

Letter of Interest and Statement of Qualifications

City of Dania Beach, FL

Executive Search Firm – City Manager, RLI No. 18-004

February 20, 2018

Springsted | Waters
9229 Ward Parkway, Suite 104
Kansas City, Missouri 64114

Art Davis, Senior Vice President
adavis@springsted.com
(816) 868-7042

Remittance Address
380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101-2887

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LETTER OF INTEREST

February 20, 2018

Ms. Louise Stilson, City Clerk
City of Dania Beach
100 West Dania Beach Boulevard
Dania Beach, FL 33004

Re: **Request for Statement of Qualifications to Provide Executive Search Firm – City Manager
RLI No. 18-004**

Dear Ms. Stilson,

I appreciate the opportunity to submit our letter of interest and statement of qualifications for executive recruitment services for the City of Dania Beach's next City Manager. Our extensive experience in providing executive recruitment services to cities, counties and other public-sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Dania Beach.

- **Commitment to a Successful Recruitment is Guaranteed** – Springsted | Waters (S|W) will be aggressive and responsive to you - the client - and with prospective applicants using an approach of “*doing whatever it takes to get the job done right!*” Please notice our “Triple Guarantee” referenced in this Statement of Qualifications;
- **Focused Strategy for Success** – S|W recommends advertising and recruiting nationally, but would also focus on making contact with local government management professionals that are currently working in the Southeast, believing that a regional focus can sometimes bring in candidates more knowledgeable about the nuances of working in Florida and this part of the Country;
- **Talented and Experienced Recruitment Consultants** – S|W's recruitment team is outstanding! S|W has provided executive recruitment and human resources related services to local governments for over 30 years. Our team has had tremendous success working on recent recruitments throughout the country and we encourage you to contact our references. The professional experience of our consultants includes three former city managers/administrators, a former police chief and a former superintendent of schools. The result – a cohesive and highly experienced consultant team that possesses a thorough and detailed understanding of the leadership, experience, training and certifications required for this position, which ultimately benefits the client with a more targeted and qualified pool of candidates;

- **Video Interviews to Screen Semi-finalists** – S|W will use an on-line video interview process to assist City Commissioners in narrowing down semi-finalists to a smaller group of finalists as part of the all-inclusive fee. This will assist the City in screening candidates and could possibly reduce costs by eliminating unnecessary travel expenses for on-site interviews;
- **Leadership Assessment of Finalists** – S|W will conduct a strengths assessment and management / leadership style testing, which some may refer to as “*personality and behavioral testing*.” This assessment is completed on-line by the finalists prior to on-site interviews and determines if a candidate’s management style matches the Profile created by the City in an effort to find the “ideal” candidate and determine whether each candidate is a good fit for the organization and community;
- **Comprehensive Vetting of Finalists (Includes Social Media Search)** – S|W’s multiple layered vetting process of screening candidates provides a qualified pool of individuals to consider with not only the skills and experience desired, but most importantly, a leadership and management style that best fits the organization and community. The screening process includes detailed candidate questionnaires, video interviews, leadership and strengths assessment, and a comprehensive candidate background review (*e.g., criminal, civil, driving record, academic and employment verification, a Nexus search with a comprehensive report on each candidate’s media and on-line presence, and a comprehensive reference report on all finalists prior to interviews occurring*);
- **Commitment to Pursue a Diverse Pool of Candidates** – S|W will take responsibility for ensuring diversity in our candidate pools. In these recruitments, we will use our established networks to make direct and personal contact with prospective minority and female candidates and encourage them to consider an opportunity with the City. Springsted | Waters is a WBE; and,
- **On-line Candidate Application and Communication System** – S|W utilizes a proprietary online application system exclusively licensed to facilitate talent management for our clients. The system has been designed to customize applicant flow and tracking, allowing for ease of communication with applicants and an ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location, specific experience, expertise and qualifications.

Finding candidates with the desired levels of experience and specific knowledge of local government management trends can sometimes be challenging. Of equal importance, we want to ensure that your next City Manager is a “great fit” for your organization and community. My background as a former city manager and 13 years of experience in recruiting municipal executives and leaders around the country will provide valuable insight for the City of Dania Beach City Commissioners throughout this recruitment process. The statement of qualifications will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at (816) 868-7042 or by email at adavis@springsted.com. Our Team would consider it a professional privilege to provide these services to the City of Dania Beach.

Respectfully submitted,

A handwritten signature in blue ink that reads "Art Davis" followed by a stylized flourish.

Art Davis, Senior Vice President
Consultant

City of Dania Beach, FL
Statement of Qualifications to Provide
Executive Search Firm – City Manager

1. Contact Information

Springsted | Waters
9229 Ward Parkway, Suite 104
Kansas City, Missouri 64114
Office: 816-333-7200
Fax: 816-333-7299

Recruitment Project Team

Recruitment Project Team Leader

Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: adavis@springsted.com

Mr. Chuck Rohre, Executive Vice President

Direct Phone: (214) 466-2436

Email: crohre@springsted.com

**Mr. Rollie Waters, Special Advisor
and Consultant**

Direct Phone: (214) 466-2424

Email: rwaters@springsted.com

Ms. Patricia Heminover, Senior Vice President

Direct Phone: (651) 223-3058

Email: pheminover@springsted.com

Ms. Sharon Klumpp, Senior Vice President

Direct Phone: (651) 223-3053

Email: sklumpp@springsted.com

Ms. Anne Lewis, Senior Vice President

Direct Phone: (804) 726-9748

Email: alewis@springsted.com

Ms. Jenelle McDonald, Project Coordinator

Direct Phone: (214) 466-2445

Email: jmcdonald@springsted.com

Arthur (Art) Davis

Senior Vice President and Consultant

Arthur (Art) Davis is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining S|W, Art successfully launched and expanded his own company over the course of 10 years. Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art served as Associate Director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region. One of his responsibilities during his tenure at the Civic Council was to organize efforts to revitalize Downtown Kansas City, Missouri. Art coordinated a strategic and master planning process involving hundreds of stakeholders, which resulted in the establishment of development of strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years, Art served as City Administrator of Lee’s Summit, Missouri, a city recognized as the “fastest growing” city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, where he served as Assistant to the Mayor of Dallas.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

Professional Accomplishments and Education

Art received his Bachelor of Arts degree in political science and public administration from William Jewell College and his Masters of Public Administration from the University of Kansas.

He has led and participated in a wide variety of community initiatives and served on nonprofit boards throughout his career. Art was presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration.

Charles A. (Chuck) Rohre***Executive Vice President/Manager of Executive Recruitment and Consultant***

Chuck Rohre is an Executive Vice President and the Manager of Springsted | Waters, the executive recruitment practice of the Springsted Group. Based in Dallas, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career, Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public-sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states. He has led over 350 recruitment engagements in 24 states for key executives such as City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors, as well as Executive Directors of not for profit and quasigovernmental organizations. The clients range from as small as 2,500 to as large as 1,300,000 in population. He has also conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees. He has earned the designation of Certified Behavior Analyst by TTI, Inc.

Areas of Expertise

- Executive Recruitment
- Background Investigations
- Behavioral Analysis
- Career Development
- Strategic Planning
- Organizational Assessment

Professional Accomplishments and Education

Chuck received his bachelor's degree from the Dallas campus of Abilene Christian University and his Master's degree in Human Relations and Management from the same institution. He has completed advanced management training at the Institute for Law Enforcement Administration in Plano and now serves on its adjunct faculty and advisory board. Chuck completed the Federal Bureau of Investigation's prestigious LEEDS course at Quantico, Virginia. He is a veteran of the United States Army, serving in the United States and the Republic of Vietnam.

Rollie Waters

Special Advisor and Consultant

Rollie Waters is a Special Advisor and Consultant to Springsted | Waters. Until the end of 2017, he served as the Executive Vice President of Springsted | Waters, and now advises on selected assignments and utilization of proprietary candidate assessment instruments. Since 1976, Rollie has been a management consultant to private and public-sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for Innovation, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), and the International Personnel Management Association (IPMA-HR), among others.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed to attract the right candidates that fit the client organization's needs. Rollie has been widely published in national journals and magazines focusing on human resource challenges.

Areas of Expertise

- Executive Recruitment
- Web-Based Compensation Support
- Management Development
- Competency-based Systems and Development Systems
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Succession Planning

Professional Accomplishments and Education

Rollie is a Strategic Partner with the International City/County Managers Association, International Management Consultants and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. Rollie has an extensive background in the behavioral sciences and strategic planning. He received his MBA at Pepperdine University and his Bachelor of Science degree in Psychology from the University of South Carolina. In addition, he is a Certified Management Consultant (CMC) awarded by the Institute of Management Consultants USA.

Patricia (Patty) Heminover

Senior Vice President and Consultant

Patty Heminover is a Senior Vice President and Consultant with Springsted | Waters. She has 19 years of public education experience. Prior to joining S|W she was a Client Representative for Springsted Incorporated for seven years. She has also served as superintendent of South St. Paul Schools in South St. Paul, Minnesota. Patty brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Patty has facilitated discussions with legislators at the state level regarding education funding, securing \$1 Million of new funding for South St. Paul Schools. Her understanding of human resources and finance and her experience working with governing boards comes from having served seven years as the South St. Paul Schools' Director of Human Resources and Finance, prior to serving as the district's superintendent. She also served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its Director of Human Resources and Business Services for six years.

Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota.

Professional Accomplishments and Education

Education

Minnesota State University, Mankato, Minnesota
Masters of Education Administration

Minnesota State University, Mankato, Minnesota
Bachelor of Science in Consumer Science,
Business Administration

University of Saint Thomas, Saint Paul, Minnesota

Mini MBA Program, Human Resources
Management

Affiliations

Minnesota Association of School Administrators
American Association of School Administrators
Minnesota Association of School Business
Officials
River Heights Chamber of Commerce, Member
State Negotiators Association

Certifications

Human Resource Certificate, University of Saint
Thomas
Superintendents Licensure, State of Minnesota

Sharon G. Klumpp

Senior Vice President and Consultant

Sharon Klumpp is a Senior Vice President and Consultant with Springsted | Waters. Sharon has extensive experience 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.

Sharon has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area, 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.

Sharon 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.

Professional Accomplishments and Education

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

Anne Lewis

Senior Vice President and Consultant

Anne Lewis is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining S|W, Anne served as the Deputy City Manager for the City of Harrisonburg, Virginia as well as the Assistant City Manager for the City of Winchester, Virginia. Over the last 15 years, her experience in municipal government has also included positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority Executive Director, Housing Director, Transit Director and Convention & Visitors Bureau Executive Director.

Areas of Expertise

- Recruiting
- Emergency Management
- Human Resources Management
- Public Transportation
- Strategic Planning
- Planning and Community Development

Professional Accomplishments and Education

Anne received her Bachelor's degree in Business Administration and Management, her Master of Science in Organizational Leadership and Public Administration, as well as a Graduate Certificate in Public Management, all from Shenandoah University in Winchester, Virginia. She is also a Senior Executive Institute and LEAD graduate of the Weldon Cooper Center for Public Service at the University of Virginia. As a member of the International City/County Management Association (ICMA), she is a graduate of the 2008 class of Leadership ICMA and achieved the status of Credentialed Manager. She has been a part of the Task Force on Women in the Profession as well as the Task Force on Internship Guidelines. She is a member and served on the Executive Board of the Virginia Local Government Management Association (VLGMA).

Jenelle McDonald
Project Coordinator

Jenelle McDonald is a Project Coordinator with Springsted | Waters. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process as well as providing administrative support to Executive Vice President, Rollie Waters.

In this role, Jenelle designs/develops recruitment brochures coordinates communications with candidates, processes resume and distributes candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistical issues. She assists the consultants in scheduling semifinalist interviews, submitting profiles for background checks and education verification, as well as notifying the finalists of project status. Her responsibilities extend to editing presentations, advertisement placements and general office administration.

Professional Accomplishments and Education

Jenelle is a very task oriented professional with over 13 years of experience in office administration – at least six of those years have been spent in executive level support and two have been spent in human resources administration. She also has over eight years of experience in sales and marketing including over seven years overseeing employees. The majority of this experience began in branch banking as a Financial Sales Supervisor where, in addition to managing day to day branch operations, she also took on the role of coordinating the branch's business development. She went on to merchant services as the Client Relations Executive where she also filled the role of Commissions Analyst with the human resource department. This dual-position entailed managing client escalations, analyzing and adjusting pricing structures, contract negotiation, monitoring non-compete agreements, and the paying and reversal of commissions. Prior to joining S|W, Ms. McDonald was involved in real estate investment as the Operations Manager. In this position, she managed the renovation and budgets of over 200 single family homes and provided administrative support once the properties were tenant occupied.

Jenelle has an Associates of Applied Sciences in Financial Operations and an Associates in Business Administration. She is currently pursuing her bachelor's degree in General Business at Arlington Baptist College.

2. Brief History of the Firm

The Executive Recruitment Division of Waters Consulting merged with Springsted Incorporated in May 2014, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Our firm name, Waters & Company, has recently been changed to Springsted | Waters (S|W) to more clearly reflect the connection to and support from the Springsted group of companies. Springsted Incorporated, our parent company, has been a Women Business Enterprise since 1993. Three employee-owners lead the Springsted group of firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Chicago, Illinois; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Atlanta, Georgia; and Denver, Colorado.

S|W has a team of seven recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the City of Dania Beach organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City's expectations. Since 2013 our combined consultant team has conducted more than 407 executive recruitments.

The S|W Recruitment Project Team will partner with the City Commission and designated staff as your technical advisor to ensure that the recruitment process for your next City Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the S|W Recruitment Project Team to draw upon S|W's and Springsted's 50-plus years of service to the public sector and to leverage S|W's experience and capacity to focus nationwide to find the most qualified candidates.

3. Recent Recruitments

References

The following references are for executive recruitments completed during the last 24 months by Recruitment Project Team Leader Art Davis. Please feel free to contact any of these references to ask about the quality of our work.

Manatee County, FL (Pop. 342,106)

County Administrator Recruitment (2017) & Dir. of Redevelopment (2016)

Mr. Rodney D. Barnes, HR Director

941-748-4501 ext. 3813

Rodney.Barnes@mymanatee.org

City of Oldsmar, FL (Pop. 14,000)

City Manager Recruitment (2017)

Mr. Dean O'Nale, Fire/EMS Chief

Recruitment Project Leader for City of Oldsmar

813-749-1200

donale@myoldsmar.com

City of Gainesville, FL (Pop. 132,000)

Clerk of the Commission Recruitment (2017)

Ms. Eugenia Allen-Mercado, Human Resources Director

352-334-5077

AllenEC@cityofgainesville.org

Pinellas County, FL (Pop. 929,048)

Human Resources Director (2016)

Dr. Ricardo Davis, Chair, Unified Personnel System Board

(Final Hiring Authority for HR Director; County Administrator Mark Woodard was Chair of the Screening Committee that forwarded recommendations for finalists to the Personnel Board)

727-464-3485

rick.davis27@verizon.net

City of El Dorado, KS (Pop. 13,000)

City Manager Recruitment (2017)

Mr. Vince Haines, Mayor

316-323-2535

vhaines@eldoks.com

City of Norwalk, IA (Pop. 10,000)

City Manager Recruitment (2017)

Tom Phillips, Mayor

515-771-8078

mayor@norwalk.iowa.gov

Lancaster County, SC (Pop. 85,842)

County Engineer Recruitment (2017) & Director of Economic Development (2016)

Mr. John L. Weaver, County Attorney

803-416-9426

jweaver@lancastercountysc.net

Olathe, KS (Pop. 135,000)

Planning Director Recruitment (2017)

Mr. Michael Wilkes, City Manager

913-971-8701

jmwilkes@olatheks.org

Allegan County, MI (Pop. 112,531)

Finance Director Recruitment (2017)

Ms. Vickie Herzberg, HR Director

269-673-0451

vherzberg@allegancounty.org

Grand Rapids, MI (Pop. 210,000)

Fire Chief Recruitment (2016)

Ms. Mari Beth Jelks, Dir. of Admin. Services & HR Director

616-456-3166

mjelks@grand-rapids.mi.us

List of Relevant City Administration Executive Recruitments: 2015 - 2017

Year	Client	St	Recruitment	Pop	Name	Phone	Email
2015	Bemidji	MN	City Manager	14,435	Murphy, Kay	218-759-3570	kay.murphy@ci.bemidji.mn.us
2015	Big Lake	MN	City Administrator	10,298	Danielowski, Raeanne	763-263-3801	cook113@aol.com
2015	Brooklyn Park	MN	City Manager	78,373	Lunde, Jeffrey	763-242-1555	Jeffrey.Lunde@brooklynpark.org
2015	Coon Rapids	MN	City Manager	62,103	Stemwedel, Matt	763-767-6486	mstemwedel@coonrapidsmn.gov
2015	Cottage Grove	MN	City Manager	35,399	Bailey, Myron	651-459-4734	myronbailey@aol.com
2015	Davidson	NC	Town Manager	11,750	Shaul, Cristina	704 940-9602	cshaul@townofdavidson.org
2015	Diboll	TX	City Manager	5,323	McClain, John	936-829-4757	jmcclain@cityofdiboll.com
2015	Fairfield County	SC	County Administrator	23,109	Pickett, Sheila	727-464-3000	sheila.pickett@fairfield.sc.gov
2015	Golden Valley	MN	City Manager	20,845	Knauss, Chantell	763-593-8096	cknauss@goldenvalleymn.gov
2015	Grand Junction	CO	City Manager	59,778	Moore, Tim	970-244-1508	tmoore@gjcity.org
2015	Kingsville	TX	City Manager	26,312	Gonzalez, Diana	361-595-8017	dgonzalez@cityofkingsville.com
2015	Manassas	VA	Deputy City Manager	41,705	Pate, Patrick	703-257-8212	citymanager@ci.manassas.va.us
2015	Monument	CO	Town Manager	5,817	Smith, Pamela	719-884-8045	psmith@townofmonument.net
2015	Sachse	TX	City Manager	22,026	Nash, Gina	469-429-4770	gnash@cityofsachse.com
2015	Scandia	MN	City Administrator	3,936	Soltis, Neil	651-433-2274	n.soltis@ci.scandia.mn.us
2015	Shakopee	MN	City Administrator	39,167	Tabke, Brad	952-233-9300	btabke@ci.shakopee.mn.us
2015	Socorro	TX	City Manager	32,517	Rodarte, Adriana	915-209-9945	citymanager@co.socorro.tx.us
2015	Virginia Beach	VA	City Manager	448,479	Hilliard, Regina	757-385-8381	RHilliard@vbgov.com
2015	Warrenton	VA	Town Manager	9,862	Duggan, Powell	540-347-9223	powell@powellduggan.com
2015	West Jordan	UT	City Manager	110,077	Gardner, Jonathan	801-569-5165	jong@wjordan.com
2015	Westminster	CO	City Manager	109,169	Mitchell, Debbie	303-658-2155	dmitchell@westminster.us
2015	Williamsburg	VA	City Manager	15,206	Haulman, Clyde	757-220-6100	chaulman@williamsburgva.gov
2016	Brooklyn Center	MN	Deputy City Manager	30,712	Wick, Kelli	763-469-3302	kwick@ci.brooklyn-center.mn.us
2016	Cary	NC	Town Manager	151,088	Poole, Renee	(919) 469-4373	renee.poole@townofcary.org
2016	Twp of Kalamazoo	MI	Township Manager	20,918	Reid, Ronald	269-381-8083	supervisor@ktwp.org
2016	Christiansburg	VA	Town Manager	21,533	Helms, Barry	540-382-6128	bhelms@christiansburg.org
2016	Circle Pines	MN	City Administrator	4,953	Keinath, Jim	763-784-5898	jkeinath@ci.circle-pines.mn.us
2016	Commerce	TX	City Manager	8,276	Muse, Ned	903-886-1130	ned.muse@commercetx.org
2016	Crested Butte	CO	Town Manager	1,519	Crank, William	970-275-7938	wcrank@crestedbutte-co.gov
2016	Deerfield Beach	FL	Asst City Manager	78,041	Hanson, Burgess	954-480-4415	web.citymgr@deerfield-beach.com
2016	Denton	TX	City Manager	123,099	Smith, Karen	940-349-7100	karen.smith@cityofdenton.com
2016	Dumfries	VA	Town Manager	5,168	Foreman, Gerald	703-221-3409	hongforeman@dumfriesva.gov
2016	Fredericksburg	VA	City Manager	28,132	Bell, Robert	540-372-1028	rbell@fredericksburgva.gov
2016	Greensboro	NC	Asst City Manager	279,639	Crotts, Susan	336-373-4389	susan.crotts@greensboro-nc.gov
2016	Hayden	CO	Town Manager	1,801	Tuliszewski, Greg	970-276-3741	greg.tuliszewski@haydencolorado.org
2016	Jersey Village	TX	City Manager	7,862	Coody, Lorri	713-466-2102	
2016	Mankato	MN	Deputy City Manager	40,641	Hentges, Patrick	507-387-8695	phentges@mankatomn.gov
2016	Medford	OR	City Manager	77,677	O'Neal, Lynette	541-774-2089	lynette.oneal@cityofmedford.org
2016	Mooresville	NC	Town Manager	34,887	Gambill, Stephen	704-663-6327	sgambill@ci.mooresville.nc.us
2016	Moorhead	MN	City Manager	39,398	Wenger, Jill	218-299-5304	jill.wenger@ci.moorhead.mn.us
2016	Moose Lake	MN	City Administrator	2,787	Shaw, Ted	218-485-4010	tshaw@ci.mooselake.mn.us
2016	North Branch	MN	City Administrator	10,087	Hill, Richard	651-277-5230	richardh@ci.north-branch.mn.us
2016	Norwalk	IA	City Manager	9,639	Isley, Erika	515-238-0431	Erikal@norwalk.iowa.gov
2016	Roswell	NM	City Manager	48,611	Phillips, Jonathan	575-624-6700	j.phillips@ROSWELL-NM.COM
2016	Shakopee	MN	Asst City Admin	39,167	Reynolds, William	952-233-9311	breyolds@shakopeemn.gov
2016	Virginia	MN	City Administrator	8,661	Cuffe, Larry	218-748-7500	cuffel@virginiamn.us
2016	Warsaw	VA	Town Manager	1,498	Milstead, Mark	804-333-3737	
2016	Wayzata	MN	City Manager	4,217	Nelson, Heidi	952-404-5309	hnelson@wayzata.org
2016	Williamsburg	VA	Asst City Manager	15,206	Collins, Marvin	757-220-6100	mcollins@williamsburgva.gov

List of Relevant City Administration Executive Recruitments: 2015 - 2017

Year	Client	St	Recruitment	Pop	Name	Phone	Email
2017	Berthoud	CO	Town Administrator	5,807	Hart, Mike	970-532-2643	mhart@berthoud.org
2017	Christiansburg	VA	Town Manager	21,533	Barber, Michael	540-381-0060	mbarber@christiansburg.org
2017	Cloquet	MN	City Administrator	12,050	Barclay, James	218-879-3347	jbarclay@ci.cloquet.mn.us
2017	Dickinson	TX	City Administrator	19,595	Masters, Julie	281-337-6202	mayor@ci.dickinson.tx.us
2017	El Dorado	KS	City Manager	12,852	Haines, Vince	316-321-9100	vhaines@eldoks.com
2017	Glenview	IL	Village Manager	45,417	Kuechler, Sarah	847-904-4370	jpatterson@glenview.il.us
2017	Lake Havasu City	AZ	City Manager	53,743	Palbicki, Shirlee	928-453-4143	palbickis@lhcaz.gov
2017	Littleton	CO	City Manager	44,275	Bruski, Ruth	303-795-3902	ewonsavage@littlegov.org
2017	Manassas Park	VA	City Manager	16,149	Crowhurst, Dean	703-335-8800	MPCityAttorney@verizon.net
2017	Morehead City	NC	City Manager	9,203	Jones, Gerald	252-726-6848	mayorjones@bizec.rr.com
2017	Mounds View	MN	City Administrator	12,525	Ericson, Jim	763-717-4001	Jim.Ericson@ci.mounds-view.mn.us
2017	Oldsmar	FL	City Manager	13,913	O'Nale, Dean	813-749-1200	donale@myoldsmar.com
2017	Manatee County	FL	County Administrator	342,106	Barnes, Rodney	941-748-4501	Rodney.barnes@mymanatee.org
2017	Orono	MN	City Administrator	8,009	Walsh, Dennis	612-414-5055	dwalsh2@ci.orono.mn.us
2017	Riviera Beach	FL	City Manager	33,263	Davis, Bruce	561-840-4874	bdavis@rivierabch.com
2017	Rochester	MN	City Manager	110,742	Hillenbrand, Linda	507-328-2555	lhillenbrand@rochestermn.gov
2017	Township of Roxbury	NJ	Township Manager	23,324	Rhead, Amy	973-448-2001	rheada@roxburynj.us
2018	Addison	TX	City Manager	15,407	Hayes, Passion	972-450-2819	phayes@addisontx.gov
2018	Belle Plaine	MN	City Administrator	6,838	Meyer, Dawn	952-873-5553	dmeyer@ci.belleplaine.mn.us
Current	Avondale	AZ	City Manager	82,881	Penilla, Charlene	623-333-2218	cpenilla@avondale.org
Current	Christiansburg	VA	Town Manager	21,533	Barber, Michael	540-381-0060	mbarber@christiansburg.org
Current	Dallas	TX	City Secretary	1,258,000	Gilbert, Jaquina	214-671-9939	jaquina.gilbert@dallascityhall.com
Current	Kingman	AZ	City Manager	29,029	Walker, Jackie	928-753-5561	
Current	Maricopa	AZ	City Manager	46,903	Haggerty, Kathleen	520-316-6808	

4. Plan and Schedule

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of City Manager. The recruitment brochure will also have a profile that captures the essence of the City as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the City Commission and designated staff to discuss the required background, professional experience and management and leadership characteristics for your City Manager position. We meet individually (or collectively depending upon your preference) with members of the City Commission to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the City Manager. [See example of a recruitment brochure in Appendix I.]

The Recruitment Project Team will also work with the City of Dania Beach to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, S|W has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state,

regional and local elements as determined during our initial meetings with the City's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the position.

Advertisements for the City Manager position could be placed with:
Springsted Waters website
City of Dania Beach website
International City/County Management Association (ICMA)
National Forum of Black Public Administrators & Hispanic Forum
Florida League of Cities
Florida City & County Management Association (FCCMA)
Careers in Government (careersingovernment.com)
Springsted Waters has access to numerous contact lists, websites and listservs specific to local government managers, universities and their alumni, regional councils of government, and contact lists throughout Florida, the Southeast and Nationwide that are focused on local government professionals.

Project Milestone	Deliverables	Estimated Duration
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> Onsite interview with the City. S W will receive information regarding the City's budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	2 Weeks
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> Brochure sent to the City for final approval. Commence advertising and distribution of recruitment brochure. 	2 Weeks

Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, S|W will identify and reach out to individuals who will be outstanding candidates for the position of City Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the City Manager position. This will provide the S|W Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the City Commission and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in

the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Estimated Duration
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none"> • Online data collection and profile development. • Development of interactive searchable applicant database for recruitment of the City Manager. • S W performs direct outreach to prospective candidates identified in the recruitment strategy. • Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics. 	4 – 5 Weeks

Task III: Screening of Applicants and Recommendation of Semi-Finalists

In Task III the Recruitment Project Team, under the direction of Art Davis, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the City Commission.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the City Commission and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of the City.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Estimated Duration
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> • S W compares applications to the approved candidate profile developed in our searchable applicant database. • S W develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. • Top 10-15 candidates identified as semi-finalists. • Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, 	2 Weeks

	<p>resume and completed questionnaire of candidates to be considered.</p> <ul style="list-style-type: none"> • S W and the City review and rate video interviews. • S W sends links to City to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. • Recruitment Project Team Leader meets with City Commission to review recommended semi-finalists. City Commission select finalists for on-site interviews. 	
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Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the City Commission approves of a group of finalists for on-site interviews, S|W will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, S|W will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Educational Verification
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Estimated Duration
Finalists complete supplemental work products.	<ul style="list-style-type: none"> • Finalists complete narrative of their most significant professional achievement and a critical problem analysis. 	1 Week
Design final process with City Commission for on-site interviews with finalists.	<ul style="list-style-type: none"> • S W confirms interviews with candidates. • Travel logistics are scheduled for the candidates. 	1 – 2 Days
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> • S W completes background checks, reference checks and academic verifications for finalists. 	2 Weeks

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional

experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the City requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Estimated Duration
Final Report prepared and delivered to City.	<ul style="list-style-type: none"> Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions. 	1 Day
On-site interviews with finalists.	<ul style="list-style-type: none"> Interviews are scheduled. Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates. 	1 – 2 Days
Offer made / accepted.	<ul style="list-style-type: none"> If requested, S W participates in candidate employment agreement negotiations. S W notifies candidates of decision. S W confirms final process close out items with the City of Dania Beach. 	1 – 2 Days

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Dania Beach's City Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Springsted | Waters, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted | Waters is a WBE.

Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

CITY OF DANIA BEACH, FL EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of Tues., March 27, 2018 . <i>(Commencement of the project is contingent upon contract approval prior to the first consultant on-site visit. Actual target dates will be developed in consultation with and approved by the City Commission.</i>		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> S W completes on-site meetings with City Commission to develop profile and recruitment brochure; the City approves ad placement schedule and timeline. S W sends draft recruitment brochure to the City. City returns draft brochure (with edits) to S W. S W commences executive recruitment advertising and marketing. Online data collection and profile development. 	Mar 27 – May 15
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> S W commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. S W completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Candidates' recorded interviews are also presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. S W meets with the City on Tues., May 29th & recommends semi-finalists; City selects finalists for on-site interviews. 	May 15 – 29
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> S W completes reference checks/background checks/ academic verification on finalists. <i>(Min. 10 working days to conduct backgrounds)</i> S W sends documentation for finalists to the City. 	May 30 – June 13
On-site Interviews with finalists.	<ul style="list-style-type: none"> City conducts on-site interviews with finalists. 	Week of June 18
Employment offer made / accepted.	<ul style="list-style-type: none"> City extends offer to selected candidate. 	Week of June 25

5. Specific Services to be Provided

Art Davis will serve as the Recruitment Project Team Leader. Our proven process includes five major tasks:

- 1. Recruitment brochure development and advertising**
 - Meetings with the City's leadership and key stakeholders to understand the City of Dania Beach's needs as well as its strategic directions and expectations
- 2. Execution of recruitment strategy and identification of quality candidates**
 - Aggressive recruitment and direct contact with prospective candidates
 - Interactive searchable applicant database
 - Utilization of an applicant tracking system
- 3. Screening of applications, recommendation of semi-finalists and selection of finalists**
 - Candidate questionnaires provide in-depth information
 - Due diligence questions and review of candidate's web and internet presence
 - Management/leadership style and strengths assessment (personality and behavior analysis) to determine if there is a fit with the approved management/leadership profile established by the City Commission in order to identify the ideal candidate
 - Video interview responses provided by each semi-finalist candidate
 - Semi-finalists booklet of the top candidates
 - Selection of 3 – 5 finalists by the City
- 4. Conducting background checks (*criminal, civil, credit, and driving record*), reference checks and academic verifications**
 - Background records checks and academic verification
 - References
- 5. Final interview process**
 - Interview design, coordination, attendance and support
 - Employment offer - assistance and feedback

6. Average Years on the Job and Replacement Services

Length of Tenure for Placements

Our firm is pleased that most of the candidates selected for leadership positions remain in their role at least five years. As an example, five years represents a good tenure for city administrators and exceeds the two-year threshold indicated in the International City/County Management Association's Code of Ethics.

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this statement of qualifications. If you are unable to make a selection from the initial group of finalists, S|W will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) S|W will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

7. Fee for Service

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of S|W and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

All questions regarding the professional fees and project-related expenses should be directed to Art Davis, Senior Vice President at adavis@springsted.com or via phone at (816) 868-7042.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
	<i>TOTAL ALL-INCLUSIVE PROFESSIONAL FEE</i>	<i>\$24,500</i>

OPTIONAL SERVICES FOR CONSIDERATION	FEES
At the City's option, S W will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new Manager. This survey is completed by community leaders, citizens, and City employees and would alter the project timeline.	<i>\$1,650</i>
On rare occasions, S W is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. S W will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	<i>\$220 per hour plus expenses</i>

APPENDIX I

Sample Brochure



THE CITY OF OLDSMAR, FLORIDA

IS SEEKING ITS NEXT

CITY MANAGER



THE COMMUNITY

A charming and historic community of nearly 15,000 spread over 10 square miles, Oldsmar is uniquely located along the serene northern shoreline of Tampa Bay, between metropolitan Tampa and the famed west central Florida Gulf beaches. The water-front vistas mirror the “Old Florida” ambiance that can be visualized with Oldsmar’s landscaped boulevards, abundant parks, and a 300-acre wilderness preserve. With over 40% of the City dedicated to recreational parks and preserves, residents enjoy many scenic waterfront parks and eco-explore Oldsmar along a 10-mile trail connection. There are floating docks, natural beaches, small boat and kayak/canoe launches, plus an abundant number of amenities with 11 parks, a Senior Center, Public Library, and Recreation Center to provide non-stop activities year-round.

The City was founded in 1916 by Ransom Eli Olds, the inventor of Oldsmobile and REO cars. Oldsmar defies the age-old adage that bigger is always better, because it has managed to create a thriving business environment that is also widely recognized as a great place to live. In part, this is because Oldsmar residents, recreational enthusiasts, and those employed in the community are only 20 minutes from two international airports, shopping, dining, professional sports venues, universities, hospitals, golf resorts, and the Gulf coast. Oldsmar is also home to an outstanding outdoor multi-sport athletic complex, along with only one of four BMX Supercross Tracks in the country, where world class athletes train year-round in preparation for the Olympic Games. There are 55,000 vehicles traveling daily through Oldsmar that is home to 925 businesses, and a daytime population nearly double the resident population. Major employers include Nielsen Media Research, Lockheed Martin Tactical, and Osgood Industries, and United Health Care to name a few. The location of a CXS rail line through the city along with other significant long-term planning initiatives have provided significant opportunities for the community to prosper.





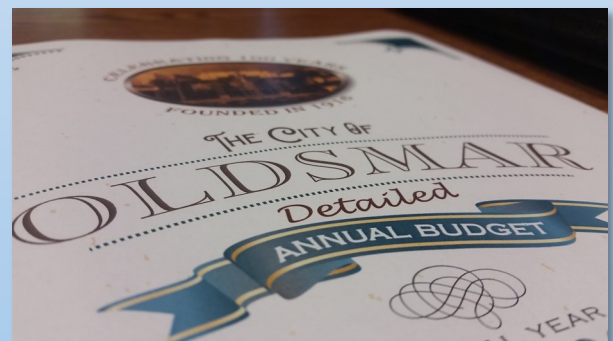
THE ORGANIZATION

CITY OF OLDSMAR—STRATEGIC VISION

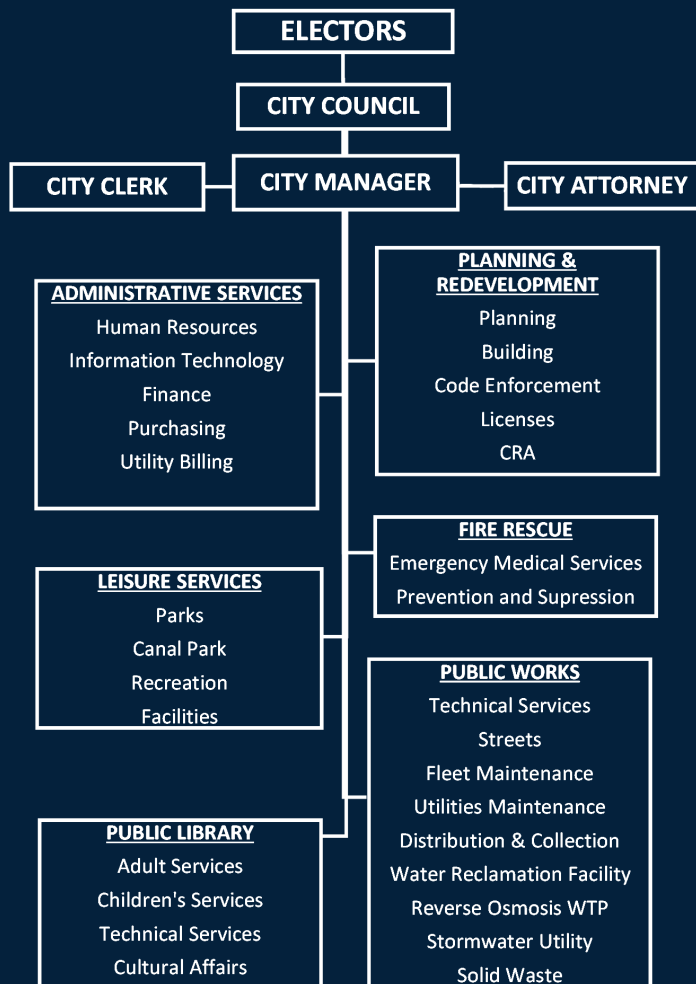
Partnering with families, businesses and visitors to make Oldsmar a creative, vibrant and thriving community.

The City of Oldsmar has a longstanding reputation of stable governance and for supporting and encouraging a professionally operated local government. The current City Manager is retiring after 30 years which has prompted this recruitment. The City is governed by a five-member City Council consisting of the mayor, vice-mayor and three councilmembers, all serving three year terms. The City Manager is one of three charter officials appointed by the City Council (includes City Attorney and City Clerk) and serves as the City's chief administrative officer carrying out the Council's policies and directives. The City Manager hires and supervises all department directors and is responsible for preparing and managing the City's annual budget process. The position also provides general oversight for Oldsmar's Community Redevelopment Agency (CRA) that is focused on the redevelopment of the Town Center area, including Olds Square and other downtown development. The City has 145 full-time employees throughout 7 departments offering a wide array of public services, including street construction and maintenance, water and sewer utilities, disaster preparedness, planning and redevelopment, parks and recreation, administrative services, and fire rescue that are all funded by a \$30.5 million combined funds budget. Law enforcement services are provided by the Pinellas County Sheriff's Office.

- A link to the City's Charter can be found by clicking: [Charter](#)
- A link to the 2016/2017 Budget can be found by clicking: [Fiscal Year 2016-2017 Budget](#)



CITY-WIDE ORGANIZATIONAL CHART



MISSION STATEMENT

To provide leadership, innovation, environmental stewardship and excellent services in partnership with the community.

THE POSITION

The City of Oldsmar is seeking a leader with vision, a record of transparency, and an individual of high integrity. The ideal candidate must be able to communicate effectively with residents, civic and business leaders, employees, and the City Council. Experience in municipal finance, budgeting, and economic development is a priority. Candidates should also be knowledgeable about use of technology in a local government context, and have knowledge or experience with measuring city services, assessing performance from a budget perspective, and have a strong record of developing future leadership in an organization. Learning about the history of Oldsmar, and getting to know the employees and elected officials will be an advantage when building upon the positive culture that currently exists within the organization.

A Bachelor's Degree in Business Administration or Public Administration and at least 5 years' experience at a senior level management position for a local government is required. A master's degree in public or business administration is preferred. A comparable amount of training or experience may be substituted for the minimum qualifications. The selected candidate will be required to live within the City of Oldsmar.



CANDIDATE PROFILE

Prepared in consultation with the Mayor and Members of the City Council, the following list of leadership attributes, personal characteristics and management expertise is desired in the ideal candidate:

- Outstanding personal leadership and management skills, with the confidence and ability to provide a vision for the organization.
- Strong experience and knowledge in the areas of municipal finance, budget, and economic development.
- Entrepreneurial approach toward municipal government operations.
- Knowledgeable about new technologies and willing to utilize in City operations.
- Record of transparency, stability, and high integrity.
- Ability to problem solve and represent the City in complex negotiations.
- Committed to professional development, both individually and organization-wide.
- Outstanding written, oral, and verbal presentation communication skills.
- Accessible and open in communicating with the Council, with a record of providing objective and substantive recommendations.
- Ability to effectively delegate assignments and responsibilities while maintaining appropriate levels of accountability and operational control.
- Possess the "people skills" necessary to effectively communicate and establish strong relations with residents, civic and business leaders, the Council and employees.
- Strong analytical and financial acumen.
- Ability to motivate and empower the leadership team to sustain and improve the City's reputation as a stable, high-performing organization.
- Willing to connect with the area in a meaningful way by learning about the history and culture of the City, both internal to the organization and community-wide.

Oldsmar is known as the
'Hub of Tampa Bay'

CITY COUNCIL 2017- 2018 PRIORITIES

- Upgrade and improve the city building and zoning permitting processes
- Project development within the Community Redevelopment Area (CRA) with emphasis on State Street, St. Petersburg Drive and Park Boulevard
- Review, approve and implement the Oldsmar Sports Complex (Canal Park) master plan
- Develop a city-wide long-range master multi-modal transportation plan with Tampa Road pedestrian overpass feature
- Create and staff a new position of Economic Development Director
- Research and develop technology and personnel strategies for implementation to create a Connected City
- Research funding strategies and implement the Harbor Palms infrastructure replacement plan

COMPENSATION AND BENEFITS

The starting salary, based on the successful candidate's qualifications and experience, will range up to \$170,000. There is also an assortment of outstanding benefits that include:

- City provided vehicle;
- 100% City paid premiums for employee medical, dental and life insurance;
- 4 weeks of vacation annually;
- Sick leave accrual at 8 hours per month;
- Annual physical;
- 10 paid holidays per year;
- \$100,000 in Life Insurance; and,
- A retirement plan that includes a City contribution of 8% annually, with employees becoming 50% vested after five years, and 100 percent vested after six years.

CURRENT AND HIGH-PRIORITY ISSUES FOR THE NEW CITY MANAGER

This list was developed in consultation with the Oldsmar City Council and is representative of what the new City Manager will encounter during the first six months on the job (not intended to be all-inclusive.)

- Implement the City Council 2017-2018 Priorities.
- Assess organizational operations and possible needs relating to:
 - ◇ Increased use of technology throughout organization;
 - ◇ Staffing levels and ability to support the City's current levels of service;
 - ◇ Capacity to better measure the effectiveness and quality of City services; and,
 - ◇ Structure necessary for supporting enhanced economic development services.
- Assess and develop a city-wide strategy to focus on and enhance customer service.
- Learn the history of Oldsmar. By understanding and knowing the residents and stakeholders in this community, the new City Manager will have an advantage when building upon the positive culture that currently exists.



APPLICATION AND SELECTION PROCESS

To apply for this exceptional opportunity, please visit our website at: <https://waters-company.recruitmenthome.com/postings/1427> to upload your resume and cover letter. This position is open until filled; however, prospective candidates are encouraged to submit their applications by **July 5, 2017**. Final interviews in Oldsmar will be offered to those candidates named as finalists by the City, with reference and background checks conducted after receiving candidates' permission. For more information, please contact Art Davis at adavis@springsted.com or 816.868.7042. For more information about the City of Oldsmar, please visit at www.myoldsmar.com.

The City of Oldsmar, Florida is an Equal Opportunity Employer and values diversity at all levels of its workforce!

Confidentiality: Under Florida's Public Records Act, information from your application is subject to public disclosure at any point in the recruitment process.



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Saint Paul, MN 55101 Fax: 651-223-3002

Serving
**LOCAL GOVERNMENT
& ORGANIZATIONS**

