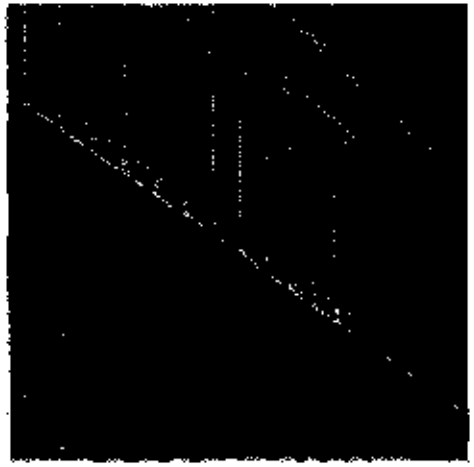
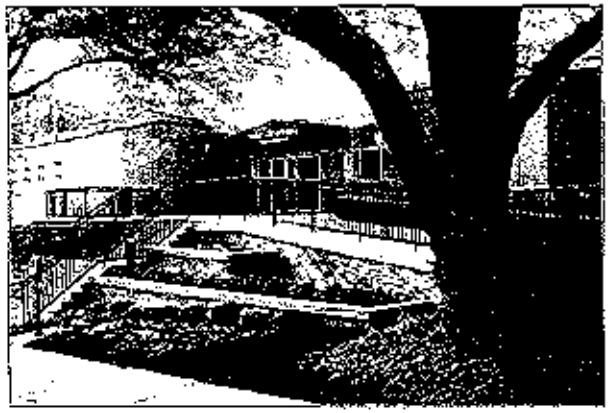
Public Sector Advisors



Springsted



A Presentation to Provide Executive Search Services for the City of Rockville, Maryland

September 15, 2011

PRESENTER: John A. Anzivino
Senior Vice President

Recruiting the Right Person to Manage the City's Resources

Finding an experienced and highly trained professional to lead your City's management team can be a *difficult* task

Our Philosophy

- Each search we conduct is a 'new beginning' built around gaining a strong sense and understanding of the community, the governing body, the organization and its needs
- Each local government has a unique set of needs and requirements
- Each candidate has a unique set of skills, knowledge and abilities that they bring to a community
- It is our responsibility to find the bridge between the community's needs and the candidates ability to ensure that a good and lasting 'fit' is achieved

Springsted's Service Team for the City of Rockville Features

- A blend of local and national professionals, including:
  - **John A. Anzivino** – Senior Vice President
    Mid-Atlantic Group Director and Lead Consultant
  - **Sharon Klumpp** – Senior Vice President
    Human Resources Consultant
  - **Annette Martell** – Project Manager

Our Recent Experience

- Springsted has performed over 135 searches in the Mid-Atlantic and nationally since 2005, including:
  - Cities of Greenville, Greensboro, Fayetteville, Rocky Mount, and Kannapolis, North Carolina
  - Towns of Nags Head, Bald Head Island and North Topsail Beach, North Carolina
  - Towns of Blacksburg, Bowling Green, Chincoteague, Christiansburg, Cape Charles, Dumfries, Front Royal and Orange, Virginia
  - Cities of Bedford, Bristol, Charlottesville, Chesapeake, Danville, Fredericksburg, Hampton, Lynchburg, Norfolk, Hopewell, Petersburg, Portsmouth, Staunton, and Winchester, Virginia
  - Chesterfield, Prince George, Amelia, Lunenburg, Roanoke, Russell, Arlington, Spotsylvania, Orange, Fluvanna, Accomack, Northampton, Stafford, Gloucester and James City Counties
  - Towns of Fishers and Brownsburg Indiana; Winnetka, Illinois; Cities of St. Paul and Minneapolis, Minnesota; Urbandale, Iowa; Racine, Wisconsin, Jackson County, Michigan, Grain Valley, Missouri
  - Richmond Regional Planning District Commission, Minnesota Association of Counties, Virginia Resources Authority, Chesapeake Bay Bridge Tunnel Commission

The Springsted Team Will Work With the Mayor and City Council to:

- Create a recruitment and selection process that fits the needs of the governing body and the community
- Recruit the most qualified candidates that best meet the needs of the City of Rockville, the community and the organization

The Executive Search Process

- Position analysis
- Recruitment and preliminary screening
- Identification of semi-finalists
- Selection of finalists/candidate presentation
- Interview coordination
- Employment negotiation
- Ongoing services

The City of Rockville

Develop Position Analysis and City Profile

- Refine search process with the Mayor and City Council, including:
  - Project timetable
  - Placement of ads
  - Background checks
  - Employment parameters
- Document review
- Create Position Profile and recruitment brochure
- Position Profile and recruitment brochure approved by the Mayor and City Council

Recruit and Screen Candidates

- Actively recruit candidates
- Place advertisements in professional journals, newspapers and web sites
- Screen applications, based on Position Profile criteria
- Conduct telephone interviews to identify semi-finalists
- Give periodic updates to the City

Evaluate Candidates

- Present finalists and their qualifications to the Mayor and City Council's Selection Committee; with recommendation of ten to fifteen candidates for the City's consideration
- City Council's Selection Committee receives report and designates candidates for interview
- Mayor and City Council interviews

Select Candidate

- Assist in employment negotiations with successful candidate, as requested
- Keep other finalists informed of the status of the selection phases
- Contact all finalists at the conclusion of the process

The Consulting Team Will:

Initiate the Project by:

- Gathering information about the governmental structure and operations of the City of Rockville and the community
- Establish working relationships with the Mayor and Council and/or designated project contacts
- Refine the scope of the search, procedures and timetable, if necessary

The Consulting Team Will: *(cont.)*

Analyze the position by meeting individually with the Mayor and Council to discuss the following parameters:

- Duties and responsibilities of the position
- Desired level of training and experience
- Preferred management and leadership style
- Compensation package and employment parameters
- Current issues the community is facing
- Expectations of public and community leaders

The Consulting Team Will: *(cont.)*

- Meet with key City staff to elicit their views on issues related to knowledge, skills, abilities, key traits and management style the ideal candidate should possess and what, if any, operational issues the successful candidate will face
- Reach out into the community and solicit information from the community and/or key community leaders on key traits and abilities the new City Manager should have and identify what issues they may face when they arrive in Rockville through:
  - holding community meetings with citizens moderated by Springsted, or;
  - focus groups comprised of civic organizations, neighborhood and business leaders with Springsted interviewing key leaders

The Consulting Team Will: *(cont.)*

- Develop both a 'Community' and a 'Position' Profile which describes the City of Rockville, the organization, the City's quality of life and future challenges and key requirements of the position
- Meet with the Mayor and Council to ensure the final document captures the essence of what Rockville's next Manager should be

The Consulting Team Will: *(cont.)*

Recruit and Advertise

- Widely distribute the 'Community and Position Profiles' to potential candidates
- Actively seek, through direct personal contract, a wide range and diverse group of individuals who meet or exceed the City's desired qualifications
- Place advertisements in appropriate publications and professional journals
- Respond to inquiries about the position
- Ensure confidential treatment of applicants

The Consulting Team Will: *(cont.)*

Acknowledge and Screen Candidates

- Receive, acknowledge, review and screen each application on behalf of the City
- Identify ten to fifteen candidates whose qualifications most closely match the criteria established in the position profile and perform initial recorded telephone interviews and reference checks
- Present a preliminary report to the City Council for review, consideration and discussion. The report will include suggested criteria for selecting the top four to five candidates by the Committee
- Meet with the City Council to review the recorded interviews and narrow the candidate pool

The Consulting Team Will: *(cont.)*

Present the Finalists to the Mayor and Council by:

- Preparing a more detailed report containing the four to five candidates selected by the Selection Committee for interviews and describing the process and describing the full candidate pool
- Facilitating the scheduling and conduct of interviews
- Facilitating discussion of the candidates with the governing body
- Performing additional background investigations (criminal, pending or prior litigation, credit, driving and academic credentials) and related background checks with current staff, associates, etc.
- Assisting with employment negotiations, if requested

Springsted's Ongoing Services

- 180-Day review, if requested
- Commitment to provide an additional executive search, at no additional fee, if candidate voluntarily resigns or is dismissed for cause during the first two years of employment

No Solicitation Policy

- 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 who we have placed with a client during their employment with that client

Advantages in Selecting Springsted to Recruit the Next City Manager

- Ability to guide, coordinate and build consensus with and/or between the Mayor and City Council, Staff and Community Leaders
- Well developed process, customized to the City's needs that maximizes the number of qualified candidates from well-matched communities and allows the Mayor and Council to focus on the candidates
- Ensure confidentiality of all candidates up to the finalists

Advantages in Selecting Springsted to Recruit the Next City Manager *(cont.)*

- Knowledge of and ability to recruit a qualified and diverse pool of candidates
- Springsted handles all correspondence and inquiries
- Consistent evaluation of qualifications based on well developed standards and the Mayor's and Council's approved job criteria

Advantages in Selecting Springsted to Recruit the Next City Manager *(cont.)*

- Standardized background and reference checks
- Presentation of materials in consistent and standardized fashion
- Continued interaction with applicants

Advantages in Selecting Springsted to Recruit the Next City Manager *(cont.)*

- Close coordination with the Mayor and Council in developing interview procedures and questions
- Our experience in Mid-Atlantic and prior work with the City provides us with an understanding of Rockville's social context and its current environment

Advantages in Selecting Springsted to Recruit the Next City Manager *(cont.)*

- Knowledge of local government and the Mid-Atlantic region
  - Service team has significant local government experience
  - Experience working with similar communities in a wide range of circumstances
  - Dozens of staff members in the field
  - Services we provide to clients enable us to observe Managers and Department Heads in a diverse range of situations
  - 25 years of Administrator and Manager Search experience

Conclusion

When you hire **Springsted** you will:

- Work with dedicated and experienced people
- Have an executive search that has been developed to meet the individual needs, culture and objectives of the City of Rockville
- Have a 'seamless' process for the City reflecting on the quality of Rockville's City government