



City of Lake Elmo

651/777-5510

3800 Laverne Avenue North / Lake Elmo, MN 55042

**THE LAKE ELMO CITY COUNCIL
WILL HOLD AN EMERGENCY MEETING
TO DISCUSS STAFFING AND ORGANIZATION
FOR THE CITY TO GO FORWARD.**

**THURSDAY, OCTOBER 12, 2006
6:00 P.M.**

**LAKE ELMO CITY HALL
3800 LAVERNE AVENUE NORTH
LAKE ELMO, MN 55042**



City Administrator
of the
City of Lake Elmo, Minnesota

A PROPOSAL SUBMITTED BY:

THE BRIMEYER GROUP, INC.
EXECUTIVE SEARCH CONSULTANTS

FIFTY SOUTH NINTH AVENUE, SUITE 101
HOPKINS, MN 55343

Introduction

The Brimeyer Group is a full-service executive search and consulting firm working primarily in the public sector to assist City Councils, boards, and commissions in recruiting individuals for top management positions including managers, Managers, department heads, and other key staff positions. We are experienced in recruiting administrative staff for non-profit organizations and private corporations. In addition, we provide services in the areas of team building, strategic planning, goal setting, and organizational and management studies for selected clients.

Our approach to executive search promotes maximum input from our client in the search process. The client is the final authority in the selection of candidates.

We maintain continual contact with the client throughout the search and keep the candidates informed as the search progresses. In addition to our milestone meetings with the City Council, we will provide periodic updates to keep you informed of our progress.

The Brimeyer Group, Inc. is committed to accurately portraying all candidates to the City. Likewise, we strive to accurately represent the position to candidates to prevent unrealistic expectations.

Consultant

James L. Brimeyer

Jim has twenty years of experience in public sector management and has been involved in executive search since 1988. Mr. Brimeyer served in public administration in four cities, three as City Manager, including his last position in St. Louis Park, Minnesota (1980 to 1988), with a budget of \$28 million and 230 employees. He also served in Worthington, Ohio (1974 to 1980) and Wood Dale, Illinois (1971 to 1974). He began his career as Assistant City Manager in Park Ridge, Illinois after obtaining a Master's degree in Public Administration from Northern Illinois University. His Bachelor's degree is from Loras College in Dubuque, Iowa.

Mr. Brimeyer is past President of the Ohio City Management Association. He belongs to the International City Management Association, the Metropolitan Area Management Association, the Minnesota City Management Association and the Minnesota Municipal Utilities Association. He is active in the TwinWest Chamber of Commerce. He is past President of the St. Louis Park Rotary and past President of the Rotary Foundation City Council.

In December 2003, Mr. Brimeyer completed his second four-year term as City Councilmember at-large in St. Louis Park, Minnesota.

Currently, Mr. Brimeyer serves as Chair of the St. Louis Park Community Foundation.

The Search Process

We anticipate the search for the City Administrator for the City of Lake Elmo will take three to four months from the time we are retained to the time the City Council makes an offer. This is somewhat dependent upon the availability of the City Council to participate in Profile development, selection of finalists, and the interview process. We have prepared a preliminary timetable, which corresponds to the various steps in the process. After further discussions with the City Council we will refine the timetable and develop a target date for the reporting of the new City Administrator.

PHASE I

Position Profile

A successful search begins with a thorough definition and agreement by the City Council on each aspect of the position to be filled. During this initial phase, our consultants will meet individually with the City Council, Department Heads, and key staff to learn more about your goals and objectives. Critical factors to be determined include position responsibility and authority; reporting relationships; educational and experience requirements; personal and leadership qualities; and management style.

Also important to the success of the search is identifying community priorities and the environment in which the City Administrator must function. We would expect to meet with selected representatives from the community to further assess the climate within which the selected candidate will most effectively perform. **This may be accomplished through individual interviews or through a public forum.** We will pay considerable attention to establishing organizational goals and priorities for the position. The identification of priorities serves a two-fold purpose: It assists the hiring authority in developing a consensus on what is important for the organization and it alerts potential candidates to the important issues of the organization.

Prior to our meetings we will supply an Ideal Candidate Profile Survey to assist the interviewees in assembling their ideas on what should be included in the Position Profile.

As a result of the meetings we will reach an understanding of the critical specifications of the position and we will draft a Position Profile. A great deal of emphasis is placed on the agreement of this analysis. Without this information, it is difficult to determine how potential candidates will affect the City's plans and organizational team. The final Position Profile, after approval by the City Council, becomes the document against which we evaluate prospective candidates.

PHASE II

Place Announcements - Recruit Candidates

After the Profile is approved, we will conduct a comprehensive program to contact candidates and determine sources of candidates. In addition to placing announcements in the appropriate professional and trade journals, we will announce the position on appropriate web sites and the Profile will be featured on The Brimeyer Group web site with a link to your web site. We will utilize our local, statewide, and regional contacts to identify potential candidates. We will identify comparable organizations from which key individuals can be contacted. Often we are able to identify candidates from similar assignments who may be appropriate for the position. Because the most qualified candidates are often not in the job market and do not respond to traditional advertising, we will directly recruit specific individuals with established patterns of talent, stability, and success.

Review Resumes and Screen Candidates

Following the application deadline, we will screen each applicant's experience and background against the Position Profile. After evaluating and comparing each application, we will compile a list of candidates for further consideration. We will conduct one-on-one interviews with the most promising individuals. Our staff will make every effort to conduct face-to-face interviews with these candidates. Our in-depth evaluation and appraisal techniques will cover issues such as work experience, education, professional development and achievement, career objectives, accomplishments, suitability, and specific interest in the position. We will pay particular attention to behavior patterns and management style that most closely reflect the needs of the organization.

Progress Report

From these interviews, we will select the most qualified individuals to present to the City. We will prepare a Progress Report that will provide information on eight to ten candidates whose backgrounds most closely meet the requirements of the position. This Progress Report will provide specific information on educational and work history, accomplishments and growth potential, strengths and possible limitations. We will personally deliver and review this report with the City Council. On the basis of this review, four to six candidates will be selected for further consideration. At this time we will propose a schedule for interviewing the candidates and discuss the compensation expectations of the City Council for the new City Administrator.

PHASE III

Reference and Credential Checks

Prior to the interviews, we will conduct discreet reference checks on the finalist candidates. We will talk with peers and former associates of these candidates. We will speak with individuals who are, or have been, in positions to directly evaluate the candidates' job performance. We will verify the finalist candidates' credentials through educational, criminal, and credit checks.

Assessment (No additional fee)

The Brimeyer Group is authorized to administer the DiSC Behavioral Management System assessment tool. The results will be provided to the City Council and the candidates and will cover the following areas: motivation and behavior patterns, management strategies, identification and management of conflict areas. The City will gain insights into the strengths, management style, and likelihood of success for each finalist candidate. This assessment is available at the request of the City Council.

Client Interview and Selection Process

Resumes, cover letters, and reference reports will be provided on each candidate prior to the interview. We will also provide the City Council with a list of suggested interview questions and evaluation forms. We will discuss the proposed procedures to be used in the interview process. Our suggested interview schedule will allow the candidates to get acquainted with the community and community leaders and to visit with the City Council and the staff in informal settings. We culminate the process with individual and group interviews. If possible, all interviews will be scheduled within a period of one to two days depending upon the desire of the City Council. A consultant will be present at each interview.

Selection

After the interviews we will meet with the City Council to review the individual ratings and assist in determining the top candidate. The consultant will assist in this process to the extent requested by the City Council. We take responsibility for notifying all unsuccessful candidates each time the candidate pool is narrowed down.

Negotiating Compensation Package

The Brimeyer Group, Inc., will take great care that the City of Lake Elmo secures acceptance from the most desired individual. We will recommend a compensation package calculated to attract the finalist and will participate in the final negotiations. If any concerns arise in the final hour, by working as a third-party intermediary we can resolve important details of the offer which may have significant bearing on its final acceptance or rejection.

Additional Services

- A. If requested by the City Council, The Brimeyer Group, Inc., will act as a spokesperson with the media, when appropriate, in order to maintain the integrity of the selection process as well as to protect the confidentiality and privacy of the candidates who are not hired.
- B. Family issues and dual career households are factors that influence an individual's decision to change jobs. We address circumstances arising from a job change including spouse careers, real estate issues, family concerns, and relocation details.
- C. After the candidate is employed, we will follow up with both the City and the candidate to insure a smooth transition and satisfactory completion of the assignment. This follow-up contact is intended to identify potential issues early so that adjustments can be made, if necessary.

First Performance Evaluation

If requested by the City Council, we will assist in conducting a performance evaluation of the selected City Administrator at six to twelve months of employment. We will develop a Work Program that will contain objectives for the City Administrator to accomplish in the ensuing six to twelve months. **The only cost incurred for this service will be expenses.**

Guarantee

If the City Council utilizes the entire process, Phase I, Phase II, and Phase III, as described, The Brimeyer Group offers an 18-month guarantee on the effectiveness of the City Administrator. Should the City Council determine it necessary to terminate the City Administrator due to failure to adequately perform the duties as specified in the Profile and as represented by the process, we will refill the position at no additional fee and will charge expenses only. We offer this assurance because of our confidence in the thoroughness of the process.

Should there be substantial changes in the political situation at the City of Lake Elmo and a decision is made to terminate the City Administrator for reasons other than failure to perform the duties as specified in the Position Profile, this guarantee is subject to negotiations between the City Council and The Brimeyer Group. The Brimeyer Group will not recruit candidates we have placed with your organization.

Costs

EXPENSES

The Brimeyer Group, Inc. will bill expenses directly related to the assignment. Necessary expenses include announcements, travel, meals, lodging, long distance telephone, printing, credential verification, print media search, mailing, courier service, and administrative expenses. Our expenses for this assignment be in the range of \$3,000 to \$3,500. **This estimate does not include costs associated with candidates' expenses for the final interview. These expenses are influenced by the following factors: number of candidates invited to interview, location of candidates, spouse and family attendance, meals and hotel accommodations provided.**

FEE FOR SERVICE

The Brimeyer Group will charge a flat fee of \$16,500 to complete this assignment. The fee includes the following services:

Phase I

Meet individually with the City Council, Department Heads, and key staff
Meet with selected representatives from the community and/or conduct public forum
Develop, present, and print Position Profile

City of Lake Elmo
Page Six

Phase II

Place Announcements
Direct Recruiting, Send Profiles
Review Resumes
Screen and evaluate candidates
Prepare and present Progress Report

Phase III

Reference checks/credential verification
DiSC Personality Profile assessment instrument (included in base fee)
Schedule and coordinate candidates' interviews with the assistance of City staff
Participate in interviews
Develop compensation package
Participate in negotiations
Six month Performance Evaluation

PAYMENT

Our payment policy is one-third of the fee due upon signing this agreement; one-third after presentation of the Progress Report; and the balance due 10 days after the search has successfully been completed, whether the agreement is oral or written. In the event the City Council terminates this agreement during the search, we will retain the progress payments to that point.

James L. Brimeyer
President
The Brimeyer Group, Inc.

Date

Mayor Dean Johnston
City of Lake Elmo

Date

City of Lake Elmo
City Administrator

Suggested Search Timetable

10/17/06	Authorization to Proceed
10/23 to 11/3/06	Gather Information for Profile Interview City Council members and staff
<u>11/7/06</u>	<u>Approve Profile</u>
Week of 11/7/06	Place Announcements ✕
11/13 to 12/15/06	Recruit Candidates
12/15/06	Deadline for Applications
12/18 to 1/5/07	Review and Screen Candidates
<u>1/9/07</u>	<u>Progress Report and Selection of Finalists</u>
1/11/07 to 1/22/07	Credential and Reference Check
<u>1/26 and 1/27/07</u>	<u>Interviews</u>
February/March 2007	Start Date

The meetings for which the City Council needs to be present are underlined in the above timetable.