consultant



Ms. Sharon Klumpp specializes in executive search and organizational and management consulting for public agencies. Ms. Klumpp has extensive government experience, having served as an Executive Director of the Metropolitan Council – the seven-county regional planning agency for the Twin Cities metropolitan area of Minnesota, as the Associate Executive Director for the League of Minnesota Cities, as a City Administrator and as an Assistant City Manager. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm. Ms. Klumpp also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She holds a master's in public administration from the University of Kansas and a bachelor's degree in political science from Miami University of Ohio.

During the time our team is working with the City of Roseville, we will not be involved in any search that would compete for candidates with the City. Presently Mr. Unmacht is finishing the City of Bayport and West St. Paul and just starting a search for Cook County, Minnesota. Ms. Klumpp is working on searches for the City of Norwood Young America and East Grand Forks, Minnesota.

V. List of Municipal Searches Conducted in the Last 24 Months

A list of municipal searches in the last 24 months for both Mr. Unmacht and Ms. Klumpp are provided in **Appendix I**. This information includes names and phone numbers for contacts.

VI. Sample Work Product

Attached in **Appendices II – V** are several sample work products including:

- Position Profile of City of West St. Paul and City of Burnsville, Minnesota
- Candidate Screening Questionnaire
- City Council Position Profile Interview Template
- Candidate Reference Summary

VII. Fee Structure with Regard to Billing and Expense

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 candidate presentation/selection.
- 50% of the professional fee and out-of-pocket costs will be invoiced at the conclusion of the search.

If the City wishes we have the ability to issue one invoice for the project upon completion of all steps. This is an opportunity we can explore in our discussions.

VIII. Summary of 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 longer term goals and objectives for the City Manager. Short term goals are already included in the work plan.

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 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.

IX. Additional Information

In summary, we are excited about the possibility of working with the City Council, city staff and community to help you select your next City Manager. We commit to a strong and effective working relationship and you will be pleased with our work and results.

APPENDIX I

List of Municipal Searches Conducted in the Last 24 Months

24 Month Municipal Search List

Consultant: Mr. David Unmacht

Year	Entity	Position of the Search	Contact	Phone Number
2011	Arrowhead Regional Corrections, MN	Executive Director	Ms. Kelly Hartlieb, <i>Personnel Analyst</i>	218-733-2811
2011	City of Dyersville, IA	Police Chief	Mr. Mick Michel, <i>City Administrator</i>	563-875-7724
2011	City of Gardner, KS	City Administrator	Ms. Mary Beth Bush, <i>HR Director</i>	913-856-0943
2011	City of Grain Valley, MO	City Administrator	Ms. Jamie Rehmsmeyer, <i>City Clerk/Human Resources Director</i>	816-847-6213
2011	City of Shawnee, KS	Finance Director	Ms. Liz Crawford, <i>Human Resources Manager</i>	913-742-6241
2011	City of St. Anthony, MN	City Administrator	Honorable Jerry Faust, <i>Mayor</i>	612-789-8881
2011	St. Louis County, MN	Employee Relations Director	Mr. Kevin Gray, <i>County Administrator</i>	218-726-2448
2011	City of Saint Paul, MN	Director of Financial Services	Ms. Angela Nalezny, <i>Human Resources Director</i>	651-266-6515
2011	Steele County, MN	County Administrator	Mr. Thom Shea, <i>County Administrator</i>	507-363-6305
2011	City of Warren, MN	Working Superintendent	Ms. Shannon Mortenson, <i>City Administrator</i>	218-745-5343
2011	Washington County, MN	County Administrator	Ms. Molly O'Rourke, <i>County Administrator</i>	651-430-6003
2012	Dakota County, MN	Employee Relations Director	Mr. Brandt Richardson, <i>County Administrator</i>	651-438-4421
2012	Dakota County, MN	Finance Director	Mr. Brandt Richardson, <i>County Administrator</i>	651-438-4421
2012	City of Albertville, MN	City Administrator	Mr. Adam Nafstad, <i>City Administrator</i>	763-497-3384
2012	Becker County, MN	County Administrator	Ms. Nancy Grabanski, <i>Human Resources Director</i>	218-846-7309
2012	Beltrami County, MN	County Administrator	Ms. Linda Tran, <i>Human Resources Director</i>	218-333-4155

Year	Entity	Position of the Search	Contact	Phone Number
2012	Hennepin County, MN	County Administrator	Mr. Mike Opat, <i>Board Chair</i>	612-348-7881
2012	Nobles County, MN	County Administrator	Ms. Sue Luing, <i>Deputy County Administrator</i>	507-295-5202
2012	Polk County, MN	County Administrator	Mr. Chuck Whiting, <i>County Administrator</i>	218-281-5408
2012	Red Wing Port Authority, MN	Executive Director	Mr. Chris Simonson, <i>Board Member and Search Committee Chair</i>	651-274-3059
2012	Sibley County, MN	County Administrator	Ms. Roseann Nagel, <i>Human Resource Director</i>	507-237-4392
2012	City of Sun Prairie, WI	City Administrator	Ms. Brenda Sukenik, <i>Human Resources Director</i>	608-825-1172
2012	Kittson County, MN	County Administrator	Mr. Joe Bouvette, <i>Board Chair</i>	218-843-2532
2012	Willmar Municipal Utilities Commission, MN	General Manager	Mr. David Baker, <i>former Chair</i>	320-235-1166
2012	City of Windsor Heights, IA	City Administrator	Honorable Jerry Sullivan, <i>Mayor</i>	515-279-3662
2013	City of Bayport, MN (in process)	City Administrator	Ms. Sara Taylor, <i>Assistant City Administrator</i>	651-275-4413
2013	Village of Bellevue, WI	Village Administrator	Mr. Craig Beyl, <i>Village President</i>	920-465-6872
2013	City of Burnsville, MN	City Manager	Ms. Jill Hansen, <i>Human Resources Director</i>	952-895-4471
2013	Cook County, MN (in process)	County Administrator	Project just starting	N/A
2013	Jefferson County, WI	County Administrator	Ms. Terri Palm, <i>Human Resources Director</i>	920-674-7103
2013	City of Mankato, MN (in process)	Director of Public Works	Ms. Kristi Amos, <i>Director of Human Resources</i>	507-387-8664
2013	City of Minnetonka, MN	Fire Chief	Mr. Perry Vetter, <i>Assistant City Manager</i>	952-939-8216

Year	Entity	Position of the Search	Contact	Phone Number
2013	Pope County, MN	Human Resources Director	Mr. Jim Thoreen, <i>County Coordinator</i>	320-634-5038
2013	City of West Saint Paul, MN (in process)	City Manager	Honorable John Zanmiller, <i>Mayor</i>	651-253-3910
2013	Yellow Medicine County, MN	County Administrator	Mr. Ron Antony, <i>Board Chair</i>	507-223-5529

24 Month Municipal Search List

Consultant: Ms. Sharon Klumpp

Year	Entity	Position of the Search	Contact	Phone Number
2011	City of Decorah, IA	City Administrator	Honorable Don Arendt, <i>Mayor</i>	563-382-3651
2011	City of East Grand Forks, MN	Public Works Director	Mr. Scott Huizenga, <i>(former City Administrator)</i>	816-513-1176
2011	City of Elk River, MN	City Administrator	Honorable John Dietz, <i>Mayor</i>	763-441-2210
2011	Jackson County, MI	County Administrator/Controller	Mr. Adam Brown, <i>Assistant County Administrator</i>	517-788-4335
2011	Pierce County, WI	Administrative Coordinator	Mr. Rod Rommel, <i>Supervisor</i>	715-273-6851
2011	City of Racine, WI	Commissioner of Public Works	Mr. Scott Letteney, <i>Deputy City Attorney</i>	262-636-9448
2011	City of Racine, WI	Chief of Police	Mr. Scott Letteney, <i>Deputy City Attorney</i>	262-636-9448
2011	Scott County CAP Agency , MN	Executive Director	Mr. Tim Walsh, <i>former Board Chair</i>	651-407-3631
2011	Tri-County Community Corrections, MN	Executive Director	Mr. Warren Strandell, <i>Commissioner</i>	218-773-0051
2011	Village of Osceola, WI	Village Administrator	Mr. Gary Beckmann, <i>Village President</i>	715-294-3498
2011	City of Willmar, MN	City Administrator	Mr. Denis Anderson, <i>Council Member</i>	320 235-4913
2012	City of Beloit, WI	Public Works Director	Mr. Joe Simpson, <i>Human Resources</i>	608-364-6685
2012	City of Eau Claire, WI	City Manager	Mr. Kerry Kincaid, <i>Council President</i>	715-831-1013
2012	Northwestern Mental Health Center, MN	Executive Director	Mr. Dan Wilson, <i>(former Executive Director)</i>	No current number
2012	Douglas County, WI	Public Health Officer	Ms. Linda Corbin, <i>Human Resource Manager</i>	715-395-1429
2012	City of East Grand Forks, MN	Fire Chief	Mr. Scott Huizenga, <i>(former City Administrator)</i>	816-513-1176
2012	City of Lakeville, MN	Parks & Recreation Director	Ms. Cindi Joosten, <i>Human Resources Manager</i>	952-985-4490
2012	Quad Cities Community Television, MN	Executive Director	Mr. Brett Heitkamp, <i>Chair</i>	763-767-5143
2012	City of Racine, WI	Parks, Recreation and Cultural Services Director	Mr. Scott Letteney, <i>Deputy City Attorney</i>	262-636-9448

Year	Entity	Position of the Search	Contact	Phone Number
2012	City of Scandia, MN	City Administrator	Honorable Randy Simonson, <i>Mayor</i>	651-433-2274
2012	Swift County, MN	County Administrator	Mr. Gary Hendrickx, <i>Commissioner</i>	320-808-7082
2012	City of Thief River Falls, MN	City Administrator	Honorable Jim Dagg, <i>Mayor</i>	218-681-2943
2013	City of Moose Lake, MN	City Administrator	Honorable Ted Shaw, <i>Mayor</i>	218-485-4010
2013	Chippewa County, WI	Deputy Highway Commissioner	Ms. Malayna Halvorson-Maes, <i>Human Resources</i>	715-726-7980
2013	City of Norwood Young America, MN	City Administrator	Honorable Tina Diedrick, <i>Mayor</i>	952-467-1800
2013	City of Sherburn, MN	City Administrator	Mr. Brad Ringnell, <i>Council Member</i>	507-764-4491
2013	City of East Grand Forks, MN	City Administrator	Mr. Karl Lindquist, <i>Interim City Administrator</i>	218-773-2483

APPENDIX II

Sample Position Profiles

City of West Saint Paul, Minnesota

City Manager Position Profile



West Saint Paul

"We're Close To It All"

Demographics:

Entity	West Saint Paul
County	Dakota
Population	19,708
Position	City Manager
Salary Range	\$109,322 to \$136,653

City of West Saint Paul, Minnesota

The City of West Saint Paul is a diverse, first ring suburb located adjacent to Minnesota's Capital City of Saint Paul. This full-service community with a population of 19,708 is strategically located minutes away from Interstates 35E and 94, as well as the Minneapolis/St. Paul International Airport. And yet with all its urban amenities, you will find relaxation in the City's 15 parks, municipal golf course, ice arena, sports dome and municipal pool. The City is also home to the Dodge Nature Center, Southview Country Club, Dakota County's Northern Service Center and Thompson County Park.

Settled in 1848 and incorporated in 1889 the City of West Saint Paul is projected to have a population of 20,145 by 2016. Running through the middle of this five-square mile community is the South Robert Street Business Corridor – home to many of the city's over 600 thriving businesses, restaurants and an estimated traffic count of more than 26,000 vehicles daily. The City is considering a major upgrade to the Robert Street Corridor transportation corridor.

The City is also actively marketing its light industrial park and has developed a housing program designed to maintain a well-established housing stock. There is a lot of activity going on in our community. We invite you to explore the profile and our website to encourage your interest in applying for the City Manager position.



The Mission Statement:

Promoting and preserving a community of excellence by the ethical, responsive, efficient and innovative provision of services.

Education & Healthcare

With an enrollment of nearly 4,600 students, [West St. Paul – Mendota Heights – Eagan Area Schools](#) (ISD # 197) offers pre-K through grade 12 programs in a supportive and caring environment. Facilities within the City of West Saint Paul include a middle school, an elementary school and a magnet school. Henry Sibley High school, located in Mendota Heights is the district's only public high school. Private education is available at numerous facilities within the City.

Regions Hospital, St. Joseph Hospital and Children's Saint Paul Pediatric Hospital are a few of the facilities located in nearby Saint Paul. Other independent area services/facilities include outpatient surgery, chiropractic, dentistry, optical, home healthcare, assisted living and nursing homes.

Demographics and Recreation

Approximately 24 percent of the community is age 19 and under. Individuals ages 20 to 64 make up 59 percent of the community population and senior citizens compose nearly 17 percent of residents. Balancing the needs of the diversity in our demographics is a challenge for the City.



The Recreation Department offers a variety of programs, including Horseshoe Club (all ages), Adult Softball, Volleyball & Broomball Leagues, Group

Getaways, Senior Citizens Club & Trips, Adult & Youth Golf & Tennis Lessons, year round Teen/Youth Trips, T-Ball/Girls Softball, Mini-Soccer, Gymnastics, Skating Lessons, Safety Camp, as well as hosting two major community events, West Saint Paul's Annual Bonfire and Easter Egg Hunt.

The Organization

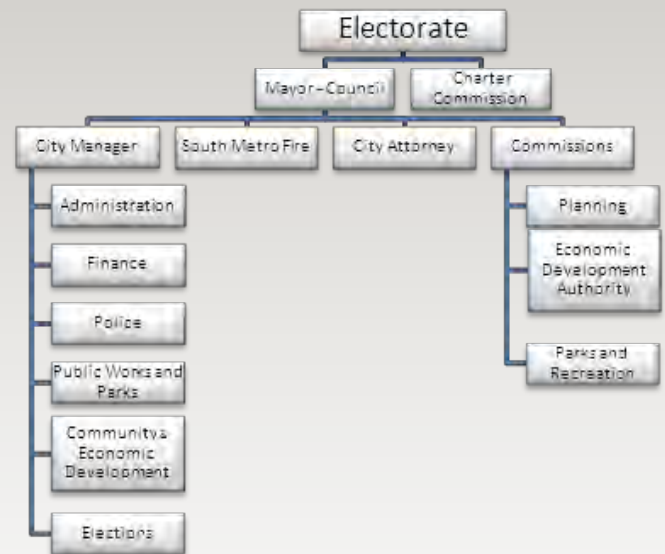
The City of West Saint Paul operates under the council/manager form of government, under the guidance of the City's Charter. The City is a home rule charter city.

The Council is comprised of a mayor who is elected at-large and serves a two-year term, and six council members representing three wards with alternating four-year terms.



The City Manager is responsible for carrying out Council decisions and leading the organization to achieve its mission. The City Manager is charged with overseeing the day-to-day operation of the City's five departments

with a total of 78.5 FTE's. Approximately 45 of these employees are covered by collective bargaining agreements representing police officers, police sergeants and public works employees. Fire service is provided through the South Metro Fire Department. The organizational chart outlines the departments and functions of the City.



The City's organizational culture encourages professional collaboration with surrounding communities, on-going learning and training for staff, and a high level of responsiveness to the ever changing needs of the community.

West Saint Paul's total budget for 2013 is \$19,573,017. This amount includes all budgeted funds for the City but does not include capital improvement projects. The City's General Fund Budget for 2013 is \$10,810,997. The City maintains an excellent financial position, with a Standard and Poor's rating of AA and an annual general fund balance of more than 50% of operating costs.

Position Requirements

Qualified candidates shall possess a Bachelor's degree in public or business administration or a closely related field and a minimum of seven years of local



government supervisory experience. Master's degree desired. The City Council is interested in creating a strong pool of candidates and retains the right to substitute experience for education that provides equivalent knowledge, skills, and abilities.

Candidates shall also possess a strong working knowledge of the role of a chief executive officer in a council/manager form of government. Familiarity with the distinct operations and functions of city services including general government, budgeting and finance, community and economic development, public works and parks, and public safety is important. Knowledge of organizational development, labor relations, strategic planning, capital financing, project management and public infrastructure is also essential.

Professional Opportunities

Partnership with City Council

Build strong relationships by helping to define and articulate roles and responsibilities. Serve as "CEO" and provide effective policy guidance and encourage a collaborative consensus based decision making culture.

Community Involvement

Volunteer and engage in community activities. Reach out to build relations and connections with citizens, public agencies, businesses and stakeholders. Participate in local organizations and/or service clubs.

Team Building

Build and develop a strong staff team. Encourage and stimulate staff to emphasize their own professional development. Lead by example through personal commitment and continuous learning.

Prudent Risk Taking

Open to creative ideas and new ways of delivering city services. Actively seeks opportunities that stretch and challenge traditional practices and the status quo. Partner with the City Council to address long-standing yet important city issues.

Leadership Qualities

Motivate and challenge employees through decisive and participatory leadership. Recognize and embrace the qualities and characteristics of a first ring suburb and identify the distinctiveness and attributes that will create a positive and productive workplace culture.

Communication

Provide clear direction to staff and the City Council through strong written and oral communication. Display strong listening, articulate writing and effective public speaking skills.

Projects and Activities

Demographic Changes

The City is undergoing demographic and population changes. Understand and learn how these changes will impact city programs and services. Develop ideas and future solutions to address the anticipated changes.

Economic Development

Provide leadership to create a thriving business community. Understand the importance of a viable business community; reach out to build relations and

provide strategic ideas and direction for the City to compete in a regional economy.



City Hall, Infrastructure and Capital Projects

Future opportunities include significant roadway improvements, city hall, park development, and infrastructure projects. Partner with staff to effectively plan, finance and manage ongoing infrastructure and capital facility needs.

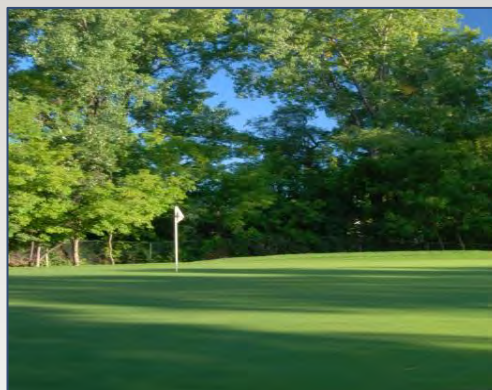
Work with staff to provide valuable leadership and strategic direction on financial activities including the budget process, financial planning and forecasting and revenue diversification.

Partner with the City Council and city staff to analyze operations and plan for all municipal city services, balancing fiscal realities with customer service and efficient delivery system models. Implement the strategic vision of the City Council.

The 2013 salary range is \$109,322 to \$136,653. Starting salary is commensurate with qualifications and experience. The City provides competitive benefits.

To apply, submit a resume, salary history and four work-related references to weststpaul@springsted.com or to David Unmacht, Senior Vice President, Springsted Incorporated, 380 Jackson Street, Suite 300, Saint Paul, MN 55101. For more information, call (651) 223-3047. The position is open until filled. Review of resumes will begin on May 6, 2013.

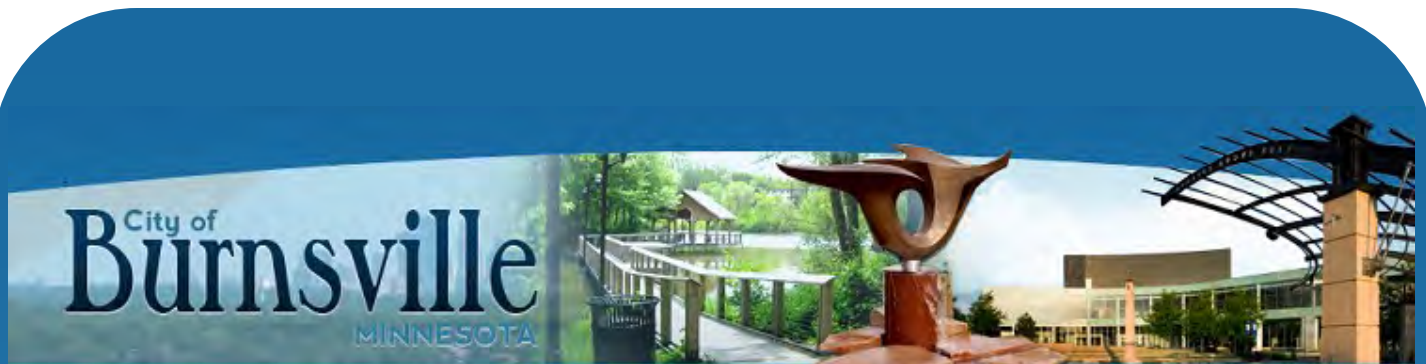
For more information on the position and the City visit their website by clicking [here](#).



Springsted

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

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



Is recruiting for the position of

CITY MANAGER

Background Information on the City

The City of Burnsville, Minnesota (Population 60,306) is located 15 miles south of downtown Minneapolis in Dakota County. The City lies on the south bank of the Minnesota River, upstream from the confluence with the Mississippi River. Burnsville and nearby suburbs form the southern portion of Minneapolis–Saint Paul, the fifteenth largest metropolitan area in the United States, with about 3.6 million residents.

Burnsville's biggest employer is its own school district, Independent School District 191, followed by Fairview Ridges Hospital, United Technologies/Sensors and Integrated Systems, Northern Tool + Equipment, Pepsi-Cola Bottling, YRC, Mackin Educational Resources, Cub Foods, Frontier Communications and AMS Holding.

There is plenty of retail shopping available at Burnsville Center, a 1,275,703-square-foot regional mall which, along with satellite shopping, facilities rival the Mall of America in retail square footage.

Burnsville has a 15–30 minute commute vicinity to many regional attractions and services such as the Mall of America, Valleyfair Amusement Park, Buck Hill Ski Area, the Minneapolis–St. Paul International Airport, downtown Saint Paul and downtown Minneapolis. Adjacent cities of Apple Valley, Bloomington, Lakeville, and Savage provide even more nearby shopping hubs, lakes and parks.

The City is a recreational attraction with over 1,700 acres of City parks including Alimagnet Dog Park, a section of Murphy-Hanrehan Park Reserve and the 310-foot vertical ski peak Buck Hill. Minnesota River wildlife is protected by the Minnesota Valley National Wildlife Refuge.

Burnsville has nearly completed a downtown area called the Heart of the City with urban-style retail and condominiums. The Burnsville Transit Station serves as the hub and headquarters of the Minnesota Valley Transit Authority, providing regional bus service to five other suburbs.

Originally a rural Irish farming community, Burnsville became the tenth largest Minnesota city in the 2000 Census following the construction of Interstate 35. Currently the sixth largest suburb in the metro area and a bedroom community of both Minneapolis and Saint Paul, the City was nearly fully built-out by the late 2000's.



About the Organization



The City Council is composed of a Mayor and four Council members elected at large to staggered four-year terms. The City Council has policy making and legislative authority and appoints the City Manager who is charged with the administration of City affairs. The City Manager is the sole employee of the City Council. The current organizational configuration is non-traditional and seeks to emphasize the relationship of work groups while de-emphasizing hierarchy. The City places a high priority on employee and citizen involvement. The organizational arrangement illustrated below is fluid and can change at

the discretion of the City Manager. This current structure is the result of a gradual evolution over the life of the City and will evolve as the needs of the community change.

The City Manager directly supervises the Director of Administrative Services/CFO, Public Works Director, Community Development Director, Director of Parks, Recreation and Natural Resources, Police Chief, Fire Chief and Human Resources Director.



About the Organization, *continued*



The City has 271 full- and part-time employees, a 2012 Budget of approximately \$79.8 million and an Aaa Bond Rating from Moody's Investors Service. City departments consist of Administration, Building Inspections, City Clerk, Communications, Community Services, Economic Development, Finance, Fire, Forestry/Community Landscape, Human Resources, Information Technology, Natural Resources, Parks, Planning, Police, Public Works/Engineering, Recreation & Facilities, Rental Licensing & Property Maintenance.

The City of Burnsville has a full-time career Fire Department with 39 fire personnel that provide both fire and EMS services and a Police Department with 75 sworn personnel. Dispatch services are provided by the Dakota Communications Center (DCC) which operates as a Public Safety Answering Point (PSAP) for all public safety agencies in Dakota County.



Education & Health Care



The City of Burnsville is served primarily by the [Burnsville-Eagan-Savage School District](#) (ISD 191), which has a 2010/2011 approximate K-12 enrollment of 9,770. The District consists of one high school, one alternative high school, three junior high schools, ten elementary schools and five magnet school/programs. A portion of the City on the south end is served by [ISD 194](#) (Lakeville Area Public Schools) and [ISD 196](#) (Rosemount-Apple Valley-Eagan Public Schools).

Fairview Ridges Hospital is a 24-hour facility, touting the most advanced emergency, surgery, orthopedic and childcare south of the Minnesota river. The hospital is within The Ridges campus which includes various medical clinics, services, centers and institutes. Nearby is a Park Nicollet Health Services.



City Manager Position

The City Manager is appointed by and reports to the City Council. The City Manager plans and directs the administration of City functions as delegated by the Optional Plan B form of government pursuant to Minnesota law. The Manager is responsible to the City Council to ensure efficient and effective municipal services in accordance with City Council directives. The City Manager operates with considerable discretion in administrative functions and in implementing policies of the Council. The City Manager is responsible for effective recommendations in areas of policies, staffing, budgeting, operations and in all other areas under the direction of the City Council. The City Manager will exhibit qualities and characteristics which are represented of the Core Values below.



Position Requirements



A Bachelors degree in public administration, business or a related field is required. A Masters degree is preferred. Must possess seven to ten years experience in a high-level management position. Municipal experience preferred. Must have a thorough knowledge of the principles and practices of public administration as well as a highly functional understanding of the diverse and distinct responsibilities and functions of local government. Experience in financial management, development/redevelopment, strategic planning, building partnerships, community engagement and municipal collaborations desired.

Core Values



City of Burnsville

Core Values

- **Respect** - for individuals and ideas, recognizing that every contribution is important.
- **Innovation** - always looking for new ideas and new ways to solve problems and create opportunities to continually enrich our community.
- **Results-Oriented** - intently focused on getting the right things done and getting them done right.
- **Collaboration** - encouraging participation through listening, dialogue and teamwork.
- **Accountable** - taking responsibility for actions and decisions.
- **Forward Thinking** - looking beyond the immediate situation for ideas that set the stage for future successes.

Essential Job Responsibilities

- Support Department Directors in planning and coordinating their Division activities. Follow-up to ensure effective service to the public and efficient conducting of all municipal affairs.
- Ensure the development of an effective municipal organization. Includes implementing changes in organization structure as appropriate, working with Department Directors to ensure effective job design and utilization of employees.
- Ensure effective management of the City's financial affairs. Ensure effective investment of available funds, proper accounting practices to control financial assets, and provide for short and long term financial planning.
- Provide professional support to the City Council. Attend meetings to report on City affairs and problems, present recommendations concerning policies and objectives, as well as specific actions, participate in discussions as appropriate, and implement Council decisions. Keep the Council fully advised of significant matters and effectively present all items which require Council action or approval.
- Ensure proper public relations. Follow-up with all divisions to make sure that all complaints and public contacts are effectively handled. Identify appropriate service levels to meet customer needs.
- Stay abreast of developments in both the public administration and organizational development fields and cooperate with other governmental units and municipalities on matters of mutual interest.
- Administer the affairs of the Manager's office effectively and in accordance with Minnesota law and the City Council's Carver Governance Model Policy.
- Maintain effective relationships with community organizations and members. Represent the City in a professional, proactive and positive manner. Be active in community events.
- Stay abreast of all legislative issues that may impact the City.
- Enforce and recommend changes to ordinances and resolutions.
- Provide leadership and serve as a role model for all staff in the conduct and execution of the duties of City Manager.
- Responsible for completing employee performance evaluations in conformity with City guidelines and timelines.



Distinctive Leadership Model — *the Burnsville Way*



The City of Burnsville has long recognized the importance of being a learning organization and developing future leaders at all levels of the organization. With a strong organizational commitment a "Burnsville Leadership Model" was developed which serves as a framework, for discussions on leadership within the City. The following two core competencies form the foundation for the leadership model: **Integrity and Trust; and Interpersonal Savvy**. Each is defined by certain qualities and characteristics including:

Integrity and Trust — Ethics and Values, Strategic Agility, Self-Knowledge and Managing Vision and Purpose.

Interpersonal Savvy — Motivating Others, Approachability, Building Effective Teams and Composure.

The City Manager sets an example and is expected to lead the organization toward the successful implementation and execution of the Leadership Model. The qualities and characteristics represented above are also important skill sets for the City Manager. Other critical skill sets that are needed to be successful include:

Strong communicator, sense of humor, creativity, trusting, authentic and sincere, and strong public speaking skills.

City Manager Priorities

- Build a strong partnership with elected officials, staff and community and county leaders.
- Preserve and maintain the City's elite financial status.
- Commercial and industrial development of the Minnesota River Quadrant.
- Maintaining the quality of the City's housing stock.
- Continued stewardship of public infrastructure.

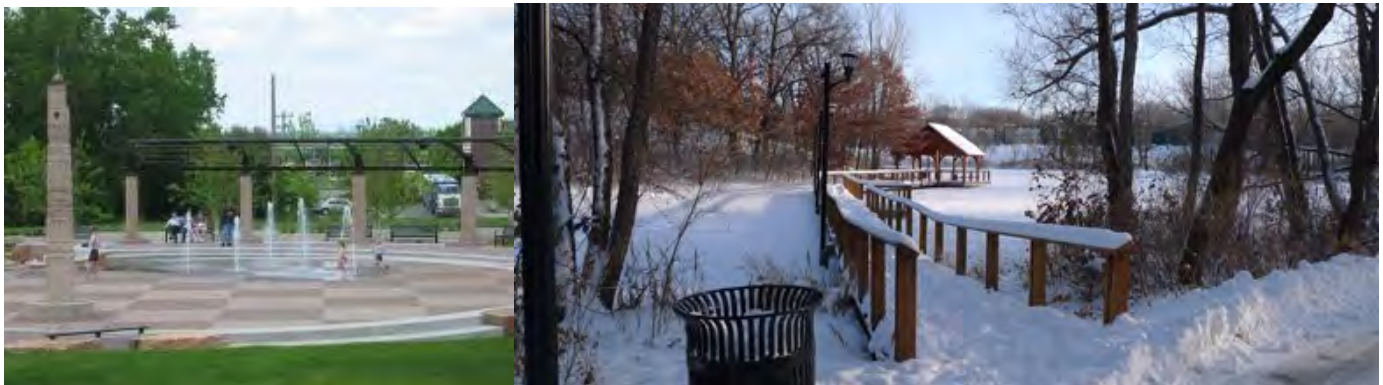
Compensation

The City provides a competitive compensation and benefits package. The salary range for this position is \$135,000 to \$151,000 starting salary is negotiable. For more information on the salary and benefits program click [here](#).

Application and Selection Process

To apply for this position, send a cover letter, resume, salary history and four work-related professional references to David Unmacht, Senior Vice President, Springsted Incorporated, at burnsville@springsted.com or 380 Jackson Street, Suite 300, Saint Paul, MN 55101-2887. Electronic submission preferred. Review of resumes begins on February 15, 2013. The position is open until filled. Direct all inquiries to David Unmacht at (651)-223-3047 or dunmacht@springsted.com.

The City of Burnsville is an Equal Opportunity Employer.



For more information on the City of Burnsville visit their website at www.burnsville.org



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

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

APPENDIX III
Candidate Screening Questionnaire

**City of Burnsville, Minnesota
Screening Questions
City Manager Position**

Candidate Name _____

Congratulations on being selected to be part of the screening process for the City Manager position with Burnsville. We are requesting some additional information to assist us in reviewing your credentials for this position. Please complete this questionnaire and return it to Burnsville@springsted.com by the end of the business day on Friday, March 1. Direct any inquiries about this questionnaire or the search process to David Unmacht at 651-223-3047 or dunmacht@springsted.com.

In 200 words or less for each question, please answer the following. Your answers will be shared with the City Council to aid in the candidate selection process.

1. How does the City Manager position for the City of Burnsville fit into your professional plans and personal goals? Please be specific in your response.

2. Describe the approach you would take to establish credibility and effective working relationships with the Department Directors. How would you develop a cohesive leadership team? .

3. The City of Burnsville is noted for its innovation and focus on service improvement and outcomes. How will you assess what is happening in the City to determine what should continue and what may need to be improved? What is the most notable innovative contribution you have made to an organization?

4. What is your background and experience in building and sustaining a positive and strong workplace culture? How will you utilize City employees in this effort?

5. What is your preferred communication style with the City Council? What specifically do you want and need from the elected officials to be successful as a City Manager?

6. Local governments in Minnesota operate in a strong collaborative culture. The City of Burnsville is a leader in partnering and cooperating with neighboring jurisdictions. What is your philosophy on collaboration and how will you reach out to reaffirm existing partnerships and create new ones that will benefit the City?

7. Describe your experience in redevelopment, in particular in providing leadership, advice and guidance on complex and multi-purpose redevelopment projects.

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

APPENDIX IV
City Council Position Profile Interview Template

CITY OF BURNSVILLE, MINNESOTA

CITY MANAGER

I. QUALIFICATIONS

Listed below are various factors that might be desirable in the next City Manager. Your input on the relevancy and importance of these factors is desired.

1. Educational requirements
 - a. Master's Degree or Bachelor's Degree
2. Previous experience in local government
 - a. Number of years desired and in what types of roles
 - b. Previous experience as city manager/administrator
 - c. Other related roles that can be substituted
3. Budgeting and financial
4. Strategic and visionary
5. Community and economic development
6. Public safety
7. Public works and infrastructure
8. Parks and recreation
9. Personnel and human resources
10. Strategy and leadership
11. Public and community relations
12. Organizational development
13. Management and operational
14. Collaborative and intergovernmental
15. Legislation and lobbying
16. Technology
17. Other...

II. ISSUES FACING THE CITY

Please identify the issues and/or challenges currently facing the City. What are the long term issues that will need to be addressed within the next five years?

If different than above, what will be the top immediate priorities of the new City Manager?

Are there any issues, concerns and/or considerations need to be factored into the recruitment and hiring of the new manager?

III. LEADERSHIP QUALITIES

Describe the specific leadership characteristics you desire in a City Manager.

Describe what you don't want in your next City Manager.

IV. RECRUITMENT PROCESS

What geographic region do you want to focus your recruitment on?

Do you know of any candidates that should be recruited or asked to apply for this position? Are there any internal candidates?

What distinctive qualities does the City have that will be attractive to potential applicants?

V. FINAL THOUGHTS AND SUGGESTIONS

What final thoughts, suggestions and ideas do you have as the search begins?

David Unmacht
Springsted, Incorporated
651-223-3047 (W)
612-202-2391 (C)
dunmacht@springsted.com
December, 2012

APPENDIX V
Candidate Reference Summary

Name

Professional Peer

Has known candidate for ____ years

- o Communication is direct – comfortable articulating his/her opinion with Elected Officials, either to affirm a correct course of action or otherwise raise concerns.
- o Gives straightforward direction to staff but does so using a very personable style.
- o One of the best Administrators in the region; has a “global” sense of the community; strategically assesses the policy-making environment as he/she navigates emerging issues and plans a course of action.
- o Direct but never closed-minded; embraces opportunities to parse out a cooperative direction with groups or individuals of opposing viewpoints.
- o Smart enough to identify early on who can give him/her the information and answers he/she is seeking – “preparation is key.”
- o Sets a comfortable and unpretentious tone while maintaining his/her authority; respectful of everyone; approachable.
- o Responds to high conflict scenarios by remaining composed, calmly reiterating the facts and his/her position; his/her confidence comes from his/her preparedness.
- o Ensures effective teams by setting an expectation of mutual respect; invites opinions; gains buy-in by taking the best ideas of the group and merging them into a combined solution that works.
- o Interacts with a large group of stakeholders beyond his/her current Board; manages competing interests by holding true to what is best for the community.
- o Partners with Department Heads to take road and building projects from conception to final construction.
- o Compassionate and considerate; a consummate professional who goes out of his/her way for people.

Elected Official

Has known candidate for ____ years

- o Diligent and thorough in his/her communications with Elected Officials; accurately represents the issue at hand and effectively proposes a resolution.
- o Consistent communication with Department Heads is evident in the quality and execution of Board Meeting packets.
- o Friendly; outgoing; intelligent; everything he/she does is done thoughtfully.
- o Leadership and educational background are unparalleled; ____ allows him/her greater preliminary insight on issues and minimizes need to seek legal counsel.
- o Trusted; “takes the worry away” for Elected Officials so that they can focus on long-range planning and make quality decisions.
- o Resolved serious personnel issues at the ____ Department; it functions “10 times better than it did four years ago.”
- o Creates a collaborative team atmosphere; allows department leaders autonomy; expresses value for all levels of employees to facilitate their engagement.

- o Oversaw a major downtown redevelopment, a new Public Works Facility, a state-of-the-art Police Facility and Village Hall rehabilitation.
- o Will bring tremendous value and talent to _____.

Direct Report

Has known candidate for ___ years

- o Maintains an excellent rapport with Elected Officials and ensures they are kept informed; an “open communicator.”
- o Varies his/her methods of staff communication given the nature of the message.
- o “The hardest working person in the Village;” an outstanding person of character who has honed his/her leadership skills in service to his/her Country.
- o Judges issues on their merit; a “straight shooter” who never brings a personal agenda.
- o Resolved a public outcry over a development project; gave residents a vehicle to feel heard; appropriately supported Elected Officials and professionally averted what might have been a “major rift.”
- o Astute at recognizing and managing signals of power and authority; enables groups to function more effectively.
- o Integrity is “beyond reproach;” with talent “beyond the borders of this town” - there is no question that he/she would be an excellent selection for _____.

Community Member

Has known candidate for ___ years

- o Respected and consulted regularly by the Board; as an attorney he/she “brings something special to the table.”
- o A _____ native with family close-by – he/she has the potential for good longevity in the role.
- o “The best Village Administrator I’ve worked with;” makes decisions based upon facts and the best interests of the community.
- o Approachable; “top notch” morally and ethically; integrity is “second to none.”
- o Recently worked through community push-back on a projected tax-funded \$21M Activity Center; listened to people, shared concerns with Mayor; key player in private financing resolution.
- o Oversaw Village Hall remodeling – encountered many problems due to advanced age of the building; the results “look amazing.”
- o Is “good beyond his/her years” and is currently mentoring his/her Assistant Village Administrator.
- o A participative leader, he/she invites open dialogue to generate ideas, and then executes decisively.
- o Will build relationships with Board Members and engage them strategically.
- o Exemplary individual and capable of a much bigger challenge – he’s/she’s ready to take the next step at _____.