

Aitkin County Board of Commissioners
Request for County Board Action/Agenda Item Cover Sheet



To: Chairperson, Aitkin County Board of Commissioners Date: 2-28-14

Via: Roxy Traxler, Interim County Administrator

From: Roxy Traxler, Interim County Administrator

Title of Item:

Springsted Contract

Requested Meeting Date: 3-11-14 Estimated Presentation Time: n/a

Presenter: _____

Type of Action Requested (check all that apply)

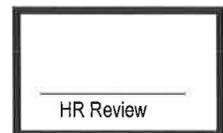
- For info only, no action requested
- Approve under Consent Agenda
- For discussion with possible action
- Adopt Ordinance Revision
- Let/Award Bid or Quote (attach copy of basic bid/quote specs or summary of complex specs, each bid/quote received & bid/quote comparison)
- Approve/adopt proposal by motion
- Approve/adopt proposal by resolution (attach draft resolution)
- Authorize filling vacant staff position
- Request to schedule public hearing or sale
- Other (please list) _____
- Request by member of the public to be heard
- Item should be addressed in closed session under MN Statute _____

Fiscal Impact (check all that apply)

- Is this item in the current approved budget? Yes _____ No _____ (attach explanation)
- What type of expenditure is this? Operating Capital Other (attach explanation)
- Revenue line account # that funds this item is: _____
- Expenditure line account # for this item is: _____

Staffing Impact (Any yes answer requires a review by Human Resources Manager before going to the board)

- Duties of a department employee(s) may be materially affected. Yes No
- Applicable job description(s) may require revision. Yes No
- Item may impact a bargaining unit agreement or county work policy. Yes No
- Item may change the department's authorized staffing level. Yes No



Supporting Attachment(s)

- Memorandum Summary of Item
- Copy of applicable county policy and/or ordinance (excerpts acceptable)
- Copy of applicable state/federal statute/regulation (excerpts acceptable)
- Copy of applicable contract and/or agreement
- Original bid spec or quote request (excluding complex construction projects)
- Bids/quotes received (excluding complex construction projects, provide comparison worksheet)
- Bid/quote comparison worksheet
- Draft County Board resolution
- Plat approval check-list and supporting documents
- Copy of previous minutes related to this issue
- Other supporting document(s) (please list) _____

Provide (1) copy of supporting documentation NO LATER THAN Wednesday at Noon to make the Board's agenda for the following Tuesday. (If your packet contains colored copies, please provide (4) paper copies of supporting documentation as we do not have a color printer or copier.) Items WILL NOT be placed on the Board agenda unless complete documentation is provided for the Board packets.

AITKIN COUNTY ADMINISTRATION

Aitkin County Courthouse
217 Second Street N.W. Room 130
Aitkin, MN 56431
218-927-7276
Fax: 218-927-7374

TO: Aitkin County Board of Commissioners
FROM: Roxy Traxler, Interim County Administrator 
RE: Springsted Contract
DATE: February 28, 2014

On January 28, 2014 the Board accepted the proposal from Springsted Incorporated to provide executive recruitment services for the County Administrator position. Attached for approval is the contract with Springsted for these services not to exceed \$14,000.

AITKIN COUNTY BOARD

January 28, 2014

§§115A.551, 115A.914, and 115A.96, Subd. 6 (1991); and

WHEREAS, Aitkin County recognizes the need to plan for and implement waste reduction, recycling, yard waste composting, special waste management strategies, and processing of MSW.

NOW THEREFORE, BE IT RESOLVED, that the Aitkin County Board of Commissioners hereby approves and adopts Aitkin County Solid Waste Management Plan and supporting documentation dated November 25, 2013.

BE IT THEREFORE FURTHER RESOLVED, that the Aitkin County Board submits this document to the Minnesota Pollution Control Agency for final approval pursuant to applicable Minnesota laws and rules.

Motion by Commissioner Napstad, seconded by Commissioner Westerlund and carried, all members voting yes to approve additional expenditures required to meet the State Board of Assessor's revised Jurisdictional License Levels: Training and Education \$4,000.00; Overnight Meals \$500.00; and Gasoline \$200.00, but to hold off on releasing funds until an update is given to the Board by Mike Dangers on any legislative action that may be taken on this issue.

Motion by Commissioner Napstad, seconded by Commissioner Niemi and carried, all members voting to schedule the 2014 Board of Appeal and Equalization on Tuesday, June 17, 2014 at 4:00 p.m. in the Boardroom of the Aitkin County Courthouse.

Paul Steinman, Vice President Springsted Incorporated gave a power point presentation to the Board on Bond Essentials for Minnesota Local Governments.

Motion by Commissioner Westerlund, seconded by Commissioner Niemi and carried, all members voting yes to approve request to authorize the County Board Chair sign a letter authorizing Central Planes Aviation aerial spray to control army tent caterpillars under a congested area permit for the FAA and Department of Agriculture.

Patrick Wussow, County Administrator and Bobbie Danielson, Human Resources Manager presented Personnel Committee recommendations to the Board.

Motion by Commissioner Marcotte, seconded by Commissioner Niemi and carried, all members voting yes to accept the proposal of Springsted Incorporated to provide executive recruitment services for the position of County Administrator, at a cost not-to-exceed \$14,000.00.

Motion by Commissioner Marcotte, seconded by Commissioner Niemi and carried, (4-1 Wedel) to appoint Roxanne Traxler, Mille Lacs County Administrator as the Interim County Administrator for Aitkin County at a cost of \$4,767.00 per month, payable to Mille Lacs County.

**ASSESSORS
LICENSE LEVEL
CHANGES**

**BAE MEETING
SCHEDULED**

**BONDING
PRESENTATION**

**CENTRAL
PLANES
AVIATION**

**PERSONNEL
COMMITTEE**

**RECRUITMENT
SERVICES**

**INTERIM COUNTY
ADMINISTRATOR**

AGREEMENT FOR EXECUTIVE SEARCH SERVICES

THIS AGREEMENT is made as of the 28th day of January 2014, by and between, Aitkin County, Minnesota ("Client") and Springsted Incorporated ("Consultant").

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

NOW, THEREFORE, the parties hereto agree as follows:

1. Services. Consultant shall provide executive search services to assist the Client with the recruitment and selection of a County Administrator consistent with the scope of services contained in Consultant's proposal/work plan dated January 17, 2014. The work plan is provided in Attachment A and hereby made a part of this Agreement.
2. Compensation. The Client shall compensate the Consultant for these services at a professional fee of \$12,500 and out of pocket expenses in the manner set forth in the attached proposal.
3. Term and Termination. This Agreement shall commence as of the date hereof, and shall continue until terminated by either party by written notice given at least 60 days before the effective date of such termination, provided that no such termination shall affect or terminate the rights and obligations of each of the parties hereto with respect to any project, whether or not complete, for which the Consultant has provided services prior to the date that it received such notice.
4. Indemnification; Sole Remedy. The Client and the Consultant each hereby agree to indemnify and hold the other harmless from and against any and all losses, claims, damages, expenses, including without limitation, reasonable attorney's fees, costs, liabilities, demands and cause of action (collectively referred to herein as "Damages") which the other may suffer or be subjected to as a consequence of any act, error or omission of the indemnifying party in connection with the performance or nonperformance of its obligations hereunder, less any payment for damages made to the indemnified party by a third party. Notwithstanding the foregoing, no party hereto shall be liable to the other for Damages suffered by the other to the extent that those Damages are the consequence of: (a) events or conditions beyond the control of the indemnifying party, including without limitation changes in economic conditions; (b) actions of the indemnifying party which were reasonable based on facts and circumstances existing at the time and known to the indemnifying party at the time the service was provided; or (c) errors made by the indemnifying party due to its reliance on facts and materials provided to the indemnifying party by the indemnified party. Whenever the Client or the Consultant becomes aware of a claim with respect to which it may be entitled to indemnification hereunder, it shall promptly advise the other in writing of the nature of the claim. If the claim arises from a claim made against the indemnified party by a third party, the indemnifying party shall have the right, at its expense, to contest any such claim, to assume the defense thereof, to employ legal counsel in connection therewith, and to compromise or settle the same, provided that any compromise or settlement by the indemnifying party of such claim shall be deemed an admission of liability hereunder. The remedies set forth in this paragraph shall be the sole remedies available to either party against the other in connection with any Damages suffered by it.
5. Confidentiality; Disclosure of Information.
 - a. Client Information. All information, files, records, memoranda and other data of the Client which the Client provides to the Consultant or which the Consultant becomes aware of in the performance of its duties hereunder ("Client Information") shall be deemed by the parties to be the property of the Client. The Consultant may disclose the Client Information to third parties in connection with the performance by it of its duties hereunder.
 - b. Consultant Information. The Client acknowledges that in connection with the performance by the Consultant of its duties hereunder, the Client may become aware of internal files, records, memoranda and other data, including without limitation computer programs of the Consultant ("Consultant Information"). The Client acknowledges that all Consultant Information, except reports prepared by the Consultant for the Client, is confidential and proprietary to the Consultant, and agrees that the Client will

not, directly or indirectly, disclose the same or any part thereof to any person or entity except upon the express written consent of the Consultant.

6. Miscellaneous.

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

If to the Client:

If to the Consultant, to:

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

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

FOR CLIENT

SPRINGSTED Incorporated

J. Mark Wedel, Aitkin County Chair

Mr. David Unmacht, Senior Vice President

APPENDIX A
Attachment A



Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887

Tel: 651-223-3000
Fax: 651-223-3002
www.springsted.com

LETTER OF TRANSMITTAL

January 17, 2014

Ms. Bobbie Danielson, Human Resources Manager
Aitkin County
217 2nd Street NW
Room 134
Aitkin, Minnesota 56431

Re: Proposal to Provide Executive Recruitment Services for the Position of County Administrator

Dear Ms. Danielson:

Thank you very much for the opportunity to submit a proposal to assist in conducting an executive search and recruitment for the position of Aitkin County Administrator. Hiring a county administrator is one of the most important decisions a County Board will make. In our role and partnership as executive search consultants, Springsted is committed to working closely with the County Board and staff to conduct a thorough, well-executed search that identifies qualified candidates with proven leadership and management experience.

Springsted has extensive experience conducting local government executive searches. We have a proven track record of conducting county administrator searches. Our model and business strategy is to provide you with a strong process, together with an experienced staff, while remaining flexible to adapt to the County's needs and desires. We approach each search by establishing positive and effective communication and trust with everyone. We will work hard to understand the County's issues, challenges and future goals. We will use this information to recommend best practices, prepare professional materials and administer effective recruitment strategies.

We understand our proposal is subject to review and discussion. We look forward to the next steps in the process. We would greatly appreciate the opportunity to work with you on this important process. Please contact me if you have any questions on our proposal.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'D. J. Unmacht'.

David J. Unmacht
Springsted Incorporated

kmd

Aitkin County, Minnesota
Proposal to Provide
Executive Recruitment Services for the Position of County Administrator

1. Background of the Firm and its Principals and Relevant Public Sector Experience

Background of the Firm

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For nearly 60 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our managed growth is focused on providing clients with a balance of national perspective and local expertise.

Springsted is a women-owned business and is certified as a Women’s Business Enterprise (“WBE”) by the City of Saint Paul, Minnesota. Three employee-owners lead Springsted. Our headquarters are located in Saint Paul, Minnesota, with additional offices located close to our clients throughout the Midwest and Mid-Atlantic states. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

Principals / Owners: Bonnie C. Matson, *Firm Administrator*
 Kathleen A. Aho, *President*
 David N. MacGillivray, *Chairman*

Relevant Public Sector Experience

County governments are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. Traditional methods and means don’t necessarily work anymore and this scenario is not likely to change at any time in the future. To that end, elected officials and public administrators are under pressure to employ new and innovative solutions that require progressive leadership, creative partnerships, cautious risk taking and an investment in their personnel and organizational foundation. Success in the public sector is hard to define, but those public entities that enhance and enrich their people, their process and their systems are likely to deliver more value by maximizing the use of public resources. Hiring a county administrator is a critical decision and one that can have long lasting and positive impacts for years to come.

Springsted’s staff has been advising our clients in organizational development for over 25 years. We have a strong staff with direct experience in managing and leading city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities. Our Organizational Management focus ranges from executive recruitment, group facilitation, strategic planning, budget analysis, resource sharing and building collaborations to organizational improvement and efficiency studies.

2. Bio and Information Regarding the Experience for the Principal Recruiter Assigned to Aitkin County's Recruitment Process

Project Manager

David J. "Dave" Unmacht

Senior Vice President and Director of Organizational Management and Human Resources



Mr. Dave Unmacht is Director of Springsted's Organizational Management/ Human Resources group. He is responsible for all aspects of the Aitkin County search process. He is an experienced local government professional who brings a passion and commitment to excellence in his service and relationships. Within the past five years he has been the lead consultant and advisor on many city and county executive searches.

Mr. Unmacht brings more 15 years of county administration experience, having worked for Scott and Dakota Counties, Minnesota. He has also worked as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. He has a master's in Public Administration from Drake University and a bachelor's degree in Business Administration and Political Science from Wartburg College. Mr. Unmacht is also a Credentialed Manager with the International City/County Management Association (ICMA) and a community faculty member with Metropolitan State University in Saint Paul, Minnesota.

Mr. Unmacht and members of the Springsted team are involved in the Association of Minnesota Counties, the Minnesota Association of County Administrators (MACA) and the Minnesota City/County Management Association. We have very good contacts throughout the state and will network and market this position through all of our professional relationships.

Other Staff Resources

Sharon G. Klumpp

Senior Vice President and Consultant



Ms. Sharon Klumpp specializes in organizational and management consulting for public agencies. She will serve as Mr. Unmacht's backup and secondary contact and will assist if needed in the recruitment and screening of applicants. Ms. Klumpp has extensive government experience, having served as an Executive Director of the Metropolitan Council — the seven-county regional planning agency for the Twin Cities metropolitan area of Minnesota, as the Associate Executive Director for the League of Minnesota Cities, as a City Administrator and as an Assistant City Manager. She holds a master's in public administration from the University of Kansas and a bachelor's degree in political science from Miami University (Ohio).

Springsted Support Team

Along with the corporate office in Saint Paul, Springsted has upper Midwest regional offices in Des Moines, Kansas City and Milwaukee. We will call upon the staff in these offices to assist in recruiting and identifying qualified candidates for the position. Our key staff members in these offices are former local government administrators and managers that are active in the profession, in their region and in assisting in search processes. This "bench strength" will ensure that our recruitment strategy and results are thorough and comprehensive.

3. Proposed Recruitment Schedule

Upon selection, Mr. Unmacht will begin work to understand the desired qualifications of the position as well as understand the County's issues and priorities. He will meet with Aitkin County officials (individuals to be determined) to identify best practices in the overall search process, and to develop a recruitment process and schedule. Mr. Unmacht's primary experience as a county administrator and his organizational development experience provide a solid foundation for understanding the desired qualifications for the Aitkin County Administrator position. We have reviewed the current job description and understand that there may be some changes to it before it is finalized for the incoming administrator.

One designated staff person is needed to provide support throughout the search process including assisting in details, logistics and scheduling. This individual will also be a contact for information requests, clarifications and general communication. It is anticipated that Ms. Danielson will be that contact.

The timetable below provides an *illustration* of a hypothetical schedule for filling the County Administrator position. The schedule is representative of the timeline. If selected, the specific dates and details will be modified to match the actual beginning of the search. In general, an executive search process takes between three and four months to complete. Specifics within each step below will be discussed and articulated during the initial meetings with County officials.

Project Milestone	Deliverables	Proposed Date
Notice to proceed		At January 28 Board meeting
Develop position profile	<ul style="list-style-type: none"> On-site meetings with the County Board Meet with the members of the management team Meetings with key community leaders (if desired) 	January 29 – February 10
Approval of the position profile and job announcement	<ul style="list-style-type: none"> Position profile Job announcement 	February 11 Board meeting
Recruitment and candidate outreach	<ul style="list-style-type: none"> Placement of job announcement Contact with prospective candidates Acceptance / acknowledgement of applications Status reports to the County 	February 12 – March 10
Applicant screening	<ul style="list-style-type: none"> Supplemental questionnaire to top candidates Initial candidate screening interviews 	March 11 – March 24

Project Milestone	Deliverables	Proposed Date
Candidate presentation / selection	<ul style="list-style-type: none"> • Candidate resumes and questionnaires to the County • On-site meeting with the County Board • Notification to applicants not advancing in the selection process 	March 25
Interview design	<ul style="list-style-type: none"> • Interview design, questions and candidate assessment forms • Determine process, participants and schedule 	March 25
References	<ul style="list-style-type: none"> • Contact references • Prepare and distribute reference outlines 	Prior to the first round interviews
First and second interviews	<ul style="list-style-type: none"> • Consultant attendance at interviews 	April 1 – April 18
Comprehensive background check completed for finalist	<ul style="list-style-type: none"> • Candidate background report 	Upon selection of final candidate
Offer accepted	<ul style="list-style-type: none"> • Draft employment offer and agreement 	April 22
Projected start date	<ul style="list-style-type: none"> • County Administrator starts • Action plan for a successful transition 	End of May; early June
First year check-ins	<ul style="list-style-type: none"> • On-going follow-ups (informal and formal) 	December 2014; June 2015

As part of the search process, we propose to contact the County Administrator during his/her first year in the position to check in and see how everything is going. This follow-up is designed to provide support and advice as necessary to ensure a successful transition for everyone. These dates do not preclude conversations and other informal contacts at any time after the official appointment by the County Board.

4. Executive Search Process

Executive Search Process and Philosophy

Springsted's primary goal is to provide a well-defined and strategically-focused executive recruitment in Aitkin County's search for a County Administrator. In Mr. Unmacht's work, he brings an excellent understanding of county government, respect for the responsibilities of the County Board and staff, and a thorough knowledge of and experience in the duties and responsibilities of county administration.

Mr. Unmacht will work to create an excellent partnership between all county officials and Springsted. This includes helping the County think strategically and deliberately throughout each critical step of the process. Mr. Unmacht and any additional Springsted staff members utilized for this search will remain unbiased and fair in all communications and interactions, and will build trust and confidence with everyone from the beginning to the end of the process.

The essential steps to any search process include the following items below. These are listed in summary form and can be explained and outlined in greater detail at any time.

1. **Position Review and Analysis** — Work with the County Board and any designated staff to identify and define the experience, skills, knowledge and abilities the ideal candidate will need to be successful. We identify the priorities and challenges the incoming County Administrator will be facing, especially within the first one to two years in the position. This step will involve meetings with members of the County Board, and any one else the Board designates to be involved in the process. We use this information to update the job description (as needed) outlining the requisite duties, responsibilities and goals of the position. We will also work with the County Board, if requested, to conduct a salary survey to evaluate the present salary with the expectations of the marketplace.

Using this information, we prepare a position profile that identifies the qualifications the County Board desires in the County Administrator. The profile includes information on the Aitkin County community, the County structure, the qualities and characteristics desired in the Administrator and the leadership opportunities this position offers to prospective candidates. The profile is used as a marketing brochure (as well as a source document used to evaluate applicants) to bring positive exposure to the County.

2. **Recruitment and Targeted Outreach** — Develop a customized recruitment strategy; the final strategy is determined in conjunction with the County Board and staff. The recruitment plan is also a function of the geographic region (local, regional, state, national) that the Board seeks in its search strategy. The process typically includes the following six step plan:
 - Website postings with AMC, LMC and City/County Management Associations in the recruitment regions, certainly in the Upper Midwest.
 - Schools of public administration that regularly provide information about job openings to alumni (For example: Hamline, Metro State, Mankato, University of Minnesota).
 - Electronic messages and communication through various mediums such as LinkedIn.
 - Wide spread e-mail notices on association and group listserv's. E-mail notices will go out to MCMA and MACA organizations in Minnesota.
 - A review of our existing database to determine candidates that we know or have screened in the recent past to determine if they meet the desired qualifications.
 - Personal telephone contacts and extensive networking with prospective candidates to inform them of this position, answer their questions and encourage them to apply. We find often that many qualified candidates are not actively seeking a new position and do not respond to advertising, hence we will directly recruit certain individuals who we believe are a match for the County and the position.

Springsted sets up a special e-mail inbox for each search and encourages an electronic submission of applications. Applications received by mail or by fax are scanned to ensure that we have an electronic record of all materials received. Each application is acknowledged upon receipt. We maintain respectful relationships with all potential applicants and candidates that apply for the position. We work in confidence and commit to represent Aitkin County in all of our contacts in a courteous and professional manner.

3. **Applicant Screening and Evaluation** — Conduct an objective and systematic review of each application to determine those applicants who most closely meet the County Board’s desired qualifications. We aggressively review every resume – as often as needed – to find the most qualified applicants. Once we have identified the top candidates (amount varies based on the pool – but can range from 8-12), we ask them to complete a questionnaire that addresses their professional and personal qualities in comparison to the characteristics identified in the position profile. We work with the County to develop the essential questions we will ask the candidates. Along with substantive information provided in the answers to the questions, we are able to judge and evaluate the candidates writing and comprehension skills. Once that is complete, we conduct telephone screening interviews – and personal interviews if possible – to expand upon each candidate’s background and experience, particularly in those areas important to the County. We determine the candidate’s level of interest and motivation for seeking the position. We identify the candidate’s management and leadership style and learn and understand their personal experiences and professional expectations in Aitkin County.
4. **Presentation of Candidates** — Prepare written candidate reports summarizing our screening information, explaining how each candidate meets the County’s established qualifications and why the candidate is seeking the position. We include information on the candidate’s education, experiences, strengths, areas of professional development, management style and professional accomplishments. Written candidate reports also include a review of information found through Internet searches and preliminary conversations we will have with people that we know and trust.
5. **Selection of Candidates to Interview** — Meet with the County Board to present the written reports on the screened candidates. The Board selects the candidates who will be invited to interview – anticipated to be six to eight individuals. The number of candidates may vary based on the number of anticipated interviews, the search priorities and depth of the candidate pool. In a professional and respectful manner, Springsted informs all applicants of their status in the selection process, in particular those that are not moving forward to the interview stage.
6. **Interview Design** — At the time of the selection of the candidates, we present options to the County Board for the design of the interview process. Depending upon the Board’s goals, these options may include opportunities to provide candidates with a tour of the Aitkin County community and a candidate “meet and greet” if desired. Interview options may also include a multi-tiered interview process, including involvement and participation from County staff and community leaders (if desired). We provide sample questions and also include a list of questions (inappropriate or illegal) that the Board should avoid asking during the interviews. We will coordinate the interview schedule and all interview details with the designated participants and candidates.

Each county is different and Springsted will support and provide leadership to any interview process that is selected. We will offer ideas and input and then work with each candidate to ensure they have the necessary information to proceed with the identified process.

7. **Reference Checks** — Contact references and provide a thorough reference outline for each candidate participating in the interviews. It is our practice that we contact at least four references per candidate: an elected official, a professional peer, a direct report and a community member. We believe that a more comprehensive reference profile can be compiled if we seek input from a representative of each of these areas.

8. **Interviews** — Work with the County Board to design and administer the interview process. The County Board may elect to interview the candidates alone. In addition, we can develop a structured interview process that maximizes the input of any participants selected by the County Board. For example, we can prepare different situations for the candidates – the Board may have a formal interview; the staff may have a candidate presentation on a critical subject the County is facing followed by a question and answer session and the community members may engage and interact in a more informal setting. The specifics and details will be discussed and determined; the critical objective is that for each group involved they will assess each candidate in a different setting and situation. We provide a template to help organize and evaluate the candidates on an equitable basis. Mr. Unmacht will be in attendance at the interviews to provide support as needed while the Board narrows the field of candidates who could be invited to a second interview. After a first interview, a decision is made on how to move forward – we work with the Board to design a different candidate engagement for those that move forward to the final phase of the interview process.
9. **Background Check and Employment Offer** — Conduct a thorough background records check, which includes state and national criminal and civil history, driver’s license review, educational verification, a credit check and a review of social media activity. The timing is coordinated and typically is completed prior to making an offer to a candidate. We will assist (if desired) in developing an employment offer. We will negotiate a compensation package with the successful candidate in accordance with direction received by the Board.
10. **Ongoing Services** — Our commitment to the County Board does not stop after the appointment of the County Administrator. At the time of the appointment, we will provide the Board and incoming Administrator with ideas on how to successfully transition to a new position. We are available throughout the first year to facilitate a discussion about performance issues (if they arise) and/or assist in establishing goals and objectives for the new County Administrator. We will contact the Administrator at regular intervals during the first year to find out how he/she is performing and to check in to answer questions or provide information as requested in the transition.

Springsted will also perform another executive search if the new County Administrator voluntarily resigns or is dismissed with cause during the first 24 months of employment. The guarantee search and other ongoing services are provided at no additional cost to the County other than reimbursement for actual direct expenses we incur.

5. References

Beltrami County, Minnesota

County Administrator

Ms. Linda Tran, Human Resources Director
218-333-4155

Nobles County, Minnesota

County Administrator

Ms. Sue Luing, Deputy County Administrator
507-295-5202

Becker County, Minnesota

County Administrator

Ms. Nancy Grabanski, Human
Resources Director
218-846-7309

Cook County, Minnesota

County Administrator

Mr. Sue Hakes, County Commissioner
218-370-9833

Jefferson County, Wisconsin

County Administrator

Ms. Terri Palm, Human Resources Director
920-674-7103

Sibley County, Minnesota

County Administrator

Mr. Bill Pinske, County Commissioner
507-964-2250

Polk County, Minnesota

County Administrator

Mr. Chuck Whiting, County Administrator
218-281-5408

Comprehensive List of Public Sector Clients

A comprehensive listing of all Executive Searches from 2005 to present is available upon request.

6. Cost

Springsted's professional fee to provide all of the search services outlined above, including the guarantee, is \$12,500. This is the set fee and will not change unless additional services are requested by the County.

Out-of-pocket costs for this project, for such things including, but not limited to, advertising; background records checks; overnight messenger deliveries; and travel for what is expected to be four on-site visits, will-not-exceed \$1,500. The individual out-of-pocket costs will vary per search and our intent is to keep them to a minimum. All of these costs will be itemized within the invoice. The *not-to-exceed overall price* for the fee and out-of-pocket costs is \$14,000.