

**AGREEMENT FOR SERVICES**

THIS AGREEMENT FOR SERVICES ("Agreement") is made as of the 12th day of December, 2017 ("Effective Date"), by and between the City of Maricopa, Arizona, ("Client"), and Springsted | Waters ("S|W").

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

NOW THEREFORE, the parties hereto agree as follows:

**SCOPE OF PROFESSIONAL SERVICES**

S|W will provide professional services in the area of an executive recruitment for the position of City Manager. This Agreement includes S|W's commitment to provide all elements of the recruitment process, services, and conditions described in our proposal dated December 1, 2017, and attached as Exhibit A.

Phase	Description of Professional Services
Phase I	<u>Task 1</u> – Candidate Profile Development/Advertising/Marketing (includes one day on site by Project Team Leader). <u>Task 2</u> – Identify Quality Candidates.
Phase II	<u>Task 3</u> – Screening of Applications and Submission of Recommended Semi-Finalists to Client. (includes one day onsite by Project Team Leader) <u>Task 4</u> – Reference Checks, Background Checks, and Academic Verifications.
Phase III	<u>Task 5</u> – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader).
Conclusion	Acceptance of offer by candidate.

**TERM**

This Agreement shall be effective as of the Effective Date and shall remain in effect for the period necessary for successful completion of the project. This Agreement may be terminated upon thirty (30) days prior written notice to S|W. If the Client terminates, S|W is entitled to any portion of its fee so earned.

**ALL-INCLUSIVE PROFESSIONAL FEE**

1. The all-inclusive professional fee to conduct the recruitment is \$24,500 and includes the cost of professional services by the Project Team Leader and the project support staff, and all project-related expenses such as advertising, printing, candidate background and reference checks, and travel expenses

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for on-site visits by the Project Team Leader. 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. If the Client elects to utilize the community/staff survey, there will be an additional fee of \$1,650. The Client will make payments for the project upon receipt of an invoice submitted by S|W. Payment to S|W is due upon receipt. All invoices will be forwarded to the Client for processing unless otherwise directed. For reporting purposes, S|W's tax identification number is 47-1064404.

2. 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 the final 10% upon acceptance of offer by the candidate.
3. Additional work related to the recruitment process and as specifically requested by the Client which is outside the scope of this project (i.e. additional on-site visits) will include an additional fee. The fixed professional fee for this recruitment anticipates no more than three on-site visits which include four consulting days. However, we would be pleased to provide additional on-site consulting visits for our standard daily rate of \$1,500 plus expenses.
4. S|W specifically acknowledges and agrees that in no event shall the total amount paid by Client pursuant to this agreement exceed Twenty Five Thousand and 00/100 Dollars (\$25,000) without prior City Council approval.

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#### **TRIPLE GUARANTEE**

1. A commitment to remain with the recruitment assignment until you have made an appointment for the fee and tasks quoted in the proposal. 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. Within the first two years following the date of hire, 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 solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

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#### **DEVOTION OF TIME**

S|W shall devote such time to the performance of its duties under this Agreement as is necessary for the completion of all project phases.

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**NOTICE**

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All notices hereunder shall be in writing and deemed to have been given when delivered, transmitted by first class, registered or certified mail, postage prepaid and addressed as follows:

If to Client:

CITY OF MARICOPA, ARIZONA

Attn: City Attorney

39700 West Civic Center Plaza

Maricopa, Arizona 85138

If to S|W:

SPRINGSTED | WATERS

380 Jackson Street, Suite 300

Saint Paul, MN 55101

Attention: Bonnie Matson, Managing Principal

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**ENTIRE AGREEMENT**

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This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Agreement that is not contained herein shall be valid or binding.

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**AMENDMENT**

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This Agreement may be amended by the mutual agreement of the parties hereto in writing and must be attached to and incorporated into this Agreement.

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**LEGAL CONSTRUCTION**

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In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provisions thereof and this Agreement shall be constructed as if such invalid, illegal, or unenforceable provision had never been contained herein.

Executed on the day and the year first written in this Agreement

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**MISCELLANEOUS PROVISIONS**

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1. **STANDARD OF PERFORMANCE:** While performing the services, S|W shall exercise the reasonable professional care and skill customarily exercised by reputable members of S|W's profession practicing in the Phoenix Metropolitan Area, and shall use reasonable diligence and best judgment while exercising its professional skill and expertise. S|W shall be responsible for all errors and omissions S|W commits in

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the performance of this Agreement that are a breach of this standard.

2. CONFIDENTIALITY: S|W, and any subcontractors or individuals hired by S|W to perform the services under this Agreement, shall keep any information concerning Client matters confidential and agree that they will not make any statement, give an interview or provide any information to any person, corporation or other entity, including without limitation any media source, in relation to the project or the services to be provided under this Agreement without the prior written consent of Client. S|W, and any subcontractors or individuals hired by S|W, agree not to disclose to any other person or entity (unless required by law) any confidential information concerning Client matters during and after this Agreement.
3. RECORDS: Records of S|W's labor, payroll, and other costs pertaining to this Agreement shall be kept on a generally recognized accounting basis and made available to Client for inspection on request. S|W shall maintain records for a period of at least two (2) years after termination of this Agreement, and shall make such records available during that retention period for examination or audit by Client personnel during regular business hours.
4. UNCONTROLLABLE FORCES: S|W and Client shall exert all efforts to perform their respective responsibilities under this Agreement. However, neither party shall hold the other party responsible for inability to render timely performance if such inability is a direct result of a force beyond its control, including but not limited to the following: strikes, lockouts, embargoes, failure of carriers, inability to obtain transportation facilities, acts of God or the public enemy, or other events beyond the control of the other or the other's employees and agents.
5. INDEMNIFICATION: S|W agrees to defend, indemnify, and hold harmless the City, its officials, agents and employees from any liability, claims, causes of action, judgements, damages, losses, costs or expenses, including reasonable attorney's fees resulting from any act or omission of S|W, a subcontractor or anyone directly or indirectly employed by them in the performance of the services herein contracted for by the City, and against all loss by reason of the failure of S|W, a subcontractor or anyone directly or indirectly employed by S|W to perform any obligation herein contracted for by the City. This section shall survive the expiration or early termination of the Agreement.
6. WAIVER OF TERMS AND CONDITIONS: The failure of S|W or Client to insist in any one or more instances on performance of any of the terms or conditions of this Agreement or to exercise any right or privilege contained herein shall not be considered as thereafter waiving such terms, conditions, rights or privileges, and they shall remain in full force and effect.
7. INDEPENDENT CONTRACTOR: S|W shall at all times during S|W's performance of the services retain S|W's status as independent contractor. S|W's employees shall under no circumstances be considered or held to be employees or agents of Client, and Client shall have no obligation to pay or withhold state or federal taxes or provide workers' compensation or unemployment insurance for or on

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behalf of them or S|W.

8. ARBITRATION. In the event that there is a dispute hereunder which the parties cannot resolve between themselves, the parties agree to attempt to settle the dispute by nonbinding arbitration before commencement of litigation. The arbitration shall be held under the rules of the American Arbitration Association. The matter in dispute shall be submitted to an arbitrator mutually selected by S|W and Client. In the event that the parties cannot agree upon the selection of an arbitrator within seven (7) days, then within three (3) days thereafter, S|W and Client shall request the presiding judge of the Superior Court in and for the County of Pinal, State of Arizona, to appoint an independent arbitrator. The cost of any such arbitration shall be divided equally between S|W and Client. The results of the arbitration shall be nonbinding on the parties, and any party shall be free to initiate litigation subsequent to the final decision of the arbitrator.
9. GOVERNING LAW AND VENUE: The terms and conditions of this Agreement shall be governed by and interpreted in accordance with the laws of the State of Arizona. Any action at law or in equity brought by either party for the purpose of enforcing a right or rights provided for in this Agreement, shall be tried in a court of competent jurisdiction in Pinal County, State of Arizona. The parties hereby waive all provisions of law providing for a change of venue in such proceeding to any other county. In the event either party shall bring suit to enforce any term of this Agreement or to recover any damages for and on account of the breach of any term or condition in this Agreement, it is mutually agreed that the prevailing party in such action shall recover all costs including: all litigation and appeal expenses, collection expenses, reasonable attorneys' fees, necessary witness fees and court costs to be determined by the court in such action.
10. OWNERSHIP OF RECORDS AND REPORTS: All of the files, reports, documents, information and data prepared or assembled by S|W under this Agreement shall be and remain the property of Client and shall be forwarded to Client at any time Client requires such papers.
11. NONASSIGNMENT: This Agreement has been entered into based upon the personal reputation, expertise and qualifications of S|W. Neither party to this Agreement shall assign its interest in the Agreement, either in whole or in part. Consultant shall not assign any monies due or to become due to it hereunder without the prior written consent of Client.
12. SEVERABILITY: If any part, term or provision of this Agreement shall be held illegal, unenforceable or in conflict with any law, the validity of the remaining portions and provisions hereof shall not be affected.
13. CONFLICTS OF INTEREST: The provisions of A.R.S. §38-511 relating to cancellation of contracts due to conflicts of interest shall apply to this Agreement.
14. AMERICANS WITH DISABILITIES ACT: This agreement is subject to all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and all applicable federal regulations under the Act, including 28 CFR Parts 35 and 36. (Non-Discrimination: S|W shall comply

with Executive Order 99-4, which mandates that all persons, regardless of race, color, religion, sex, age, national origin or political affiliation shall have equal access to employment opportunities, and all other applicable state and federal employment laws, rules and regulations, including the Americans With Disabilities Act. S|W shall take affirmative action to ensure that applicants for employment and employees are not discriminated against due to race, creed, color, religion, sex, age, national origin or political affiliation or disability.)

15. FEDERAL REGULATIONS: Non-Federal entities are prohibited from contracting with or making sub-awards under covered transactions to parties that are suspended or debarred or whose principals are suspended or debarred. S|W acknowledges, by signature to this agreement, that: S|W is not currently suspended or debarred from contracting with the federal government or any of its agencies or the State of Arizona or any of its political subdivisions; S|W's principals are not currently suspended or debarred from contracting with the federal government or any of its agencies or the State of Arizona or any of its political subdivisions.
16. UNDOCUMENTED WORKERS: S|W understands and acknowledges the applicability to it of the Immigration Reform and Control Act of 1986. S|W hereby warrants to Client that S|W and each of its subcontractors, if any, will comply with, and are contractually obligated to comply with, all Federal Immigration laws and regulations that relate to their employees.
17. BOYCOTT OF ISRAEL. In signing this Agreement, S|W certifies pursuant to ARS §35-393.01 that it does not participate in, and agrees not to participate in during the term of this Agreement a boycott of Israel.
18. NO KICK-BACK CERTIFICATION: S|W warrants that no person has been employed or retained to solicit or secure this Agreement upon an agreement or understanding for a commission, percentage, brokerage or contingent fee; and that no member of the City Council or any employee of the City has an interest, financially or otherwise, in S|W. For breach or violation of this warranty, Client shall have the right to annul this Agreement without liability, or at its discretion to deduct from the compensation to be paid S|W hereunder, the full amount of such commission, percentage, brokerage or contingent fee.

City of Maricopa, Arizona

By: x

Name: Gregory Rose

Title: City Manager

SPRINGSTED | WATERS

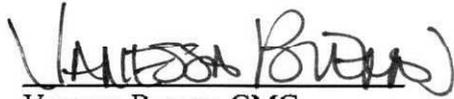
By: x

Name: Charles A. Rohre

Title: Senior Vice President

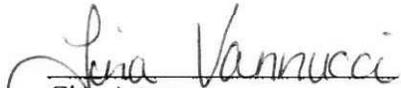
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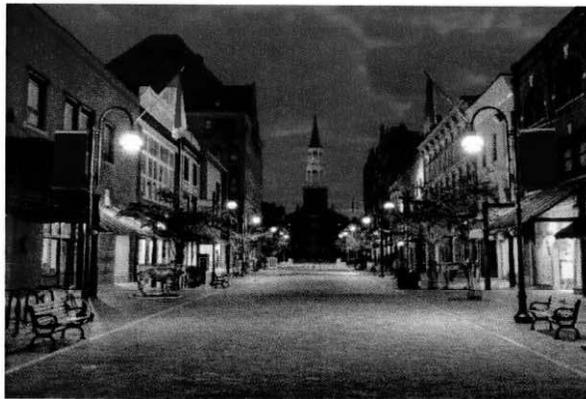
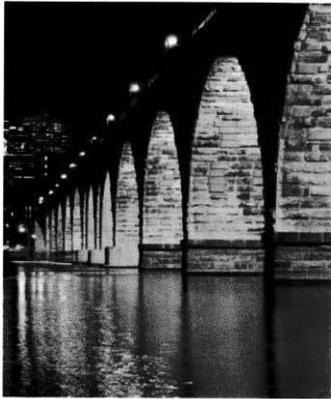


Vanessa Bueras, CMC  
City Clerk

APPROVED AS TO FORM:



Lina Vannucci  
City Attorney



# Proposal

**City of Maricopa, AZ**

Proposal to Provide Executive Search Firm Services

December 1, 2017

**Springsted | Waters**

14285 Midway Road, Suite 340  
Addison, Texas 75001

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Chuck Rohre, Senior Vice President  
[crohre@springsted.com](mailto:crohre@springsted.com)  
214-608-7477

**Remittance Address**

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

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Springsted | Waters  
14285 Midway Road, Suite 340  
Dallas, TX 75001

Tel: 972-481-1950  
Fax: 972-481-1951  
www.springsted.com

## LETTER OF TRANSMITTAL

December 1, 2017

Ms. Kathleen Haggerty, HR Director  
HR Department  
City of Maricopa  
39700 West Civic Center Plaza  
Maricopa, AZ 85138

Re: **Request for Proposal to Provide Executive Search Firm Services**

Dear Ms. Haggerty,

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of Maricopa'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 Maricopa.

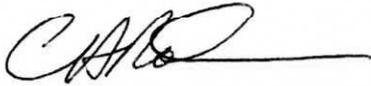
We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- If selected as an option, our web-based survey can be used to determine the key community-wide issues and priorities that are essential considerations for the City and the selection committee to consider. This survey is completed by the City's employees, community leaders and citizens and would alter the estimated duration of the project timeline. The results of the survey will provide the City sss with important feedback for development of the profile for the ideal candidate;
- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the City to assist in the selection process; and

- Utilization of a proprietary online application system exclusively licensed to Springsted | Waters (S|W) to facilitate talent management. The system has been designed by S|W to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.

The proposal document 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 214-608-7477 or by email at [crohre@springsted.com](mailto:crohre@springsted.com). Our Team would consider it a professional privilege to provide these services to the City of Maricopa.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'C. Rohre', with a long horizontal line extending to the right.

Chuck Rohre, Senior Vice President  
*Consultant*

sml

**City of Maricopa, AZ  
Proposal to Provide  
Executive Search Firm Services**

**I. General Information**

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 Maricopa 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 2012 our combined consultant team has conducted more than 465 executive recruitments.

The S|W Recruitment Project Team will partner with the City 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.

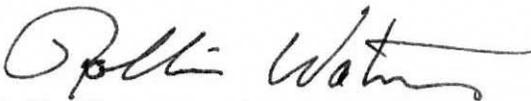
**Physical Address**

Springsted | Waters  
14285 Midway Road, Suite 340  
Addison, Texas 75001

Office: 972-481-1950

Fax: 972-481-1951

Respectfully submitted,



Rollie Waters, Executive Vice President  
Consultant

## II. Response to Scope of Work

### 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 and designated staff to discuss the required background, professional experience and management and leadership characteristics for your City Manager position. We meet with the City 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 Maricopa 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 Web Site
Springsted   Waters LinkedIn Account
International City/County Management Association
National Forum of Black Public Administrators
Hispanic Forum
Careers in Government (careersingovernment.com)
League of Arizona Cities and Towns
Arizona City/County Management Association

Project Milestone	Deliverables	Estimated Duration
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> <li>Onsite interview with the City.</li> <li>S W will receive information regarding the City's budgets, organizational charts, images, logos, etc.</li> <li>Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline).</li> </ul>	2 Weeks
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> <li>Brochure sent to the City for final approval.</li> <li>Commence advertising and distribution of recruitment brochure.</li> </ul>	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 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"> <li>• Online data collection and profile development.</li> <li>• Development of interactive searchable applicant database for recruitment of the City Manager.</li> <li>• S W performs direct outreach to prospective candidates identified in the recruitment strategy.</li> <li>• Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.</li> </ul>	4 – 5 Weeks

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

In Task III the Recruitment Project Team, under the direction of Chuck Rohre, 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.

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 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 your 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"> <li>• S W compares applications to the approved candidate profile developed in our searchable applicant database.</li> <li>• S W develops customized candidate questionnaire &amp; due diligence questionnaire to provide to applicants who most closely meet the candidate profile.</li> <li>• Top 10-15 candidates identified as semi-finalists.</li> <li>• Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered.</li> <li>• S W and the City review and rate video interviews.</li> <li>• S W sends links to City to review the aggregate responses and ratings.</li> <li>• Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed.</li> <li>• Recruitment Project Team Leader meets with City to review recommended semi-finalists. City selects finalists for on-site interviews.</li> </ul>	2 Weeks

**Task IV: Conducting Background Checks, Reference Checks and Academic Verifications**

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

	assessment form and management style probing questions.	
On-site interviews with finalists.	<ul style="list-style-type: none"> <li>• Interviews are scheduled.</li> <li>• Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates.</li> </ul>	1 – 2 Days
Offer made / accepted.	<ul style="list-style-type: none"> <li>• If requested, S W participates in candidate employment agreement negotiations.</li> <li>• S W notifies candidates of decision.</li> <li>• S W confirms final process close out items with the City of Maricopa.</li> </ul>	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 Maricopa’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 MARICOPA, AZ EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of December 18, 2017. Actual target dates will be developed in consultation with and approved by the City of Maricopa.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> <li>S W completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline.</li> <li>S W sends draft recruitment brochure to the City.</li> <li>The City returns draft recruitment brochure (with edits) to S W.</li> <li>S W commences executive recruitment advertising and marketing.</li> <li>Online data collection and profile development.</li> </ul>	December 18, 2017 – February 5, 2018
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> <li>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.</li> <li>S W completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also, candidates' recorded interviews are presented.</li> <li>Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed.</li> <li>S W meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews.</li> </ul>	February 6 – 21
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> <li>S W completes reference checks/background checks/ academic verification on finalists.</li> </ul>	February 28
On-site Interviews with finalists.	<ul style="list-style-type: none"> <li>S W sends documentation for finalists to the City.</li> <li>The City conducts on-site interviews with finalists.</li> </ul>	Week of March 5
Employment offer made / accepted.	<ul style="list-style-type: none"> <li>The City extends employment offer to selected candidate.</li> </ul>	Week of March 12

### III. Proposed Costs

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 Chuck Rohre, Senior Vice President at [crohre@springsted.com](mailto:crohre@springsted.com) or via phone at 214-608-7477.

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	
<b>TOTAL ALL-INCLUSIVE PROFESSIONAL FEE</b>		<b>\$24,500</b>

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.	<b>\$1,650</b>
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.	<b>\$220 per hour plus expenses</b>

## 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 proposal. 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.

## IV. Firm Experience

### References

Town of Marana, Arizona (Population 43,474)

**Mr. Gilbert Davidson**, *Town Manager*

11555 West Civic Center Drive

Marana, Arizona 85653

520-382-1999

[gdaavidson@maranaaz.gov](mailto:gdaavidson@maranaaz.gov)

**Project:** Selection of Assistant Town Manager (2010) and Police Chief (2010)

Lake Havasu City, Arizona (Population 53,743)

**Ms. Shirlee Palbicki**, *Human Resources/ Risk Manager*

2330 McCulloch Boulevard North

Lake Havasu City, Arizona 86403

928-453-4143

[palbickis@lhcaz.gov](mailto:palbickis@lhcaz.gov)

**Project:** Selection of City Manager (2017)

City of Denton, Texas (Population 123,099)

**Ms. Carla Romine-Hagmark**, *Human Resources Director*

215 E. McKinney Street

Denton, Texas 76201-4299

940-349-8344

[carla.romine@cityofdenton.com](mailto:carla.romine@cityofdenton.com)

**Project:** Selection of City Attorney (2017 & 2008), Chief Procurement Officer/Compliance Director (2017), Chief Building Official (2017), City Engineer (2017), City Manager (2016), City Auditor (2016), Fire Chief (2014), Director of Technology Services (2014), Director of Planning and Development (2007) plus more

City of Avondale, Arizona (Population 82,881)

**Ms. Cherlene Penilla**, *Human Resources Director*

11465 West Civic Center Drive

Avondale, Arizona 85323

623-333-2218

[cpenilla@avondale.org](mailto:cpenilla@avondale.org)

**Project:** Selection of Director of Finance and Budget (In Progress)

### Experience

The following is a partial list of previous Executive Recruitments:

List of Arizona Executive Recruitments: 2015 to Present				
Year	Client	State	Recruitment	Population
2015	Coconino County	AZ	Deputy County Manager	136,539
2015	Coconino County	AZ	Human Resources Director	136,539
2015	San Luis	AZ	Chief of Police	31,180

### List of Arizona Executive Recruitments: 2015 to Present

Year	Client	State	Recruitment	Population
2016	Mesa	AZ	Chief Information Officer	457,587
Current	Avondale	AZ	Director of Finance and Budget	82,881
Current	Lake Havasu City	AZ	City Manager	53,743

### List of Relevant Executive Recruitments: 2012 to Present

Year	Client	State	Recruitment	Population
2012	Albertville	MN	City Administrator	7,230
2012	Brainerd	MN	City Administrator	13,487
2012	Charlotte	NC	City Manager	792,862
2012	Eau Claire	WI	City Manager	61,704
2012	Exmore	VA	Town Manager	1,458
2012	Fairview	TX	Town Manager	8,148
2012	Martinsville	VA	City Manager	15,416
2012	Morehead City	NC	City Manager	9,203
2012	Ocean City	MD	Town Manager	7,092
2012	Rockville	MD	City Manager	47,388
2012	Scandia	MN	City Administrator	3,936
2012	Sun Prairie	WI	City Administrator	29,364
2012	Thief River Falls	MN	City Administrator	8,661
2012	Winchester	VA	City Manager	27,216
2012	Windsor Heights	IA	City Administrator	4,860
2013	Alexandria	MN	City Administrator	11,580
2013	Bayport	MN	City Administrator	3,496
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	61,434
2013	Clinton	NC	City Manager	8,676
2013	East Grand Forks	MN	City Administrator	8,602
2013	International Falls	MN	City Administrator	6,357
2013	Irving	TX	City Manager	228,653
2013	Justin	TX	City Manager	3,333
2013	Manassas	VA	Director of Finance and Administration	41,705
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,787
2013	Muskegon	MI	City Manager	37,213
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Raleigh	NC	City Manager	423,179
2013	Sherburn	MN	City Administrator	1,128
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2014	Atlantic Beach	FL	City Manager	12,864
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,871
2014	Irving	TX	City Manager	225,427

<b>List of Relevant Executive Recruitments: 2012 to Present</b>				
<b>Year</b>	<b>Client</b>	<b>State</b>	<b>Recruitment</b>	<b>Population</b>
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Fairfield County	SC	County Administrator	23,109
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2016	Brooklyn Center	MN	Deputy City Manager	30,712
2016	Cary	NC	Town Manager	151,088
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Denton	TX	City Manager	123,099
2016	Dumfries	VA	Town Manager	5,168
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Assistant City Manager	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Jersey Village	TX	City Manager	7,862
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	City Manager	77,677
2016	Mooreville	NC	Town Manager	34,887
2016	Moorhead	MN	City Manager	39,398
2016	Moose Lake	MN	City Administrator	2,787

List of Relevant Executive Recruitments: 2012 to Present				
Year	Client	State	Recruitment	Population
2016	North Branch	MN	City Administrator	10,087
2016	Norwalk	IA	City Manager	9,639
2016	Roswell	NM	City Manager	48,611
2016	Shakopee	MN	Assistant City Administrator	39,167
2016	Virginia	MN	City Administrator	8,661
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206
2017	Berthoud	CO	Town Administrator	5,807
2017	Cloquet	MN	City Administrator	12,050
2017	Dickinson	TX	City Administrator	19,595
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Littleton	CO	City Manager	44,275
2017	Manassas Park	VA	City Manager	16,149
2017	Morehead City	NC	City Manager	9,203
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	7,796
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Township of Roxbury	NJ	Township Manager	23,324
Current	Belle Plaine	MN	City Administrator	6,838
Current	Christiansburg	VA	Town Manager	21,533
Current	Lake Havasu City	AZ	City Manager	53,743
Current	Moorhead	MN	Assistant City Manager	39,398
Current	Mounds View	MN	City Administrator	12,525

## V. Recruitment Project Team

**Mr. Rollie Waters, Executive Vice President**

Direct Phone: (214) 466-2424

Email: [rwaters@springsted.com](mailto:rwaters@springsted.com)

**Recruitment Project Team Leader**

**Mr. Chuck Rohre, Senior Vice President**

Direct Phone: (214) 466-2436

Email: [crohre@springsted.com](mailto:crohre@springsted.com)

**Mr. Art Davis, Senior Vice President**

Direct Phone: (816) 868-7042

Email: [adavis@springsted.com](mailto:adavis@springsted.com)

**Ms. Patricia Heminover, Senior Vice President**

Direct Phone: (651) 223-3058

Email: [pheminover@springsted.com](mailto:pheminover@springsted.com)

**Ms. Sharon Klumpp, Senior Vice President**

Direct Phone: (651) 223-3053

Email: [sklumpp@springsted.com](mailto:sklumpp@springsted.com)

**Ms. Anne Lewis, Senior Vice President**

Direct Phone: (804) 726-9748

Email: [alewis@springsted.com](mailto:alewis@springsted.com)

**Ms. Jenelle McDonald, Project Coordinator**

Direct Phone: (214) 466-2445

Email: [jmcdonald@springsted.com](mailto:jmcdonald@springsted.com)

## **Rollie Waters**

### *Executive Vice President*

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Rollie Waters is an Executive Vice President with Springsted | Waters. 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, Southern Methodist University, the University of Maryland, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies in Great Britain, and various other U.S. public and private sector agencies and organizations.

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 attract the right candidates that fit the organization's needs. In addition, Rollie's extensive knowledge of performance management solidifies matching the management style most compatible with the organization's success. His research on succession planning has led him and his team to be able to help shape the future of organizations through their executive recruitment activities.

Rollie has been widely published in national journals and magazines focusing on human resource challenges. His publications include a research article in the Public Personnel Management Journal titled "The Impact of Behavioral Traits on Performance Appraisal." Prior to founding W&C, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

### ***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 member of Mensa, 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. He has also appeared in several professional directories such as Who's Who in the World, Who's Who in Finance and History, and many others. 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); CMC is a certification mark awarded by the Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

## **Chuck Rohre**

### *Senior Vice President and Consultant*

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Chuck Rohre is a Senior Vice President and Consultant with Springsted | Waters. In this role, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. 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 recruitment across the nation, especially in the Midwestern and Southwestern states. Among others, he has led recruitment processes for 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. The clients range from as small as 2,500 to as large as 700,000 in population. He has also conducted management consulting assignments in a number of areas 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.

### *Areas of Expertise*

- Executive Recruitment
- Background Investigations
- Assessment Centers
- Career Development
- Strategic Planning
- Organizational Assessment

### *Professional Accomplishments and Education*

Chuck received his bachelor's degree in Career Development 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 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 Viet Nam.

**Arthur (Art) Davis**

*Senior Vice President and Consultant*

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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.

**Patricia (Patty) Heminover**

*Senior Vice President and Consultant*

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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*

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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*

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Anne Lewis is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining W&C, 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*

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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 resumes 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.



LAKE HAVASU CITY

# LAKE HAVASU CITY, ARIZONA

IS SEEKING A HIGHLY EXPERIENCED, ETHICAL AND VISIONARY LEADER TO SERVE AS ITS NEXT

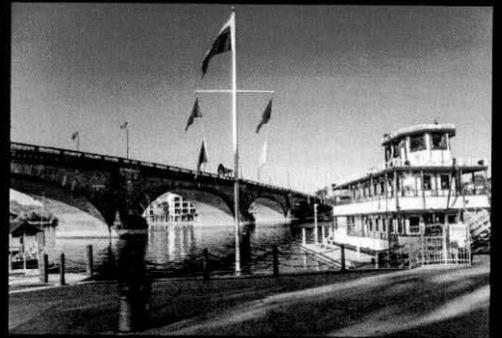
# CITY MANAGER

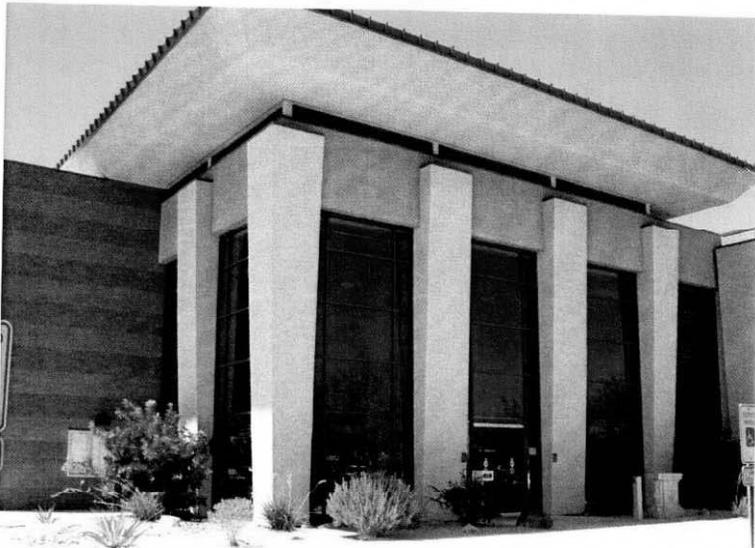
## THE COMMUNITY

Lake Havasu City, "Home of the London Bridge," is in western Arizona surrounded by the scenic Sonoran and Mojave Deserts, and is located on the shores of the 45-mile long Lake Havasu. An ever-popular meeting and event destination, it attracts visitors nationwide, especially from western states. Lake Havasu City is the southernmost part of the Las Vegas Metropolitan area and is 150 miles southeast of Las Vegas and 200 miles northwest of Phoenix. Lake Havasu City was originally established by the Mohave County Board of Supervisors in 1963 as the Lake Havasu Irrigation and Drainage District and later incorporated in 1978. Today, Lake Havasu City has 46.2 square miles of land area and a 2016 estimated population approaching 54,000. Anticipated "build out" is 96,000, limited only by water availability.

In 1971, Lake Havasu City dedicated its most recognizable feature, the London Bridge. When the City of London replaced the iconic bridge, Lake Havasu's founder, Robert P. McCulloch, Jr. purchased it and paid for its disassembly, shipping and reassembly in its present site spanning the Colorado River.

Lake Havasu City offers a hot desert climate, with winter highs in the 60 to 70-degree range and summer highs well over 100 degrees. Lake Havasu City is a destination for a wide variety of activities and people of all ages. During the spring, the community is joined by university students for Spring Break. For water sports enthusiasts, March to September are the prime months on Lake Havasu. The city is also home to the International World Jet Ski Final Races, multiple professional fishing tournaments, custom boat regattas, the Western Winter Blast pyrotechnics convention, Havasu 95 Speedway, the Chillin 'N Swillin Beer Festival annual charity event, the Havasu Triathlon, and the Havasu Balloon Festival & Fair.





## MUNICIPAL ORGANIZATION

Lake Havasu City operates under a council-manager form of government. The Mayor and six Councilmembers are elected to staggered, four-year terms. The City Council sets the City's policy and direction, adopts the operating and capital budgets, and appoints the City Manager who has the responsibility for carrying out Council policies and administering day-to-day municipal operations. Per the City Code, department directors are appointed by the City Manager. In addition to the City Manager, the City Council also appoints the City Attorney, and Municipal Court Judge.

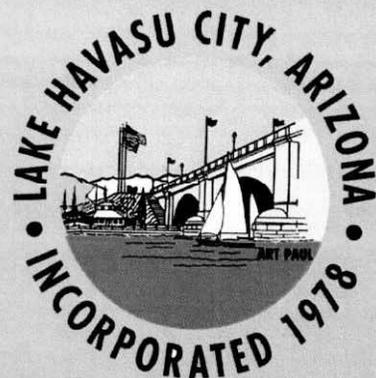
Lake Havasu City is a full-service community, and offers Administrative Services (customer service, tax and business, grants, information technology, and finance and budget); Human Resources; Legal; Community Investment (building, code enforcement, engineering, planning and zoning, procurement, and storm water management); Community Services (aquatics, recreation, special events, and parks and trails); Fire (facilities, fire suppression and fire prevention); Police (law enforcement, crime prevention, jail, and animal control); Courts (veteran, youth and traffic); and Operations (water/wastewater resources, airport, Havasu Mobility, buildings and parks maintenance, and streets). The City Council develops a two-year budget each year. For Fiscal Year 2017-2018, the total budget, including debt and capital, is \$155.2 million, with \$80.4 in the operating budget. City staff includes 452 full-time equivalents and approximately 100 part-time employees.

The vacancy of the City Manager is occasioned by the retirement of the incumbent effective December 29th after 8 years of service as City Manager.

## CANDIDATE PROFILE

Prepared in consultation with the Mayor and members of the City Council as well as key staff, the following reflects the leadership and management style along with personal characteristics of the ideal candidate:

- Fiscally conservative with highly-developed financial management, analytical and budgetary skills
- A strong and clear communicator who can simply explain complex issues
- An ethical and transparent manager who keeps the City's best interests in the forefront
- Commitment to collaboration and engagement among employees, customers and community
- A penchant for a transparent, "no hidden agenda" management and operational approach, sharing information freely with the Mayor and City Council.
- Data-driven and strategic in approach and execution
- The ability to maintain effective working relationships with the department directors and other City employees while maintaining a high level of accountability and productivity. The Manager should employ personnel policies and procedures that demonstrate a strong commitment to teamwork, customer service and excellence. The City Manager must be committed to organization development and growth.
- A strong and visible leader with evident passion and commitment, who leads by example
- Engaged in the residential and business communities
- Appreciates and embraces technology
- Values department heads and staff and their expertise, with a collaborative approach
- A service-orientation approach
- Keenly developed organizational and managerial skills
- Committed to a long-term relationship with the City
- A visionary approach to Lake Havasu City's future with the capacity to see the big picture
- Outstanding interpersonal and "people" skills.
- Outstanding written, oral and presentation communication skills.
- The tenacity to work through complex, long-term and often difficult issues and projects.
- Personal and professional integrity of the highest order, demonstrated in both the candidate's public and private life.

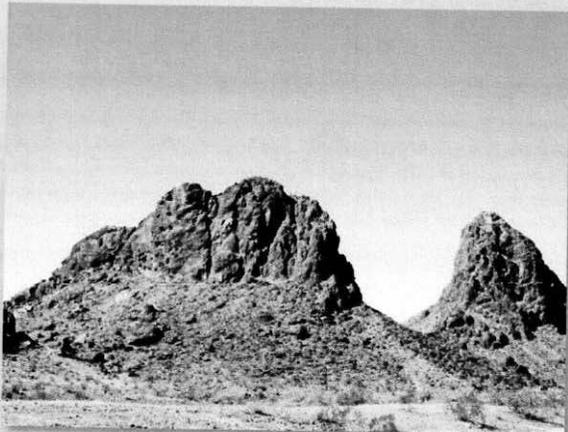
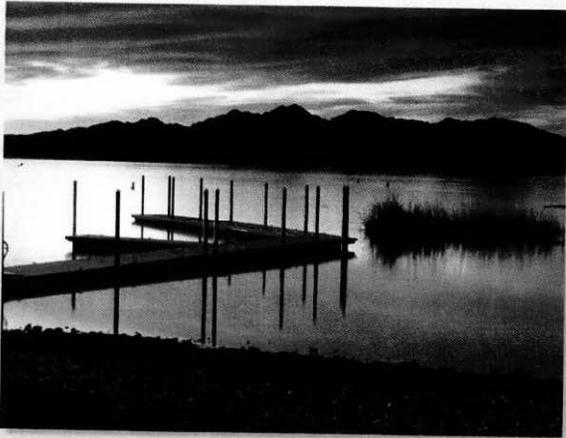


## COMMUNITY (CONTINUED...)

During the winter months, the community attracts many retirees from colder regions of the country and Canada. Multiple events are held on McCulloch Boulevard, such as during the second weekend of February, Winterfest, an annual event drawing thousands of visitors and residents for two days of food, activities, entertainment, and products from over 200 vendors from across the United States.

In the America's Best Communities competition sponsored by Frontier Communications, the City was the first runner up and received a \$2 million award for community betterment. While often regarded as a visitor and vacation destination, a reputation reinforced by 10,000 square feet of meeting space, over 1,600 hotel rooms and multiple RV parks, Lake Havasu City also offers its residents an inviting lifestyle, with many local amenities and friendly people. Educational needs are served by the Lake Havasu Unified School District and higher education is represented by Mohave Community College, an extended campus of Northern Arizona University, and a relatively new campus of Arizona State University in downtown Lake Havasu City.

For more information about Lake Havasu City, visit [www.lhcaz.gov](http://www.lhcaz.gov).



## CURRENT CHALLENGES & OPPORTUNITIES

The next City Manager (Manager) will encounter the following challenges and opportunities during the first six to 24 months on the job. The list is not intended to be all-inclusive but instead representative of what to expect.

- **Expenditure Limitation** – Arizona's Constitution imposes an expenditure limitation on governmental entities that limits the City's capacity to expend funds for projects and operating expenses. Since the base for the City was established in 1980, only two years after incorporation, the base line is artificially low. In 2018, the City will seek voter approval to raise the base to a more reasonable level.
- **Vision 20/20** - Vision 20/20 is an initiative designed to transform Lake Havasu City by focusing on a common mission to reverse the current economic trend and begin cycling back to net gains for a healthy economy. The process focuses on five pillars, i.e. economic development, education, tourism, water and community engagement. The City Manager will be a key leader in the implementation and success of this community-developed vision. Representative projects include Downtown Catalyst and redevelopment, Havasu Riviera development including a new state park and marina and a new eco-environmental learning center, among others.
- **Economic Development** – A primary focus of the City Manager will be advising the City Council regarding economic development opportunities and working in partnership with public and private entities to ensure that future development is sustainable and in the best long-term interests of the City. A diverse, sustainable and vibrant local economy is a key priority of the City Council. The Manager will work with the Partnership for Economic Development, the School District, Mohave County Economic Development, local colleges and other stakeholders in a collegial and effective manner.
- **Fiscal Sustainability** – The City Manager will review the current and long-term financial status of the city and recommend financial strategies that maximize fiscal resources and protect the City from fluctuations in the local, state and national economy.
- **Organizational Assessment** – The new City Manager will review the current staffing, organizational structure and productivity measures of the municipal organization and recommend improvements and potential realignments based on a detailed data-driven and insightful analysis of the current structure and staffing.
- **Community Development and Redevelopment** – Lake Havasu City is a vibrant community with a mix of unique neighborhoods. The manager will be proactive in attracting quality development and redevelopment that maintains the City's character. Efforts will continue to promote a vibrant downtown, strong neighborhood integrity and spark increased quality residential and commercial development dispersed throughout the community.
- **Collaboration and Partnerships** – The City Manager will be open and approachable to public, private and regional partnerships and collaboration. The Manager will serve as an effective and articulate advocate for the city's interests in discussions and negotiations with other organizations, including other cities, Mohave County, and the State of Arizona.

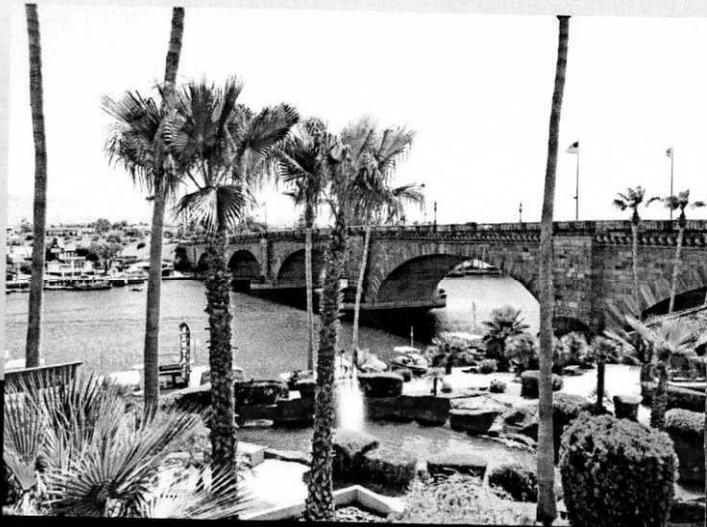
## QUALIFICATIONS & EXPERIENCE

The successful candidate will hold a bachelor's degree in business or public administration, political science or a related field. A graduate degree in business or public administration or a related field is preferred, but not required. A minimum of ten years managerial service in a municipality, county, or an equivalent complex organization is sought. Candidates with private sector experience in complex organizations with challenges similar to those of Lake Havasu City may be considered on a case-by-case basis. The City Council will consider any combination of education, work experience and training that provides the capacity to execute the essential functions of the position.

The candidate's background and experience should include a diverse exposure to all aspects of managing a full-service municipality or county, preferably in a freestanding environment, and in a community undergoing substantial growth and development.

## COMPENSATION AND BENEFITS

A highly competitive starting salary based on the successful candidate's qualifications and experience will be offered. The incumbent City Manager's base salary is in the high \$160,000 range. The City offers a superior benefits package, including an employment agreement; relocation assistance; and highly competitive insurance and leave benefits. The quality of life offered in Lake Havasu City is outstanding and the City Manager will reside within the corporate limits while employed by the city.



## APPLICATION AND SELECTION PROCESS

Qualified candidates should submit their resume online at <https://springsted-waters.recruitmenthome.com/postings/1560>. Interested applicants should apply by October 25, 2017. Applications will be screened against criteria provided in this brochure. For more information, contact Chuck Rohre at [crohre@springsted.com](mailto:crohre@springsted.com) or by calling (214) 466-2436.

Applicants for this position selected as finalists will be subject to a criminal history, credit, driver's license, educational credentials and personal background check prior to interviews.

**Lake Havasu City is an equal opportunity employer and values diversity at all levels of its workforce.**

 **Springsted Waters**  
Executive Recruitment

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