

AGENDA

Special Meeting of the Personnel Committee of the Capital Area Regional Planning Commission

September 24, 2008

City-County Building Rm 325, 210 Martin Luther King Jr. Blvd., Madison WI

7:30 a.m.

This meeting of the CARPC Personnel Committee will convene solely to conduct interviews of Senior Planner candidates and Executive Search firms to conduct the Executive Director recruitment.

1. Roll Call
2. Consideration of a motion to convene in closed session, pursuant to §19.85(1)(c) Wis. Stats., to conduct interviews of Senior Planner candidates.
3. Consideration of a motion to re-convene in open session, pursuant to §19.85(2) Wis. Stats., to discuss a recommendation to CARPC to hire a Senior Planner candidate.
4. Recess for lunch (CARPC office)
5. Consideration of a motion to convene in closed session, pursuant to §19.85(1)(c) Wis. Stats., to conduct telephone interviews of Executive Search firms.
6. Consideration of a motion to re-convene in open session, pursuant to §19.85(2) Wis. Stats., to discuss a recommendation to CARPC to select an Executive Search firm.
7. Adjournment

MINUTES

Personnel Committee of the Capital Area Regional Planning Commission

August 13, 2008

City-County Building Rm 309, 210 MLK Jr. Blvd., Madison WI

10:00 a.m.

Present: Martha Gibson, Larry Palm, Kurt Sonnentag

Absent: Harold Krantz

Staff Present: Chris Gjestson, Kamran Mesbah

1. Roll Call

The meeting was called to order at 10:05 a.m.; roll was recorded. Mr. Palm was unanimously appointed Acting Chair.

2. Approval of minutes of the meeting of April 24, 2008

Moved by Ms. Gibson, seconded by Mr. Sonnentag, to approve the minutes of April 24, 2008. Motion carried unanimously.

3. Review of agenda

No change.

4. Public comment

None.

5. Consideration of staff recommendation to hire a Junior Planner

Mr. Mesbah reported that staff had conducted telephone interviews of two finalists of the 23 applicants for the Junior Planner position, and recommended that an offer of employment be made to Bridgit Van Belleghem. Ms. Van Belleghem had directly relevant experience and educational background to be successful in the position, and performed well in the interview. Members discussed. Moved by Mr. Sonnentag, seconded by Ms. Gibson, to recommend to CARPC that an offer of employment be extended to Ms. Van Belleghem to fill the Junior Planner position. Motion carried unanimously.

6. Consideration of recommendation to change the status of Michael Rupiper, CARPC Environmental Engineer, from temporary employee to regular employee

Mr. Mesbah reported that Michael Rupiper had been hired in 2007 to work on updating the MMSD collection system study, which was expected to be completed at the end of 2008 after which MMSD funds would no longer pay for the position. Mr. Rupiper has performed extremely well in his role, as recognized by Jon Schellpfeffer, MMSD Chief Engineer and Director. Mr. Mesbah stated that because Mr. Rupiper has proven that he would be an excellent Environmental Engineer for CARPC, and it was necessary to have the position filled for CARPC to carry out its work, it would be advisable to make his position permanent. Discussion followed. Moved by Mr. Sonnentag, seconded by Ms. Gibson, to recommend to CARPC that Mr. Rupiper's employment status be changed immediately from Project Term Full-Time to Regular Full-Time. Motion carried unanimously.

7. Consideration the interview process for the Senior Planner position

Mr. Mesbah referred to a summary of the eight most qualified candidates of 16 applicants, based on their experience with eleven critical competencies of the position as identified by staff. He suggested that in addition to the Personnel Committee serving on the interview panel, it would be advisable to include local planning staff since they will be working directly with the Senior Planner. He suggested that he, Kevin Pomeroy (1,000 Friends of Wisconsin), Brad Murphy (City of Madison) and Tom Hovel (City of Fitchburg) or Eileen Kelley (City of Middleton) be included on the panel. Mr. Mesbah suggested that he could talk with the listed candidates on the telephone to get more information and refine their scores; the panel could interview the top five (or six if there are ties). There were no objections to the suggestions. Discussion continued.

8. Discussion of the CARPC Executive Director position, competencies, and recruitment process

Mr. Palm summarized the informal discussion he, Ms. Gibson and staff held with Steve Born, Steve Hiniker, and Mike Slavney about the Executive Director position on July 17 (originally scheduled as Personnel Committee meeting, cancelled due to lack of quorum). They had discussed the importance of not recruiting only for technical planning skills, and emphasizing collaborative and interpersonal skills. Mr. Mesbah described the importance of the full Commission being in agreement on the ideal candidate. Members discussed the revised position description at their places, which included revisions based on the July 17 discussion.

Mr. Mesbah discussed hiring an Executive Recruitment firm to conduct the search, and described the benefits of recruiting on a retained basis, rather than contingency basis. Discussion followed. Mr. Mesbah suggested that staff could provide around five firms for the Personnel Committee to interview (by telephone); the firms would be from the midwest, and could recruit nationally. Members agreed.

9. Consideration of selecting a firm to conduct the CARPC salary study

Mr. Mesbah stated that two firms had submitted proposals, both of which appeared to be qualified and proposed similar process. The major difference was in cost; staff recommended selecting Carlson Dettmann LLC, who had proposed fees approximately half of those of the other firm. Moved by Mr. Sonnentag, seconded by Ms. Gibson, to recommend that CARPC select Carlson Dettmann LLC, as recommended by staff, to conduct the CARPC salary study. Motion carried unanimously.

10. Future meetings and agenda items

The next two meeting dates should be scheduled to conduct Senior Planner interviews and Executive Recruitment firm interviews.

11. Adjournment

Moved by Ms. Gibson, seconded by Mr. Sonnentag, to adjourn; motion carried.

Recorded by Chris Gjestson

CARPC Senior Planner Interviews

September 24, 2008

Room 325, City-County Building, 210 Martin Luther King Jr. Blvd.

1 hour interviews, with 15 minute breaks for prep and discussion

Panel Members:

Martha Gibson
Tom Hovel
Kamran Mesbah
Brad Murphy
John Murray
Kevin Pomeroy
Kurt Sonnentag

7:30 a.m. Interview Panel meets

8:00-9:00	Candidate #4 (confirmed)
9:15-10:15	Candidate #1 (confirmed)
10:30 – 11:30	Candidate #3 (may be by phone)
11:45 – 12:45	Candidate #4 (confirmed)
12:45 – 1:15	Discussion / Recommendation to CARPC

Senior Planner - Community/Environmental Planning

The Capital Area Regional Planning Commission located in Madison, WI, is recruiting for a Senior Planner. In addition to other planning activities, this senior-level position will play a lead role in the Future Urban Development Area (FUDA) planning process. This new initiative will evaluate the environmental setting and assimilative capacity of areas around urban and urbanizing parts of the Dane County region. Working closely with the staff of the CARPC Division of Environmental Resources Planning, the Senior Planner will work collaboratively with the units of government to assist them in creating a FUDA plans for each urban service area.

The following knowledge & abilities are needed for the successful employee:

- Skill in participatory community planning.
- Preference will be given to candidates with skills in facilitation, conflict resolution, and consensus-building in a planning context.
- Knowledge of environmental sciences as related to ecosystem health.
- Ability to work with multiple communities concurrently.
- Ability to translate complex scientific ideas into concepts understandable to the public.
- Persuasiveness, good emotional and social intelligence.
- Ability to work with a diverse group of professionals to gather the necessary information to address community growth issues and environmental impact analysis and mitigation.
- Working familiarity with ArcGIS.
- Preference will be given to candidates with coursework or experience in demographic and socioeconomic modeling.

The following minimum qualifications and characteristics are needed for the successful employee:

- Undergraduate degree in environmental sciences or related field.
- Graduate degree in urban and/or environmental planning or related field.
- Four years of work experience in participatory community development planning.
- Ability to be AICP certified.
- Ability to attend evening meetings.
- Access to a dependable car, and ability to drive to different municipalities in the region.
- High energy and enthusiasm.

Please visit www.CapitalAreaRPC.org for more detailed information and application materials. Recruitment ends Monday, June 9, 2008.

CARPC is an Equal Opportunity Employer.

Senior Planner Candidates

Four candidates to be interviewed on September 24, 2008

Critical and desirable competencies for the Senior Planner (FUDA)

1. Experience in local comprehensive planning
2. Experience in collaborative planning (planning with other municipal planners as equals)
3. Training in environmental analysis
4. Ability in demographic and socio-economic analysis
5. Experience in group facilitation
6. Proven ability in conflict resolution
7. Fluency in ArcGIS

9. Bonus for Farmland Preservation or ag. promotion/protection experience
10. Bonus for urban design experience or training
11. Bonus for urban redevelopment and infill development experience
12. Bonus for economic development experience
13. Bonus for experience with the Dane County region

Each candidate was scored on the critical and bonus elements (max. 2 points per item, minimum 0). The critical items need to be present at least at the level of a partial score (partial score compares the highest scoring candidate with the competency the subject candidate brings to the job; therefore a score of 1 shows the candidate does not bring experience *and* training to the extent of the highest scoring candidate).

Candidate #1

BA Biology and Environmental Studies, Macalester College
MS Urban Planning and Policy, Univ. of Illinois, Chicago

Has been working on issues of urban design, Smart Growth, participatory community planning, facilitation, and consensus building for 12 years with Neighborhood Design Center and Dane County Dept. of Planning and Development. Has experience in comprehensive planning, data analysis, housing planning as part of work for Dane County. Has experience in Ag. Enterprise Development in policy and program levels as part of Dane County Revolving Loan Fund (Community Dev. Program of D.C.). Has worked with area communities on neighborhood design and redevelopment projects and as part of the BUILD program (Better Urban Infill Development). Ran the County CDBG program. Experience in negotiation and conflict resolution as part of CDBG. Was the Economic Development Director for 8 years for a non-profit community development corporation in Chicago, Ill.

1. Local and comprehensive planning (2)
2. Collaborative planning (2)
3. Environmental analysis (2)
4. Demographic and socio-economic analysis (2)
5. Group facilitation (2)
6. Negotiation and conflict resolution (1)
7. ArcGIS (2)

Subtotal = 13

Bonus

8. Farmland Preservation (Ag. Enterprise Dev.) (1)
9. Urban design (2)
10. Redevelopment and infill planning (2)
11. Economic development (2)
12. Experience in the region (2)

TOTAL = 22

Candidate #2

BA in Geography, Urban and Regional Planning, S.U.N.Y.
MS in Planning (Conservation Biology), Univ. of Minn.

11 years of planning experience with Dane County Department of Planning and Development. Has worked on comprehensive planning, farmland preservation and rural planning, natural resources planning. Experience with groups as facilitator. Experience as zoning administrator for Pierce County. Experience as Planning and Program Analyst for WDNR, worked on shoreland zoning and habitat identification information. Experience in community planning for City of Falcon Heights, MN, in zoning, economic and housing programs, and land use. Course in conflict resolution and negotiation from the Cooper Mgt. Inst. and experience in negotiations as part of the union, as part of budgeting, and as part of comprehensive planning work with towns.

1. Local and comprehensive planning (2)
2. Collaborative planning (2)
3. Environmental analysis (2)
4. Demographic and socio-economic analysis (2)
5. Group facilitation (2)
6. Negotiation and conflict resolution (2)
7. ArcGIS (2)

Subtotal = 14

Bonus

8. Farmland Preservation (2)
9. Urban design (0)
10. Redevelopment and infill planning (0)
11. Economic development (2)
12. Experience in the region (2)

TOTAL = 20

Candidate #3

BA L. Arch. Ohio State
MCRP Ohio State

Acted as environmental planner in Lexington/Fayette Urban County, developing a greenway plan. Did a greenway plan for Big Darby Creek, OH. Has experience in coastal planning in Monterey, Ca. Has experience in water quality planning.

Did redevelopment planning for Steubenville, OH., and housing planning for Ohio towns and counties. Comprehensive planning and neighborhood planning for Lexington/Fayette Urban County and Mid-Ohio Regional Planning Commission. Urban design project for public spaces (park planning), redevelopment and infill development, downtown public spaces, mixed use development, etc. Worked with neighborhood groups and citizen organizations. Did demographic and socio-economic analysis in housing study and housing rehab planning. Has done some economic analysis for Steubenville, as well as industrial development and redevelopment work in Lexington.

Farmland preservation work mostly in Kentucky, dealing with urban buffer areas to separate critical farming areas from development pressure, TDR/PDR, and urban boundaries.

1. Local and comprehensive planning (2)
2. Collaborative planning (2)
3. Environmental analysis (2)
4. Demographic and socio-economic analysis (2)
5. Group facilitation (2)
6. Negotiation and conflict resolution (1)
7. ArcGIS (2)

Subtotal = 13

Bonus

8. Farmland Preservation (2)
9. Urban design (2)
10. Redevelopment and infill planning (2)
11. Economic development (1)
12. Experience in the region (0)

TOTAL = 20

Candidate #4

BA, Anthropology, Univ. of Wyoming
MA, Public policy and administration, UW-Madison

Has extensive community and comprehensive planning experience in Vermont. Has performed extensive environmental planning work in Idaho, California, and Wyoming. Has work experience in economic development in Idaho. Has worked in farmland preservation and purchase of development rights. Experience with group facilitation. Has experience in conflict resolution at the Sonoran Institute. Has done mixed use urban design in Vermont. Redevelopment and infill development experience for specific downtown buildings, not extensive urban redevelopment experience. No ArcGIS.

1. Local and comprehensive planning (2)
2. Collaborative planning (2)
3. Environmental analysis (2)
4. Demographic and socio-economic analysis (2)
5. Group facilitation (2)
6. Negotiation and conflict resolution (2)

7. ArcGIS (0)

Subtotal = 12

Bonus

8. Farmland Preservation (2)

9. Urban design (2)

10. Redevelopment and infill planning (1)

11. Economic development (2)

12. Experience in the region (0)

TOTAL = 19

Sample Legal and Illegal Interview Questions

Age

Inappropriate:

- How old are you?
- What year were you born?
- When did you graduate from high school?

Appropriate:

- Before hiring, asking if you are over the minimum age for the hours or working conditions.
 - After hiring, verifying same with a birth certificate or other ID, and asking age on insurance forms.
-

Citizenship

Inappropriate:

- Are you a citizen of the US?
- Are your parents or spouse citizens of the US?
- On what dates did you , your parents or your spouse acquire US Citizenship?
- Are you, your parents or your spouse naturalized or native-born US citizens?

Appropriate:

- If you are not a US citizen, do you have the legal right to remain permanently in the US?
 - What is your visa status (if no to the previous question).
 - Are you able to provide proof of employment eligibility upon hire?
-

Criminal Record

Inappropriate:

- Have you ever been arrested?
- Have you ever spent a night in jail?

Appropriate:

- Have you ever been convicted of a crime?
-

Disability

Inappropriate:

- Do you have any disabilities?
- What's your medical history?
- How does your condition affect your abilities?

Appropriate:

- Can you perform the specific duties of the job.
 - After hiring, ask about medical history on insurance forms.
-

Family

Inappropriate:

- Questions concerning spouse, or spouse's employment, salary, arrangements, or dependents.
- What kind of child care arrangements have you made?
- How will your spouse feel about the amount of time you will be traveling if you get this job?

Appropriate:

- Can you work overtime?
 - Is there any reason you can't start at 7:30am?
 - Whether an applicant can meet specified work schedules or has activities or commitments that may prevent him or her from meeting attendance requirements.
-

Marital Status

Inappropriate:

- Are you married, divorced, separated, engaged, widowed, etc?
- Is this your maiden or married name?
- What is the name of your relative/spouse/children?
- Do you live with your parents?

Appropriate:

- After hiring, marital status on tax and insurance forms.
-

Military

Inappropriate:

- What type or condition is your military discharge?
- Can you supply your discharge papers?
- What is your experience in other than US armed forces?

Appropriate:

- Describe the relevant work experience as it relates to this position that you acquired from a US armed forces.
-

National Origin

Inappropriate:

- What is your nationality?
- Where were you born?
- Where are your parents from?
- What's your heritage?
- What is your mother tongue?
- How did you acquire the ability to speak, read or write a foreign language?
- How did you acquire familiarity with a foreign country?
- What language is spoken in your home?

Appropriate:

- Verifying legal U.S. residence or work visa status.
 - What languages do you speak, read or write fluently?
-

Parental Status

Inappropriate:

- How many kids do you have?
- Do you plan to have children?
- How old are your children?
- Are you pregnant?

Appropriate:

- After hiring, asking for dependent information on tax and insurance forms.
-

Race or Skin Color

Inappropriate:

- What race are you?
- Are you a member of a minority group?

Appropriate:

- None
-

Religion or Creed

Inappropriate:

- What is your religious affiliation?
- Which religious holidays will you be taking off from work?
- Do you attend church regularly?

Appropriate:

- Can you work on Saturdays?
-

Residence

Inappropriate:

- Do you own or rent your home?
- Do you live in town?
- With whom do you live?

Appropriate:

- Inquiries about the address to facilitate contact with the applicant.

- Will you be able to start work at 8:00am?
-

Sex

Inappropriate:

- Do you wish to be addressed as Mr., Mrs., Miss, or Ms.?
- What are your plans to have children in the future?

Appropriate:

- None

CARPC Personnel Committee

September 24, 2008

Agenda Item #5 and #6

Summary

The Personnel Committee will conduct telephone interviews with 6 executive search firms, with the goal of forming a recommendation to CARPC for selection of a firm to recruit on a retained basis for the Executive Director position, or multiple firms from which the Commission may select one. Proposals and background information have been provided, and are attached. The following summarizes the candidate firms.

Firm name	Estimated cost
Wisconsin Executive Search Group, Ltd (Madison, WI)	22,500 plus 2,500 for travel and reimbursables
The Par Group (Lake Bluff, IL)	16,000 plus 165 each finalist for background verification, and 3,500 for travel and reimbursables
The Brimeyer Group (Hopkins, MN)	15,000 plus 3,000 project management and 4,000 in expenses
Public Administration Associates, LLC (Oshkosh, WI)	?
Spano Pratt (Milwaukee, WI)	30% of 1 st year earnings
Drake & Co. (Madison, WI)	20% of 1 st year earnings

It is anticipated that each interview will be approximately 20 minutes in length. Among questions to be asked should include those regarding the length of time it will take to complete the recruitment from start to finish, guarantees of employee success, and specific experience in executive recruitment for people experienced in regional settings.

Attached: Executive Director profile
Six (6) proposals and/or firm background information

**EXECUTIVE DIRECTOR
CAPITAL AREA REGIONAL PLANNING COMMISSION (CARPC)**

ABOUT THE CAPITAL AREA REGIONAL PLANNING COMMISSION

The Capital Area Regional Planning Commission (CARPC) serves as the land use and area wide water quality management planning body for the [Dane County](#) region. Based in [Madison, Wisconsin](#), the Commission adopts, maintains, and coordinates the region's master plan. It is also the area-wide water quality management planning agency for the region, developing plans to improve and protect the quality of the water resources of the region. The Commission assists local communities in developing Future Urban Development Area Plans that identify environmentally sensitive areas and areas appropriate for urban growth. The Commission serves as the Census clearinghouse for the region and provides other planning-related services and data to local governments.

The Commission is composed of 13 members, each appointed by one of four principle authorities (President of the Dane County Towns Association, President of the Dane County Cities and Villages Association, Dane County Executive, and Mayor of the City of Madison). The CARPC Budget and Personnel Panel is composed of the four appointing authorities. The Executive Director will report to the Commission and serve at the pleasure of the CARPC Budget and Personnel Panel.

In 2009 the Commission's operating budget is approximately \$1,000,000 and employs a staff of seven full-time, two part-time and two extra-hire employees.

POSITION PROFILE

The Executive Director is responsible for leading the creation and implementation of a unified and sustainable vision for the physical development and environmental protection of the region by working with the Capital Area Regional Planning Commission, its staff, regional and local leaders, citizens and other stakeholders. The Executive Director is responsible for the overall performance and management of Commission operations including the implementation of the Commission's goals, policies, and initiatives and the appointment, supervision, and removal of all employees, subject to Commission approval. The Executive Director also develops and proposes an annual budget and manages its implementation. Finally, the Executive Director communicates the findings, initiatives, and policy recommendations of the Commission, and is responsible for compliance with federal and state laws and regulations. The general responsibilities of the position include the following:

- Providing leadership and facilitating regional planning activities as directed by the Commission;
- Implementing and effectively communicating policies, programs and initiatives at the direction of the Commission;
- Planning, organizing and prioritizing the activities of the agency;
- Developing and managing an annual budget and work plan to implement the goals and objectives of the Commission;
- Supervising, directing, and overseeing the conduct and performance of staff;
- Fostering meaningful dialogue and collaboration among all units of government, and promoting coordinated action for the improvement of the region;
- Communicating information and policy recommendations to the Commission, elected officials, other stakeholder groups, and the public;
- Coordinating the activities of the agency with other governmental agencies;
- Preparing a variety of correspondence and reports to state and local officials and other stakeholders; and
- Ensuring compliance with state and federal laws and other regulations.

In order to be successful in the position, candidates for the Executive Director position should also possess and be prepared to demonstrate competencies, skills, and abilities in the following areas:

- Representing regional entities while working with the public to solicit interest in and attract support for regional development and conservation activities and concerns;
- Facilitating and achieving consensus among diverse groups and interests;
- Providing leadership, direction and motivation for the staff;
- Selecting and developing staff;
- Creating and maintaining a workplace atmosphere of respect and professional neutrality;
- Communicating ideas, strategies, and policies orally and in writing;

- Developing private and public communications and maintaining positive public relations in a politically and socially diverse environment;
- Mobilizing resources to achieve the goals of the agency;
- Understanding regional planning, public management and administration;
- Preparing, implementing and managing an annual budget;
- Interrelating the physical, environmental, social, economic, financial, and governmental components and systems within a region and projecting those inter-related systems into the future;
- Managing program development, implementation and evaluation; and
- Acting as a legislative liaison.

EDUCATION AND EXPERIENCE REQUIREMENTS

The successful candidate will possess a combination of education, skill-set, competencies, vision and commitment that enables the candidate to build a coalition and overcome barriers to creating a broad shared vision by the various interests in the region. Graduation from a college or university with a Master's degree and track record of proven success in a similarly complex and diverse environment is sought. Multiple backgrounds and experiences will be considered.

SALARY AND BENEFIT INFORMATION

The salary range for this position is \$80,000 to \$100,000 annually plus an excellent benefit package. The salary, benefit package, and other terms of employment will be established through a negotiated employment contract.

Proposal to Conduct a Search for the Executive Director for the Capital Area Regional Planning Commission

PROPOSED CONSULTING SERVICES

Professional organizations like the Capital Area Regional Planning Commission (CARPC) differ greatly in their needs for administrative leadership and in their expectations of an Executive Director. Likewise, candidates for these positions have different strengths and limitations. Therefore, a search for an Executive Director is a process of finding the right person for a particular set of conditions.

Search Consultants, too, like Wisconsin Executive Search Group, Ltd, differ greatly in their approaches to a search for an Executive Director. The search process will probably include networking the open position within recognized educational and professional circles. Some Search Consultants will open their file of candidates from previous searches to find the right match for an association's needs. Other Search Consultants may just post the open position on various "job Boards" related web sites and hope that the "right candidate" will find the posted vacancy and apply for it. None of these processes utilized alone or in tandem will bring the best candidates to your attention.

When a position is advertised as vacant the respondents in general are the very best of the "unemployed", "unhappy" or "unsatisfied" candidates in the marketplace. These applicants in conjunction with the many "want to be" candidates generally provide the nucleus of the candidate pool that conventional methods of searching for an Executive Director will provide to you.

John H. Richert, Ph.D., President of Wisconsin Executive Search Group, implements personal networking and recruiting methods that discover and identify candidates who possess the desired skill set and who are already doing a great job in their current position and are not actively seeking another position. Wisconsin Executive Search Group's recruited candidates, through repeated conversations with our staff, are often individuals who are willing to keep an open ear to new and challenging leadership positions. They are for the most part, individuals who are willing to keep their "options open" and learn more about the vacancies that could lead to more challenging positions.

Wisconsin Executive Search Group's process is also distinguished by a "hands on" approach to learning more about the CARPC and using those results in recruiting qualified candidates for the position of Executive Director. Dr. Richert understands that a "Profile" of desired skills and characteristics for potential candidates for your Executive Director position has been developed. The "desired profile" will be used by Wisconsin Executive Search Group personnel to recruit appropriate candidates for CARPC's consideration.

GETTING TO KNOW THE CLIENT ORGANIZATION

On-site work is necessary in order to better acquaint ourselves with the CARPC perceptions regarding expectations for an Executive Director. Toward that end, Wisconsin Executive Search Group representatives will:

- Conduct personal interviews with the members of the CARPC.
- Conduct meetings with staff of the CARPC.
- Review the profiles of the 4 candidates who were interviewed in December 2007 and will review the reasons the CARPC decided to re-recruit in 2008.
- Obtain and analyze documents that describe the CARPC. Such items as 2007 Annual Report, Board minutes for the past 12 months, Annual Audits and Budgets and Policy Statements would be helpful in understanding the current status of the CARPC.
- Collect information describing the collective expectations for the Executive Director.

REPORTING BACK & BUILDING CONSENSUS

The results of the information collection process will be reported to the CARPC for the purposes of refining the search process by reaching consensus between the CARPC and Wisconsin Executive Search Group regarding:

- General search procedures.
- Search schedules.
- Scope of the search.
- Role of the Search Consultant.

MARKETING

Wisconsin Executive Search Group will be responsible for marketing the Executive Director position on behalf of the CARPC. The marketing will include:

- Summarizing information for a promotional Brochure emphasizing the desired profile for the new Executive Director as well as describing the quality of life in the capital area community.
- Networking the opening to the professional contacts that we have developed over the years in conducting executive leadership searches.
- Disseminating the Application procedures and time lines to the candidate pool.
- Distributing the Brochure to the candidates who express an interest in the position.
- Placing the announcement in appropriate professional publications

RECRUITING CANDIDATES

Recruitment is the most important phase of the search process. The best candidates often will not apply for position unless they are invited to do so by someone whom they respect and trust. Recruitment is most successful when the recruiter/search firm is highly visible, recognizable and well known by the potential candidates. Wisconsin Executive Search Group will activate a network of persons who are in contact with proven executives. Confidentiality is ultimately important to the candidate as he/she will not want to publicly declare an interest in the position until they have a “comfort level” as to whether the position will be a good fit for them.

The candidates rely on the ethics and professionalism of the search firm and the recruiter to

protect their identity during the initial stages of the search or until they have moved from a “casual, may be interested” candidate to the committed “applicant” stage. The applicant stage carries with it the strong possibility that the candidate’s identity may be in the public domain. All of the candidates will understand the distinction between candidate and applicant. The candidates rely on Wisconsin Executive Search Group Consultant’s ability to maintain the integrity of the process. The scope of the search will be national.

CANDIDATE EVALUATION

After the recruiting has been completed and produced applicants, the candidate pool will be narrowed to those candidates to be interviewed by Wisconsin Executive Search Group. Expertise in interviewing candidates and interpreting college transcripts, Placement files and resumes are important at this stage of the search. Wisconsin Executive Search Group sets a high standard in the industry for candidate evaluation. Wisconsin Executive Search Group has found it helpful to:

- Develop and apply a uniform rating scale that conforms to the stated criteria.
- Reduce the candidate pool to those who meet the “desired profile”.
- Advise the candidates who do not make the first reduction in the candidate pool of their status.
- Shift the candidate status to an applicant status for those individuals who remain under consideration.
- Make telephone inquiries to the persons listed as references and to other individuals whom we suspect to have information about the Applicants who have advanced to the second stage.
- Validate the accuracy and authenticity of the college records, Letters of recommendations and information provided on the Application Form.
- Interview the most promising Applicants, if possible in person.

CARPC PREPARATION

Wisconsin Executive Search Group will recommend a slate of Applicants for interviews by the CARPC. In preparation for the candidate interviews with members of the CARPC, Wisconsin Executive Search Group will review the interview process with those individuals who will be involved with interviewing the final slate of candidates.

A set of questions recommended by Wisconsin Executive Search Group that is relevant to the CARPC’s area of interests will be provided by Wisconsin Executive Search Group to the members of the CARPC interview team. Each final Applicant will be interviewed in the same manner, with the same questions in the same time period to assure that all Applicants are treated equally. A representative from Wisconsin Executive Search Group will sit in on each interview with the CARPC interview team to provide quality assurance to the process. Each member of the interview team will rank the Applicant’s responses to the questions and will rank the Applicant as acceptable or unacceptable. This ranking will be shared as “advisory only” with the CARPC members prior to a final selection being made.

Hiring Process. The CARPC will make a decision as to whether to hire the number one candidate or to move on to the next candidate. The decision to hire is made and an offer of employment is extended for the candidate’s review. Dr. Richert will be available to provide

advice and guidance through this stage if you want the assistance.

PROFESSIONAL SERVICES & PROFESSIONAL FEE

Services will be completed within 60 days of the initiation of the search.

- Conduct CARPC member and staff interviews.
- Reach consensus on the congruence of the stakeholder's expectations and the stated preferred candidate profile.
- Write and Print Brochure.
- Advertise, Network & Recruit.
- Screen Candidates and reduce Applicant pool to those to be interviewed.
- Check Finalists' credentials.
- Prepare CARPC interview team for interviews.
- Attend all interviews.
- Assist, if invited by the CARPC, in ranking Finalists.
- Assist in reaching Employment Agreement with Applicant of Choice.

<i>Fee</i>	<i>\$22,500</i>	
	Secretarial Support	WESG Expense
	Postage	WESG Expense
	Graphics and Printing Brochure	WESG Expense
	Long Distance Telephone	WESG Expense

1/2 Fee due at the Execution of Contract

Balance of Fee due when Executive Director has been selected, offer made and accepted

<i>Travel</i>	<i>\$ 2,500</i>	
	WESG and candidate travel (to be approved by CAPRC)	CARPC Expense

John H. Richert, Ph.D.
2631 University Ave., Ste 102
Madison, WI 53705

jhr@wisexec.com
608-233-1759

President and Owner of Wisconsin Executive Search Group, Madison, WI
President for two Colleges
Dean for a School of Education and Human Services for St. John's University in Jamaica, NY
Visiting Scholar for University of Michigan and University of WI Madison
Consultant in executive search, fundraising and organizational development for non profit organizations

EXECUTIVE SEARCH EXPERIENCE

Dr. Richert has conducted hundreds of executive searches during his career. He specializes in senior leadership executive placements for both profit and non-profit organizations. He has placed Presidents, Executive Directors and Chief Executive Officers in organizations ranging from statewide wide Associations to Presidents of commercial banks.

EDUCATION

Visiting Scholar	University of Wisconsin
Visiting Scholar	University of Michigan
Post Doctoral Studies	University of Wisconsin
Ph.D. Higher Educational Administration	University of Wisconsin
M.S. Student Affairs & Counseling	University of Wisconsin
B.S. Physical Education	University of Wisconsin

LEADERSHIP POSITIONS

- **National Advisory Council on Adult & Continuing Education** **Vice Chairman**
- **Nebraska Independent College Foundation** **Chairman**
- **Association Independent Colleges & Universities NE** **President**

PROFESSIONAL EXPERTISE AND RESEARCH EMPHASIS

- **Care and feeding of Chief Executive Officers**
- **Professional Development of Board Members and Senior staff and Organizational Audits of Non Profit Organizations**
- **Mission and Program development within Non Profit Organizations**
- **Strategic Planning for Non Profit Organizations**
- **Resource Development for Non Profit Organizations**



CHICAGO
100 N. Waukegan Road, Suite 211
Lake Bluff, Illinois 60044-1694
TEL 847/234-0005
FAX 847/234-8309
www.pargroupltd.com

August 29, 2008

VIA EMAIL

Mr. Chris Gjestson
Administrative Services Manager
Capital Area Regional Planning Commission
210 Martin Luther King Jr. Blvd.
Madison, WI 53703

Dear Mr. Gjestson:

We are pleased to respond to your request for our firm to propose how we can assist the Capital Area Regional Planning Commission in the successful recruitment, screening, interviewing and selection of Candidates from which Commissioners may appoint an Executive Director.

It is our understanding that the Commission has set the salary for the Executive Director at \$80,000-100,000 annually. Based on our experience in these types of recruitments and in the state of Wisconsin, we feel a salary range of \$90,000-\$110,000 would be critical to the Commission's ability to attract qualified candidates to the position. We would expect the starting salary of the appointee would need to be in the upper half of that range. Accordingly, in the interest of achieving a successful recruitment, our proposal is contingent upon the Commission's adjustment of the salary range for this position.

The PAR Group consults exclusively in the public sector, serving the needs of local government nationwide with corporate offices located in suburban Chicago. The PAR Group was founded by Paul A. Reaume, a former City Manager who provided consulting search services to local governments nationwide continuously for thirty years. Heidi J. Voorhees, also a former City Manager and associate of Paul Reaume, is President of the firm. Ms. Voorhees is leading the firm forward in the same traditions of excellence and integrity established by Paul Reaume in 1972.

Our Principals have over 350 years' cumulative operations and consulting experience in the field of local government, and have conducted a large number and variety of local government and not-for-profit recruitments for a national clientele. Clients have included local governments of under 5,000 to over one million population, with budget responsibilities exceeding several billion dollars. The firm's quality of work and sensitivity to Clients' needs and concerns are recognized hallmarks—our firm was a pioneer in local government recruitment and is considered a leader in the public management consulting field. We have *never* failed to recommend a group of qualified Candidates for Client consideration.

Experience

We have conducted executive recruitments throughout the United States and have successfully completed more local government recruitments in the Midwest than any other firm (please see enclosed Client List). We have worked successfully with a wide variety of elected and appointed Officials in local government. For example, we have recently conducted recruitments for the Wisconsin municipalities of Burlington, Cudahy, Delafield, Oshkosh, Racine, and Waukesha.

We have recently conducted Executive Director recruitments for the Delaware Valley (PA) Regional Planning Commission, the East Central Florida Regional Planning Commission, the League of Arizona Cities and Towns, and the Lake County (IL) Municipal League.

In addition to our extensive experience in recruitment of public management professionals for local governments, our firm has been *sought out* to assist related public interest associations in recruitment of top staff, including the Executive Directors for the National League of Cities (NLC), National Association of Counties (NACo), National Community Development Association (NCDA), International Institute of Municipal Clerks (IIMC), International Association of Assessing Officers (IAAO), National Association of Housing and Redevelopment Officials (NAHRO), American Public Works Association (APWA), National Association of Regional Councils (NARC), National Forum for Black Public Administrators (NFBPA), and the President of Public Technology, Inc. (PTI).

We invite you to visit our web site at www.pargroupltd.com for additional information on The PAR Group and its consulting staff.

Tailored Search Process

Our executive search process is highly professional and personalized. We will assist CARPC Officials from commencement to conclusion of the assignment, until a completely acceptable Candidate is appointed to the position. We handle all of the administrative details of the entire recruitment process, so CARPC Officials can limit their involvement to the significant, decision-making aspects of the selection process, thus minimizing interruption of attention to other on-going concerns and responsibilities.

Our initial effort in assisting the Capital Area Regional Planning Commission would be to develop a Recruitment Profile that sets forth detailed qualifications for the Executive Director position, reflecting both current and longer range organizational expectations relating to the position. The Profile serves as a key instrument for recruiting and screening Candidates in accordance with the unique needs identified as particularly desirable for CARPC's Executive Director position.

Our executive search process would be as follows, subject to mutually agreed upon modification:

1. **Interview** the Commissioners, Department Heads, and key Staff, all toward achieving clarity and consensus concerning the specific nature of duties, responsibilities and expectations of the Executive Director position. Interview data will be used to prepare a Recruitment Profile for approval by the Commission (Sample Recruitment Profile enclosed).

During our on-site interview activities we devote significant effort to become knowledgeable and familiar with the municipal organization, community institutions and leadership, gain a sense of the area as a place to live and work, understand intergovernmental activities/relationships, take note of cultural and socioeconomic diversity, and other efforts, all to clearly understand and be able to straightforwardly present prospective Candidates (and their families) with information having an important bearing on their decision to consider the CARPC position.

If desired, we shall be pleased to conduct focus group sessions, comprised of community leadership and citizenry, in an expanded effort to determine input and feedback from such persons for inclusion in the draft Profile prepared for Commission review, amendment, and ultimate approval; this service/assistance would be provided for an additional fee.

2. **Conduct** an intensive independent professional search and recruitment effort, utilizing an extensive local, regional and national contact network, *seeking out* qualified Candidates who may not otherwise have an interest in your recruitment.
3. **Place** announcements in appropriate professional publications and on the internet to provide maximum exposure of the position's career opportunity and to ensure an open recruitment process.
4. **Process** all applications received from recruitment and announcement efforts, including timely acknowledgments of receipt of application and status of recruitment information to all Applicants, on behalf of the CARPC.
5. **Screen** all applications received, matching all Applicants' credentials with the specific criteria qualifications stated in the Recruitment Profile.
6. **Interview** prospective Final Candidates and make background inquiries and reference checks with current employer and, where appropriate, most recent prior employer, and verify claimed educational achievement.

7. **Present** a written report to the Commission on applications received for the position, including résumés and background information on those individuals considered to be most qualified and best suited for the position, recommending approximately 8 - 10 such persons for personal interview consideration.
8. **Facilitate** the selection of Candidates to be invited for personal interview and appointment consideration; we recommend that no fewer than five Candidates be interviewed.
9. **Arrange** for additional background inquiries of Candidates selected for interview, to include criminal court, credit, and motor vehicle records checks and print media searches, as desired.
10. **Provide**, if desired, personality “type” profiles of the Finalist Candidates utilizing the recognized Myers-Briggs Type Indicator® (MBTI®) Test and analysis. The MBTI results provide a means to assist Commissioners in making distinctions and understanding differences of management and personal style among Candidates. The MBTI has been employed by a wide variety of users in business, government, and training services for 40 years as a recognized tool to assist organizations to appreciate the differences of individuals and their approaches to work and interaction. MBTI results are also used in organizations to help understand and adapt to different management styles and approaches to work methods, assist in making the most of human resources, and facilitate more effective communications with peers, employees, and supervisors.
11. **Prepare** interview questions and procedure for use by the Commission’s Interview Panel, developing a process which will ensure that the same questions are asked of each Candidate and that each interview is thoroughly and consistently evaluated.
12. **Coordinate** arrangements for Candidates’ travel to Madison for interviews, be present during interview sessions to facilitate effective discussion and deliberation toward the Commission’s selection of a Final Candidate, and also assist in employment negotiation between the Final Candidate and CARPC Officials, as desired.
13. **Notify** all Applicants of the final appointment action by the Commission, including professional background information on the successful Candidate.

Timing

We are prepared to undertake your assignment in a timely manner. The Recruitment Profile will be submitted for review and approval promptly following our on-site interviews of CARPC Officials and Staff. We would be in a position to recommend Candidates to the Commissioners for personal interview consideration within 60 days following approval of the Recruitment Profile. Personal interview of Candidates could be conducted approximately ten days following the Commissioners’ selection of Candidates for interview. Overall, the recruitment process—from the beginning to the date of appointment of a Candidate—should take no more than 90 days.

Experienced Consulting Team

All services in connection with this assignment will be performed by individuals who possess recognized municipal experience and broad executive selection judgment. Robert Beezat, Past President and currently Of Counsel, will be responsible for and directly involved in your assignment. Mr. Beezat’s biographical profile is enclosed.

Fees and Costs

Our professional fee for conducting a comprehensive, successful, and professionally oriented executive recruitment has been established at levels to be justifiable for public management recruitment paid for by public taxing bodies, our exclusive Clientele. Our fee proposal for conducting CARPC’s Executive Director recruitment would be:

- | | |
|--|--------------|
| • Professional fee | \$16,000 |
| • Reimbursable expenses | |
| • Consultant travel, postage/shipping, telephone/fax, office support services, photocopy | \$3,500 |
| • Recruitment profile printing base price (black + one color) | \$900 |
| Additional spot colors (clients with multi-color logos) | base + \$300 |
| Full 4-color printing (optional) | base + \$800 |

- Education verification and court/credit/motor vehicle records searches \$125 per Finalist Candidate
- Print media searches (Lexis-Nexis) \$40 per Finalist Candidate

Optional services:

- Conduct of focus groups (see step 1 above) \$800 per day, per Consultant involved
- Myers-Briggs testing (see step 10 above) \$200 per Candidate

Professional announcements are generally billed to the Commission directly by publishers and are not included in reimbursable expenses. Our Consultants will be pleased to discuss your budget for professional announcements along with our recommendations. Candidate travel expenses for interviews are not included in the above fee proposal. The professional fee is payable in three equal payments, billed during the course of the recruitment, with the first payment for professional services due upon acceptance of our proposal, the second statement billed following recommendation of Candidates, and the final one-third billing upon completion of the recruitment assignment. Reimbursable expenses may be billed on a monthly basis.


Satisfaction Policy

Our Client satisfaction policy provides that, should the appointed Executive Director, at the request of Commission Officials or the Director’s own determination, leave the employ of the Commission within the first 12 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only. In addition, in accordance with the policy of our firm, as well as established ethics in the executive search industry, we will not actively recruit the placed employee for a period of five years.

This letter of proposal, when approved and signed, shall constitute an Agreement between us and it may not be modified except in writing by both parties. Our liability, if any, shall not be greater than the amount paid to us for professional services rendered.

Capital Area Regional Planning Commission Officials can be assured of responsive and personalized professional attention throughout the Executive Director recruitment assignment. We enthusiastically look forward to having the opportunity to assist in this very important staffing responsibility.

Respectfully submitted,



Heidi J. Voorhees, President
The PAR Group

ACCEPTED BY THE CAPITAL AREA REGIONAL PLANNING COMMISSION

BY: _____

TITLE: _____

DATE: _____

The Brimeyer Group, Inc.
EXECUTIVE SEARCH CONSULTANTS

September 4, 2008

Personnel Committee and Commission Members
Capital Area Regional Planning Commission
City-County Building Room 362
210 Martin Luther King Jr. Blvd.
Madison, WI 53703

Dear Personnel Committee and Commission Members:

We appreciate the opportunity to submit a proposal to assist the Capital Area Regional Planning Commission (CARPC) in the recruitment and selection of an Executive Director. Responsibility for the search will be under the direction of James Brimeyer and Richard Fursman. Jim has twenty years experience in public sector management and has been involved in executive search since 1988. Richard has over 25 years of senior management experience in local government. Additionally, he is a Principal of Global Synergy Group, LLC, a network of Human Resource and Organization Development Professionals.

We are including biographies, client and reference lists. Samples of Position Profiles from similar searches have been sent by mail to Chris Gjestson, Area Services Manager. For additional information about The Brimeyer Group, please visit www.brimgroup.com

Thank you for your consideration. We very much look forward to working with you in what must be considered a most challenging and exciting effort.

Very truly yours,

Pamela Carlson
President

Proposal for Executive Search Services

**Executive Director
Capital Area Regional Planning Commission
Madison, Wisconsin**

**The Brimeyer Group, Inc.
Executive Search Consultants
Fifty South Ninth Avenue, Suite 101
Hopkins, MN 55343**


Introduction

The Brimeyer Group is a full-service executive search and consulting firm working primarily in the public sector to assist Councils, Commissions and Boards in recruiting individuals for top management positions including managers, directors, administrators, department heads, and other key staff positions. We are experienced in recruiting administrative staff for non-profit organizations and private corporations.

Our approach to executive search promotes maximum input from our client in the search process. The client is the final authority in the selection of candidates. We maintain continual contact with the client throughout the search and keep the candidates informed as the search progresses. In addition to our milestone meetings with the Commission, we will provide periodic updates to keep you informed of our progress. The Brimeyer Group, Inc. is committed to accurately portraying all candidates to the organization. Likewise, we strive to accurately represent the position to candidates to prevent unrealistic expectations.

Consultants Assigned to Your Search

Richard Fursman



Richard has over 25 years of senior management experience in local government, most recently as the City Manager of Maplewood, Minnesota. Throughout his career, Mr. Fursman has supervised, managed and trained over a thousand employees in seven cities. Mr. Fursman is currently an Adjunct Faculty member at the University of St. Thomas where he teaches Master's level Courses in Leadership. Richard earned his Bachelor of Arts in Economics from the University of St. Thomas and his Master of Arts degree in Urban and Regional Affairs from Mankato State University. He is an Organization Development Doctoral Candidate at the University of St. Thomas. Richard has been awarded the title of Credentialed Manager by the International City/County Management Association. He is a certified Economic Development Professional, and successful development practitioner. Richard is a past board member of the Minnesota City/County Management Association, a member of Rotary International, and past President of the Minnesota Metropolitan Manager's Association.

James L. Brimeyer



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

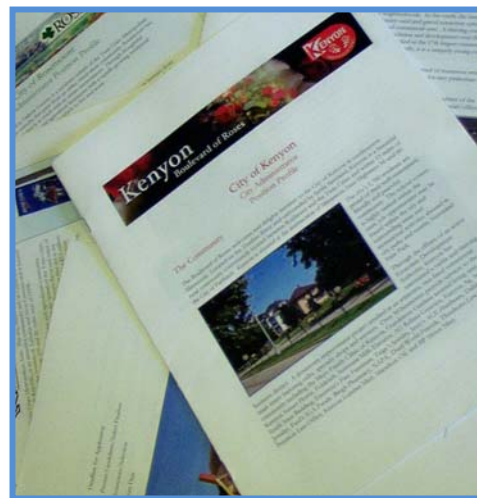
Mr. Brimeyer is past President of the Ohio City Management Association. He belongs to the International City Management Association, the Metropolitan Area Management Association, the Minnesota City Management Association and the Minnesota Municipal Utilities Association. He is past President of the St. Louis Park Rotary and past President of the Rotary Foundation Board. In December 2003, Mr. Brimeyer completed his second four-year term as City Councilmember at-large in St. Louis Park, Minnesota. Currently, Mr. Brimeyer serves on the Board of the St. Louis Park Community Foundation.

The Search Process

We anticipate the search for the Executive Director for the CARPC will take three to four months from the time we are retained to the time the Commission makes an offer. This is somewhat dependent upon the availability of Commission members to participate in Profile development, selection of finalists, and the interview process. We have prepared a preliminary timetable which corresponds to the various steps in the process. After further discussions with the Personnel Committee we will refine the timetable to accommodate your schedules.

PHASE I: Position Profile

A successful search begins with a thorough definition and agreement by the Commission on each aspect of the position to be filled. During this initial phase, our consultants will meet collectively and individually with the Commission members, Department Heads, and key staff to learn more about your goals and objectives. Critical factors to determined include position responsibility and authority; reporting relationships; educational and experience requirements; personal and leadership qualities; and management style. Prior our meetings we will supply an Ideal Candidate Profile Survey to assist participants in assembling their ideas on what should be included in the Position Profile.



be

to

Also important to the success of the search is identifying community priorities and the environment in which the Executive Director must function. We would expect to meet with selected representatives from the County to further assess the climate within which the selected candidate will most effectively perform. This may be accomplished through individual interviews or through a public forum.

We will pay considerable attention to establishing organizational goals and priorities for the position. The identification of priorities serves a two-fold purpose: It assists the hiring authority in developing a consensus on what is important for the organization and it alerts potential candidates to the important issues of the organization. After drafting the Profile, we will meet with the Commission as a group to discuss the critical specifications of the position. A great deal of emphasis is placed on the agreement of this analysis. Without this information, it is difficult to determine how potential candidates will affect the organization's plans and organizational team. The final Position Profile, after approval by the Commission, becomes the document against which we evaluate prospective candidates.

PHASE II

Place Announcements - Recruit Candidates

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



Review Resumes and Screen Candidates

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



Progress Report

From these interviews, we will select the most qualified individuals to present to Commission members. We will prepare a ***Progress Report that will provide information on eight to ten candidates whose backgrounds most closely meet the requirements of the position.*** This Progress Report will provide specific information on educational and work history, accomplishments and growth potential,

strengths and possible limitations. We will personally deliver and review this report with the Commission. On the basis of this review, four to six candidates will be selected for further consideration. At this time we will propose a schedule for interviewing the candidates.

PHASE III

Reference and Credential Checks

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

Assessment

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

Client Interview and Selection Process

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

Selection

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

Negotiating Compensation Package

The Brimeyer Group, Inc., will take great care that the CARPC secures acceptance from the most desired individual. We will participate in the final negotiations. If any concerns arise in the final hour, by working as a third-party intermediary we can resolve important details of the offer which may have significant bearing on its final acceptance or rejection. We will negotiate the terms and conditions of employment and prepare a Letter of Agreement on behalf of the CARPC with the selected candidate.

“Onboarding”/Preparing for Change

Onboarding is a process focused on the integration of new senior-level managers into an organization. The goal is to ***prepare managers to succeed in their jobs as quickly as possible.*** The Brimeyer Group will meet with



Department Heads, key staff, Commissioners and the new Director to discuss and plan for the adjustments that naturally occur during periods of transition. This is particularly helpful to staff as they learn to work with their new supervisor. Items covered include effective communication, setting expectations, clarification of roles and responsibilities, a review of the culture and other norms.

Support Services

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

First Performance Evaluation

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

Guarantee

The Brimeyer Group offers an 18-month guarantee on the effectiveness of the Executive Director, provided the Commission and The Brimeyer Group agree that all phases of the process have been successfully completed. Should the Commission determine it necessary to terminate the Executive Director due to failure to adequately perform the duties as specified in the Profile and as represented by the process, we will refill the position at no additional fee and will charge expenses only.

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

Fees/Expenses

Executive Search Fee\$15,000

Project Management\$3,000
(Office support services, background checks, DiSC Personality Profile, sourcing, research and recruiting fees)

Expenses.....Not to exceed \$4,000
(consultant travel and lodging, printing, advertising, telephone, mailing/courier)

This estimate does not include costs associated with candidates' expenses for the final interview. These expenses are influenced by the following factors: number of candidates invited to interview, location of candidates, spouse and family attendance, meals and hotel accommodations provided.

Payment

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

Phase I

Meet individually with Commission members and key staff
Meet with selected representatives from the County and/or conduct public forum
Develop, present, and print Position Profile

Phase II

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

Phase III

Reference checks/credential verification
DiSC Personality Profile assessment instrument
Schedule and coordinate candidates' interviews with the assistance of CARPC staff
Participate in interviews
Develop compensation package
Participate in negotiations
First Performance Evaluation

Pamela Carlson, President
The Brimeyer Group, Inc.

Date

Chair
Capital Area Regional Planning Commission

Date

The Brimeyer Group, Inc.
EXECUTIVE SEARCH CONSULTANTS

Capital Area Regional Planning Commission
Executive Director
Suggested Search Timetable

10/9/08	Authorization to Proceed
<u>10/13 to 10/31/08</u>	Develop Profile
<u>11/13/08</u>	Approve Profile
Week of 11/17/08	Place Announcement
11/20 to 12/26/08	Recruit Candidates
12/28/08	Deadline for Application
1/5/09 to 1/19/09	Screen and Review Candidates
<u>1/22/09</u>	Progress Report/Selection of Finalists
1/26 to 2/4/09	Reference and Credential Checks
<u>2/5 and 2/6/09</u>	Interviews
March 2009	Start Date

Underlined dates indicate direct participation by the Commission

Additional Services

The Brimeyer Group believes the on-going care and development of the organization is a critical factor for setting and maintaining quality performance. The development of staff and the organization provides the foundation for effective, efficient and excellent service. To help ensure strong, focused performance from staff, the following services are available.

- **Strategic Planning Session** (Within first three to six months of selection) *The Strategic Planning process will...*
 - Help define the purpose of the organization while establishing realistic goals and objectives consistent with that purpose.
 - It will provide a process to communicate goals and objectives to the staff and community.
 - Help create a sense of pride and ownership in the organization, mission and work.
 - Ensure effective use of the City's resources by focusing them on key priorities.
 - Establishes a "Blue-print" where progress can be measured and course corrections identified.

- **Team Building** (as a follow-up to strategic planning)
 - We will work with you to ensure your work teams contribute most effectively to your success. We work with the management to help create a culture for teamwork through setting expectations, understanding roles, commitment building, competency building, character checks, empowerment, collaboration, communication, innovation, recognition and coordination. If members of the Aberdeen team come together, confidence will soar, and empowered people will "own" and be responsible for their work processes.

- **Leadership Development**
 - We provide coaching and leadership training that focuses on strategic and tactical skills for the Executive Director and Department Leaders. We work with individuals to assess areas that require growth and develop work plans to help each individual reach their potential.

Strategic Succession Planning

- When undergoing staff changes, we will help you develop a comprehensive plan prior to the loss of key leaders to keep the City running smoothly. When some type of succession planning is not done, the community is put at unnecessary risk. Strategic Succession Planning approaches loss of leadership, history, and talent with Coaching, Capacity Building, Governance Alignment, Cultural Alignment and organization design.
- **Conflict Management/Crisis Intervention**
 - Most organizations experience interpersonal conflict at some time. Conflicts that are not addressed can destroy a team and create havoc with service production. We will work with you to help find the root causes of the conflict and assist your staff in finding remedies that will realign the focus of the staff.
- **Organization Development**
 - Your consulting staff is thoroughly trained in all aspects of organization development. Our philosophy is to help the “entire” organization work together through times of change. Change comes from retirements, new management staff, new majorities on the board, fiscal crisis, new trends and so-on. We are here to assist with times of change to help ensure smooth transitions and a productive work environment.

The Brimeyer Group - Partial Listing of Assignments

CITY AND COUNTY MANAGERS/ADMINISTRATORS

City Manager - Roseville, MN (pop. 36,000)
City Administrator - Lakeville, MN (pop. 23,000)
City Manager - New Brighton, MN (pop. 24,000)
City Administrator - Hastings, MN (pop. 15,000)
City Administrator - Cottage Grove, MN (pop. 24,000)
City Manager - St. James, MN (pop. 5,000)
City Manager - Brooklyn Park, MN (pop. 60,000)
City Administrator - Little Canada, MN (pop. 10,000)
City Manager - Hopkins, MN (pop. 16,000)
City Manager - Bemidji, MN (pop. 24,000)
City Administrator - Hibbing, MN (pop. 20,000)
City Administrator - Hermantown, MN (pop. 7,000)
Clerk/Administrator - Mounds View, MN (pop. 12,000)
City Administrator - Orono, MN (pop. 7,000)
City Administrator - South St. Paul, MN (pop. 24,000)
Village Manager - Village of Hazel Crest, IL (pop. 15,000)
City Manager - Robbinsdale, MN (pop. 15,000)
City Administrator - Becker, MN (pop. 1,000)
City Administrator - Arden Hills, MN (pop. 10,000)
City Administrator - Sandstone, MN (pop. 2,000)
County Administrator - Chisago County, MN
City Manager - Prior Lake, MN (pop. 12,000)
City Administrator - Luverne, MN (pop. 4,400)
City Manager - Columbia Heights, MN (pop. 19,000)
City Manager - Webster City, IA (pop. 8,600)
City Coordinator - Minneapolis, MN (pop 370,000)
City Administrator - Pipestone, MN (4,500)
City Administrator - Marshall, MN (pop. 12,000)
City Administrator - Oak Park Heights, MN (pop. 3,700)
City Administrator - Rosemount, MN (pop. 10,000)
City Manager - St Anthony, MN (pop. 8,000)
City Manager - Carroll, IA (pop. 8,000)
City Administrator - Savage, MN (pop. 12,000)
City Manager - Sheldon, IA (pop. 5,000)
City Administrator - Emmetsburg, IA (pop. 4,000)
County Coordinator - Benton County, MN (pop. 30,000)
City Manager - Mankato, MN (pop. 31,500)
City Administrator - North Mankato, MN (pop. 11,000)

City Manager - Robbinsdale, MN (pop. 14,000)
City Administrator - Worthington, MN (pop. 10,000)
City Administrator - Farmington, MN (pop. 6,870)
City Administrator - Mounds View, MN (pop. 12,600)
Clerk/Administrator - Centerville, MN (pop. 2,000)
County Administrator, St. Louis County, MN (pop. 198,000)
City Administrator - Northfield, MN (pop. 15,200)
City Manager - Columbia Heights, MN (pop. 19,000)
City Manager - Benson, MN (pop. 3,500)
City Manager - Storm Lake, IA (pop. 9,000)
City Manager - West St. Paul, MN (pop. 19,000)
Coordinator - Bryant Neighborhood, Minneapolis
Council Administrator - Red Wing, MN (pop. 15,700)
City Manager - Maquoketa, IA (pop. 6,000)
City Manager - Spencer, IA (pop. 11,600)
City Administrator - Cottage Grove, MN (27,726)
City Administrator - St. Peter, MN (pop. 10,000)
City Administrator - Minnetrista, MN (pop. 3,900)
City Administrator - Mahtomedi, MN (pop. 6,800)
City Manager - Montevideo, MN (pop. 5,500)
City Administrator - Charles City, IA (pop. 8,000)
City Manager - West Liberty, IA (pop. 3,000)
City Administrator - Mora, MN (pop. 3,000)
City Administrator - Baxter, MN (pop. 4,800)
City Administrator - Waukee, IA (pop. 3,500)
Clerk/Administrator - St. Joseph, MN (pop. 4,500)
City Administrator - Sauk Rapids, MN (pop. 10,000)
City Administrator - Dyersville, IA (pop. 3,800)
City Administrator - Fergus Falls, MN (pop. 13,000)
City Manager - Brookings, SD (pop. 18,000)
City Administrator - West Burlington, IA (pop. 3,000)
City Administrator - Wayne, NE (pop. 5,000)
County Administrator - Becker County, MN (pop. 30,000)
City Administrator - Sauk Centre, MN (pop. 3,800)
City Administrator - Mounds View, MN (pop. 12,900)
City Administrator - Shorewood, MN (pop. 7,000)
City Administrator - Andover, MN (pop. 25,000)
City Administrator - Waconia, MN (pop. 6,000)
City Manager - New Ulm, MN (pop. 14,000)
City Administrator - East Grand Forks, MN (pop. 8,000)
City Administrator - Stillwater, MN (pop. 16,000)
City Administrator - Farmington, MN (pop. 10,000)
City Administrator - Minnetrista, MN (pop. 4,400)
City Administrator - Lake City, MN (pop. 5,000)
City Administrator - Sartell, MN (pop. 10,000)
City Manager - Moorhead, MN (pop. 32,000)
County Administrator □ Rice County, MN (pop. 57,000)
City Administrator – Northfield, MN (pop. 17,500)
City Administrator – Austin, MN (pop. 23,000)
City Administrator – South St. Paul, MN (pop. 20,167)

City Administrator – Newton, IA (pop. 16,000)
City Administrator – Mahtomedi, MN (pop. 8,000)
City Manager – West Liberty, IA (pop. 3,300)
City Administrator – Lake Elmo, MN (pop. 7,387)
City Administrator – Melrose, MN (pop. 3,150)
Village Manager – Shorewood, WI (pop. 12,000)
City Administrator – Zumbrota, MN (pop. 3,000)
City Manager – Yankton, SD (pop. 14,000)
City Manager – Manchester, IA (pop. 5,000)
City Manager – Knoxville, IA (pop. 7,700)
City Manager – Dennison, IA (pop. 7,500)
City Administrator/Clerk – Cresco, IA (pop. 4,000)
City Manager – Webster City, IA, - (pop. 8,200)
City Administrator – West Burlington, IA (pop. 3,200)
City Administrator/Clerk/Treasurer – Spring Park, MN (pop. 1,700)
City Manager – Cedar Rapids, IA (pop. 128,000)
City Administrator – Ottumwa, IA (pop. 25,000)
City Administrator – Stewartville, MN (pop. 5,650)
City Manager – Bemidji, MN (pop. 13,000)
City Administrator – Worthington, MN (pop. 11,000)
City Administrator/Clerk – Maple Plain, MN (pop. 2,100)
County Administrator – Yellow Medicine County, MN
City Administrator – City of Minnetrista, MN
City Administrator – Staples, MN
City Administrator – Arlington, MN
City Administrator – Olivia, MN
City Manager – Spencer, IA
City Administrator – Detroit Lakes, MN
City Manager – Moorhead, MN – (pop. 34,244)
City Administrator – Osseo, MN – (pop. 2,500)
City Administrator – Owatonna, MN – (pop. 24,255)
City Administrator – Gaylord, MN (pop. 2,293)
City Administrator – Kenyon, MN (pop. 1,696)

DEPARTMENT HEADS

Finance Director - Minneapolis, MN
Fire Chief - Centennial Fire District
Police Chief - Orono, MN
Public Works Superintendent - New Hope, MN
Budget Director - Minneapolis, MN
Superintendent Wastewater Treatment - Albert Lea, MN
Public Works Director/City Engineer - Savage, MN
Finance Director - Austin, MN
City Engineer - Minnetonka, MN
Community Development Director - St. Louis Park, MN
Public Works Director/Engineer - St. Louis Park, MN
Community Development Director - Fairmont, MN
Community Development Director - Rosemount, MN
City Engineer/Director of Public Works - Marshall, MN

Community Development Director - Northfield, MN
Economic Development Director - Elk River, MN
County Economic Development Director - Becker County, MN
Principal Planner, Minnetonka, MN
General Manager, Utilities Commission, Elk River, MN
Community Development Director - Farmington, MN
Communications Director - Minneapolis, MN
Director of Property, Records, and Revenue - Ramsey County, MN
Assessor - Freeborn County, MN
Police Chief - Stillwater, MN
Appraiser - Minnetonka, MN
Manager of Planning and Economic Development - Worthington, MN
County Engineer - Chisago County
Manager of Public Services - Baxter, MN
Director of Public Safety - Minnetonka, MN
Director of Planning - Elk River
Assistant Director of Economic Development - Elk River
Park Superintendent - Minneapolis Park and Recreation Board, MN
Police Chief - Mounds View, MN
Police Chief - Eagan, MN
City Engineer - Fairmont, MN
Police Chief - Hopkins, MN
Police Chief - Sauk Rapids, MN
Police Chief - Crystal, MN
Police Chief - Grand Rapids, MN
Police Chief - Faribault, MN
Finance Director - Woodbury, MN
Police Chief - Apple Valley, MN
Finance Director - Woodbury, MN
Public Works Director - Lake City, MN
Finance Director - New Brighton, MN
Fire Chief - West Metro Fire District, New Hope/Crystal, MN
Director of Communications – Eagan, MN
Planning Director – Lake City, MN
Fire Chief - Apple Valley, MN
Fire Chief – Lake Johanna Fire Department
EDA Director – Sleepy Eye, MN
Police Chief – Mound, MN
Assistant Finance Director, Detention Center – Steele County, MN
Housing Authority Executive Director – Albert Lea, MN
Community Development Director and Director of Public Works – Faribault, MN
Director of Public Safety – Forest Lake, MN
Community Development Director and Director of Public Works – Northfield, MN
Customer Relations and Decision Support Services Director – Minneapolis, MN
Executive Director – Fergus Falls Area Economic Improvement Commission
Operations Manager – Northfield, MN
Human Services Director – Steele County, MN
Swift/Yellow Medicine County – County Highway Engineer
Director of Economic Development – Marshall, MN
Police Chief – Mason City, IA

Community Development Director – Apple Valley, MN
Director, Public Information and Communications – Dakota County
Police Chief – Mason City, IA
Public Works Director – Lake City, MN
Fire Chief – Long Lake, MN

NON-PROFIT

Executive Director - Urban Concerns Workshops
Executive Director - Minnesota State Council on Disability
Executive Director - Local Government Information Systems
Manager, LRT Development - Regional Transit Board - Twin Cities
Executive Director - Cold Weather Resource Center
Executive Director - Minnesota Chiefs of Police Association
Executive Director - North Suburban Cable Commission and Access Corp.
Executive Director - League of Minnesota Cities
Executive Director - Family Violence Network
Executive Director - Southwest Minnesota Initiative Fund
Executive Director - PossAbilities of Southern Minnesota
Executive Director - Metropolitan Library Services Agency
Executive Director - Blue Earth Economic Development Authority
Executive Director - St. Cloud Housing and Redevelopment Authority
Executive Director - East Central Solid Waste Commission
District Administrator - Minnehaha Creek Watershed District
Library Director - Carver County
Center Administrator - Consolidated Public Safety Answering Point
Director of Finance and Administration - Lincoln Pipestone Rural Water Assoc.
President/CEO - Sheriffs Youth Programs of Minnesota
Executive Director - Rice Creek Watershed District

PRIVATE SECTOR

COO - sporting goods manufacturer
Senior Account Manager - government leasing corporation
Director, Sales and Marketing and Production Manager - optical lens company
Senior Design Engineer and Production Manager - sign manufacturing company
Transportation Engineer - engineering consulting firm
Urban Planner - engineering consulting firm
Senior Engineer - engineering consulting firm
Manager of Administrative Services - architectural firm
Senior Associate - engineering consulting firm
Electrical Engineer - industrial engineering firm
Marketing Manager - architectural firm
Marketing Coordinator - architectural firm
Senior Transportation Engineer - engineering consulting firm
General Manager - Minnesota Valley Country Club
Water Resources Engineer - environmental consulting and engineering firm
General Manager – Lake Panorama Association



Public Administration Associates, LLC

Public Administration Associates, LLC partners are recognized among the most trusted, skilled, and effective local government consultants in Wisconsin. Our consultants are highly skilled professionals who get the job done through diligence, unparalleled commitment to the highest standards of client service, and efficient use of client's time and resources. It is a reputation earned from a combined 115 years in public sector management and public management instruction.

Public Administration Associates, LLC specializes primarily in local government activities in the Midwest. Our consultants have proven expertise in working with local government and have established an extensive network of contacts throughout the region. Our consultants are experienced in the conduct of nation-wide searches for Administrators, Managers, and Department Heads, as necessary, to fulfill our client personnel needs.

Public Administration Associates, LLC assists municipalities in the recruitment and selection of management personnel and conducts studies on municipal organization, management, public safety, public works, personnel classification and compensation, and budgeting.

Since 1982, the partners have been responsible for the high-level recruitment of over 100 top Administrators, Managers, and Department Heads in Wisconsin and Minnesota, substantially more than any other consulting firm. Municipalities throughout the region choose **Public Administration Associates, LLC** because of its professional, thorough, and affordable work predicated on the needs of each individual community. Clients have ranged in size from the Town of LaPointe to the City of Waukesha. **Public Administration Associates, LLC** has an enviable record of accomplishment in meeting the specific needs of our clients.



Public Administration Associates, LLC

What is Public Administration Associates, LLC?

Public Administration Associates, LLC, is a consulting firm specializing in local government recruitment and management studies. PAA was organized in April 1998 by partners William Frueh, Denise Frueh, and Stephen Hintz. William Forrest and Gordon Hintz are PAA Associates.

What expertise do the partners have in local government?



Stephen Hintz served on the faculty of the University of Wisconsin Oshkosh from 1972 to 2001 where he taught personnel, budgeting, and municipal management in the Master of Public Administration program. For twenty years, he served as executive secretary of the Wisconsin City/County Management Association. Hintz holds a Ph.D. in political science from Yale University. He has been consulting with municipalities on recruitment and management issues since 1980. In 1998, Hintz was elected to the Oshkosh Common Council and was the Mayor of Oshkosh from 2002 to 2004. In 2001, he received the prestigious Sweeney Academic Award from the International City/County Management Association for his lifelong work in promoting public administration.



William Frueh has served local and state governments since 1962, as a City Manager in Council Bluffs, Iowa; Newton, New Jersey; Shawnee, Oklahoma and retired in 1996 after 20 years as the city manager of Oshkosh, Wisconsin. He also served as the Director of Economic and Community Affairs for the State of Oklahoma. Oshkosh Citizens and the Oshkosh Northwestern newspaper named Frueh as one of the ten people in Oshkosh who most influenced the development of Oshkosh during the twentieth century. Frueh received his bachelor's degree in Civil Engineering from Iowa State University and has experience as a City Engineer and Public Works Director. He has been actively consulting since 1996 and is a Life Member of both the International City/County Management Association and WCMA.



Denise Frueh received her Bachelor's degree in Business Administration from the University of Wisconsin in 1983. After graduation she commenced her municipal career and served as a Division Head in the Finance Department for the City of Oshkosh for seven years. Her experiences include serving as the Deputy City Assessor. She then received her Master of Business Administration from the University of Wisconsin Oshkosh. Besides serving as the business manager for the firm, she has been actively consulting since 1996 in more than fifty executive searches and several administrative studies of municipalities throughout Wisconsin and Minnesota.



Associate William Forrest has over 35 years of experience in service to local governments, including having served as Director of Planning for Marathon County for 22 years, and as Administrator for the Town and Village of Weston for over five years. He has been in the private consulting business for over eight years serving both public and private sector clientele. Forrest received his Bachelor of Science degree in Regional Analysis from the University of Wisconsin Green Bay. In 1981 he received his accreditation from the American Institute of Certified Planners (AICP), and in 1992 was named the Public Employee of the Year by the Wausau Area Chamber of Commerce for his "efforts to foster economic and community development in the Wausau Area."



Associate Gordon Hintz received his bachelor's degree from Hamline University (MN) and master's degree in public policy and administration from the University of Wisconsin-Madison. He has worked as a member of Senator Herb Kohl's staff in Washington DC, a research assistant for the Kettl Commission on state and local government, and a management assistant and budget analyst for the City of Long Beach, California.



Manager/Administrator Searches Conducted by Partners of Public Administration Associates, LLC

States of Wisconsin and Minnesota

Cities

Adams (2)
Antigo (2)
Ashland
Baraboo (2)
Brillion
Clintonville
Delavan (2)
DePere (3)
Elroy
Evansville (3)
Fond du Lac
Fox Lake (2)
Hartford
Hillsboro
Hudson
Jefferson
Lancaster (2)
Marshfield (2)
Mauston
Mequon
Milton
Monona
New Lisbon
New London (2)
Niagara
Oak Park Heights (MN)
Platteville (2)
Princeton
Reedsburg (2)
Rice Lake
Richland Center
Saint Croix Falls
Sturgeon Bay (2)
Tomah
Verona
Washburn
Waukesha
Waupaca
Wauwatosa

Villages

Bayside (3)
Bellevue
Clinton
East Troy
Elm Grove
Fox Point (2)
Grafton
Greendale
Hartland
Howard (2)
Johnson Creek
Little Chute (2)
Maple Bluff
New Glarus
North Fond du Lac
Oregon
Paddock Lake
Palmyra
Slinger
Spring Green
Suamico
Sussex
Thiensville (2)
Turtle Lake (2)
Twin Lakes
Union Grove (3)
Waunakee
Winneconne
Whitefish Bay
Wrightstown

Towns

Cedarburg
Grand Chute
Greenville
La Pointe
Menasha (3)
Rib Mountain
Richfield
Weston

Counties

Shawano
Wabasha (MN)

William L. Forrest, AICP

Forrest & Associates, LLC

1303 Jackson Street

Wausau, WI 54403-5697

Phone: 715.849.4692 Fax: 715.849.3239

b.forrest@verizon.net

EDUCATION

University of Wisconsin – Green Bay
B.S. Regional Analysis

PROFESSIONAL EXPERIENCE

Forrest & Associates, LLC
Community Development Consultant (2002)

Vierbicher Associates, Inc.
Community Development Specialist (2000)

Village of Weston, Wisconsin
Village Administrator (1995)

Marathon County, Wisconsin
Planning Director (1973)

REGISTRATIONS, CERTIFICATIONS, TRAINING, AND CONTINUING EDUCATION

Management Course for Planning Directors
Marathon County Certified Manager Program
Effective Writing
Effective Public Speaking
Principals of Project Management

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners (AICP) (1981)
American Planning Association (APA) (Charter Member)
Wisconsin Chapter APA
Wisconsin Economic Development Association
Wisconsin City/County Management Association

RESPONSIBILITIES

Provide a wide range of professional services including municipal administration, planning, economic development, housing, public facilities and land use issues.

AREAS OF EXPERTISE

- Municipal management services
- Executive Recruitment
- Municipal annexations and incorporations
- Boundary agreements
- Planning and economic development
- Plan review and design standards
- Public/Private development partnerships
- Zoning and subdivision regulations
- Management studies
- Expert witness services

Forrest's client list includes municipalities, law firms, and private developers. A partial list of clients include:

- Village of Turtle Lake: Village Administrator Recruitment*
- City of Chippewa Falls: Interim City Administrator (2007-08)
- Village of Prairie du Sac: Interim Village Administrator
- Town of Buchanan, Outagamie County: Interim Town Administrator

- City of River Falls: Public Works Superintendent Recruitment*
- Town of Texas, Marathon County: Zoning Ordinance and Subdivision Regulations
- Town of Richfield Incorporation (successfully completed in 2008)
- Brokaw Corn Drying & Storage, Inc./Wisconsin Rapids Grain: Private Development
- ERCO Worldwide, Village of Port Edwards: Private Development
- Town of Windsor, Dane County: General Planning Assistance
- City of Weyauwega: Interim City Administrator
- City of Chippewa Falls: Interim City Administrator (2005)
- City of Milton: Police Chief Recruitment*
- Village of Somerset: Fire Department Management Study *
- Town of Suamico Incorporation. (successfully completed in 2003)

* Completed as an Associate with Public Administration Associates, LLC

Capital Area Regional Planning Commission Project Overview



August 18, 2008

Mr. Chris Gjestson
Administrative Services Manager
Capital Area Regional Planning Commission

Dear Chris:

Thank you for the opportunity to present this overview of services provided by Spano Pratt Executive Search in your planned search for the position of Executive Director for the Capital Area Regional Planning Commission. We hope this overview will clarify our ability to identify and attract talented individuals from whom you can select your first Executive Director.

We take pride in our personalized search process and our relationships with the clients we serve. Spano Pratt will tailor your search to the unique circumstances and characteristics of your organization. Our experience and reputation demonstrates that our signature extra effort will produce satisfying results.

We would like to include you in our clients that we have had the good fortune to serve. We appreciate your consideration of our firm and are confident that we are well suited to provide you with a slate of highly qualified candidates.

Thank you for your consideration.

Regards,

Jamie Pratt
Partner

Capital Area Regional Planning Commission Project Overview

Situation

The Capital Area Regional Planning Commission would like to engage a retained search firm to partner with the Commission to identify potential candidates to join the organization as Executive Director. A full search was conducted internally during 2007 and did not yield a successful group of finalists. The Executive Director will need strong collaborative skills to mediate and build agreement with the issues facing the commission. In the interim, the Deputy Director has been overseeing the organization during this transitional time.

Project Scope

The scope of this project shall be to identify and secure the position of Executive Director. This process shall consist of:

Review of job scope and responsibilities (creation of job description of applicable),

Determine the role of the panel and board and any other constituents in the search process,

Determining the target where potential candidates are likely to be found, contacting those individuals to present the opportunity, assessment of interested individuals, presentation of viable candidates, coordination of interviews, background review and verification of candidate selected, presentation of the offer and transition to the new employer.

Candidate Profile

A clear definition of the position and qualifications sought is crucial to the search process. To assist in clarifying criteria, our team is prepared to meet with senior leadership, board members and peers of the Capital Area Regional Planning Commission. These interviews add value to our process by establishing benchmarks and expectations for the search and in creating a clear profile of what we are looking for in the candidates.

Fee

The fee for this project shall be estimated based on the compensation of the candidate selected. Search fee rates are 30% of the selected candidate's first year compensation. A formal agreement will be created prior to the beginning of the search. The fee is paid in 3 increments – the first upon execution of the search, the second payment upon delivery of the initial slate of candidates, and the final payment upon acceptance of the offer.

Capital Area Regional Planning Commission Project Overview

The fee is a fixed fee from the time of accepting our proposal until the candidate is employed. If there is a need to reopen the search because the selected candidate does not accept, the additional necessary search activities are provided with no additional cost. The search work is guaranteed for one year.

The Capital Area Regional Planning Commission will agree that all candidates; including any internal candidates or referrals from any source resulting from this engagement will become a part of the search process and thus be included without any additional fees not outlined in this agreement and will also be subject to the placement fee. Expenses related to the search such as travel expenses are born by the client employer. These costs are discussed and agreed upon in advance.

EEOC Statement

Spano Pratt does not discriminate in the acceptance or referral of candidates on the basis of race, color, religion, sex, age, national origin, marital status, disability, or other protected characteristics.

Confidentiality

During the term of this Agreement and thereafter, Spano Pratt shall not disclose to any third party any Confidential Information of Client Employer. "Confidential Information" includes, but is not limited to, market-related information, new products, techniques, plans, methods, internal records, salaries, research and development information, business and financial information or any other not for public information that relates to business. Client Employer agrees to hold confidential all candidate information exchanged during the course of the search and share same only with individuals critical in the hiring process.

Spano Pratt Executive Search
625 N. Broadway, Suite 200
Milwaukee, WI 53202
414-283-9533
414-291-8957 fax
www.spanopratt.com



Specializing in the
Placement of Executive
& Office Personnel Since 1978

Fee Schedule and Conditions

Drake & Co. charges a placement fee as follows: 20% of the annual starting salary (or other compensation). All fees are based on 52 weeks per year, 40 hours per week, regardless of whether the candidate actually works that amount.

Where commissions, bonuses, or other incentives are part of the compensation, the employer and Drake & Co. shall agree, prior to the candidate's acceptance, on an estimated annual compensation upon which the placement fee shall be based. Invoices for the placement fee are due and payable upon commencement of employment. Invoices unpaid after 30 days are subject to a monthly interest charge of 11/2% (18% per annum) on the unpaid balance.

Terms and Conditions

All candidate information, including the candidate's availability, is presented in the strictest of confidence. By accepting a referral from Drake & Co., such confidentiality is agreed upon. Breach of said confidentiality may result in the placement fee being charged to you or your business for referring our candidate elsewhere, the same as if you had hired the candidate yourself.

There is no financial obligation unless a candidate referred by Drake & Co. is employed by you or your company, a division of your company or another individual or company that your company refers our candidate to, within one (1) year of said referral. The term "referral" shall mean any or all of the following: The disclosure of the candidate's name, the presentation of a resume or brief of the candidate's qualifications, or any other communication, written or verbal, regarding the candidate. The term "employed" shall mean the hiring of our candidate, the retention of our candidate in a consulting or subcontracting capacity, or any other use of our candidate for which our candidate receives compensation of any kind.

It is important that Drake & Co. be provided with the first name and first initial of the last name of your potential candidates to declare them as your own referral. This includes the names of any potential candidates from resumes you have received on your own, through other staffing agencies, or other sources. We ask that you keep us updated on any additional candidates you are considering as they are added. Any candidates not declared as your own, who are then referred by Drake & Co will be considered Drake & Co. referrals resulting in a placement fee being charged.

Direct Hire Refund Guarantee (excludes temporary, temp-to-hire or buy-out fees)

If, for any reason other than a bona fide layoff, the candidate we placed with you leaves before ninety (90) calendar days, we will refund the fee on a pro-rated calendar day basis. Example: The employee starts June 1 and the fee is \$5,400.00. Employment ends June 30. Fee of \$5,400.00 is divided by 90 days = \$60.00 daily fee charge. The pro-rated refund would be \$3,600.00 (60 days remaining of the guarantee period x \$60.00 daily fee charge). The above guarantee applies under two conditions: 1) Drake & Co. is notified the same day the notice of termination is given by (or to) the employee and; 2) Drake & Co.'s total direct hire placement fee is paid within 10 days of employee's start date.



Specializing in the
Placement of Executive
& Office Personnel Since 1978

Frequently Asked Questions

What are my hiring choices?

Drake & Co. provides three hiring choices including Direct Hire, Temp-to-Hire, and Temporary Placements.

What is Drake & Co.'s area of specialization?

We specialize in administrative, clerical, insurance and legal placements. In addition, we have many years of experience in placing in the areas of accounting, human resources, management, graphic design, technical writing, marketing, sales, and much more. Our Drake Placement Consultants are carefully trained to locate, not only required skill qualifications, but to also match corporate culture.

How do I hire a Drake & Co. referral?

Before communication with our candidate about any position within your company, it is imperative to contact your Drake Placement Consultant to discuss terms and conditions. Failure to do so may result in a Direct Hire fee being billed to your company. For terms and conditions, please see the "Time Card Illustration" and "Fee Schedule and Conditions."

How am I expected to pay Drake & Co.?

For Temporary and Temp-to-Hire placements, billing is weekly with terms and conditions stated on each invoice and timecard. The Temporary Employee will present a time card for your authorization each week. Please review the accuracy of the hours recorded before you sign. If the total number of hours exceeds 40 per week, you will be billed time and a half for the additional hours. A copy of the timecard is provided for your convenience. We have a minimum requirement of four hours worked per employee, per day.

For Direct Hire Employees, once the offer is accepted, our accounting office will invoice the amount quoted by your Drake Placement Consultant.

What additional costs are involved?

None! After a complete job description has been given, your Drake Placement Consultant will quote a Temporary or Temp-to-Hire rate or a Direct Hire fee. Please review the "Fee Schedule and Conditions" for further details.

The Temporary or Temp-to-Hire bill rate quoted includes unemployment, State and Federal taxes, worker's compensation, bonding, insurance, and any recruiting costs incurred while searching for the employee. Our Temporary Employees are covered by our insurer immediately upon placement with your firm for the duration of the assignment.

The Direct Hire fee covers all the charges involved in recruiting and placing that perfect employee.

What other complimentary services can I expect from Drake & Co.?

Drake & Co. offers you confidential services such as the use of our West and Central offices to hold private meetings and/or interviews. Drake & Co. also offers your business a complimentary on-site Human Resource Assessment in order to completely understand your hiring needs. In addition, Drake & Co. offers thorough reference checks on potential candidates in order to ensure the best possible placements for your company.