



# Proposal

**City of Rockville, Maryland**

Proposal to Provide Executive Search Services; # 01-12

September 2, 2011

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### ***Mission Statement***

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



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## A. LETTER OF TRANSMITTAL

September 2, 2011

Ms. Eileen Morris, Purchasing Manager  
City of Rockville  
111 Maryland Avenue  
Rockville, Maryland 20850

Re: **Request for Proposal to Provide Executive Search Services; #01-12**

Dear Ms. Morris:

The following information has been prepared in response to the City of Rockville's recent request for proposals requesting assistance in conducting a search for a new City Manager. Springsted has past experience in conducting executive searches for local governments in Maryland, and significant experience in conducting searches in the Mid-Atlantic and nationally. Our firm has helped a wide variety of cities, towns and counties find and hire new managers and department heads whose skills and management styles are compatible with the community's needs. We are especially proud of our record in the Mid-Atlantic, particularly in helping communities of similar size and demographic features to the City of Rockville.

In the recent past, we have concluded or are working on executive searches in the cities of Bristol, Bedford, Charlottesville, Petersburg, Winchester, Danville, Hopewell, Fredericksburg, Staunton, Chesapeake and Portsmouth; for the towns of Warrenton, Front Royal and Blacksburg; for the counties of Chesterfield, Spotsylvania, Roanoke, Russell, Arlington and Stafford in Virginia; and for the cities of Greensboro, Greenville, Fayetteville and Kannapolis in North Carolina. In addition, we have recruited managers in Winnetka, Illinois; Brownsburg, Indiana; Lake Elmo, Shorewood, Brooklyn Park, Coon Rapids, Minneapolis and St. Paul, Minnesota; Jackson County, Michigan, Racine, Wisconsin; Ogle County, Illinois; Ramsey and Winona counties, Minnesota; and Dodge County, Wisconsin in recent years. A list of searches conducted since 2004 is included in **Appendix III** of the proposal for your review.

Springsted has extensive knowledge of the challenges and pressures facing Maryland's local governments and the impacts of the economy on their operations and abilities to function effectively. The search team assigned to the City of Rockville has experience conducting successful searches and other related local government projects nationally. Through this experience, we have gained significant insight into the inner workings of municipal government and the issues they face in today's challenging environment.

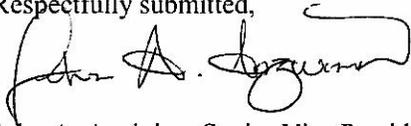
We recognize that the executive search the City will soon conduct will be the first search that has taken place for the City Manager's position in several years. We have worked with numerous communities that

are similarly facing the replacement of a longer term manager. We understand how important it is for the City to find a candidate who possesses the needed competencies and requisite "fit" to provide leadership from within the organization and reaching beyond it to engage members of the community.

In regard to the City of Rockville, we are familiar with the issues the City faces in maintaining the high quality of services it provides to its citizens, as well as the effort the City has placed on improving and preserving its quality of life, while developing highly professional and competent staff. We are also aware that the City continues to wrestle with several issues of importance, such as its budget, growth and change and providing adequate infrastructure. Springsted understands that the person selected to fill this position will be a key player in sustaining the City of Rockville as a desirable place to live and work.

Our proposal outlines the process we will use to assist you in initiating and completing the search for a new City Manager, the cost for our services, our timetable for completing the work, the primary staff involved in assisting the City and other information as requested by the City. We are prepared to begin working with the Mayor and City Council almost immediately upon receiving your notification to proceed and would welcome the opportunity to visit with you and answer any questions you may have relative to our proposal.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "John A. Anzivino". The signature is fluid and cursive, with a large initial "J" and "A".

John A. Anzivino, Senior Vice President  
Client Representative

ldr

**Federal ID #: 41-1754318**

City of Rockville, Maryland  
Proposal to Provide  
Executive Search Services; #01-12

**B. Project Lead and Team Members**

**John A. Anzivino**

*Senior Vice President and Client Representative*  
804-726-9750  
[janzivino@springsted.com](mailto:janzivino@springsted.com)



Mr. John Anzivino will be the City's primary contact and project director, responsible for all facets of the project and devoting forty percent (40%) of his time to serving the City. Mr. Anzivino has conducted over one hundred searches for Springsted during his tenure with the firm. Mr. Anzivino joined the Springsted team in December 2001, after serving over 25 years in state and local government. Mr. Anzivino has considerable knowledge of the local governments in Maryland and has been directly responsible for, or involved with, numerous searches throughout the Eastern United States. He has been responsible for successful city and town manager searches in Winnetka, Illinois, Brownsburg, Indiana; Greensboro and Greenville, North Carolina; Blacksburg, Front Royal, Bristol, Charlottesville, Portsmouth, Bristol, Bedford, Staunton, Hopewell and Fredericksburg as well as Chesterfield, Stafford, Russell, Spotsylvania, Roanoke, Prince George counties, Virginia in recent years.

**Springsted Team for Rockville Search**

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For approximately 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 certified Women Business Enterprise (WBE) with 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.

As management consultants, and because we understand the financial, operational and administrative aspects of local governments, Springsted plays an important role in helping clients derive the greatest benefit from their resources while increasing their efficiency and effectiveness. In response to the growing requirements facing our clients, we broadened our range of advisory services to include our Management Consulting Services Group, services that were enhanced through our merger with Municipal Advisors Incorporated.

Extensive knowledge and experience in the fields of municipal management, municipal finance, personnel and local government operations are Springsted hallmarks. Each team member has several years of local government experience in a variety of areas of expertise. This experience helps us recognize the unique qualities of each local government client, thus improving the quality

and relevance of our studies. The fact that the firm has provided management consulting services to numerous towns and cities in the Mid-Atlantic and throughout the country provides us with a good knowledge base for dealing with the current and future issues facing the City of Rockville.

Our staff's breadth of experience and depth of expertise are two of our most important characteristics in providing high-quality service to clients. Many of our staff have backgrounds in municipal and county government, education or with development firms and non-profit organizations, so they share our clients' perspectives in developing solutions.

Each client draws on the talents of many members of our staff. We assign a specific client service team to ensure primary responsibility for each project. The teams are comprised of qualified individuals who are experienced in the specific challenges confronting you. The teams are free to draw upon the expertise of our entire staff of over 60 professionals located in six regional offices throughout the country.

Springsted will make the Rockville City Manager search a high priority; it occurs as we are completing several searches, enabling us to devote our full attention to this project and ensure a smoothly administered search process.

All Springsted staff assigned to this project are former local government managers and have an intimate knowledge of city and county government.

**Sharon G. Klumpp**

*Senior Vice President and Consultant*

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Ms. Sharon Klumpp specializes in organizational and management consulting for public agencies. 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 bachelor's degree in political science and a master's in public administration.

**Stephanie Davis**

*Vice President and Consultant*

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Ms. Stephanie Davis has 16 years of experience in state and local government. In 2011, Ms. Davis brought her government finance and human resource skill sets to Springsted. She will assist communities in position analyses, classification and compensation studies, performance evaluation studies and in conducting executive searches. Prior to coming to Springsted, Ms. Davis worked as the director of finance, human resources and information technology for the County of Powhatan, Virginia. In that role, she implemented and trained department directors on an evaluation system for employees. With her guidance, the county also established its first compensation and classification system. Ms. Davis has also worked as a budget and management analyst for the County of Chesterfield, Virginia, and a management analyst for the State of Virginia Compensation Board. She has a master's degree in public administration from Virginia Commonwealth University in Richmond, Virginia, and a bachelor's degree in economics from Virginia Polytechnic Institute and State University in Blacksburg, Virginia.

**Annette Martell**  
*Project Manager*

Ms. Annette Martell will assist in determining candidate qualifications, advertising and report preparation. Ms. Martell has over 15 years experience in consulting work. She has assisted and advised clients on employee classification, compensation and benefit issues and job evaluations. Ms. Martell will be deeply involved in all aspects of the project assisting the lead consultants. The remainder of the time devoted to the project will be spent by administrative support staff in performing various tasks related to scheduling of interviews, preparation of reports and correspondence, etc.

Full resumes for the entire project team are available in **Appendix I**.

## C. Relevant Experience

Springsted has conducted recruitment services similar to those sought by the City within the past five years. The following is a list of recent executive searches we have recently conducted with contact information.

All contracts below have met the clients' expectations and have been completed within the project schedule approved by the governing body, which is typically four to five months.

**City of Petersburg, Virginia**

Mr. Brian Moore, Mayor  
City Hall, Room 210  
Petersburg, Virginia 23803  
804-721- 9196  
citycouncil@petersburg-va.org  
Executive Search (2011)  
City Manager

**City of Charlottesville, Virginia**

Mr. Dave Norris, Mayor  
P.O. Box 911  
Charlottesville, Virginia 22902  
434-970-3313  
cvilledave@gmail.com  
Executive Search (2010)  
City Manager

**Town of Fishers, Indiana**

Ms. Ci Ci Hendrix, HR Director  
Fishers Town Hall  
One Government Drive  
Fishers, Indiana 46038  
317-595-3111  
huffg@fishers.in.us  
Executive Search (2008)  
Fire Chief

**City of Greenville, North Carolina**

The Honorable Patricia Dunn  
Mayor  
1103 Ragsdale Road  
Greenville, North Carolina 27858  
252-758-1692  
pdunn2@suddenlink.net  
Executive Search (2004)  
City Manager

**City of Hopewell, Virginia**

Mr. Ed Daley, City Manager  
300 North Main Street  
Hopewell, Virginia 23866  
804-541-2243  
edaley@hopevellva.gov

Executive Searches (1980-2007)

City Manager (3)  
Finance Director  
City Engineer  
Environmental Manager  
Police Chief (2)  
Recreation and Parks Director  
Assistant City Manager

**Town of Brownsburg, Indiana**

Mr. Gary Hood, Mayor  
Brownsburg Town Hall  
61 North Green Street  
Brownsburg, Indiana 46112  
317-501-3277  
gary@goibc.com

Executive Search (2009)

Town Manager

**Orange County, Virginia**

Ms. Julie Jordan, County Administrator  
112 W. Main Street  
Orange, Virginia 22960  
540-672-3313  
brolfe@organecova.com

Executive Searches (2007)

Finance Director  
Public Works Director  
Planning Director  
Information Technology Director  
Assistant County Administrator

**County of Chesterfield, Virginia**

Ms. Mary Martin Selby  
Director of Human Resources  
P.O. Box 40  
Chesterfield, Virginia 23832  
804-748-1056

SelbyM@chesterfield.gov

Executive Search (2007)

County Administrator

**City of Fredericksburg, Virginia**

Mr. Bev Cameron, City Manager  
P.O. Box 7447  
Fredericksburg, Virginia 22404  
540-372-1010

brcameron@fredericksburgva.gov

Executive Searches (2002-2007)

City Manager  
Director of Tourism  
City Attorney  
Human Resources Director  
Planning Director (Interim)

**Town of Nags Head, North Carolina**

The Honorable Renee Cahoon  
Mayor  
P.O. Box 99  
Nags Head, North Carolina 27959  
252-441-5508  
cahoon@townofnagshead.net

Executive Search (2005)

Town Manager

**Town of North Topsail Beach  
North Carolina**

The Honorable Rodney Knowles, Mayor  
2008 Loggerhead Court  
North Topsail Beach  
North Carolina 28460  
910-328-1349

wrknowles@hotmail.com

Executive Search (2006)

Town Manager

**City of Greensboro, North Carolina**

Ms. Alice Burkholder  
Human Resources Consultant  
Human Resources Department  
P.O. Box 3136  
Greensboro, North Carolina 27402  
336-373-7947  
alice.burkholder@greensboro-nc.gov  
Executive Search (2008)  
Assistant City Managers (2)

**City of Rocky Mount, North Carolina**

Mr. Charles Penny, City Manager  
331 South Franklin Street  
Rocky Mount, North Carolina 27802  
252-972-1111  
Stephen.raper@rockymountnc.gov  
Executive Search (2003)  
Downtown Executive Director

**County of Spotsylvania, Virginia**

Mr. Henry Connors  
Member of the Board of Supervisors  
P.O. Box 99  
Spotsylvania, Virginia 22553  
540-785-6766  
hconnors@spotsylvania.va.us  
Executive Searches (2004-2007)  
County Administrator  
County Attorney  
Planning Director

**Gloucester County, Virginia**

The Honorable, Louise Theberge  
P.O. Box 329  
Gloucester, Virginia 23061  
804-693-4242  
ltheberg@gloucesterva.info  
Executive Search (2008)  
County Administrator  
County Attorney

**City of Waynesboro, Virginia**

Mr. Mike Hamp, City Manager  
503 West Main Street  
Waynesboro, Virginia 20188  
540-942-6000  
HampMG@ci.waynesboro.va.us  
Executive Search (2003)  
Police Chief

**King George County, Virginia**

Mr. Travis Quesinberry  
County Administrator  
10459 Courthouse Drive  
King George, Virginia 22485  
540-775-9181  
rbdavid@co.kinggeorge.state.va.us  
Executive Search (2007-2008)  
County Administrator  
Finance Director

**County of Prince George, Virginia**

Mr. Percy Ashcraft  
County Administrator  
P.O. Box 68  
Prince George, Virginia 23875  
804-733-2600  
jkines@princegeorgeva.org  
Executive Searches (2002-2011)  
County Administrator  
Deputy County Administrator

**Town of Bald Head Island, North Carolina**

The Honorable Larry Lammert, Mayor  
P.O. Box 3009  
Bald Head Island, North Carolina 28461  
910-457-9700  
lammertl@bellsouth.net  
Executive Search (2006)  
Town Manager

**County of Stafford, Virginia**

Mr. Anthony Romanello  
County Administrator  
P.O. Box 99  
1300 Courthouse Road  
Stafford, Virginia 22555  
540-658-8600  
aromanello@co.stafford.va.us  
Executive Searches (2004-2007)  
County Administrator  
Deputy County Administrator  
Utilities Director

**City of Bedford, Virginia**

The Honorable Skip Tharpe, Mayor  
215 East Main Street  
Bedford, Virginia 24523  
540-586-7101  
stharp@bedfordva.gov  
Executive Search (1998)  
City Manager

**Accomack County, Virginia**

Mr. Donald L. Hart, Chairman  
Board of Supervisors  
P.O. Box 388  
Accomack, Virginia 23301  
757-787-7166  
Larcum55@verizon.net  
Executive Search (2004)  
County Administrator

**Northampton County, Virginia**

Mr. Richard B. Tankard, Chairman  
County Board of Supervisors  
P.O. Box 66  
Eastville, Virginia 23347  
757-678-0440  
rtankard@co.northampton.va.us  
Executive Search (2005)  
County Administrator

**Town of Blacksburg, Virginia**

Mr. Marc A. Verneil  
Town Manager  
P.O. Box 9003  
Blacksburg, Virginia 24062  
540-961-1130  
mverniel@blacksburg.gov  
Executive Searches (2004-2007)  
Town Manager  
Town Attorney  
Planning Director

**Westmoreland County, Virginia**

Mr. Norm Risavi, County Administrator  
P.O. Box 1000  
Montross, Virginia 22520  
804-493-0130  
nrisavi@westmoreland-county.org  
Executive Search (2004)  
Director of Planning

**City of Portsmouth, Virginia**

Mr. Kenneth I. Wright, Mayor  
801 Crawford Street  
Portsmouth, Virginia 23704  
757-393-8639  
mayor@portsmouthva.gov  
Executive Searches (2007)  
City Manager

**Town of Cape Charles, Virginia**

The Honorable Dora Sullivan, Mayor  
2 Plum Street  
Cape Charles, Virginia 23310  
757-331-3259  
mayor@capecharles.org  
Executive Search (2003)  
Town Manager

**Town of Front Royal, Virginia**

Mr. Tim Darr, Mayor  
P.O. Box 1560  
Front Royal, Virginia 22630  
540-635-8007  
jeastham@firstbank-va.com  
Executive Search (2006)  
Town Manager

**Eastern Shore 911 Center, Virginia**

Mr. Donald Kellam, Chairman  
23201 Front Street  
Accomack, Virginia 23301  
757-331-2686, ext. 115  
Executive Search (2006)  
Communications Director

**George Washington Commission, Virginia**

Mr. James Howard, Chairman  
3304 Bourbon Street  
Fredericksburg, Virginia 22404  
540-373-2890  
jhoward@co.kinggeorge.state.va.us  
Executive Search (2006)  
Executive Director

**City of Chesapeake, Virginia**

The Honorable Alan P. Krasnoff, Mayor  
1006 Cuervo Court  
Chesapeake, Virginia 23322  
747-547-9266  
akrasnoff@cityofchesapeake.net  
Executive Searches (2007)  
City Manager  
Director of Economic Development

**City of Fayetteville, North Carolina**

The Honorable Anthony Chavonne  
Mayor  
433 Hay Street  
Fayetteville, North Carolina 28301  
910-433-1992 or 910-433-2171  
mayor@ci.fay.nc.us  
Executive Search (2006)  
City Manager

**Richmond Regional Planning District  
Commission, Virginia**

Mr. Timothy W. Cotman, Chairman  
9211 Forest Hill Avenue, Suite 200  
Richmond, Virginia 23235  
804-323-2330  
tcotman@co.charles-city.va.us  
Executive Search (2008)  
Executive Director

**Town of Chincoteague, Virginia**

The Honorable John H. Tarr, Mayor  
6150 Community Drive  
Chincoteague, Virginia 23336  
757-336-6519  
chinco@shore.intercom.net  
Executive Search (2006)  
Town Manager

**Chesapeake Bay Bride Tunnel Commission,  
Virginia**

Mr. Lucius J. Kellam, Chairman  
Mr. Mark C. Bundy, Secretary-Treasurer  
32386 Lankford Highway  
Cape Charles, Virginia 23219  
757-331-2960  
Executive Search (2006)  
Executive Director

**Virginia Resources Authority, Virginia**

Ms. Stephanie L Hamlett  
Executive Director  
1111 East Main Street  
Richmond, Virginia 23219  
804-644-3100  
sbailey@virginiaresources.org  
Executive Searches (2008-2009)  
Various Management Positions

**City of Suffolk, Virginia**

Ms. Selena Cuffee-Glenn, City Manager  
441 Market Street  
Suffolk, Virginia 23439  
757-514-4007  
citymanager@city.suffolk.va.us  
Executive Search (2007)  
Finance Director

**Thomas Jefferson Planning District  
Commission, Virginia**

Ms. Connie Brennan, Chairperson  
401 East Water Street  
Charlottesville, Virginia 22902  
434-979-7310  
Connie@cstone.net  
Executive Search (2009)  
Executive Director

**Greene County, Virginia**

The Honorable Steve Catalano, Chairman  
P.O. Box 358  
Stanardsville, Virginia 22973  
434-985-8535  
scatalano@hughes.net  
Executive Search (2006)  
County Administrator

## D. Search Process and Timeline

**Proposed Search Process**—Springsted Incorporated is imminently qualified to meet or exceed the City's expectations. Springsted staff assigned to the City of Rockville takes each search performed and customizes the recruitment and selection process to the community's needs. They listen carefully to the governing body that they work for, study the community, interact with the governing body on a frequent basis and aggressively identify and reach out to prospective candidates to ensure a wide, deep and diverse pool of candidates, which meets the City's identified criteria. The following project approach and methodology is recommended for recruiting and selecting a City Manager for the City of Rockville. We would be willing to modify our approach and time schedule as requested by the City.

### 1. Position Analysis

Springsted will meet with the contact persons and/or staff members designated by the Mayor and City Council to establish working relationships, define and refine the project's scope, procedures and timetable and to develop and review the materials and details required to successfully complete the project on behalf of the City.

As part of the position profile development process and as we have in other communities, Springsted staff will work to obtain as broad a view as possible concerning the skills, knowledge and abilities that the ideal candidates will need to possess to best reflect and carry out the current and future philosophies of a changing, dynamic City.

Individual interviews will be conducted with the Mayor and each member of the City Council to better outline the specific duties and responsibilities of the position, as well as individual expectations concerning desirable training, experience, professional and personal characteristics of the prospective candidates. As part of the interview process, the Mayor and each member of City Council will be asked to complete a Personnel Selection Profile questionnaire that will provide specific information about their expectations of the successful candidate.

Since the City has developed a strong and highly professional management team, we would also suggest that key department heads be involved in the profile development process to gain insight into their needs and expectations concerning the City's new Manager. Springsted team members will meet with the City's current department heads and identified key staff to obtain information from them concerning key issues that the City will be facing in the next several years and the management skills and abilities necessary to best fit the City's needs from an internal and administrative perspective. In addition, upon discussion with and final determination by the Mayor and Council, or their designee, Springsted staff will conduct two community meetings representing various segments of the community (i.e. citizens, non-profits, business community or Chamber of Commerce, etc.) to obtain a wider range of views from those deeply invested in the community. Springsted will work with the attendees to obtain their views in regard to the personal philosophies, qualities, knowledge, skills and abilities the successful candidate must possess to succeed in the City of Rockville.

In lieu of the focus groups noted above Springsted could also provide alternative public participation mechanisms, such as conducting community wide meetings, development and administration of an electronic opinion survey, or conduct interviews with community leaders and citizens identified by the City Council to determine the qualities and skills needed by the City's next Manager. We are experienced in successfully conducting each of these options and are flexible in determining the vehicle(s) which best meet the City's needs.

After the results of the interviews, public meetings and questionnaires have been analyzed and summarized, the consultants will prepare and submit a position profile to the Mayor and the City Council for review and comment and facilitate a discussion in regard to the final document. As a component of the position profile development process, Springsted will conduct a compensation and benefits analysis of similar communities to ensure that the Mayor and Council have a clear understanding of the levels of compensation and benefits for the position as they exist in comparable communities. The City Council will find this to be useful in recruiting the new Manager and also in employment negotiations with the City's top candidate. The position profile will include the City's identified job criteria and employment conditions and parameters as provided by the Mayor and City Council, department heads and participants in the public meetings.

Springsted staff will also develop a community profile tailored to the City of Rockville, describing the community, its resources and assets to be used in recruiting prospective candidates. Examples of community and position profiles are included as work samples in **Appendix I**.

## **2. Recruitment and Preliminary Screening**

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Springsted will initiate a comprehensive search and recruitment process, based upon the City's direction. The stature of the City indicates that the search for a new Manager will command national attention and, because of this, an extensive advertisement and personal contact program will be required to identify and recruit candidates who will meet the City's needs.

Announcements detailing the position will be placed in appropriate professional and news Web sites and publications, on the City's and Springsted's Web sites and in professional journals as selected by the City. At a minimum, Springsted would recommend that advertisements be placed in newsletters and on Web sites of the International City/ County Management Association (ICMA), ICMA JOBS, National League of Cities (NLC), American Society for Public Administration (ASPA), GovJobs, Maryland Municipal League (MML), Maryland Association of Counties (MACO), Maryland City/County Management Association (MCCMA) and other appropriate professional publications. Our relationships with municipal leagues throughout the country will also allow us to target specific states with urban communities similar to Rockville as part of our recruiting effort. Contacts will be made through those associations to identify potential candidates. Similarly, our outreach includes contacts with major schools of public administration that often provide outreach on job openings to alumni.

Springsted makes significant efforts to personally reach out to potential candidates and has a positive record of attracting a diverse pool of applicants. Our efforts include reaching out to and working with organizations such as the National Forum for Black Public Administrators, the National Association of Hispanic Public Administrators and the numerous organizations and chapters of public administration organizations devoted to women local government managers. Over our most recent thirty searches, fifteen percent (15%) of the finalists were identified as minority candidates.

Because the most qualified candidates may not be actively searching for a new position, our search teams actively reach out to candidates to make them aware of the availability of positions which they may have interest in. Springsted will distribute the City's community and position profile to potential candidates identified earlier by personal contact, direct mail and/or e-mail. We will invite them to apply and work to actively recruit them to the candidate pool. As a professional search firm, our professionals have the latitude to make direct contacts with qualified professionals that may otherwise disturb local or regional relationships should they be carried out by City officials. Although the position will be publicly advertised, many of the most qualified applicants will not respond to a public announcement unless invited.

Our knowledge of, and volume of work in, localities throughout the United States and our contacts through six geographically dispersed offices gives us significant insight into those individuals who may have an interest in the City and who may best meet the City's desired qualifications, personality and established organizational culture.

Among local government professionals, Springsted has established a reputation for handling searches discreetly and confidentially, so as not to jeopardize a potential candidate's current employment arrangements. This reputation removes a possible barrier for prospective candidates with good employment situations. This is important because the City will want to attract those individuals to the process.

The consultants will receive, acknowledge, review and screen each application we receive based on the criteria developed with the Mayor and City Council. The information contained in the applications and resumes and our knowledge and research of the organizations for which the applicant works will also be evaluated.

Springsted will provide timely acknowledgement and periodic status reports by personal letter to all applicants on behalf of the City.

### **3. Identification of Semi-Finalists**

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It is anticipated that the search for Rockville's new City Manager will attract a large pool of candidates. Springsted will identify up to ten (10) to fifteen (15) candidates whose qualifications most closely match the criteria established by the City. We will analyze and assess the professional and personal qualifications and achievements of each, carefully matching their credentials with the selection guidelines and the position specifications. The consultants will interview each of these candidates by telephone and, in some cases, in person, to verify and expand on the written data submitted to determine why they wish to move to and serve the City of Rockville and to ensure the candidates' real and continuing interest in the position.

Personal and professional reference checks from professional associates and others, as appropriate, will be performed. The semi-finalists will also be requested to submit references and salary histories. These references will be contacted but Springsted will also solicit inquiries from independent sources that may be familiar with the candidate and will conduct a thorough internet search at this stage. Salary histories will be presented to the Mayor and Council, but compensation parameters will not be discussed with candidates other than in general terms at this stage of the process.

The consulting team will carefully check the background of each finalist. To date, no candidate recommended by Springsted has been the subject of a criminal or ethics violation investigation.

### **4. Selection of Finalists/ Candidate Presentation**

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A report covering all applicants will be prepared and Springsted will provide a written summary of the results of our interviews and background investigation background investigation for each candidate interview conducted and present our findings to the Mayor and City Council for their consideration and present up to ten candidates for further consideration

by the Mayor and Council. Should the Mayor and City Council wish to review all applicants, Springsted will gladly provide their resumes and discuss our rationale for not advancing them to the final pool of applicants.

The report submitted to the Mayor and City Council will include a summary of the results of the search process, suggested interview schedule formats, draft interview questions for the City Council's consideration and a professional profile of each candidate's qualifications with an assessment of his/her background, the candidate biographies and reference summaries. Reference checks will include current and recent employers, peers and selected staff within the organization. The consultants will meet with the Mayor and City Council to present and discuss the recommendations, provide background information and assist in determining those candidates who are best qualified for consideration for appointment to the position of City Manager. Springsted will also work with the Mayor and City Council to narrow the list of candidates to a manageable number for interviews, should the Council wish to narrow the candidate pool. When final candidates are identified for interview, Springsted will also prepare for the Mayor and City Council's review, a list of questions that relate to current City issues and submit them to the identified finalists for written response. These responses will be included with materials related to the interview process and will provide the City Council with an opportunity to evaluate the candidates writing abilities, analytical skills, problem solving and research abilities.

## **5. Interview Coordination/ Employment Negotiation**

Springsted will assist the City in designing the interview and selection process. While we would recommend that the Mayor and Council meet with candidates personally, we recognize that local governments are facing budget constraints. In an effort to conserve funds, should the Mayor and City Council wish to conduct some preliminary interviews with candidates by telephone, through videotaped interviews or through webcam or video conferencing methods, Springsted will work with City staff and the candidates to arrange for the use of appropriate media. At the final stages of the interview process Springsted recommends that the Mayor and Council meet in person with candidates. In numerous searches, we have used a multi-tiered interview approach to provide the Council with input from the business community, community at large and governmental staff. We would be pleased to assist the Mayor and City Council in discussing and determining what level of citizen and community involvement, if any, best fits the needs of the City of Rockville as part of our basic proposal and facilitating a broader interview process, if this is the chosen course of action by the Council.

When the Council determines the most appropriate process, interview procedures will be recommended and interview questions (utilizing the draft list of questions provided in our report and other questions identified by the Mayor and Council) will be finalized for use by the Mayor and Council and any associated interview panels or groups identified by it. The consultant will coordinate the scheduling of finalists for interviews and will attend and participate in the interviews, if requested.

Upon conclusion of the interviews, Springsted will conduct a debriefing with each of the candidates and determine their continuing interest in the position and report the outcome of the discussions with the Mayor and City Council.

When the Mayor and City Council has identified the most desirable candidate, Springsted will assist in the negotiation of final employment parameters, benefits and salary within the range of options outlined by the City and competitive within the region.

When a final offer has been made and accepted by the successful candidate, Springsted will notify all other applicants by personal letter of the City's action.

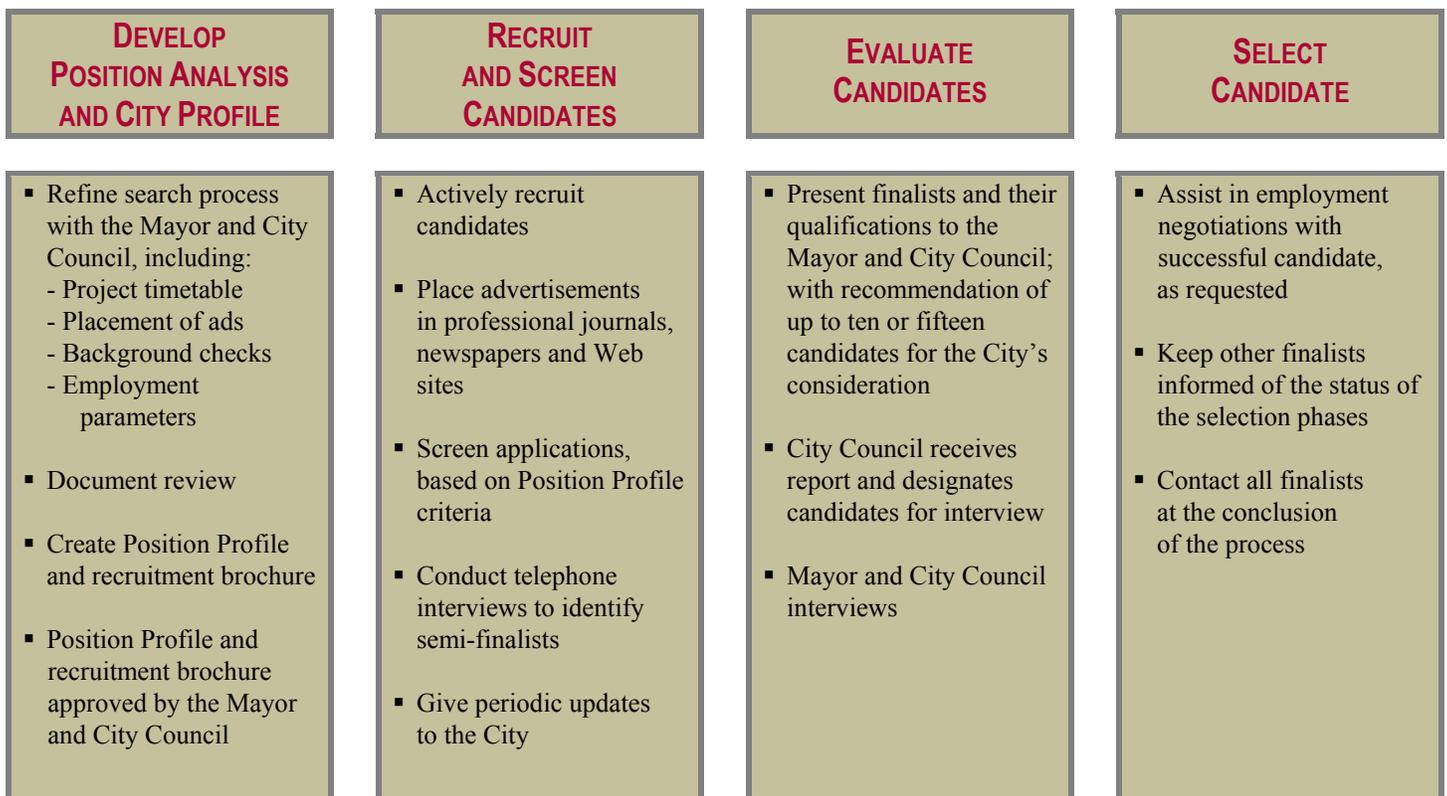
**Proposed Work Schedule**—Springsted takes pride in meeting its time commitments and has done so in all of its executive search processes. The schedule to commence this project coincides with Springsted's completion of other recruitment efforts. This will ensure that the proposed staff members will be available to concentrate on this recruiting process for the City of Rockville. Springsted is prepared to initiate the search within seven days after receiving the official notice to proceed. A detailed project schedule, which is typical for such a process, is shown below. The schedule assumes approval to proceed by September 26, with a target date of mid-December, 2011 for the City Manager's hire and approximately February 1, 2012 for the new Manager's first day of work. The actual start date of the new City Manager will be dependent upon employment negotiations and separation arrangements with the top candidate's current employer. The schedule can be adjusted if the Mayor and City Council chooses to do so based upon the needs of the City.

**We are submitting a schedule for consideration based upon the typical search process we conduct. Given the importance of the position, we feel that the schedule below can be adhered to, pending City Council availability for review of documents and interviews and would result in the best pool of candidates for the Council's consideration. The City should also note that there are factors beyond the consulting team's control that impact meeting the schedule. Publication deadlines and interview schedules, as well as appropriate resignation notices to present employers, also impact the schedule. Springsted will make every effort to meet the City's goal of completing the search as quickly as possible, without compromising the quality of the search.**

<b>City Manager Search Schedule</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>
Project Initiation/Position Analysis				
Recruitment and Preliminary Screening				
Identification of Semi-Finalists				
Selection of Finalists/Candidate Presentation				
Interview Coordinating/Employment Negotiation				

**Ongoing Services**—Springsted has a continuing interest in the success of this selection process. For that reason, we will return to the City, if requested, approximately 180-days after the selected candidate for City Manager begins working to assist in the resolution of any issues that may have surfaced between the City Council and the new City Manager.

## Overview of the City Manager Search Process City of Rockville, Maryland



### Organizational Management and Human Resources

Public entities 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 more likely to deliver more value by maximizing the use of public resources, thus achieving more success in the marketplace of public opinion.

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 local city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

Our Human Resource focus is in the area of position classification, compensation and performance evaluation. Our work is competitive, current, court tested and copyrighted to deliver pragmatic outcomes. 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.

### **Technology Capabilities and Resources**

To provide quality and responsive service, Springsted must have the in-house resources to support all of our service areas. From information to analysis to communicating our services, Springsted continues to invest in the internal resources, both people and systems, to maintain our high standards of service. Our investment in in-house support staff is extensive with *a ratio of two internal support staff for each external client service professional*.

Springsted brings the benefits of technology to our human resources and organizational management clients in three areas: information resources, communication capabilities and customized applications. In each area, our resources and capabilities are extensive, yet can be tailored to meet the individual needs of each client.

- **Information Resources**
  - Information Resources Services
    - o Professional staff dedicated solely to projects that might be of interest to our clients
- **Communication Capabilities through [www.springsted.com](http://www.springsted.com),  
Springsted's Web site provides a complete listing of:**
  - Notice of active executive searches
  - Descriptions of recent projects
  - News, events calendar and market commentary
  - Springsted services
- **Customized Applications**
  - Internally developed applications and documents for specific client needs
  - Copyrighted applications for global client needs
  - Range of internally developed applications for capital, operational and organizational client needs

### **Technology Systems**

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The backbone of these service areas is our hardware and software resources that are managed by Springsted's dedicated professional personnel staffing in our Information Technology (IT) division. This division maintains the technology infrastructure and multi-media personal computer (PC) environment that keeps every desktop and field professional connected to our clients and our

systems. Our IT staff provides in-house expertise from system design and evaluation to “nuts-and bolts” maintenance.

Our PC environment is standardized on the Microsoft® Office suite of desktop applications. Although we use Microsoft file formats, we maintain compatibility with a wide variety of previous-version and non-Microsoft file formats to allow file sharing with clients.

### **Communication Capabilities**

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With the timeliness of information being critical, communication becomes central to our working partnership with our clients. Our electronic communication capabilities provide our clients with a multiplicity of access points. All Springsted employees have Internet access and corporate e-mail addresses. Each employee’s e-mail address is simple to access by using:

his/her first initial+last name@springsted.com (ex. jdoe@springsted.com).

Our perspective of a working partnership with our clients causes us to interact often in the preparation and updating of documents. Our electric communication capabilities permit us to run tandem systems in these areas for the efficient and timely exchange of information.

We encourage you to review our Web site at [www.springsted.com](http://www.springsted.com). The site offers a wealth of features.

**Quality Control**—Springsted strives to provide high quality services and products in all of our client engagements. To achieve that goal, we have instituted measures in each of our departments that will ensure quality. The key to maintaining quality is the process of check and double-check. Each computer run, each report and each piece of work completed by the firm is reviewed by a second and often a third set of eyes. In this manner, we hope to complete the job properly for the client the first time.

The quality process for Springsted begins prior to actual work being completed and sent to a client. Extensive internal and external training sessions prepare our staff to be alert to issues of quality. In addition, the physical proximity of our analytical staff to each other in the layout of our offices fosters a continuing process of discussion and evaluation of everyone’s work product. Through all of these measures, we attempt to attain an exceptionally high standard of quality.

**Commitment**—Springsted commits to performing another executive search if the new City Manager voluntarily resigns, or is dismissed for cause, during the first two years of employment. Each of these services will be provided at no additional cost to the City, other than reimbursement for direct expenses incurred by Springsted.

**Conflicts of Interest**—As an independent municipal advisor providing a host of operational finance and management and human resources consulting services, Springsted was founded on the belief of

avoidance of conflicts of interest in representing our clients. Our independence covers all service lines from Public Finance to Economic Development and Housing to Investment Services and Management Consulting and Human Resources. Our only clients are exclusively public entities and non-profit corporations.

None of Springsted's owners, officers, employees, or agents, or their immediate family members, is currently, or has been in the past year, an employee of the City of Rockville or has any responsibility or authority with the City that might affect the procurement transaction of any claim resulting the reform.

Since Springsted's founding, clients have relied upon and valued our independent approach on their behalf.

**Sample Products**—Sample products for Charlottesville, VA; Petersburg, VA; and Brownsburg, IN are included in **Appendix II**, as well as sample written communications documents we have prepared for previous executive searches.

## E. Government Searches

This section has been combined with section C.

## F. Price Proposal

**Professional Base Fee**—Springsted Incorporated will perform all the services delineated in this proposal for executive search services for a professional fee of \$16,000 plus direct out-of-pocket expenses. Dependent upon the level of services sought, Springsted would be willing to negotiate a fee for services required by the City and has done so with many of its clients.

Springsted would charge the City at cost for actual out-of-pocket expenses. Out-of-pocket expenses include, but is not limited to, travel and sustenance for Springsted staff, overnight or messenger deliveries, conference calling beyond our internal capabilities, photocopying and mailing, advertising costs, video and/or interview costs and reference and background check costs. Direct out-of-pocket expenses are not expected to exceed \$ 4,800 per recruitment. The following chart shows an estimate of hours required to perform all services under the contract, by category:

Task	Hours	Estimated Personnel Cost	Out-of-Pocket Costs
Position Analysis	22	\$ 2,800	\$ 950 (1)
Recruitment	25	3,000	2,150 (2)
Preliminary screening	24	2,800	
Identification of Semi-finalists	30	3,800	750 (3)
Selection of Finalists/Candidate Presentation	28	3,600	950 (4) (5) (6)
<b>TOTAL</b>	<b>129</b>	<b>\$ 16,000</b>	<b>\$ 4,800</b>

- (1) Includes travel costs for initial meetings for interviews with the City and other groups
- (2) Includes advertising costs, printing of profiles, overnight delivery of materials to certain candidates
- (3) Includes printing of semi-finalist report and travel costs for presentation to the City
- (4) Includes travel costs to coordinate interviews, printing of final report and background investigation by Springsted investigator of top candidate
- (5) Should the City decide to use webcam, video or other electronic media for interviewing candidates, an estimated cost of \$350 per candidate should be added to out-of-pocket expenses
- (6) Out-of-pocket expenses do not include travel expenses for candidates, which is traditionally borne by the community. Springsted will schedule all travel in accordance with the community's travel policy limits. Because we do not know the number of candidates being interviewed or their location, providing a refined estimate of cost to the community is difficult at this time

If the City requests that Springsted handle travel arrangements for candidates, Springsted would charge an administrative fee of \$250 for coordinating travel for candidates and collecting travel reimbursement requests.

Should the City Council not select a candidate from the initial finalists, Springsted will continue to work with the City to identify an additional group of finalists. The City shall only be billed for additional out-of-pocket expenses required to develop the additional pool of candidates.

Springsted also commits to performing another executive search if the new City Manager voluntarily resigns, or is dismissed for cause, during the first two years of employment.

Each of these services will be provided at no additional cost to the Town, other than reimbursement for direct expenses incurred by Springsted.

### **Position/Community Profile Fee**

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Included as a component of Position Analysis noted above.

### **Ad Prep and Placement Fee**

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Included as a component of Position Analysis noted above.

### **Optional or Additional Service Fees**

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Additional or expanded work requested by the City for future searches will be billed at the following hourly rates. Springsted would prefer, however, to negotiate a fixed price for each future engagement. Springsted's 2011 hourly rates are:

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

### **Guarantees**

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Springsted feels very strongly that, once a candidate has accepted a position, that person has an obligation to be on the job for a good period of time. *Springsted will not actively recruit anyone whom we have placed with a client during their employment with that client.*

### **G. References**

Our references can be found in the listing of our recent searches.

### **H. Non-Conviction/Collusion Affidavit**

Attachment B is available in **Appendix IV**.

### **I. Offeror's Questionnaire Form**

Attachment C is available in **Appendix V**.

# APPENDIX I

## Resumes

**John A. Anzivino**  
Senior Vice President  
Client Representative

Mr. Anzivino joined Springsted in December 2001 as Vice President and Client Representative. In July 2006, he was named Senior Vice President of the firm and, in December 2006, as Director of Springsted's Mid- Atlantic group. He assists Mid-Atlantic counties, cities, towns and other governmental clients in helping to resolve their management and human resource, financial, housing and economic development challenges in a variety of innovative ways. In addition, Mr. Anzivino oversees the bond issuance process for clients, ensuring that debt offerings are marketed and delivered in a timely and effective manner.

Mr. Anzivino has over 25 years of experience in state and local government. He served as Town Manager for Warrenton, Virginia for more than 12 years. Prior to Warrenton, he served as County Administrator for four years in Caroline County, Virginia, and for six years in Amelia County, Virginia. Each of these communities received state and national recognition for developing creative and innovative approaches to resolving complex financial and programmatic issues that they faced during his tenure. During this time, Mr. Anzivino authored chapters in the *VML Handbook for Mayors and Council Members* and the *Virginia Association of Counties Handbook for County Supervisors*. He has also held positions in West Virginia with the Governor's Office of Economic and Community Development, specializing in resolving complex utility and project financing issues and with a regional planning and development agency, as its Assistant Director.

Mr. Anzivino has been an active participant in professional associations, having served as Vice President of the Virginia Local Government Management Association and as President of the Virginia Association of County Administrators.

**Education**

University of Georgia, Athens, Georgia

Master of Public Administration

Concord College, Athens, West Virginia

Bachelor of Arts

University of Virginia, Charlottesville, Virginia

Senior Executive Institute

**Affiliations**

International City Management Association (ICMA)

Virginia Local Government Management Association (VLGMA)

International Public Management Association for Human Resources (IPMA)

Virginia Government Finance Offices Association (VGFOA)

North Carolina Government Finance Officers Association (NCGFOA)

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

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

Ms. Klumpp has extensive experience in serving government. She has served as Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Twin Cities, and as Associate Executive Director for the League of Minnesota Cities. Her experience also includes serving as City Administrator in Oakdale, Minnesota and as Assistant City Manager in both St. Louis Park, Minnesota and Saginaw, Michigan. Her private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm.

Ms. Klumpp also served as an adjunct instructor at Walden University, where she taught public administration and organizational change in the University's School of Management. She served two terms on the Ramsey County Charter Commission and was chair for two years.

***Education***

University of Kansas, Lawrence, Kansas  
Masters of Public Administration  
Miami University, Oxford, Ohio  
Bachelor of Arts in Political Science

***Affiliations***

International City/County Management Association  
International Public Management Association for Human Resources

**Stephanie D. Davis**  
Vice President  
Consultant

Stephanie Davis is an organizational management and human resources consultant, specializing in position analyses, classification and compensation studies, performance evaluation studies and in conducting executive search efforts for the public sector. She performs organizational studies, develops personnel policies and manuals and conducts organizational management training.

After 16 years of experience in state and local government, Ms. Davis chose to bring her wide-ranging skill sets to Springsted in 2011. With her strong background in organizational management and human resources, as well as her unique insight into state and local finance, she will assist governmental agencies in developing and growing meaningful legacies.

Most recently, Ms. Davis worked as the director of finance, human resources and information technology for the County of Powhatan, Virginia. In that role, she helped the county achieve a significant credit upgrade in its bond rating, as well as established the county's first debt service fund and increased its fund balance over her eight years there from 8 percent to 15 percent. In her human resources role, Ms. Davis implemented and trained department directors on an evaluation system for employees. With her guidance, the county also established its first compensation and classification system.

Ms. Davis has also worked as a budget and management analyst for the County of Chesterfield, Virginia. Ms. Davis has also worked as a management analyst for the State of Virginia Compensation Board.

**Education**

Virginia Commonwealth University, Richmond, Virginia  
Master of Public Administration

Virginia Polytechnic Institute and State University, Blacksburg, Virginia  
Bachelor of Science, Economics

**Professional**

Certified Government Financial Manager (CGFM), Association of Government Accountants

**Annette Martell, PHR**  
*Project Manager*

Ms. Martell joined Municipal Advisors Incorporated in April 1985 as an office assistant and was promoted to administrative assistant in July 1993. In January 1997, she was promoted to office manager. Ms. Martell was named Management Services Analyst upon the merger of Municipal Advisors Incorporated and Springsted Incorporated in October 2000. In August 2006 Ms. Martell transferred to the Richmond, Virginia office as an Associate Project Manager. Upon graduation Ms. Martell was promoted to Project Manager.

As office manager, Ms. Martell coordinated and prepared project proposals and study documents. She assisted with the analysis of financial options and fiscal impacts. She assisted client representatives and clients with human resources, classification and compensation needs. Her knowledge and skills in information services and project production allowed her to provide insights necessary to work with company staff and clients on a wide range of projects.

Ms. Martell has worked on numerous finance and refunding issues, human resources and organization improvement projects.

***Education***

Virginia Commonwealth University, Richmond, Virginia

Bachelor of Science degree in Business Management with a concentration in Human Resource Management

Old Dominion University, Norfolk, Virginia

Coursework toward Bachelor of Science degree in Business Management

Tidewater Community College, Virginia

Associate of Science in General Studies

Specialization: Business Management

Magna cum laude

***Affiliations***

Phi Theta Kappa

Tau Sigma Honor Society

Golden Key International Honour Society

Richmond Society of Human Resource Managers

## **APPENDIX II**

### **Sample Work Products**

# THE CITY OF CHARLOTTESVILLE, VIRGINIA



is Recruiting for the Position of  
*City Manager*

Send required information by September 5, 2010 to:

John A. Anzivino, Senior Vice President  
Springsted Incorporated  
1564 East Parham Road  
Richmond, VA 23228

Telephone: 804.726.9750  
Fax: 804.726.9752  
E-Mail: [richmond@springsted.com](mailto:richmond@springsted.com)



***SPRINGSTED INCORPORATED***

# CITY PROFILE

## CITY OF CHARLOTTESVILLE, VIRGINIA

### The Community

The City of Charlottesville is an independent city that encompasses nearly 11 square miles and has an estimated population of approximately 40,317 (2009). The City, located at the foothills of the Blue Ridge Mountains in central Virginia, is the anchor of a metropolitan area of approximately 225,000 citizens. Charlottesville's strategic location places it less than two hours from Washington, DC, and an hour from Richmond, VA. Its rich history began with its establishment as a town in 1762. Named for Queen Charlotte, wife of King George III, King of England; Charlottesville was incorporated as a city in 1888.



Charlottesville may be best known for Monticello, the elegant mountaintop retreat of the nation's third president, Thomas Jefferson that is a UNESCO World Heritage Site. In addition, Montpelier, the home of the nation's fourth President, James Madison, and Ash Lawn-Highland, the home of James Monroe, the fifth President and author of the Monroe Doctrine, are located nearby. The City has enjoyed a prominent position in a number of national rankings, including the Best Places to Live (*Sperling's and Money Magazine*), Top Ten Places in the Country to Raise a Family (*Reader's Digest*), one of the Best Small Places for Business and Career (*Forbes/Milken Institute*), and one of the Top 100 Best Small Arts Towns in America. Charlottesville residents have long enjoyed the best of urban, suburban and rural advantages, with the goal of being "a world-class city".



Home to the University of Virginia (UVA), one of the top public higher education institutions in the country, Charlottesville is also known as a progressive and sophisticated university town. Its Heritage Repertory Theatre has served as the link to professional theatre for the community. The University of Virginia Health Sciences Center provides world-renowned medical research and training. Martha Jefferson Hospital complements the mix with a comprehensive women's health center, oncology center, and a strong community focus.

The City's public schools provide a place for all children to learn with a low student/teacher ratio and a high commitment to success. Enrichment programs, special and gifted education services, technical training, fine and performing arts and a wide variety of sports and other extra-curricular activities cater to the individual needs of each student. The system enrolls approximately 4,100 students, who attend well maintained facilities including: six elementary schools (Pre K-5), one upper elementary school (Grades 5-6), one middle school (grades 7-8), one high school (grades 9-12), one vocational education high school operated jointly with Albemarle County, and one alternative program (grades 7-12). A number of local private/parochial schools also provide educational options.

The City offers an impressive variety of cultural, social, and recreational opportunities, where the creative spirit is kept alive through thriving arts, music and theater communities and the Downtown Pedestrian Mall is a magnet for art, music, dining, shopping and entertainment. Popular events in the area include the Dogwood Festival, First Night Virginia and the Virginia Film Festival. Every season brings celebrations, such as the Virginia Festival of the Book in winter, Historic Garden Week, Festival of the Photo and steeplechase races in spring and fall and the African-American Cultural Arts Festival in the summer. Currently, there are 26 wineries in the Greater Charlottesville area, and wine connoisseurs can enjoy several wine festivals and events, including the Annual Monticello Wine & Food Festival held each October. City residents enjoy a wide variety of amenities, ranging from the 25 city parks, including 10 neighborhood parks, to movie theaters, museums, along with extensive hiking and biking options that draw visitors year round. A variety of water sports awaits the water enthusiasts.



The University of Virginia provides sports fans a chance to follow a full complement of both men's and women's teams that participate in the highly competitive Atlantic Coast Conference. These teams have achieved high national rankings in virtually all sports, with the most prominent accomplishment being achieved by the men's soccer team, winning the national championship for four straight years.



Charlottesville also provides a strategic location for many major high-tech employers, including the City's largest employer, the University of Virginia, where there are approximately 10,000 university employees, 7,000 hospital employees and 20,000 students. Transportation opportunities are easily accessible through the citywide bus system, Charlottesville-Albemarle Regional Airport, and regular rail service connecting throughout the South and Northeast Corridors. The City is one of the nation's few cities under 50,000 in population to possess an AAA Bond

Rating. Charlottesville's rich history, as well as its picturesque and tranquil setting, lends itself to a strong tourist industry, and a growing number of retirees claim Charlottesville as home each year.

Charlottesville is a diverse community, which has a population comprised of 20% African-American citizens as well as a growing Hispanic population. The community is one that highly values its diversity and is proactive in dealing with potential issues, resulting in a series of public discussions and action items identified in the City's recent "Dialogue on Race".

There is a wide variety of housing stock, ranging from upscale historic homes to colonials and condominiums. The area is often noted in publications such as *Southern Living*, *Men's Health* and *Outdoor Magazine* for the beautiful homes and superior living environment in the area. Charlottesville is a unique community.

## CHARLOTTESVILLE CITY GOVERNMENT

The City operates under the City Manager/Council form of government, with all legislative powers vested in a five-member Council elected at-large for four-year, staggered terms. Municipal elections are held in November in odd-numbered years and the terms of Council members are staggered so that three are elected in one year and two are elected two years later. Council members elect one Councilor to serve as Mayor and one as Vice Mayor for two-year terms. If a vacancy occurs in any position, the Council elects a new member to serve out the unexpired term of the departed member.



The Mayor presides over all Council meetings, calls special meetings, makes some appointments to advisory boards and serves as the ceremonial head of government. The Vice Mayor provides support whenever the Mayor is unavailable.

The City Council appoints the City Manager, the Director of Finance, the City Assessor, the Clerk of the Council and members of major policy-making Boards and Commissions. The Council establishes policy in the areas of city planning and finance, human development, public safety and justice, public utilities, transportation and other areas and has specific powers to pass ordinances, levy taxes, collect revenues, adopt a budget, make appropriations, issue bonds, borrow money, and provide for the payment of public debts.

The Council establishes policy in the areas of city planning and finance, human development, public safety and justice, public utilities, transportation and other areas and has specific powers to pass ordinances, levy taxes, collect revenues, adopt a budget, make appropriations, issue bonds, borrow money, and provide for the payment of public debts.

Regular meetings of the Council are held the first and third Mondays each month at 7:00 p.m. in Council Chambers. Agendas of regular Council meetings are available online in advance of the meeting.

Charlottesville is an engaged community with a variety of citizen advisory groups, commissions, task forces and ad hoc committees, which assist the City Council by studying specialized areas of interest and making recommendations for Council action. These range from the Planning Commission to the Community Development Task Force, from the Dialogue on Race Steering Committee to the Parks and Recreation Commission. As noted, civic engagement is a strong value in the City of Charlottesville. The City government continually creates venues for all citizens, with a special emphasis on those who are traditionally under-represented in civic processes, to become involved. This commitment to inclusive civic engagement ensures that social equity is built into the development of public priorities and policies.

Over the years, Charlottesville's City government has received national recognition for its forward-thinking, policies and practices. The City Council is seeking a proactive individual with the vision and creativity to use the City's many assets and, in collaboration with all stakeholders, to take the City's vision to the next level – even as the City faces significant economic challenges. The City's adopted vision provides a comprehensive path for the Council, staff, advisory groups and citizens to follow as the City continues its efforts to improve quality of life and opportunities for all citizens. The Vision is revisited periodically and lays out the following focal points:

## **Charlottesville: A Great Place to Live for All of Our Citizens**

- A leader in innovation, environmental sustainability, and social and economic justice
- Flexible and progressive in anticipating and responding to the needs of our citizens
- Cultural and creative capital of Central Virginia

### **Economic Sustainability**



Our community has an effective workforce development system that leverages the resources of the University of Virginia, Piedmont Virginia Community College, and our excellent schools to provide ongoing training and educational opportunities to our residents. We have a business-friendly environment in which employers provide well-paying, career-ladder jobs and residents have access to small business opportunities. The Downtown Mall, as the economic hub of the region, features arts and entertainment, shopping, dining, cultural events, and a vibrant City Market. The City has facilitated significant mixed and infill development within the City.

### **A Center for Lifelong Learning**

In Charlottesville, the strength of our education is measured not by the achievements of our best students, but by the successes of all our students. Here, an affordable, quality education is cherished as a fundamental right, and the community, City schools, Piedmont Virginia Community College and the University of Virginia work together to create an environment in which all students and indeed all citizens have the opportunity to reach their full potential.

### **Quality Housing Opportunities for All**

Our neighborhoods retain a core historic fabric while offering housing that is affordable and attainable for people of all income levels, life stages, and abilities. Our neighborhoods feature a variety of housing types, including higher density, pedestrian and transit-oriented housing at employment and cultural centers. We have revitalized public housing neighborhoods that include a mixture of income and housing types and enhanced community amenities. Our housing stock is connected with recreation facilities, parks, trails, and services.



### **C'ville Arts and Culture**

Our community has world-class performing, visual, and literary arts reflective of the unique character, culture, and diversity of Charlottesville. Charlottesville cherishes and builds programming around the evolving research and interpretation of our historic heritage and resources. Through City partnerships and promotion of festivals, venues, and events, all have an opportunity to be a part of this thriving arts, cultural, and entertainment scene.

## **A Green City**

Charlottesville citizens live in a community with a vibrant urban forest, tree-lined streets, and lush green neighborhoods. We have an extensive natural trail system, along with healthy rivers and streams. We have clean air and water, we emphasize recycling and reuse, and we minimize storm-water runoff. Our homes and buildings are sustainably designed and energy efficient.

## **America's Healthiest City**

All residents have access to high-quality health care services. We have a community-wide commitment to personal fitness and wellness, and all residents enjoy our outstanding recreational facilities, walking trails, and safe routes to schools. We have a strong support system in place for families and for the elderly and disabled. Our emergency response system is among the nation's best.

## **A Connected Community**

The City of Charlottesville is part of a comprehensive, regional transportation system that enables citizens of all ages and incomes to easily navigate our community. An efficient and convenient transit system supports mixed-use development along our commercial corridors, while bike and pedestrian trail systems, sidewalks, and crosswalks enhance our residential neighborhoods. A regional network of connector roads helps to ensure that residential neighborhood streets remain safe and are not overburdened with cut-through traffic.



## **Smart, Citizen-Focused Government**

The delivery of quality services is at the heart of Charlottesville's social compact with its citizens. Charlottesville's approach to customer service ensures that we have safe neighborhoods, strong schools, and a clean environment. We continually work to employ the optimal means of delivering services, and our decisions are informed at every stage by effective communication and active citizen involvement.

Citizens play a critical role in shaping the public decisions that affect their lives. Local government officials are proactive in mobilizing the diverse public and private resources needed to meet the priorities and challenges of the future. To these ends, they work toward the following:

- Providing a progressive economic center that generates opportunity and prosperity for all citizens,
- Offering greater residential opportunities and options throughout the City,
- Enhancing the social fabric,
- Promoting educational excellence and an intellectual climate (art and culture), and
- Engaging the public to create constructive change for the betterment of the community

## **Other Local Elected Officials Serving the City of Charlottesville**

Several other City officials are elected by the voters. They include the Clerk of the Circuit Court, Commonwealth's Attorney, Commissioner of the Revenue, Sheriff, and Treasurer. These officials or offices do not have taxing authority and serve as independent officers performing functions identified by

the Virginia Code. In addition, Charlottesville voters now elect the members of the seven-person School Board. Members are elected at-large and the Board has no taxing authority.

## The Position of City Manager

The City Manager serves as the chief executive officer for the City, managing a full array of urban services in a densely developed and active university community. The Manager has exclusive authority over personnel administration, including selection, evaluation, and retention of key senior executive staff,



except for the Clerk of the City Council, Director of Finance and City Assessor, who are appointed by the City Council. Under the City Code, the Manager seeks the advice and consent of the City Council prior to appointment and removal of the City Attorney. As Chief Executive Officer, the Manager ensures that the entire community is served effectively and efficiently by providing direct management and oversight to the Chief Operating/Financial Officer, Assistant City Manager who oversees Budget and Performance Management and Communications and 11 departments, including: police, fire, neighborhood services, public works, human services, parks and recreation, social services, economic development, finance, human resources and technology.

The City employs 916 full-time personnel, has a FY 2011 General Fund operating budget of \$140.7 million, and a FY 2011 year Capital Improvements Plan of \$33.9 million. The 2010-2011 budget recently adopted reflected the continued delivery of high - quality governmental services that the citizens, businesses and visitors rely upon daily within the constraints of the current economy. As an independent City, Charlottesville does not have the same boundaries as nor is not subject to taxation by any county, and is not liable for any county or school district indebtedness.

## Key Issues Charlottesville's New City Manager Will Face

Charlottesville, as a proactive community engaged in continuous self-improvement, has identified a wide range of issues that a new City Manager will need to address. The following are a sampling of key issues identified by the City Council and community and are presented in no order of priority and should not be viewed as all-inclusive. The key issues include:

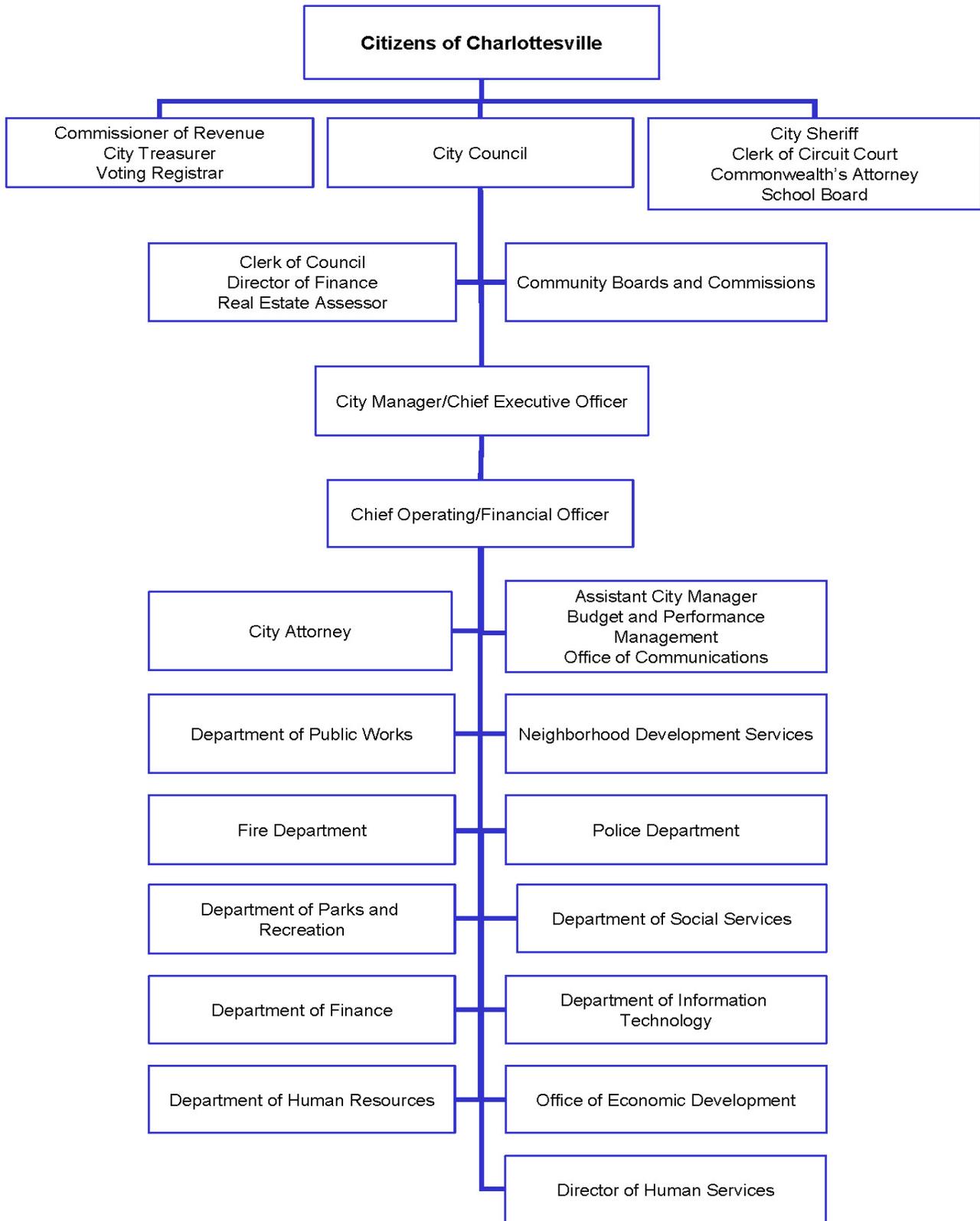
1. **Building a Long-Term, Sustainable Local Economy.** The City of Charlottesville has developed an economic base that is heavily influenced by the commercial-retail community. Encouraging small business development in targeted sectors and expansion of the local economy through development of higher paying jobs is an issue that, if addressed, the Council believes will lead to a more diversified economy, more opportunities for expanding the City's middle class and a more diversified revenue base.
2. **Finance and Budget.** Like many cities throughout the nation, the City of Charlottesville is challenged by the current economic environment and the limited opportunities for revenue expansion coupled with declining support from the state and federal government. At the same time the service needs of the City remain constant and attention to employee compensation, non-profit organizations and capital needs are growing. Managing the budget, maintaining the City's AAA credit rating and identifying creative ways to maintain, improve and provide services will

be a key challenge in the City for the City Council, City Manager, staff and citizens to address in the immediate future.

3. **Maintaining and Improving Strong Community Relationships.** The City of Charlottesville continues to grow and change, embracing diversity in race, culture, language and gender. Recently, the City completed the first phase of a "Dialogue on Race" a community-based discussion that engaged every segment of the community in an open, honest, on-going discussion of race, racism and diversity. The Dialogue also identified problems and proposed concrete solutions and paths to action that promote racial reconciliation, economic justice and equity. Implementation of the action phase of the Dialogue adopted in May, 2010 will assist the City in continuing to embrace issues that are often overlooked by other less proactive, communities. The City, over the years, has developed strong relationships with its citizens and a wide variety of organizations, public and private, that serve various constituencies as the community continues to change ongoing recognition of how it is changing and the challenges that come with change. Continuous attention will be required to maintain and improve Charlottesville's position as a leader in community building and diversity.
4. **Continuing to Fund and Implement the City's Capital Improvements Plan.** The City of Charlottesville, like many historic communities, is facing significant challenges in maintaining and replacing its aging infrastructure while attempting to meet citizen demands for new facilities. Maintaining the City's current momentum of funding the plan and replacing infrastructure in a creative, technologically advanced, rational and well planned manner which addresses the areas of greatest identified priority while maximizing fiscal resources in a challenging fiscal environment is an issue that will require considerable attention

To learn more about the City of Charlottesville, go to <http://www.charlottesville.org/>

# City of Charlottesville Organizational Structure



# City Manager Profile

## Education and Experience

A bachelor's degree in public or business administration or related field required; a master's degree is highly desirable. A substantial amount of public sector management experience as a manager, deputy or assistant in a comparably sized or larger city or county is also required, with more experience preferred. Past experience of the individual must show a high level of interest and successful achievement in a broad range of areas that includes working effectively with citizen groups, economic and community development, redevelopment of existing neighborhoods, working with and understanding the needs of existing businesses, building Council and community consensus and dealing with public finance issues. Additional consideration will be given to ICMA Credentialed Managers who display a commitment to lifelong learning and professional growth.

## Skills and Past Performance

### Administrative ability

Must have demonstrated performance in working with staff to build consensus and the ability to select well-qualified and motivated department heads. Excellent communication skills are a must, including the ability to listen to and communicate with various segments of the community, while developing a strong relationship with the business community. The City Manager must be willing to devote whatever time is necessary to achieve the goals and guidelines established by the City Council. Knowledge of how to effectively use existing community resources and strong leadership qualities are extremely important.

### City Manager/Council/Interdepartmental relations

Ability to take time and interest in working with Council members to keep them informed and explain technical processes in understandable terms. Should be able to adequately inform the Council on a regular basis so there are no surprises. The Manager must be able to accept constructive criticism and to implement needed changes incorporating new ideas. Candidate must be open and honest with the Council, providing an honest assessment of the practicality of new proposals, and must be able to present well thought - out recommendations for issues and problems which affect the locality. The individual should be able to interpret and carry out Council's vision and the intentions and direction of the Council enthusiastically.

### Budget and finance

Should have demonstrated prior experience in successfully managing a City or County budget with emphasis on efficient utilization of available resources. Must recognize the value of, and protect, the City's AAA bond rating. Must be able to develop a budget, that is "transparent" and understandable to elected officials, citizens and staff and targets the use of scarce resources in a well thought - out and prioritized manner. Must have knowledge of the value of performance measurement tools and their applicability to improving public sector operations.

### Human resource management

Must demonstrate a personality that can communicate the City Council's goals and the City's needs to department heads and employees. Must be prepared to motivate employees and demonstrate fairness in dealing with staff while holding all staff accountable for their performance. Should have demonstrated a commitment to teambuilding, equal employment opportunity and upward mobility of staff with the desire to ensure staff is service oriented.

## **Economic development**

Must have demonstrated skills in successfully initiating and completing a wide range of economic development projects in an urban setting. Must have thorough knowledge of redevelopment issues and demonstrated success with downtown revitalization working within a regional setting.

## **Housing**

Significant experience and success in dealing with urban housing and affordable housing issues, in a community with a high concentration of rental housing, important.

## **Community relations**

The successful candidate must have a desire to work and be visible in an economically and socially diverse community demonstrating success in incorporating a wide range of opinions into recommended solutions. Experience working with and understanding the needs of the business and academic community is highly desirable. Candidate should be able to present a confident image of the local government to the community at large. Must be able to demonstrate a positive, productive attitude to citizens and businesses of the community.

## **Intergovernmental relations**

Must be able to relate to and develop a good working relationship with governments within the area/region, community organizations, the Charlottesville school division, and state and federal agencies.

## **Professional Skills and Management Style**

- Must be able to understand and successfully manage an organization with a number of complex and interrelated "moving parts"
- Ability to craft a position of "what is possible", serving as a visionary for the City Council and staff with the ability to take reasoned risks, while employing creative and innovative thinking to forge solutions to problems
- Service oriented in approach to public service
- Collaborative in dealing with others and comfortable in developing shared solutions
- Strong analytical skills, an "idea" person who is able to think and act strategically while looking at issues from all aspects before making a recommendation
- Strong and enthusiastic in presenting ideas, while being respectful of others
- Self starter, hard working, producer; setting an example for others
- Team builder, who mentors and believes in building staff capabilities
- People person who understands citizens and enjoys working with them
- Clearly understands and stands up for the role of the City Manager
- Fair in approach to decision making yet firm in application of policies, rules and laws when needed
- Ability to manage with confidence and the courage to "present the good news with the bad" and do what's right, even in the face of adversity
- Flexible, can adjust to changing leadership and conditions within the City when warranted
- Organized and timely in response to requests for information from all sources
- Develops and maintains good public relations with citizens, community groups, City staff, City Council and regional leaders.
- Willing to be the visible leader of staff, setting a positive tone even during difficult periods
- Ability to communicate with various constituencies without intimidation or condescension

## Personal Traits

- Ethical with high moral standards, honest, trustworthy, open and candid
- Accessible and approachable and comfortable with a wide range of different types of personalities
- Proactive in dealing with issues; decisive in actions
- Good listener, responsive to Council and citizen concerns
- Compassionate in dealing with problems while caring about outcomes
- Strong, self confident, tactful, discreet, diplomatic
- Personable with a sense of humor
- Consensus builder
- Apolitical

## Compensation and Benefits

The salary for the position is negotiable, based on qualifications and experience. Salary range is \$165,000 to \$190,000 negotiable depending upon qualifications. Benefits include participation in the Charlottesville Retirement System, vacation and sick leave, group life insurance, deferred compensation, medical insurance, automobile allowance, professional dues and conference expenses. Relocation allowance provided. Residency within the City is required within a defined period of time.

## Application and Selection Process

The application deadline is September 5, 2010. To be considered, please submit a cover letter, resume and salary history along with at least three professional references to:

John A. Anzivino  
Springsted Incorporated  
1564 East Parham Road  
Richmond, VA 23228-2360  
Phone: (804) 726-9750  
Fax: (804) 726-9752  
E-Mail: [richmond@springsted.com](mailto:richmond@springsted.com)

Following the filing date, resumes will be screened by Springsted based on the criteria approved by the City Council. After a process that will include preliminary interviews and reference checks for those candidates who are determined to be best suited for the position, a group of finalists will be selected by Springsted and presented to the City Council for further consideration. The finalists should be interviewed in Charlottesville during the month of October 2010.

*The City of Charlottesville is an Equal Opportunity Employer*



# CITY OF PETERSBURG, VIRGINIA



## is Recruiting for the Position of *City Manager*

Send Résumés by April 17, 2011 to:

John A. Anzivino, Senior Vice President  
Springsted Incorporated  
1564 East Parham Road  
Richmond, VA 23228

Telephone: 804.726.9750  
Fax: 804.726.9752

E-Mail: [richmond@springsted.com](mailto:richmond@springsted.com)



Springsted

## *City Profile*

### City of Petersburg, Virginia

The City of Petersburg is an independent Virginia city and was originally known as Peter's Point. It grew on the banks of the Appomattox River from the former Fort Henry established in 1645 and was granted its first charter as a town on December 17, 1748. In 1850, the town of Petersburg was consolidated with the nearby settlements of Blandford, Pocahontas, and Ravenscroft to become a City, officially the third in Virginia, with a population of 14,010. The present charter was approved on March 14, 1962, by the General Assembly of Virginia, and has subsequently been amended from time to time.



The City encompasses 23.1 square miles and has a population of 32,849 according to the latest figures available from the U.S. Census Bureau. It is one of 13 jurisdictions that comprise the Richmond-Petersburg Metropolitan Statistical Area (MSA). Petersburg is the center of Virginia's Gateway Region economy that includes the counties of Chesterfield, Dinwiddie, Prince George, Surry and Sussex and the cities of Colonial Heights and Hopewell. The City is located in east-central Virginia, approximately 23 miles south of Richmond, and is within 500 miles of half the nation's population. It is bordered by the Appomattox River and the City of Colonial Heights to the north, by Dinwiddie County to the south and west, by Prince George County to the east and by Chesterfield County to the northwest.

Petersburg was originally a commercial center for processing and transporting cotton, tobacco and metal goods produced and shipped from the area. Petersburg became an important railroad center as transportation in America developed, producing and shipping products from Southside Virginia and distributing them to external markets. The transportation infrastructure in and around the City today strategically places Petersburg within a days drive of the entire eastern seaboard and Interstates 95 and 85 provide direct access to the major business centers of both the Northeast and the Southeast, including New York, Charlotte and Atlanta. In addition, U.S. Highway 460 bisects the City and provides a direct route to the international Ports of Hampton Roads and Newport News. Railway freight service is provided by Norfolk-Southern and CSX and Amtrak daily service is available. I-295 provides direct access to I-64 (east/west) and nearby Richmond International Airport.

Residents have expressed a desire for a downtown area that centers around the "Livable City Concept" where they can walk to nearly everything they need or catch a bus if they work outside the core area. Petersburg is working toward this goal and recently opened a new regional Multi-Modal Transit Station. The station accommodates twelve (12) Petersburg Area Transit/Greater Richmond Transit System buses, three (3) Greyhound buses, three (3) taxis, three (3) paratransit vehicles, and 2 automobile drop-off/pick up slips. The building includes interior waiting, ticket counter, passenger amenities, a police substation, retail space and public spaces. A park area, "green spine" pedestrian walk way and buffer along historic residences is planned as are street improvements adjacent to the station.

### **Petersburg's History**

Petersburg and the region surrounding it are steeped in American history. Pocahontas lived at Henricus, a James River settlement located in what is now Chesterfield County. The Petersburg National Park Service, which owns extensive battlefield properties in Petersburg, Hopewell and Dinwiddie County, and Pamplin Historical Park & the National Museum of the Civil War Soldier commemorate the major Civil War battles fought here during the Siege of Petersburg and the Confederate Army's retreat to Appomattox. The Battle of the Crater is infamous for the attempt by Union troops to tunnel under

Confederate lines with devastating results for both the Union and the Confederacy. Petersburg also played a prominent role in the American Revolution and the War of 1812 due to its prominent logistics and communication lines. Then as our country entered World War I, Camp Lee was established in 1917 to train soldiers. Renamed Fort Lee in 1950, its mission as a major training base continues, with key focus areas of quartermaster, logistics, ordnance and transportation training.



The City is also a wealth of African-American historical milestones. First Baptist Church, established in 1774 is home to one of the country's oldest African-American congregations. One of the first schools for African American children was created here. In the mid-19th century, Petersburg had the largest free black population of any city in the country. And Petersburg played an important role in the Civil Rights Movements of the 1950's and 60's, as Martin Luther King Jr. visited the City on numerous occasions, recruiting several of his top lieutenants. The Petersburg Improvement Association (PIA) sponsored a series of peaceful sit-ins at the local Trailways bus terminal and convinced the President of the Bus Terminal Restaurants to agree to desegregate the terminal lunch counters in Petersburg and other cities. These actions created a model for the national civil rights struggle throughout the South.

The Petersburg Department of Tourism operates four museums and two Visitor Centers. The past comes alive through art, architecture, decorative arts and Civil War artifacts and exhibitions displayed in Blandford Church, the Siege Museum, Centre Hill Museum and the Farmers Bank. The Museums also contain rich archives of photographs, documents and artifacts pertaining to Petersburg's history from the pre-Revolutionary War era through the twentieth century. Walking tours, special lectures, temporary exhibits and other special events are held throughout the year.

At nearby Fort Lee, the Quartermaster Museum preserves the history and heritage of the U.S. Army Quartermaster Corps, the Army's oldest logistics branch. The U.S. Army Women's Museum, also located at Fort Lee is the only museum in the world dedicated solely to women who have served in the U.S. Army.

The National Register of Historic Places lists the Petersburg Old Towne Historic District as well as other historic districts such as Battersea/West High Street, Folly Castle, Centre Hill, Poplar Lawn, South Market Street, Pocahontas, Commerce Street Industrial Area, Atlantic Coastline Railroad Area and the Courthouse area in Petersburg. Many of the historic homes which people appreciate today have been restored and historical industrial complexes are being adapted for new uses such as specialty shops, restaurants, up-scale apartments and condos. Petersburg's historic districts have been featured in Southern Living magazine and HGTV's "What You Get for the Money".

Additionally, the City is a member of Petersburg Area Regional Tourism, which is the regional tourism marketing organization composed of the City along with the cities of Colonial Heights and Hopewell, and Chesterfield, Dinwiddie and Prince George Counties.

## The Community

### Population and Demographics

The U.S. Census Bureau American Community Survey counted 32,849 people, 12,386 households, and 7,127 families residing in the City in 2009. The City's population which showed a steady decrease through the middle of the 2000 decade stabilized in 2005 and began to show a slightly positive growth trend beginning in 2006. The population of the City is predominately African American (77.0%). The median income of households in Petersburg was \$35,874 in 2009 and the per capita income was \$18,963. About 11.6% of families and 17.8% of the population were below the poverty line, including 27.1% of

those under age 18 and 10.3% of those aged 65 or over.

## Major Employers and Economic Development

Petersburg has a solid manufacturing base and is a growing medical services hub with the recent construction of the new Southside Regional Medical Center and HealthSouth Rehabilitation Hospital. In addition, the expansion of Fort Lee presents strong opportunities for economic growth, particularly among small businesses. Actions pursuant to the 2005 Base Realignment & Closure (BRAC) Act will bring over 3,700 new military, civilian and private contractor jobs to Fort Lee by September, 2011. The average daily population on post is more than doubling as a result of the 2005 BRAC actions. The City has an active economic development program and is a member of the Virginia’s Gateway Region Development Organization which works on behalf of eight member localities to assist in marketing the region. The City has numerous local organizations promoting economic development and offers “Class A” office space which was most recently taken advantage of by Rolls-Royce’s Crosspointe corporate headquarters. Rolls-Royce is building a production facility in nearby Prince George County.

Major Employers
Southside Regional Medical Center
City of Petersburg
Boehringer Ingelheim USA
Petersburg Public Schools
Randstad Us L P
Horizon Mental Health Management Inc
Wal Mart
Amsted Rail Company Inc
District 19 Behavioral Health and Services
Beverly Home Care



Source: Virginia Employment Commission, Quarterly Census of Employment and Wages (QCEW), 2nd Quarter (April, May, June) 2010.

## Healthcare Facilities

Southside Regional Medical Center (SRMC) is a 300-bed, acute care general hospital serving the Tri-Cities and surrounding counties with 24-hour emergency and trauma care, in addition to quality inpatient and outpatient services. The medical center has over 1,500 employees, and access to 340 physicians representing more than 35 specialties. SRMC offers state-of-the-art technology, trauma services, diagnostic services, advanced cardiovascular services, obstetrics and neonatology, orthopedic surgery, rehabilitation services, behavioral health services, cancer treatment services, as well as other specialty services. The School of Nursing, which has a cooperative agreement with Richard Bland College of the College of William & Mary, and the School of Radiation Sciences both offer a 24 month curriculum for individuals interested in becoming registered nurses or radiological technologists.



HealthSouth Rehabilitation Hospital, located near Southside Regional Medical Center, is a 40-bed state-of-the-art comprehensive acute medical rehabilitation hospital using the most advanced therapeutic

methods and technologies. A new adult care PACE Center owned by Riverside Medical is scheduled to open later in 2011 and will employ over 100 people.

Poplar Springs Hospital is a private psychiatric facility featuring in-patient and out-patient programs for adults, children, and adolescents. Also located in Petersburg is a Children's Hospital Therapy Center. The Virginia Department of Behavioral Health & Developmental Services operates Central State Hospital and Southside Virginia Training Center on a campus just outside of the City.

## Education

Education is a priority in Petersburg and public education efforts pre-date the Civil War Era. The public education system is tasked with providing quality education to an estimated 4,148 students for the 2010-2011 school year. The City's public school system has one early childhood education center, four elementary schools, one middle school, one junior high school, one high school and an alternative academy. Four of the seven schools are fully accredited and one school is accredited with warning. The system maintains and offers comprehensive training for the gifted and talented as well as curricula for special, adult, and continuing education students. The Appomattox Governor's School for Arts and Technology is located in Petersburg as is St. Joseph's School, which is a private Catholic school serving kindergarten through the eighth grade. Three additional Christian schools offering private education include R. A. Lewis Christian School (K-8), the Rock Church Academy (pre-k-9) and the Restoration Christian Academy (pre-k-12).



Located in the immediate Petersburg area are three institutions of higher education. Virginia State University is a four-year, land-grant, State supported university with an enrollment of approximately 4,750. Richard Bland is a two-year affiliate of the College of William and Mary and offers associate degrees in business, arts and science. John Tyler Community College offers a range of one and two year programs as well. Several colleges and universities are located within a 60-mile radius of the City. J. Sargeant Reynolds is an additional community college nearby and the University of Richmond, Virginia Commonwealth University, the College of William and Mary, Virginia Union University, and Randolph Macon College provide a wide range of four-year programs as well as advanced degrees.

## Recreational Opportunities



Petersburg offers numerous recreational opportunities. The Petersburg Sports Complex is situated on a 100 acre tract and features four (4) softball fields and one (1) baseball field. The complex is located in close proximity to five (5) additional ball fields that can be utilized for softball or baseball events. Located adjacent to the complex is Petersburg High School with a football field, track and gymnasium that can be the host to other athletic events. Surrounding Petersburg High School is Dogwood Trace Golf Course, an 18-hole municipal course.

In addition there are many recreational activities along the Appomattox River in Petersburg, including a trail system which follows the river through several localities.

## Libraries

The City of Petersburg operates three (3) public library branches: Central, A.P. Hill and Rodof Sholom. The Petersburg Library Foundation, created in 2002, is presently involved in a Capital Campaign to fund the construction of a future \$12.7 million dollar, 56,000 square foot library to be built at Washington and Market Streets.

## Petersburg and the Arts

Petersburg has developed a thriving arts and cultural district in its downtown and Old Towne areas. These vibrant districts include art galleries, restaurants and entertainment venues which participate in “*Friday for the Arts!*” held the second Friday of each month. Live music and local artwork are featured as well as regionally and nationally known artists showcasing photography, paintings, sculpture and performing arts. Two major art centers, Petersburg Area Art League and the Petersburg Regional Art Center and a performing arts theatre, Sycamore Rouge, are located in the arts and cultural areas. A variety of other community events held yearly include:

The Ghost Watch at Centre Hill Museum;  
The Revolutionary War Re-enactment at Battersea;  
The Halifax Triangle Jazz & Blues Festival;  
Thursday in Old Towne, and;  
The Festival of Grapes & Hops.



## Petersburg City Government

Petersburg operates under the Council-Manager form of government. The City Council consists of seven members who are elected through a ward system, with one member representing each of the City's seven wards. The seven councilors select one of their own members as Mayor and one member as Vice-Mayor. Council members serve four-year terms, which are staggered. The Mayor and Vice-Mayor are selected for two-year terms. The City's present charter was approved by the General Assembly of Virginia on March 14, 1962.

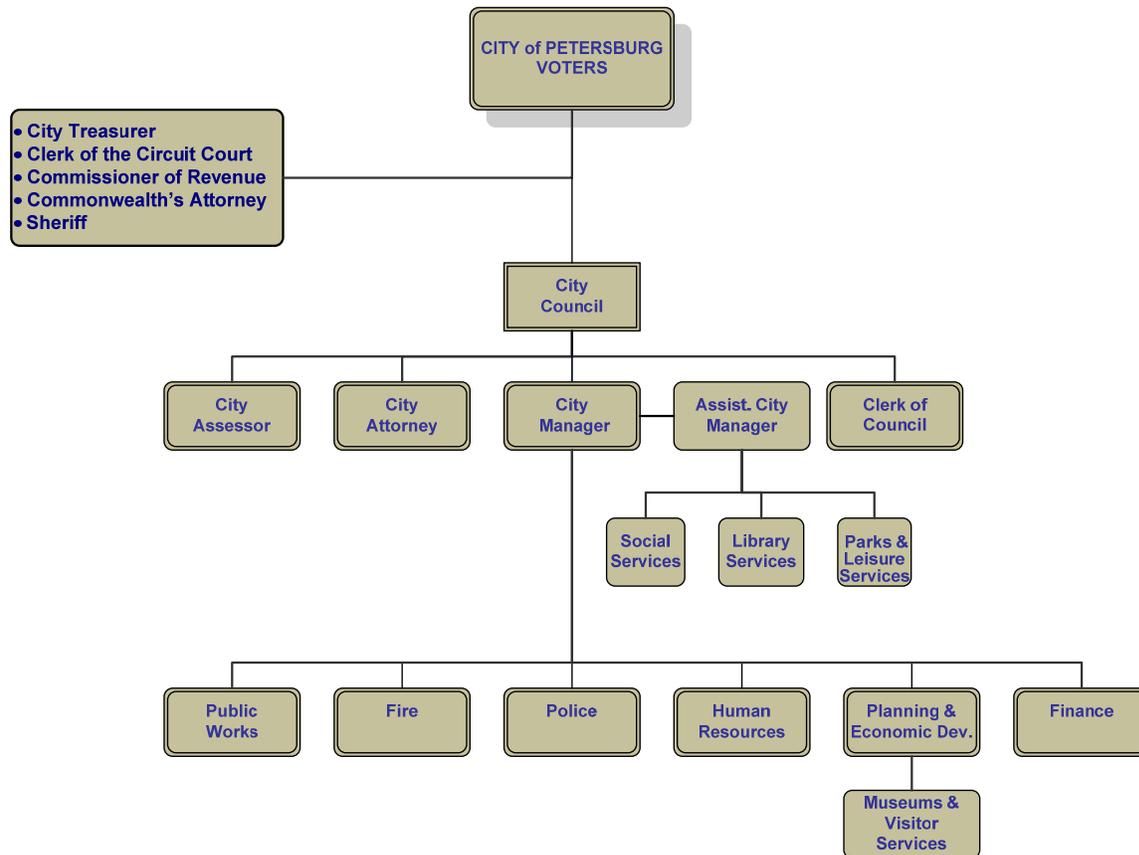
Elections for Petersburg's City Council are non-partisan. There are no primaries and no political affiliation with elections to City Council. City Council elections are held on even-numbered years on the first Tuesday in November. The term of office is four years. Ward elections are staggered.

## The Position of City Manager

The City Manager serves as the Chief Executive Officer for the City, managing a full array of urban services in a densely developed and active community. The Manager has exclusive authority over personnel administration, including selection, evaluation and retention of key senior executive staff, except for the Clerk of the City Council, City Assessor and City Attorney, who are appointed by the City Council. As Chief Executive Officer, the Manager ensures that the entire community is served effectively and efficiently by providing direct management and oversight of all City functions governed by City Council. The City Manager directly manages seven (7) departments, including: police, fire, finance, human resources, planning and economic development, and public works. The Assistant City Manager directly manages social services, library services and parks and leisure services. The City employs 750 people. Petersburg also participates in several regional programs and partnerships related to all facets of City operations. The City has well developed, but aging, facilities and has embarked upon a program of reinvestment in its public works and utilities systems with numerous projects, both planned and underway.

The City Manager is also charged with budget preparation and execution for the City. The approved Fiscal Year 2010-2011 budget is \$88 million, which represents a decrease of \$4.5 million, or 4.83%, from the City's Fiscal Year 2009-2010 budget. The approved budget maintained the City's real estate tax of \$1.35 per \$100 of assessed value. No changes were proposed in other tax rates.

## City of Petersburg Organizational Structure



### Constitutional Officers

State Constitutional Officers (Sheriff, Commonwealth's Attorney, Clerk of Court, City Treasurer and Commissioner of Revenue) are partisan political offices. Elections for State Constitutional Officers and State Officers (e.g., Delegate, Senator and Governor) and national offices are held in November. All registered voters may vote in these elections.

### Key Issues the City of Petersburg's New City Manager Will Face:

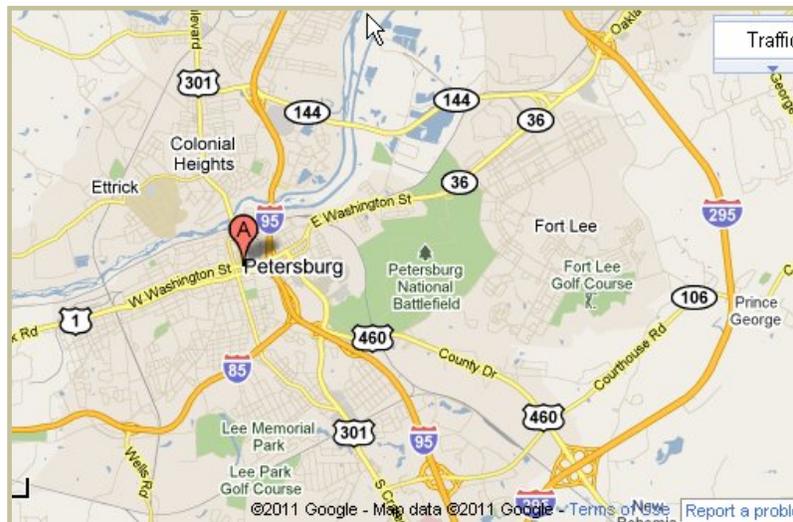
Petersburg, like other urban communities, has identified a wide range of issues that a new City Manager will need to address. The following is a sampling of issues as identified by the City Council and citizens. The key issues include:

1. **Finance and Budget.** Like most other localities throughout the nation, the City of Petersburg is challenged by the current economic environment and limited opportunities for revenue expansion coupled with declining support from the state and federal government. At the same time the demand for citizen services is increasing, while City employees have not received a raise for three years. Capital needs are growing and non-profit organizations are asking for additional financial support from the City. Managing the budget, maintaining the City's credit rating and identifying

creative ways to improve, sustain and provide services will be a key challenge in the City for the City Council, City Manager, staff and citizens to address in the immediate future.

2. **Economic Development/Revitalization.** City Council has identified economic development and revitalization of major areas in the City as key components of its mission. The new City Manager will be charged with establishing an economic development plan which identifies key opportunities and develops the mechanisms to ensure that the City realize and maximize the opportunities which exist, while balancing the need to maintain the City's character.
3. **Staffing and Organizational Accountability.** The new City Manager will be charged with evaluating the City's organizational structure, culture and efficiency and charged with developing performance and accountability measures for all City departments.
4. **Building Transparency in Petersburg Government.** The City of Petersburg has begun making a wider range of information available to the community. The new City Manager will be challenged to continue this process by building the City's technological capabilities.

More information about the City can be found at its web site: <http://www.petersburg-va.org/>



# CITY OF PETERSBURG, VIRGINIA

## CITY MANAGER PROFILE

### Education and Experience

Minimum requirements for the position include a bachelor's degree in public or business administration or related field with a master's degree highly desirable. ICMA Credentialed Managers are preferred, but not required. A substantial amount of public sector management experience as a manager, deputy or assistant in a comparably sized or larger city or county is also required, with more experience preferred. Past experience of the individual must show a high level of interest and successful achievement in a broad range of areas including community building, economic and community development, redevelopment/revitalization of existing neighborhoods, working with and understanding the needs of existing businesses, working effectively with non-profit and faith-based groups, building Council and community consensus, assessing organizational effectiveness and building performance based organizations and dealing with public finance issues. A progressive record of strong professional, administrative leadership and developing high performance organizations is an important consideration.

### Skills and Past Performance

#### Administrative Ability

Must have demonstrated past performance in developing accountability measures and must have effective time management and delegation skills. Must also have the ability to select well-qualified and motivated department heads who have a desire to perform at a high level of excellence for the citizens and business community. Exceptional communication skills are a must, including the ability to listen and communicate with all segments of the community.

#### City Manager/Council/ Intradepartmental Relations

Must be willing to relate information to City Council in an effective and timely manner. The Manager must be able to implement needed changes to process and incorporate new ideas. The candidate must be open and honest with the Council, providing an honest assessment of all matters.

#### Budget and Finance

Should have demonstrated prior experience in successfully managing a City or County budget with emphasis on efficient utilization of available resources. Must recognize the value of, and protect, the City's bond rating. Must be able to develop a budget that is "transparent" and well understood to elected officials, staff and citizens and targets the use of scarce resources in a well thought-out and prioritized manner. Must have knowledge of the value of performance measurement tools and their applicability to improving public sector operations.

#### Human Resource Management

Must demonstrate a personality that can communicate City Council goals and City needs to department heads and employees. Must be prepared to motivate staff and hold staff accountable for their performance.

#### Community Relations

Candidate must be visible in the community and present a confident image of local government to the public.

### **Economic Development**

Must have demonstrated skills in successfully initiating and completing a wide range of economic development projects and building a sound and sustainable economic base in an urban setting. Must have a thorough knowledge of redevelopment issues and demonstrated success with revitalization while working within a regional setting.

### **Technology**

Must embrace the use of technology in providing a higher level of access to staff and community. Must demonstrate success in achieving a higher level of technological proficiency within the organization he or she now serves.

### **Housing**

Significant experience and success in dealing with urban, historical and affordable housing issues, in a community with a high concentration of rental properties.

### **Intergovernmental Relations**

Must be able to maintain and enhance partnerships with local governments within the region, community organizations, the Petersburg school division, and state and federal agencies. Should have demonstrated success in identifying and securing outside sources of funding from both public and private sources.

### **Professional Skills and Management Style**

- Must be able to analyze the inner workings of, understand and successfully manage an organization with a number of complex and interrelated “moving parts”
- Must be able to identify areas where efficiencies can be gained and successfully implement structural changes to the organization where warranted
- Able to take complex issues and break them down into understandable terms
- Ability to craft a position of “what is possible”, serving as a visionary for the City Council and staff with the ability to take reasonable risks, while employing creative and innovative thinking to forge solutions to problems before making recommendations
- Willing to delegate appropriate tasks to staff while holding them accountable for outcomes
- Service-oriented in approach to public service with a strong sense of community
- Collaborate and comfortable in dealing with others in developing shared solutions
- Strong and enthusiastic in presenting ideas, while being respectful of others
- Trend-setter and team builder, who mentors and re-enforces the strengths of directors and staff
- People person who understands a wide variety of different personalities and enjoys working with them
- Fair in approach to decision making yet firm in application of policies and procedures
- Ability to manage with confidence and the courage to “present the good news with the bad” and do what’s right, even in the face of adversity
- The ability to adjust to changing leadership and conditions within the City when warranted

- Organized and timely in response to requests for information from all sources
- Develops and maintains good public relations
- Must lead staff and set a positive tone even during difficult periods while holding himself/herself and appropriate staff accountable for city actions and direction
- Ability to communicate with various constituencies without intimidation or condescension
- Clearly understands and performs the role of the City Manager even when it imperils his or her position
- Must stay focused on the City's Vision, while delegating daily operations to department heads and staff
- Must be willing to incorporate department head and staff recommendations

### Personal Traits

- Strong leader, self confident, tactful, discreet, diplomatic
- Passionate about his/her role in local government and the City of Petersburg
- Ethical with high moral standards, honest, trustworthy, open and candid
- Accessible and approachable and comfortable with a wide range of different types of personalities
- Proactive in dealing with issues; decisive in actions while employing good common sense
- Good listener, responsive to Council and citizen concerns
- Compassionate in dealing with problems while caring about outcomes
- Personable with a sense of humor
- Consensus builder
- Apolitical

### Compensation and Benefits

The salary for the position is negotiable, based on qualifications and experience. Salary range is \$140,000 to \$170,000. Benefits include participation in the Virginia Retirement System, vacation and sick leave, group life insurance, deferred compensation, medical insurance, automobile allowance or use of City vehicle, professional dues and conference expenses. Relocation allowance provided. Residency within the City is required within 180 days.

## Application and Selection Process

The application deadline is April 17, 2011. To be considered please submit a cover letter, résumé and salary history along with at least five (5) professional references to:

John A. Anzivino  
Springsted Incorporated  
1564 East Parham Road  
Richmond, VA 23228  
(804) 726-9750  
Fax: (804) 726-9752  
E-Mail: [richmond@springsted.com](mailto:richmond@springsted.com)

Following the filing date, résumés will be screened by Springsted Incorporated based on the criteria established by the City Council. This process will include interviews and reference checks for those candidates who are determined to be best suited for the position, a group of finalists will be presented to the City Council for further consideration. The finalists should be interviewed in Petersburg during the month of May 2011.

*The City of Petersburg is an Equal Opportunity Employer*

# THE TOWN OF BROWNSBURG, INDIANA



is Recruiting for the Position of  
*Town Manager*

**Send resumes by September 18, 2009 to:**

John A. Anzivino, Senior Vice President  
Springsted Incorporated  
1564 East Parham Road  
Richmond, VA 23228

Telephone: 804.726.9750

Fax: 804.726.9750

E-Mail: [richmond@springsted.com](mailto:richmond@springsted.com)



# The Town of Brownsburg, Indiana

## Town Background and History



Located in the heart of Indiana and just minutes west of Indianapolis, Brownsburg is one of Hendrick County's and Indiana's fastest growing towns. The Town, which consists of approximately ten square miles, experienced a 90 percent increase in population during the 1990's and has grown to an estimated 19,535 citizens in 2009. Strong and healthy growth activity continues with a dedication on the part of the Town government and the community to manage growth to maintain a high quality of life balanced with jobs for those who work in the community. Brownsburg is preparing for the future with many new

housing developments while continuing to provide a quiet place in which to live and raise a family.

Brownsburg was originally named Harrisburg when William Harris first platted the initial area which became the Town in 1834. The Town was renamed Brownsburg in 1836 after James B. Brown, one of the first settlers in the area, and was incorporated in 1848. A stagecoach line was established along a road built in 1820 connecting all of the small outlying communities to Indianapolis. From the 1840's to the 1870's, the Town almost tripled in size growing from its original six acres to more than sixteen acres. Brownsburg's first post office was built in 1836 and a train depot was established in 1869.



Brownsburg is strategically located just northwest of I-465 about ten miles from Indianapolis. State Road 267 is Brownsburg's major north/south connection while I-74 provides a direct route to Chicago, Louisville and Cincinnati which are all less than two hours from the Town. Indianapolis International Airport is less than 20 minutes from the Town. With the completion of Ronald Reagan Parkway from 56th Street to US Highway 136 and expansion of 56th Street, development is anticipated to expand the Town's corporate boundaries. The Town of Brownsburg continues to pursue opportunities for growth and development. The annexation of Wynne Farms containing over 500 acres of mixed development is one of the major accomplishments achieved in the year 2008.

The friendly and quaint atmosphere of early Brownsburg remains with the Town today. As a growing Town, Brownsburg still maintains a strong commitment to family and community, and provides a wide variety of family oriented activities including community soccer, softball, baseball, and basketball leagues. The Town has several parks with walking/jogging paths, creeks and playground equipment for children. White Lick Creek is visible from many areas of Brownsburg. Residential housing prices in Brownsburg range from \$80,000 to over \$500,000 and can be found in both new developments and in mature neighborhoods that have been home to generations of Brownsburg residents. Brownsburg is also home to O'Reilly Raceway Park, one of the most diverse auto racing facilities in the country, which hosts over 100 events annually and is just minutes away from the renowned Indianapolis Motor Speedway.



The Park has become a magnet for racing teams and race related manufacturers and services all of which contribute to Brownsburg's economic base. Brownsburg is also host to one of the largest craft shows in the Midwest, 'Commerce Arts in the Park' which attracts over 6,000 visitors annually.

Brownsburg's nationally ranked, four-star community school system is governed by the Brownsburg Community School Corporation which is recognized among the top school corporations in the state. The Corporation consists of six

elementary schools, two middle schools and one high school, housing approximately 7,000 students, which are all fully accredited by the State. The School Corporation also offers advanced learning through two academies for juniors and seniors. Two private high schools provide a range of education options for area students. Brownsburg Community Schools provide outstanding academic leadership that includes field experiences such as a two-week trip to Italy in the summer. The Brownsburg Bulldogs are consistently competitive in a variety of sports for both boys and girls. Brownsburg also maintains a very strong tradition in music. The award-winning Brownsburg High School Marching Band hosts a major spring band festival each year.

A number of colleges and universities are located near Brownsburg and provide opportunities for continuing education. The Challenger Learning Center, located in Brownsburg, offers simulated space missions, distance learning programs, teacher training, professional development, enrichment programs and corporate missions, utilizing hands-on, inquiry-based activities to engage participants in activities that encourage teamwork, communications, problem-solving and critical-thinking skills.

Brownsburg's major employers include Brownsburg Community School Corporation, Wal-Mart, Indianapolis Raceway Park, Home Good Distribution, Maplehurst Bakeries, Inc., Kroger Company, Marsh Supermarket, Lumber One, Inc., K-Mart and a host of auto racing teams and their supporting industries which provide over 2,500 jobs. Brownsburg touts a strong retail market and a diverse and growing mixture of nationally and locally-owned financial, insurance, legal and medical groups. The original downtown business district has been maintained at the intersections of U.S. Highway 136 and State Road 267 and is in the planning stages for redevelopment. Brownsburg also has several light industries including fabrication and a copper and brass distributor. Several light industrial parks have been established to take advantage of efficient highway and rail access. The combination of a strong and growing base of racing industry and related research facilities coupled with excellent transportation access place Brownsburg in a strong position for future growth in this area. Farming is still a large part of the Brownsburg economy with corn and soybeans heading the list of crops grown in the area.



## Form of Government

### Town Council

The Town of Brownsburg operates under a Town Council – Clerk-Treasurer structure as mandated by the Indiana State Code and the Town Council-Town Manager form of government. The elected Town Council members serve as the legislative/executive branch while the elected Clerk-Treasurer serves as Chief Financial Officer. The Town Manager is appointed by the Town Council as an at-will employee of the Town for an indefinite term and is hired based upon his or her skills and qualifications.



The Town Council consists of five members chosen by the voters /residents of the Town who serve four year staggered terms. The Town Council adopts ordinances and resolutions to improve the performance of the Town. The Town Council may purchase, hold, and convey any interest in property on behalf of and for the use of the Town. The Town Council may also adopt and use a common seal and exercise all powers that are needed for the effective operation of local governmental affairs.

The Town Council is authorized to budget and appropriate funds to provide membership for the Town and the officials and members of the municipality's boards, council, departments or agencies whose purpose is the betterment and improvement of municipal operations. The Town Council is further authorized to budget and appropriate funds to pay the expenses of authorized representatives to attend the meetings and functions of organizations to which municipality belongs.

### Town Clerk-Treasurer

Under the Indiana form of Town government, the Clerk-Treasurers is subject to election every four years. The Clerk-Treasurer may administer oaths, take depositions, and take acknowledgements of instruments as required by law. The Clerk-Treasurer's Office, which is also staffed with a Deputy Clerk Treasurer, also receives and cares for all Town monies, paying them out upon order of the Town Council and keeping accounts of all Town funds. The Clerk Treasurer also files monthly reports with the Town Council showing all receipts and disbursements of the Town funds for the preceding month, maintains records which are open for inspection by the Town Council, issues all licenses and attends all Town Council meetings, maintaining a recording of the proceedings for public review.

### Town Manager and Town Administrative Structure

A Town Manager is hired by the Town Council to manage the daily affairs and operations of the Town. The Town Manager ensures that Town services are performed in accordance with Town Council policies and within the capability of the Town's resources. The Town Manager is responsible for working with Town, County and State officials in promoting sound and balanced economic development for the community and directs the day-to-day operations of the Town in carrying out the policy directives of the Town Council. The Town Manager's Office is currently staffed by seven professional and support staff.



### Assistant Town Manager

An Assistant Town Manager, appointed by the Manager, assists with oversight of day-to-day operations. The Assistant Town Manager, assists with Town administration, oversees the annual budget process and has specific oversight of the following departments: Utility, Information Technology, Purchasing, Planning and Building, Street, Fleet Maintenance, Water, and Wastewater.

The Assistant Town Manager serves as the Human Resource Director with the assistance of the Human Resource Coordinator and serves on the Town's Emergency Committee, to ensure adequate training for all committee members as well as to assist public safety personnel in preparing for Town-wide emergencies. The Assistant Town Manager is also the Town's Stormwater Operator, overseeing all state and federal requirements for the stormwater program.

### Budget and Operating Departments

The Town includes several operating departments and administrative offices. The 2009 recommended budget totals \$28.5 million for all funds. The Town staff consists of 115 employees who are involved in a wide range of service provisions to the Town's citizens. Services provided include parks and recreation, water and wastewater treatment, sanitation and storm systems, fall leaf collection, curbside tree limb pick up, municipal street lighting, police, Fire/EMS, Town Court, yard waste drop-off site, street maintenance, recycling of yard waste, economic development and planning/inspections.

## Police

The Brownsburg Police Department is comprised of forty-one sworn, eight civilian, fifteen reserve and fourteen part-time personnel. The Brownsburg Police Department is a nationally accredited law enforcement agency first obtaining accreditation award from the Commission on Accreditation for Law Enforcement Agencies (CALEA) in August of 1996. The Department which is overseen by a Police Commission offers a full range of traffic, enforcement, investigation, juvenile services, emergency planning and DARE services to the community and is heavily invested in the use of technology. The Department is actively engaged in outreach to the Brownsburg community and offers programs such as the Citizens Academy and National Night Out which drew over 3,000 participants in 2008. The Department is also the sole Emergency Response Team and Underwater Search and Recovery Team for several communities in the west Indianapolis area. During 2008 the Brownsburg Police Department fielded 20,663 calls for service, reflecting slightly more than an 8% increase over 2007. The Department worked a total of 561 accidents which was down 14% from 2007. Of the accidents worked, 91 were crashes with injury, seven (7) were alcohol-related and none were fatalities. The issuance of citations and warnings slightly increased from 2007 illustrating the Department's continual commitment to traffic enforcement. Incident reports dropped from 1,481 in 2007 to 1,331 in 2008, reflecting a 10% decrease. Overall, statistics generated in 2007 and 2008 generally exhibit a reduction in overall crime. Adult charges decreased approximately 17% and adult arrests decreased approximately 21% from 2007 representing the department's increased efforts in community policing, directed patrols, officer presence and the department's general ability to remain proactive in public safety measures and crime deterrence.

## Town Court

The Brownsburg Town Court was established in 1992 in an effort to alleviate some of the case load on the Hendricks County Courts. Town Courts handle all traffic infractions and local ordinance violations as well as criminal misdemeanors. In addition to the Judge, an independently elected official, the Court staff consists of three full-time employees. Court is held on Wednesday afternoons at 1:00 and typically between 60 and 70 cases are heard each day. Case statistics for 2008 include hearings for:

- 505 misdemeanors
- 484 ordinance violations
- 8794 infractions

## Fire EMS

Fire and emergency medical services are provided to the Town of Brownsburg through the Brownsburg Fire Territory, an independent agency, partially funded by the Town, which also serves the surrounding Townships. The Brownsburg Fire Territory, with a staff of ten administrative and eighty EMS and fire personnel is continuing efforts to gain accreditation and is continuously seeking ways to improve service and efficiencies. In 2008, the Territory, which operates from a headquarters and three stations, ended another record-setting year for emergency responses for the Brownsburg Fire Territory, responding to 3,015 calls for emergency service. This eclipsed the record set the previous year of 2,742 and was a 9.4% increase over the previous year, and an increase of nearly 1,000 emergency responses since the year 2000. The Territory is heavily invested in the use of technology and fully integrated into the Hendricks County Communication System.

## Purchasing

The Town's Purchasing Department is a relatively new department staffed by a Purchasing Manager and overseen by the Assistant Town Manager. The Department is responsible for administration of the Town's purchasing policies and procedures and negotiation of the procurement of commodities,

contractual services and assesses accountability, while insuring quality and effective expenditures of public funds. The office has continued to expand into the file and records maintenance library for any purchasing related documents (e.g. bidding records, quotes, contracts, checklist, and certificates of insurance).

### **Fleet Maintenance**

The Fleet Maintenance Department provides support services for 130 Town of Brownsburg vehicles and 250 pieces of equipment and tools. Some of the Department's responsibilities include: organizing and managing all Town of Brownsburg vehicles and equipment; maintenance and repair of the Town fleet; overseeing fuel resources; fleet vehicle acquisition, specifications and disposal and processing insurance claims for accidents involving the Town fleet. The Department staff consists of three (3) Mechanics, one (1) Mechanics Coordinator, one (1) Shop Supervisor and one (1) Garage Superintendent. The Town's Fleet Maintenance Facility, which opened in 2006, is designed to keep the Town of Brownsburg vehicles on the road while lowering costs by using modern maintenance practices and technologies. The Fleet Maintenance Facility makes use of electronic resources to maintain records with computerized fleet management software providing information from which data is extracted and reports generated. Reports allow Fleet administrative staff to bill monthly departmental repair and fuel costs, in addition to analyzing vehicle and equipment condition, maintenance needs, history, and expenditures.

### **Utility**

The Utility Department, which is staffed with a Superintendent and three support personnel, collects and processes utility payments for the Town's water, wastewater and storm water systems and is committed to providing quality customer service to Brownsburg's residents. Staff in the Department work to maintain correct and on-time billings and work with the Planning and Building, Water, Wastewater, and Street Departments to try to ensure any problems are addressed and corrected in a timely manner.

### **Information Technology**

The Town of Brownsburg's Information Technology Department (IT) is dedicated to offering quality computing services and support to the Town's employees and residents. The IT Manager facilitates the use of technology in day-to-day processes to automate tasks for the following departments: Police, Street, Fleet Maintenance, Wastewater, Water, Utility, Town Administration, Clerk-Treasurer, Planning and Building, Town Courts and Parks. The IT Manager, currently the sole employee in the Department, continually makes an effort to apply the latest technologies and improve the quality of the services that the Town offers. The IT Manager also provides training, web support, technology resolution, and hardware and software deployment/repair. The IT Manager participates in several community initiatives related to the deployment and upgrade of the infrastructure, such as: development of a wireless utility for provision of Broadband services, Fiber Optics, intergovernmental connectivity, future GIS and other projects oriented towards attracting new businesses to the area.

### **Parks and Recreation**

The Town of Brownsburg Parks and Recreation Department, which is comprised of eleven full-time and thirty-seven part-time staff members, main goal is to provide services that enhance the quality of life for members of the Brownsburg community. The Department strives to meet the Department's mission by providing the essential services, facilities and programs necessary for the positive development and well-being of the community through a wide variety of active and passive indoor and outdoor programs. The team of professional staff in the Department operates and maintains a wide variety of parks, programs, special events, and recreational facilities while working in cooperation with other service providers in the community to maximize all available resources. The Parks and Recreation Department offers more than 1,000 programs in five outdoor parks with over 165 acres of recreational opportunities.

## Planning and Building

The Planning and Building Department provides technical expertise and professional advice to elected officials, Town Administration, Plan Commission Members, Board of Zoning Appeals Members, Town Departments, Citizens and the Building Community to assist in the understanding of planning techniques and processes, adopted plans, ordinances and building regulations and how each impacts community concerns, opportunities, and priorities. The Department, which is comprised of six staff members, encompasses a broad spectrum of activities and responsibilities from planning for future community development to inspecting completed building projects and code enforcement. The focus of the Department is to steer the community towards a sustainable balance of community development, long term economic vitality and job creation, high quality design of the built environment, environmental protection, and a multitude of cultural and recreational opportunities. The Department is actively involved in code and ordinance development and amendment, implementation of automated building permit application and plan review processes, transportation planning and site plan review and inspection. The Department is also highly active in reviewing zoning, subdivision, site plan and building permit applications with approximately forty zoning, subdivision and site planning cases filed and processed annually and approximately 2,000 building inspections being completed.

## Streets

The Brownsburg Streets Department, which is staffed with ten full-time and two part-time staff, is committed to providing the residents with the best and most productive service possible. The Department is responsible for maintaining ninety-six miles of streets and roads, signs, street sweeping, storm sewer construction and maintenance, right of way maintenance, snow removal, recycling collection, street paving and repairs and mosquito control. The Department staff also oversees engineering for new streets and road construction projects, brush and debris collection.

## Water

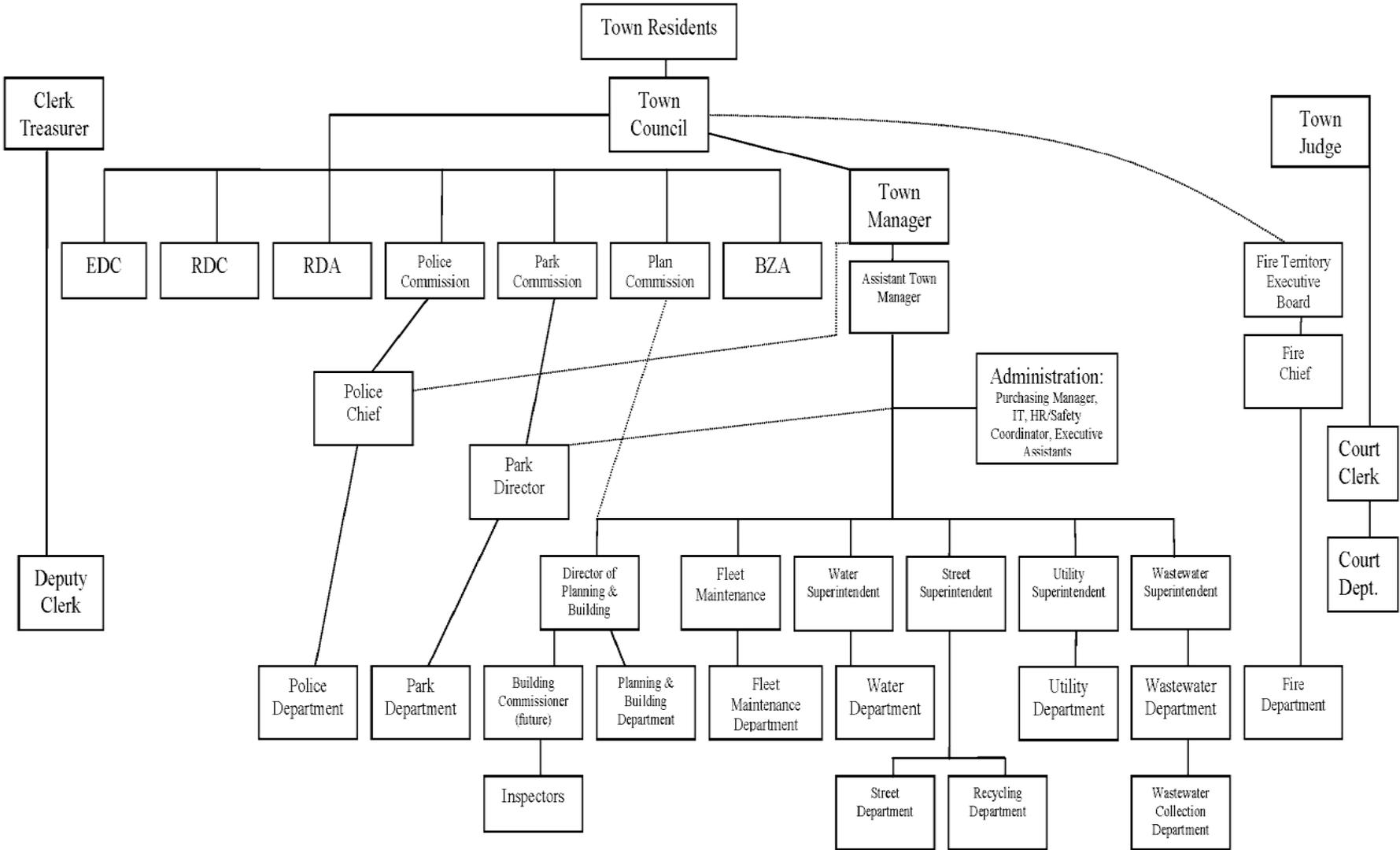
The Brownsburg Water Department, which is staffed with ten full-time and one part-time personnel, is committed to enhancing water quality, keeping rates to a level which allows growth of the needed continuous improvements to the drinking water system, and ensuring that the residents and businesses continue to have sufficient water supplies. Brownsburg's Water Department repairs, maintains and builds water lines, flushes fire hydrants, maintains and operates three water plants, tests water quality and installs water meters as some of its primary functions. The Department treats and pumps on average 1.2 MGD from Brownsburg's treatment plants and purchases approximately 1 MGD from Indianapolis Water. The Town is in the planning stages to add an additional 1 MGD of water for future development needs.

## Wastewater

The Wastewater Department, which is staffed with ten full-time personnel, is committed to providing Brownsburg's customers with the best quality of treated wastewater possible. The Department operates and maintains a 3.5 MGD wastewater treatment plant, pump stations and associated wastewater collection lines. The Town's treatment plants and their discharge regularly exceed stringent requirements set by state and federal agencies. The Department also manages Brownsburg's storm water program. Planning is ongoing for adding new treatment capacity at the wastewater treatment plant and to reduce storm water introduced through a combined sewer overflow program.

More information on the Town and its operations can be found at: [www.brownsburg.org](http://www.brownsburg.org)

# Town of Brownsburg



# Town Manager Profile

## Education and Experience

Bachelor's degree in public or business administration, finance, planning, or related field is required. A master's degree in one of the areas noted is highly desirable. A minimum of five to ten years of progressively responsible local government or private sector management experience in planning, administration or finance is required, a significant amount of which should be in a supervisory/managerial role. Experience beyond the minimum stated, in a variety of public or private settings, is also desirable, with experience in a growing community or industry sector a plus. The ideal candidate should possess successful management experience and a highly successful record of accomplishment in the private sector or as a Town or City Manager, County Administrator/Manager, or Assistant in a diverse, full service community with a wide range of duties in operations and management. Prior experience should include development and successful implementation of corporate or municipal budgets, utility planning and development, growth management, redevelopment and economic development efforts, community relations, the successful use of technology to continuously improve internal administrative performance and community outreach and visioning for the community and/or organization. Ability to successfully manage change is an important consideration.

## Skills and Past Performance

**Administrative ability:** Must have demonstrated positive performance in human resources and the ability to select well-qualified and motivated personnel. Good communication skills are a must, including the ability to listen, communicate with and develop and maintain excellent relations with all segments of the community, members of the Council, independent elected officials and Town staff. The successful candidate will be willing to devote whatever time is necessary to work with the Town Council in identifying and achieving the goals established by the Town Council for the Town. Knowledge of how to effectively use existing community resources and strong leadership qualities are highly desirable. Knowledge of public or corporate finance, sound management techniques and motivational tools, training programs, and business or economic development/redevelopment are a necessity.

**Council President/Town Council/Interdepartmental relations:** Ability to take time and interest in working with the Council President and the Town Council to keep them informed and explain technical processes related to Town issues. Should be able to adequately inform the Council President and Council on a regular basis to avoid surprises. Both written and oral communications with the Council President and Council are essential. The successful candidate must be able to accept constructive criticism and to implement needed changes where identified. Candidate must be open and honest with the Council President and the Council members and must be able to present all sides of issues that affect the Town. The individual should clearly understand the role of the Manager in the Council-Manager form of government and be able to carry out the Council's goals and objectives for the Town enthusiastically. The candidate must be willing and able to develop successful working relationships with the Council President, members of the Town Council, other elected officials, Town staff and citizens.

**Budget and Finance:** Should have demonstrated significant experience in successfully preparing and managing a corporate or local government budget of a comparable size and complexity. Must have knowledge of development and implementation of long range financial plans and capital improvement planning and financing. Should understand complexities of economic development project financing or business finance and project planning.

**Human Resources Management:** Must possess a personality that can communicate the Town Council's goals and needs to the Town employees. Must be prepared to motivate employees and have demonstrated

success in dealing with a staff fairly and openly. The successful candidate should demonstrate a strong commitment to training and team-building skills and a commitment to selecting and providing equal employment opportunity and training programs for staff. Must have demonstrated ability to manage and tactfully resolve employee-related conflicts.

**Community relations:** Candidate must be able to interpret and understand the culture of a dynamic and growing community and have an interest in, and be visible and active in, community activities. The candidate should also be able to understand the value and importance of citizen involvement as well as Council appointed boards, commissions and committees. Experience working with and understanding the needs of the business community highly desirable. Candidate should be able to present a confident image of the Town to the community at large. Must be able to demonstrate a positive, productive attitude to citizens of the community. The candidate must be able to demonstrate successful past performance in effectively communicating and developing successful working relationships with citizens, local businesses, industries, civic organizations and the media.

**Intergovernmental relations:** Must be able to work with the County, Townships and neighboring jurisdictions in an open, honest and cooperative manner. Must be able to relate to and develop a good working relationship with other local governments, schools, and state and federal agencies and representatives. Should have demonstrated success or demonstrate the capability to deal with complex intergovernmental issues such as annexation and consolidation and negotiating and implementing cooperative and regional service agreements with local governments and other agencies.

## Professional Skills and Management Style

- Develops and maintains good public relations with citizens, community groups, Town staff, Town Council and Hendricks County's elected and appointed officials
- Embraces ideas from outside sources; ability to communicate with various constituencies without intimidation or condescension
- Proactive; a forward thinker who can assist in developing a vision for the community
- Good analytical skills; creative, an idea person
- Well organized and able to develop schedules and meet deadlines
- Develops a thorough knowledge of laws and regulations relating to local government administration
- Self starter, hard working, producer and delegator
- Cognizant of dual role as a public servant and community leader
- Team-builder; people person, able to understand the Town government's culture and motivate Town staff to reach toward continued excellence in service
- Obtains a clear understanding of and stands up for the role of the Town Manager and Town government with staff and outside agencies
- Fair in approach to decision making, yet firm in application of policies and laws with a strong sense of accountability
- Ability to manage with confidence; courage to do what's right, even in the face of adversity
- A "hand's on" manager; willing and able to stay in touch with employees in the field
- Flexible, can adjust to changing leadership and ideas within the community
- Accessible to all employees and citizens on an equal basis

## Personal Traits

- Absolutely honest and ethical; trustworthy with impeccable integrity and the highest degree of moral character; a 'trust builder' with all he/she comes in contact with
- Apolitical, discreet, diplomatic and courteous
- Unbiased in all dealings, regardless of the individual

- Firm, yet tactful
- Strong leadership style; risk-taker who is continually looking for new ideas and methods to achieve a positive end result
- Mature with a good sense of humor
- Motivated as an individual to get the job done
- Service oriented
- Open and candid; excellent listener and empathizer
- Detail oriented; yet creative and a visionary; critical thinker
- True desire to work within a small town environment and understand the dynamics of the community
- Confident in abilities with good common sense
- Self-assured as a leader with the ability to inspire, motivate, guide, direct and challenge all Town staff to achieve organizational goals and Town vision.

## Challenges and Issues to be Addressed by the New Manager

Brownsburg is a growing and changing community with substantial resources, but one which faces many challenges and opportunities now and in the future. The Council has identified several issues which its members feel will need to be addressed by the new Manager working with the Council president, Council, staff, advisory groups and citizens. A representative listing of these include:

- Building positive relationships with the Town Council, staff, citizens, community agencies and community groups
- Leading the Council in development and realization of a ‘vision’ for the community
- Building upon current staff strengths and improving skill sets to ensure staff is prepared and able to cope with the community’s continued change
- Growth in the community, what type and where should it occur
- Redevelopment of the downtown and identified commercial and residential areas
- Working to improve structural deficiencies within the Town’s revenue stream in the face of declining state and federal partnerships
- Analyzing and building the Town’s economic development program while developing a more diversified retail and economic base
- When advantageous, developing strong public-private partnerships to better achieve the Town’s goals
- Planning for and financing significant infrastructure needs and improvements
- Continued efforts to foster true intergovernmental partnerships
- Using and building citizen involvement to develop effective solutions to identified problems
- Continuing to stay abreast of technological developments and utilizing them to improve services and workflow

## Compensation and Benefits

The salary for the position is negotiable, based on qualifications and experience. Starting salary is within a range of \$95,000 to \$120,000. Benefits, subject to plan qualification requirements, include participation in the Indiana Public Employee Retirement Fund, vacation and sick leave, group life insurance, family medical insurance, professional dues and conference expenses. Relocation to, and residency within, the Town required within a reasonable time of appointment.

## Application and Selection Process

The application deadline is September 18, 2009. A cover letter, resume, complete salary history and work related references should be sent to:

John A. Anzivino, Senior Vice President  
Springsted Incorporated  
1564 East Parham Road  
Richmond, VA 23228

Telephone: 804.726.9750

Fax: 804.726.9750

E-Mail: [richmond@springsted.com](mailto:richmond@springsted.com)

Following the filing date, resumes will be screened by Springsted Incorporated based on criteria established by the Brownsburg Town Council. After a process which will include interviews and reference checks for those candidates who are determined to be best suited for the position, a group of finalists will be presented to the Town Council for consideration. The finalists should be interviewed in Brownsburg during the month of October, 2009.

*The Town of Brownsburg is an Equal Opportunity Employer.*

**APPENDIX III**  
**List of Executive Searches 2004-Present**

**List of Executive Searches 2004-Present**

<b>Year</b>	<b>Client</b>	<b>State</b>	<b>Type of Executive Search</b>
2004	Hopewell	VA	Police Chief
2004	Greenville	NC	City Manager
2004	Bowling Green	VA	Town Manager
2004	Fredericksburg	VA	City Attorney
2004	Accomack County	VA	County Administrator
2004	Hopewell	VA	City Manager
2004	Westmoreland County	VA	Planning Director
2004	Prince George	VA	Deputy County Administrator
2004	Greenville Utilities	NC	General Manager
2004	Goochland County	VA	Director of Community Development
2004	Blacksburg	VA	Town Attorney
2004	Chisholm	MN	Public Works Director
2004	Cape Charles	VA	Town Manager
2004	Chincoteague	VA	Town Manager
2004	Front Royal	VA	Town Manager
2004	Nag's Head	NC	Town Manager
2005	Dayton	MN	City Administrator
2005	Eagan	MN	Director of Parks and Recreation
2005	Minneapolis Park Board	MN	Finance and Administration Manager
2005	Wyoming	MN	Administrator
2005	Chesapeake Bridge & Tunnel	VA	Director
2005	Orange	VA	Town Manager
2005	Hampton	VA	City Manager
2005	Northampton County	VA	County Administrator
2005	Blacksburg	VA	Town Manager
2005	Orange	VA	Town Engineer and Finance Director
2005	Greene	VA	County Administrator
2005	Prince George	VA	Deputy County Administrator
2006	Fredericksburg	VA	Business Develop Director
2006	Rappahannock Area Development Comm.	VA	Executive Director
2006	Hopewell	VA	City Manager
2006	Spotsylvania County	VA	County Attorney
2006	Stafford County	VA	Deputy Administrator
2006	King George County	VA	Finance Director
2006	Fredericksburg	VA	Human Resources Director
2006	Colonial Beach Town	VA	Town Manager
2006	Eastern Shore of Virginia 911	VA	Communications Director
2006	Staunton	VA	City Manager
2006	Amelia County	VA	County Administrator
2006	Lynchburg	VA	Finance & Public Works Director Asst.

<b>List of Executive Searches 2004-Present</b>			
<b>Year</b>	<b>Client</b>	<b>State</b>	<b>Type of Executive Search</b>
2006	Orange County	VA	Finance Director
2006	Shorewood	MN	City Engineer
2006	Minneapolis	MN	Public Works Director
2006	New Scandia Township	MN	City Administrator
2006	Oak Grove	MN	County Administrator
2006	Sherburn	MN	City Administrator/EDA Director
2006	Fayetteville	NC	City Manager
2006	Norfolk	VA	City Manager
2006	Chesapeake	VA	City Manager
2006	Bald Head Island Village	NC	Town Manager
2006	Coon Rapids	MN	City Manager
2006	Grand Rapids	MN	City Administrator
2006	East Grand Forks	MN	City Administrator
2006	Grand Rapids	MN	Interim Administrator
2007	Orange County	VA	Director of Information Technology
2007	Portsmouth	VA	City Manager
2007	Stafford County	VA	County Administrator
2007	Chesterfield County	VA	County Administrator
2007	Brooklyn Center	MN	Assistant to the City Manager
2007	Orange County	VA	Community Development Director
2007	Orange County	VA	Public Works Director
2007	Spotsylvania County	VA	Planning Director
2007	Accomack-Northampton Planning District Commission	VA	Executive Director
2007	Northfield	MN	Economic Development Manager
2007	Hopewell	VA	Police Chief
2007	Orange County	VA	Assistant County Administrator
2007	Saint Paul	MN	Fire Chief
2007	Fishers (Town)	IN	Fire Chief
2007	Western Tidewater Jail	VA	Jail Superintendent
2007	Chesapeake	VA	Information Officer and Director of Economic Development
2007	Oak Grove	MN	City Administrator
2007	Fairmont	MN	Finance Director
2007	Hector	MN	City Administrator
2007	Virginia Highlands Airport Authority	VA	Airport Director (partial assistance)
2007	Blacksburg (Town)	VA	Director of Community Development Services (partial assistance)
2007	Suffolk	VA	Finance Director
2007	Wanamingo	MN	City Administrator
2007	Stafford County	VA	Deputy County Administrator
2007	Mounds View	MN	City Administrator
2007	Suffolk	VA	City Manager
2007	Richmond Regional Planning District Commission	VA	Executive Director

<b>List of Executive Searches 2004-Present</b>			
<b>Year</b>	<b>Client</b>	<b>State</b>	<b>Type of Executive Search</b>
2007	Bristol	VA	Public Works and Planning Directors
2007	Brooklyn Park	MN	Assistant to the City Manager
2008	Fairmont	MN	City Engineer
2008	Crow Wing County	MN	County Administrator
2008	East Grand Forks	MN	City Administrator
2008	Caroline County	VA	Utilities Director
2008	Caroline County	VA	Finance Director
2008	Shorewood	MN	Administrator
2008	Prior Lake	MN	Finance Director
2008	Dodge County	WI	County Administrator
2008	Independent School District No. 0152 (Moorhead)	MN	Superintendent
2008	Gloucester County	VA	County Administrator
2008	Gloucester County	VA	County Attorney
2008	Stafford County	VA	Public Utilities Director
2008	Greensboro	NC	Assistant Manager
2008	King George County	VA	County Administrator
2008	Roanoke County	VA	County Administrator
2008	Chesapeake	VA	Public Works Director
2008	Collierville	TN	Development Director
2008	Worthington	MN	City Administrator
2008	Montgomery County	NC	Director of Finance
2008	Thomas Jefferson Planning District Commission	VA	Executive Director
2008	Windsor	VA	Town Manager
2008	Brooklyn Center	MN	Director of Public Works
2008	Ramsey County	MN	County Manager
2008	Danville	VA	City Manager
2008	Sherburne	MN	City Administrator
2008	Marshall	MN	City Administrator
2008	Estherville	IA	City Administrator
2008	Dumfries	VA	Town Manager
2008	Fredericksburg	VA	Director of Tourism and Economic Activities
2008	Goochland County	VA	County Administrator
2009	Bristol	VA	Director of Public Works
2009	Winona County	MN	County Administrator
2009	Lake Elmo	MN	City Administrator
2009	Goochland County	VA	County Attorney
2009	Ogle County	IL	County Administrator
2009	Brownsburg	IN	Town Manager
2009	Columbia Heights School District	MN	Business Manager
2009	Chesterfield County	VA	Deputy County Administrator

**List of Executive Searches 2004-Present**

<b>Year</b>	<b>Client</b>	<b>State</b>	<b>Type of Executive Search</b>
2010	Dakota County	MN	Director of Community Services
2010	Racine	WI	Public Health Director
2010	Arlington County	VA	County Administrator
2010	Warren	MN	City Administrator
2010	James City County	VA	County Administrator
2010	Dakota-Scott-Carver CAP Agency	MN	Executive Director
2010	Shenandoah County	VA	County Administrator
2010	Urbandale	IA	Director of Human Resources
2010	Fluvanna County	VA	County Administrator
2010	River Falls	WI	Fire Chief
2010	Steele County	MN	Human Services Director
2010	Stafford County	VA	County Attorney
2010	Lunenburg County	VA	County Administrator
2010	Marshfield	WI	City Administrator
2010	Association of Minnesota Counties	MN	Executive Director
2010	Winnetka	IL	Village Manager
2010	Fairmont School District	MN	Superintendent
2010	Sauk Rapids-Rice School District	MN	Superintendent
2010	City of Charlottesville	VA	City Manager
2010	Russell County	VA	County Administrator
2010	Arlington County	VA	Director of Environmental Services
2010	Arlington County	VA	Water, Sewer and Streets Bureau Chief
2010	Stafford County	VA	County Attorney
2010	Watertown	MN	City Administrator
2011	Prince George County	VA	County Administrator
2011	Steele County	MN	County Administrator
2011	Orange County	VA	Director of Finance
2011	Hopewell	VA	Police Chief
2011	Northampton County	VA	Building Official
2011	Willmar	MN	Finance Director
2011	Racine	WI	Commissioner of Public Works
2011	St. Louis County	MN	Employee Relations Director
2011	Watertown-Mayer School District	MN	Superintendent
2011	Arrowhead Regional Corrections	MN	Executive Director
2011	Jackson County	MI	County Administrator/Controller
2011	Saint Paul	MN	Director of Finance
2011	Chesterfield County	VA	Deputy County Administrator

**APPENDIX IV**  
**Non-Conviction/Collusion Affidavit**

**(ATTACHMENT B)**

**A F F I D A V I T**

I hereby affirm that:

I am the Senior Vice President and the duly authorized representative of the firm of Springsted Incorporated whose address is 380 Jackson St, Ste 300, St. Paul, Minnesota 55101 and that I possess the legal authority to make this affidavit on behalf of myself and the firm for which I am acting.

I further affirm:

**AFFIDAVIT OF QUALIFICATION TO CONTRACT WITH A PUBLIC BODY**

1. Except as described in Paragraph 2 below, neither I nor the above firm nor, to the best of my knowledge, any of its controlling stockholders, officers, directors, or partners, performing contracts with any public body (the State or any unit thereof, or any local governmental entity in the state, including any bi-county or multi-county entity), has:

A. been convicted under the laws of the State of Maryland, any other state, or the United States of any of the following:

- (1) bribery, attempted bribery, or conspiracy to bribe.
- (2) a criminal offense incident to obtaining, attempting to obtain, or performing a public or private contract.
- (3) fraud, embezzlement, theft, forgery, falsification or destruction of records, or receiving stolen property.
- (4) a criminal violation of an anti-trust statute.
- (5) a violation of the Racketeer Influenced and Corrupt Organization act, or the Mail Fraud Act, for acts in connection with the submission of bids or proposals for a public or private contract.
- (6) a violation of Section 14-308 of the State Finance and Procurement Article of the Annotated Code of Maryland.
- (7) conspiracy to commit any of the foregoing.

B. pled nolo contendere to, or received probation before verdict for, a charge of any offense set forth in subsection A of this paragraph.

C. been found civilly liable under an anti-trust statute of the State of Maryland, another state, or the United States for acts or omissions in connection with the submission of bids or proposals for a public or private contract.

D. during the course of an official investigation or other proceeding, admitted, in writing or under oath, an act or omission that would constitute grounds for conviction or liability under any law or statute described in subsection A or C of this paragraph.

2. [State "none," or as appropriate, list any conviction, plea or admission as described in Paragraph 1 above, with the date, court, official or administrative body, the individuals involved and their position with the firm, and the sentence or disposition, if any].\_\_\_\_\_

3. I further affirm that neither I nor the above firm shall knowingly enter into a contract with the Mayor and Council of Rockville under which a person or business debarred or suspended from contracting with a public body under Title 16

of the State Finance and Procurement Article of the Annotated Code of Maryland, will provide, directly or indirectly, supplies, services, architectural services, construction related services, leases of real property, or construction.

I acknowledge that this Affidavit is to be furnished to the Mayor and Council of Rockville and, where appropriate, to the State Board of Public Works and to the Attorney General. I acknowledge that I am executing this Affidavit in compliance with the provisions of Title 16 of the State Finance and Procurement Article of the Annotated Code of Maryland which provides that persons who have engaged in certain prohibited activity may be disqualified, either by operation in law or after a hearing, from entering into contracts with the Mayor and Council of Rockville. I further acknowledge that if the representations set forth in this Affidavit are not true and correct, the Mayor and Council of Rockville may terminate any contract awarded, and take any other appropriate action.

**NON—COLLUSION AFFIDAVIT**

1. Am fully informed respecting the preparation and contents of the attached bid and of all pertinent circumstances respecting such bid;

2. Such bid is genuine and is not a collusive or sham bid

3. Neither the said bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other bidder, firm or person to submit a collusive or sham bid in connection with the Contract for which the attached bid has been submitted or to refrain from bidding in connection with Contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder, firm or person to fix the price or prices in the attached bid or of any other bidder, or to fix any overhead, profit or cost element of the bid price or the bid price of any other bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the Mayor and Council of Rockville, Maryland (Local Public Agency) or any person interested in the proposed Contract; and

4. The price or prices quoted in the attached bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

I do solemnly declare and affirm under the penalties of perjury that the contents of these affidavits are true and correct.

Signature and Title \_\_\_\_\_ Senior Vice President Date September 1, 2011

RETURN THIS FORM WITH PROPOSAL

**APPENDIX V**  
**Offeror's Questionnaire Form**

**(ATTACHMENT C)****OFFEROR'S QUESTIONNAIRE**

The offeror recognizes that in selecting a company, the City of Rockville will rely, in part, on the answers provided in response to this Questionnaire. Accordingly, offeror warrants to the best of its knowledge that all responses are true, correct and complete.

**Company Profile**

Number of Years in Business: ~52

Type of Operation: Individual  Partnership  Corporation  Government

**Number of Employees:** 60 (company wide)

**Number of Employees:** 4 (servicing location)

Annual Sales Volume: N/A (company wide)

Annual Sales Volume: N/A (servicing location)

State that you will provide a copy of your company's audited financial statements for the past two (2) years, if requested by the City of Rockville.

\* Please review the next page for a detailed answer.

State that you will provide a financial rating of your company and any documentation (such as a Dunn and Bradstreet Analysis), which indicates the financial stability of your company, if requested by the City of Rockville.

N/A

Is your company currently for sale or involved in any transaction to expend or to become acquired by another business entity?

No.

If yes, please explain the impact both in organizational and directional terms.

Provide details of all past or pending litigation or claims filed against your company that would negatively impact your company's performance under an agreement with the City of Rockville.

\*\*Springsted has no pending or current litigation. Please refer to the following page for a more detailed description.

Is your company currently in default on any loan agreement or financing agreement with any bank, financial institution, or other entity? If yes, specify date(s), details, circumstances, and prospects for resolution.

No.

**NAME OF OFFEROR** Springsted Incorporated

**RETURN THIS FORM WITH PROPOSAL**

**\*State that you will provide a copy of your company's audited financial statements for the past two (2) years, if requested by the City of Rockville.**

Springsted is a privately held corporation and does not make audited financial statements public. However, we do recognize a potential client's need to assure itself of Springsted's financial stability. In lieu of providing audited financial statements, Springsted will provide a prospective client's designated representative with access to certain financial information by direct contact with our bank or certified public accounting firm. These contacts are:

Ms. Christine K. Warner, Vice President  
Wells Fargo Bank Minnesota, N.A.  
Twin Cities Business Banking  
MAC #N9141-020  
670 McKnight Road North  
Saint Paul, MN 55119  
651-205-9785

Mr. Robert B. Campbell, CPA  
Ms. Ann Link, CPA  
Larson, Allen, Weishair & Co., LLP  
220 South Sixth Street, Suite 300  
Minneapolis, MN 55402-1436  
612-376-4500

Prior to contacting the above individuals, the designated representative should contact Springsted Principal, Bonnie C. Matson, at 651-223-3014. She will then authorize the above individuals to release the agreed-upon financial information to your representative.

**\*\*Provide detailed of all past or pending litigation or claims filed against your company that would negatively impact your company's performance under an agreement with the City of Rockville.**

Springsted has no pending or current litigation.

In our approximate 60-year history, there has been only one litigation event which occurred several decades ago. An individual filed a lawsuit against a Minnesota school district, in which he contested the results of a school building referendum. The lawsuit also named Springsted and the underwriter purchasing the bonds. The court determined in favor of the school district, awarding attorney fees to all parties against whom the individual had filed the lawsuit and issued a restraining order on any further litigation on the matter by the individual. The litigation was introduced after the pricing of the bonds and before settlement. The judicial action occurred within a very short timeframe, which did not markedly interfere with the bond settlement.

Neither Springsted nor any of its employees have ever been subject to any regulatory actions.

## **APPENDIX VI**

### **References**

**(ATTACHMENT A)****REFERENCES**

The Offeror shall have performed executive search services work for a minimum period of five (5) years. He shall furnish a representative list of five (5) references involving work as specified herein. Failure to submit the required information with the Proposal may be cause for rejection of the Proposal.

The City may make such investigation, as it deems necessary to determine the ability of the Offeror to furnish the services and the Offeror shall furnish to the City all such information and data for this purpose as the City may request. The City reserves the right to reject any proposal if the evidence submitted by or investigation of such Offeror fails to satisfy the City that such Offeror is properly qualified to carry out the obligations of the contract and deliver the service herein.

Company Name: City of Charlottesville, Virginia  
 Address: P.O. Box 911, Charlottesville, Virginia 22902  
 Contact Person: Mr. Dave Norris Phone: 434-970-3313  
 Contract Value: \$17,500 Program Manager: John Anzivino  
 Position Filled/Date: 2010

Company Name: City of Suffolk, Virginia  
 Address: 441 Market Street, Suffolk, Virginia 23439  
 Contact Person: Selena Cuffee-Glenn Phone: 23439  
 Contract Value: N/A Program Manager: John Anzivino  
 Position Filled/Date: 2007

Company Name: City of Petersburg, Virginia  
 Address: City Hall, Room 210, Petersburg, Virginia 23803  
 Contact Person: Mr. Brian Moore Phone: 804-721-9196  
 Contract Value: \$20,500 Program Manager: John Anzivino  
 Position Filled/Date: 2011

**RETURN THIS FORM WITH PROPOSAL**

Company Name: City of Hopewell, Virginia  
Address: 300 North Main Street  
Contact Person: 804-541-2243 Phone: 804-541-2243  
Contract Value: N/A Program Manager: John Anzivino  
Position Filled/Date: 2007

Company Name: City of Fayetteville, North Carolina  
Address: 433 Hay Street, Fayetteville, North Carolina 28301  
Contact Person: Honorable Anthony Chavonne Phone: 910-433-1992  
Contract Value: N/A Program Manager: John Anzivino  
Position Filled/Date: 2006

**RETURN THIS FORM WITH PROPOSAL**