

  
**REQUEST FOR COUNCIL ACTION**

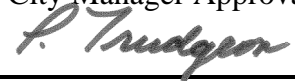
Date: July 22, 2013

Item No.: 13.a

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Department Approval

City Manager Approval



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Item Description: **Approve Amended Springsted Contract for City Manager Search Services**

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1 **BACKGROUND**

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3 As directed by City Council on July 8 staff worked with the consultant to revise the contract with  
4 Council's requested amendments. The amended contract is enclosed as Attachment A. It is  
5 important to note that due to the changes requested in the contract the guarantee has been  
6 eliminated. Springsted feels strongly that their involvement in the interviews is critical to their  
7 process and that Council should reconsider adding this item back into the contract. Springsted  
8 believes that the \$2,500 for this step is a great value, so much so, that adding this back in would  
9 also add the guarantee back into the contract.

10 **STAFF RECOMMENDATION**

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12 Staff recommends approving the amended contract with Springsted.

13 **POLICY OBJECTIVE**

14 Award the contract for search firm services and proceed with the recruitment and selection of the  
15 next City Manager.

16 **BUDGET IMPLICATIONS**

17 Springsted's amended contract includes a not to exceed budget of \$11,100 which is \$4,900 less  
18 than the original proposal. It should be noted that expenses such as candidate travel costs, public  
19 socials, finalist's psychological evaluations, and staff time have not been included here.

20 **REQUESTED COUNCIL ACTION**

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22 Motion to approve Springsted's amended contract for City Manager search firm services subject  
23 to City Attorney approval.

Prepared by: Eldona Bacon, SPHR Human Resources Manager  
A: Springsted, Inc. Amended Contract 7-15-13

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

**I. Recruitment / Selection Process**

Springsted's search process is described below. This revised work plan is based on the City Council discussion and direction to the staff.

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 will work with the City staff to prepare a draft position profile using the 2006 profile and information from a recent staff survey. We will meet in a work session with the Mayor and City Council members to present a draft position profile. 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: \$1,250**

4. **Identification and Recruitment of Qualified Candidates** — We will partner with City staff to place the job ad with regional professional local government associations, such as the League of Minnesota Cities, and the Minnesota City/County Management Association (MCMA).

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.

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: \$1,500**

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. **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 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: \$850**

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  
Revised Timeline**

Project Milestone	Deliverables	Timeline
Notice to proceed	Project initiation meeting.	Revised contract approved on July 22
Position Profile approved	Prepare Position profile. Prepare job announcement.	Date to be determined
Recruitment and candidate outreach	Placement of job announcement. Contact with prospective candidates. Acceptance / acknowledgement of applications. Ongoing communication with the City.	
Applicant screening	Review resumes. Written questionnaire to top candidates.	
Candidate presentation/selection	On-site meeting with the City. Identify candidates for further screening. Notification to applicants not advancing in the selection process.	
Detailed candidate screening	Personal contacts; reference checks; social media review.	
Prepare interview information	Discuss interview details, times and process.	
First and second interviews	Candidate interviews, tours and open house/meet and greet, if desired.	
Background check	Candidate background report.	
Job Offer	Employment agreement.	
Projected start date	Identify start date.	

## II. Total Proposal Cost

Springsted's professional fee to provide the services in items 1-8 above is \$9,600. 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 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 \$1,500 and the **total project cost will be less than \$11,100.**

## III. 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*

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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.

### **IV. Fee Structure with Regard to Billing and Expense**

Invoicing for the search will be done upon completion of the search process.

### **V. 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.