



Meeting Date: 2/28/2011  
Agenda Item: #6c

**Mission Statement**  
Provide quality services in a modern, courteous and cost-efficient manner.

## VILLAGE BOARD MEETING STAFF REPORT

**REPORT TO:** Village Board of Trustees

**REPORT FROM:** President Burt McIntyre **REVIEWED BY:**

**AGENDA ITEM:** Review and Take Action on Hiring a Consulting Firm to Perform Recruiting Services for the Next Village Administrator

**ACTION REQUESTED:** \_\_\_Ordinance \_\_\_Resolution Motion \_\_\_Receive/File

### POLICY ISSUE

Does the Village Board desire to hire a consulting firm to perform a search function for the next Village Administrator?

### RECOMMENDED ACTION BY VILLAGE BOARD

Village President recommends the Village Board approve one of the four consultants submitting a proposal.

### POLICY ALTERNATIVE(S)

The Village Board could take the following alternative actions:

- Not hire any of the consultants submitting proposals and seek more proposals from other firms
- Table the item.

### STRATEGIC PLAN RELEVANCE:

Economic Vitality: Yes

Accountable/Efficient Gov't: Yes

Enhance Gov't Partnerships: Yes

Environmentally Friendly: Yes

### STRATEGIC PLAN SYNOPSIS:

A new administrator should (and will) assist in implementing all aspects of the Strategic Plan.

**POLICY REFERENCE**

*Wisconsin Statutes:* N/A

*Howard Municipal Code:* 2-437 through 2-473

*Policies & Procedure Manual:* N/A

**KEY METRIC SYNOPSIS**

N/A

**FINANCIAL INFORMATION**

**FISCAL IMPACT:**

- 1. Is There A Fiscal Impact? Yes
- 2. Is it Currently Budgeted? Yes
- 3. If Budgeted, Which Line? 100-51400-998 & 100-51400-999 (Administrator benefits/salary)

**FISCAL SYNOPSIS:**

The direct effect on the budget for hiring an Administrator would be the salary and benefit accounts. Indirectly, the entire budget could be affected by the administrator.

**PRIOR ACTION/REVIEW**

Closed session of January 24, 2011 resulted in the Board deciding to hire a consultant to assist the Board in hiring the next Village Administrator.

**BACKGROUND INFORMATION**

All Board members are well aware that Joshua Smith left employment with the Village in 2010 and Bob Bartelt has been Interim Administrator since that time. The Board has held several discussions on this issue and decided to seek proposals from firms to perform the job search function and assist the Board in hiring the next Village Administrator.

Four firms were contacted by staff with a request for proposal that had a deadline date of February 24, 2011. The four proposals are attached for your review. Here is a summary of the proposed consulting fees from each of the four firms (each amount is expressed in amounts not to exceed):

- Karen Matze \$6,500
- Public Administration Associates \$8,000 plus expenses (estimated between \$200-\$500)
- Voorhees Associates LLC \$14,500
- Springsted \$18,900 (includes estimated expenses of \$3,400)

The Board should review each of the proposals (or could limit this discussion to one or two firms) in their entirety to determine whether or not the firm is capable of performing the search functions. Each firm has different background and experience in performing this type of consulting.

**ATTACHED INFORMATION**

- I. Proposal from Karen Matze
- II. Proposal from Public Administration Associates, LLC
- III. Proposal from Voorhees Associates LLC
- IV. Proposal from Springsted



2/11/2011

President Burt McIntyre  
Village of Howard  
2456 Glendale Avenue,  
Green Bay, WI 54313

PROPOSAL FOR CONSULTANT-HIRING ADMINISTRATOR

President McIntyre:

Enclosed please find two copies of a "Proposal for Consultant – Hiring Administrator". I would be glad to answer any questions that you as Village President or the Board might have. I will be available on the evening of February 28, should any questions arise during the board's review. Please do not hesitate to call me at 920-544-0009.

Thank you for your time and attention:



Karen Matze

Enclosures (2)

**Response to  
REQUEST FOR PROPOSALS  
CONSULTANT TO ASSIST IN HIRING VILLAGE ADMINISTRATOR  
VILLAGE OF HOWARD, WISCONSIN**

Presented by  
KSMatze Consulting  
Karen Matze, Principal  
2949 Yellow Jasmine Way  
Suamico, WI 54313

**1. QUALIFICATIONS.**

With over 23 years of experience in local government, most recently as the Administrator for the Village of Suamico, I believe I have a unique perspective in the executive recruitment field on what municipalities are looking for in their administrators. A portion of the 23 years (1990 to 1995) were spent working as a consultant providing interim administrator services, administrative analyses, and executive recruitment.

In the spring of 2010, I conducted the Administrator recruitment for the Village of Suamico, WI. While employed as the Village Administrator, I successfully conducted the recruitment of the current Administrator, Public Works Director, Recreation Director, Community Development Director and Assistant to the Public Works Director. I also assisted with the recruitment of the Fire Chief. In addition, I conducted administrator recruitments during the period 1990 - 1990:

- Evansville
- Shorewood Hills
- Maple Bluff
- Brillion
- Prairie du Sac
- Lodi
- Langlade County
- Mauston
- Niagara

The principal consultant on this project will be Karen Matze. A copy of my complete resume is attached.

**2. COMPENSATION AND TERMS OF PAYMENT**

The project is expected to encompass approximately 100 hours of consultant's time billed at \$65 per hour. 1/3 of the amount will be billed on April 15, 1/3 on June 1 and the balance will be due 10 days after the administrator's start date. Total billing for services rendered will not exceed \$6500.

In addition to services, hard expenses to include items such as advertising, postage and printing/copying will be the responsibility of the Village of Howard. Receipts will be provided.

Other incidental expenses that the board can expect to incur include: hotel rooms for out of town candidates; meals for candidates, board and staff during interview process;

The board will also want to consider, prior to the interviews, its policy on mileage reimbursement and/or air fare for candidates traveling a long distance to attend the interviews.

A contract will be provided if KSM Consulting is chosen to conduct the search.

### 3. REQUIREMENTS OF THE PROPOSALS

#### Recruitment Schedule

1. Assuming the proposal is accepted on February 28, 2011, the search process can be expected to take 5 to 6 months. A complete Proposed Recruitment Schedule is included for your reference on the following page.

Tasks to be performed:

- Develop ad for placement in appropriate venues as determined by the board
- Develop for board review, questions and score sheet for the telephone/Skype interview, assist in telephone/Skype interview.
- Personally recruit candidates expected to be a good match for Howard.
- Screen all resumes
- Conduct preliminary web background search.
- Develop Assessment Center activities
- Develop for board review, questions for the face to face interview, score sheet and assist in interview.
- Contact candidates as needed
- Work with Public Safety Department to conduct and in-depth background check
- Negotiate terms of employment
- Attend a minimum of five board meetings.

Please note the following:

- A meeting has been scheduled for March 7 (1st Monday in March). If we wait to meet on the 2nd Monday, we miss the deadline for advertising in “The Municipality” for April. This is ‘OK’ if you want to advertise in “The Municipality” (recommended) and are willing to push the process back one month.
- A meeting has been scheduled for May 2, 2011 (1<sup>st</sup> Monday in May). I will be out of the country from May 8 to May 23. These dates can be adjusted when we set the final schedule for the recruitment process.
- Two activities are marked as optional and should be considered only if the board feels that value is added to the recruitment process.

2. All resumes should be mailed to: KSM Consulting at a PO Box that will be provided by the consultant. Resumes may also be e-mailed to the consultant at a private e-mail account as provided. The Village President would have access to the resumes upon request.

3. Village staff members may be used to prepare mailings to the candidates as needed. These activities may include a Village of Howard promotional brochure, packets of materials necessary for the interview process and final status letters. Key Department Heads should be available for the selected assessment center and interview date to conduct tours, proctor exercises and conduct other miscellaneous activities as assigned.

All questions about this proposal should be directed to:

Karen Matze  
2949 Yellow Jasmine Way  
Suamico, WI 54313  
920-544-0009 home  
651-270-3196 cell

**Proposed Recruitment Schedule  
Village of Howard Administrator**

<b>Date</b>	<b>Work Tasks</b>	<b>Responsible Parties</b>
March 7, 2011 <b>BOARD MEETING</b> 1st Monday	-Review and approve recruitment process and ad -Finalize dates for process -Review job description	Village Board Consultant
March, April, 2011	-Advertise position, deadline for applications April 29, 2011 <ul style="list-style-type: none"> <li>• League of Municipalities deadline – March 10 for April publication</li> <li>• ICMA deadline – 1 week before publication date</li> <li>• WCMA NL &amp; Web site</li> <li>• Green Bay Press Gazette ???</li> </ul>	Consultant
March 2011 <b>(optional)</b>	Develop and mail promotional mailer to candidates in surrounding states.	Consultant Staff
May 2, 2011 <b>BOARD MEETING</b> 1st Monday	-Review all applications and rank according to paper qualifications -Select 10 to 12 for phone interviews -Approve Phone/Skype interview questions	Village Board Consultant
May 3, 2011	Contact semi-finalists for to set up schedule	Consultant
May 24, to June 6, 2011	-Preliminary Phone/Skype Interviews with selected candidates.	Consultant and appropriate trustees
May 24, to June 6, 2011	-Preliminary background and reference checks	Consultant
June 13, 2011 <b>BOARD MEETING</b> 2nd Monday	- Review results of phone interview and background check -Select 4 to 5 semi-finalists -Review and approve Assessment Center materials -Select Citizen Panel -Review Interview Questions	Village Board Consultant
June 14, 2011	-Notify semi-finalists of eligibility -Provide eligible candidates with Assessment Center materials	Consultant
June 14 to June 24, 2011	-Develop Interview Day Matrix incorporating Interviews, Staff Tours, Citizen Assessment center activities - Finalize Interview Questions	Consultant
June 24, 2011 <b>(optional) Friday</b>	<b>Evening reception for candidates</b>	Village Board Village Committee Members Consultant
June 25, 2011 <b>Special BOARD MEETING</b> Saturday	<b>Assessment Center/Interview Day</b>	Village Board Consultant, Citizen Panel Staff for tours
June 26 to July 4, 2011	-Offer of Employment -In-depth background check -Contract negotiations	Consultant Village President Village Attorney
July 11, 2011 <b>BOARD MEETING</b> 2nd Monday	-Appoint Administrator -Approve Contract	Village Board Consultant
Approximately August 15, 2011	<b>Administrator start date</b>	

# KAREN S. MATZE

## PROFESSIONAL EXPERIENCE

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August 1996 to June 2010 (Retired from active service) – Village of Suamico, WI

### *Village Administrator*

- Oversaw the day-to-day operations of the village including its water and wastewater utilities.
- Perform the Human Resources functions, including hiring, firing, and disciplinary procedures for a staff of 30 full-time, 3 part-time, 30 volunteers and 9.75 contract employees.
- Created TIDs #1, TID #1 Amendment, and TID #2 with total build out values estimated to be in excess of \$80 million.
  - Created a “Pay As You Go” (PAYGO) TID Agreement in TID #1 Amendment area with the developer of the Urban Edge, resulting in no taxpayer risk.
  - Negotiated a development agreement with DCI Foods to assist with the construction of infrastructure to meet their expansion needs in TID #2.
- Worked to complete and implement 2004 Comprehensive Plan
- Worked with Board, staff and public to develop the facility needs assessment, structure the debt and let the bids for the Velp Avenue Municipal Services Facility.
- Annually worked with the board on strategic planning and goal setting for the village board, myself and the staff.
- Successfully participated in negotiating the following contracts:
  - Teamster Local #75 – 2004, 2007
  - Brown County Sheriff's Department contracts – 2006, 2009
  - County Rescue EMS Contract – 2006, 2009
- Responsible for all areas of financial administration including budgeting fiscal analysis and monitoring.
- Established the first Equipment Replacement Reserve Account for Fire and Public Works Equipment using excess fund balance and annual levy contributions. This will negate the need to borrow for certain capital items in the future.
- Serve as staff advisor to the village board developing policy, policy analysis and implementation.
- Codified the Villages ordinances, operating policies, and personnel policy handbook.

February 1996 – July 2004 – Village of North Fond du Lac, WI

### *Village Administrator*

- Oversaw the day-to-day operations of the village including its water and

wastewater utilities.

- Perform the Human Resources functions, including hiring, firing, and disciplinary procedures for a staff of 35 full-time, 12 part-time, 70 volunteers and seasonal employees.
- Successfully participated in negotiating the following contracts:
  - AFSCME – 1997, 2000, 2003
  - WPPA – 1997, 2000, 2003
- Responsible for all areas of financial administration including budgeting (\$5 million combines general fund, water utility, and sewer utility), fiscal analysis and monitoring.
- Responsible for the economic development activities of the village including working with Tax Incremental Financing, development incentives, and state and local incentives. In 1999, created TIF #1 and the village's first CDA
- Serve as staff advisor to the village board developing policy, policy analysis and implementation.
- Worked with state legislators to effect a change in the state statutes that resulted in an annual Payment in Lieu of Taxes (PILOT) to the village in compensation for the tax-exempt railroad facility located within its limits.
- Established the first municipal court in Fond du Lac County as a means to generate revenue, cut police overtime, reduce prosecutorial costs, and provide customer service to those individuals who had been cited for various municipal code violations. This court has grown since its inception in 1997 into a 7 municipality, multi-jurisdictional court.
- Responsible directly or indirectly for bringing approximately \$2.3 million of CDBG, FEMA, and WI DNR grant funds to the village for various infrastructure development and rehabilitation projects.
- Led an effort to develop, in conjunction with a planning consultant, a 20 year Comprehensive Plan that meets the requirement of the State of Wisconsin's Smart Growth initiative. .
- Worked to establish a storm water utility
- Negotiated a boundary agreement with one of the village's two neighboring townships.
- Worked with staff to re-codify the existing code of ordinances.
- Created a staff handbook of operating policies and procedures.
- Completely revised and updated the personnel policy handbook.

1992, 1994, 2003 - University of Wisconsin Oshkosh

*Adjunct Faculty*, Master of Public Administration program

- Municipal Management 1992, § 1994
- Economic Development 2003

1990 – 1996 – Self Employed

*Local Government Consultant*

Performed a variety of activities for over 20 cities, villages, towns, counties, and professional organizations throughout the State of Wisconsin including:

- Interim Administration
- Executive Recruitment
- Administrative/Organizational Studies
- Strategic Planning

1991 – 1995 – University of Wisconsin Oshkosh

- *Conference Manager, Governor's Conference on Employment & Training*, 1994
- *Project Manager, St. of WI DHSS Workload Laboratory*, 1993

1987 – 1990 – Village of Hortonville, WI

*Village Administrator*

- Responsible for day-to-day administration including policy implementation, economic development, budgeting, water and sewer utilities, grant writing and administration, public relations, acted as the deputy clerk/treasurer, comprehensive planning, and re-codification.

EDUCATION & CERTIFICATIONS

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2003 - 2010      International City Management Assoc.      Washington, DC  
*Credentialed Manager*

1992              University of Wisconsin                              Oshkosh, WI  
*Master of Public Administration*

1974              University of Minnesota                              Duluth, MN  
*Bachelor of Arts*

2004 – 2009      FEMA IS NIMS 700 & 800, IS 100, 200, 300

PROFESSIONAL MEMBERSHIPS

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International City Management Association, Member 1990 to present

Wisconsin City Management Association, Member 1987 to present

- Treasurer, 2001 - 2002
- Vice President, 2002 - 2003
- President, 2003 – 2004
- Range Rider, 2010 to present



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**Proposal for:**

*The Recruitment for the Position of  
Village Administrator*

*Howard, Wisconsin*

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*Submitted to the Village of Howard*

*February 17, 2011*

*Contact Person:*

**William D. Frueh, Partner**  
**Public Administration Associates, LLC**  
P.O. Box 282  
Oshkosh WI 54903  
920-235-0279  
[paassoc@northnet.net](mailto:paassoc@northnet.net)  
[www.public-administration.com](http://www.public-administration.com)



*Public Administration Associates, LLC*

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www.public-administration.com*

February 17, 2011

Mr. Burt McIntyre  
Village President  
Village of Howard  
2456 Glendale Avenue  
Green Bay, WI 54313

Dear President McIntyre:

Public Administration Associates would be honored to again assist the Village of Howard in recruiting the position of Village Administrator. What follows is information about our company and the assistance that we would bring to the Village of Howard, if desired.

Public Administration Associates is dedicated to encouraging municipal professional administration and to assist local governments in that endeavor. Denise Frueh, Dr. Stephen Hintz and I formed Public Administration Associates in 1998. I am enclosing an explanation of our company and the benefits it has to offer governmental entities as Attachment "A".

I am also enclosing a list showing the municipalities we have assisted in their executive searches, Attachment "B". Together, we have assisted 182 communities and counties in their searches for new Administrators. As a result of that extensive experience, we have over 600 detailed reference files of potential candidates. We also have relationships with six universities of Public Administration to assist us in the executive search.

The partners have many years of leadership experience in the International City/County Management Association and the Wisconsin City/County Management Association. We personally **know** many of the potential candidates and that ability will give you access to a wide range of prospects to fill the position with the best possible person.

Public Administration Associates, LLC, operates with two teams in the recruitment of Manager/Administrator positions. The individuals who make up the team that will manage the project in this proposal will be Partners Denise A. Frueh and William D. Frueh. Partner Dr. Stephen Hintz and/or Associate Dan Elsass will assist in the recruitment, if necessary. No other persons or subcontractors will be used in the process. Since we are Partners in the firm, there are no hourly wage rates and the hours devoted to the project are entirely dependent on the effort needed to complete the task in a manner satisfactory to our client.

We only submit our invoice when the project is completed, after the chosen Village Administrator and the Village execute the Employment Agreement. No interim payments are billed.

A listing of the projects that the team of Denise and William Frueh has assisted in the recruitment for governmental entities since 2000 is included as Attachment "C". This attachment lists additional information including the Chief Elected Official of the entity. You are invited to contact those entities and/or the Chief Elected Official regarding their opinion as to the results and the level of service that was provided.

A more specific list of references we would offer is:

1. City of Monroe, WI, Contact Mayor William Ross, Phone 608-329-2564
2. City of Mauston, WI, Contact Mayor Brian McGuire, Phone 608-847-6676
3. City of Waupun, WI, Contact Mayor Jodi Steger, Phone 920-324-7906
4. City of El Paso, Illinois, Contact Mayor Ron Mool, Phone 309-527-3924
5. City of Independence, Iowa, Contact Mayor Carl Scharff, Phone 319-334-3125

At no additional cost to the Village, our firm uses a video interview process along with reference checks to assist the Village Board in making the selection of the finalists for the position. In the final interview process, we typically utilize village staff for the village tour and interviews, which is useful in providing the Village Board with the perceived strengths and weaknesses of each finalist candidate.

A listing of the expected advertisements that we would propose to place, along with dates of placement is included as Attachment "D".

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

I am enclosing a proposal that outlines the timetable, nature and extent of our services. We will be glad to explain our process further if needed. If the proposal is acceptable, please indicate acceptance on one of the copies and return it to us. We will then proceed with the project.

Please call if I can answer any questions or concerns you may have regarding this proposal.

Thank you for your consideration.

Sincerely,



William D. Frueh  
Partner, Public Administration Associates, LLC

## **ATTACHMENT "A"**

### **What is Public Administration Associates, LLC?**

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

### **What expertise do the partners have in local government?**

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

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

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

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

Public Administration Associates, LLC, concentrates exclusively on local government activities. Its partners are experts in municipal government and have a wide network of contacts in local government throughout the United States.

During the past 15 years, the partners have been responsible for the recruitment of more than 185 Managers, Administrators and Department or Division Heads, more than any other firm in the State of Wisconsin. The partners also conduct many studies on municipal organization, management, public safety, personnel and budgeting.

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

The partners do all work on the projects. It does not maintain separate office facilities or employ staff. In addition, although Public Administration Associates, LLC, believes that its partners are fairly compensated, it is committed to fostering effective and efficient local government and sensitive to the fact that public officials must be prudent in spending public money.

## ATTACHMENT "B"

### Manager/Administrator Searches Conducted by Public Administration Associates

(State of Wisconsin unless otherwise noted) (Updated 9/1/10-182 Municipalities & Counties)

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

#### Cities

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

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

#### Villages

Bayside (4)  
Bellevue  
Clinton (2)  
Darion  
Elm Grove  
Ephraim  
Fox Point (2)  
Grafton  
Greendale (2)  
Hartland  
Howard (3)  
Johnson Creek (3)  
Kewaskum  
Little Chute (3)  
Maple Bluff  
New Glarus (2)  
North Fond du Lac (3)  
Oregon  
Osceola  
Paddock Lake (2)  
Palmyra  
Pardeeville

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

#### Towns

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

#### Counties

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

**ATTACHMENT "C"**

**POSITIONS FILLED BY DENISE & WILLIAM FRUEH OF PUBLIC ADMINISTRATION ASSOCIATES, LLC (Since 2000)**

Position	City	Chief Elected Official			Adv. Date	No. of Applic.	Salary Range	Appointee	Salary	Start Date
		Pop.	Name	Title						
Administrator	Colfax	1,200	Jean Olson	Vil. Pres.	2/14/2011					
Administrator	Clinton	2,200	Mary Jensen	Vil. Pres.	12/18/2010	60	60-80k	Brett Klein	72k	4/4/2011
Administrator	Monroe	11,000	William Ross	Mayor	8/16/2010	59	75-105k	Phillip Rath	75k	12/6/2010
Administrator	Mauston	3,800	Brian McGuire	Mayor	8/16/2010	43	65-80k	Nathan Thiel	70k	11/8/2010
General Manager	Shawano Utilities	15,000	Bob Kurkiewicz	Brd. Chm.		16	80-95k	Brian Knapp	87.5k	10/18/2010
Administrator	Wautoma	2,100	Helena Walla	Mayor	5/17/2010	43	60-70k	Ryan McCue	65k	10/1/2010
Administrator	Waupun	11,000	Jodi Steger	Mayor	4/26/2010	38	75-90k	Kyle Clark	75.679k	7/1/2010
Administrator	Polk County	42,000	Brian Beseler	Brd. Chm.	2/22/2010	46	85-100k	Dana Frey	100k	6/7/2010
Administrator	El Paso, IL	2,800	Ron Mool	Mayor	12/27/2009	54	60-75k	Tanner Fortney	62.5k	3/29/2010
City Manager	Independence, IA	6,100	Carl Scharff	Mayor	11/23/2009	58	75-90k	Steve Diers	80k	3/15/2010
Superintendent	Koshkonong	6,300	Katherine Lightfus	Chair		23	55-70k	Erik Hanson	65k	12/14/2009
Administrator	Ashland	8,800	Edward Monroe	Mayor	6/22/2009	44	68-78k	Peter Mann	70k	9/8/2009
Administrator	Minonk, IL	2,000	William Koos	Mayor	4/27/2009	43	65-75k	Douglas Elder	70k	7/6/2009
Administrator	Lancaster	4,100	Jerry Wehrle	Mayor	3/16/2009	48	60-80k	Stephen Crane	74k	7/1/2009
Administrator	Johnson Creek	2,100	Vicki Zick	Vil. Pres.	2/2/2009	56	60-80k	Mark Johnsrud	73.5k	5/4/2009
Engineer/PWD	Jefferson	7,700	Tim Freitag	Admin.		13	61.266-82.037k	Jill Zalar	74k	3/2/2009
Administrator	Winneconne	2,520	John Rogers	Vil. Pres.	9/14/2008	20	55-70k	Steven Volkert	64k	1/5/2009
Administrator	Ephraim	353	John Cox	Vil. Pres.	9/29/2008	30	50-70k	Charity Forsch	50k	1/19/2009
Administrator	Waunakee	11,000	John Laubmeier	Vil. Pres.	9/29/2008	45	88-105k	William Barlow	97.9k	1/19/2009
Administrator	Darien	1,600	Robert Metzner	Vil. Pres.	8/15/2008	22	50-65k	Mark Dennison	50k	12/1/2008
Administrator	Sturgeon Bay	9,763	Thomas Vogele	Mayor	4/14/2008	48	60-90k	Steven McNeil	83k	9/22/2008
Administrator	Eagle River	1,512	Jeffery Hyslip	Mayor	4/28/2008	16	58k+	Joseph Laux	58k	6/15/2008
Administrator	Paddock Lake	3,200	David Buehn	Vil. Pres.	2/19/2008	37	60-75k	John Burg	63k	5/10/2008
Administrator	Wabasha Co., MN	25,000	Eugene McNallum	Chairman	10/15/2007	25	63.426-82.75k	David B. Johnson	78k	2/4/2008
Administrator	Elroy	1,600	Donald Baldwin	Mayor	9/17/2007	16	50-60k	Adam Hammatt	57.5k	1/2/2008
Administrator	Prairie du Chein	6,000	Cheryl Mader	Mayor	9/17/2007	22	65-75k	James Giltz	75k	1/2/2008
Manager	Greendale	14,100	John Hermes	Vil. Pres.	8/20/2007	31	80-95k	Todd Michaels	85k	10/16/2007
Administrator	Monona	8,100	Robb Kahl	Mayor	7/23/2007	34	80-90k	Patrick Marsh	82.5k	11/1/2007
Administrator	Clinton	2,200	Mary Jensen	Vil. Pres.	4/16/2007	21	50-70k	Phillip Rath	60k	8/13/2007
Administrator	Iowa County	24,700	Mark Masters	Brd. Chm.	4/16/2007	26	65-80k	Randy Terronez	75k	8/20/2007
Administrator	W. Milwaukee	4,200	Ronald Hayward	Vil. Pres.	3/19/2007	32	82.5k +/-	Partick Casey	88k	8/6/2007
Manager	Platteville	10,100	Ed White	Co. Presid.	2/19/2007	33	80k-90k	David Berner	85k	6/1/2007
Administrator	Jefferson	7,700	Gary Myers	Mayor	12/25/2006	32	63k-78k	Timothy Freitag	78k	4/23/2007
Administrator	North Fond du Lac	4,800	James Moon	Vil. Pres.	12/25/2006	21	67k-72k	Alfred Vacanti	68.346k	4/9/2007
Administrator	Town/Menasha	17,200	Arden Tews	Chairman	10/30/2006	28	69.6-78.3k	Jeffrey Sturgell	69.606k	1/22/2007
Administrator	Wauwatosa	50,000	Teresa Estness	Mayor	7/24/2006	24	100k+	Jim Archambo	103k	11/15/2006
Administrator	New Glarus	2,100	Thomas Myers	Vil. Pres.	7/10/2006	28	50-65k	Nicholas Owen	55k	10/2/2006
Administrator	Kewaskum	3,700	Mathew Heiser	Vil. Pres.	4/17/2006	25	64.7-74.3k	Jay Shambeau	69.535k	8/1/2006
Administrator	Hillsboro	1,400	Alan Picha	Mayor	3/20/2006	21	50-50+k	Mark Lynch	50k	7/10/2006
Manager	Crystal River, FL	3,700	Ron Kitchen	Mayor	3/20/2006	62	70-80k	Andrew Houston	75k	6/26/2006
Administrator	Stinger	4,200	Russell Brandt	Vil. Pres.	2/20/2006	31	65-72k	Maureen Murphy	68k	6/5/2006
Administrator	Marquette, IA	500	John Ries	Mayor	1/23/2006	24	DOQ	Michael Puksich	52k	5/1/2006
Administrator	Merrill	10,150	Doug Williams	Mayor	12/26/2005	36	62-83k	Tony Chladek	74.788k	4/17/2006
Administrator	Monroe	11,000	William Ross	Mayor	12/26/2005	34	65-80k	Mark Valhising	77k	5/13/2006
Administrator	Weyauwega	1,900	Howard Quimby	Mayor	10/3/2005	26	48-58k	Sheryl Scheureman	51.921k	1/3/2006
Administrator	Prairie du Chein	6,000	Cheryl Mader	Mayor	8/22/2005	32	58-73k	Gordon Gallagher	70k	11/28/2005
Pub. Wrks. Dir.	Princeton	1,500	Stacy Siedl	Mayor		17	42.5-54k	Robert Szrot	49.5k	10/10/2005
Pub. Wrks. Supr.	Weyauwega	1,900	Howard Quimby	Mayor		11	39.95-47k	Glen Simonson	44k	12/5/2005
Administrator	Town/Clayton	3,300	Arden Schroeder	Chairman	2/7/2005	31	45-60k	Craig Clark	52k	6/1/2005
Administrator	Sussex	9,500	Michael Knapp	Vil. Pres.	11/15/2004	44	62.5-78k	Evan Teich	70k	3/1/2005
Planner	Richfield	10,579	Toby Cotter	Admin.		24	47-54k	Leo Bethge	48k	10/13/2004
Administrator	Princeton	1,500	Stacy Siedl	Mayor	8/23/2004	26	50-65k	Phillip Rath	50k	12/1/2004
Manager	Whitewater	14,000	James Allen	Co. Presid.	6/28/2004	44	65/78k	Kevin Brunner	78k	10/10/2004
Administrator	Fox Lake	1,500	Richard Klomsten	Mayor	5/31/2004	48	DOQ	William Petrocek	50k	9/13/2004
Administrator	Clinton	2,200	Dennis Neilson	Vil. Pres.	5/17/2004	30	45-65k	Scott Kluver	50k	9/1/2004
Administrator	Lancaster	4,400	Jerry Wehrle	Mayor	2/9/2004	41	50-65k	Scott Simpson	56k	6/15/2004
Utility Supr.	Horicon	3,800	Lloyd Wagner	Mayor		13	DOQ	David Magnussen	46k	5/12/2004
Administrator	Wabasha Co., MN	25,000	Pete Reister	Chairman	2/9/2004	36	58.3-67.6k	Peter Boyce	65.62k	5/24/2004
Engineer	Wabasha Co., MN	25,000	Pete Reister	Chairman		5	55.22-64.02k	David Shanahan	55.224k	4/15/2004
Fire Chief	Town/Grand Chute	19,500	Mark Roloff	Admin.	11/26/2003	49	DOQ	Todd Farley	62.795k	4/26/2004
Administrator	Paddock Lake	3,200	David Buehn	Vil. Pres.	10/20/2003	51	50-65k	Ernest Mooney	60k	4/5/2004
Manager	Platteville	10,100	Dorothy Genthe	Mayor	4/21/2003	48	60-65k	Lon Pluckhahn	64k	8/8/2003
Administrator	Winneconne	2,500	John Rogers	Vil. Pres.	3/24/2003	29	45-55k	Steve McNeil	55k	6/25/2003
Administrator	Bellevue	13,000	Robert Slausgve	Vil. Pres.	12/30/2002	55	65-75k	Randall Friday	65k	4/14/2003
Administrator	Oak Park Heights	4,000	David Beaudet	Mayor	12/2/2002	77	70k +or-	Eric Johnson	71.3k	4/15/2003
Administrator	Hillsboro	1,400	Greg Kubarski	Mayor	8/26/2002	20	40-50+k	Larry Bierke	43k	11/18/2002
Administrator	Town/Rib Mt.	7,500	Ray Heiser	Town Chm.	8/26/2002	49	50-62k	Gayleen Nash	52k	12/2/2002
Administrator	Adams	1,900	Ken Rommel	Mayor	7/29/2002	26	42-52k	Robert Ellisor	48k	10/1/2002
Administrator	Slinger	4,000	Sharon Grudzinski	Vil. Pres.	6/2/2002	40	55-65k	Patrick DeGrave	62k	8/1/2002
Administrator	St. Croix Falls	1,900	Lee Urhammer	Mayor	5/20/2002	41	50-62k	Ed Emerson	62k	9/15/2002
Administrator	Town/Menasha	15,000	Arden Tews	Town Chm.	5/6/2002	64	63-72k	James Archambo	63.862k	9/1/2002
Administrator	Osceola	2,400	Charles Jensen	Vil. Pres.	1/28/2002	39	50-65k	Neil J. Soltis	62k	5/8/2002
Administrator	Johnson Creek	1,600	John Maegli	Vil. Pres.	12/17/2001	33	to 60k	Paul Modericki	57k	3/2/2002
Administrator	Ashland	8,700	Lowell Miller	Mayor	10/8/2001	19	55-65k	David W. Frasher	68k	1/15/2002
Administrator	Washburn	2,300	Ruth Ameran	Mayor	7/16/2001	32	45-60k	Peter C. Mann	57k	11/1/2001
Administrator	Hudson	8,875	John Breault	Mayor	5/21/2001	37	—	Devin Willi	68k	9/7/2001
Administrator	New Glarus	2,039	Mark Eisenmann	Vil. Pres.	2/12/2001	39	45-60k	James Mielke	52k	7/1/2001
Administrator	Wauwatosa	50,000	Teresa Estness	Mayor	7/31/2000	25	85k+	Thomas Wontorek	95k	12/1/2000
Manager	Whitefish Bay	14,000	James Gormley	Vil. Pres.	6/19/2000	39	72-82k	James Thomas	77k	10/2/2000
Administrator	Town/Menasha	14,000	Arden Tews	Town Chm.	4/24/2000	24	63-74k	Patrick DeGrave	73k	7/17/2000
Administrator	Elroy	1,623	James Sartori	Mayor	5/22/2000	14	40-45k	Alan Wildman	42.5k	8/7/2000
Administrator	Johnson Creek	1,600	John Maegli	Vil. Pres.	2/14/2000	38	45-55k	Rian Gamble	49k	5/1/2000

**Attachment "D"**  
**Listing of Expected Advertisements:**

<u>Media</u>	<u>Placement Date</u>
League of Wisconsin Municipalities_(Website and Magazine)	March 10, 2011
International City/County Management Association (Website and Newsletter)	March 11, 2011
Wisconsin City/County Management Association	March 11, 2011
Illinois City City/County Management Association	March 11, 2011
Govtjobs.com (Website)	March 11, 2011
Public Administration Associates Website	March 11, 2011
Village of Howard Website	March 11, 2011
Six Graduate Schools of Public Administration	March 11, 2011
Northern Illinois University	
Kansas University of Public Administration	
Mankato State University	
University of Minnesota (Humphrey Institute)	
Hamline University	
Brigham Young University	

**A PROPOSAL SUBMITTED TO THE VILLAGE OF HOWARD  
FOR THE RECRUITMENT OF THE POSITION OF  
VILLAGE ADMINISTRATOR**

**This proposal describes the activities to be performed by Public Administration Associates, acting as a consultant for the Village of Howard in the recruitment and selection of a Village Administrator. It also lists the cost of these services and suggests time frame schedules for the process.**

The recruitment process outlined below has been designed to recruit the most qualified candidates for consideration for appointment as the Village Administrator.

- 1. Assist the Village in the preparation and placement of advertisements for the position; (Typically, we place advertisements on the internet, the League monthly magazine, the International and State City/County Management Association, six institutions of higher learning that offer Master Degrees in Public Administration, our own website and locally, if desired by the Village)**
- 2. Review applications, prepare mini-resumes on each candidate, acknowledge receipt of applications and sort into appropriate categories;**
- 3. Review applications with the Village Board for selection of semi-finalists (probably 8 to 10);**
- 4. Contact semi-finalists, secure a 6-minute video interview and conduct background reference checks on each semifinalist;**
- 5. Review reference summaries and video interviews of semi-finalists with the Village Board for selection of candidates to be interviewed (probably 3 to 5);**
- 6. Work with the Village Board, Village Staff, and candidates to arrange final interviews and verify educational and criminality backgrounds of finalist candidates;**
- 7. Assist in the interview process, including arranging the schedule, coordinating plans with candidates, providing sample interview questions, observing the interviews, facilitating the selection of the first choice, and generally seeing that the interviews run smoothly;**
- 8. Review and make recommendations on the Employment Agreement and provide negotiation assistance by conveying terms to and from the candidate selected until agreement is reached;**
- 9. Prepare communications thanking all applicants and notifying them of the final result.**

**Cost**

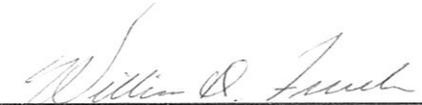
The project costs for professional services will be \$8,000 plus reimbursement of actual out-of-pocket expenses such as postage, copying, long distance phone calls, mileage, and other miscellaneous items, which are estimated to be in the range of \$200 to \$500. The expenses do not include the cost of any advertisements for the position.

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

### Time Schedule

The process can proceed at a pace approved by the Village Board. However, once it has been started it is important to proceed in an expeditious manner. It should be noted that the deadline for placing advertisements in the April 1<sup>st</sup> issue of the league's *Municipality* Magazine is March 10<sup>th</sup>. The following is a suggested schedule, assuming the position is advertised in the April 1<sup>st</sup> edition: (If the March 10<sup>th</sup> date cannot be met, the schedule would necessarily shift ahead by approximately one month.)

<u>Timeline</u>	<u>Action</u>
Week 1	<b>Prepare and Place Advertisements with International City Management Association, Wisconsin League of Municipalities, on the Internet and other forms of advertisement. (Approx. March 10, 2011)</b>
Week 7	<b>Closing Date for applicants. (Approx. April 22, 2011)</b>
Week 8	<b>Meet with the Village Board to review applicants and select semi-finalists. (Approx. April 25, 2011) (This usually takes about 1-½ hours in an executive session.)</b>
Week 10	<b>Meet with the Village Board to review the videos and references of the semi-finalists and select finalists. (Approx. May 9, 2011) (This usually takes about 2-½ hours in an executive session.)</b>
Week 11	<b>Conduct evening reception, interview finalists, select first choice, and authorize consultant to negotiate terms of the employment agreement with designee. (Approx. May 20<sup>th</sup> &amp; 21<sup>st</sup>, 2011) (The reception usually is on a Friday evening for 2 hours and the interviews usually take up the entire Saturday morning.)</b>
Week 12	<b>Make offer and adopt employment agreement in open session (knowing that it will be accepted).</b>
Week 16	<b>New Administrator arrives (assuming that the Administrator must give approximately one month's notice in present position). (Approx. July 1, 2011)</b>

Signed:   
Partner, Public Administration Associates

Dated: 2/17/2011

Accepted: \_\_\_\_\_  
Village of Howard

Dated: \_\_\_\_\_

**SUMMARY OF REASONS  
TO ENGAGE  
PUBLIC ADMINISTRATION ASSOCIATES, LLC**

**THE MOST QUALIFIED**

- Over 100 years combined experience in municipal government by three partners
- Life Member of Wisconsin City/County Management and International City Management Associations
- 32 years as a City Manager

**THE MOST EXPERIENCED**

- Placed 182 Administrators/Managers-10 times more than any other Wisconsin consultant
- Have extensive referenced files on over 600 possible candidates
- Know the possible candidates-can encourage possible candidates

**THE BEST PROCESS**

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

**WE HAVE A RECORD OF ENTHUSIASTIC APPROVAL**

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

February 16, 2011

The Honorable Burt McIntyre  
Village President  
Village of Howard  
2456 Glendale Avenue  
Green Bay, WI 54313

Dear President McIntyre and Board Members:

Thank you for the opportunity to provide you with a proposal for the Village of Howard's Village Administrator recruitment and selection process. Voorhees Associates prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position. Any questions or requests for additional information regarding our proposal may be addressed to Heidi Voorhees, President, at 847/580-4246 or by email at [hvoorhees@varesume.com](mailto:hvoorhees@varesume.com).

#### **QUALIFICATIONS AND EXPERIENCE**

Voorhees Associates is a public management consulting firm serving municipal clients and other public sector entities on a national basis. We work exclusively in the public sector, offering customized executive recruitment services, as well as providing other management studies and services for communities.

Voorhees Associates, LLC was established in 2009 with headquarters in Deerfield, Illinois. Heidi Voorhees, President, previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 130 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 9 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service with the Villages of Wilmette and Schaumburg, Illinois, as well as the City of Kansas City, Missouri.

The firm has a total of thirteen consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Delaware, Illinois, and Wisconsin, as well as four reference specialists and three support staff. Services for Peoria County would be conducted through our home office at 500 Lake Cook Road, Suite 350, Deerfield, IL 60015.

#### **Consultant Assigned**

Voorhees Associates' Vice President Mark Morien will be responsible for your recruitment and selection process. Mr. Morien has been with Voorhees Associates since its founding and was previously a Vice President for the nationally recognized executive recruiting firm, The PAR Group. He also has 25 years experience in local government administration. Mr. Morien serves our Wisconsin clients from his office in Elkhorn. His biographical profile is enclosed.

## Experience

Voorhees Associates has completed 32 recruitments since its establishment in 2009. We have 12 current recruitments in various stages of completion. Importantly, our consulting staff have collectively completed over 250 recruitments prior to joining Voorhees Associates. Mr. Morien has completed recruitments for the Wisconsin municipalities of Beaver Dam (Chief of Police); Burlington (Chief of Police for Voorhees Associates and City Manager while with The PAR Group); Plymouth City Administrator; Princeton City Administrator; and Wauwatosa Director of Public Works. He is currently conducting recruitments for Fire Chief in Wauwatosa and Executive Director of the Baraboo Community Development Authority.

Mr. Morien has also conducted City Manager/Administrator recruitments for Lombard, Oak Brook, Orland Park, and Rolling Meadows, Illinois and for Republic, Missouri, among others.

## References

City Administrator recruitment  
City of Plymouth, WI  
Don Pohlman, Mayor  
920/893-1271

Chief of Police recruitment  
City of Burlington, WI  
Kevin Lahner  
262-342-1161

Director of Public Works recruitment  
City of Wauwatosa, WI  
Beth Aldana, HR Dir  
414-479-8954

## SCOPE OF WORK

A typical recruitment and selection process can take 175 hours to conduct. At least 50 hours of this time is "administrative" including ad placement, acknowledgment of résumés, reference interviews, and due diligence on candidates. These tasks may take longer if someone is performing them for the first time. We believe our experience and ability to professionally administer your recruitment will provide you with the best possible outcome. Voorhees Associates clients are kept informed of the progress of a recruitment throughout the recruitment process. Consultants are always available to provide information and answer questions, and details of the process such as placement of advertising and applications received are discussed in regular updates via either telephone or email.

Voorhees Associates suggests the following approach to your recruitment, subject to your requests for modification:

### **Phase I – Position Assessment, Job Announcement and Brochure Development**

Phase I will include the following steps:

- **Interviews** with the Mayor and Members of the Board of Trustees, and the Village's senior staff as well as any other individuals you deem appropriate to best understand the responsibilities, challenges, and culture of the Village.

At least eight (8) hours of one-on-one interviews will be conducted with elected officials, staff and the public in order to develop our Recruitment Brochure. This important document outlines the expectations that the Village has for its next Village Administrator, providing us with the information we need to target our recruitment. During this process we will assist you with establishing the salary for Village Administrator by conducting a salary survey of comparable communities, if so desired.

- Development of a **Job Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable**.

### **Phase II – Advertising, Candidate Recruitment and Outreach**

Phase II will include the following steps:

- Placement of the Job Announcement in appropriate professional publications, both in print and on line.
- The development of a database of potential candidates unique to this position and to the Village of Howard, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I.
- Outreach will be done through e-mail, telephone contacts, and U.S. mail as appropriate. Voorhees Associates consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 250 collective years of municipal and consulting experience among our Consultants, we often have inside knowledge about candidates.

### **Phase III – Candidate Evaluation and Screening**

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

We will develop a matrix which identifies key traits (taken from the Recruitment Brochure) such as education, experience, and the specific skills needed for the Village Administrator. We will then use these filters to screen the candidates into a group of 15 to 20 semi-finalists.

- Candidates will be interviewed by telephone to fully grasp their qualifications and experience as well as their interpersonal skills.

We personally contact all the semi-finalists and conduct about an hour long telephone interview, asking specific questions about their experience and skill set. This allows us to ask follow up questions and probe specific areas. It also provides us with an assessment of their verbal skills and their level of energy for and interest in the position.

- Formal and informal references will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.

- Voorhees Associates will verify educational credentials and conduct a media and internet search to further assess each candidate's ability to interact with the media as well as to have a full understanding of each candidate's background.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by Voorhees Associates, ensuring the Village of Howard's process is professional and well regarded by all who participate.

#### **Phase IV – Presentation of Recommended Candidates and Interviewing Process**

Phase IV will include the following steps:

- Voorhees Associates will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. As résumés come in all different formats, these "mini" résumés will give you a clear, consistent look at each candidate "at a glance."
- Voorhees Associates will provide you with a log of all candidates who applied for the position. You may also review all of the résumés should you so desire.
- Voorhees Associates will meet with you to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours with you to bring the candidates to "life" by reviewing their telephone interview and providing excerpts from two (2) references we will have done on the individual.
- The Interviewing Process will be finalized including the discussion of any specific components you deem appropriate such as an in basket exercise, oral presentation or written exercise. The inclusion of these tasks can assist you in evaluating the skills and abilities of the candidates you select for an interview.
- Voorhees Associates will develop the first and second round interview questions for your review. Voorhees Associates will provide you with interview books that include the credentials each candidate submits, a summary of each candidate's credentials, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate's skills and abilities.
- Voorhees Associates will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of Village of Howard facilities and interviews with Department Heads and elected officials.

We offer a community "Meet and Greet" option, at no charge, as a means for the community to interact and get to know the candidates in an informal setting. At this "Meet and Greet," candidates would give a brief overview of themselves and answer questions from the audience.

- Once candidates for interview are selected, additional references will be contacted along with criminal court, credit, and motor vehicle and records checks. Voorhees Associates recommends a two-step interviewing process with (typically) five candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and a "score sheet."

- Voorhees Associates consultants will be present for all of the interviews, serving as a resource and facilitator.

**Phase V – Appointment of Candidate**

Voorhees Associates will assist you as much as you request with the salary and benefit negotiations and drafting of employment agreement, if appropriate.

**Recruitment Schedule**

A detailed calendar of events is enclosed with this proposal. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

On-site interviews of Village officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure	weeks 1-2
Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant	weeks 3-8
Consultant recommendation to Board of qualified Candidates Deliverable: recruitment report	week 9
Selection of Candidate finalists by Board; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets	week 10
Interviews of selected finalist Candidates; Board selection of final Candidate; negotiation, offer, acceptance and appointment	weeks 11-12

**Summary of Costs**

Voorhees Associates proposes to conduct the Village Administrator recruitment for a flat fee of \$14,500, broken down as follows:

Recruitment Fee:	\$10,000
Recruitment Expenses:	4,500
Expenses include consultant travel, postage/shipping, telephone, support services, copying, recruitment brochure printing, etc. Also includes candidate due diligence efforts and advertising up to \$750.	
 Total Fees:	 \$14,500*

\*This fee does not include the following: Travel and accommodations for candidates interviewed.

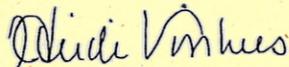
**Payment for Fees and Services**

Professional fees and expenses will be invoiced as follows: The Recruitment Fee and Expenses will be invoiced in three (3) equal payments, billed during the course of the recruitment. The first invoice will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of Candidates. The final invoice will be sent upon completion of the recruitment assignment. Upon receipt of each invoice the Village will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

**Voorhees Associates Guarantee**

Voorhees Associates provides the following guarantee: should the selected and appointed candidate at the request of the Village of Howard or the employee's own determination, leave the employ of the Village of Howard within the first 12 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees  
President  
Voorhees Associates, LLC

ACCEPTED BY THE VILLAGE OF HOWARD, WISCONSIN

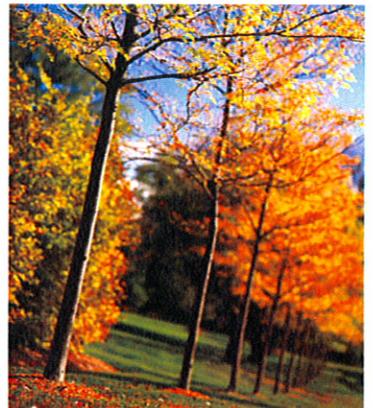
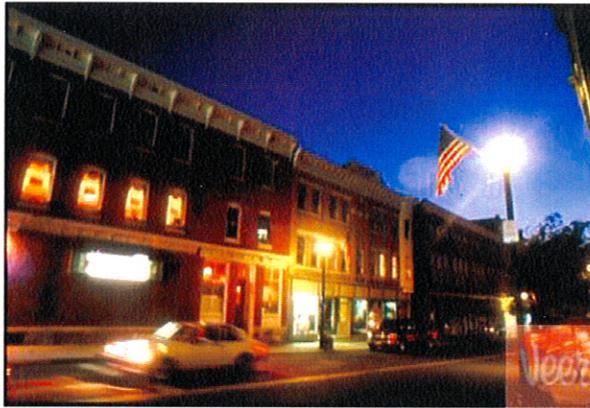
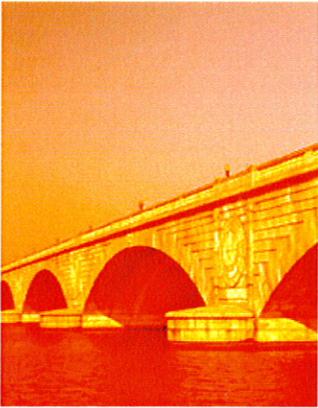
BY: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

Public Sector Advisors

**Expertise.** Insight. **Accomplishment.**



# Proposal

Village of Howard, Wisconsin

Proposal to Provide Consultant Services for Hiring a Village Administrator

February 24, 2011

## Table of Contents

### LETTER OF TRANSMITTAL

<b>1 FIRM QUALIFICATIONS.....</b>	<b>1</b>
General Statement of Executive Search Experience	1
Consulting Experience	2
<b>2 METHOD .....</b>	<b>4</b>
<b>3 SCHEDULE .....</b>	<b>6</b>
<b>4 REFERENCES .....</b>	<b>8</b>
<b>5 VALUE ADDED BENEFITS OF WORKING WITH SPRINGSTED .....</b>	<b>9</b>
<b>6 COMPENSATION AND TERMS OF PAYMENT .....</b>	<b>10</b>
<b>TEAM MEMBER RESUMES .....</b>	<b>APPENDIX I</b>
<b>CONSULTING AGREEMENT .....</b>	<b>APPENDIX II</b>

### ***Mission Statement***

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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## LETTER OF TRANSMITTAL

February 24, 2011

The Honorable Burt McIntyre, Village President  
Village of Howard  
2456 Glendale Avenue  
Green Bay, Wisconsin 54313

**Re: Request for Proposal to Provide Consultant Services for Hiring a Village Administrator**

Dear President McIntyre:

Springsted is pleased to present this proposal to assist the Village of Howard in its search for a Village Administrator. Hiring an administrator has always been one of the most important decisions a village board makes; but today this decision carries even more weight, given the financial and service delivery challenges facing local governments and the demand for innovative thinking and results-oriented collaboration. Recognizing that the Village of Howard is a high performance organization, Springsted is committed to conducting a thorough, well-executed search for the Village of Howard to identify and hire a Village Administrator with proven leadership experience and management talent.

For nearly six decades, Springsted has provided high quality management consulting and financial services to local governments, including a variety of organizational management, human resources, financial and economic development projects for villages and cities. During this time, we have steadily expanded our relationship with Wisconsin municipalities as illustrated by recent executive searches performed for the Cities of Racine, Marshfield, and River Falls and organizational studies conducted for the Town of Buchanan and the Village of Shorewood.

The Springsted team assigned to the Village of Howard search has both Wisconsin roots and extensive knowledge of municipal government. Mr. Joe Murray, the project coordinator who is based in our Milwaukee office, served as Village Manager in Greendale, Wisconsin. Since joining Springsted, he has worked extensively with Wisconsin local governments providing a range of organizational management and financial services. He also conducted Dodge County, Wisconsin's first County Administrator search. Ms. Sharon Klumpp, the lead consultant, has conducted over 45 executive searches for local governments, primarily in the Upper Midwest, including Wisconsin. Last year, she conducted the Marshfield City Administrator search as well as the search for a Public Health Administrator in Racine and the first full-time Fire Chief for River Falls. She is currently working with Racine on a search for a Commissioner of Public Works. Other comparable searches include the Village of Winnetka, Illinois and the Cities of Brooklyn Park, Lake Elmo, and Marshall, Minnesota. Mr. David Unmacht, who directs

Springsted's Organizational Management and Human Resources practice, has over 20 years of experience managing cities and counties. Most recently he served as County Administrator for Scott County, Minnesota. His Wisconsin experience includes consulting with the Delevan Lake Sanitary District and the Walworth County Sewer District on organizational and human resource issues. His recently conducted executive searches include a City Administrator for Warren, Minnesota; County Administrator searches for Dodge and Steele Counties in Minnesota; and a Human Resources Manager for Urbandale, Iowa.

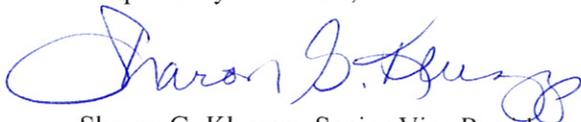
We are committed to working with the Village to ensure a well-executed search process that identifies highly qualified candidates and supplies the Board of Trustees with thorough profiles of the candidates whose background and experience most closely meet the Village's desired qualifications. Our services focus on recruiting highly regarded Administrator candidates and thoroughly assessing their qualifications based on telephone interviews, internet searches, reference contacts, background records checks and our first-hand working knowledge of many of the candidates. In short, our duty is to provide the Village with the best information available to hire the right person for this position.

The enclosed proposal outlines the process we recommend using to undertake the Village of Howard's Village Administrator recruitment, our timetable for completing the work, the primary staff that would be involved and other information. If requested, we would be glad to adjust the proposed search process and fee as needed to be responsive to the Village's special needs.

Please note that Springsted will provide the Village of Howard with a twelve-month guarantee and we commit to conducting a replacement search as detailed in our proposal. We have also provided the Village with a certificate of insurance as evidence of our professional liability coverage.

We look forward to working with you on this most important project. If you have questions about this proposal, please contact Joe Murray at 414-220-4250 or [jmurray@springsted.com](mailto:jmurray@springsted.com), or Sharon Klumpp at 651-223-3053 or at [sklumpp@springsted.com](mailto:sklumpp@springsted.com).

Respectfully submitted,



Sharon G. Klumpp, Senior Vice President  
Consultant



Joseph M. Murray, Vice President  
Client Representative

dww

## 1. Firm Qualifications

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For over half a century, we have continually grown in the range of our local government relationships, the comprehensiveness of our services and our prominence within the industry. From our beginnings as a public finance firm, we have expanded into other service areas including organizational management consulting, human resources, and economic development. Our managed growth reflects the needs of local governments and the importance of providing them 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 and the Commonwealth of Virginia, Department of Minority Business Enterprises. Three employee-owners lead Springsted. Our headquarters are located in Saint Paul, Minnesota, with additional offices located 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 has been serving Wisconsin clients, including State agencies, cities, counties, villages, towns and various public entities since 1959. Wisconsin clients take advantage of our full array of services, including organizational management and human resources, financial advisory, housing and economic development, operational finance and fiscal planning, and investments.

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

### General Statement of Executive Search Experience

As management consultants, Springsted plays an important role in helping local governments address their organizational and management needs. Extensive knowledge and background in the fields of public management, municipal finance, human resource management and local government operations are Springsted hallmarks. Each team member has many years of local government experience in a variety of areas of expertise. This familiarity with the public sector helps us respond to the unique qualities of each local government, thus improving the quality and relevance of our services.

Because Springsted's management consulting practice serves many villages, cities, towns, and counties across Wisconsin and the country, we can provide the Village of Howard with an unsurpassed understanding of the issues and opportunities facing municipal government today and into the future. Local governments seek our assistance in the recruitment and selection of administrators and senior managers because of our ability to understand and articulate their needs, our knowledge of qualified candidates and the hands-on governmental experience of our consulting staff.

Our firm has conducted 119 executive searches in the last five years, with municipalities accounting for over 60 percent of these searches. We take great pride in our ability to present a diverse pool of highly qualified candidates to local governments for their consideration and our ability to encourage talented individuals who are satisfied with their current employment to apply for our searches.

## Consulting Experience

The qualifications of the consultant team assigned to the Village of Howard project are summarized below. Full resumes are provided in Appendix I.

**Joseph M. "Joe" Murray**, Vice President, will ensure project coordination and oversight for the Village's search. He will also play a key role in assisting in the recruitment and assessment of candidates. Mr. Murray is located in our Milwaukee office and works with cities and counties in the Upper-Midwest and therefore has considerable knowledge of the issues they face. He completed the successful recruitment of Dodge County, Wisconsin's first County Administrator in Fall 2008. Mr. Murray is a member of the International City/County Management Association (ICMA) and has over 19 years of management experience, including working in Prince William County, Virginia and 15 years as a Municipal Manager, including serving as the Village Manager of Greendale, Wisconsin, City Manager of Linden, Michigan, and City Administrator of Grain Valley, Missouri. He holds a master's degree in public administration from the University of Kansas and a bachelor's degree in public administration from Western Michigan University.

**Sharon G. Klumpp**, Senior Vice President, who specializes in organizational and management consulting for public agencies, will be the lead consultant on this project. Since joining Springsted seven years ago, she has conducted over 45 executive searches and a broad array of organizational management studies. In addition, Ms. Klumpp has extensive government experience, having held a variety of positions including Executive Director of the Metropolitan Council, Associate Executive Director for the League of Minnesota Cities, City Administrator for Oakdale, Minnesota and Assistant City Manager in St. Louis Park, Minnesota and Saginaw, Michigan. Ms. Klumpp is a member of the International City/County Management Association (ICMA) and has served as the chair of the Ramsey County Charter Commission. She holds a master's in

public administration from the University of Kansas and a bachelor's degree in political science from Miami University (Ohio).

**David J. Unmacht**, Senior Vice President and Consultant, is director of Springsted's Organizational Management/Human Resources group. Mr. Unmacht will assist Ms. Klumpp in the recruitment and evaluation of candidates and serve as Ms. Klumpp's backup on the project. Mr. Unmacht brings more than two decades of local government administration experience, having worked for Scott and Dakota Counties in Minnesota and as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. He guides local governments in organizational and leadership development, staff/elected official relations, human resources, intergovernmental collaborations, communication strategies, facilitation services and strategic planning. Mr. Unmacht is a member of the International City/County Management Association (ICMA). 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.

**Sample Consulting Contract** As requested by the Village, we have included a copy of our sample consulting contract for your review in Appendix II. Please note that this proposal will be incorporated in its entirety into the contract. We are happy to answer any questions you may have about the contract.

### Certificate of Insurance

Conducting an executive search can be a very sensitive undertaking. Employers must be ever aware of employment and discrimination laws in today's litigious society. This extends to outside consultants hired to assist the community to conduct executive searches. As the community's "ambassador," it is important that the actions of the consultant not reflect poorly on the community, nor lead to litigation against the community.

Recognizing this, Springsted maintains its own liability insurance to protect itself and the communities it serves against litigation. A copy of Springsted's Certificate of Insurance can be found in Appendix III. This insurance is provided at no additional charge to the Village. Not all consultants share Springsted's sense of caution and do not carry their own insurance, or will provide the insurance on a case-by-case basis at an additional expense to the Village.

## 2. Method

Springsted's executive search services will provide the Village of Howard with a well-defined and strategically-focused process that gets results. A brief description of this process is outlined below:

1. **Position review and analysis**—Springsted works with the Village to identify and define the experience, skills, knowledge and abilities the ideal candidate will need to address current issues and accomplish future goals. Using this information, we prepare a position profile that identifies the qualifications the Village desires in its next Village Administrator and serves as our primary marketing brochure.
2. **Recruitment and targeted outreach**— Springsted develops a customized recruitment strategy for the Village that includes placing job ads with local government professional associations and public administration schools, as well as outreach to prospective local, regional and national candidates who will receive a personal contact from Springsted about the Village Administrator opportunity.

In addition to the Village's and Springsted's websites, the primary websites and associated publications recommended for publicizing the Howard Village Administrator include the League of Wisconsin Municipalities, the Wisconsin City/County Management Association and the International City/County Management Association. Other websites/publications that should be considered include municipal leagues in neighboring states such as Illinois, Iowa, Michigan, and Minnesota and governmentjobs.com. Universities with schools of public administration frequently share job openings with alumni; the Howard advertisement should be forwarded to UW-Milwaukee, UW-Oshkosh, Northern Illinois University, the University of Kansas, and others as appropriate. Springsted sets up a special e-mail address 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 version of all materials received.

3. **Applicant screening and evaluation**—Springsted conducts an impartial and objective review of each application to determine those applicants who most closely meet the Village's desired qualifications. We conduct in-depth telephone screening interviews, typically with 10 to 12 applicants, to expand upon each candidate's background and experience, particularly in those areas important to the Village, and verify the candidate's level of interest in the position. These interviews provide an important opportunity for Springsted to highlight the professional opportunities associated with this position and to affirm the candidate's level of desire to work for the Village of Howard.
4. **Presentation of candidates**— Springsted prepares written candidate reports explaining how each candidate meets the Village's established qualifications and why the candidate is seeking the position. Written candidate reports also include a review of information found through internet searches and preliminary references. The identity of candidates remains confidential throughout this step; we label all reports as confidential, a reminder to Village Board members not to distribute or discuss the candidate information publicly.
5. **Selection of finalists**—Springsted meets with the Village Board to present the written reports on the recommended candidates and to

answer questions. The Board selects the candidates who will be invited to interview. It is typically at this point when the number of candidates under consideration is narrowed to five or fewer and the identity of candidates becomes public under State law.

At this meeting, Springsted also presents options for the design of the interview process to the Village Board, including opportunities to provide candidates with a Village tour and a candidate “meet and greet,” if desired. Interview options can include a multi-tiered interview process if the Village Board is interested in receiving candidate feedback from designated Village department heads and/or community leaders

6. **Reference and background records checks**—Springsted contacts references and conducts a thorough background records check, which includes state and national criminal and civil history, driver’s license review, educational verification and a credit check.
7. **Interviews**—Springsted works with the Village Board and designated Village staff to design and coordinate the interview process. We develop an evaluation tool for the Village Board and structure a process for the Board to receive feedback from others who have contact with the candidates. A Springsted consultant is in attendance at the interviews and will assist the Village Board in narrowing the field of candidates who could be invited to a second interview or in selecting the top candidate(s).
8. **Employment negotiations**—After the Village Board identifies its top candidate, Springsted will assist in developing an employment offer. We will negotiate an employment agreement with the successful candidate in accordance with direction received from the Village Board and with input from the Village Board’s legal counsel.
9. **Ongoing services**—Springsted’s commitment to the Village of Howard does not stop after the Board’s appointment of a Village Administrator. We are available throughout the first year to facilitate a discussion about performance issues, should they arise.
10. **Guarantee** – Springsted is also committed to finding the Village a quality candidate, as such we also commit to performing another executive search if the new Village Administrator voluntarily resigns or is dismissed for cause during the first 12 months of employment. The guarantee search and other ongoing services are provided at no additional cost to the Village, other than reimbursement for actual direct expenses we incur.

### 3. Schedule

#### Tentative Timeline

The tentative timetable provides an approximation of the schedule for filling the Village Administrator position based on a March 1, 2011 notice to proceed. This schedule is built around the Village Board's regular meeting schedule. If selected, the timetable will be adjusted to meet the Village's needs. Dates involving the Village Board appear in *bold italics*.

<b>Project Milestone</b>	<b>Proposed Date</b>
Notice to Proceed	March 1, 2011
<i>Position Review, Analysis and Village Input (Village Board, department heads and others as designated)</i>	<i>Week of March 14, 2011</i>
<i>Profile Development Completed/ Approved by the Board</i>	<i>March 28, 2011</i>
Recruitment and Placement of Ads	March 29 , 2011
Applicant Screening /Telephone Interviews Begin	April 25, 2011
Candidate Application Deadline (optional)	April 26, 2011
<i>Applicant/Candidate Information to the Village Board</i>	<i>May 6, 2011</i>
<i>Village Board Selects Final Candidates</i>	<i>May 9, 2011</i>
Reference Checks Completed	May 25, 2011
Background Records Check Completed	May 25, 2011
<i>Candidate Tours and Interviews (Village Board, department heads and others as designated)</i>	<i>Week of May 31 or June 6, 2011</i>
<i>Candidate Interviews (Second Round optional)</i>	<i>Week of June 13, 2011</i>
<i>Offer Made/Accepted, Agreement Approved by the Village Board</i>	<i>Week of June 13, 2011</i>

*Note:* The schedule identifies April 26 as an optional deadline for receiving applications. Increasingly we find that it is preferable to keep the position open until filled and give prospective applicants the date when we will begin reviewing applications, essentially a "soft" deadline. The project timetable can be structured either way depending upon the Village's preference.

Approval of the position profile can occur as an agenda item on a regularly scheduled Board meeting. Generally this item takes 20-30 minutes. We will provide the Position Profile to the Village Board for review and comment two to three days in advance of the meeting to ensure efficient use of the Board's time.

We recommend that the Village Board schedule a 1.5 to 2 hour work session to select the candidates who will be interviewed for the Village Administrator position. The work session can be held before the regular meeting or scheduled as a special meeting.

Typically, interviews are scheduled for a full day. Before interviews begin, we provide some tips for effective interviewing and also review the types of illegal questions that should not be asked of candidates. Following the interviews, time is set aside with the Village Board for members to share feedback on the candidates, to select the top candidate(s) and to determine if a second interview is desired. Terms of the employment offer may also be discussed at this meeting.

Approval of the employment agreement, which will have already been signed by the candidate, generally occurs as an item on a regularly scheduled meeting. A special meeting is sometimes held for this purpose when time is of the essence.

Village staff, in particular the department heads, will be involved at the beginning and near the end of the process. Input from department heads and other staff occurs as part of the profile development process. Department heads typically provide assistance in conducting candidate tours at the time of interviews; they may also participate in the interview process if Board members would like to consider candidate feedback from the department heads in making the hiring decision.

## 4. References

To learn about the scope and quality of our executive searches, Springsted encourages you to contact these references. Other references are available upon request.

### **City of Marshfield, Wisconsin**

*City Administrator*

Mr. Chris Meyer, Mayor

715-384-2919

Lead consultant: Sharon Klumpp

### **City of Racine, Wisconsin**

*Public Health Administrator, Commissioner of Public Works*

Mr. Scott Letteney, Deputy City Attorney

262-636-9115

Lead consultant: Sharon Klumpp

### **City of River Falls, Wisconsin**

*Fire Chief*

Mr. Scot Simpson, City Administrator

715-425-0900

Lead consultant: Sharon Klumpp

### **Dodge County, Wisconsin**

*County Administrator*

Mr. Russell Kottke, Board Chair

920-386-3603

Lead consultant: Joe Murray

### **Village of Winnetka, Illinois**

*Village Manager*

Ms. Jessica Tucker, President

847-441-9561

Lead consultants: John Anzivino and Sharon Klumpp

### **Association of Minnesota Counties**

*Executive Director*

Mr. Jim McDonough, Past President

651-214-2141 (cell)

Lead consultants: David Unmacht and Sharon Klumpp

### **City of Shorewood, Minnesota**

*City Administrator*

Ms. Chris Lizee, Mayor

952-960-7900

Lead consultant: Sharon Klumpp

## 5. Value Added Benefits of Working with Springsted

Selecting Springsted to conduct your executive search provides the Village of Howard with the following benefits:

- **Comprehensive & Structured Process** – Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.
- **Transparency** – Springsted comes to the Village without having any preconceived notions or expectations about the Village and prospective candidates. The Springsted team works closely with the Village to make sure the process is transparent.
- **Confidentiality** – Prospective candidates know that their application will be kept confidential, allowing them to express interest in the position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the Village of Howard can count on maximizing the number of qualified candidates interested in the Village Administrator position.
- **Candidate Recruitment** – Springsted actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the Village of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Springsted.
- **Focused Use of Board Members' Time** – Springsted's comprehensive process incorporates the active participation of the Village's Board members at key steps in the process. Our process keeps elected officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the search process or to put aside other pressing issues facing the Village.
- **Minimize Staff Disruption** – Springsted's search process also minimizes disruptions to Village staff, some of whom may have additional duties in this time of transition. Because conducting a thorough search can be time-consuming, Springsted's involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough Evaluation of Candidates** – The Village seeks a Village Administrator of sound professional and personal character. Springsted's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.
- **Guarantee** – Springsted provides a 12-month guarantee that if the selected candidate is either terminated for cause or leaves voluntarily during this period, Springsted will conduct another search free of charge, except for actual out-of-pocket expenses. We believe that the candidates we place should remain with the organization for a long period of time. For that reason, we do not actively recruit individuals we have placed with an organization for other position.

## 6. Compensation and Terms of Payment

Springsted is committed to working with the Village of Howard to manage this project as efficiently as possible. We are also willing to negotiate the proposed scope of services and modify this cost proposal as necessary to be responsive to the Village’s needs.

Springsted will provide the services described in this proposal for a not-to-exceed professional fee of \$15,500 based on a projection of 90-95 hours to complete the search. We estimate that the direct costs for project expenses including, but not limited to, advertising, travel related to four (4) site visits, background records checks for up to three (3) finalists at \$375 each, overnight messenger deliveries, photocopying and mailing will not exceed \$3,400. All direct project costs incurred by Springsted will be invoiced to the Village at actual cost. Springsted’s total not-to-exceed price for this project is \$18,900.

Springsted’s current hourly rate schedule is shown below.

Title	Hourly Rate
Principal & Senior Officer	\$220
Project Coordinator & Assistant Vice President	\$190
Analyst	\$155
Associate	\$145
Support Staff	\$65
Litigation Support	\$350

The Village will be invoiced for these services as follows:

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

**APPENDIX I**  
**Team Member Resumes**

**Joseph M. Murray**  
*Vice President*  
*Client Representative*

Joseph M. (Joe) Murray served in municipal government for more than 19 years, including more than 15 years as a municipal manager. Mr. Murray has significant experience as a city administrator, city manager and village manager in Wisconsin, Michigan and Missouri. He also worked for the City of Overland Park, Kansas and Prince William County, Virginia. Prior to joining Springsted in 2007, he worked for over nine years as the Village Manager of the Village of Greendale, Wisconsin. Mr. Murray has served in communities experiencing rapid growth as well as mature communities focusing on redevelopment.

Due to the high regard he has earned in the management profession and the breadth of his experience, Mr. Murray was elected by his peers to serve on the Board of the Wisconsin City/County Management Association (WCMA). He is a skilled management professional who is able to listen to a client's issues and concerns, research and evaluate viable options and present innovative and creative solutions that can be successfully implemented.

As Vice President for Springsted in our Milwaukee, Wisconsin office, he serves communities in the upper Midwest. Mr. Murray assists clients in developing programs and services to maximize efficient and effective financial management. The wide scope of his public sector service gives him a hands-on understanding of the many challenges facing cities, villages, counties and their service delivery. He has successfully addressed economic development issues, inter- and intra-governmental organizational needs and financial and operational issues. Mr. Murray also has considerable experience with difficult human resource issues, including labor contract negotiations.

***Education***

University of Kansas, Lawrence, Kansas

Master of Public Administration

Western Michigan University, Kalamazoo, Michigan

Bachelor of Science in Public Administration, with a minor in Finance

***Professional***

International City Management Association (ICMA)

Wisconsin City/County Management Association (WCMA)

Board of Directors, 2006 to 2007

Kansas University City Managers In Training (KUCIMAT)

League of Wisconsin Municipalities (LWM)

Resolution Committee (2005-2007)

Lobbying Corps 2006 to 2007

Regional Telecommunications Commission (Milwaukee) (1998-2007)

Milwaukee Area Municipal Employers Association (MAMEA)

President (2000)

Wisconsin Economic Development Association (WEDA)

Wisconsin Government Finance Officers Association (WGFOA)

Municipal Treasurers Association of Wisconsin (MTAW)

**Sharon G. Klumpp**  
*Senior Vice President  
Consultant*

Sharon Klumpp is an organization and management consultant, specializing in organizational and departmental studies, human resource management and executive search for public agencies. She also assists governing bodies and senior-level managers in the development, execution and evaluation of strategic plans.

Ms. Klumpp has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Twin Cities, and as Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. 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 served two terms on the Ramsey County Charter Commission and was chair for two years.

***Education***

University of Kansas, Lawrence, Kansas

Masters of Public Administration

Miami University, Oxford, Ohio

Bachelor of Arts in Political Science

***Affiliations***

International City/County Management Association

International Public Management Association for Human Resources

**David J. Unmacht**  
*Senior Vice President  
Consultant*

Mr. Unmacht is the director of Springsted's Organizational Management/ Human Resources group. As a Consultant, he guides clients in areas including budget and resource planning, organizational and leadership development, staff/elected official relations, human resources, intergovernmental collaborations, comprehensive planning and growth management, communication strategies, facilitation services and strategic planning.

Prior to joining Springsted, Mr. Unmacht served for 11 years as Administrator for Scott County, Minnesota. Prior to that, he was Deputy County Administrator in Dakota County, City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. While with Scott County, Mr. Unmacht oversaw a budget of \$100 million, a workforce of approximately 700 and a population of 125,000. During his tenure, the County was awarded the Association of Minnesota Counties Achievement Award five times for a program, person or service. He also paved the way for the creation of the Scott County Association for Leadership and Efficiency (SCALE), and was involved in many program and service enhancements, including countywide and regional cooperation opportunities.

His main focuses have been creating and maintaining strong organizational cultures and establishing excellent labor/management relations. By emphasizing a leadership-focused training and development foundation, Mr. Unmacht has successfully guided the communities he's worked with toward both economic growth and a strong customer service focus.

Mr. Unmacht is a frequent writer, speaker and panelist for conferences and training groups. He has been recognized with the Excellence in County Government Award by the Minnesota Association of County Administrators and the Manager of the Year Award by the Minnesota City/County Management Association. Mr. Unmacht has also served as President of the Minnesota City/County Management Association.

### ***Education***

Drake University, Des Moines, Iowa

Master of Public Administration

Wartburg College, Waverly, Iowa

Bachelors in Business Administration and Political Science

### ***Affiliations***

International City Management Association

Minnesota City/County Management Association

### ***Professional***

Credentialed Manager, ICMA Management Certification

Participant, Senior Executive Institute, University of Virginia

**APPENDIX II**  
**Sample Consulting Contract**

## AGREEMENT FOR EXECUTIVE SEARCH SERVICES

THIS AGREEMENT is made as of the \_\_\_\_ day of \_\_\_\_\_ 2011, by and between, the Village of Howard, Wisconsin ("Client") and Springsted Incorporated ("Consultant").

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

NOW, THEREFORE, the parties hereto agree as follows:

1. Services. Consultant shall provide executive search services to assist the Client with the recruitment and selection of a Village Administrator consistent with the scope of services contained in Consultant's proposal dated February 24, 2011. The proposal is provided in Attachment \_\_\_\_ and hereby made a part of this Agreement.
2. Compensation. The Client shall compensate the Consultant for these services at a professional fee of \$\_\_\_\_\_ and out of pocket expenses of \$\_\_\_\_\_, in the manner set forth in the February 24, 2011 proposal.
3. Term and Termination. This Agreement shall commence as of the date hereof, and shall continue until terminated by either party by written notice given at least 60 days before the effective date of such termination, provided that no such termination shall affect or terminate the rights and obligations of each of the parties hereto with respect to any project, whether or not complete, for which the Consultant has provided services prior to the date that it received such notice.
4. Indemnification; Sole Remedy. The Client and the Consultant each hereby agree to indemnify and hold the other harmless from and against any and all losses, claims, damages, expenses, including without limitation, reasonable attorney's fees, costs, liabilities, demands and cause of action (collectively referred to herein as "Damages") which the other may suffer or be subjected to as a consequence of any act, error or omission of the indemnifying party in connection with the performance or nonperformance of its obligations hereunder, less any payment for damages made to the indemnified party by a third party. Notwithstanding the foregoing, no party hereto shall be liable to the other for Damages suffered by the other to the extent that those Damages are the consequence of: (a) events or conditions beyond the control of the indemnifying party, including without limitation changes in economic conditions; (b) actions of the indemnifying party which were reasonable based on facts and circumstances existing at the time and known to the indemnifying party at the time the service was provided; or (c) errors made by the indemnifying party due to its reliance on facts and materials provided to the indemnifying party by the indemnified party. Whenever the Client or the Consultant becomes aware of a claim with respect to which it may be entitled to indemnification hereunder, it shall promptly advise the other in writing of the nature of the claim. If the claim arises from a claim made against the indemnified party by a third party, the indemnifying party shall have the right, at its expense, to contest any such claim, to assume the defense thereof, to employ legal counsel in connection therewith, and to compromise or settle the same, provided that any compromise or settlement by the indemnifying party of such claim shall be deemed an admission of liability hereunder. The remedies set forth in this paragraph shall be the sole remedies available to either party against the other in connection with any Damages suffered by it.
5. Confidentiality; Disclosure of Information.
  - a. Client Information. All information, files, records, memoranda and other data of the Client which the Client provides to the Consultant or which the Consultant becomes aware of in the performance of its duties hereunder ("Client Information") shall be deemed by the parties to be the property of the Client. The Consultant may disclose the Client Information to third parties in connection with the performance by it of its duties hereunder.
  - b. Consultant Information. The Client acknowledges that in connection with the performance by the Consultant of its duties hereunder, the Client may become aware of internal files, records, memoranda and other data, including without limitation computer programs of the Consultant ("Consultant

Information"). The Client acknowledges that all Consultant Information, except reports prepared by the Consultant for the Client, is confidential and proprietary to the Consultant, and agrees that the Client will not, directly or indirectly, disclose the same or any part thereof to any person or entity except upon the express written consent of the Consultant.

6. Miscellaneous.

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

If to the Client:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

If to the Consultant, to:

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

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

FOR CLIENT

SPRINGSTED Incorporated

\_\_\_\_\_  
\_\_\_\_\_

Name, Title

\_\_\_\_\_  
\_\_\_\_\_

Mr. Joseph M. Murray, Vice President/Client Representative

**APPENDIX III**  
**Sample Certificate of Insurance**



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
1/20/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Horizon Agency, Inc. 6500 City West Pkwy #100 Eden Prairie, Minnesota 55344	Phone: (952)944-2929 Fax: (952)944-3091	<b>CONTACT NAME:</b> Jane Doerfler <b>PHONE (A/C, No, Ext):</b> <b>E-MAIL ADDRESS:</b> <b>PRODUCER CUSTOMER ID #:</b> SPRI04	<b>FAX (A/C, No):</b>
<b>INSURED</b> Springsted Incorporated, Springsted Investment Advisors, Inc. 380 Jackson Street #300 St. Paul, MN 55101	<b>INSURER(S) AFFORDING COVERAGE</b>		
	<b>INSURER A:</b> Federal Insurance Company	<b>NAIC #</b> 20281	
	<b>INSURER B:</b> Executive Risk Indemnity Inc.	<b>NAIC #</b> 35181	
	<b>INSURER C:</b>		
	<b>INSURER D:</b>		
	<b>INSURER E:</b>		
	<b>INSURER F:</b>		

**COVERAGES**

CERTIFICATE NUMBER: 881

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

NSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<b>GENERAL LIABILITY</b> <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			35342568	8/11/2010	8/11/2011	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000	
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			73234006	8/11/2010	8/11/2011	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$	
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> DEDUCTIBLE RETENTION \$ 0			79764838	8/11/2010	8/11/2011	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$ \$	
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <input checked="" type="checkbox"/> N/A			71646620	8/11/2010	8/11/2011	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000	
B	Errors & Omissions \$25,000 Deductible			82079210	1/14/2011	1/14/2012	Each claim 2,000,000 Aggregate 2,000,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

**CERTIFICATE HOLDER**

Holder's Nature of Interest : Certificate Holder

"For Informational Purposes Only"

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**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Robert R. Kirschbaum*