



**IMU Board of Trustees
August 24, 2015
City Hall Council Chambers
5:30 p.m.**

Agenda

1. Roll Call
2. Consent
 - A. August 17, 2015 Claims
 - B. August 3, 2015 Minutes
 - C. Salaries, Creditable Service
3. Salary Resolution
4. Reports
 - A. Treasurer, Doug Shull
 - B. Financial, Chris Des Planques
 - C. Electric, Mike Metcalf
 - D. Water, Lou Elbert
 - E. Network Services, Mike Metcalf
 - F. Quarterly Safety, Mike Metcalf
5. 2016 Vehicle Storage Building
 - A. Public Hearing on the Plans, Specifications, Form of Contract and Estimate of Cost
 - B. Resolution Adopting Plans, Specifications, Form of Contract and Estimate of Cost
 - C. Resolution Making Award of Construction Contract
 - D. Resolution Approving Construction Contracts and Bonds
6. 2013 Hwy 92 Relocation Reimbursement Agreement

7. Turbine #7 Battery Bank
8. Executive Search Firm Proposals
9. Other Business
10. Adjourn

IMU Regular Downstairs

2. A.

Meeting Date: 08/24/2015

Information

Subject

Claims on the computer printout for August 17, 2015.

Information

This list was distributed via email Friday, August 14th and is included in this packet for your approval.

Financial Impact

N/A

Staff Recommendation

ALL items under Consent are passed with a single motion, a second and a voice vote, however trustees may request to have an item removed from the consent agenda for separate consideration.

Attachments

August 17th. 2015 Claims List

Vendor Name	GL Account Number	Description	Invoice Date	Net Invoice Amount
WATER OPERATING FUND				
CITY OF INDIANOLA - UTILITY	600-8110-63710	UTILITIES	07/31/2015	11,660.39
CONTRACTOR SOLUTIONS	600-8150-65072	DIAMOND BLADES	08/03/2015	300.00
CR SERVICES	600-8150-65072	MARKING PAINT	08/10/2015	220.82
DOWNEY TIRE SERVICE	600-8160-63320	TIRE	07/31/2015	161.98
GRAYMONT WESTERN LIME IN	600-8110-65010	HIGH CALCIUM QUICKLIME	07/29/2015	4,173.75
JMK LAWCARE	600-8110-64990	JULY MOWING CONTRACT - WATER	08/01/2015	860.00
KEYSTONE LABORATORIES IN	600-8110-64990	RAD SAMPLING	07/29/2015	45.00
MC COY HARDWARE INC	600-8150-65072	BATTERIES	07/29/2015	13.49
MC COY HARDWARE INC	600-8120-65070	MURIATIC ACID, WD40 & MISC SUPPLIES	08/07/2015	26.85
MC COY HARDWARE INC	600-8150-63453	PVC PIPE & COUPLING	08/11/2015	22.75
NAPA AUTO PARTS	600-8120-63410	BELTS	07/29/2015	46.54
NAPA AUTO PARTS	600-8120-63410	BELTS	08/11/2015	46.54
NOLASOFT DEVELOPMENT	600-8190-64990	E-MAIL HOSTING	08/01/2015	148.64
NORWALK READY-MIXED CON	600-8120-63100	BARRICADES	07/24/2015	720.00
POWERS, ROD	600-8180-61440	WELLNESS 1/15/15 - 5/15/15 & 6/1/15 - 6/30/1	07/27/2015	125.00
STATE HYGENIC LABORATORY	600-8110-64990	BACTEE SAMPLES	07/31/2015	187.50
THEISEN'S	600-8150-65072	PLIERS	07/29/2015	24.99
THEISEN'S	600-8160-65072	LCOKNUTS AND BOLTS	08/11/2015	7.02
VERIZON WIRELESS	600-8110-63730	WIRELESS FOR LAPTOP	07/26/2015	40.01
WAL-MART STORES INC.	600-8110-65070	SUPPLIES - CARD READER	08/06/2015	19.88
WARREN COUNTY ENGINEER	600-8160-65050	FUEL DISTRIBUTION	08/06/2015	864.66
WASTE MANAGEMENT OF IOW	600-8120-64090	TRASH - AUG 2015	08/01/2015	78.66
Total WATER OPERATING FUND:				19,794.47

IMU ADMINISTRATION FUND

911 ETC INC	620-8090-63730	911 MONTHLY ACCESS CHARGE	07/31/2015	25.83
AHLERS & COONEY P.C.	620-8090-64110	LABOR RELATIONS	07/31/2015	3,272.50
BRICK GENTRY P.C.	620-8090-64110	LEGAL SERVICES	07/25/2015	45.00
INFOMAX OFFICE SYSTEMS IN	620-8090-64990	LEASE - AUGUST	07/23/2015	245.01
INTEGRIVault	620-8090-64990	OFFSITE BACKUP - JULY	08/01/2015	250.00
KLOOTWYK, MICHELLE	620-8090-63730	MOBILE DEVICE ALLOWANCE	08/01/2015	25.00
MAHASKA COMMUNICATION G	620-8090-63730	TELEPHONE	08/01/2015	93.98
MAHASKA COMMUNICATION G	620-8090-63730	INTERNET CHARGES	08/01/2015	7.60
MAHASKA COMMUNICATION G	620-8090-63730	INTERNET	08/01/2015	21.99
MAHASKA COMMUNICATION G	620-8090-63730	TELEPHONE	08/01/2015	215.99
METCALF, MIKE	620-8090-63730	MOBILE DEVICE ALLOWANCE	08/01/2015	75.00
NOLASOFT DEVELOPMENT	620-8090-64990	CITY WEBSITE DEVELOPMENT	07/15/2015	67.73
NOLASOFT DEVELOPMENT	620-8090-64990	E-MAIL HOSTING	08/01/2015	301.81
RECORD-HERALD & INDIANOL	620-8090-64020	BT MIN-06	07/31/2015	49.86
RECORD-HERALD & INDIANOL	620-8090-64020	BT MIN-06	07/31/2015	246.74
RECORD-HERALD & INDIANOL	620-8090-64020	BT MIN-07	07/31/2015	94.97
RECORD-HERALD & INDIANOL	620-8090-64020	BT MIN-07	07/31/2015	41.33
SIMPSON COLLEGE	620-8090-65070	JULY 16TH & 20TH, 2015 BOARD MEETINGS	07/28/2015	100.00
TELRITE CORPORATION	620-8090-63730	IMU - ELECTRIC LONG DISTANCE	07/22/2015	24.18
VERIZON WIRELESS	620-8090-63730	WIRELESS FOR SPARE LAPTOP	07/26/2015	20.00
VERIZON WIRELESS	620-8090-63730	WIRELESS FOR SERVICE CREW LAPTOPS	07/26/2015	240.08
Total IMU ADMINISTRATION FUND:				5,464.60

ELECTRIC OPERATING FUND

A-CHECK GLOBAL	630-8290-64990	BACKGROUND CHECKS - CLEANING	07/31/2015	172.50
CHAPMAN METERING	630-8250-64200	FIELD TESTING	07/25/2015	76.85
CINTAS FIRST AID & SAFETY	630-8250-65072	1ST AID SUPPLIES	07/31/2015	102.63
CITY OF INDIANOLA - REBATE	630-8290-67306	A/C REBATE	07/02/2015	100.00
CITY OF INDIANOLA - UTILITY	630-8210-63710	6/2/2015 - 7/2/2015 (17-17102-01)	07/31/2015	2,034.38
CR SERVICES	630-8250-65072	FOAM CUPS AND LAUNDRY DETERGENT	08/06/2015	105.07

Vendor Name	GL Account Number	Description	Invoice Date	Net Invoice Amount
DITCH WITCH - IOWA INC	630-8250-65072	LOCATOR PARTS	07/27/2015	642.27
DOWNEY TIRE SERVICE	630-8260-63320	TIRE REPAIR AND PLUG PATCH UNIT 36	08/06/2015	27.23
DUST PROS JANITORIAL	630-8220-64090	JANITORIAL SUPPLIES - TOILET PAPER AN	08/05/2015	34.95
DUST PROS JANITORIAL	630-8220-64090	JANITORIAL SUPPLIES - ROLL TOWELS	08/05/2015	36.39
DUST PROS JANITORIAL	630-8220-64090	JANITORIAL SUPPLIES - AIR FRESHENER	08/05/2015	18.78
ELECTRICAL ENG & EQUIP	630-8220-63100	LIGHT FOR FRONT OF BUILDING	07/29/2015	224.38
FAREWAY STORE	630-8220-65072	DISTILLED WATER IN PLANT	08/05/2015	10.95
JMK LAWCARE	630-8250-64990	JULY MOWING CONTRACT - ELECTRIC	08/01/2015	620.00
MC COY HARDWARE INC	630-8220-65072	PVC TRAP	07/29/2015	6.19
MC MASTER-CARR SUPPLY CO	630-8220-65072	SAFETY VALVE	07/31/2015	57.82
MID AMERICAN ENERGY	630-8290-67306	IMU AUDIT PARTNERSHIP	08/04/2015	1,671.14
O'REILLY AUTO PARTS	630-8260-65072	PLANT TRUCK PART	07/30/2015	16.19
PAR ELECTRICAL CONTRACTO	630-8255-63100	69 KV LINE REPAIR - JUNE 2015 STORM	07/23/2015	88,429.30
QUALITY PEST CONTROL	630-8220-63100	GENERAL PEST CONTROL	08/07/2015	75.91
T & R SERVICES	630-8250-63453	75 KVA TRANSFORMER RECONDITIONED A	07/30/2015	1,705.00
THEISEN'S	630-8220-65072	BULBS	07/27/2015	11.65
THEISEN'S	630-8220-65072	MASONARY SCREW AND DRILL BIT	07/30/2015	15.11
THEISEN'S	630-8220-65072	BULBS	08/07/2015	11.65
THOMPSON ENVIRONMENTAL	630-8210-64900	TITLE V FEES - SUBMITTED EIQ FEE DOC &	07/31/2015	422.66
VANDERPOOL CONSTRUCTIO	630-8250-65072	PEA GRAVEL	07/14/2015	562.87
VANDERPOOL PLUMBING	630-8220-63100	INSTALLATION OF WATER FOUNTAIN AT ST	07/27/2015	343.62
VANDERPOOL PLUMBING	630-8220-63100	REPAIR TO ADMIN UPSTAIRS COOLING UNI	08/04/2015	393.14
VETTER EQUIPMENT CO	630-8250-65072	ELBOW	07/14/2015	11.66
WARREN COUNTY ENGINEER	630-8260-65050	FUEL DISTRIBUTION	08/06/2015	1,776.15
WASTE MANAGEMENT OF IOW	630-8220-64090	3 YD FEL RCY	08/01/2015	45.00
WASTE MANAGEMENT OF IOW	630-8220-64090	TICKET #679069 7/16/15	08/01/2015	359.30
WESCO	630-8250-65072	AUGER BITS FOR UNIT 28, 29 & 31	07/15/2015	156.65
WESCO	630-8250-65072	42" PROBE STICK	07/28/2015	131.98
Total ELECTRIC OPERATING FUND:				100,409.37
FIBER/COMMUNICATIONS FUND				
CITY OF INDIANOLA - UTILITY	640-8550-63464	6/2/15 - 7/2/15 (96-00001-01)	07/31/2015	720.10
Total FIBER/COMMUNICATIONS FUND:				720.10
WATER CAPITAL PROJECTS FUND				
BRICK GENTRY P.C.	700-8100-67406	LEGAL SERVICES	07/25/2015	45.00
Total WATER CAPITAL PROJECTS FUND:				45.00
ELECTRIC CAPITAL PROJECTS FUND				
CHAPMAN METERING	730-8200-67906	500:5A EXT RANGE CT TYPE DCDW-HT	07/28/2015	349.80
CR SERVICES	730-8200-67906	MARKING FLAGS AND HORNET KILLER	08/06/2015	486.68
ELECTRICAL ENG & EQUIP	730-8200-67906	UNDERGROUND WIRE MARKER	07/28/2015	150.42
GENERAL TRAFFIC CONTROLS	730-8200-67906	RED AND GREEN BULBS FOR TRAFFIC LIG	07/30/2015	842.24
GENERAL TRAFFIC CONTROLS	730-8200-67906	RED AND GREEN BULBS FOR TRAFFIC LIG	07/31/2015	843.49
MC COY HARDWARE INC	730-8200-67601	NEW FIBER CONST. MATERIAL	07/31/2015	15.71
RESCO	730-8200-67906	100 KVA SINGLE PHASE TRANSFORMERS	07/29/2015	6,477.18
STUART C. IRBY CO	730-8200-67906	PATCH KITS FOR TRANSFORMERS BASEM	07/22/2015	775.92
TERRY-DURIN CO.	730-8200-67906	PULL TAPE	07/24/2015	199.60
THEISEN'S	730-8200-67601	MATERIAL FOR NEW FIBER CONST.	07/31/2015	4.55
WESCO	730-8200-67906	RETURN ON INVOICE #874452	05/19/2015	55.49-
WESCO	730-8200-67906	CREDIT FOR LAMPS RETURNED	05/21/2015	808.30-
WESCO	730-8200-67906	150 WATT NON-CYCLE BULBS	06/19/2015	408.31
WESCO	730-8200-67906	MARKING PAINT - RED/ORANGE	07/08/2015	296.12
WESCO	730-8200-67906	WIRE BARE - WEST HWY 92 PROJECT	07/24/2015	118.19
WESCO	730-8200-67906	RED TAP WELL'S - WEST HWY 92 PROJECT	07/24/2015	1,541.66

Vendor Name	GL Account Number	Description	Invoice Date	Net Invoice Amount
WESCO	730-8200-67906	COPPER LUGS	07/28/2015	300.51
Total ELECTRIC CAPITAL PROJECTS FUND:				11,946.59
Grand Totals:				138,380.13

Board of Trustees: _____

IMU Regular Downstairs

2. B.

Meeting Date: 08/24/2015

Information

Subject

In your packet are the August 3, 2015 minutes for your approval.

Information

Financial Impact

N/A

Staff Recommendation

ALL items under Consent are passed with a single motion, a second and a voice vote, however trustees may request to have an item removed from the consent agenda for separate consideration.

Attachments

August 3, 2015 Minutes

BOARD OF TRUSTEE MINUTES
REGULAR SESSION – AUGUST 3, 2015

The Board of Trustees met in regular session at 5:30 p.m. on August 3, 2015 in the Conference Room at City Hall. Co-Chairperson Deb White called the meeting to order and on roll call the following members were present: Heather Hulen, Jim McClymond, Mike Rozga and Deb White.

The consent agenda consisting of the following was approved on a motion by McClymond and seconded by Rozga. Question was called for and on voice vote the Co-Chairperson declared the motion carried unanimously.

August 3, 2015 claims

July 28, 2015 minutes

A motion was made by Hulen and seconded by Rozga to authorize Human Resource Director RoxAnne Hunerdosse to send RFP's to search firms for the General Manager's position. Question was called for and on voice vote Co-Chair White declared the motion carried unanimously.

Co-Chair White appointed Board members Jim McClymond and Mike Rozga to work with RoxAnne Hunerdosse, Human Resource Director, with selecting an executive search firm for the General Manager's recruitment.

Board member McClymond moved to continue with the interim period of the Electric Superintendent until a new General Manager is hired and to authorize RoxAnne Hunerdosse, Human Resource Director, to contact applicants of this process. Board member Hulen seconded the motion. Question was called for and on voice vote Co-Chair White declared the motion carried unanimously.

It was moved by McClymond and seconded by Rozga to update the security locks on the downtown plant facility outside access points. Question was called for and on voice vote Co-Chair White declared the motion carried unanimously.

The MEAN (Municipal Energy Agency of Nebraska) Board and Committee Appointments were tabled until the next Board meeting.

It was the consensus of the Board to postpone any upcoming management performance evaluations until the new General Manager is hired.

The Board discussed having legal counsel at the Board meetings and for staff's daily questions/collections. Ellis Law Firm of Indianola and Brick Gentry Law Firm of Des Moines, Iowa are the law offices the city uses. A motion was made by Rozga and seconded by McClymond to approve Ellis Law Firm. Rozga amended his motion and McClymond seconded to authorize staff to work with either firm at their discretion for daily questions/collections and authorized the City Clerk to provide information regarding Brick Gentry Law Firm as legal counsel at Board meetings. Question was called for and on voice vote Co-Chair White declared the motion carried unanimously.

Meeting adjourned on a motion by McClymond and seconded by Hulen.

Deb White, Co-Chair

Diana Bowlin, City Clerk

IMU Regular Downstairs**2. C.****Meeting Date:** 08/24/2015

Information**Subject**

Salaries, Creditable Service

Information

Garry Cunningham, Water Operator I, from \$46,171 to \$47,089 effective August 9, 2015. This is in accordance to the union contract and complies with the appropriate waiting period for creditable service. A written performance evaluation has been completed and forwarded to the Human Resources Office.

Financial Impact

N/A

Staff Recommendation

ALL items under Consent are passed with a single motion, a second and a voice vote, however trustees may request to have an item removed from the consent agenda for separate consideration.

AttachmentsRecommendation for Within Pay Grade Increase

RECOMMENDATION FOR WITHIN GRADE INCREASE

This is to note that Garry Cunningham will complete the appropriate waiting period for creditable service to salary class/range R 21 - 2.5 on 8/09/2015 to be reflected in hourly rate on pay date 8/28/2015.

\$47,089
Annual

\$22.639
Hourly

X Includes Longevity

Does Not Include Longevity

Evaluation

A finding of satisfactory service and a recommendation to advance salary class/range and step on the effective date as listed above has been made. The written Performance Evaluation has been completed and forwarded to the Human Resource Office for placement in the employee's personnel file.



Supervisor Signature

8-10-15
Date



Manager Signature

8-10-15
Date

Employment Information

Date of Hire: 12/20/2004

Present Class/Range: R 21 - 2

Present Salary: \$46,171

X Includes Longevity

Does Not Include Longevity

Eligibility Date for Next Advance: 2/21/2016

City Council or Board of Trustee

Action Approved:

Disapproved:

Date:

Meeting Date: 08/24/2015

Information

Subject

Salary Resolution

Information

The following employees are being considered to receive a temporary pay increase effective July 28th, 2015 until the date on which a new General Manager begins employment. The amount of the temporary pay increase shall be 10% of their regular annual salary each to compensate for the additional duties being assumed. Employees included are:

Lou Elbert, Water Superintendent
Chelle Klootwyk, Office Manager
Chris Longer, Program Coordinator
Mike Metcalf, Interim Electric Superintendent

Financial Impact

N/A

Staff Recommendation

By city ordinance, Resolutions require a motion, a second and a roll call vote.

Attachments

Salary Resolution for Temporary Pay Increase

RESOLUTION NO. 2015-_____

**RESOLUTION CONFIRMING AUTHORIZATION OF TEMPORARY
INCREASE IN EMPLOYEE PAY**

WHEREAS, Indianola Municipal Utilities currently is proceeding with a search to fill the position of General Manager; and

WHEREAS, during the search the duties of the General Manager are being filled by Indianola Municipal Utilities employees; and

WHEREAS, the Board of Trustees believes it is in the best interest of the utility to compensate the employees for the additional duties being assumed by them during this period;

WHEREAS, the Board of Trustees approved, by motion as an item that was not published on the agenda, the temporary increase in compensation effective on and after July 28, 2015; and

WHEREAS, the Board now wants to confirm the approval and authorization by Resolution.

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Board of Trustees of Indianola Municipal Utilities that effective on July 28, 2015 until the date on which a new General Manager begins employment, the following employees of the utility shall receive a temporary salary increase of ten percent (10%) each to compensate for the additional duties being assumed by them.

Lou Elbert, Water Superintendent
Chelle Klootwyk, Office Manager
Chris Longer, Program Coordinator
Mike Metcalf, Interim Electric Superintendent

DATED this 24th day of August 2015.

Deb White, Co-Chair

ATTEST:

Diana Bowlin, City Clerk

IMU Regular Downstairs
Meeting Date: 08/24/2015

4. A.

Information

Subject

Treasurer, Doug Shull

Information

Doug Shull will present the July, 2015 Treasurer Report.

Financial Impact

N/A

Staff Recommendation

Attachments

July 2015 Treasurer Report

FINANCIAL REPORT
MONTH OF JULY, 2015

Page 1

FUND	Beginning Balance	Monies Received	Monies Disbursed	Transfer In	Transfer Out	Clerk's Balance	% of Total
001 General Government	1,178,428.21	71,749.93	224,866.89	115,991.67	15,968.73	1,125,334.19	
011 Police	502,438.21	7,365.35	298,930.91	27,386.05	23,424.45	214,834.25	
015 Fire	323,321.42	5,763.71	55,687.14	633.37	2,004.72	272,026.64	
016 Ambulance	351,755.33	56,587.86	100,369.77	335.05	13,492.66	294,815.81	
041 Library	17,605.88	2,689.10	57,047.91	1,169.35	4,461.80	-40,045.38	
042 Park & Recreation	481,149.40	37,510.42	131,798.89	450.81	8,923.60	378,388.14	
045 Memorial Pool	-30,355.52	29,513.85	53,508.87	0.00	0.00	-54,350.54	
071 General Fund Deb Service	55,586.89	317.70	0.00	0.00	0.00	55,904.59	
099 Franchise Fees-MEC	368,123.56	17,962.14	0.00	0.00	0.00	386,085.70	
GENERAL FUND SUB-TOTAL	3,248,053.38	229,460.06	922,210.38	145,966.30	68,275.96	2,632,993.40	
110 Road Use Tax (Streets)	1,099,500.57	178,246.59	118,072.60	0.00	23,566.48	1,136,108.08	
112 Trust & Agency	0.00	5,099.63	0.00	0.00	5,099.63	0.00	
115 YMCA Maintenance Obligations	93,081.46	0.00	0.00	0.00	0.00	93,081.46	
125 TIF--Downtown	387,407.67	2,801.93	0.00	0.00	0.00	390,209.60	
126 TIF--East Hwy 92	15,780.80	0.00	0.00	0.00	0.00	15,780.80	
127 TIF--Hillcrest/Industrial Park	89,040.48	2,351.88	10,974.98	0.00	0.00	80,417.38	
141 Library Special Revenue	36,062.40	191.92	1,335.49	0.00	0.00	34,918.83	
142 Park & Rec Special Revenue	134,368.51	2,847.11	824.50	0.00	0.00	136,391.12	
160 Downtown Revolving Loan	64,094.33	0.00	0.00	0.00	0.00	64,094.33	
161 Downtown Business Inc Program	64,350.63	0.00	495.00	0.00	0.00	63,855.63	
177 Police Forfeiture	19,830.07	0.00	0.00	0.00	0.00	19,830.07	
190 Vehicle Reserve	66,104.39	0.00	0.00	2,083.33	0.00	68,187.72	
199 Police Retirement	100,862.65	141.89	0.00	0.00	1,041.67	99,962.87	
SPECIAL REVENUES SUB-TOTAL	2,170,483.96	191,680.95	131,702.57	2,083.33	29,707.78	2,202,837.89	
200 DEBT SERVICE (SUB-TOTAL)	1,275,262.27	6,932.63	0.00	51,600.00	0.00	1,333,794.90	
301 Capital Projects (General)	120,890.49	12,050.74	30,951.50	0.00	0.00	101,989.73	
321 Capital Projects (Streets)	-163,832.05	12,597.50	1,514.00	0.00	0.00	-152,748.55	
344 Community Athletic Facility	5,987.08	8.69	266.88	0.00	0.00	5,728.89	
353 Community ReDevelopment (D&D)	-43,589.89	0.00	0.00	0.00	0.00	-43,589.89	
CAPITAL PROJECTS SUB-TOTAL	-80,544.37	24,656.93	32,732.38	0.00	0.00	-88,619.82	
610 Sewer	290,500.62	0.00	104,446.49	143,725.00	41,435.59	288,343.54	
650 Stormwater Utility	427,389.28	16,468.78	0.00	0.00	5,116.67	438,741.39	
670 Recycling	77,429.75	17,243.48	15,478.30	0.00	1,508.33	77,686.60	
710 Sewer Capital Projects	315,026.83	238,802.41	69,517.91	0.00	231,466.67	252,844.66	
771 Sewer Reserve	114,238.70	0.00	0.00	0.00	0.00	114,238.70	
781 Sewer Plant Improvement	342,572.51	0.00	0.00	2,083.33	0.00	344,655.84	
791 Sewer Revenue Bonds	265,244.52	0.00	0.00	58,791.67	0.00	324,036.19	
820 Health Insurance	948,645.16	110,761.96	96,123.93	0.00	0.00	963,283.19	
830 Health Reimbursement Account	229,857.16	0.00	0.00	103,358.00	0.00	333,215.16	
840 Flex/STD	214,691.28	2,963.10	5,711.28	1,375.05	0.00	213,318.15	
850 Liability Insurance Reserve--City	36,508.47	49.23	0.00	0.00	0.00	36,557.70	
CITY UTILITY & IS SUB-TOTAL	3,262,104.28	386,288.96	291,277.91	309,333.05	279,527.26	3,386,921.12	
TOTAL CITY FUNDS	9,875,359.52	839,019.53	1,377,923.24	508,982.68	377,511.00	9,467,927.49	59%
TOTAL IMU FUNDS	7,343,202.82	1,358,719.16	2,109,632.07	270,016.68	401,488.36	6,460,818.23	41%
GRAND TOTAL CITY & IMU	17,218,562.34	2,197,738.69	3,487,555.31	778,999.36	778,999.36	15,928,745.72	
Cross Check Total						15,928,745.72	
Investments							
Bankers Trust	\$ 14,944,747.75	1.98%				Clerk's Balance	15,928,745.72
Iowa Public Agency Inv. Trust	\$ 111,117.67	0.010%				Plus Outstanding Checks	211,228.92
Payroll Account, City State Bank	\$ -	Earnings Credit					
Checking Account, City State Bank	\$ 244,035.22	Earnings Credit				Oustanding Deposit	-17,079.36
Checking & Payroll Account, Community Bank	\$ -						
Sweep Account, City State Bank	\$ 822,995.24	0.34%					
BANK BALANCE	16,122,895.88						16,122,895.28

600 Water	114,848.07	191,227.42	109,209.89	0.00	142,351.04	54,514.56
620 IMU Administration	0.00	0.00	83,187.93	175,200.00	36,445.13	55,566.94
625 Revolving Economic Development	104,881.03	144.78	0.00	0.00	0.00	105,025.81
626 USDA RLF	225,000.00	0.00	0.00	0.00	0.00	225,000.00
630 Electric	2,258,405.64	1,022,476.93	1,860,668.47	22,566.67	207,058.85	1,235,721.92
640 Fiber/Communications	305,683.79	24,084.22	3,022.33	0.00	15,633.34	311,112.34
700 Water Capital Projects	921,691.87	0.00	1,324.97	35,991.67	0.00	956,358.57
730 Electric Capital Projects	2,746,832.21	120,762.64	52,218.48	-58,333.33	0.00	2,757,043.04
740 Fiber/Comm Capital Projects	0.00	0.00	0.00	0.00	0.00	0.00
770 Water Reserve	135,000.00	0.00	0.00	0.00	0.00	135,000.00
773 Electric Reserve	0.00	0.00	0.00	0.00	0.00	0.00
780 Water Capital Improvement	75,000.00	0.00	0.00	0.00	0.00	75,000.00
783 Electric Improvement	0.00	0.00	0.00	0.00	0.00	0.00
790 Water Revenue Bonds	160,842.18	0.00	0.00	22,925.00	0.00	183,767.18
793 Electric Revenue Bonds	278,961.62	0.00	0.00	71,666.67	0.00	350,628.29
855 Liability Insurance Reserve--IMU	16,056.41	23.17	0.00	0.00	0.00	16,079.58
IMU SUB-TOTAL	7,343,202.82	1,358,719.16	2,109,632.07	270,016.68	401,488.36	6,460,818.23

INTEREST DISTRIBUTION	INTEREST		CALYTD	FYTD
	INCOME	% OF TOTAL		
Electric Funds	\$ 7,998.25	27.62%	\$ 65,157.45	\$ 7,998.25
Water Funds	\$ 2,287.69	7.90%	\$ 15,140.16	\$ 2,287.69
Sewer Funds	\$ 2,281.90	7.88%	\$ 16,083.26	\$ 2,281.90
Police Retirement	\$ 141.89	0.49%	\$ 1,018.87	\$ 141.89
Community Redevelopment	\$ -	0.00%	\$ 12,930.95	\$ -
All other	\$ 16,248.44	56.11%	\$ 77,049.63	\$ 16,248.44
TOTAL	\$ 28,958.17	100.00%	\$ 187,380.32	\$ 28,958.17

IMU Regular Downstairs

4. B.

Meeting Date: 08/24/2015

Information

Subject

Financial, Chris Des Planques

Information

Finance Director Chris Des Planques will present the July, 2015 report.

Financial Impact

N/A

Staff Recommendation

Attachments

Capital Funds

O&M Funds

July Revenues

Annual Average Consumption Comparison

CITY OF INDIANOLA IA
REVENUES/EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 1 MONTHS ENDING JULY 31, 2015

WATER CAPITAL PROJECTS FUND

		PERIOD ACTUAL	YTD ACTUAL	AMENDED BUDGET	UNEARNED	PCNT
	<u>WATER CAPITAL PROJECTS</u>					
700-8100-48000	SALE OF LAND/ALLEYS	.00	.00	20,000.00	20,000.00	.0
700-8100-49900	TRANSFER IN--WATER IMPROVE	35,991.67	35,991.67	431,900.00	395,908.33	8.3
	TOTAL WATER CAPITAL PROJECTS	35,991.67	35,991.67	451,900.00	415,908.33	8.0
	TOTAL FUND REVENUE	35,991.67	35,991.67	451,900.00	415,908.33	8.0
	<u>WATER CAPITAL PROJECTS</u>					
700-8100-67402	WATER TOWERS	875.00	875.00	130,000.00	129,125.00	.7
700-8100-67403	WELL MAINTENANCE	.00	.00	100,000.00	100,000.00	.0
700-8100-67405	VALVES/HYDRANT REPLACEMENT	.00	.00	15,000.00	15,000.00	.0
700-8100-67406	WATER MAINS	449.97	449.97	225,000.00	224,550.03	.2
700-8100-67905	METERS (NON-RADIO READ)	.00	.00	30,000.00	30,000.00	.0
	TOTAL WATER CAPITAL PROJECTS	1,324.97	1,324.97	500,000.00	498,675.03	.3
	TOTAL FUND EXPENDITURES	1,324.97	1,324.97	500,000.00	498,675.03	.3
	NET REVENUE OVER EXPENDITURES	34,666.70	34,666.70	(48,100.00)	(82,766.70)	72.1

CITY OF INDIANOLA IA
REVENUES/EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 1 MONTHS ENDING JULY 31, 2015

ELECTRIC CAPITAL PROJECTS FUND

	PERIOD ACTUAL	YTD ACTUAL	AMENDED BUDGET	UNEARNED	PCNT
<u>ELECTRIC CAPITAL PROJECTS</u>					
730-8200-45629 MISO TRANSMISSION REVENUE	69,464.20	69,464.20	426,000.00	356,535.80	16.3
730-8200-45632 PEAK CAPACITY CONTRACT	29,600.00	29,600.00	355,200.00	325,600.00	8.3
730-8200-45633 SUBSTATION CAPACITY	.00	.00	71,100.00	71,100.00	.0
730-8200-45638 ELECTRIC INSTALL FEE	.00	.00	166,700.00	166,700.00	.0
730-8200-45853 FIBER SERVICE INSTALLATIONS	.00	.00	231,000.00	231,000.00	.0
730-8200-47100 REFUNDS/REIMBURSEMENTS	21,698.44	21,698.44	.00	(21,698.44)	.0
730-8200-49793 TRANSFER IN--ELECTRIC REV IMPR	(58,333.33)	(58,333.33)	(700,000.00)	(641,666.67)	(8.3)
TOTAL ELECTRIC CAPITAL PROJECT	62,429.31	62,429.31	550,000.00	487,570.69	11.4
TOTAL FUND REVENUE	62,429.31	62,429.31	550,000.00	487,570.69	11.4
<u>ELECTRIC CAPITAL PROJECTS</u>					
730-8200-67100 VEHICLES	.00	.00	200,000.00	200,000.00	.0
730-8200-67245 SPECIALIZED EQUIPMENT	.00	.00	115,000.00	115,000.00	.0
730-8200-67303 BORING--CUSTOMER PAID	.00	.00	35,000.00	35,000.00	.0
730-8200-67304 ELECTRIC MATERIALS--CUSTOMER P	.00	.00	100,000.00	100,000.00	.0
730-8200-67305 TRANSMISSION & WIND INVENTORY	.00	.00	70,000.00	70,000.00	.0
730-8200-67307 PROJECT 700	.00	.00	3,000.00	3,000.00	.0
730-8200-67311 LINE CONSTRUCTION	.00	.00	60,000.00	60,000.00	.0
730-8200-67601 COMMUNICATION SYSTEM CONSTR	5,396.77	5,396.77	225,000.00	219,603.23	2.4
730-8200-67603 FIBER DROPS (SERVICE LINES)	5,479.37	5,479.37	.00	(5,479.37)	.0
730-8200-67604 ONTS (EQUIPMENT ON BUILDINGS)	3,521.40	3,521.40	.00	(3,521.40)	.0
730-8200-67900 CAPITAL PROJECT EXPENSE	.00	.00	35,000.00	35,000.00	.0
730-8200-67901 FINANCIAL SYSTEM	.00	.00	100,000.00	100,000.00	.0
730-8200-67903 HWY 92 W 69KV RELOCATION	89,245.94	89,245.94	.00	(89,245.94)	.0
730-8200-67904 RADIO READ METERS	.00	.00	10,000.00	10,000.00	.0
730-8200-67906 MATERIALS--STOCK/INVENTORY	(51,425.00)	(51,425.00)	.00	51,425.00	.0
TOTAL ELECTRIC CAPITAL PROJECT	52,218.48	52,218.48	953,000.00	900,781.52	5.5
TOTAL FUND EXPENDITURES	52,218.48	52,218.48	953,000.00	900,781.52	5.5
NET REVENUE OVER EXPENDITURES	10,210.83	10,210.83	(403,000.00)	(413,210.83)	2.5

CITY OF INDIANOLA IA
FUND SUMMARY
FOR THE 1 MONTHS ENDING JULY 31, 2015

WATER OPERATING FUND

	PERIOD ACTUAL	YTD ACTUAL	AMENDED BUDGET	VARIANCE	PCNT
<u>REVENUE</u>					
WATER	191,227.42	191,227.42	2,429,900.00	2,238,672.58	7.9
TOTAL FUND REVENUE	191,227.42	191,227.42	2,429,900.00	2,238,672.58	7.9
<u>EXPENDITURES</u>					
PLANT OPERATIONS	51,390.57	51,390.57	550,700.00	499,309.43	9.3
PLANT MAINTENANCE	82.62	82.62	39,500.00	39,417.38	.2
WATER DISTRIBUTION	18,166.26	18,166.26	248,300.00	230,133.74	7.3
FLEET/VEHICLES	1,319.55	1,319.55	19,000.00	17,680.45	7.0
METER READING	1,280.83	1,280.83	13,200.00	11,919.17	9.7
OVERHEAD	44,862.76	44,862.76	256,700.00	211,837.24	17.5
ADMIN/GENERAL	.00	.00	1,500.00	1,500.00	.0
IMU TRANSFERS	128,641.67	128,641.67	1,345,700.00	1,217,058.33	9.6
CITY TRANSFERS	5,816.67	5,816.67	69,800.00	63,983.33	8.3
TOTAL FUND EXPENDITURES	251,560.93	251,560.93	2,544,400.00	2,292,839.07	9.9
NET REVENUE OVER EXPENDITURES	(60,333.51)	(60,333.51)	(114,500.00)	(54,166.49)	(52.7)

CITY OF INDIANOLA IA
FUND SUMMARY
FOR THE 1 MONTHS ENDING JULY 31, 2015

IMU ADMINISTRATION FUND

	PERIOD ACTUAL	YTD ACTUAL	AMENDED BUDGET	VARIANCE	PCNT
<u>REVENUE</u>					
IMU ADMINISTRATION	175,200.00	175,200.00	1,060,700.00	885,500.00	16.5
TOTAL FUND REVENUE	175,200.00	175,200.00	1,060,700.00	885,500.00	16.5
<u>EXPENDITURES</u>					
OVERHEAD	15,100.66	15,100.66	82,600.00	67,499.34	18.3
ADMIN/GENERAL	56,497.52	56,497.52	436,000.00	379,502.48	13.0
IMU ADMIN--GM	16,391.55	16,391.55	152,300.00	135,908.45	10.8
IMU ADMIN--SAFETY	460.00	460.00	15,500.00	15,040.00	3.0
CITY TRANSFERS	31,183.33	31,183.33	374,300.00	343,116.67	8.3
TOTAL FUND EXPENDITURES	119,633.06	119,633.06	1,060,700.00	941,066.94	11.3
NET REVENUE OVER EXPENDITURES	55,566.94	55,566.94	.00	(55,566.94)	.0

CITY OF INDIANOLA IA
FUND SUMMARY
FOR THE 1 MONTHS ENDING JULY 31, 2015

ELECTRIC OPERATING FUND

	PERIOD ACTUAL	YTD ACTUAL	AMENDED BUDGET	VARIANCE	PCNT
<u>REVENUE</u>					
ELECTRIC	1,045,043.60	1,045,043.60	13,680,700.00	12,635,656.40	7.6
TOTAL FUND REVENUE	1,045,043.60	1,045,043.60	13,680,700.00	12,635,656.40	7.6
<u>EXPENDITURES</u>					
PLANT OPERATIONS	12,783.25	12,783.25	141,300.00	128,516.75	9.1
PLANT MAINTENANCE	10,453.23	10,453.23	142,100.00	131,646.77	7.4
TURBINES	.00	.00	80,000.00	80,000.00	.0
PURCHASED ENERGY	1,596,715.32	1,596,715.32	9,855,000.00	8,258,284.68	16.2
DISTRIBUTION OPERATIONS	914.50	914.50	137,000.00	136,085.50	.7
DISTRIBUTION MAINTENANCE	85,890.95	85,890.95	992,000.00	906,109.05	8.7
TRANSMISSION	1,410.47	1,410.47	13,100.00	11,689.53	10.8
FLEET/VEHICLES	4,315.80	4,315.80	75,000.00	70,684.20	5.8
METER READING	5,123.35	5,123.35	49,700.00	44,576.65	10.3
OVERHEAD	159,319.45	159,319.45	593,000.00	433,680.55	26.9
ADMIN/GENERAL	1,701.00	1,701.00	62,000.00	60,299.00	2.7
IMU TRANSFER	138,400.00	138,400.00	910,400.00	772,000.00	15.2
CITY TRANSFERS & PILOT	50,700.00	50,700.00	608,400.00	557,700.00	8.3
ECONOMIC DEVELOPMENT TRANSFE	.00	.00	35,000.00	35,000.00	.0
TOTAL FUND EXPENDITURES	2,067,727.32	2,067,727.32	13,694,000.00	11,626,272.68	15.1
NET REVENUE OVER EXPENDITURES	(1,022,683.72)	(1,022,683.72)	(13,300.00)	1,009,383.72	(7689.

CITY OF INDIANOLA IA
FUND SUMMARY
FOR THE 1 MONTHS ENDING JULY 31, 2015

FIBER/COMMUNICATIONS FUND

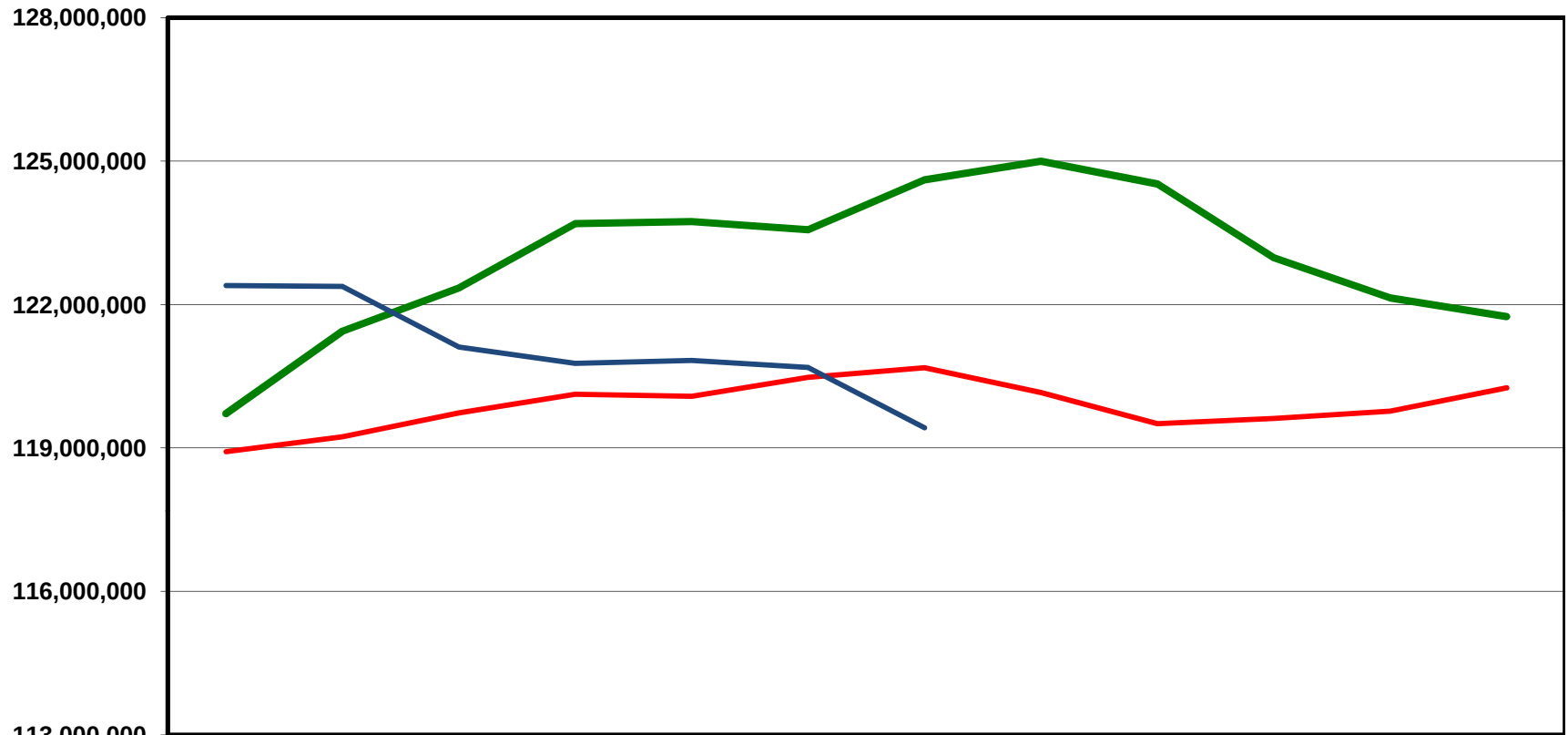
	PERIOD ACTUAL	YTD ACTUAL	AMENDED BUDGET	VARIANCE	PCNT
<u>REVENUE</u>					
FIBER/COMMUNICATIONS	24,084.22	24,084.22	357,000.00	332,915.78	6.8
TOTAL FUND REVENUE	24,084.22	24,084.22	357,000.00	332,915.78	6.8
<u>EXPENDITURES</u>					
DEPARTMENT 8299	.00	.00	35,000.00	35,000.00	.0
FIBER/COMMUNICATIONS	3,022.33	3,022.33	310,900.00	307,877.67	1.0
IMU TRANSFER	15,633.34	15,633.34	93,800.00	78,166.66	16.7
TOTAL FUND EXPENDITURES	18,655.67	18,655.67	439,700.00	421,044.33	4.2
NET REVENUE OVER EXPENDITURES	5,428.55	5,428.55	(82,700.00)	(88,128.55)	6.6

Indianola Municipal Utilities

July Revenues

Water	191,227.42
Revolving Economic Development	144.78
Electric	1,022,476.93
Fiber/Communications	24,084.22
Electric Capital Projects	120,762.64
Liability Insurance Reserve--IMU	23.17
IMU TOTAL	<u>1,358,719.16</u>

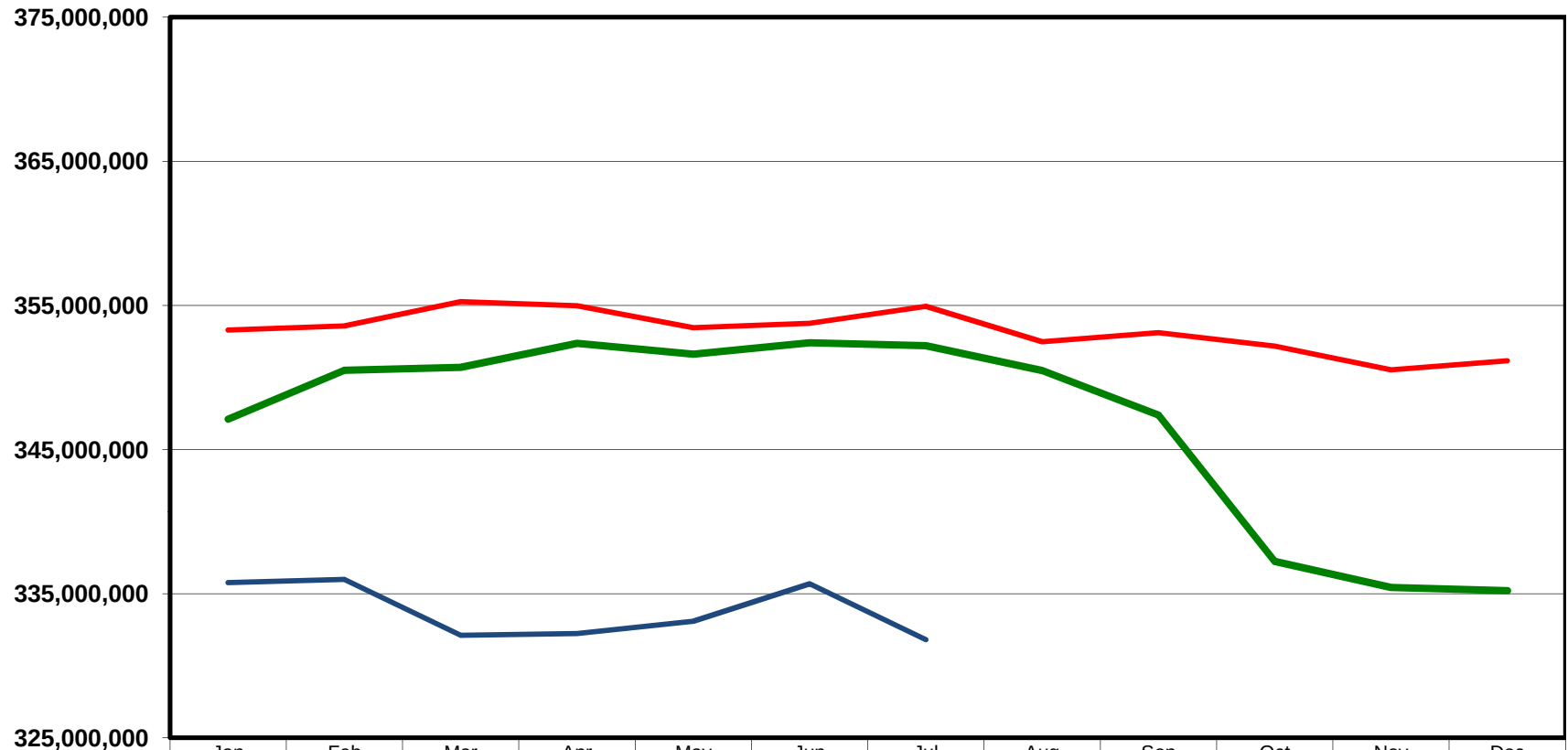
KWH's Sold (kWh's sold based on a rolling 12 month total)



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011-13 EL Avg	118,924,56	119,235,47	119,735,74	120,120,59	120,080,91	120,478,36	120,676,47	120,158,49	119,509,56	119,614,44	119,770,57	120,256,40
2014	119,720,29	121,443,81	122,342,35	123,691,45	123,736,17	123,563,28	124,608,72	124,993,82	124,523,64	122,976,19	122,136,97	121,750,71
2015	122,395,95	122,376,36	121,110,70	120,770,69	120,831,88	120,684,86	119,420,18					

2011-13 EL Avg 2014 2015

Gallons Sold
(Gallons sold based on a rolling 12 month total)



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2011-13 WA Avg	353,286,500	353,585,613	355,262,170	354,990,367	353,467,567	353,758,810	354,945,533	352,488,900	353,105,840	352,175,773	350,528,957	351,157,697
2014	347,116,769	350,493,280	350,702,914	352,367,788	351,619,538	352,415,905	352,218,550	350,478,950	347,394,680	337,247,260	335,441,120	335,212,610
2015	335,757,080	335,982,370	332,114,980	332,229,530	333,075,220	335,681,160	331,808,929					

— 2011-13 WA Avg
 — 2014
 — 2015

IMU Regular Downstairs

4. F.

Meeting Date: 08/24/2015

Information

Subject

Quarterly Safety, Mike Metcalf

Information

Safety Director, Mike Metcalf will present the 2nd Quarter 2015 Safety Report.

Financial Impact

N/A

Staff Recommendation

Attachments

[Electric and Water Safety Report](#)

[Network Services Safety Report](#)

QUARTERLY SAFETY REPORT

Water and Electric
April 1, 2015 To June 30, 2015

Water Department:

Safety trainings held.	3
Safety training attendance.	100%
Safety committee meetings held.	3
Safety committee attendance.	100%
Unsafe working conditions reported.	0
Tailgate meetings held.	2
Work zones setup.	1
Lockout/Tagouts performed.	0
Confined spaces entered.	0
Excavations entered.	2
Accidents reported.	0
Accidents investigated.	0
2015 Incident Rate	0.00

Electric Department:

Safety trainings held.	2
Safety training attendance.	100%
Safety committee meetings held.	2
Safety committee attendance.	66%
Unsafe working conditions reported.	0
Tailgate meetings held.	2
Work zones setup.	0
Lockout/Tagouts performed.	3
Confined spaces entered.	0
Excavations entered.	0
Accidents reported.	3
Accidents investigated.	3
2015 Incident Rate	6.08

Near misses and/or accidents.

None

Supervisor comments

Employees are being verbally recognized for working safely.

Tailgate Meeting Topics

- Drug Abuse
- Grinder Safety

Near misses and/or accidents.

Employee received a low voltage shock working on CT metering. Not Recordable

Supervisor comments

Employees are being verbally recognized for working safely.

Tailgate Meeting Topics

- CT Metering
- Work Zones

Days Since Last OSHA Recordable
Accident – 496

Days Since Last OSHA Recordable
Accident - 122

QUARTERLY SAFETY REPORT

Network Services / Metering

April 1, 2015 To June 30, 2015

Network Services Department:

Safety trainings held.	2
Safety training attendance.	100%
Safety committee meetings held.	3
Safety committee attendance.	100%
Unsafe working conditions reported.	0
Tailgate meetings held.	1
Work zones setup.	0
Lockout/Tagouts performed.	0
Confined spaces entered.	0
Excavations entered.	0
Accidents reported.	0
Accidents investigated.	0
2015 Incident Rate	0.00

Near misses and/or accidents.

None

Supervisor comments

Employees are being verbally recognized for working safely.

Tailgate Meeting Topics

- CT Metering

Days Since Last OSHA Recordable Accident – 1003

IMU Regular Downstairs

5. A.

Meeting Date: 08/24/2015

Information

Subject

Public Hearing on the Plans, Specifications, Form of Contract and Estimate of Cost

Information

The first order of business is for the Chair to open a public hearing on the plans, specifications, form of contract, and estimate of cost, then receive comments, and then close the public hearing.

Financial Impact

N/A

Staff Recommendation

Attachments

Public Hearing

The Meeting was called to order by the Co-Chair, Deb White , and on roll call the following Board Members were

Present:

Absent:

This being the time and place fixed for a public hearing on the matter of the adoption of plans, specifications, form of contract and estimate of cost relative to the 2016 Vehicle Storage Building Project for Indianola Municipal Utilities, Indianola, Iowa, the Co-Chair called for any oral objections to the adoption of the plans, specifications, form of contract and estimate of cost. No oral objections were offered and the City Clerk reported that no written objections had been filed.

Information

Subject

Resolution Adopting Plans, Specifications, Form of Contract and Estimate of Cost

Information

The resolution adopting plans, specs, form of contract and estimate of cost is attached to this agenda item.

Bids for the 2016 Vehicle Storage Building project were scheduled to be received on Wednesday, August 12, 2015. At the bid opening there were no bids received for the project. In discussions after the bid with one of the potential bidders it became apparent that there is too much work already under construction for contractors, especially with pavement and earthwork contractors. The wet weather conditions this spring and summer coupled with the improved economy have many contractors behind schedule.

Lou Elbert, IMU Water Superintendent and Forrest Aldrich, Veenstra & Kimm are recommending the project be re-bid toward the end of this year with construction taking place next spring and summer.

Since no bids were received for the 2016 Vehicle Storage Building, the Board should strike this item from the agenda.

Financial Impact

N/A

Staff Recommendation

By city ordinance, action on Resolutions require a motion, a second and a roll call vote.

Attachments

Resolution Adopting Plans, Specs, Form of Contract and Estimate of Cost

Board Member _____ introduced the following Resolution entitled "RESOLUTION ADOPTING PLANS, SPECIFICATIONS, FORM OF CONTRACT AND ESTIMATE OF COST", and moved that it be adopted. Board Member _____seconded the motion to adopt. The roll was called and the vote was, AYES: NAYS: Whereupon the Co-Chair declared the following resolution duly adopted:

RESOLUTION ADOPTING PLANS, SPECIFICATIONS,
FORM OF CONTRACT AND ESTIMATE OF COST

WHEREAS, on the ____ day of _____, 2015, plans, specifications, form of contract and estimate of cost were filed with the City Clerk for the Indianola Municipal Utilities, for certain public improvements described in general as the 2016 Vehicle Storage Building Project for Indianola Municipal Utilities, Indianola, Iowa, and

WHEREAS, notice of hearing on plans, specifications, form of contract and estimate of costs of the public improvements was published as required by law.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE INDIANOLA MUNICIPAL UTILITIES:

Section 1. The plans, specifications, form of contract and estimate of cost are approved as the plans, specifications, form of contract and estimate of cost for the public improvements described in the preamble of this Resolution.

PASSED AND APPROVED this ____ day of _____, 2015.

DEB WHITE, Co-Chair

ATTEST:

DIANA BOWLIN, City Clerk

IMU Regular Downstairs

5. C.

Meeting Date: 08/24/2015

Information

Subject

Resolution Making Award of Construction Contract

Information

Since no bids were received for the 2016 Vehicle Storage Building, the Board should strike this item from the agenda.

Financial Impact

N/A

Staff Recommendation

By city ordinance, action on Resolutions require a motion, a second and a roll call vote.

Attachments

Resolution Awarding Contract

The Chair then announced that the City Clerk and the IMU Project Coordinator had opened and tabulated the bids for the public improvements described in general as the 2016 Vehicle Storage Building Project for Indianola Municipal Utilities, Indianola, Iowa, in accordance with the plans and specifications previously adopted.

The following bids were presented by the City Clerk and the IMU Project Coordinator.

Name and Address of Bidder

Amount of Bid

The City Clerk and the IMU Project Coordinator then recommended that the bid of _____. in the amount of \$_____ be accepted.

Board Member _____ introduced the following resolution entitled "RESOLUTION MAKING AWARD OF CONSTRUCTION CONTRACT", and moved its adoption. Board Member _____ seconded the motion to adopt. The roll was called and the vote was:

AYES: _____

NAYS: _____

Whereupon, the Chair declared the following Resolution duly adopted:

RESOLUTION MAKING AWARD OF CONSTRUCTION CONTRACT

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE INDIANOLA MUNICIPAL UTILITIES:

Section 1. The bid of _____ in the amount of \$_____ for the 2016 Vehicle Storage Building Project for Indianola Municipal Utilities, Indianola, Iowa, described in the plans and specifications previously adopted by this Board on the _____ day of _____, 2015, is accepted, it being the lowest responsible bid for the work and materials.

Section 2. The IMU Project Coordinator and the City Clerk are directed to execute a contract with the contractor for the construction of the public improvement. The contract not to be binding on the Board of Trustees until approved by the Board.

PASSED AND APPROVED this _____ day of _____, 2015.

DEB WHITE, Co-Chair

ATTEST:

DIANA BOWLIN, City Clerk

Meeting Date: 08/24/2015

Information

Subject

Resolution Approving Construction Contracts and Bonds

Information

Since no bids were received for the 2016 Vehicle Storage Building, the Board should strike this item from the agenda.

Financial Impact

N/A

Staff Recommendation

By city ordinance, action on Resolutions require a motion, a second and a roll call vote.

Attachments

Resolution Approving Contract and Bonds

RESOLUTION APPROVING CONSTRUCTION CONTRACTS AND BONDS

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE INDIANOLA MUNICIPAL UTILITIES:

Section 1. The construction contract and bond executed by _____ dated the _____ day of _____, 2015, for the 2016 Vehicle Storage Building Project for Indianola Municipal Utilities, Indianola, Iowa, described in the Plans and Specifications previously adopted by the Board of Trustees, and which have been signed by the IMU Project Coordinator and City Clerk on behalf of the Board of Trustees, be approved.

PASSED AND APPROVED this _____ day of _____, 2015.

DEB WHITE, Co-Chair

ATTEST:

DIANA BOWLIN, City Clerk

IMU Regular Downstairs

6.

Meeting Date: 08/24/2015

Information

Subject

2013 Hwy 92 Relocation Reimbursement Agreement

Information

Please see the attached explanation and recommendation received from P&E Engineering.

Financial Impact

N/A

Staff Recommendation

Staff is recommending approval of the IDOT reimbursement agreement as presented. Simple motion, second and voice vote is in order.

Attachments

P&E Letter of Recommendation

IDOT Agreement, Addendum 2



Allan R. Powers, P.E. Richard D. Kline, P.E.
Timothy G. Ernst, P.E.

245 S. 5th St., PO Box 620, Carlisle, IA 50047
p.515-989-3083 f.515-989-3138 pe@peengr.com

Aug. 21, 2015

Ms. Chris Longer
Indianola Municipal Utilities
111 S. Buxton St.
P.O. Box 356
Indianola, IA 50125

Dear Chris,

I have reviewed the Addendum 2 to the IMU/DOT reimbursement agreement for the Hwy 92 project, and I recommend that IMU approve the Addendum.

The original reimbursement agreement between IMU and the DOT was signed on May 13, 2013. It covered a proportionate share of the estimated relocation costs for both the IMU 69 kV transmission line west of the substation and the distribution circuits from the substation back into Indianola. The estimated total cost of the relocation work was \$1,939,452, with \$1,127,365 of that amount reimbursable. The reimbursable amount was based on the percentage of the relocated facilities that were originally installed on private easement.

A number of events caused the actual relocation costs to be considerably higher than originally estimated. The first significant increase was caused by delays in the DOT right of way acquisition, which prevented the DOT from clearing the right of way for the transmission line construction. The DOT asked IMU to retain a contractor to clear certain sections of the right of way, agreeing to reimburse IMU for 100% of the cost for that clearing. The initial clearing work was covered by Addendum 1 to the reimbursement agreement. This Addendum increased the total estimated cost of the project to \$2,005,426, with \$1,193,339 reimbursable.

In addition to the right of way clearing work covered by Addendum 1, a number of factors caused an increase in the IMU relocation costs. This included additional clearing work performed for the DOT that was not included in the first Addendum. Other costs were due to delays in the DOT project and to changes (and proposed changes that were later dismissed) to the DOT grading designs. IMU spent considerable time and effort in dealing with these issues. The DOT had agreed (through verbal and email authorizations) to pay for all of the additional costs for the clearing contract and for a large portion of the additional relocation costs.

Aug. 21, 2015
Ms. Chris Longer

Page 2 of 2

A revised estimate of the project cost was prepared and sent to the DOT on June 26, 2015. This estimate included a proposed division of the additional costs between IMU and the DOT. IMU requested reimbursement for \$608,908 of the estimated \$621,018 of additional costs. Todd Kielkopf and Al Powers reviewed and explained the increased costs in a meeting with Bryan Bradley with the DOT on July 15, 2015.

The DOT accepted responsibility for the entire reimbursement amount requested by IMU. The increased reimbursement amount was incorporated into Addendum 2, which was prepared by the DOT and sent to IMU for acceptance. With the approval of this Addendum, the DOT has agreed to reimburse IMU for \$1,802,247 of the total current estimated cost for the relocation work of \$2,626,444.

I recommend approval of Addendum 2. I believe it represents a fair and reasonable allocation of the costs that IMU has incurred in conjunction with this project.

Sincerely,



Allan Powers, P.E.



Iowa Department of Transportation

ADDENDUM(2) TO AGREEMENT

Agreement No. U-2013-14969 Addendum(2)

IT IS AGREED, by and between the State of Iowa, Iowa Department of Transportation, Highway Division (hereafter DOT), and **Indianola Municipal Utilities**, a corporation, with offices in Indianola, Iowa, (hereafter Company) as follows:

1. The DOT shall proceed with proposed grading and pavement replacement in accord with its plans and specifications, which the DOT has designated as Project **STPN-092-5(50)--2J-91 (ROW) NHSX-092-5(51)--3H-91 (CONST)**. The plans and specifications are made a part of this agreement.
2. The DOT and the Company previously entered into a utility reimbursement agreement signed by the DOT on July 16, 2013 in the amount of \$1,939,452.00 (\$1,127,365.00, DOT share), for the relocation of the 69 kV transmission line owned and operated by the Company partially located on its own easements upon privately owned land affected by the project.
3. The DOT and the Company subsequently entered into an addendum modifying the original agreement signed May 15, 2014 in the amount of \$2,005,426 (\$1,193,339 DOT share).
4. The agreement in effect between the Company and the DOT, for the performances of certain work on the above project shall be changed in the following particulars. The acceptance of this addendum by the Company and its approval by the DOT shall constitute a mutual agreement as a part of the original agreement binding upon both parties in the same manner as though the essence of the addendum had originally been in the agreement.
5. **The additional estimated cost added to the project in relocating company facilities and DOT participation in such costs is shown on attached Exhibit "BC", \$608,908.00.**
6. **The revised total estimated cost is now \$2,626,444.00 (\$1,802,247.00, DOT share).**
7. **The scope of the relocation has been increased to include additional clearing and demolition work, redesign costs due to plan changes, and change orders due to project delays and design changes.**
8. All other clauses of the original agreement shall remain in full effect. If any clause in this addendum is declared invalid, it shall not void the entire agreement.
9. This addendum may be executed and delivered in two or more counterparts, each of which so executed and delivered shall be deemed to be an original.

IN WITNESS WHEREOF the Parties hereto have caused this addendum to be executed by their duly authorized officers on the dates below indicated.

Executed by the Company this _____ day of _____, 2015

INDIANOLA MUNICIPAL UTILITIES

By _____
(Print Name/Title)

State of **IOWA**

County of _____ ss

This instrument was acknowledged before me on this _____ day of _____, 2015,
by _____, as _____ of _____.
(Name) (Title) (Company)

Notary Public in and for said State

Executed by the Iowa Department of Transportation this _____ day of _____, 2015

**STATE OF IOWA
IOWA DEPARTMENT OF TRANSPORTATION**

By _____
Steve Gent, Director
Office of Traffic & Safety

State of Iowa

County of Story ss

This instrument was acknowledged before me on this _____ day of _____, 2015,
by Steve Gent, as Director, Office of Traffic & Safety of the Iowa Department of Transportation.
(Name) (Title)

Notary Public in and for said State

Indianola Municipal Utilities
Hwy 92 Line Relocation
Estimated Project Cost

Indianola Municipal Utilities		Original Estimate		Revised Estimate 6/24/2015		Increased Costs	
Hwy 92 Transmission Line Relocation		Total Estimated Cost (with tax)		Total Estimated Cost (with tax)		Total	
Line Ref		Reimbursable	Non-reimbursable	Reimbursable	Non-reimbursable	Reimbursable	Non-reimbursable
1	Overhead Line Relocation Work						
2	Purchased Material	\$297,525	\$63,755	\$297,525	\$63,755		
3	Material from IMU Stock	\$150	\$32	\$150	\$32		
4	Contract Work, original bid	\$391,284	\$83,847	\$391,284	\$83,847		
5	CO1 - Delay start date			\$8,500	\$0		
6	CO2 - Delay start date			\$0	\$0		
7	CO3 - Deduct to reduce scope at Kennedy			-\$6,750	-\$5,304		
8	CO4 - Delay start date			\$28,472	\$28,472		
9	CO5 - Revise design at Kennedy St.			\$31,350	\$24,632		
10	CO6 - Delays and changes in design			\$18,440	\$14,489		
11	CO7 - Reconciliation of unit quantities			\$3,937	\$3,093		
12	Easements and restoration			\$10,445	\$8,207		
13	Legal costs and publishing			\$2,500	\$1,964		
14							
15	Total Overhead Construction	\$688,959	\$147,634	\$785,853	\$160,475		
16			78.6%				
17	Reimbursable percentage based on 9 existing poles on DOT ROW and 33 poles on private easement		21.4%				
18							
19	Underground Cable Work at substation						
20	Purchased Material	\$61,876	\$0	\$61,876	\$0		
21	Material from IMU Stock	\$50	\$0	\$50	\$0		
22	Contract Work, original bid	\$164,781	\$0	\$164,781	\$0		
23	Total Underground Construction	\$226,708	\$0	\$226,708	\$0		
24			0.0%		\$1		
25							
26	Temporary Relocation of guys east of substation						
27	Purchased Material	\$0	\$0	\$0	\$0		
28	Material from IMU Stock	\$0	\$0	\$0	\$0		
29	Contract Work, original bid	\$10,193	\$0	\$10,193	\$0		
30	Total Guy Relocation Construction	\$10,193	\$0	\$10,193	\$0		
31			0.0%				
32							
33	Design and Contract Preparation	\$57,000	\$9,089	\$57,000	\$47,911		
34	Construction Phase Services	\$15,000	\$2,392	\$15,000	\$12,608		
35	Cost to revise design to occupy DOT ROW	\$6,500	\$0	\$6,500	\$6,500		
36	Additional redesign work			\$105,000	\$95,000		
37							
38							
39	Total Design and Administrative Costs	\$78,500	\$11,481	\$183,500	\$162,019		
40			14.6%				
41							
42	Salvage value of removed conductor	-\$9,715	-\$2,082	-\$9,715	-\$7,633		
43							
44	Total Transmission	\$994,644	\$157,033	\$1,196,538	\$1,016,665	\$201,894	\$22,840
45			15.8%			20.3%	21.4%
46							14.5%

Exhibit BC
Page 1 of 3

Indianola Municipal Utilities
Hwy 92 Line Relocation
Estimated Project Cost

47	Distribution Line and Fiber Cable Relocation	Total Estimated Cost (with tax)	Reimbursable	Non-reimbursable	Total Estimated Cost (with tax)	Reimbursable	Non-reimbursable	Total	Reimbursable	Non-reimbursable
48										
49	Overhead Distribution Line Work									
50	Purchased Material	\$0			\$0					
51	Material from IMU Stock	\$0			\$0					
52	Contract Work, original bid	\$22,060			\$22,060					
53	Total Overhead	\$22,060	\$0	\$22,060	\$22,060	\$0	\$22,060			
54			0.0%	100.0%						
55										
56	Underground Distribution Cable Work									
57	Purchased Material	\$224,397	\$89,759	\$134,638	\$224,397	\$89,759	\$134,638			
58	Material from IMU Stock	\$33,036	\$13,214	\$19,822	\$33,036	\$13,214	\$19,822			
59	Contract Work, original bid	\$408,386	\$163,354	\$245,031	\$408,386	\$163,354	\$245,031			
60	CO1 - Delay start date				\$0	\$0	\$0			
61	CO2 - Delay start date				\$0	\$0	\$0			
62	CO3 - Delete work at Y St				-\$24,756	-\$9,902	-\$14,854			
63	CO4 - Delay start date				\$42,595	\$42,595	\$0			
64	Contract Work, additional contract at Y St				\$159,894	\$159,894	\$0			
65	CO1 - Relocate to south side of Hwy				\$36,701	\$36,701	\$0			
66	Additional Material from IMU Stock				\$19,642	\$19,642	\$0			
67	Easements and restoration				\$6,250	\$2,500	\$3,750			
68	Legal costs and publishing				\$336	\$134	\$202			
69	Salvage value of removed switchgear				-\$24,380	-\$9,752	-\$14,628			
70	Total Underground Distribution	\$665,818	\$266,327	\$399,491	\$882,100	\$508,139	\$373,961			
71			40%	60%						
72										
73	Underground Fiber Work									
74	Purchased Material	\$8,109	\$811	\$7,298	\$8,109	\$811	\$7,298			
75	Material from IMU Stock	\$850	\$85	\$765	\$850	\$85	\$765			
76	Contract Work, original bid	\$135,186	\$13,519	\$121,667	\$135,186	\$13,519	\$121,667			
77	CO3 - Add fiber conduit and handholes, R63 to Y St.				\$25,947	\$25,947	\$0			
78	Fiber installation at Y St.				\$1,942	\$1,942	\$0			
79	Fiber installation R63 to Y St.				\$9,397	\$9,397	\$0			
80										
81	Total Fiber Work	\$144,145	\$14,414	\$129,730	\$181,431	\$51,700	\$129,730			
82			10.0%	90%						
83										
84	Dist & Fiber Design and Contract Preparation	\$40,500	\$13,666	\$26,834	\$40,500	\$13,666	\$26,834			
85	Construction Phase Services	\$15,000	\$5,061	\$9,939	\$15,000	\$5,061	\$9,939			
86	Additional design work				\$94,800	\$80,000	\$14,800			
87										
88										
89										
90	Total Design and Administrative Costs	\$55,500	\$18,727	\$36,773	\$150,300	\$98,727	\$51,573			
91			34%	66%						
92										
93	Total Distribution	\$887,523	\$299,469	\$588,054	\$1,235,891	\$658,567	\$577,324	\$348,368	\$359,098	-\$10,730
94			33.7%	66.3%				39.3%	119.9%	-1.8%

Indianola Municipal Utilities
Hwy 92 Line Relocation
Estimated Project Cost

95 Street Light Revisions									
		Total Estimated Cost (with tax)	Reimbursable	Non-reimbursable	Total Estimated Cost (with tax)	Reimbursable	Non-reimbursable	Total	
96	Street Light Work								
97	Material	\$30,000			\$30,000				
98	Construction Labor	\$24,000			\$24,000				
99	Removal Labor	\$5,000			\$5,000				
100	Total Construction	\$59,000	\$0	\$59,000	\$59,000	\$0	\$59,000		
101			0.0%	100.0%			0.0%	100.0%	
102									
103									
104	Engineering and Project Administration	\$8,000	\$0	\$8,000	\$8,000	\$0	\$8,000		
105									
106	Total Street Lighting	\$67,000	\$0	\$67,000	\$67,000	\$0	\$67,000	\$0	\$0
107			0.0%	100.0%					
108									
109	Total IMU Project	\$1,949,167	\$1,137,080	\$812,087	\$2,499,429	\$1,675,232	\$824,198	\$550,262	\$538,152
110								28.2%	47.3%
111	Duplicate salvage credit subtracted by DOT	-9715	-9715	0	0	0	0		
112	Reimbursement agreement amount	\$1,939,452	\$1,127,365	\$812,087					
113									
114	ROW Clearing work under Addendum A								
	Original Addendum A	\$65,974	\$65,974	\$0	\$65,974	\$65,974	\$0		
	CO1			\$0	\$29,115	\$29,115	\$0		
	CO2			\$0	\$18,531	\$18,531	\$0		
	CO3			\$0	\$13,395	\$13,395	\$0		
	Total ROW Clearing Work	\$65,974	\$65,974	\$0	\$127,015	\$127,015	\$0	\$61,041	\$0
115	Total Project	\$2,005,426	\$1,193,339	\$812,087	\$2,626,444	\$1,802,247	\$824,198	\$621,018	\$608,908
									\$12,110

Meeting Date: 08/24/2015

Information

Subject

Turbine #7 Battery Bank

Information

The 11-year old battery bank for Turbine #7 has failed and was a contributing factor to the unit not passing the URGE test on August 4th. It is common practice to replace the battery charger at the same time new batteries are installed, however, the charger for this bank has been reused and this in turn shortened the useful life of this particular system.

In working with P&E Engineering, it has been determined that the bank of batteries should be larger for what is needed at this location and so quotes for a larger capacity system were obtained. For reference, the system being replaced is a 12 Amp battery bank.

Quotes were received from the following companies:

- 1) Saft America, Inc.
20 Amp Battery Bank
Includes batteries, battery charger and battery rack
\$12,152.41 (Taxes and shipping not included)
This system is available within 2-3 weeks.
- 2) Hubill Power Systems
16 Amp Battery Bank
Includes batteries and battery charger
\$12,563.00 (Taxes and shipping not included)
This system is available within 4-6 weeks

Financial Impact

N/A

Staff Recommendation

Staff is recommending the purchase of the Saft America, Inc. battery system. Simple motion, second and voice vote is in order.

Attachments

Saft Quote

Hubill Quote



Saft America, Inc.

3 Powdered Metals Drive
North Haven, CT 06473

visit us at www.saftbatteries.com

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Quotation No.	Saft.indianola 18aug15_LSe
Revision No.	

Date:	18 August 2015
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To: Generation Department - Nathan Edwards Indianola Municipal Utilities Indianola, Iowa 50125 (515) 961-9444 generation@i-m-u.com	Saft Rep: Selectric Sales – Kansas City bbraun1@kc.rr.com 913-962-0088
--	--

Delivery		F.O.B. Point	Validity	Reference		Ship Terms	Payment Terms
		Factory Connecticut	30 days	Inq.		Prepaid & added	Net 30
				Proj.	60 cell design		
Item	Qty	Description				Net Price Each (US \$)	Extended (US \$)
1	1	SAFT Eternacell LSe-150 battery, rated 154 amp/hour Flooded lead acid battery, 60 individual cells for 125VDC Twenty-year warranty (2-year full, 18-year pro-rated) Lead time: in stock today but sold on first-come basis				\$8,067.60	\$8,067.60
2	1	Battery Accessories included: wrench, inter-cell connectors, thermometer, hydrometer No-oxide grease, inter-row connectors,				incl	incl
3	1	SAFT battery rack, model Three-step, non-seismic design Dims: 94.49"L x 25.39"D x 31.30"H overall Weight: 2,320 lbs wet and loaded, per system Lead time: from stock				\$442.21	\$442.21

4	1	SAFT (Hindle) Battery Charger, Microprocessor Controlled. SAFT model AT10-130-020-1-1-2-2-0-0-0 <u>130VDC 20 amp output, 480VAC 1-phase input</u> AC input breaker, DC output breaker, standard AIC <u>AC ripple filtered to 70mVrms with batteries attached</u> <u>Battery eliminator circuitry included</u> Surge withstand to meet ANSI C37.90a. 1% Digital LED meters for DC amps/volts. Float/equalize selector switch with 0-225 hour manual timer. AC line failure auto-equalize timer. High DC voltage shutdown circuitry Reverse polarity protection. MOV surge suppressors. Input and output I/O compression lugs. Switchboard wiring per UL VW-1. Redundant control loops for higher reliability Redundant analog circuit for low DC voltage, independent of microprocessor. Self-diagnostics. NEMA 1 wall-mount steel cabinet, ANSI 61 grey paint in/outside. Weight: 190 lbs. Dimensions: 25" H x 18.25" W x 12.75"D Lead time: 2-3 weeks.	\$3,642.60	\$3,642.60
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Terms of Sale:

Offer: This offer is made Subject to Contract

Terms: Saft's Terms and Conditions of Sale shall apply in full

Payment: Net thirty days from date of invoice, subject to credit approval

Validity: 30 days net

Ship Point: Exworks Factory – North Haven, CT. Cost of freight to be added.

Lead-Times:

Batteries & rack: 1-2 weeks after the receipt of a purchase order and acknowledgement

Battery Charger: 2-3 weeks after the receipt of a purchase order and acknowledgement

Thanks

Bruce Braun

Selectric Sales

SAFT Battery Rep

9139620088 cell/text

Rack-Info

AlphaSYS® - Version: 7.0.12.0 - 8/18/2015

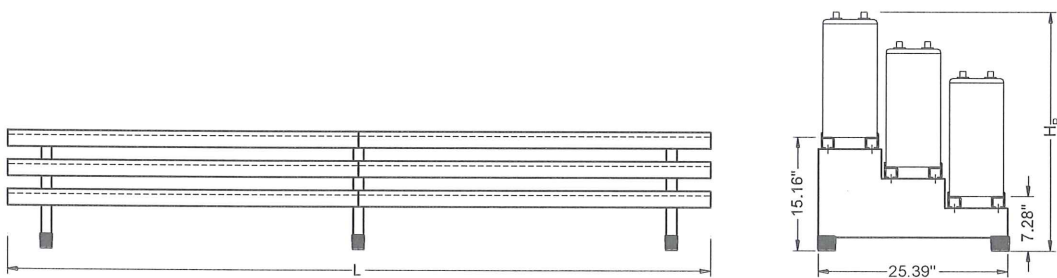
Number of elements,
60 x Lse, 'LSe 150',

Total number of elements / number of racks
60 / 1

Article No.; Rack type
SL3240, SGL 3-24

Delivery time
from stock

Rack dimensions
Length = 94.49 inch
Width = 25.39 inch
Height = 15.16 inch
B = 23.03 inch
HB = 31.30 inch





1025 W. 2nd Street • P.O. Box 3784 • Davenport, IA 52808 • Sales@Hubill.com
(563) 324-9147 • Fax (563) 324-1626 • www.Hubill.com

18 August 2015

Indianola Municipal Utilities
Generation Department
Attention: Nate Edwards
111 South Buxton, P.O. Box 356
Indianola, IA 50125

Subject: Hubill Quote P5255 & S5062-DFR for for Battery, Charger and Installation

Dear Nate:

Thank you for your inquiry regarding premium quality C&D stationary power systems. As per your specifications, we are pleased to quote the following bill of material:

<u>ITEM</u>	<u>DESCRIPTION</u>
1	(1) 57 Cell, 125 Volt, C&D Premium 20 Year Flooded Lead Calcium Battery, consisting of (19) 3DJ-155 , rated at a 157 ampere hour capacity for the 8 hour rate and to 1.75 volts per cell. Cells are assembled, and charged, and include all inter-cell and inter-rack connectors and hardware, hydrometer, thermometer, flame arrestors, cell numbers, corrosion resistant grease, and (1) operating and installation manual. Requires 88" long rack. Current lead-time 5 weeks.

Exclusive features of the DJ battery include:

- Cell containers and covers are flame retardant, high impact resistant PVC & ABS.
- 100% of cells are tested to 100% capacity.
- New post seal design virtually eliminates post seal leakage.
- **3 year full plus 17 years prorated warranty.**

NET PRICE **\$9,766.00**
Additional instructions copies at www.cdtechno.com or each **\$7.00**
Approximate freight to Des Moines **\$.00**

ITEM	DESCRIPTION
------	-------------

- | | |
|---|--|
| 2 | <p>(1) Unipower constant voltage, ferroresonant controlled precision rectifier, Model ARE-M13012, rated at 12 amperes and 130 volts DC output regulated to $\pm 0.5\%$ DC output from $\pm 10\%$ input voltage at any load per your specifications, for wall mounting. Input voltage is 480 volts AC two pole single phase, including 2 pole AC input and 2 pole DC output circuit breakers, AC power failure alarm relay with "AC On" LED, high voltage shutdown alarm relay, <i>filtering to <100 MV RMS when connected to a battery</i>, and configured to operate without a battery connected (battery eliminator).</p> |
|---|--|

The ARE-M rectifier features a microprocessor control and alarm display with menu driven keypad adjustments and a 2 line 20 character digital LCD display for 0.1% accuracy voltmeter and ammeter, float and equalize adjustments, high and low DC voltage alarm, AC failure alarm, low current alarm with load sharing, ground voltage detection, 0-150 hour equalize timer, and 0-300 second time delay for any alarm condition with the alarm displayed in addition to a red LED and summary rectifier alarm relay contacts. The ARE-M also includes a redundant high voltage shutdown system, ANSI 61 charcoal gray baked enamel epoxy finish, and operating & installation instructions manual. Five year warranty. Lead time 4-6 weeks. Dimensions: 24.5"H x 17"W x 15"D, 170 lbs.

Also includes: discrete alarm relays for high and low DC voltage, positive and negative ground voltage, and low current (in addition to standard relays).

NET PRICE \$2,700.00

Approximate freight to Des Moines..... \$180.00

ARE-M13016, 16 amp charger, same as above \$2,797.00

- | | |
|---|---|
| 3 | <p>Turnkey Installation \$3,838.00</p> |
|---|---|

Includes training at no additional charge. Training includes maintenance routines and tips so you can get the longest life out of your new battery.

TERMS: Net 30 days.

PRICES: Valid for 30 days.

FREIGHT: F.O. B. Factory, approximate freight costs as indicated by item.

DELIVERY: As indicated by item.

Please make any orders in favor of
Hubill Power Systems
PO Box 3784, Davenport, IA 52808
Email to: Sales@Hubill.com or Fax to: (563) 324-1626

All orders are subject to C&D terms and conditions, found at www.cdtechno.com or sent upon request, and are an integral part of this proposal.

If you have any questions or future needs, please do not hesitate to contact me.

Sincerely,

Dave Rehage
Power Systems Sales
drehage@hubill.com
(319) 551-2414

IMU Regular Downstairs**8.****Meeting Date:** 08/24/2015

Information**Subject**

Executive Search Firm Proposals

Information

Attached is a summary of proposals received for the General Manager hiring process. The full proposals are also attached. The city council will be interviewing the following firms in the council chambers on Monday, August 31st and Trustees are invited to attend.

6:00 pm The Mercer Group
6:45 pm Waters & Company
7:30 pm Colin Baenziger & Associates
8:15 pm Startegic Government Resources

Financial Impact

N/A

Staff Recommendation

AttachmentsProposal SummaryCallahanColin BaenzigerGovHR USAMercerSlavinStrategic Gov ResourcesWaters

<u>Firm</u>	<u>GM Only</u>	<u>GM & CM</u>	<u>Additional</u>
Callahan Municipal Consultants, Inc. Anamosa, Iowa	\$13,160	\$12,160	\$1,000-\$2,000 for advertising
Colin Baenziger & Associates Salt Lake City, Utah Daytona Beach Shores, Florida	\$20,250	N/A	\$150/hr beyond scope of proposal
GovHR USA Northbrook, Illinois	\$19,200	\$17,280	Consultant visits, above the proposed three
The Mercer Group, Inc. Santa Fe, New Mexico	\$15,000	\$13,500	\$9,000 in not-to-exceed expenses, if *BOTH
Slavin Management Consultants Mesa, Arizona	\$14,685	\$13,285	\$7,342.50 in not-to-exceed expenses, if *GM ONLY \$7,000 in not-to-exceed expenses, if *BOTH
Strategic Government Resources Keller, Texas	\$27,000	\$22,500	\$250/hr beyond scope of proposal
Waters & Company Addison, Texas	\$24,500	\$22,000	\$1,760/day + expenses beyond scope of proposal



Callahan Municipal Consultants, LLC

417 Kaitlynn Ave Anamosa, IA 52205 Cell: 563-599-3708 callahan.cmc@gmail.com

August 19, 2015

RoxAnne M. Hunerdosse
Director of Human Resources
City of Indianola
P.O.Box 299
110 North First Street
Indianola, Iowa 50125-0299

Re: Request For Proposal

Dear Ms. Hunerdosse:

We are pleased to submit a response to the City's Request For Proposal (RFP) for the IMU General Manager Recruitment Process. We have enclosed for your consideration our Standard Proposal for the General Manager Recruitment Process. We have also enclosed the information requested on the second page of the IMU's RFP regarding the "Proposal Requirements." Our responses are listed in the same order as requested in the IMU's RFP.

Our Experience As An Electric Utility Manager

We have served as an electric and water utilities manager in two communities in our career. We served as the city administrator/utilities manager for the City of West Point, Iowa and West Point Utilities Board of Trustees from 1977 to 1978. When we were the city manager of Maquoketa, Iowa, we served as both the city manager and the electric utility manager from 1978 to 1985. When the voter in Maquoketa established a Utility Board of Trustees in 1985, we assisted the Board with the transfer of duties for the electric utility from the city manager position to the newly created general manager position. We also served on the Board of Directors of the Iowa Association of Municipal Utilities (IAMU) in the early 1980's.

City of Indianola – City Manager Recruitment

We have also submitted a response to the Request For Proposals for the position of City Manager for the City of Indianola. The response to this RFP that is basically identical to the response submitted for the City Manager position for the City of Indianola.

If the City Council and the IMU Board of Trustees agree to conduct these two searches with similar time tables, we would be willing to offer a discount of \$1,000 on each proposal for a total discount of \$2,000 for the two proposals.

Each Search is Unique

Every executive recruitment process is unique and different. While the overall goal of each search process may be similar, we have learned that "one size does not fit all," when

it comes to the selection of a general manager. We have modified the search process on numerous occasions in order to meet the needs and expectations of the Board of Trustees.

Two Party Search Process

While we understand and recognize that we work for the IMU and that the Board of Trustees will make the final decisions on the search process, we have also learned that we need to develop a good working relationship with potential candidates for the position. Since we have completed numerous city manager searches, we have consistently communicated with potential candidates in a honest, professional, and open manner with frequent updates and reports. We place a high value on maintaining a professional relationship with potential candidates for not only the current search in progress, but also future searches in other communities. This "user friendly" approach with potential candidates has gained for us the trust and confidence of many potential candidates.

Limited Number of Searches

Once we have accepted your request to conduct an executive search, we will be fully committed to the search process. We will pledge that we will not conduct more than two searches at any given time so that we can devote the time needed to successfully complete the search in a professional and timely manner.

Reasons to Select Callahan Municipal Consultants

In summary, we would offer the following reasons why the IMU may wish to select Callahan Municipal Consultants, LLC to facilitate the City's executive search for the next general manager:

1. Mr. Patrick Callahan has over 40 years of experience as both a city manager and as an executive search consultant.
2. All of the various tasks in the search process will be completed by either Mr. Callahan or Mr. Long and will not be delegated to other people or consultants.
3. After we commit to the IMU general manager search process, we will "stay on task" and will complete the project in a timely manner.
4. We will keep the IMU Board of Trustees informed with frequent reports and updates on the search process.
5. Lastly, we will adhere to the proposed search process, as outlined in the IMU's Requests For Proposals. We will also be willing to modify the search process to meet the IMU's needs and expectations, if requested to do so by the IMU.

If you have any questions or if you need additional information, please feel free to contact us.

Sincerely,



Callahan Municipal Consultants, LLC
Patrick Callahan
Municipal Consultant

PROPOSAL REQUIREMENTS

GENERAL MANAGER RECRUITMENT

INDIANOLA MUNICIPAL UTILITIES RFP – PAGE 2

Responses Submitted

By

Callahan Municipal Consultants, LLC

August 19, 2015

PROPOSAL REQUIREMENTS
EXECUTIVE SEARCH FIRM RFP
IMU GENERAL MANAGER RECRUITMENT

1. Firm name, address, telephone number, and contact person

A. Firm Name and Current Profile:

Callahan Municipal Consultants, LLC

B. Address of corporate headquarters:

417 Kaitlynn Avenue
Anamosa, Iowa 52205

C. Telephone and e-mail addresses:

Telephone : 563-599-3708

E-mail: callahan.cmc@gmail.com

D. Contact Person:

Patrick Callahan

2. Brief history of the firm including year established.

Callahan Municipal Consultants, LLC was established in 2013 by Patrick Callahan. A brief history of the firm is included in Sections A and B of our Standard Proposal.

3. State of incorporation and type of ownership.

State of Incorporation – Iowa

Type of Ownership – Limited Liability Corporation, LLC

4. Names of all partners, principals, and/or owners of the firm.

Patrick Callahan – President

JoAnn Callahan – Vice-President

Principal Members: Patrick Callahan

JoAnn Callahan

5. Name and short biography of all proposed consultants/staff.

Patrick Callahan has over forty years of experience in municipal government as both a city manager and consultant. Mr. Callahan has been involved with 24 executive searches over a span of 20 years.

Since the firm was established the following executive searches have been completed:

1. City of Vinton, Iowa – (Population – 5,257) City Administrator Search

2. City of Guttenberg, Iowa – (Population 1,919) City Manager Search
3. City of Cascade, Iowa – (Population – 2,109) City Administrator Search
4. City of Fort Madison, Iowa – (Population – 11,051) City Manager Search
5. City of Fairfield, Iowa – (Population – 9,464) City Administrator Search
6. City of Tiffin, Iowa (Population – 2,500) City Administrator Search
7. City of Treynor, Iowa (Population – 919) City Manager Search

A complete summary of our executive searches is listed in our Standard Proposal.

Mr. Tim Long, the former city administrator of the Cities of Morrison, Illinois, Geneseo, Illinois, and Cascade, Iowa will be assisting Callahan Municipal Consultants, LLC with the executive search process for the city manager position in Indianola, Iowa. Mr. Long has great knowledge of municipal government and has maintained contact the numerous city managers and city administrators in Iowa and Illinois.

6. Name, title and business address of person responsible for submitting the RFP.

Patrick Callahan
President & Member
417 Kaitlynn Avenue
Anamosa, Iowa 52205

7. List of recent recruitments conducted, with contact names for reference checks.

A complete listing of recent searches is included in Section C of our Standard Proposal. The contact names for reference checks are included in Section F of our Standard Proposal.

8. A detailed plan of action steps and timetable of how the firm will conduct the process.

A detailed plan of action for the search process is included in Section D of our Standard Proposal. A tentative time table for each step in the search process is listed in Section E of our Standard Proposal.

9. Identification of specific services to be provided (i.e. candidate screening process, background check, reference check, etc.)

Specific services are summarized in Sections D, E, G of our Standard Proposal.

10. Information regarding the average number of years their top candidates have remained on the job after placement, and replacement service is the selected individual resigns or is terminated within a certain time frame.

When we were employed by Snyder & Associates from 2010 to 2013, we conducted six searches. Five of the six candidates are still employed in these positions. One candidate retired after serving as city administrator for 2 ½ years. The average number of years would be slightly less than three years.

Since Callahan Municipal Consultants was established in 2013, we have conducted seven searches. All seven candidates still remain on the job after placement.

Callahan Municipal Consultants (CMC) will offer an 18 month guarantee on the effectiveness of the General Manager, provided that the IMU Board of Trustees and CMC agree that all phases of the process have been successfully completed and the selected candidate agrees to abide by the ICMA Code of Ethics.

Should the IMU Board of Trustees determine that it is necessary to terminate the General Manager due to a failure to adequately perform the duties, as specified in the Position Profile and as represented by the process, we will refill the position at no additional fee and we will charge for expenses only.

If there are substantial changes in the political situation in the Indianola Municipal Utilities and a decision is made to terminate the General Manager for reasons other than failure to perform the duties, as specified in the Position Profile, this guarantee is subject to negotiations between the Board of Trustees and Callahan Municipal Consultants, LLC.

11. An itemized breakdown of all fees and charges, including direct reimbursable costs (postage, photocopying, travel, meals, and lodging) for services and proposed payment schedule.

An itemized breakdown of all fees and charges is listed in Section G of our Standard Proposal. The total cost for the search process, including reimbursable expenses for postage, copies, mileage, meals, and lodging, will not exceed \$13,160.

STANDARD PROPOSAL

Callahan Municipal Consultants, LLC

**Response to Request for Proposal
General Manager Position
Indianola Municipal Utilities (IMU)
August 19, 2015**

**Callahan Municipal Consultants, LLC
Patrick Callahan
417 Kaitlyn Avenue
Anamosa, IA 52205
563-599-3708
callahan.cmc@gmail.com**



General Manager Search

Indianola Municipal Utilities

A. Introduction

First of all, we would like to thank you for the opportunity to submit this response to the request for proposals to assist the IMU with the search for a general manager. We have over 40 years of experience in city government as both a city manager/city administrator and as a consultant to cities. We established Callahan Municipal Consultants, LLC on September 1, 2013. We had worked as a municipal consultant in association with Snyder & Associates from 2010-2013. We have enclosed for your review a brief history or resume of our career in city government.

Since Callahan Municipal Consultants, LLC was established in 2013, we have assisted seven cities with searches for city managers or city administrators. We assisted the cities of Cascade, Guttenberg, Vinton, Fort Madison, Fairfield, Tiffin, and Treynor with the recruitment of a city administrator or city manager.

B. Statement of History and Experience of Firm

Patrick Callahan will serve as the project manager and will have direct responsibility for the services provided to the City Council. In addition to Mr. Callahan's experience with executive searches, Mr. Callahan has a total of 41 years of experience in municipal government. A brief summary of his experience includes:

1. Assistant to the Director of Public Works – City of Fort Madison, IA – 1974-1977
2. City Administrator – City of West Point, Iowa – 1977 to 1978
3. City Manager – City of Maquoketa, Iowa – 1978 to 1993
4. Municipal Consultant – Institute of Public Affairs – 1993 to 2005
5. City Administrator – City of Anamosa, Iowa – 2006 to 2010
6. Municipal Consultant – Snyder & Associates – 2010 to 2013
7. Callahan Municipal Consultants, LLC – 2013 to present

C. Qualifications of Personnel Relating to Executive Searches

Patrick Callahan has extensive experience assisting cities with the recruitment and selection process for city managers, city administrators, public works directors, and other executive positions from 1995 to 2014. Since establishing Callahan Municipal Consultants, LLC in 2013, Mr. Callahan has conducted the following searches:

1. City of Vinton (Population – 5,257)
Search for City Administrator – 2014 Appointment
2. City of Guttenberg (Population – 1,919) Search for City Manager – 2013 Appointment

3. City of Cascade (Population – 2,159) Search for City Administrator – 2014 Appointment
4. City of Fort Madison (Population – 11,051) Search for City Manager – 2014 Appointment
5. City of Fairfield (Population - 9,464) – Search for City Administrator – 2014 Appointment
6. City of Tiffin (Population – 2,500) – Search for City Administrator/Clerk – 2015 Appointment
7. City of Treynor (Population - 919) – Search for City Manager/Clerk – 2015 Appointment

When Mr. Callahan joined Snyder & Associates in July 2010, the Firm's scope of services was expanded to include executive searches for city managers, city administrators, and city department heads. Mr. Callahan's involvement with numerous executive searches from 1995 to 2005 provided Snyder & Associates with an opportunity to offer this service to their clients in Iowa.

After joining Snyder & Associates, Mr. Callahan conducted the following executive searches in Iowa and Illinois:

1. City of Maquoketa (Population – 6,141) Director of Public Works, 2011
2. City of Cascade (Population – 2,159) City Administrator, 2011
3. City of Monroe (Population-1,830) City Administrator, 2012
4. Washington County, Iowa Public Health Administrator, 2013
5. Jackson County Economic Alliance – Economic Development Director, 2013
6. City of LaSalle, IL (Population 9,640) Director of Public Works - 2013

Prior to joining Snyder & Associates, Mr. Callahan assisted the Brimeyer Group with searches for city managers and city administrators from 1995 to 2005. He provided assistance with searches in the following cities in Iowa:

1. City of Dyersville – City Administrator
2. City of Cascade – City Administrator
3. City of Maquoketa – City Manager
4. City of Manchester – City Manager
5. City of Emmetsburg – City Administrator
6. City of Charles City – City Administrator
7. City of West Liberty – City Manager
8. City of West Burlington – City Administrator
9. City of Waukee – City Administrator
10. City of Storm Lake - City Administrator

Mr. Callahan served as the lead consultant for the Brimeyer Group for the searches in Dyersville, Manchester, and West Liberty.

A copy of Mr. Callahan's resume is attached.

Tim Long, a retired city administrator, will be assisting Callahan Municipal Consultants, LLC with this search process. Mr. Long has over twenty years experience as a city administrator for the Cities of Morrison, Illinois, Geneseo, Illinois, and Cascade, Iowa. He has both a masters degree in public administration and a bachelor of arts degree in political science from Northern Illinois University in DeKalb, Illinois.

A copy of Mr. Long's resume is attached.

D. Statement of Our Understanding of the Work

We would expect to have an extensive amount of involvement by the Board of Trustees. The first step in the process would be to convene a meeting of all persons involved to review the search process, to develop a time table, to discuss roles and to discuss any modifications to the process.

We will conduct individual interviews with the Board of Trustees, Selection Committee Members, and IMU Department Heads to gather information regarding the desired background and capabilities for the position. These individual interviews will also include questions regarding the IMU organization, business climate, services, organizations, IMU priorities, IMU projects, and related topics.

An important step in the search process will be the development of a position profile that clearly defines the education, background, management style, capabilities, level of experience, and personality traits of the ideal candidate for the position. This position profile will be sent to potential candidates who have backgrounds that may match the characteristics of the ideal candidate. Personal phone calls will be made by the Consultant to potential candidates, who may have the desired level of experience and background for the position. The Consultant will reference the position profile and state the reasons why they may want to consider becoming an active candidate for the position.

The search process will also include the preparation and placement of an advertisement of the position in various publications and posting on web sites. The aspects of the advertising plan for the position will be discussed and determined during the initial planning meeting with the Board of Trustees/Search Committee.

After the deadline for applications has passed, we will conduct an initial review of all the applications. If the Members of the Board of Trustees are interested, we will include them in this initial review of applications.

Once the most qualified candidates has been determined, we would schedule telephone or skype interviews with these candidates. We would expect that the Board of Trustees would be present for these interviews of the semi-finalists.

We would envision that after the initial interviews, Board of Trustees or Selection Committee would invite three or four candidates to participate in the formal interview process. The Board Members and citizens would have an opportunity to meet the candidates during an informal reception prior to the formal interviews, if it is acceptable to the Board.

The Board of Trustees would be involved in the formal interview process. We have typically used a two part interview process with the first phase consisting of two or more Board Members meeting with each candidate in a more informal setting and the second phase being the more traditional interview with the Board Members.

In summary, the process used to select the finalists for the position will include the following steps.

1. Development of position profile, as noted above.
2. Comparison of resumes and background information of the candidates to characteristics in the position profile.
3. Preparation of questions for telephone or skype interviews and formal interviews that will assist the Board Members in determining whether the candidates possess the desired characteristics for the position.
4. Preparation and use of a rating system and ranking process that will be used during the initial interviews to determine whether the candidates possess the desired characteristics.
5. Completion of reference and background checks of the candidates selected for formal interviews.

All of these steps will involve active participation by the Board of Trustees.

Lastly, the consultant will assist the Board with the process of reviewing and analyzing the information obtained during this search process to evaluate the candidates and the selection of the candidate that most closely resembles the ideal candidate for the position.

E. Tentative Time Table for Each Step in Process

1. Confidential Interviews with Board Members and Department Heads	Consultant	August
2. Preparation of Profile	Consultant/IMU	September
3. Preparation of Advertisements	Consultant	September
4. Preparation of List of Potential Candidates	Consultant	September
5.Placement of advertisements and posting on websites	Consultant	September
6. Board Approval of Profile	Consultant/IMU	September
7. Emailing of Profiles	Consultant	September
8. Phone Calls to Potential Candidates	Consultant	October
9. Deadline for Applications	-	October
10. Screening of Candidates	Consultant	October
11. Selection of Candidates for Initial Interviews	Board	October
12.Initial Interviews of Candidates	Consultant/Board	October
13. Send a Packet of Information to Candidates for Formal Interviews	Consultant	November
14. Education Verification, Credit Checks, & Criminal Background Checks, -Finalists	Consultant/IMU	November
15. Calls on Candidates' References	Consultant	November
16. Coordination of Interviews	Consultant	November
17. Actual Interviews	Consultant/Board	November
18. Negotiations with Selected Candidate	Consultant/Board	November
19. Approval of Offer of Employment	Board	December 1st

This tentative time table is strictly a summary of the steps in the process and potential dates for the completion of these steps. This time table will be reviewed and modified to meet the needs and expectations of the IMU Board of Trustees.

F. List of Client References

We have listed our most recent searches for various executive positions in Iowa and Illinois. The searches in Maquoketa, Iowa and LaSalle, Illinois were for the position of public works director. The mayors and city council members were actively involved in the search process for both of these positions. The searches for the Cities of Cascade, Monroe, Vinton, Fort Madison, Fairfield, Guttenberg, Tiffin, and Treynor were for the position of city manager or city administrator.

We have conducted searches for two county positions. We conducted a search for a director of public health position for the Washington County, Iowa Board of Health in 2013. We also conducted a search for an economic development director position for Jackson County, Iowa in 2013. Many city and county elected officials were involved with these two successful searches.

We have provided for your consideration the names and telephone numbers of both elected and appointed officials who were involved with our most recent searches. If you need additional contact persons, please feel free to contact us.

The contact persons for the recent searches conducted for Iowa and Illinois governmental organizations are as follows:

1. City of Maquoketa – Brian Wagner, City Manager 563-652-2484
2. City of Cascade – Patrick Kearney, Council Member 563-543-7668
3. Washington County Board of Health – Wendy Miller 319-591-1790 or Danielle Pettit-Majewski 641-330-2418
4. Jackson County Economic Alliance – Larry “Buck” Koos Chairman of the Board and Jackson County Supervisor 563-599-7087 or Loras Herrig, City Administrator 563-872-4456
5. City of LaSalle, Illinois, Mayor Jeff Grove, 815-223-3755 or Tom Ptak, Council Member, 815-228-3491
6. City of Vinton – John Watson, Mayor, 319-929-4386 or 319-472-2841 or Chris Ward, City Administrator 319-472-4707
7. City of Guttenberg – Dr. Russell Loven, Mayor, 563-880-3162 or 563-252-1310
8. City of Fort Madison – Brad Randolph, Mayor, 319-371-8371 or Melinda Blind, City Clerk 319-372-7700
9. City of Fairfield – Ed Malloy, Mayor, 641-233-1080 or Martha Rasmussen, Council Member 641-919-4269 or 641-472-2339 or Joy Messer, City Clerk, 641-472-6193
10. City of Tiffin – Jim Bartels, Council Member, 319-545-2613 or Mike Ryan, Council Member, 319-545-2203.
11. City of Treynor – Bryce Poland, Mayor, 402-926-6831 or Tom Lewis, Council Member, 402-639-5487.

G. Proposed Fees and Scope of Services

Proposed Consulting Fee Schedule August 19, 2015

TASKS	LEAD ROLE	FEE
1. Confidential Interviews-IMU officials (Two days)	Consultant	\$1,800
2. Preparation of Profile	Consultant	\$1,400
3. Board Approval of Profile	Council	\$0
4. Preparation of List of Potential Candidates	Consultant/Board	\$360
5. Printing and Mailing or Emailing of Profiles	Consultant	\$600
6. Preparation of Advertisements	Consultant	\$200
7. Placement of Advertisements	Consultant/IMU	\$200
8. Phone Calls to Potential Candidates	Consultant	\$400

9. Screening of Candidates	Consultant/Board	\$1,700
10. Selection of Candidates for Telephone & Skype Interviews – Board Meeting	Council	\$500
11. Telephone Interviews of 5-8 Finalists	Consultant/Board	\$1,300
12. Selection of Candidates for Formal Interviews	Board	-0-
13. Mail Packets of Information to Candidates for Interviews	Consultant	\$200
14. Education Verification, Credit Checks, & Criminal Background Checks.	Consultant/IMU	\$800
15. Calls on Candidate References	Consultant	\$720
16. Coordination of Interviews & Calls to Candidates	Consultant	\$680
17. Actual Formal Interviews – Two Days	Consultant/Board	\$1,300
18. Negotiations with Selected Candidate	Consultant	\$200
19. Board Approval of Offer of Employment	Board	-0-
SUB-TOTAL – Consulting Fee		\$12,360
Expenses – Mileage, meals, phone calls, and copies		\$ 800
Grand Total – Not to Exceed		\$13,160

It is agreed and understood that the IMU Board of Trustees reserves the right to select only those phases in the process that the Board determines to be needed for a successful search. The payment to the Consultant shall be based on the actual number of phases that have been selected by the Board and completed by the Consultant.

H. Six Month Performance Evaluation Process – Council Option

If requested by the Board, we can assist the IMU with the six month performance evaluation of the person selected as general manager. In cooperation with the Board of Trustees, and general manager, we will develop a performance evaluation form and rating system. We will distribute and collect the evaluation forms, summarize them, and present the summary to the Board of Trustees, and general manager. If there is a need for an improvement in some aspect of the performance of the city manager, we will provide advice and suggestions, if requested. The fee for this service would be \$800, plus mileage.

I. Estimated Additional Expenses

The expenses listed in Section G do not include the cost of advertisements for the position. We typically prepare a list of advertising options that can range from no cost to \$800. We will provide a list of such options and the associated cost for each option. The Board will then select the preferred options and the costs will be billed directly to the IMU. The total cost for advertising is typically in the range of \$1,000 to \$2,000 for the search process.

The IMU will be responsible for the cost of meals and snacks during the interview process. These costs will be determined by the Board of Trustees, but are normally in the range of \$200 to \$400, depending upon the number of people involved in the process.

The IMU may offer to pay for the travel costs and lodging of the candidates, who are invited to Indianola for the formal interviews. It will be a Board decision as to whether the IMU reimburses the candidates for their travel expenses. While the cost will vary, depending upon the number of candidates and their distance from Indianola, the IMU should anticipate that the cost to reimburse candidates for travel expenses could be in the range of \$2,000 to \$4,000.

J. Invoices For Services

As we noted in Section G, we will provide the proposed consulting services for a fee not to exceed \$13,160. This fee includes our direct costs for mileage and copies. We would propose that our fee be billed to the IMU as two invoices. The first invoice would be sent following the completion of the telephone or skype interviews. The second and final invoice would be sent after the selected candidate has agreed to accept the position. Expenses, such as mileage, meals, and copying costs, will be itemized for the IMU. Copies of receipts will be provided to IMU, if requested.

K. Final Comments

We certainly appreciate the opportunity to present this proposal to the IMU. We would welcome the opportunity to meet with you to further review our proposal for services and to answer any questions.

Since we live less than 170 miles from the City of Indianola, we will be accessible during the search process. We are willing to modify the search process, as outlined in this proposal, to meet the IMU's needs and expectations. We have learned from previous searches that each search is unique and the dynamics will vary. We would enjoy assisting the Indianola Municipal Utilities with the search process for a General Manager.

PATRICK J. CALLAHAN

PROFESSIONAL EXPERIENCE:

- 2013 – Present MUNICIPAL CONSULTANT – CALLAHAN MUNICIPAL CONSULTANTS, LLC**
- Providing assistance to cities on capital improvement plans, 28E agreements, project financing, executive searches, insurance specifications, urban renewal plans, utility rate analysis, and franchise renewals and budget analysis.
- 2010-2013 MUNICIPAL CONSULTANT – SNYDER & ASSOCIATES**
- Provided assistance to cities on capital improvement plans, 28E agreements, project financing, executive searches, insurance specifications, urban renewal plans, utility rate analysis, and franchise renewals and budget analysis.
- 2006-2010 CITY ADMINISTRATOR – CITY OF ANAMOSA, IOWA**
- Responsibilities and duties included the supervising of the following departments: Public Works, Police, Fire, Water, Wastewater, Parks, Cemetery, and Administration. Managed significant capital improvement projects, such as street improvements, wastewater plant, public works building, and flood recovery.
- 1999-2005 FINANCIAL CONSULTANT – RUAN SECURITIES CORPORATION**
- Provided financial consulting services and assistance with bond issues to cities for the financing of capital projects.
- 1993-2005 LOCAL GOVERNMENT CONSULTANT – MUNICIPAL AND COUNTY MANAGEMENT SERVICES (MCMS)**
- As a self-employed municipal consultant, assisted cities with cable franchise renewal process, capital improvement plans, management studies, personnel studies, and financial reviews.
- 1993-2005 LOCAL GOVERNMENT CONSULTANT – INSTITUTE OF PUBLIC AFFAIRS – THE UNIVERSITY OF IOWA**
- Provided assistance to cities on strategic planning/goal setting, governmental service sharing, 28E agreements, and

PATRICK J. CALLAHAN

management studies, conducting workshops/seminars, and writing governmental publications.

1978-1993

CITY MANAGER – CITY OF MAQUOKETA, IOWA

Responsibilities and duties included the supervising of the following departments: Public Works, Police, Fire, Water, Wastewater, Parks, Airport, Local Access and Economic Development. Served as the Electric Utility Manager for the first seven years prior to creation of the Utility Board of Trustees. Managed significant capital improvement projects, such as, fourteen street reconstruction projects, power line extensions, new city hall, power plant expansion, new police station, and five storm sewer projects.

1977-1978

CITY ADMINISTRATOR / UTILITY DIRECTOR – CITY OF WEST POINT, IOWA

Responsibilities included the supervision of activities in the Street, Sewer, Electric, Cemetery, Water, Parks, and Police Departments. Other duties included zoning enforcement, preparation of federal grant applications and budget work.

1974-1977

CITY PLANNER / ASSISTANT TO DIRECTOR OF PUBLIC WORKS – CITY OF FORT MADISON, IOWA

Responsibilities included enforcement of zoning and subdivision regulations, preparing written reports, public relations, preparing federal grant applications, personnel reports, transportation studies and park and recreation planning.

EDUCATION: 1972-1974

The University of Iowa – Iowa City, Iowa
Master of Arts Degree in Public Administration

1968-1972

Loras College – Dubuque, Iowa
Bachelor of Arts Degree in Political Science

MEMBERSHIPS:

- * Iowa City Management Association Board of Directors
1986-1991
- * Iowa League of Cities Board of Directors 1987-1989
- * Iowa Association of Municipal Utilities (IAMU)
Board of Directors 1984-1986

TIM D. LONG

1649 West 43rd Street, Davenport, Iowa 52806
309.714.1519 (cell)
E-mail: *longtimd@gmail.com*

JULY 1, 2015

EMPLOYMENT

INTERIM CITY ADMINISTRATOR CITY OF TIFFIN.

FEBRUARY 2015 – JUNE 2015
TIFFIN, IOWA

Assumed day-to-day operations of the small organization on short notice, coordinating staff and consultants to manage rapid growth and development processes for one of the fastest-growing cities in the state of Iowa, located adjacent to Coralville and Iowa City.

Initiated processes with the City Council, State of Iowa and Johnson County officials to rectify repeated negative fund balances reported to the State and correct indecipherable financials and budget documents, remaining on assignment with the City to bring about corrected statements.

Assisted City Council and executive search consultant with the process for its replacement with a professional City Administrator.

INTERIM CITY ADMINISTRATOR CITY OF GENESEO.

OCTOBER 2014 – FEBRUARY 2015
GENESEO, ILLINOIS

Assisted Mayor and City Council with the transition resulting from change of elected leadership and revolving-door administration to professionalizing the office, including the retention of a professional administrator and re-calibrating City personnel to function in a de-politicized working environment for day-to-day operations.

Coordinated collective bargaining negotiations with water and sewer department employees, leading to preliminary agreements pending final discussions with the new professional administrator.

Coordinated bid process for 1 Mw solar energy project with the Director of Electrical Operations and City Engineer to meet grant requirements

Assisted City Council and executive search consultant with the process for its replacement with a professional City Administrator.

CITY ADMINISTRATOR CITY OF CASCADE.

FEBRUARY 2012 – RETIRED IN APRIL 2014
CASCADE, IOWA

Coordinated activities with the City's multiple contract engineers to complete \$4 Million in water system projects during 2012-13, issued general obligation and revenue debt instruments.

Managed incorporation of private ambulance service into ownership and operation by the City of Cascade, including issuance of debt and budget adjustments to provide local volunteer-based operations.

Assisted Council in developing planning, financing, location assessments for mandated \$5 Million Wastewater Treatment Facility on tight timeline for 2016 implementation.

TIM D. LONG
DAVENPORT, IOWA

JULY 1, 2015

HOUSING DIRECTOR
PROJECT NOW, INC.

NOVEMBER 2010 – NOVEMBER 2011
ROCK ISLAND, ILLINOIS

Planning, oversight and direction of staff of ten delivering state and federal grant-funded programs providing energy efficiency weatherization improvements to single- and multi-family residential units in three county service area.

Maintenance and improvement of 91 low-cost residential rentals.

Management of grant-funded programs to assist first-time homebuyers and repair and improve single-family owner-occupied homes to meet health and safety standards.

Development and control of multiple budgets totaling \$2 million. Grant writing and grant management.

CITY ADMINISTRATOR
CITY OF MORRISON

MARCH 2007 – NOVEMBER 2010
MORRISON, ILLINOIS

Implemented "Organizational Excellence" goal setting and team-building exercise with all staff within first 3 months of employment, determined organizational strengths, weaknesses, expectations.

Completed a system-wide analysis of needs in the water and sewer systems with the City's Director of Public Works and consulting engineer. Restructured water and sewer rates to support \$10 Million of critically needed water and sewer system improvements with public support.

Coordinated tasks of the Director of Public Works, project engineering firm, financial advisor, bond counsel and Illinois Environmental Protection Agency (IEPA) to develop financing alternatives including competitively bid bonds or debt certificates and IEPA low interest loans.

Reorganized an ad-hoc, under-managed construction project to complete a 35-acre Sports Complex having five regulation size, fully-illuminated baseball fields, a football-soccer field, two permanent concessions buildings and maintenance garage, extensive drainage and irrigation systems along with parking and walking trails. The facility opened in Spring, 2010.

Successfully negotiated contracts for the two labor unions within three months of starting date.

CITY ADMINISTRATOR
CITY OF GENESEO

DECEMBER 1992 - MARCH 2007
GENESEO, ILLINOIS

Team leader for funding, planning, and construction of the new \$3.5 million municipal building for the police department, council chambers, and administrative offices.

Administered the successful issuance of \$5.2 million in bonded debt for capital projects between 2004 and 2007 while maintaining a balanced budget.

Coordinated the research, development, and passage of effective city storm water and soil erosion

TIM D. LONG
DAVENPORT, IOWA

JULY 1, 2015

CITY ADMINISTRATOR
CITY OF GENESEO, CONTINUED

DECEMBER 1992 - MARCH 2007
GENESEO, ILLINOIS

control and highway development and appearance ordinances in cooperation with ad-hoc committees of the City Council and the Bi-State Regional Planning Commission.

Researched, developed, and assisted the Mayor and City Council in passage of a 5%, \$500,000 per year utility tax, the proceeds of which were used solely for the reconstruction of city streets on a pay-as-you-go basis. The program was popular and successful in rebuilding miles of deteriorated streets.

Partnered with the City Finance Director and independent auditors to initiate a Comprehensive Annual Financial Report and subsequently obtaining the *Excellence in Financial Reporting* award of the Government Finance Officers Association for the final seven years of my employment with the city.

Developed and coordinated the in-house process for the recruitment and selection of Chief of Police and Public Utilities Manager (both to replace retirees) by including staff, their respective boards, and City Council.

Initiated and coordinated an ad-hoc committee's search and selection of a planning consultant, visioning process and the subsequent development of a five-year revision of the city's comprehensive land use plan.

ASSISTANT TO THE DIRECTOR / INTERNSHIP

GREATER STERLING DEVELOPMENT CORPORATION (GSDC)

MARCH 1992 - DECEMBER 1992
STERLING, ILLINOIS

Coordinated environmental remediation and physical clearance of an abandoned industrial site for re-use of the property as commercial office space.

Analyzed central business district parking and recommended revisions to City of Sterling parking regulations, implemented by the City Council.

Prepared documents and application for a successful micro-loan revolving fund grant.

Provided interim management of the GSDC small business incubator building.

ADMINISTRATIVE ASSISTANT/MPA INTERNSHIP
VILLAGE OF SUGAR GROVE

APRIL 1990 - AUGUST 1991
SUGAR GROVE, ILLINOIS

Prepared site analysis and recommendations, and coordinated selection of architect and bid process for the new village municipal center.

Wrote specifications, conducted bid process and supervised removal of underground fuel storage tanks from village property.

Represented the village on the Northeastern Illinois Planning Commission's "Balanced Development" task force, from 1990 to 1991.

INDIANOLA MUNICIPAL UTILITIES



Electric • Network Services • Water

**PROPOSAL TO PROVIDE
EXECUTIVE RECRUITMENT CONSULTING SERVICES
FOR UTILITIES GENERAL MANAGER**

Colin Baenziger & Associates

Project Manager and Contact Person:

Colin Baenziger (561) 707-3537
Colin Baenziger & Associates
Salt Lake City, UT, and Daytona Beach Shores, FL
e-mail: Colin@cb-asso.com
Fax: (888) 635-2430

...Serving Our Clients with a Personal Touch...

PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT CONSULTING SERVICES

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August 12, 2015

Utilities Board of Trustees members Heather Hulen, Deb White, Jim McClymond and Mike Rozga
Indianola Municipal Utilities Board of Trustees
c/o RoxAnne M. Hunerdosse, Director of Human Resources
P. O. Box 299
110 North First Street
Indianola, Iowa 50125-0299

RE: Proposal to Provide Recruitment Services for Utilities General Manager

Dear Board Members Hulen, White, McClymond and Rozga:

Colin Baenziger & Associates (CB&A) appreciates the opportunity to submit a proposal to assist in finding both your next General Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested nationwide and found to be extremely effective and cost conservative.

CB&A is a national recruiting firm having conducted assignments from Florida to Alaska and Maine to California. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and manager selection. We also offer the best warranty in the industry.

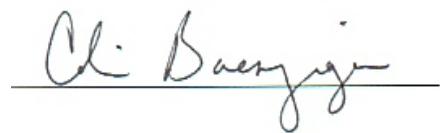
Not only do we offer unparalleled service at a reasonable price, we focus on finding just the right people for your organization. We say people, and not person, because our goal is to bring you five finalists who are so good that you will have a difficult time choosing among them. The proof is in the fact that six of our local government clients have passed resolutions thanking us for our outstanding efforts in finding their key staff. We do not know how often you have passed a resolution thanking a consulting firm for its efforts, but we have rarely seen it happen. Our goal, in fact, would be for you to be our next client to pass such a resolution.

Some of our utility searches include: Water and/or Sewer Directors / Executive Directors / General Managers for Asheville (NC) Water, DeKalb County's (GA) Watershed Management Department (the County's water and sewer department); Des Moines (IA) Water Works; Florida Keys Aqueduct Authority; the Sewerage and Water Board of New Orleans, LA; Palm Bay (FL) Utilities; St. Petersburg's (FL) Water [and sewer] Resources Director, Pinellas County's Executive Director for Environment and Infrastructure (oversees the County's utilities, public works, and environmental functions), Director for South Martin Regional Utilities (Martin County and the General Manager for Tampa Bay Water.

Some of our searches also include City Managers/CEOs for Ankeny, IA, Ashland, KY, Bellevue, WA, Buckeye, AZ, Cottonwood Heights, UT, Destin, FL, Doraville, GA, Mountlake Terrace, WA, Mount Pleasant, MI, Scottsdale, AZ, Springettsbury Township, PA, Tacoma, WA, Winchester, VA, and Yakima, WA. We have also sought the County Administrators/Managers/CEOs for Clackamas County, OR, El Paso County, TX, Emmet County, MI, James City County, VA, St. Johns County, FL, and York County, VA, as well as the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia).

Our current searches include, among others, the County Attorneys for Fulton County, GA, and Prince William County, VA, as well as Managers for the Village of Estero, the City of Fernandina Beach and the City of Fort Myers in FL. We are also seeking the Executive Director for Sun City Summerlin HOA in Las Vegas, NV, the Human Resources Director for Hillsborough County, FL, the Assistant Financial Services Director for Pasco County, FL and the Division Director for Power and Light, Danville, VA.

We do look forward to working with you in the near future. If you have any questions, please feel free to contact me at (561) 707-3537.



Colin Baenziger
Principal / Owner

...Serving Our Clients with a Personal Touch...

I. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL and Salt Lake City, UT, with offices in Centerville, MD; Chicago, IL, Rhinelander, WI; and Richland, WA. As a sole proprietorship, we are not registered with any states as a corporation, foreign or otherwise. Although our primary focus is executive search, we are often involved in operational reviews of governmental operations. Our consultants live in other areas of the country and converge wherever the client's needs exist. We develop an operational plan prior to arrival and our team of experts quickly studies the issues, identifies problems and opportunities, performs the necessary analysis, develops solutions, prepares reports and action plans, and completes the assignment. The client receives prompt, professional service, and its needs are effectively addressed. We are available for follow-up work, however, our goal is to provide the client with solutions that its existing staff can implement without additional outside assistance.

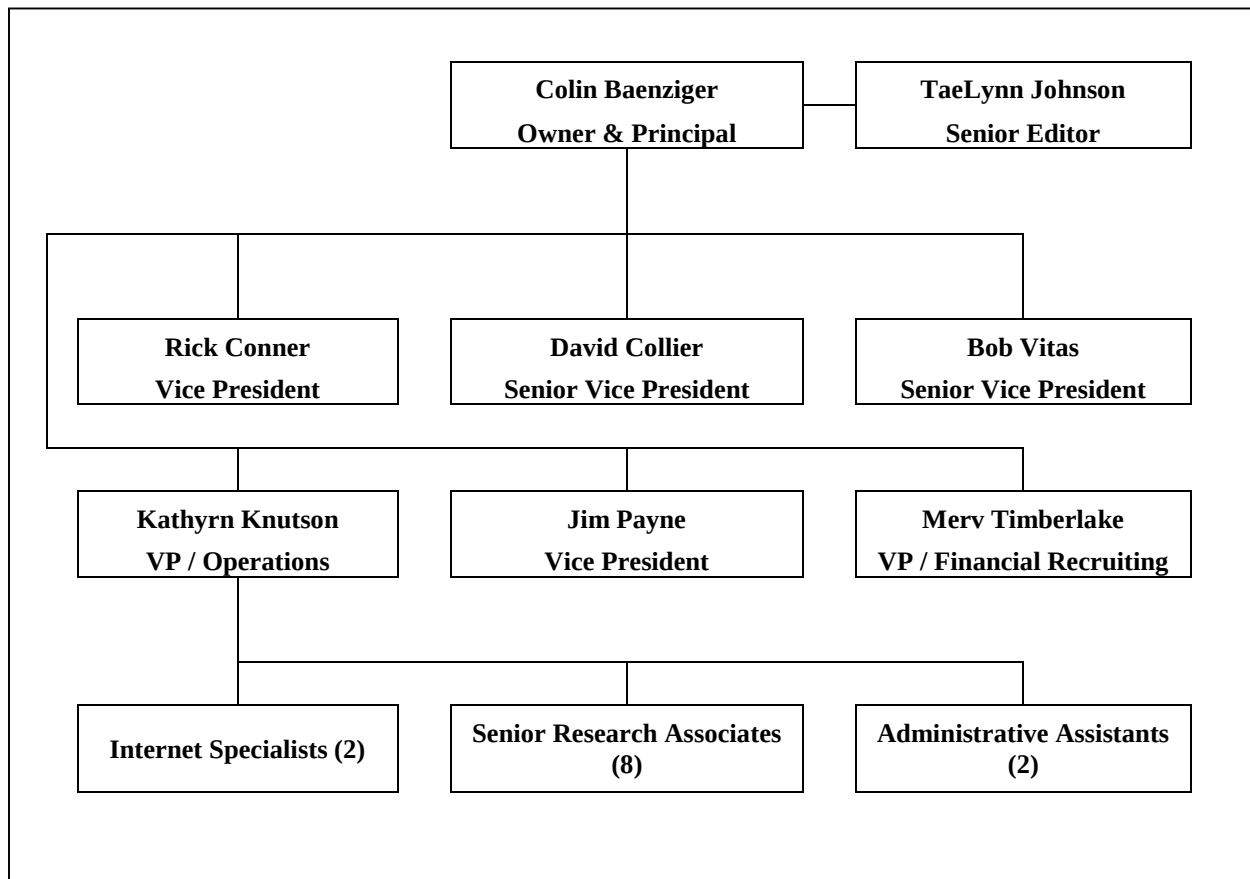
Colin Baenziger & Associates' outstanding reputation is derived from our commitment to timeliness and quality. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed we have an obligation to fulfill its requirements excellently and within the budgeted amount.

Since beginning our search practice in 1998, we have conducted searches and other related work for clients in twenty-three states. Overall our staff has performed over 150 City, County, and Special District Manager searches and approximately 250 local government searches. The basic approach we have presented herein is the approach we have used in each of our searches. It has been refined over the years to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 17 years. The model has proven to be extremely effective in every state where we have applied it and for every type of position for which we have searched. In fact, we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately eighteen people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials. As a result, we understand multiple perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and most have been with us for a long time.

I. Qualifications and Experience of the Firm (continued)



Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. ***We have never asked a search client for additional fees, even when we were entitled to do so.***

Completion of Projects on Schedule

Colin Baenziger & Associates routinely completes its assignments in sixty to ninety days. Further, since CB&A began performing recruitments, ***it has never missed a project milestone.***

Diversity

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City and all of our other clients. The proof is that from the beginning of 2009 through the end of 2011, forty-three percent of the individuals whom we placed as City and County Managers were minorities and/or women. Our percentage of women and minorities placed in 2014 was also 43%.

I. Qualifications and Experience of the Firm (continued)

Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

Overall Executive Search Experience

CB&A started its executive search business in 1998 from scratch. As a single father, he needed to stay nearby and so his goal was to become Florida's preeminent recruiter. In 2007 with his children mature, he branched out into other states. His firm has now worked in 23 states, from Maine to California and Florida to Alaska. See the map below.



A listing of our searches since 2011 follows and a complete list of our searches is contained in Appendix A. While our references are in Section IV, please feel free to contact anyone on the list below.

Some of CB&A Clients...



Des Moines Water Works, IA

CEO/General Manager



***Tampa Bay Water (serving a population
Of over 2.4 million)***

General Manager



Fulton County, GA

***Director, Registrations &
Elections
Personnel Director***



St. Petersburg, FL

***Water Resources Manager
(Director, Water & Wastewater)***

II. Search Methodology

The following search methodology has been refined over the past seventeen years and now is virtually foolproof. As noted below, we will integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision.

Information Gathering, Needs Assessment and Preparation

Task One: Needs Assessment

An important part of the recruiter's work is selling the community to the very best candidates (including those that are not actively looking for the next job) while also providing an accurate portrayal of the community and the opportunity. In order to do this, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Compile background information from the jurisdiction's website and other sources.
- Interview the Board Members, other key parties (such as current Mayor, Council Members, Department Heads) and stakeholders (such as community groups, business owners, residents, government officials and property owners). Our goal is to develop a strong sense of your organizations, its leadership, its short and long term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will likely include experience, longevity, education, personality, demeanor, and achievements as well as other items the Board, Council Members and stakeholders consider important, and
- Determine a reasonable compensation package.

We will also finalize the timeline so candidates can mark their calendars well in advance and will be available when the Board wish to conduct the interviews.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will update the General Manager position description and develop comprehensive recruitment profile. We will provide our draft of these documents to the Board for their review and comment. Their suggestions will be incorporated, and the final documents prepared. A sample of our work is included as Appendix B. Other samples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for this position. We say people, and not person, because our goal is to bring you six to ten excellent semi-finalists, all of whom will do the job extraordinarily well and who are so good you will have a difficult time choosing

II. Search Methodology *(continued)*

among them. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- **Networking:** The best approach is diligent outreach. We will network with our colleagues and consult our data base. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished. We also use LinkedIn as a source of candidates.
- **Advertising** While we will seek out the best, we will not ignore the trade press as it often also yields strong candidates. We intend to contact the members of organizations such as the American Water Works Association and so on. We will also post it on our website, www.cb-asso.com. We generally do not use newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the type of candidates our clients are seeking.
- **Email:** We will also e-mail the recruitment profile to our listserv of 12,500 managers and professionals who are interested in local government management. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be interested.

Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from thirty to sixty applicants. We will first prepare a report on each applicant and then begin screening of the strongest candidates. Our goal will be to narrow the field and present information on the strongest candidates to the Board. This process requires a mixture of in-depth research and subjective evaluation. Our process is as follows.

It should be noted that selecting strong candidates is more an art than a science. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the Utilities Board and the community. Typically forty percent of our finalists are women and/or minorities.

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will evaluate all resumes and identify the eight to ten candidates. Some of these may be in-house candidates or individuals who have held high-level positions in other governments but who have never been a Manager.

Often these people simply need the opportunity. Using a football analogy, Vince Lombardi was an assistant coach with the New York Giants prior to being hired by the Green Bay Packers. Hence, we do not believe we should only consider those who have already held the position we are recruiting for.

II. Search Methodology *(continued)*

Step Two. Screening Interview. Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these candidates. Using what we learned in Phase I and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.

Step Three. Candidate Materials and Background Investigations. For those that remain in consideration, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to prepare a written introduction to themselves as part of their preliminary background checks. This is done for several reasons. First, it allows the candidates to tell their own story and balance the negativity that is so often characteristic of the press. It also allows the client to evaluate the candidates' written and communicative skills.
- **Candidate Disclosure Statement:** We will ask candidates if there is anything controversial in their background that we should be made aware of prior to further consideration. While it is unlikely that we find anything not previously publicized in the press, we believe redundant checks offer superior security for our client.
- **Interviews of References:** We tell the candidate with whom we wish to speak. These include current and former Council Members, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically we reach eight to ten people and prepare a written summary of each conversation.
- **Legal Checks:** Through our third party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state and national level; civil records for any litigation at the county and federal level; and bankruptcy and credit.
- **Search the Internet and Newspaper Archives:** Virtually every local newspaper has an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased and we consider that in our evaluation. This step is conducted in order to quickly discover candidates with problems in their backgrounds and eliminate them.
- **Verification of Education:** We also verify claimed educational degrees to assure the candidate is being totally forthright.

II. Search Methodology *(continued)*

- **Verification of Work History:** We verify employment for the past fifteen years.

Note: We firmly believe that all background work we have outlined above should be completed early in the process. That way the client knows the individuals to be interviewed are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. It also means that once our client has made a selection, it can move forward promptly, negotiate a contract and make an announcement.

Task Five: Preparation and Presentation of Candidate Materials

For the selected candidates, CB&A will compile the information we have developed into a complete written report for each recommended candidate. Specifically, this information will include: the candidates' resumes, introductions, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide some advice on interviewing, a series of questions the elected and appointed officials may wish to ask (as well as some areas that it is not wise to get into), and some logistical information. The preceding information will be forwarded to you *electronically*.

The goal in conducting these checks is to develop a clear picture of the candidates and to determine which best meet the criteria established in Phase I. Each of the avenues we pursue adds a piece of the puzzle. We will crosscheck sources, search for discrepancies, and resolve them when we find them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. If we conclude the situation is damaging or even questionable, the situation reported to the City, with the City's concurrence, the candidate will be dropped from further consideration.

Task Six: Finalist Selection and Finalize the Assessment Process

We will recommend five to ten candidates to the Board for its consideration. We will then discuss these candidates and their materials with the Board. The goal will be to select approximately five outstanding candidates to present to the Utilities Board to interview. We will also finalize the assessment process.

Task Seven: Notify All Candidates of Their Status

We will notify the selected candidates by telephone and give them the opportunity to ask additional questions. CB&A will also contact those not selected to advise them of their status. Part of the notification will include advice concerning the candidates' resume and/or cover letter so, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

II. Search Methodology (continued)

Coordinate the Interview Process and General Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an interview/assessment process for the Board's review including means to evaluate the candidates' communication skills, interpersonal skills, and decision-making skills. As part of the process, we will recommend the Board observe the finalists in a number of settings. We will also recommend you invite the finalists' spouses so they can spend time in and evaluate your community.

We will work with the Board to develop a process that will provide it with the information it needs in order to fully assess the candidates. While the particulars will need to be worked out, we believe the Board should observe the finalists in a number of settings. Those settings might include panel interviews with members of the senior staff and the community, a public reception where the community can meet the candidates, individual interviews with the Board Members, City Council, senior staff and other key stakeholders, role playing with a PowerPoint presentation on a current topic and so on.

Task Nine: Debriefing and Selection

Once the interviews have concluded, CB&A suggests the Board adjourn and hold a meeting a day or two later to select the next General Manager. Although the selection can be made the same day as the interviews, this decision is quite important and we recommend you take some time to consider what you have seen and heard.

In terms of the final selection, we have developed a simple methodology that moves the elected body quickly and rationally to the desired outcome. Once the selection has been made, CB&A will notify the finalists of their status. Candidates are eager to know and we feel it is important to keep them informed.

II. Search Methodology *(continued)*

Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

Should the Board Members wish, we will assist in the employment agreement negotiations. Generally, a member of the elected body and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect a relatively prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new General Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. In fact, at your request, we will conduct a team-building workshop, at no charge, to resolve any difficulties. We simply feel it is part of our job to assure a successful relationship.

Communications: We will provide weekly reports about the status of the search, in writing or by phone, depending upon your preferences. At significant milestones we will make the reports in person. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We want to be responsive and to assist in any way we can.

II. Search Methodology *(continued)*

The Utilities Board Obligations

The Utilities Board will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The City and Utilities Board will also be responsible for reimbursing the candidates for all expenses associated with their travel, meals, and incidentals for the interview weekend.

The City and Utilities Board should also plan to provide the following information, if it is not available on the City's or Utilities Board's websites, to each of the finalists: the current year budget, an organizational chart, the latest completed audit and management letter, any current strategic and long range plans, a copy of the City Charter if available, any job descriptions and other materials defining the role and duties of the General Manager, and any evaluations of the organizations completed in the last year.

These are the only obligations and responsibilities the City and Utilities Board are expected to assume in the recruitment process.

II. Search Methodology *(continued)*

Possible Project Schedule

The following is the project schedule we suggest for this recruitment and assumes we are selected to perform the search by September 1st.

Phase I: Needs Assessment / Information Gathering

- September 10th: CB&A begins meeting with the City and Board Members and other suggested stake holders to understand the job and its challenges.
- September 14th: CB&A submits the drafts of the full recruitment profiles to the City and Board Members for its reviews. Comments will be due back by September 21st.

Phase II: Recruiting

- September 25th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 12,500 local government professionals.
- October 23rd: Closing date for submission of applications.
- October 30th: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- November 23rd: CB&A forwards its candidate report and materials to the Board. These will include the candidates' resumes, the candidate introduction, and the results of our reference, background and Internet/newspaper archives checks.
- November 30th: City Council and Utilities Board selects candidates for interviews.

Phase IV: Interview Process Coordination General Manager Selection

- December 10th: City Council and Utilities Board holds reception for the finalists.
- December 11th: One-on-one and full City Council and Utilities Board Interviews and possible decision.
- December 14th: City Council and Utilities Board selects its next General Manager if the decision is not already made.

Phase V: Negotiation, Warranty & Continuing Assistance

- Post-Selection: CB&A works with City and Utilities Board representatives and the selected candidate on employment agreements.

More CB&A's Clients...



DeKalb County, GA

***Director, Watershed (water and
Wastewater) Management***



Town of Jupiter Island, FL

***South Martin Regional Utilities
Director
Town Manager
Assistant Town Manager
Building Official
Assistant Utilities Director***



City of Sunny Isles Beach, FL

***City Manager,
City Engineer,
Assistant Director, Public Works***



Palm Beach County Water Utilities

Management Consulting

III. Proposed Project Staff

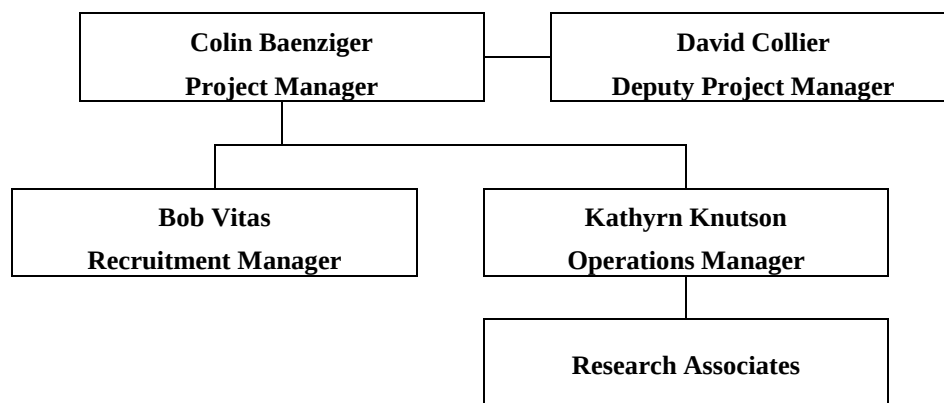
Project Team and Involvement

Colin Baenziger & Associates is an experienced recruiting firm which strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person—he will serve as your project manager. He will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. In addition to twenty years as a consultant, Mr. Baenziger spent ten years in government as a senior manager. Overall, he has been the firm's Project Manager for more than one hundred and twenty five city and county manager searches. Prior to starting CB&A, he spent over 20 years hiring key staff.

David Collier, Senior Vice President, will serve as deputy project manager. Mr. Collier will assist in every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. Before joining CB&A as a recruiting manager in 2006, he had over 30 years of experience as a senior level local government manager in several states and in that capacity hired many key staff. He earned his Bachelor of Arts degree in Economics and his Master's degree in Public Administration from the American University in Washington, D.C. He is a past president of the Maryland City Managers Association and the Florida Association of County Administrators.

Bob Vitas, Senior Vice President will serve as the recruitment manager? and assist with the identification and screening of candidates. He will also assist with client liaison. Before joining CB&A, Bob was a local government manager for 25 years and consultant for 10 years working both in the United States and overseas. He earned his Bachelor of Arts degree in Political Science and his Master's degree in Public Administration from Northern Illinois University in DeKalb, Illinois. He is a native Midwesterner and is very familiar with many of the states.

Kathyrn Knutson, Vice President for Operations, will be responsible for coordinating the advertising and production of the materials we will present to you as described in the Recruitment Approach.



III. Proposed Project Staff (continued)

Colin Baenziger, M.P.A.

Principal

Colin Baenziger is a student of local government and responsible for the executive recruitment functions at Colin Baenziger & Associates. Over the years, he has worked with a number of cities on recruitments and on management, operational, and organizational issues. As a former manager and someone who actively consults with governments, he understands what it takes to do the manager's job effectively. Furthermore, because he is active in a number of professional associations, he knows many of the nation's managers on a first-name basis.



Some of Mr. Baenziger's searches for local governments include:

- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Fife, WA (population 8,200)
- City Manager, Fayetteville, NC (population 208,000)
- Village Manager, Key Biscayne, FL (population 11,000)
- Economic Development Director, Loudoun County, VA (population 326,000)
- Community Development Director, Miami, FL (population 373,000)
- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000)
- City Manager, Mount Dora, FL (population 12,000)
- County Manager, Clackamas County, OR (population 380,000)
- City Manager, Palm Coast, FL (population 51,000)
- City Manager, Portland, ME (population 65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, Tacoma, WA (population 200,000)
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million)
- County Manager, Union County, NC (population 290,000)

Other recent efforts include a strategic planning session for the Florida Association of Special Districts, an operational review of Tamarac's water utility, a business practices review for a division of Martin County government, an operational reconciliation for Palm Beach County Water, development of an automated system to pay royalties to featured recording artists for the Recording Industry Association of America, and a review of financial procedures for a division of the Marriott Corporation.

Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association. He has also been called upon frequently to speak at conferences of the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.

III. Proposed Project Staff *(continued)*

Dave Collier, M.P.A.

Senior Vice President

Before joining CB&A in 2006, Dave Collier spent over 30 years of management experience in county and city government. Since there is not much that he has not seen previously, Dave quickly produces efficient and effective solutions to problems for his clients.

One of Dave's specialties is executive search. With his many years of experience, he can quickly separate the wheat from the chaff and find the right person to join your senior staff or be your department head. He also has successfully conducted organizational reviews, sessions in team building and strategic planning workshops. Just as importantly in this day and age of the pressure to lower taxes, he has developed strategies and action plans for coping with the tough financial problems that local government often experience.



Dave has overseen the recruitment and selection of:

- County Manager, Brevard County, FL,
- City Manager, Coral Gables, FL,
- City Manager, Cape Canaveral, FL,
- City Manager, Dania Beach, FL,
- City Manager, North Miami, FL,
- City Manager, Orange City, FL,
- City Manager, West Melbourne, FL,
- City Administrator, West Park, FL,
- Finance Director for Tamarac, FL, and
- Environmental Resources Director for St. Lucie County, FL.

While serving as City Manager of Stuart, Florida for 14 years, he improved the professionalism of City Department Heads and staff through an emphasis on professional development and team building. He also used his hands-on management style to emphasize the need for effective project management and maintaining tight timelines in order to show citizens that the city government was effectively managed and had a strong commitment to its customers. Prior serving in Stuart, Dave was a County Manager in Florida, Kansas and Michigan. He also has extensive experience in local government consulting.

Mr. Collier earned his Bachelor of Arts degree in Economics and his Master's degree in Public Administration from the American University in Washington, D.C. He was a member of the International City/ County Management for over thirty years, served as President of the Maryland City Managers Association and the Florida Association of County Administrators. Mr. Collier is involved in his community as a member of the City of Stuart's CRA Advisory Board and as a Director of Stuart's Main Street Association.

III. Proposed Project Staff *(continued)*

Bob Vitas, M.P.A.

Senior Vice President

The newest member of the CB&A team is Bob Vitas. With 35 years of service to government at the local, federal and international levels, Bob brings a wealth of experience. In the U.S. he has spent over 25 years in city, village and town governments in Illinois, Wisconsin, Maine and Florida as well as spending 10 years consulting with local governments. Some have involved US government democracy and governance sustainability projects located in Europe and Africa. Overall, Bob has provided hands-on professional management and consulting services for more than 100 U.S. and foreign government entities, ranging in size from communities of 5,000 to capital cities of over 1.7 million. Still his first love is local government.



Results orientated, Mr. Vitas is an expert at getting the job done on time and within budget. He is a high-energy, entrepreneurial professional skilled in strategic management, business planning and recruitment. His experience managing in rural, urban, coastal, rapid growth, recovering, and tourist based communities give him a unique perspective. He is committed to attaining outstanding results for our clients and shares the firm's mission in providing our customers with only the best value and the highest quality services.

Some of Bob's recruiting efforts include:

- County Attorney, Fulton County, GA
- Directors of Finance and Human Resources, FL
- Police Chief and Assistant Village Manager, IL
- Fire Chief, WI
- Director of Transportation for a medium size coastal city
- Utilities Director for a city of 20,000
- Community Development Director for a Midwestern city of 18,000

Some examples of his other assignments include:

- Comprehensive Business Plan that integrated the Strategic Plan, Capital Improvement Plan, and Annual Budgets for the City of Key West
- Development of strategic plans for long term community recovery of the City of New Orleans and seven other Parish governments in the areas of housing construction and rehabilitation, land use management, historic preservation, economic development, and public infrastructure
- Organizational Development Plans, Job Classification and Compensation Plans, and Management Audits for local governments in Florida, Wisconsin and Illinois

Mr. Vitas earned his Bachelor of Arts degree in Political Science and his Master's degree in Public Administration both from Northern Illinois University. He has been a member of the International City and County Management Association over thirty years, where he served on several voluntary committees. He resides outside of Chicago, Illinois.

III. Proposed Project Staff *(continued)*

Kathyrn Knutson

Vice President for Operations

Ms. Knutson is a skilled professional with a wealth of public and private sector experience. Her particular expertise is in special projects, compensation surveys, and background checks for our executive search candidates. She feels that each client must be properly served, and that can only be done by devoting her utmost attention to their particular concerns and by finding creative ways to solve their problems. In her book, the client comes first.



Since beginning her working relationship as a subcontractor with Colin Baenziger & Associates, Ms. Knutson has been involved in virtually every executive search the firm has conducted. Some of the more notable searches include:

- Public Works Director, Chandler, AZ (population 250,000)
- City Manager, Town of Bay Harbor Islands (population 5,200)
- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Cutler Bay, FL (population 35,000)
- City Manager, Fife, WA (population 8,200)
- City Manager, Greensboro, NC (population 259,000)
- City Manager, Homestead, FL (population 59,800)
- Village Manager, Key Biscayne, FL (population 11,000)
- City Manager, City of Marathon, FL (population 11,500)
- Village Manager, Village of Palmetto Bay, FL (population 24,000)
- City Manager, Portland, ME (65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, City of West Melbourne, FL (population 15,000)

As noted, a major part of Ms. Knutson's work has been on special projects. For example, she is responsible for the firm's annual City Manager compensation survey and also has worked with Palm Beach County Water Utilities reviewing a portion of its billing database. The utility's concern was possible under-billing, and our work involved a review of billing records for reasonableness and consistency, as well as extensive work in the field. Thanks to Ms. Knutson's work, the Utility recovered our fee several times over.

Ms. Knutson's prior employment includes stints with Palm Beach County's Department of Building, Planning, and Zoning, and with the County Health and Rehabilitative Services. She has also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services. She has also been involved with a number of private and non-profit concerns, such as the Visiting Nurses Association and Oakwood Mental Health Center of the Palm Beaches. Ms. Knutson has an associate's degree in business education from West Georgia College in Carrollton, Georgia. Kathryn currently resides in Oneida County, WI.

More CB&A Clients...



City of Chandler, AZ

Public Works Director



City of West Palm Beach, FL

***Utilities Director
Parks & Recreation Director
Fire Chief
Employee Relations Manager***



***Florida Keys Aqueduct Authority
(provides water and some sewer
service to the Florida Keys)***

Executive Director



Matanuska-Susitna Borough, Alaska

Borough Manager

IV. References

The following are some of our City Manager placements as well as a few others.

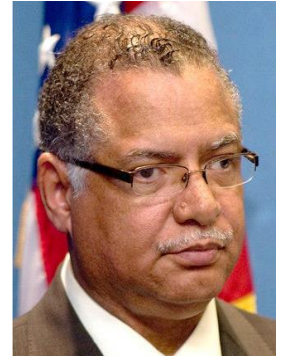
The staff at Colin Baenziger & Associates has completed over 150 searches for city and county managers and more than 250 senior-level local government management searches overall. References are provided below for some of our searches. You should feel free to contact any of our past clients.

Executive Director, Sewerage & Water Board of New Orleans (population served 400,000)

Contact: Former Executive Director Marcia St. Martin at
(504) 481-6265, or MarciaAStMartin@gmail.com

In September 2013, the Sewerage and Water Board of New Orleans retained Colin Baenziger & Associates to find its next **Executive Director**. The Board oversees water, sewer and stormwater services for the City of New Orleans and portions of surrounding parishes. It also generates its own electrical power for its facilities. Using the process outlined in this proposal, CB&A completed the process on schedule (in December 2013) and *Mr. Cedric Grant, then Deputy Mayor, Facilities, Infrastructure and Community Development for the City of New Orleans*, was selected.

Cedric Grant



Chief Executive Officer and General Manager, Des Moines Water Works

Contact: Trustee Graham Gillette at (515) 238-1225, or
graham@gillettestrategies.com

We began our work in early May, 2012, with instructions to search for a new Chief Executive Officer/General Manager in not just the public sector water industry but to look at private sector utilities of all sorts. We searched the nation and ultimately produced five strong candidates, including one with extensive experience in the electric industry. The Board interviewed the candidates in early August and made its selection shortly thereafter. It selected *Bill Stowe, then Assistant Manager – Public Works/Engineering for the City of Des Moines*.

Bill Stowe



General Manager, Tampa Bay Water (serving 2.4 million people)

Contact: Former General Manager Jerry Maxwell at
(727) 421-0740, or jmaxwel3@Tampabay.rr.com

CB&A was hired on October 15, 2007, to find the next **General Manager** for Tampa Bay Water. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the Authority to interview. It also included a two year guarantee should the selected candidate leave for any reason. We forwarded finalist information on December 10th and presented finalists on December 17th. A final selection was made on January 15, 2008. Tampa Bay Water selected *Mr. Jerry Seeber, formerly City Manager of Oviedo and New Port Richey, Florida*. Mr. Seeber left of his own accord earlier this year (2013).

Jerry Seeber



IV. References (continued)

Water Resources Director, St. Petersburg, FL

We also assisted the City in finding a Budget Director and a Finance Director.

Contact: Mr. Gary Cornwell, City Administrator at (727) 893-7841, or Gary.Cornwell@stpete.org

In February 2008, CB&A was selected to find St. Petersburg's next **Water [and Wastewater] Resources Director**. After a national search, interviews were held in late April with candidates from around the Country. *George Cassady, formerly Division Director for Plant Operations and Maintenance for Hillsborough County, FL*, was selected and remains with the City. Mr. Cassady remains with the City.

George Cassady



Watershed Management Director (Director of Utilities), DeKalb County, GA

Contact: Benita Ransom, Director of Human Resources, at (404) 687-3588 or bcransom@dekalbcountyga.gov

Colin Baenziger & Associates (CB&A) was chosen on June 22, 2011, to assist DeKalb County in finding its next **Watershed Management Director** (aka **Director of Utilities**). We were asked to perform the search on an expedited schedule and assembled a very strong field of candidates by July 22nd. Interviews were held on August 10th and *Mr. Joe Basista, formerly the Commissioner of Public Works for the City of Atlanta* was selected. The County was so impressed with the field overall that it also wanted to hire two of the other finalists for other high level positions. Mr. Basista began his duties on August 22nd. Approximately 18 months later, Mr. Basista left to care for an ailing family member. We repeated the search under our guaranty and the County hired *Dr. James Chansler, formerly Chief Operating Officer for the JEA (formerly Jacksonville Electric Authority)*.

Dr. James Chansler



Public Works Director, Chandler, AZ (population 225,000)

Contact: Assistant City Manager Nachie Marquez at (480) 782-2210 or Nachie.Marquez@ChandlerAZ.gov

After another recruiting firm failed to produce satisfactory candidates CB&A was hired in early 2007. At the City's request, the process was extended a few extra months. We meet with City staff to gather information, produced the recruitment profile, scoured the nation to find the people (not person but people – we feel the client should have more than one outstanding person to choose from), performed the background checks, presented candidates and coordinated the interview process. *Robert Zeder, Jr., formerly the Village Manager of Orland Park, IL*, was selected and remains with the City in that position. Mr. Zeder has since been promoted to Director of Transportation and Development.

Robert Zeder



Additional Selected Searches by Colin Baenziger:



***Village of Tequesta:
Building Official***



***Town of Mangonia Park
Town Manager***



***Islamorada, Village of Islands
Village Manager, Assistant Village
Manager and Special Projects
Coordinator***



***Ocean Reef Community Association
Vice President for Plant
Operations***

V. Fee and Warranty

Fee

To complete the engagement CB&A offers a firm, fixed fee of \$20,250 **which includes all our expenses and costs**. In other words, the only thing the City will pay CB&A is the agreed upon fee. The only other costs the City will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations and meals for the interview process as discussed earlier. The advantage to the City is it knows exactly what it will pay. The advantage to CB&A is that we do not have to keep track of every minor expense.

If we are selected to perform both the City Manager and General Manager of Utilities searches, some cost savings would result in the fees. They depend on our ability to follow a schedule which is very similar to what we have outlined in each proposal and hence our ability to combine trips, etc. No savings will result in Phases II, III and V as we will be seeking candidates with expertise and experience in two very different fields. Hence, we do not expect any overlap. We will bill the fee as the phases are completed and according to the following schedule:

Requested Services	City Manager Position	General Manager Position
Phase I: Needs Analysis / Information Gathering	\$ 3,250	\$1,250
Phase II: Recruiting	9,000	9,000
Phase III: Screening	8,000	8,000
Phase IV: Interview Process Coordination and Managers Selection	1,500	500
Phase V: Negotiation and Continuing Assistance and Warranty	1,500	1,500
Total	\$23,250	\$20,250

If the City or Board asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$150 per hour. No such work will be performed without your written authorization. *Please note, as previously stated, that we have neither billed nor requested additional funds beyond our originally quoted fee even when we have been entitled to it.*

Warranty

Colin Baenziger & Associates offers the best warranty in the industry. We can offer it because we have confidence in our work. Provided the City instructs us with conducting a full search (Phases I-V) and assuming it selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the City.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first year, CB&A will repeat the search at no charge for our services. If he/she departs during the second year for any reason other than an act of God, we will repeat the search for the reimbursement of our expenses only.

V. Fee and Warranty *(continued)*

- 3) If you are not satisfied with the candidates we present, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.



August 4, 2015

Ms. RoxAnne Hunerdosse
Director of Human Resources
City of Indianola
110 N. First Street
Indianola, IA 50125

Dear Ms. Hunerdosse:

Thank you for the opportunity to provide you with a proposal for the City of Indianola's City Manager and General Manager for Utilities recruitment and selection processes. GovHR USA prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the positions.

QUALIFICATIONS AND EXPERIENCE

GovHR USA is a public management consulting firm serving municipal clients and other public sector entities on a national basis. We work exclusively in the public sector, offering customized executive recruitment services, as well as providing other management studies and services for communities. GovHR USA is certified as an FBE (Female Business Enterprise) in the State of Illinois.

GovHR USA was established in 2009 as Voorhees Associates, LLC. In January, 2014 Voorhees Associates combined with GovTempsUSA to form GovHR USA. This combination enables us to more effectively serve our clients by utilizing our combined resources to provide not only executive recruiting and management consulting, but also temporary staffing solutions, including short-term, long-term, and interim placements. Our headquarters offices are in Northbrook, Illinois. GovHR USA is led by Heidi Voorhees, President, and Joellen Earl, CEO. Ms. Voorhees previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 220 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service with the Villages of Wilmette and Schaumburg, Illinois, as well as the City of Kansas City, Missouri. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

The firm has a total of twenty-two consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

650 Dundee Road, Suite 270, Northbrook, Illinois 60062

Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

Experience

GovHR USA has completed 254 recruitments since its establishment in 2009, including 75 for city management positions and 40 for public works positions. Of the 75 city manager recruitments, all but 6 remain in the position today. It has been our experience (from The PAR Group, Voorhees Associates, and GovHR) that our placements have an average tenure of seven years. We have 16 current recruitments in various stages of completion. Our consultants are experienced executive recruiters who have conducted over 450 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we've held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

References

The following references can speak to the quality of service provided by GovHR USA (recruitments marked * were conducted under the firm's previous name, Voorhees Associates):

City Administrator recruitment*

City of Washington, Iowa
Mayor Sandra Johnson
215 E Washington St.
Washington, IA 52353
319-653-6584

City Manager recruitment*

City of West Liberty, Iowa
Mayor Bob Hartman
Council Member Ethan Anderson
409 N. Calhoun Street
West Liberty, IA 52776
319-627-2418

City Manager recruitment*

City of Janesville, Wisconsin
DuWayne Severson, Council President
18 N. Jackson Street
Janesville, WI 53548
608-755-3000
seversonda@ci.janesville.wi.us

Consultant Assigned

GovHR USA Vice President Karl Nollenberger, Ph.D. will be responsible for your recruitment and selection processes.

Karl Nollenberger, Ph.D. ***Vice President***

Dr. Nollenberger is Vice President of GovHR USA, specializing in management consulting assignments, executive search and financial evaluation. He has over 34 years of experience in government, management consulting and private sector. He has served in management positions in eight local governments in five states.

Dr. Nollenberger has extensive leadership and chief executive experience in city and county governments. While City Manager of Muscatine, Iowa; Richfield, Minnesota; Beaumont, Texas; and

Duluth, Minnesota and County Administrator of St. Louis County, Minnesota and Lake County, Illinois, he developed and implemented significant organizational changes. In addition, he implemented financial management policies and systems that stabilized the financial affairs of the communities. Dr. Nollenberger has managed organizations from 200 to 2800 employees. He also served as a Finance Director and as Assistant Finance Director in two communities in Iowa and Colorado.

Dr. Nollenberger worked as a management consultant with one of the then “big eight” accounting firms serving clients in local governments. He performed organizational studies for San Antonio, Arlington, and College Station, Texas and Bella Vista, Arkansas. He performed privatization studies for Austin and Beaumont, Texas. He has performed executive search engagements across the country. In addition, he has been responsible for or participated in financial forecasting and revenue analysis, implementation of personnel classification/compensation programs, productivity analysis and organizational restructuring, organizational effectiveness and team building, employee participation programs, labor relations/negotiations, economic development, downtown redevelopment, and capital budgeting/bond financing. Dr. Nollenberger recently revised the 4th edition text of the ICMA publication *Evaluating Financial Condition — A Handbook for Local Government*.

Dr. Nollenberger has been responsible for management in the areas of personnel, police, fire, public works, airports, transit, water & sewer, parks & recreation, planning, economic development, health, civic centers, housing, solid waste, libraries, engineering, liquor stores, finance, information systems and budget & research. He has also been responsible for management in the financial areas of accounting, revenue, purchasing, treasury, and debt management.

Dr. Nollenberger received his doctorate in Public Administration from the University of Illinois at Chicago. He has a Master's Degree in Public Administration from the University of Colorado and a Bachelor's of Business Administration degree in accounting from the University of Iowa.

Dr. Nollenberger has served as the President of the International City/County Management Association (1994-95). He is currently a Fellow of the National Academy of Public Administration (chartered by Congress). He has served in numerous other association positions in city and county government and presented at numerous conferences. He has taught courses for five universities in their Master's programs.

SCOPE OF WORK

A typical recruitment and selection process can take 175 hours to conduct. At least 50 hours of this time is “administrative” including ad placement, acknowledgment of résumés, reference interviews, and due diligence on candidates. These tasks may take longer if someone is performing them for the first time. We believe our experience and ability to professionally administer your recruitment will provide you with the best possible outcome. GovHR USA clients are kept informed of the progress of a recruitment throughout the recruitment process. Consultants are always available to provide information and answer questions, and details of the process such as placement of advertising and applications received are discussed in regular updates via either telephone or email.

GovHR USA suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- **Interviews** with the Members of the City Council, and the City's senior staff as well as any other individuals you deem appropriate to best understand the responsibilities, challenges, and culture of the City.

At least eight (8) hours of one-on-one interviews will be conducted with elected officials, staff and the public in order to develop our Recruitment Brochures. These important documents outline the expectations that the City has for its next City Manager and General Manager for Utilities, providing us with the information we need to target our recruitments. During this process we will assist you with establishing the salaries for the positions by conducting a salary survey of comparable communities, if so desired.

- Development of a **Position Announcement** for each position.
- Development of a detailed **Recruitment Brochure** for each position for your review and approval.
- Agreement on a detailed **Recruitment Timetable**.

Phase II – Advertising, Candidate Recruitment and Outreach

Phase II will include the following steps:

- Placement of the Position Announcements in appropriate professional online publications. In addition to public sector publications and web sites, outreach will include LinkedIn and other private sector resources. We can provide the City with placement recommendations, if so desired.
- The development of a database of potential candidates unique to each position and to the City of Indianola, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I.
- Outreach will be done through e-mail and telephone contacts as appropriate. GovHR USA consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochures.
- Candidates will be interviewed by Skype or Facetime to fully grasp their qualifications and experience as well as their interpersonal skills. This is an hour long interview, asking specific questions about their experience and skill set. This allows us to ask follow up questions and probe specific areas. It also provides us with an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references (two per candidate) and an internet search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR USA, ensuring Indianola's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR USA will prepare a **Recruitment Report** for each recruitment that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. As résumés come in all different formats, these "mini" résumés will give you a clear, consistent look at each candidate "at a glance."
- GovHR USA will provide you with a log of all candidates who applied. You may also review all of the résumés should you so desire.
- GovHR USA will meet with you to review the Recruitment Reports and expand upon the information provided. The reports will arrive two to three days in advance of the meeting, giving you the opportunity to fully review them. In addition to the written reports, we will spend 2 to 3 hours with you to bring the candidates to "life" by reviewing their telephone interview and providing excerpts from two (2) references we will have done on the individual.

Phase V –Interviewing Process

Phase V will include the following steps:

- At the Recommendation meeting, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample.
- GovHR USA will develop the first and second round interview questions for your review. GovHR USA will provide you with interview books that include the credentials each candidate submits, a summary of each candidate's credentials, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate's skills and abilities.
- GovHR USA will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of City of Indianola facilities and interviews with Department Heads and elected officials.

We offer a community "Meet and Greet" option, at no charge, as a means for the community to interact and get to know the candidates in an informal setting. At this "Meet and Greet," candidates would give a brief overview of themselves and answer questions from the audience.

- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks. Using the candidate's name and work experience we review the top 200 search results available from Google, as well as his/her activity (if publicly available) on Facebook, Twitter, and other social media platforms. Employment verification can also be provided if so desired.

GovHR USA recommends a two-step interviewing process with (typically) five candidates for each position interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and a "score sheet."

- GovHR USA consultants will be present for all of the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

- GovHR USA will assist you as much as you request with the salary and benefit negotiations and drafting of employment agreements, if appropriate.
- GovHR USA will notify all applicants of the final appointment, including professional background information on the successful candidates.

Optional 360° Evaluation

As a service to the City of Indianola, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed City Manager and/or General Manager for Utilities at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

On-site interviews of Indianola officials and staff, development and approval of recruitment brochures Deliverable: recruitment brochures	weeks 1-2
Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant	weeks 3-8
Consultant recommendation to Council of qualified candidates Deliverable: recruitment report	week 9
Selection of candidate finalists by Council; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets	week 10
Interviews of selected finalist candidates; Council selection of final candidate; negotiation, offer, acceptance and appointment	weeks 11-12

Summary of Costs

GovHR USA is pleased to offer a ten percent discount on professional fees for the second recruitment if we are selected to conduct both recruitments. If the recruitments are conducted concurrently, additional savings in consultant travel expenses may be realized.

Recruitment Fee:

City Manager recruitment	\$13,000
General Manager/Utilities recruitment	11,700

Recruitment Expenses: each recruitment (not to exceed) 5,500

Expenses include consultant travel, postage/shipping, telephone, support services, copying etc. Also includes candidate due diligence efforts.

Advertising costs, each recruitment 2,000*

Total, first recruitment: \$20,500

Total, second recruitment: 19,200

Total Fees: \$39,700**

*Advertising costs over \$2,000 per recruitment will be placed only with client approval. If less than \$2,000, Client is billed only for actual cost.

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if desired, for an additional cost of \$900.

The above cost proposal is predicated upon three consultant visits to Indianola (per recruitment); the first for the recruitment brochure interview process; the second to present recommended candidates; and the third for the candidate interview process. Any additional consultant visits requested by the Council may result in an increase in the travel expenses and those expenses will be billed to the client.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows: Recruitment expenses and the costs for the Recruitment Brochure printing will be itemized with sufficient detail and invoiced as incurred. In addition, the Recruitment Fee will be invoiced in three (3) equal payments, billed during the course of the recruitment. The first invoice for the Recruitment Fee will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of candidates and will include any expenses incurred to date. The final invoice will be sent upon completion of the recruitment assignment and will include all remaining expenses. Upon receipt of each invoice the City will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

GovHR USA Guarantee

It is the policy of GovHR USA to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Council not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Indianola beyond the planned three visits.

Upon appointment of a candidate, GovHR USA provides the following guarantee: should the selected and appointed candidate, at the request of the City of Indianola or the employee's own determination, leave the employ of the City of Indianola within the first 24 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 employees for a period of five years.

Why Choose GovHR USA?

The heart and soul of a professional recruitment firm is the expertise it brings to its clients. GovHR USA consultants are all experienced local government executives who have demonstrated careers and expertise that brings first hand knowledge of the disciplines in which they now consult. This knowledge can assist clients in designing the appropriate interview questions, the development of written and oral exercises to best assess candidates' abilities, and facilitation of the clients' discussion of the candidates.

Our process reflects the client's goals and objectives—therefore, the time we spend developing the Recruitment Brochure is critical in our understanding of the challenges, opportunities, and culture of the position under consideration. Our candidate assessment and interviewing skills are based on thousands of interviews over the course of our Consultants' many years of experience in the recruitment and selection field. This professional familiarity allows us to be sensitive to the nuances, not only the obvious. In addition, as experienced local government professionals, our Consultants are able to ask probing, thoughtful questions and effectively evaluate the candidates' answers. We provide the client with a diverse list of potential candidates who have been fully vetted by our staff and who are truly interested in and well-qualified for the position. We respect the confidentiality of candidates' applications and are respectful of the candidates' current employment situation when we conduct reference calls. We are not a gatekeeper—clients will be provided with a list of everyone who applied and may view the résumés should they so desire.

Our firm's executive recruitment standards embrace a professional process of integrity, trust, and respect toward all parties involved and a commitment toward meeting the expressed needs and desires of our Client. Our ultimate goal is for the client to be completely satisfied with the selected candidate.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

ACCEPTED BY THE CITY OF INDIANOLA, IOWA

BY: _____

TITLE: _____

DATE: _____

INDIANOLA MUNICIPAL UTILITIES, IOWA

Proposal for
Executive Search Services
for the Position of

GENERAL MANAGER

August 18, 2015



The Mercer Group, Inc.

Consultants To Management



The Mercer Group, Inc.

Consultants To Management

1000 Cordova Place, #726
Santa Fe, New Mexico 87505
(505) 466-9500

FAX (505) 466-1274

E-mail: jmerc@mercergroupinc.com

August 18, 2015

VIA E-MAIL: rhunerdosse@cityofindianola.com

Ms. RoxAnne Hunerdosse, Director of Human Resources
Indianola Municipal Utilities
110 North First Street
Indianola, IA 50125

Dear Ms. Hunerdosse:

The Mercer Group, Inc. is most pleased to submit this proposal to assist the Indianola Municipal Utilities to recruit nationally and to develop exceptionally well-qualified candidates for the position of General Manager. We are most interested in assisting the Indianola Municipal Utilities with this critical project, and if selected to conduct the search, would have no difficulty beginning the project immediately and expediting our work to ensure a smooth process. The Mercer Group, Inc. has extensive experience in conducting general manager searches and working with municipal utilities locally and nationally. Our firm conducts several general manager or related searches each year throughout the United States. We are especially well qualified to conduct this search for Indianola Municipal Utilities.

The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist Indianola Municipal Utilities in selecting highly qualified individuals who meet the profile and needs of Indianola Municipal Utilities and who might not otherwise apply. We have conducted recent searches for general managers for several communities your size. We are quite familiar with the candidate pool and the local needs.

We are the largest nationwide public sector search firm and we have more experience than any other public sector executive search firm. Mr. Mercer is a Certified Management Consultant (CMC) which is the preeminent designation earned in the management consulting profession. It is an indication that the individual possessing it has met and continues to meet strict certification requirements of the Institute of Management Consultants. The CMC designation represents that the individual has met world-class standards of competence, ethics and independence in the management consulting field. Mr. Mercer is the only management consultant with this designation operating in the public sector. (Please see www.mercergroupinc.com for more information about our firm and about current searches that we are conducting.)

PINPOINTING WORKABLE SOLUTIONS FROM OUR OFFICES NATIONWIDE

www.mercergroupinc.com

Ms. RoxAnne Hunerdosse
Indianola Municipal Utilities
Page Two
August 18, 2015

The mission of The Mercer Group, Inc. is to make our clients proud that they engaged us to provide management consulting services for them. The Mercer Group, Inc. also makes extensive use of the Internet both with our own web page which can be located at www.mercergroupinc.com and through e-mail. We post positions with other Internet providers and make information available to a wide number of people who are Internet users. We also make extensive use of the Internet to review newspaper articles on top candidates, etc., from the community in which they are currently employed or were employed in the past.

Our corporate headquarters is in Atlanta and we have branch offices in Arizona, California, Colorado, Florida, Georgia, Illinois, Louisiana, Michigan, New Mexico, North Carolina, Texas and Virginia. We will work on the assignment from our Santa Fe office.

Lead consultant on this search will be James L. Mercer. Other consultants to be used on this search will be Clark Wurzberger and Karolyn Prince-Mercer.

Please note that our proposal includes all costs of advertising. We have no hidden costs nor are there other costs which are not covered in this proposal.

Thank you for the opportunity to respond to this important assignment. This proposal is valid for ninety (90) days from receipt by Indianola Municipal Utilities. We are looking forward to discussing this proposal with you personally, and urge you to allow us to come to Indianola at our expense to do that. We can move very quickly to do so. Please call me at 505-466-9500 if you have any questions.

Sincerely yours,

THE MERCER GROUP, INC.

James L. Mercer, President/CEO
Certified Management Consultant (CMC)

Enclosure

THE MERCER GROUP, INC.

INDIANOLA MUNICIPAL UTILITIES, IOWA

Proposal for
Executive Search Services
for the Position of
GENERAL MANAGER

August 18, 2015

JAMES L. MERCER, PRESIDENT/CEO
THE MERCER GROUP, INC.

1000 Cordova Place #726
Santa Fe, New Mexico 87505
505-466-9500

505-466-1274 FAX
jmerc@mercergroupinc.com
www.mercergroupinc.com

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APPENDIX

A. References

I. FIRM INFORMATION

The Mercer Group, Inc. is a full-service search firm with extensive experience in successfully conducting general manager searches for a number of local governments around the country. We are especially well qualified to conduct this search for the Indianola Municipal Utilities.

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant. Our firm has been conducting executive level recruitment for positions similar to this position for nearly 30 years and, with our members, we have over 200 years of management level recruitment experience. There are 24 dedicated professional members of The Mercer Group, Inc.

Mr. Mercer is authorized to make representations for our firm. He is President/CEO of the firm and can be reached by telephone at 505-466-9500.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work.

Our firm is very familiar with working with city and county governments and with large boards of commissioners and Boards of Trustees the size of the Indianola Municipal Utilities. Our processes and methods have proven highly successful in this field.

Mr. Mercer is the Chief Executive Officer of our firm and can be located as follows:

James L. Mercer, President/CEO
The Mercer Group, Inc.
1000 Cordova Place, #726
Santa Fe, New Mexico 87505
Telephone: 505-466-9500: Fax: 505-466-1274
jmercerc@mercergroupinc.com
www.mercergroupinc.com
Federal Tax ID No.: 58-1877068

II. KEY PERSONNEL INFORMATION

Personnel who will be assigned to work on the project along with their relevant experience in working with municipalities follows:

1. James L. Mercer, President/CEO - Atlanta and Santa Fe Offices

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 30 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in both the Southeast and Southwest United States, as well as Director of the Industrial Extension Division for Georgia Tech. Mr. Mercer has conducted several general manager searches for utilities departments like the Indianola Municipal Utilities over the past several years. He is very knowledgeable of the field and of Iowa. Mr. Mercer will serve as project leader on this project.

2. Clark Wurzberger, Senior Vice President - California Office

Mr. Wurzberger manages our California office and has over twenty-six years of public sector experience. He has served as District Representative for a California State Assemblyman and later became a Legislative Management Officer in two different federal agencies, the U.S. Agency for International Development and Department of State. Subsequently, Mr. Wurzberger was appointed a senior level personnel manager in the State Department. He later moved to the Department of Defense, where he was selected as a member of the U.S. Senior Executive Service and oversaw civilian personnel matters in the Pentagon on behalf of the Secretary of Defense. Most recently, Mr. Wurzberger served for seven years as Senior Associate with Hughes, Perry & Associates (formerly Hughes, Heiss & Associates), a highly regarded California-based public sector management consulting firm providing executive search and other consulting services to local government clients in California and other states since 1974.

Mr. Wurzberger specializes in public sector executive search and holds a Bachelor's Degree in English from San Diego State University. He served for five years on the Board of Directors of the Cow Palace in San Francisco, a multi-purpose agricultural and entertainment facility that hosts national and regional events on behalf of the State of California. He has served as a local

Board Member for the U.S. Selective Service System since 1996 and is a recipient of the Department of Defense Medal for Distinguished Public Service.

3. Karolyn Prince-Mercer, Vice President - Santa Fe Office

Ms. Prince-Mercer received her Bachelor of Arts degree in History with minors in Art, Political Science and Education from the University of Nevada. She received her Doctor of Jurisprudence degree from Woodrow Wilson College of Law. She is licensed to practice law in New Mexico and in Georgia. Ms. Prince-Mercer has taught in public schools in Nevada, Mississippi, and North Carolina. She has practiced law for over 20 years beginning in Georgia. Ms. Prince-Mercer is also qualified to administer and interpret the Myers-Briggs Type Indicator (MBTI) instruments.

Ms. Prince-Mercer also specializes in public sector executive search. She has been in management consulting for over nineteen years. She has experience working in executive search and has conducted several executive level recruitments over the past years. She has worked on several other general manager searches with Mr. Mercer over the past 19+ years. She has experience with compensation and classification, and with organization and management studies. Ms. Prince-Mercer is active in recruitment for many fields in the public sector. Ms. Prince-Mercer will serve as back-up consultant to Mr. Mercer.

III. RECENT RECRUITMENTS CONDUCTED IN PUBLIC UTILITIES (Plus Protected Classes Placements)

This section shows the various communities and counties our firm has worked with in making placements in similar positions to that in Indianola Municipal Utilities.

Public Utilities

Alexandria Sanitation Authority, Alexandria, Virginia - Chief Operations Officer - 2010
Alexandria Sanitation Authority, Alexandria, Virginia - Public Communications Liaison - 2010
Arlington, Texas - Assistant Director for Water Treatment - 2009
*Anaheim, California - Water Engineering Manager - 1996
*Anaheim, California - Water Field Operations Manager - 1996
*Anaheim, California - Assistant General Manager B Public Utilities - 1995
Avondale, Arizona - Director of Utilities - 2002
Bexar Metropolitan Water District, San Antonio, Texas - General Manager - 2009
Brazos River Authority, Texas - General Manager - 1998
Brazos River Authority, Texas - Water Resources Division Manager - 2000
Bristol Tennessee Essential Services - Chief Operating Officer - 2010
Charlottesville, Virginia - Gas Superintendent - 1984
Charlotte County, Florida - Utilities Director - 2005
Charlotte County, Florida - Utilities Engineering Services Manager - 2005
Chesapeake, Virginia - Director of Public Utilities - 2013
Chesterfield County, Virginia - Director of Utilities/Public Works - 1983
Choctawatchee Electrical Cooperation (CHELCO) Defuniak Springs, Florida - Chief Operating Officer - 2007
Clearwater, Florida - Public Works Division Director/Utilities - 1998
Columbus, Georgia - President, Water Works - 2011
Columbus, Georgia - President, Water Works - 2008
Columbus, Georgia - President, Water Works - 1988
Danville, Virginia - 1999
- Senior Civil Engineer
- Gas Engineer
- Water Engineer
- Senior Electric Engineer
- Electric Engineer
Daytona Beach, Florida - Utility Engineering Manager - 2006
District of Columbia Water and Sewer Authority - Occupational Safety and Health Director - 1998
District of Columbia Water and Sewer Authority - Engineering Planning Manager - 1998
Edmond, Oklahoma - Director of Electric Utilities (Limited Scope) - 2010
Emerald Coast Utilities Authority - Director - 2005
Escambia County Utility Authority, Florida - Executive Director - 2002
Fayetteville, Arkansas - Utilities Director - 2014
Fayetteville, Arkansas - Water and Sewer Operations Manager - 2012
Fort Lauderdale, Florida - Utility Distribution & Collection System Manager - 2003
Gainesville Regional Utilities (Florida) - Water/Wastewater Engineer II - 1998
Gallup, New Mexico - Deputy Director of Joint Utilities - 2011

Georgia Power Company - Director of Economic and Community Development - 1982
 Green Bay Metropolitan Sewerage District - Executive Director - 2006
 Greensboro, North Carolina - Utilities Director - 1996
 *Greenville, North Carolina - Utilities Commission, General Manager - 2007
 Hallandale Beach, Florida - Assistant Director of Public Works - Utilities - 2015
 Hampton Roads Sanitation District, Virginia - General Manager - 2006
 Henry County Public Service Authority, Virginia - Director of Regulatory Compliance and Technical Applications - 2000
 Hillsborough County, Florida - Director of Solid Waste Management - 2005
 Homestead, Florida - Utilities Director - 1989
 Homestead, Florida - Plant Manager - 1989
 Kansas City, Missouri - Deputy Director of Water Services - 2004
 Largo, Florida - Environmental Services Director - 2006
 *Livermore, California - Water Resources Manager - 1999
 Los Alamos County, New Mexico - Utilities Manager, Board of Public Utilities - 2002
 Macon/Bibb County Water & Sewerage Authority, Georgia - Executive Director - 1987
 Macon Water Authority, Georgia - Executive Director - 2002
 Milwaukee, Wisconsin - Water Superintendent (Limited Scope Search) - 1997
 *Modesto, California - Operations and Maintenance Director- 1998
 Monroe, North Carolina - Water Resources Director - 1998
 *Monrovia, California - Interim Water Director - 1995
 North Port, Florida - Utilities Director - 2002
 Orlando Utilities Commission (OUC), Florida - General Manager - 2004
 *Pleasanton, California - Utilities Superintendent - 1999
 Phoenix, Arizona - Water Services Director - 2013
 Polk County, Florida - Utilities Technical Services Director - 2005
 Sanitation District No 1 of Northern Kentucky - Executive Director - 2011
 Spartanburg, South Carolina - Commission of Public Works-General Manager - 1995
 Spartanburg, South Carolina - Commission of Public Works-General Manager - 1988
 Spartanburg, South Carolina - Commission of Public Works-General Manager - 1986
 Spartanburg, South Carolina Sewer District - Director - 1995
 Spartanburg, South Carolina Sewer District - Director - 1988
 Spartanburg, South Carolina Sewer District - Director - 1986
 Spartanburg, South Carolina - Commission of Public Works/Sanitary Sewer District - Personnel Director - 1995
 Spartanburg, South Carolina - Commission of Public Works/Sanitary Sewer District - Personnel Director - 1987
 San Antonio Water System, Texas - President/CEO - 2008
 San Antonio Water System, Texas - Vice President for Communications, 2005
 San Diego, California - General Manager, San Diego Wastewater Management District - 1988
 Severn Trent, Florida - District Manager - 2005
 Southwest Oakland County Resource Recovery and Water Authority, Michigan - General Manager - 2001
 Talladega, Alabama - General Manager, Talladega Water & Sewer Board - 2004
 Tucson, Arizona - Water Director - 2011
 Valdosta, Georgia - Utilities Director - 2007
 Vero Beach, Florida - Utilities Director - 2004
 *Ventura, California - Director of Water and Wastewater - 1997

Virginia Beach, Virginia - Deputy City Manager for Utilities - 1987
West Des Moines Water Works, Iowa - General Manager - 2013
West Palm Beach, Florida - Director of Public Utilities - 2008
West Palm Beach, Florida - Water Plant Manager - 2008
Wichita, Kansas - Director of Public Works and Utilities - 2011
Wichita, Kansas - Assistant Director of Public Works and Utilities - 2011

Public Works/Engineering

Arvada, Colorado - Traffic Engineer - 2014
Atlanta, Georgia - Traffic Engineer (Technology Agent) - 1973
Aurora, Colorado - Public Works Director - 1989
Avondale, Arizona - Director of Utilities - 2002
Avondale, Arizona - Development Services Director - 2002
Bexar County, Texas - Executive Director Infrastructure Services - 1999
Bexar Metropolitan Water District, San Antonio, Texas - General Manager - 2009
Billings, Montana - Director of Public Works - 2001
Champaign, Illinois - Director of Public Works (Limited Scope Search) 2004
Chesapeake, Virginia - Project Director, Route 168 Road Project (Limited Scope Search) - 1999
Clayton, Missouri - Public Works Director - 2013
Clearwater, Florida - Public Works Division Director/Transportation and Drainage - 1998
Clearwater, Florida - Public Works Division Director/Utilities - 1998
*Contra Costa County Central Sanitary District - Director of Administration - 2001
Danville, Virginia - 1999
- Senior Civil Engineer
- Gas Engineer
- Water Engineer
- Senior Electric Engineer
- Electric Engineer (2)
Daytona Beach, Florida - Public Works Director - 2006
DeKalb County, Georgia - Public Works Director - 1996
*Delta Diablo Sanitation District - Administrative Services Manager - 2001
Eloy, Arizona - City Engineer - 2000
Fayetteville, North Carolina - Engineering Manager (Limited Scope Search) - 2000
Fort Lauderdale, Florida - Public Works Director - 2004
Fort Lauderdale, Florida - Construction Manager - 2004
Fort Lauderdale, Florida - Resource Recovery Board, Broward Solid Waste Disposal District, Executive Director - 2000
Garland, Texas - Solid Waste Collections Manager - 2010
Garland, Texas - Disposal Operations Manager - 2010
Genesee County Road Commission, Flint, Michigan - Engineering Position - 2001
Genesee County Road Board, Michigan - Manager-Director - 1999
Genesee County Road Board, Michigan - Chief Engineer - 1999
Glastonbury, Connecticut - Director of Building Services - 2000
*Glendale, California - Customer Service Administrator - 1996
Grapevine, Texas - Public Works Director - 1986
Green Bay Metropolitan Sewerage District - Executive Director - 2006
Greensboro, North Carolina - Director of Transportation - 2000

Hallandale Beach, Florida - Assistant Director of Public Works - Utilities - 2015
 Hampton Roads Sanitation District, Virginia - General Manager - 2006
 Hanover Park (Village), Illinois - Public Works Director - 2001
 Henry County Public Service Authority, Virginia - Director of Regulatory Compliance and Technical Applications - 2000
 Highland Park, Michigan - Interim Public Works Director - 2002-2003
 Hernando County, Florida - Engineering Division Manager, Environmental Services - 2013
 Indian Rocks Beach, Florida - Public Services Director (Limited Scope Search) - 1996
 *Irvine, California - Public Works Director - 1997
 Jacksonville, Florida - Director of Public Works - 1999
 Kansas City, Missouri - Deputy Director of Public Works - 2006
 Kansas City, Missouri - City Engineer - 2006
 Kansas City, Missouri - Manager of Facilities - 2006
 *La Quinta, California - Public Works Director - 2002
 *Lake Arrowhead Community Services District - F.D. - Finance Director/District Engineer - 2000
 Lea County, New Mexico - Public Works Director - 2010
 Little Rock, Arkansas - Public Works Director (Technology Agent) - 1973
 *Livermore, California - City Engineer - 1999
 Loudoun County, Virginia - Director of Transportation - 2008
 Los Angeles, California - General Manager, General Services Department - 2000
 Marietta, Georgia - Public Works Director - 2006
 Martin County, Florida - County Engineer/Public Services Director - 1998
 Meridian Township, Michigan - Public Works Director - 1998
 Monroe, North Carolina - Water Resources Director - 1998
 Mooresville, North Carolina - Manager of Engineering - 2008
 *Morgan Hill, California - Public Works Director - 1995
 *Napa Sanitation District - General Manager - 1998
 *Newark, California - Public Works Director - 1995
 New Orleans, Louisiana - Director of Capital Projects - 2008
 Norfolk, Virginia - Senior Civil Engineer - 1989
 Norfolk, Virginia - Waste Management Superintendent - 1999
 Orlando, Florida - Public Works Director - 2004
 Osceola County, Florida - Building Department Director - 2005
 *Oxnard, California - Public Works Director - 1995
 *Pleasanton, California - City Engineer - 2001
 *Pleasanton, California - Public Works Director - 2002
 *Pleasanton, California - Chief Building Official - 2001
 *Pleasanton, California - Deputy Director of Public Works B Operations - 1999
 Polk County, Florida - Traffic Engineering Division Director - 2002
 Polk County, Florida - Land Development Engineer - 2006
 Polk County, Florida - County Engineer - 2006
 Port Huron, Michigan - Public Works Director - 1998
 Port of Los Angeles, California - Director of Construction and Maintenance (2) - 2008
 Prairie Village, Kansas - Public Works Director - 2013
 Punta Gorda, Florida - Project Manager (Limited Scope Search Process) - 2004
 Rochester Hills, Michigan - Director of Public Services - 2001
 Salem, Oregon - Senior Engineering Project Manager (2) - 2007

Salem, Oregon - Engineering Project Manager - 2007
 Salem, Oregon - Engineering Program Manager - 2007
 Saline County, Kansas - Director of Public Works - 1987
 St. Petersburg, Florida - Deputy City Manager for Public Works - 1988
 San Jose, California - Deputy Public Works Director for City Facilities - 2003
 *San Mateo, California - Public Works Director - 2000
 *Santa Clara, California - City Engineer - 2000
 *Santa Clara, California - Public Works Director - 2000
 Sarasota County, Florida - Chief Building Officer - 1988
 Sioux City, Iowa - City Engineer - 2003
 Sioux City, Iowa - Senior Civil Engineer (2) - 2003
 Southeastern Public Service Authority, Virginia - Executive Director - 2008
 Southeastern Public Service Authority, Virginia - Executive Director - 1998
 Spartanburg, South Carolina - Commission of Public Works - General Manager - 1995
 Spartanburg, South Carolina - Commission of Public Works - General Manager - 1988
 Spartanburg, South Carolina - Commission of Public Works - General Manager - 1986
 Spartanburg, South Carolina Sewer District - Director - 1995
 Spartanburg, South Carolina Sewer District - Director - 1988
 Spartanburg, South Carolina Sewer District - Director - 1986
 Spartanburg, South Carolina Housing Authority - Director of Maintenance - 1994
 Suffolk, Virginia - Transportation Engineer - 1994
 Sumter County, Florida - Engineering Manager - 2006
 Sun Lake Sebring Improvement District, Florida - General Manager - 2002
 *Tracy, California - Chief Building Official - 2001
 *Tracy, California - Public Works Director - 1995
 *Ventura Regional Sanitation District - General Manager - 1996
 Valdosta, Georgia - Traffic Engineer - 2008
 Wentzville, Missouri - Public Works Director - 2013
 West Des Moines, Iowa - Engineering Manager - 2002
 West Des Moines, Iowa - Principal Engineer - 2002
 Wichita, Kansas - Director of Public Works and Utilities - 2011
 Wichita, Kansas - Assistant Director of Public Works and Utilities - 2011

Protected Classes

Alachua County, Florida - County Administrator - 1984
 Alexandria, Virginia - Director of Real Estate Appraisals - 1993
 Angel Fire, New Mexico - Villager Administrator - 2011
 Ann Arbor, Michigan - City Attorney (Limited Scope Search) - 1995
 Asheville, North Carolina - City Attorney - 2014
 Arlington County, Virginia - Director of Management & Finance - 1999
 Aspen, Colorado - City Manager - 1989
 Atlanta/Fulton Community Action Authority, Georgia - Executive Director - 1991
 Atlanta Regional Commission, Georgia - Executive Director - 2011
 Augusta, Georgia - City Administrator - 2013
 Austin, Texas - City Manager - 1988
 Avondale, Arizona - Utilities Director - 2002
 Baltimore, Maryland - Finance Director - 2004

Bangor, Maine - City Manager - 2012
 Bangor, Maine - Airport Director - 2001
 Bellaire, Texas - City Clerk (Limited Scope Search) - 1997
 Bexar County, Texas - Executive Director, Information Services - 2000
 Bexar County, Texas - Director of Infrastructure - 1998
 Billings, Montana - City Administrator - 2006
 Billings, Montana - Assistant City Administrator - 2003
 *Bonnet House & Gardens, Inc., Fort Lauderdale, Florida - Executive Director - 2002
 Boulder, Colorado - City Manager - 2008
 Bowie, Maryland - Chief of Police - 2011
 Bowie, Maryland - Chief of Police - 2006
 Brazos River Authority, Texas - Director of Human Resources - 2000
 *Broward County Sheriff's Office, Florida - Human Resources Director - 1997
 Capital Area Transportation Authority, Lansing, Michigan - Executive Director - 1985
 Champaign, Illinois - Assistant City Manager - 2007
 Charleston County, South Carolina - Human Resources Director - 2010
 Charlotte, North Carolina - City Manager - 1996
 Charlotte, North Carolina - Director of Neighborhood Development (Limited Scope Search) - 1996
 Charlottesville Redevelopment and Housing Authority (Virginia) - Executive Director - (Limited Scope Search) - 1999
 Chesapeake Redevelopment & Housing Authority - Executive Director - 1998
 *Chesapeake, Virginia - City Manager - 2008
 *Chesapeake, Virginia - City Manager - 2006
 Children's Services Council of Palm Beach County, Florida - Executive Director - 1987
 Cincinnati Board of Health, Ohio - Health Commissioner - 2005
 College Park, Georgia - City Manager - 2013
 College Station, Texas - Assistant City Managers (two positions) - 2006
 *Colma, California - City Manager - 1998
 Colorado Municipal League - Legislative & Policy Advocate - 2012
 Coliseum Central Business Improvement District, Hampton, Virginia - Executive Director - 2006
 Community Redevelopment Agency of Delray Beach, Florida - Executive Director - 2000
 Coral Springs, Florida - Assistant City Manager - 2000
 Covington, Georgia - City Manager - 2013
 Cumberland County, North Carolina - County Manager - 2014
 Cuyahoga Metropolitan Housing Authority, Ohio - Director of Communications (Limited Scope Search) - 1998
 Cuyahoga Metropolitan Housing Authority, Ohio - General Counsel (Limited Scope Search) - 1998
 Cuyahoga Metropolitan Housing Authority, Ohio - Labor/Management Attorney (Limited Scope Search) - 1998
 Cuyahoga Metropolitan Housing Authority, Ohio - Vice President, Administrative Services - 1998
 Cuyahoga Metropolitan Housing Authority, Ohio - Vice President, Customer Service Administration - 1998
 Cuyahoga Metropolitan Housing Authority, Ohio - Vice President of Neighborhood and Housing Development - 1998

Cuyahoga Metropolitan Housing Authority, Ohio - Director of Section 8 - 1998
 Dallas, Texas - Director of Housing - 1994
 Danville, Kentucky - Chief of Police - 2012
 Dayton, Ohio - Aviation Director - 2006
 Dayton, Ohio - City Manager - 2006
 Dayton, Ohio - Assistant City Manager/Economic Development - 2007
 Daytona Beach, Florida - Development Services Director - 2005
 Daytona Beach, Florida - Fire Chief - 2006
 Decatur, Georgia - Personnel Administrator - 2002
 Des Moines, Iowa - Chief of Police - 2007
 District of Columbia Government - Chief Financial Officer - 1999
 District of Columbia Government - Inspector General - 1999
 Downers Grove, Illinois - Village Manager - 2006
 Downers Grove, Illinois - Director of Finance - 2007
 Durham, North Carolina - City Manager - 2005
 East Lansing, Michigan - Chief of Police - 1991
 East Point, Georgia - City Manager - 2012
 Edmond, Oklahoma - Director of Electric Utilities (Limited Scope) - 2010
 Eloy, Arizona - City Engineer - 2001
 El Paso, Texas - City Manager - 2004
 El Paso, Texas - Human Resources Director - 2005
 El Reno, Oklahoma - City Manager - 2006
 Fort Lauderdale, Florida - City Manager - 1998
 *Foster City, California - Human Resource Director - 2001
 Franklin Village, Michigan - Village Administrator - 1998
 Glen Ellyn, Illinois - Village Manager - 2006
 Glendale, Arizona - Deputy City Manager (2) - 2004
 Glendale, Arizona - Human Resources Director - 2004
 Goodyear, Arizona - Human Resources Director - 2011
 Greensboro, North Carolina - City Attorney - 2011
 Greensboro, North Carolina - Assistant City Manager (Limited Scope Search) - 1996
 Greensboro, North Carolina - Chief of Police - 1998
 Hampton, Virginia - City Manager - 2009
 Hampton Roads Transit Authority, Virginia - Executive Director (Limited Scope Search) - 1998
 Hampton Roads Transit Authority, Virginia - Director of Planning - 2000
 Harrisburg, North Carolina - Finance Director - 2008
 *Henderson, Nevada - Human Resource Director - 1997
 Highland Park, Michigan - Interim City Manager - 2002-2003
 Hillsborough County, Florida - Director, Division of Cultural Services - 1988
 Homebuilders Association of Greater Spartanburg, South Carolina - Executive Director - 1998
 Hyattsville, Maryland - City Manager - 2010
 Indian Rocks Beach, Florida - Treasurer (Limited Scope Search) - 1995
 Ithaca Housing Authority, New York - Executive Director - 1993
 Jackson, Michigan - Fire Chief - 1997
 Jackson County, Missouri - Director of Parks & Recreation - 2007
 Jackson County, Missouri - Deputy Chief Administrative Officer - 2007
 Jacksonville, Florida - Chief, Information Technology - 1999
 Johnson County, Kansas - County Administrator - 1998

*Lake Arrowhead Community Services District - F.D., California - Finance Director/District Engineer - 2000
 Lakeland, Florida - Assistant City Manager - 2003
 Lakeland, Florida - Assistant City Manager - 2000
 Lake Worth, Florida - City Manager - 2010
 Laredo, Texas - Chief of Police - 2008
 Largo, Florida - Assistant Director of Community Development - 2004
 *Lauderdale Lakes, Florida - Human Resources Director - 2008
 Lee's Summit, Missouri - City Attorney - 2008
 Leon County, Florida - County Administrator - 1989
 *Livermore, California - City Manager - 2000
 *Livermore, California - Deputy City Attorney - 2000
 *Livermore, California - Assistant City Attorney - 2001
 Los Alamos County, New Mexico - County Administrator - 2003
 Los Alamos County, New Mexico - Utilities Manager - 2003
 Los Alamos County, New Mexico - Human Resources Manager - 2003
 Macon, Georgia - Chief Administrative Officer - 2008
 Martin County, Florida - Assistant County Administrator - 2006
 *Mendocino County, California - Personnel Director - 1998
 Mesa County, Colorado - County Administrator - 2011
 Michigan Theatre, Jackson, Michigan - Executive Director - 1998
 Montgomery County, Ohio - Director of Job and Family Services - 2007
 Montgomery County, Maryland - Director of Office of Management & Budget - 2003
 Montgomery Village, Illinois - Village Manager - 2000
 Mound, Minnesota - City Manager - 2000
 Norfolk Redevelopment and Housing Authority, Virginia - Executive Director - 2001
 Norfolk Redevelopment and Housing Authority, Virginia - Deputy Executive Director - 2000
 Norfolk, Virginia - Director of Human Resources - 1988
 Norfolk, Virginia - Assistant Director of Human Resources - 1999
 Norfolk, Virginia - Chief of Police - 1993
 Norfolk, Virginia - City Manager - 1999
 Norfolk, Virginia - Director of Human Resources - 1998
 Norfolk, Virginia - Finance Director - 1995
 Norfolk, Virginia - Solid Waste Superintendent - 2000
 Norfolk, Virginia - Assistant City Manager - 1998
 Norman, Oklahoma - Director of Planning and Community Development - 2008
 North Miami Beach, Florida - City Manager - 2002
 North Myrtle Beach, South Carolina - Public Safety Director - 2010
 Northern Kentucky Independent District Health Department - Director of Health - 2010
 *Oakland Park, Florida - Assistant City Manager - 2004
 *Oakland Park, Florida - Human Resources Director - 2004
 *Oakland Park, Florida - Assistant City Manager - 2002
 Oak Ridge, Tennessee - Chief of Police - 2011
 Oklahoma City, Oklahoma - City Manager - 1986
 Orange Beach, Alabama - Director of Community Development - 2002
 Orange County, North Carolina - County Manager - 2008
 Orlando, Florida - Chief Administrative Officer - 2005
 Orlando, Florida - Chief Financial Officer - 2005

Osceola County, Florida - Human Resources Director - 2006
 Osceola County, Florida - Building Department Director - 2005
 Owosso, Michigan - Chief of Police - 2002
 Palm Beach County, Florida - Director of Planning, Building and Zoning - 1988
 Palm Beach County, Florida - Assistant Director of Financial Management and Budget - 1986
 Palm Beach County Health Care District, Florida - Administrator - 1988
 Peoria, Arizona - Financial Services Manager - 2007
 Peoria, Arizona - Revenue Manager - 2007
 Peoria, Illinois - City Manager - 2009
 Pinellas County Juvenile Welfare Board, Florida - Executive Director - 2006
 Pinetop-Lakeside, Arizona - Town Attorney - 2007
 *Pleasanton, California - Library Director - 2002
 *Pleasanton, California - Library Services Manager - 1999 *Pleasanton, California - Library Services Manager - 1999 *Pleasanton, California Library Services Manager 1999 *Pleasanton, California Library Services Manager 1999 *Pleasanton, California Library Services Manager 1999
 Polk County Conservation Board - Executive Director - 2004
 Port Arthur, Texas - City Manager - 2012
 Port of Los Angeles, California - Director of Construction and Maintenance - 2008
 *Portsmouth, Virginia - City Manager - 2008
 *Portsmouth, Virginia - Chief Financial Officer - 2008
 Portsmouth, Virginia - Director of Human Resources - 1999
 Portsmouth, Virginia - Chief of Police - 1998
 Portsmouth, Virginia - Director of Risk Management - 1998
 Portsmouth, Virginia School System - Director of Risk Management - 1998
 Questa, New Mexico - Village Administrator - 2011
 Ramsey County Public Library, Minnesota - Director (Limited Scope Search) - 2
 Reading, Pennsylvania - Managing Director - 2004
 *Redwood City, California - Library Director - 1997
 *Reno, Nevada - City Manager - 1995
 *Reno, Nevada - Redevelopment Administrator - 1998
 Richland, Washington - City Manager - 2007
 Richland County, South Carolina - County Administrator - 2006
 Richmond, Virginia - Chief Administrative Officer - 2009
 Richmond Redevelopment and Housing Authority, Virginia - Director of Housing Operations - 2000
 Roanoke, Virginia - City Manager - 1999
 San Antonio, Texas - Human Resources Director - 2009
 San Antonio Water System, Texas - President/CEO - 2008
 San Antonio Water System, San Antonio, Texas - Vice President of Communications and Community Relations - 2005
 San Diego, California - Deputy City Manager - 1988
 *San Diego, California - Parks and Recreation Director - 2000
 *San Diego, California - Assistant City Manager - 2000
 San Diego, California - General Manager, San Diego Wastewater Management District - 1988
 *San Mateo, California - Chief of Police - 2000
 Sandy Springs, Georgia - Finance Director - 2010
 Sarasota County, Florida - Director of Internal Audit - 2012

South Florida Workforce - Executive Director - 2005
Southeastern Public Service Authority, Virginia - 1998
Spartanburg, South Carolina Housing Authority - Executive Director - 2008
Spartanburg, South Carolina Housing Authority - Executive Director - 1992
Spartanburg, South Carolina Housing Authority - Deputy Executive Director - 1994
Spartanburg, South Carolina Housing Authority - Director of Maintenance - 1994
State of Delaware - Director, Division for the Visually Impaired - 1996
Sun'n Lake of Sebring, Florida - General Manager - 2002
Sun Valley, Idaho - City Administrator - 2012
Takoma Park, Maryland - City Manager - 2004
Taos County, New Mexico - Director of Community and Economic Development - 2007
Taos, New Mexico - City Manager - 2011
Taos, New Mexico - Town Police Sergeant - 2003
Thornton, Colorado - Public Information Officer - 1989
Tracy, California - Chief of Police - 2008
Tucson, Arizona - Chief Information Officer - 2005
Tucson, Arizona - Human Resources Director - 2005
University City, Missouri - City Manager - 2005
Vallejo, California - Deputy Fire Chief - 2014
Village of Questa, New Mexico - Village Administrator - 2011
Wasco, Washington - Community Development Director - 2012
Wayne County Economic Development Commission, North Carolina - President/Chief Operating Officer - 2000
West Des Moines, Iowa - Director of Development Services - 2013
West Des Moines, Iowa - Manager, Westcom - 2003
West Palm Beach, Florida - Housing and Community Development Director - 2007
Westminster, Maryland - City Administrator - 2006
White House, Tennessee - City Administrator - 2005
Wilmington, North Carolina - City Manager - 2002
Yankton, South Dakota - City Manager - 2012

IV. APPROACH AND TIMETABLE

A. Approach

Our approach and style are interactive. That is, we form a partnership with our client to conduct a project. Indianola Municipal Utilities (IMU) will benefit through ease of implementation and by gaining more in-depth knowledge of executive search and management consulting techniques and expertise.

B. Work Plan

We recommend a seven (7)-step search process as follows:

- **Position Analysis** — We will define work relationships, job qualifications and requirements for the position — the "Position Profile".
- **Recruitment Process** — We will recruit regionally and nationally for the position and network to locate qualified candidates.
- **Resume Review** — We will identify qualified candidates.
- **Candidate Screening** — We will thoroughly screen prospective candidates.
- **Background Investigation** — We will thoroughly evaluate prospective candidates.
- **Interview Process** — We will make recommendations and assist in selection.
- **Negotiation and Follow-up** — We will facilitate employment and follow-up to ensure complete integrity of the process.

1. **Position Analysis**

We will have extensive consultation with the Board of Trustees (Board), other IMU staff and local leaders selected by them, as well as other individuals or groups (if you wish) to determine the IMU's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to obtain information about the environment within which the position functions. In addition, we will spend a considerable amount of time at the beginning of the process in the IMU in order to determine the level of experience and training needed.

During this process, we will initiate individual interviews with the Board, citizen organizations, department heads and key staff, and others of your choice to identify expectations, perceptions, and concerns regarding the position.

Based on those meetings, we will prepare a draft position profile and review it with the Board of Trustees in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about IMU, the community, major issues to be faced, the position, and the selection criteria established.

2. **Recruitment Process**

Because we have recently completed similar searches, we will first review our database to determine those candidates whom we may already know and/or already have on file who

may meet IMU's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the general manager field for utilities and on our own experience. In other words, through "networking", we will conduct a nation-wide professional search for the best qualified candidates and invite them to apply for the position.

We will provide the Board with several advertising alternatives with varying degrees of cost and their associated benefits. Based on our discussions with the Board, we will place ads in professional journals, online at appropriate websites, and in various minority and women's publications to encourage applicants to apply.

3. Resume Review

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed of their status.

4. Candidate Screening

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile". They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Recruitment Profile.

We will be responsible for screening the applications received. This initial screening will be conducted by telephone and/or interactive video with the prospective candidate. We will conduct interviews with references who may know the candidate's background and expertise by telephone. Where feasible, we will also conduct personal interviews with top candidates.

Once the initial screening is completed, we will select the prospective candidates who most closely match the criteria established by the Board. The output of this step in the process will be a matrix display of the top candidates showing how each rates against the selection criteria established by the Board. This matrix will be reviewed with the Board in one-on-one meetings and guidance obtained prior to proceeding. One contingency here is that the Board may not approve of any of the candidates. If that should occur, we would, of course, keep searching until IMU's needs are clearly met.

After review by the Board, we will personally interview each using various interview techniques. We will closely examine their experience, qualifications and achievements in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications and achievements.

We also request that all candidates provide us, in writing, substantial information about

their accomplishments and their management style and philosophy. This information will be verified and, at the Board's option, may be further tested by having the finalists complete management and leadership style inventories. We interpret these instruments for the Board, as well.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance.

We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have talked to as many as 23 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can provide the results of a Teleometrics Management Style Inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes. (These may be extra cost items.) We will recommend background investigation criteria to the Board which will make the final decision on the specifics of the background check.

6. Interview Process

Based on the preceding steps, a recommended list of finalists for the positions of General Manager will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to the Board in a detailed written format (Interview Guide) combined with the results of the background investigation and candidate screening. We will make a recommendation on a group of five (5) to seven (7) finalists. The Board shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting with the Board in which we will discuss our recommendations and provide background information, sample questions and a rating form for the interviews. We can also assist the Board at no extra charge in conducting targeted selection and/or simulation processes with finalists, if desired. In particular, we will explain which, if any, of the applicants specifically meet the total criteria established by

the Board or whether the final group simply represents the best available talent.

We will also provide the Board with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, receptions, etc. We will arrange schedules for top candidate interviews with the Board and will coordinate the process.

7. Negotiation and Follow-up

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the Board to select an alternate candidate.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Board and that any public statement should come directly from the Board. We will maintain confidentiality of candidate information, to the degree possible, under Iowa law.

Finally, we will notify by letter all unsuccessful candidates who were not recommended for interview with the Board of the final decision reached. We suggest, however, that it is more proper for the Board to directly notify all unsuccessful candidates whom they interviewed of the final result.

Once the new General Manager has been on board for 30 days or so, we will conduct a session with the Board and with the new General Manager in order to establish mutual performance criteria and goals for the position. In this regard, we will work with the Board to define the role of the new General Manager within the IMU.

We will follow-up periodically with the Board and the new General Manager during the first year in order to make any adjustments that may be necessary.

We will keep the Board closely informed and involved in decisions concerning the search process at all times. We will prepare and send to the Board weekly e-mail updates and a formal progress report at the mid-point of the search. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the Board's deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

Support from the Board will be needed, as follows:

- Arranging interviews with the Board and key IMU staff
- Providing budget, organization charts and other documents
- Place of contact for the search
- Processing invoices for payment

C. Equal Employment Opportunity Statement

It is the policy of The Mercer Group, Inc., to assure equal opportunity based on ability and fitness for all employees or applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental or physical disability. Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff or termination.

This policy shall be disseminated to clients, subcontractors, suppliers and prospective applicants. The intent of this policy will apply to internal operations, recruitment and consulting activities conducted by our firm.

**INDIANOLA MUNICIPAL UTILITIES, IOWA
GENERAL MANAGER SEARCH
TENTATIVE TIMELINE**

RECRUITMENT PROCESS	
Proposal Due Date	August 19, 2015, by 2:00 PM
Kickoff meeting and interviews with Board of Trustees and others to be interviewed	August 19-20, 2015
Draft Recruitment Brochure to IMU for Review and Approval	August 25, 2015
Color Recruitment Brochure to IMU for Review and Approval	August 28, 2015
Access Data Base, Place Ads and Kick Off Search Process	August 28-29, 2015
Send Recruitment Brochure/Invitation Letter	August 28-29, 2015
Follow-up Telephone Calls	August 28-October 9, 2015
Cutoff Date for Receipt of Applications	October 9, 2015
Meet with Board to Review Short List of Candidates	October 15, 2015
Conduct Reference and Background Checks	October 16-30, 2015
Send Interview Guide to IMU Board on Top 5 Candidates	November 6, 2015
Board to Conduct Interviews on Top 5 Candidates	November 11-12, 2015

Make Selection	November 12, 2015
Negotiate Agreement	November 12-16, 2015
Selected Candidate On-Board	30/60 days later
Close off Search Process	Week of November 23, 2015

V. AVERAGE NUMBER OF YEARS OF TENURE

The average number of years our firm's placements have remained on the job after placement is eight (8) years. Some of our placements have remained in the position for over 20 years but a very few have left the position in less than two (2) years. One of our guarantees is that we will replace the placement if he/she should leave within 2 years from the date of placement for any reason for expenses only. Our guarantees are set out below:

1. **Client Organization:** The client is defined as the entire entity, including all departments, divisions, sections and groups. This assures that all of our guarantees apply to the entire client organization.
2. **Two-Year Off Limits:** We will not recruit candidates from a client organization for two years after completion of a search assignment without the full agreement of the client.
3. **Placement Off Limits Forever:** We will never recruit a candidate whom we have placed in a client organization as long as he/she is employed by that organization without the full agreement of the client.
4. **Continue the Search:** If, for any reason, the client does not feel comfortable selecting a candidate from our original recommended group of candidates, we will continue the search until the client can make a selection. The only caveat is that we may need to charge additional out-of-pocket expenses only for this additional work.
5. **Replacement of Successful Candidate:** If the candidate we place with the client leaves the client organization for any reason during the 24 month period following the date of placement with the client, we will replace the candidate for the out-of-pocket expenses only that it costs us to make the new placement.
6. **Parallel Candidate Presentation:** We will not present a candidate simultaneously to more than one client. This permits our firm to represent one client organization without any conflicts of interest.
7. **Client Conflicts:** If asked, we will disclose to our clients the names of the organizations which are "Off Limits" that logically would be target organizations on the new search assignment.
8. **Deceptive/Misleading Search Techniques:** We commit to our clients and to our prospective candidates that we will not use any search techniques which may be considered as deceptive or misleading.
9. **Resume Floating:** We will not float resumes to organizations in the hopes that we can collect a fee if that individual is hired.
10. **Not Represent Individuals:** We assure our clients and individuals who may become candidates that we will not collect a fee from candidates whom we may recommend for a position.

VI. COST PROPOSAL

Our fee for the services outlined is normally \$16,500 plus not-to-exceed expenses of \$8,000. We are discounting the fee by \$1,500 so that the fee is \$15,000 plus not-to-exceed expenses of \$8,000 for the General Manager search. Items typical of a similar search with their typical costs are broken down as follows:

Position Analysis	\$ 1,750
Outreach Campaign	2,000
Resume Review	1,750
Candidate Screening	4,000
Background Investigation	4,000
Interview Process	1,000
Negotiation and Follow-up	<u>500</u>
TOTAL FEE FOR GENERAL MANAGER SEARCH	\$15,000

Note: if our firm is awarded both the General Manager search for the Indianola Municipal Utilities and the City Manager search for the City of Indianola to be done together the cost of conducting those two searches would be a total of \$27,000 plus a total of \$9,000 in not-to-exceed expenses.

Expenses, not-to-exceed out-of-pocket in the amount of \$8,000.00, are for consultant travel (3 trips to client), lodging and per diem, telephone, correspondence and postage, advertising, research, sourcing, photocopying, reference and background investigation, data assemblage and report preparation.

Because of our other ongoing consulting and search work and our experience, expenses should be kept to a minimum. The cost for final candidates to travel to interview with the Board is not included. Such costs are typically paid by the client on a reimbursement basis, directly to the candidates. These costs are extremely difficult to estimate because they depend on where the candidates are located. Typically, out-of-state costs run about \$750 to \$1,000 per person.

IMU's liability to The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the Board in writing.

We will submit regular invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third upon delivery of the semi-finalist application materials, and one-third upon delivery of the Final Report (Interview Guide with candidate information). Each invoice is due and payable upon receipt for professional services. Expenses will be billed monthly in addition and shown as a separate figure.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

Our ability to carry out the work required will be heavily dependent upon our past experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or

developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Iowa.

VII. ACCEPTANCE AND SAMPLE AGREEMENT

This proposal is accepted for the Indianola Municipal Utilities, Iowa, by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

* * * * *

Sample Contract

AGREEMENT

This AGREEMENT, made as of this ____ day of _____, 2015, by and between **THE MERCER GROUP, INC.** and the **INDIANOLA MUNICIPAL UTILITIES, IOWA**, a governmental corporation.

WITNESSETH:

WHEREAS, the Indianola Municipal Utilities, Iowa, (hereinafter referred to as the "IMU") has made a request for proposals dated August 5, 2015, to hire an executive recruiter to conduct a search for a General Manager for the IMU and

WHEREAS, The Mercer Group, Inc. (hereinafter referred to as "Mercer") has submitted a proposal in response to IMU's request; and

WHEREAS, the City has selected Mercer's proposal as the proposal which best meets its needs and IMU desires to hire Mercer to conduct IMU's search for a new General Manager, and

WHEREAS, Mercer desires to assist IMU in conducting IMU's search for a General Manager.

NOW THEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by all parties hereto, Mercer and IMU hereby agree as follows:

1. Mercer agrees to provide services and support to IMU in the conduct of IMU's search for a General Manager. Mercer agrees to conduct IMU's project in accordance with scope of services outlined in its Proposal to IMU dated August 18, 2015, in response to IMU's request for proposal.

Mercer's proposal is incorporated by reference and thus made a part of this Agreement.

2. IMU agrees to compensate Mercer for its services in the amount of \$15,000 for professional services and not-to-exceed \$8,000 in expenses to conduct the General Manager search. Payments to Mercer are to be made as outlined on pages 20-21 of Mercer's proposal to IMU.
3. IMU and Mercer both agree that this Agreement shall be governed by the laws of the State of Iowa.
4. IMU and Mercer both agree that in the event that any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of receipt of such notice.

Agreement, Continued:

5. IMU and Mercer both agree that any amendments to this Agreement shall be made in writing, and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall effect the terms of this Agreement.
6. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days written notice to the affected party. Should either party terminate this Agreement IMU shall only be obligated to pay Mercer for those services already provided.

INDIANOLA MUNICIPAL UTILITIES, IOWA

BY: _____

ATTEST:

THE MERCER GROUP, INC.

BY: _____
James L. Mercer, President/CEO
Certified Management Consultant

APPENDICES

REFERENCES

Mr. Jeff Pomeranz, City Manager
City of Cedar Rapids; population: 128,000
101 First Street SE
Cedar Rapids, IA 52401
319-280-5080

citymanager@cedar-rapids.org

Our firm has conducted several searches for Mr. Pomeranz, the most recent being a Chief of Police Search.

Ms. Jane Pauba-Dodge, Human Resources Director
City of West Des Moines; population: 65,000
4200 Mills Civic Parkway
West Des Moines, IA 50265
515-222-3602

jane.dodge@wdm.iowa.gov

Our firm worked with Ms. Pauba-Dodge to place a Chief of Police and on other searches.

Mr. Dennis Henderson, City Manager
City of Clive; population: 15,447
1900 NW 114th Street
Clive, IA 50325
515-223-6220

dhenderson@cityofclive.com

Our firm worked with Mr. Henderson on a search a Director for 911 services in the region.

Ms. Amy Mixen, Human Resources Director
City of Wentzville; population: 29,070
310 W Pearce Blvd
Wentzville, MO 63385
636-639-2007

amy.mixen@wentzvillemo.org

Our firm worked with Ms. Mixen to place a City Administrator for Wentzville when our prior placement died suddenly after one year in Wentzville.

Mr. Craig Owens, City Manager
City of Clayton; population: 15,303
10 N Bemiston Avenue
Clayton, MO 63105
314-290-8400

cowens@claytonmo.gov

Our firm worked with Mr. Owens to place a Chief of Police with the City of Clayton.



Response to Request for Proposal

RE: General Manager Recruitment

*Prepared by Paul Wenbert, Western Regional Manager,
Slavin Management Consultants, August 9, 2015*



7828 E. Red Hawk Circle, Mesa, Arizona 85207
480-664-2676

pwconsulting@cox.net
www.slavinmanagementconsultants.com



August 9, 2015

Ms. RoxAnne M. Hunerdosse
Director of Human Resources
City of Indianola, Iowa

Submitted via e-mail to: rhunerdosse@cityofindianola.com

Dear Ms. Hunerdosse:

Slavin Management Consultants is pleased to submit this proposal to conduct the executive search for the Indianola Municipal Utilities' next General Manager at a cost of \$14,685 plus expenses. Page 14 includes the cost of doing the General Manager and City Manager searches simultaneously.

Slavin Management Consultants (SMC) operates a national practice from its home office near Atlanta, Georgia, and also has consultants in California, Arizona, Texas, Ohio, Michigan, Connecticut, and Florida. With its extensive national network, SMC is confident in its ability to secure a group of outstanding candidates from throughout the nation that would be a good fit for the City.

Mr. Paul Wenbert will serve as Project Manager on this assignment. After a 30-year career in city management including more than 13 years in Iowa, Mr. Wenbert joined SMC in 2007 as its Western Regional Manager. He has conducted or assisted in the conduct of more than 50 searches for jurisdictions as small as Carlisle, Iowa, (3,900 population) to as large as Phoenix Arizona, (1.5 million population).

If SMC conducts the General Manager and City Manager searches simultaneously Mr. David Krings will be the Project Manager for one of the two searches. After a 32-year career in state and local government management including 22 years as a county manager, Mr. Krings joined SMC in 2010 as its Midwest Regional Manager.

SMC President Bob Slavin will provide oversight and support on this project. Having conducted or assisted in the conduct of more than **900 executive searches**, Mr. Slavin is among the most experienced recruiters of local government managers in the nation.

Thank you for the opportunity to submit this proposal. Please contact Mr. Wenbert at 480-664-2676 if you have any questions about this proposal.

Sincerely,

Paul Wenbert
Western Regional Manager

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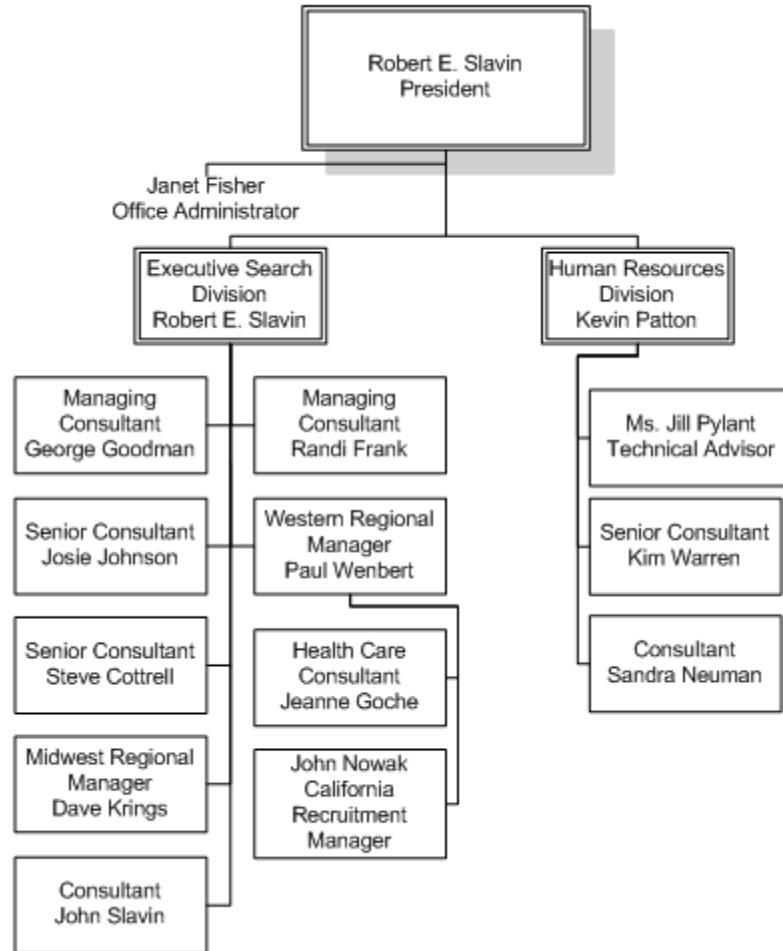
SECTION I—ABOUT SLAVIN MANAGEMENT CONSULTANTS

Slavin Management Consultants (SMC) was formed in 1991 and is incorporated in the State of Georgia. SMC operates a national practice from its home office in the Atlanta metropolitan area. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government manager, an executive recruiter and a management consultant. In addition to the home office staff, SMC has consultants in Ann Arbor, Michigan; Cincinnati, Ohio; Dallas, Texas; Hartford, Connecticut; Key West, Florida; Manteca, California; and Mesa, Arizona. As one of the only national public sector executive recruiting firms in the country, SMC is confident in its ability to secure a group of outstanding candidates from throughout the nation that would be a good fit for the City.

SMC provides high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organizational development and training. SMC has conducted successful assignments for hundreds of public sector organizations nationally and received many accolades for its work.

Slavin Management Consultants is in excellent financial condition. The company is profitable, is current with all of its accounts, and has no debt. SMC has never been sued and is not aware of any pending legal actions against the company.

SLAVIN MANAGEMENT CONSULTANTS ORGANIZATIONAL CHART



FIRM CONTACT INFORMATION

The following individuals will serve as the primary contacts for this project.

Project Manager

Paul Wenbert
Western Regional Manager
Slavin Management Consultants
7828 E. Red Hawk Circle
Mesa, Arizona 85207
480-664-2676 (work)
480-444-9512 (cell)

pwconsulting@cox.net

Other Professional Staff

Mr. David Krings
Midwest Regional Manager
Slavin Management Consultants
3053 Williams Creek Drive
Cincinnati, Ohio 45244-3257
513-474-1146 (work)
513-200-4222 (cell)
dkrings@cinci.rr.com

Mr. Robert E. Slavin
President
Slavin Management Consultants
3040 Holcomb Bridge Road, Suite A-1
Norcross, Georgia 30071
770-449-4656 (work)
678-296-2037 (cell)
770-416-0848 (fax)
slavin@bellsouth.net

SMC STAFF ASSIGNED TO THIS PROJECT

Mr. Paul Wenbert will serve as Project Manager on this assignment. After a 30-year career in city management, Mr. Wenbert joined SMC in 2007 as its Western Regional Manager. He has conducted or assisted in the conduct of more than 50 searches for jurisdictions as small as Carlisle, Iowa, (3,900 population) to as large as Phoenix, Arizona (1.5 million population).

During his city management career, Mr. Wenbert was responsible for management of a \$470 million budget and 1,100 employees as Deputy City Manager for the City of Mesa, Arizona. Mr. Wenbert spent more than 13 years of his career in Iowa as Assistant City Manager for Ames, Iowa, and City Administrator for Newton, Iowa. While in Iowa, Mr. Wenbert served as President of the Iowa City/County Management Association and was awarded with the Association's highest honor, the Joe Lukehart Award. Mr. Wenbert has an extensive professional network in the Midwest based on his 20 years of local government management experience in Iowa, Illinois and Indiana. In addition, he has a large nationwide professional network as a result of 30 years of involvement in ICMA including serving as Midwest Regional Vice-President and chairing three ICMA Committees.

If SMC conducts the General Manager and City Manager searches simultaneously Mr. David Krings will be the Project Manager for one of the two searches. After a 32-year career in local and state government management including 22 years as a county manager, Mr. Krings joined SMC in 2010 as its Midwest Regional Manager and has conducted or assisted in the conduct of 14 executive recruitments.

Mr. David Krings local government management experience includes 13 years as Hamilton County (Cincinnati), Ohio County Administrator where he oversaw more than \$1 billion in development of the Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park. In total Mr. Krings has more than 25 years of experience with three large county governments: Hamilton County (845,000 population); Peoria County, Illinois (182,000 population); and Ramsey County, Minnesota (460,000 population). In addition, Mr. Krings has a large local government management network having served as President of both ICMA and the National Association of County Administrators (NACA).

SMC President Bob Slavin will provide oversight and support on this project. Mr. Slavin is among the most experienced recruiters of local government managers in the nation. He has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work. Mr. Slavin has conducted or assisted in the conduct of more than **900 executive searches** throughout his career.

Additional information about SMC staff assigned to this project is included in Appendix A.

SMC'S RESULTS-ORIENTED PROCESS

SMC uses a critical path search process which allows its clients to focus their attention on the selection process rather than on identifying, recruiting, screening, and evaluating candidates. The best prospects are typically happily employed and do not respond to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their application could become a matter of public information prior to being assured that the client is interested in their candidacy. SMC has a proven track record of aggressively pursuing these types of "happily employed" candidates to encourage them to submit their applications as evidenced by the newspaper article at the end of the Appendix. SMC's approach to this assignment will reflect the unique qualities of Indianola, and it will honor the confidentiality of candidates to the extent permitted by Iowa law.

SMC would like the Indianola Municipal Utilities (IMU) to consider SMC's unique qualities and approach identified below that help to distinguish it from other public sector recruiting firms.

- SMC is results-oriented. Once the recruitment profile is approved by the IMU, SMC will “lock” into the profile's criteria and carefully identify, recruit, and evaluate candidates who meet **the IMU's criteria**. SMC does not simply bring forward candidates it already knows.
- SMC is committed to complete client satisfaction. SMC's successful placement-oriented approach will ensure that the project work is practical, realistic, and timely and that it has the full commitment and support of the client so that a successful placement occurs.
- SMC makes use of resources that go beyond “Google” searches to conduct background checks of potential candidates. **In addition and unique to this industry, SMC visits finalists' work sites prior to client interviews to learn first-hand about candidates' management style and work performance.**
- SMC are leaders in the executive search field having conducted more than 900 public sector executive searches throughout the nation (see Appendix B for partial list).
- SMC's methodologies are state-of-the-art and include advertising in traditional publications, websites, and use of SMC's large resume data base to generate quality applicants.
- SMC's style is interactive in that it builds a partnership with its clients.
- SMC uses discount airfares and makes multi-client trips whenever possible to reduce expenses to its clients.
- SMC are experts in EEO/AA recruitment. Approximately 25 percent of its placements are from protected groups (see Appendix C for partial list).
- Every search SMC has conducted resulted in a selection from among its recommended group of candidates. SMC's experience includes large and small organizations and chief executives and subordinate-level positions. **More than 95 percent of SMC's placements have remained in their clients' positions for more than five years, and the guarantee (see Section III, page 9) of redoing the search due to the candidate leaving during the first 2 years of the new position has occurred only twice out of more than 900 searches.** SMC has established this enviable track-record due to its extensive research at the beginning of each assignment about the client and the position to be filled which helps SMC identify candidates that are a good fit for the position. This candidate fit is further verified through extensive background investigations, reference checks, and visits to finalists' work sites. SMC believes the best predictor of future candidate performance is past performance which is why SMC obtains such a substantial amount of information about each finalist.

While SMC is proud of its results-oriented approach of focusing on the practical aspects of filling positions in a timely and cost-effective manner, SMC realizes that process is important as well. For example, IMU's General Manager recruitment profile and advertisement will be viewed by thousands of local government professionals throughout the nation. This provides an excellent opportunity for Indianola to market itself and increase its visibility to opinion-makers throughout the United States. SMC will produce a quality recruitment profile brochure that markets Indianola in a positive light (see Appendix D for example of SMC recruitment profile). In addition, the "customer service" approach SMC employs in dealing with prospective candidates will also reflect positively on Indianola. SMC is as proud of its responsiveness to candidates as it is to its clients.

SECTION II—WORK PLAN

SMC will use a proven and comprehensive seven-step work plan to complete this project as follows:

1. Develop recruitment profile;
2. Recruit qualified candidates;
3. Submit written progress report on semi-finalists to client;
4. Conduct background investigations/site visits on finalists;
5. Assist client in interview and selection process;
6. Facilitate employment of selected candidate; and
7. Conduct follow-up with client after candidate has been employed.

Each step of this work plan is described below.

1. Develop recruitment profile

SMC will meet with IMU Board Members and staff to learn about the IMU's needs and culture. Also, SMC will provide options for additional external and internal stakeholder involvement. Finally, SMC would appreciate receiving a guided tour of the community. These meetings and tour as well as independent research conducted by SMC about the community and position will help SMC determine the unique challenges to be managed by IMU's next General Manager. This will allow SMC to accurately describe the desired professional and personal attributes top candidates should possess.

Once SMC has gained sufficient information, it will prepare a draft recruitment profile and review it with the IMU Board to obtain its approval. The profile will include information about the Indianola community, IMU, issues and opportunities to be managed by the next General Manager, and the job requirements and selection criteria.

2. Recruit qualified candidates

SMC will utilize the following resources to conduct a national recruitment for qualified candidates that meet the job specifications and selection criteria for the position:

- SMC's database of candidates;
- SMC's professional local government management network;
- Advertisements in national professional publications and regional publications as appropriate; and
- Sending the recruitment profile to persons who have the requisite experience for the position.

3. Submit written progress report on semi-finalists

SMC will submit a written progress report on the semi-finalists and meet with the client to discuss this report. Typically 10-15 semi-finalists are included in the progress report.

The progress report will summarize each semi-finalists' experience and education. The report will also include a screening of semi-finalists against the selection criteria and job requirements contained in the recruitment profile. This screening will be based on:

- a review of resumes and cover letters;
- SMC's phone interviews of semi-finalists;
- semi-finalists' responses to a supplemental questionnaire that provides additional information about semi-finalists' management styles, writing skills, and how closely their experience relates to the selection criteria and job requirements in the recruitment profile; and
- SMC's knowledge of semi-finalists' work performance and the quality of the organizations and communities in which they have served.

The progress report will also include the semi-finalists' current salary. At SMC's meeting with the client, the client will select the finalists to interview using SMC's candidate ranking forms if desired. Typically five finalists are interviewed. Appendix E contains an example of the type of information which will be included in the progress report.

4. Conduct background investigations/site visits on finalists

SMC will conduct background investigations and site visits on the finalists. In order to better assess the finalists' management style and interpersonal characteristics, SMC will personally interview each in his or her present work environment while protecting the finalists' confidentiality. SMC will closely examine each finalist's experience, achievements, management style, and interpersonal skills in relation to the recruitment profile's selection criteria.

SMC's background investigations include detailed and extensive reference checks which cover a minimum period of ten years. SMC will interview the references provided by the finalists as well as others who can evaluate the candidate's job performance. The background work also includes investigation to the maximum extent permitted under federal law of finalists':

- criminal and civil court records;
- credit history;
- driving records; and
- college degrees.

At the client's option, SMC can arrange for assessment centers and/or psychological (or similar) testing of the candidates. These optional items will result in additional cost to the client.

SMC will provide a report to the client about these background checks and site visits.

5. Assist client in interview and selection process

SMC will assist the client in developing the interview process based on SMC's knowledge of best practices and will provide a list of interview questions for the client's consideration. SMC will contact the finalists to inform them of interview schedules and other logistical details, and SMC will be present during the interviews. Finally, SMC will notify all unsuccessful candidates of the final decision reached.

6. Facilitate employment of selected candidate

SMC will provide information about trends in employment, employment agreements, and relocation expenses to the client. SMC will also facilitate negotiation of the selected candidate's compensation package.

7. Conduct follow-up with client after candidate has been employed

SMC will follow-up with the IMU Board Chairperson and the new General Manager six and twelve months after the selected candidate has been employed to evaluate the success of the placement. SMC will assist in any adjustments that may be necessary.

SECTION III—GUARANTEES

SMC provides a comprehensive set of assurances and guarantees to clients that include:

- A commitment to excellence. SMC guarantees that the selection process and placement will be of high quality and successful. To accomplish this, SMC will continue to work with the client until a satisfactory candidate is selected and accepts employment;
- SMC guarantees its work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a SMC recommended candidate; in this event, SMC will charge the client only for its out-of-pocket expenses to redo the search (no professional fees will be charged);
- SMC will never actively recruit any *candidate* who SMC has placed nor will SMC actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment;

-
- SMC will properly handle any and all media relations. Unless otherwise directed, it is SMC's standard practice to tell all media that SMC is working on behalf of the client and that any public statement should come from the client directly. Under no conditions will SMC release information to the media unless specifically directed by the client to do so; and
 - SMC will keep the client informed and involved in the search process. SMC will provide frequent verbal and written progress reports to the client.

SECTION IV—PROJECT SCHEDULE

The search process normally takes 90 days to complete and typically follows the schedule below.

		DAYS				
STEPS		1-30	30-45	45-60	60-90	90-455
1.	Develop recruitment profile and advertising program for client approval	✓				
2.	Identify qualified candidates and receive and review resumes	✓	✓			
3.	Screen & evaluate prospective candidates/prepare progress report and meet with client		✓	✓		
4.	Conduct background investigations and site visits on finalists				✓	
5.	Interview and evaluate finalists				✓	
6.	Assist in selection and facilitate employment				✓	
7.	Follow-up					✓

SECTION V—PROJECT COST

PROFESSIONAL FEES

The project cost is \$14,685 of professional fees plus expenses. The following table shows the level of involvement by project step and cost.

PROJECT COSTS				
STEPS	ASSIGNED HOURS (Approximate)		RATE (Hr)	FEES
	Project Manager	Consultant		
1. Project planning/develop recruitment profile/prepare and place advertising	30		\$85	\$2,550
		5	\$40	\$200
2. Identify and recruit candidates / acknowledge resumes	30		\$85	\$2,550
		24	\$40	\$960
3. Phone interviews with potential semi-finalists/prepare progress report	24		\$85	\$2,040
		6	\$40	\$240
4. Meet with client to review progress report and select finalists	4		\$85	\$340
5. Schedule finalists interviews / assist client with designing interview process	8		\$85	\$680
6. Finalists background investigation (includes SMC on-site visits with finalist candidates)	33		\$85	\$2,805
		28	\$40	\$1,120
7. Finalists interviews/assist in employee selection	12		\$85	\$1,020
8. Negotiate employment agreement	4		\$85	\$340
9. Follow-up	4		No Charge	\$0
TOTAL HOURS	149	64		
TOTAL COST				\$14,685

EXPENSES

Expenses for this executive search will be billed on an actual cost basis and will not exceed 50 percent of the professional fee (\$7,342.50). Additional detail about these expenses is shown below.

Consultant Travel: The client pays direct costs for all necessary consultant travel using lowest available air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars using the corporate discount, and normal meals. The client controls these costs in the following ways: 1) the client pre-approves all work plans including all consultant and candidate travel; and 2) when appropriate, the consultant will work on more than one search when traveling and will therefore allocate costs to multiple clients.

Office Costs: telephone (\$350 flat fee, billed in two installments), fax, postage, copier, and delivery costs.

Advertising: typically approximately \$2,000. The client controls these costs because the advertising program will be approved by the client prior to implementation.

The cost for finalists to travel to the client's locale for interviews is not included in the cost of this proposal. Such costs are typically paid by the client on a reimbursement basis directly to the candidates and controlled through the client's prior approval of the finalists. These costs vary depending on candidate location, spousal involvement, and the length of the interview process. For budgeting purposes, an average cost of between \$500-700 per candidate would be appropriate. Typically five candidates are interviewed.

Should the client's needs result in an increased project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project which would require client approval. The client's liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the client in writing.

SMC will submit monthly invoices for fees and expenses. It is SMC's practice to bill 30 percent at the start of the search, 30 percent at the end of thirty days, 30 percent at the end of sixty days, and the remaining 10 percent shortly after the time that the candidate accepts the position. Expenses will be billed in addition and shown as a separate figure. Each invoice will be payable upon receipt.

SMC will comply with all applicable laws, rules, and regulations of federal, state, and local government entities. SMC's liability, if any, will not be greater than the amount paid to SMC for the services rendered.

CONDUCTING GM AND CM SEARCHES SIMULTANEOUSLY

If SMC conducts the IMU General Manager and Indianola City Manager searches simultaneously, the professional fee would be \$13,285 for each search for a total professional fee of \$26,570. SMC's expenses would be a cost not-to-exceed \$7,000 for each search.

SECTION VI—REFERENCES

1. Ms. Marisa Keeney
Human Resources Manager
Cowlitz Public Utility District (Electric)
961 12th Avenue
Longview, Washington 98632
360-501-9220
mkeeney@cowlitzpud.org
General Manager search, 101,000 population, current
2. Mr. Steve Kennedy
Chief Administrative Officer
City of Americus Georgia
Municipal Building
229-924-4411
skennedy@americusga.gov
Public Works Director search, 17,000 population, current
3. Mr. William Cahill
City Manager
City of Loveland
500 East Third Street
Suite 330
Loveland, Colorado 80537
970-962-2306 (phone)
970-962-2900 (fax)
bill.cahill@cityofloveland.org
Public Works Director search, 72,000 population, 2014
4. Mr. Patrick Banger
Town Manager
Town of Gilbert
50 E. Civic Center Drive
Gilbert, Arizona 85296
480-503-6864
patrick.banger@gilbertaz.gov

Water Manager search, 210,000 population, 2013
Public Works Director search, 2012

5. Mr. Dean Kruithof (former Branson, Missouri City Manager)

City Manager
City of Miami
PO Box 1288
Miami, Oklahoma 74354-1288
918-542-6685
dckruithof@aol.com

Utilities Director search, 12,000 population, 2010

6. Mr. John Lester

General Manager
Light and Water Commission
Clarksville, Arkansas
479-754-3148
john.lester@clarksvillelightwater.com

General Manager search, 10,000 population, 2013

7. Mayor Ruth Randleman

195 North First Street
PO Box 430
Carlisle, Iowa 50047
515-249-4974

City Administrator search, 3,900 population, 2013 and Police Chief search, current

8. Mr. Tim Moerman

City Administrator
230 W. Hickman Road
Waukee, Iowa 50263
515-987-4522
tmoerman@waukee.org

City Administrator search, 14,500 population, 2013

9. Mayor Barry Porter

City of Wyoming
800 Oak Avenue
Wyoming, Ohio 45215
513-821-7600 (phone)
porterbear81@aol.com

City Manager search, 8,400 population, 2011

ACCEPTANCE/SIGNATURE

This proposal is presented by Slavin Management Consultants by:

SIGNATURE: _____

NAME: Paul Wenbert

TITLE: Western Regional Manager

DATE: August 9, 2015

This proposal is accepted for the Indianola, Iowa Municipal Utilities by:

SIGNATURE: _____

NAME: _____

TITLE: _____

DATE: _____

APPENDIX

APPENDIX A – ABOUT PROJECT STAFF

Paul Wenbert, ICMA-CM, SMC Western Regional Manager

Mr. Wenbert has 30 years of local government management experience including 24 years of executive level experience with nearly 13 of those as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed 6.5 years of service as Deputy City Manager for the City of Mesa. His career highlights include 9 years as City Administrator for Newton, Iowa; 3.5 years as Village Manager for Villa Park, Illinois, and 4.5 years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana, administrative assistant for Marion, Indiana, and administrative intern and administrative assistant for Mesa, Arizona.

Mr. Wenbert has a Masters degree in Public Administration from Arizona State University and a Bachelor of Science degree in Public Affairs from Indiana University. He is an ICMA Credentialed Manager and a graduate of the Senior Executive Institute at the University of Virginia.

His career highlights include:

- Managed city departments with \$470 million budget and 1,100 employees in Mesa, Arizona;
- Chaired Keep Maytag In Newton Task Force which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment;
- Instituted Productivity Improvement Programs in Newton, Iowa, and Villa Park, Illinois, resulting in over \$3 million of savings;
- Negotiated revised intergovernmental agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park, and Mesa;
- Negotiated many collective bargaining agreements and developed and implemented many personnel and wage classification systems;
- Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, interstate interchange decisions and allocating resources equitably to newly developed and existing areas of the community;

-
- In all positions enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, and citizen academies;
 - In all positions improved staff team-building through city-wide staff development and training and city-wide committee work assignments;
 - Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives;
 - Received Greater Newton Area Chamber of Commerce Key Award for Chairing Keep Maytag In Newton Task Force; and
 - Received Joe Lukehart Professional Service Award for Advancement of City Management in Iowa.

Professional Affiliations

- ICMA--Past Executive Board Member, Chair of the Endowment Fund Committee, Chair of Employment Agreements Task Force, and Chair of Assistants Steering Committee; current Mentor for Emerging Leader Development Program
- Indiana University School of Public and Environmental Affairs (SPEA) Distinguished Alumni Council member
- Iowa City/County Management Association—Past President and other offices
- Illinois City/County Management Association Metro Managers—Past Board Member
- Newton, Iowa Rotary Club—Past President and other offices
- Arizona City/County Management Association—Past Chairperson of Committee on Professional Conduct
- Arizona Municipal Management Assistants Association—Past President and other offices

David Krings, ICMA-CM, SMC Senior Consultant

Mr. Krings has more than 35 years' experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative,

quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. Since late 2010 Mr. Krings has served as the Midwest Regional Manager for Slavin Management Consultants. Also, he is the part-time Administrator of Lockland, Ohio and has served as a part-time Advisor to the Newton, Ohio Mayor. He has had scores of consulting engagements with local jurisdictions and not-for-profits largely through TechSolve, a not-for-profit consulting firm. He has been certified as a local government expert in litigation involving local governments. Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

- Responsible for \$2.3 billion budget;
- Oversaw more than \$1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- *Governing Magazine* and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction.

Professional Affiliations

- ICMA—Past President and Board Member
- National Association of County Administrators (NACA)—Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration chapter Good Government Award

-
- Adjunct professor for University of Cincinnati and faculty member of University of Illinois, Community Information and Education Service

Robert E. Slavin, SMC President

Mr. Slavin is one of the pioneers in public sector and nonprofit executive recruiting. He is among the best known and respected professional recruiters in the industry. He is a frequent speaker at professional conferences and has written many articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management in establishing the Federal Senior Executive Service.

Mr. Slavin began his local government career in 1967. His experience includes 12 years working directly for local governments and seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated; Mercer, Slavin & Nevins; and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofits, and private sector businesses throughout the United States. Mr. Slavin's experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource systems studies.

Prior to being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California. While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System, and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward.

Professional Affiliations

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association—Human Relations Commission
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants Association
- Bay Area Salary Survey Committee

APPENDIX B – PARTIAL CLIENT LIST

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans twenty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Casper, Wyoming
Albany, Georgia	Chandler, Arizona
Alpharetta, Georgia	Chapel Hill, North Carolina
Anaheim, California	Charlotte, North Carolina
Ann Arbor, Michigan	Chesapeake, Virginia
Arlington, Texas	Clearwater, Florida
Arlington Heights, Illinois	Cleveland, Ohio
Atlanta, Georgia	Columbia, Missouri
Atlantic Beach, Florida	Columbus, Georgia
Asheville, North Carolina	Concord, New Hampshire
Auburn, Maine	Corpus Christi, Texas
Aurora, Colorado	Corta Madera, California
Austin, Texas	Creedmoor, North Carolina
Bartlesville, Oklahoma	Culver City, California
Bentonville, Arkansas	Dallas, Texas
Bergenfield, New Jersey	Davenport, Iowa
Berkeley, California	Davie, Florida
Beverly Hills, California	Decatur, Georgia
Birmingham, Alabama	Decatur, Illinois
Bisbee, Arizona	Delray Beach, Florida
Blacksburg, Virginia	Del Rio, Texas
Bloomington, Illinois	Denton, Texas
Boise, Idaho	Des Plaines, Illinois
Boynton Beach, Florida	Destin, Florida
Branson, Missouri	Dothan, Alabama
Brea, California	Dubuque, Iowa
Broken Arrow, Oklahoma	Duluth, Georgia
Brownsville, Texas	Dunedin, Florida
Bryan, Texas	Durham, North Carolina
Burbank, California	Eagle Pass, Texas
Carlisle, Iowa	Edmond, Oklahoma
Camarillo, California	Elgin, Illinois
Carson, California	Enfield, Connecticut

Englewood, Colorado
Escondido, California
Evanston, Illinois
Fort Collins, Colorado
Fort Lauderdale, Florida
Fort Worth, Texas
Franklin, Tennessee
Fridley, Minnesota
Frisco, Colorado
Gainesville, Florida
Gainesville, Georgia
Galesburg, Illinois
Garden City, New York
Gilbert, Arizona
Glastonbury, Connecticut
Glendale, Arizona
Glen Ellyn, Illinois
Grand Rapids, Michigan
Greenville, North Carolina
Greensboro, North Carolina
Gulfport, Florida
Hartford, Connecticut
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Klamath Falls, Oregon
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri

Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, Colorado
Loveland, Colorado
Manassas, Virginia
Mesa, Arizona
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Missoula, Montana
Modesto, California
Muscatine, Iowa
Myrtle Beach, South Carolina
Neptune Beach, Florida
Newark, Delaware
New Haven, Connecticut
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Oak Park, Illinois
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Oxnard, California
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas

Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Queen Creek, Arizona
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Antonio, Texas
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Springfield, Missouri
Storm Lake, Iowa
Stratford, Connecticut
Sunnyvale, California

Sunrise, Florida
Takoma Park, Maryland
Tempe, Arizona
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Tucson, Arizona
Turlock, California
Unalaska, Alaska
Upper Arlington, Ohio
Urbandale, Iowa
Valdez, Alaska
Virginia Beach, Virginia
Waco, Texas
Waukegan, Iowa
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California
West Palm Beach, Florida
Wichita, Kansas
Winston-Salem, North Carolina
Winter Park, Florida
Worcester, Massachusetts
Worthington, Minnesota
Wyoming, Ohio
Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Archuleta County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin

Buffalo County, Nebraska
Chaffee County, Colorado
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Eagle County, Colorado
Escambia County, Florida

Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Johnson County, Kansas
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia

Orange County, New York
Orange County, North Carolina
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Wyandotte County, Kansas
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development,
Duluth, Minnesota
Columbia Development Corporation,
South Carolina
Fresno Economic Development
Commission, California
Fresno Redevelopment Authority,
California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation
Los Angeles, California, Community

Redevelopment Agency
Mid-American Regional Council, Kansas
City, Missouri
West Palm Beach Downtown
Development Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority,
Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee

Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Health Care Entities

Des Moines, Iowa, Mercy Medical
Center
Iowa City, Iowa, University of Iowa
Hospitals and Clinics
Lake County, Illinois, Nursing Home
Los Angeles, California, General Hospital
Los Angeles County, California,
Department of Public Health
Manning, Iowa, Manning Regional
Health Care Center
Minneapolis, Minnesota, Public Health
Department
Monterey County, California Hospital
Newton, Iowa, Skiff Medical Center
Port Lavaca, Texas, Memorial Medical
Center
San Francisco, California, Laguna
Honda Hospital
Sheldon, Iowa, Sanford Sheldon Medical
Center
Tracy Minnesota, Sanford Tracy Medical
Center
Wake County, North Carolina, Health
Department

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of
Oklahoma

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta,
Georgia
Children's Board of Hillsborough County,
Florida
District of Columbia
East Brunswick Township, New Jersey
Fresno Employment and Training
Commission, California
Jefferson County Personnel Board,
Alabama
Ketchikan-Gateway Borough, Alaska
Local Government Insurance Trust,
Maryland
Metropolitan Washington Council of
Governments
Miami Valley, Ohio Regional Planning
Commission
South Dakota State Government

Non-Profits and Other Governmental Jurisdictions (continued)

Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Skiff Medical Center, Newton, Iowa
South Brunswick Township, New Jersey
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Dayton Regional Transit Authority, Dayton, Ohio
Honolulu Municipal Transit Authority, Honolulu, Hawaii
Kalamazoo County, Michigan Transportation Authority
Lee County Port Authority, Florida
Metra, Illinois Commuter Rail Authority
Orlando-Orange County, Florida Expressway Authority
Port Everglades Authority, Fort Lauderdale, Florida
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati, Ohio
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
Spartanburg Utility District, South Carolina

APPENDIX C – PARTIAL LIST OF PROTECTED GROUP PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	FEMALE	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		
COLUMBIA, MO	Police Chief	X		
CULVER CITY, CA	Finance Director			X
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURHAM, NC	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		

CLIENT	POSITION	AFRICAN AMERICAN	FEMALE	LATINO
ESCONDIDO, CA	Civic Center Construction Mgr		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLASTONBURY, CT	Human Resources Director	X	X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director		X	
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
KANSAS CITY, MO	Water Services Director			X
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
	Dir, Visitors & Convention Bureau		X	
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		
	Executive Director, Civil Service Commission		X	
LOS ANGELES COUNTY REDEVELOPMENT AGENCY	Sr. Project Manager		X	
	Project Manager	X		
	Project Manager			X

CLIENT	POSITION	AFRICAN AMERICAN	FEMALE	LATINO
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
	Social Services Director	X		
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992)		X	
	City Manager (1999)			X
PALO ALTO, CA	City Attorney		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PRINCE WILLIAM COUNTY, VA	Fire Chief		X	
RICHMOND, CA	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	FEMALE	LATINO
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Police Chief	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
TOPEKA, KS	City Manager	X		
VALDOSTA, GA	Assistant Public Works Director		X	
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X

CLIENT	POSITION	AFRICAN AMERICAN	FEMALE	LATINO
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X

The City of Carlisle, Iowa

Invites Qualified Candidates to Apply For

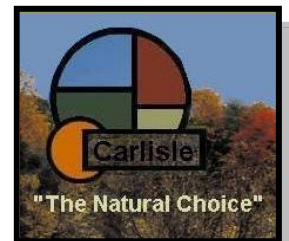
City Administrator



ABOUT CARLISLE – With a population of just under 4,000, Carlisle, Iowa, is part of the thriving Des Moines metropolitan area with a population of 572,000. As such, Carlisle offers the advantages of small-town living with the amenities provided by a metropolitan area. Carlisle's population grew by 11 percent in the last decade and similar continued growth is forecasted.

The City strives to be both development and environmentally-friendly. As such the City encourages development which reinvigorates the natural ecosystem through features such as reduced impervious surfaces, an emphasis on natural habitat, and use of rain gardens which soak up rain water runoff from buildings, patios, and driveways. This type of development is sometimes referred to as a "conservation community" where storm water is absorbed on-site through larger amounts of open space and reduced building setbacks. The aforementioned has been reinforced by Carlisle's branding effort several years ago that resulted in selecting "Carlisle—The Natural Choice" as its tag line and "Constantly Creating Opportunity to be the Natural Choice" as its theme line.

Carlisle takes pride in being a family-oriented community. As substantiation of the family-friendly nature of the metropolitan area, Parenting Magazine ranked Des Moines #5 for families among U.S. cities in 2011.



ECONOMY

The Des Moines metropolitan area remained largely unscathed by the Great Recession. For example, the Brookings



Institute evaluation of 100 metro areas throughout the country revealed the Des Moines area was in the top 20 in terms of its overall economic recovery from the recession. The metropolitan area currently has a non-seasonally adjusted unemployment rate of 5.5 percent compared to the U.S. non-seasonally adjusted rate of 8.1 percent.

Iowa has long been known for the quality of its workforce and the "Iowa Work Ethic". An analysis of 2010 U.S. census data is very favorable for Carlisle as shown by the table on page 2. In particular Carlisle's greater family income and lower housing prices provide the community with a competitive economic advantage compared to other U.S. communities.

CARLISLE DEMOGRAPHIC INFORMATION

	CARLISLE	U.S. AVERAGE	DIFFERENCE
MEDIAN AGE	35.9 years	37.2 years	3% younger
OWNER-OCCUPIED HOUSES	79%	65%	22% more
MEDIAN FAMILY INCOME	\$73,400	\$60,600	21% more
MEDIAN OWNER-OCCUPIED HOUSE VALUE	\$136,500	\$179,900	24% less

Major private sector companies in Carlisle are shown below.

EMPLOYER	TYPE OF BUSINESS	NUMBER OF EMPLOYEES
Carlisle Center for Wellness and Rehab	Nursing Home	121
General Mills	Food Manufacturing	90
Wyckoff Industries	Heating and Cooling	73
Equifax	Data Entry	66
Subway	Restaurant	22
Green Tech Products	Tire Recycling for Playground Turf	16
Heartland Co-op	Grain Elevator	15

TRANSPORTATION

Carlisle is located on the four-lane Iowa Highway 5 at its intersection with US Highway 65 near the community's western border. According to the Iowa Department of Transportation, approximately 54,520 vehicles pass through Carlisle each day. The community is also served by the Union Pacific Railroad's Class I main line which connects Minneapolis to Houston via Kansas City. Carlisle has same-day ground transportation access to an eight-state market with 850,000 businesses and 35 million people.

Carlisle is only 15 minutes from the Des Moines International airport, 20 minutes from downtown Des Moines, 25 minutes from the intersection of Interstates 35/80, and 25 minutes from Iowa's premier retail area, the Jordan Creek Town Center.



EDUCATION

The Carlisle School District is a pre-K-12 district with 2050 students. Approximately half of the students reside in Carlisle and the other half reside in southeast Des Moines and nearby Hartford and unincorporated areas.

The District has four school facilities three of which are in Carlisle (pre-K-3 elementary school, 6-8 middle school, and 9-12 high school) and a 4-5 middle school in Hartford. The District's students consistently outperform state and national averages in both college entrance exam scores and graduation rates. Also, class sizes consistently rank below state and national averages. Finally, the District's school-to-work program provides students hands-on job experience before they graduate. Carlisle Schools are large enough to offer a broad range of activities but small enough that everyone can participate--the District has a no-cut policy regarding student participation in sports, music, drama and all other extra-curricular activities.

All of the aforementioned attributes have made Carlisle Schools a destination district. During open enrollment there are three times as many students who enroll in the Carlisle District as those who live in the District who enroll elsewhere. For more information about the District, please see their website at <http://www.carlisle.k12.ia.us/>

There are many post-secondary education opportunities available in close proximity to Carlisle including Iowa State University, Drake University, Grand View College, Simpson College, Central College, and the Des Moines Area Community College (DMACC).

RECREATION

The following are the parks and recreation attractions in the community.

- North Park, a 26-acre urban park featuring a Veteran's Memorial Honor Roll, a restored log cabin, community gardens, and access to the North River
- Lindhardt Park, a 12-acre athletic complex home to youth baseball and softball
- State-of-the-art Family Aquatic Center featuring heated pool, one-meter diving board, drop slide, eleven-foot deep diving area, swim lanes, super sidewinder slide, water cascade umbrella, frog slide, bubbling beach, water's edge snack bar, umbrellas, and shade structures
- Summerset National Scenic Recreational Trail, a 11.5-mile paved trail that passes through prairie, wetlands, woodlands, and along the Middle River southwest of Carlisle
- Scotch Ridge Nature Park, a 47-acre park along the North River at the Highway 5 gateway to Carlisle that is currently being developed to include a rare transect of several distinct soil-based ecosystems including riparian wetlands, riparian woodlands, mesic prairie, upland prairie, and oak savannah all within walking distance of each other. A 3.2-mile trail to connect Scotch Ridge to the Summerset Trail is currently in the final stages of design and permitting with construction planned for 2013-14.

In addition the following special events are held in the community: July 4th celebration; Pumpkin Fest; Christmas Tree Lighting Ceremony; Light Up Carlisle Christmas celebration; and the Heartland Challenge, a ten-hour ATV endurance race.

Additional information about Carlisle is available at <http://www.carlisle-ia.gov>

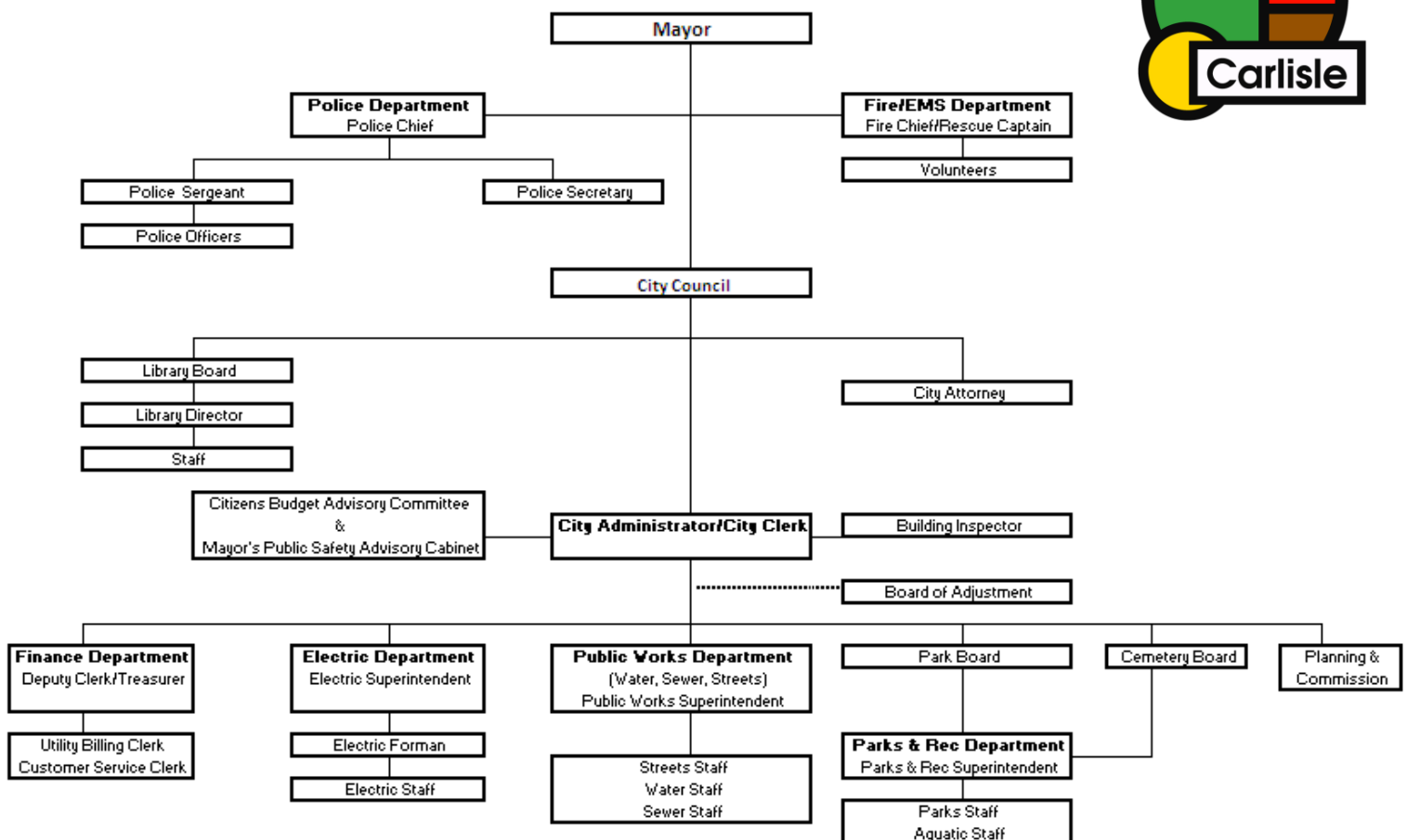


CITY GOVERNMENT – The City of Carlisle which was incorporated in 1851 operates under Iowa Code as a mayor-council government with an appointed Administrator. The City Council consists of five members who are elected at-large on a nonpartisan basis to staggered four-year terms. The Mayor who possesses veto power but no voting authority is also elected at-large for a four-year term on a nonpartisan basis. There are no term limits.

The City Administrator is appointed by a Council majority. However it requires a vote of four of the five Council Members to remove the City Administrator from office. The current City Administrator who is Carlisle’s first City Administrator has been in that position since 1996.

The City Administrator oversees the activities of all City departments (see organizational chart below). Under Iowa law the Library is governed by a Library Board appointed by the City Council. Also, under Carlisle’s form of government, state statutes dictate that the Mayor is responsible for the Police and Fire Departments. However, the Mayor being a part-time position relies heavily on the City Administrator to oversee these two departments. The City Administrator directly supervises the City departments other than Library, Police, and Fire with department director appointments and terminations subject to City Council confirmation based on the City Administrator’s recommendation.

The City Administrator is responsible for preparing and administering the annual City budget and also has the responsibilities of the City Clerk position consisting of financial management, taking minutes at public meetings, and preparing various annual reports. There is a full-time Deputy City Clerk and well as two other full-time support staff that share in the aforementioned duties.



FINANCIAL INFORMATION

The City of Carlisle is a full-service organization that includes Electric, Water, and Wastewater utilities. The City has an annual operating budget of \$8 million, a 2013-17 Capital Improvement Program (CIP) budget of \$20 million, and 22 FTE's.

The City has established a policy of keeping a General Fund balance of 25-33 percent of annual expenditures. Currently the General Fund balance is approximately 33 percent of annual expenditures. The City chooses not to have its bonds rated by one of the bond rating agencies, and its bonds sell equivalent to bonds with an A1 rating.

During the Great Recession the City did not have to lay off any employees and annual salary increases have been given every year. The City has had collective bargaining since 1989 and reports relatively good relationships with its two bargaining units: 1) Public Works and Electric field employee represented by AFSCME; and 2) Police Officers represented by the Teamsters.

CORE VALUES OF CARLISLE CITY GOVERNMENT

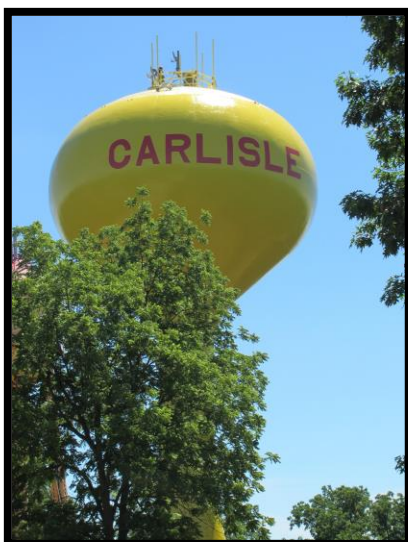
Unfailing honesty and integrity
Respect and compassion for all persons
First and foremost priority is serving the public
Responsiveness and accountability to those we serve
Pursuing excellence in all endeavors undertaken

CARLISLE VISION STATEMENT

Carlisle aspires to be the City of choice by being sensitive to its environmental resources, by embracing its hometown atmosphere, and by providing excellent service and a safe environment for its citizens.

Carlisle will achieve its vision of sustainable growth and opportunity for enrichment by providing extensive recreation and culture, high quality schools, active citizen involvement, strong businesses, and a vibrant downtown.

Carlisle will demand innovative and accessible governance that is supported by fair and accountable funding.



ISSUES AND OPPORTUNITIES – The following is a summary of the issues and opportunities to be managed by Carlisle’s next City Administrator.



Economic Development

The City Council and community are looking for the City Administrator to aggressively pursue economic development opportunities as summarized below.

- *Commercial development*— Carlisle is predominantly a residential bedroom suburb due to its close proximity to the Des Moines metro area and other central Iowa job centers. Several new commercial developments have been built in recent years, and the community would like more retailers and jobs to be located in Carlisle. This would also increase the commercial property tax base and lessen the relative burden on residential taxpayers. The two areas of the community that have the greatest potential for more commercial development are the community’s entryway and downtown. The City would like to attract higher quality commercial development at these two focal points which may involve enhancing the City’s development standards and modifying City zoning to allow more flexibility especially downtown where there is a mix of retail and industrial uses.
- *Residential development*—there is a desire to have more housing options available in the community especially in the \$160-220K range.
- *Infrastructure expansion*—the City has recently expanded its sanitary sewer infrastructure to the US 65 entryway area. Expansion of water infrastructure to this area would facilitate its development.
- *Business community involvement*—there is an interest in having the City work more closely with the Carlisle business community and Chamber of Commerce in its economic development efforts.
- *Financial incentives*—the City offers both commercial and residential property tax abatement and has used tax increment financing (TIF) for three economic development projects. There may be opportunities for the City to more aggressively use financial incentives to spur development. In addition, several Iowa communities have used downtown façade improvement incentives and the Dangerous and Dilapidated (D & D) Buildings Program to demolish abandoned and/or seriously deteriorated structures. There is some community interest in both of these programs. While Carlisle has adopted the D & D Program it has not implemented it yet.

Intergovernmental Relations

The City of Carlisle is interested in having a greater presence in working with the other Des Moines metropolitan area municipalities on regional matters. The City is a member of various regional organizations including the Des Moines Area Metropolitan Planning Organization (MPO), the Greater Des Moines Partnership, Bravo (an arts and cultural promotional organization), and the Des Moines Area Regional Transit Agency (DART). In addition, since Carlisle is located in both Polk (Des Moines) and Warren Counties, the City also participates in intergovernmental relations activities in Warren County. For example, the City of Carlisle which has no economic development staff is a member of the Warren County Economic Development Corporation which has three full-time staff.

Financial Management

The City has a stellar track record of using limited amounts of City funds to leverage federal, state, and other funding sources to accomplish major CIP projects including street and sanitary sewer construction, trail development, and the Family Aquatic Center. In the last ten years the City has constructed nearly \$14 million of CIP projects using only 27 percent City funding. The non-City funding sources include federal transportation grants, Iowa Department of Transportation grants, State Vision Iowa grants, United States Department of Agriculture Rural Development grants, Federal Community Development Block Grants, Iowa Department of Natural Resources Resource Enhancement and Protection (REAP) grants, special assessments, and community fundraising.

The City’s 2013-2017 CIP contains \$20 million of projects including a new Library, Public Safety Facility, street improvement and rehabilitation, and water distribution system improvements including a new water tower. The

CIP is not fully funded and the City Administrator will be expected to secure a combination of City and outside funds to accomplish these projects.

From an operating budget standpoint the City is in good financial condition as previously noted. However, as with most local governments, the City has unmet needs in areas such as recreation programming, street maintenance, EMS service, and transit service. Like other Iowa cities, Carlisle is heavily reliant on property tax revenue to fund its operating budget. The City Administrator will be expected to identify alternative revenue sources the City could use to meet its operational needs especially in light of the possibility of State property tax reform.

The City's budget document does not contain a budget message or any other narrative information about proposed expenditure and revenue changes and budget priorities. That type of narrative information would be very helpful to the Council in making budget decisions and would also make the budget more transparent to community stakeholders and the general public.

Promoting the Community

The City is to be commended for its strategic planning efforts that have resulted in creation of a vision, values, and brand. Local governments do not always conduct this type of in-depth planning especially in cities of Carlisle's size. However the City does not have a well-known image or identity in the Des Moines metropolitan area. Improving the timeliness and content of the information on the City's website including the use of social media as well as becoming more involved in metro area intergovernmental and community activities will make Carlisle better known and help the community grow and prosper.

Staff Reports

The staff reports included in City Council meeting packets do not provide staff recommendations and alternatives. This often results in Council meetings lasting longer than typically needed. Also, City Administrators often prepare and disseminate a Weekly Report dealing with project updates, future plans, and matters of general interest to the Council and community. The aforementioned would increase the City's transparency with its stakeholders and the general public.

Recreation Programs

The City has a vibrant array of special events which are enjoyed by residents. However, as previously mentioned one of the unmet community needs is for additional recreational programming. Carlisle residents often travel to other communities to attend recreation programs. The City and the School District have many facilities that are not fully utilized and would likely be available for recreational programming. The City Administrator will be expected to identify cost-effective ways of increasing recreational programming. One possibility would be to form a partnership with the School District and the YMCA of Greater Des Moines whereby the YMCA would offer recreational programs in City and School facilities.

Staff Meetings

City staff meetings where the City Administrator meets with all department directors occur on a sporadic, unscheduled basis. Holding regular staff meetings would keep department directors informed about each other's activities and would assist the City Administrator in obtaining consensus about internal matters that impact the City workforce.

Human Resource Management

There is interest in improving the City's human resource (HR) management practices in the areas of consistent City-wide application of HR regulations, use of progressive discipline when needed including better written documentation of disciplinary actions, and conducting employee performance evaluations in a timely manner.



JOB REQUIREMENTS – The minimum job requirements are: 1) graduation from four-year college or university with degree in public administration or related field; and 2) four years of local government professional or administrative experience with master's degree substituting for one year of experience; or any equivalent combination of education and experience.

Desired Professional and Personal Attributes

The following are the desired professional and personal attributes for Carlisle's next City Administrator.

- Energetic, visionary, progressive leader who understands community's potential and enjoys working with stakeholder groups to improve community
- Demonstrated track record of aggressive leadership role in economic development successes
- Provides best professional recommendation and alternatives to City Council both in writing and verbally at Council meetings
- Good financial management skills with successful track record of obtaining grants and other outside funding
- Experience with use of City financial incentives for economic development
- Strong intergovernmental relations skills with ability to gain respect and work effectively with other area municipalities and state and federal governments
- Accessible and visible in community and City workforce
- Approachable, personable, and enthusiastic with a "can-do" attitude
- Provides prompt, congenial, and helpful customer service and ensures the same from City staff
- Someone with good listening skills who communicates effectively with all stakeholders
- Marketing-savvy with ability to promote community and work with Council, community leaders, and staff to do the same
- Creative, innovative, and open to new ideas
- Motivates and inspires staff to higher levels of performance
- Collaborates with department directors to establish their performance goals--ensures accountability of City departments without micro-managing them
- Knowledge of effective HR principles and practices
- Technologically savvy
- Believes in transparent, open city government
- Knowledge of societal trends impacting city government
- Honesty and integrity beyond reproach
- Organizational skills



Compensation

The compensation for the City Administrator job is competitive with the starting salary dependent on the selected individual's qualifications and match with the desired attributes being sought by the City. The City will pay reasonable and customary moving expenses for the next City Administrator who is required by City code to live in Carlisle.

To Apply:

The position will remain open until filled with the first review of resumes occurring on May 13, 2013. For additional information about this job, please contact:

Paul Wenbert, ICMA-CM
Western Regional Manager
Slavin Management Consultants
480-664-2676

pwconsulting@cox.net

AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER



**ANYTOWN, USA CITY MANAGER
SUPPLEMENTAL QUESTIONNAIRE**

Please limit your responses to no more than 5 pages with a minimum font size of 11.

Name:

Home Address:

Home/Work/Cell phone numbers:

E-mail address:

1. What is the largest number of employees you have managed and where?
2. What are the largest operating and capital budgets you have managed and where?
3. Why are you interested in becoming Anytown's next City Manager, and how does this job fit your overall career goals? If selected for this position, how long would you anticipate remaining in this position?
4. Please describe your leadership style?
5. Please describe any successes you have had in economic development and specifically indicate your role in these successes. Also, what is the economic health of any businesses or other entities that you brought into or expanded in your community?
6. Please describe your experience in building relationships with other area local governments to advocate for your local government's interests while maintaining a regional perspective.
7. What are some specific strategies you have implemented to maintain or improve your jurisdiction's financial condition?
8. Do you have any unusual personal consideration(s) that would need to be resolved before you could accept this position? If so, please explain.
9. Are the resume and cover letter you submitted accurate and current? If not, please explain any discrepancies.
10. Are you currently employed?
11. Have you ever been fired or resigned under pressure from a job? If so, please explain.
12. Have you had any gaps in employment of more than one month during your career? If so, please explain.
13. Have you ever sued an employer or been sued by an employer or employee? If so, please explain.

14. What is your present or most recent salary?

15. What information that may be of concern to a potential employer, if any, would someone find if they did a Google search of your name?

ANYTOWN, USA CITY MANAGER
CANDIDATE A
SUMMARY OF FIT WITH KEY SELECTION CRITERIA

	NAME	RANKING (10=HIGHEST, 1=LOWEST)
1	Generalist CM/ACM experience (15%)	9
2	Economic development track record (15%)	7
3	Aggressive, calculated risk-taker (15%)	7
4	Managed high growth communities (10%)	10
5	Intergovernmental relations experience (10%)	7
6	Financial management skills (7.5%)	7
7	Communication style--poise and sense of presence (10%)	8
8	Staff accountability system (10%)	8
9	Employee relations philosophy (7.5%)	9
	AVERAGE RANKING	7.9

2. Please see [REDACTED] response to Supplemental Question #4.
3. While in [REDACTED] he developed the first formal financial policies for the City which required that he obtain financial concessions from the City's unions. He was able to obtain these concessions even though the local economy was robust at the time. Also, while in [REDACTED], he took the initiative to resolve a major conflict between City staff and the development community. City policy was that developers had to construct storm sewers to handle storm water runoff. Many developers wanted the City's regulations to be amended to allow for a mix of storm sewer lines and on-site retention. After researching this issue [REDACTED] decided to amend the regulations to allow for a combination of storm sewer lines and on-site retention and indicated that he believes this change was good public policy.
4. In the nearly nine years he was in [REDACTED], the population grew from approximately 114,000 to 221,000.
5. Please see his response to Supplemental Question #5.
6. Please see his response to Supplemental Question #6.
7. While somewhat soft-spoken he speaks with poise and a quiet confidence that comes with his many years of experience.
8. His system of accountability includes hiring good employees, providing them with good guidance, establishing clear expectations and

performance measures, and checking in with them periodically on the status of their projects as necessary depending on the individual.

9. His style is to be visible and available to all employees and to get to know them. When he worked in [REDACTED] he knew the names of all City employees and oftentimes information about their families.

ANYTOWN, USA CITY MANAGER
SEMI-FINALISTS' QUALIFICATIONS MATRIX

NAME	CURRENT/ MOST RELEVANT POSITION	LARGEST # OF EMPL MANAGED	LARGEST BUDGET MANAGED	YEARS CM EXP	YEARS SUPV EXP	HIGHEST DEGREE	PROF CERTF	CUR- RENTLY EM- PLOYED	EVER TERM- INATED	SUED OR BEEN SUED	OTHER OFFERS LIKELY SOON	SELECTION CRITERIA RANKING (1-10)	CUR- RENT SALARY
		9	\$800 K	0	8	MS	CEDF P	Yes	No	No	No	6.4	\$85 K
		100	\$37 M	7.5	7.5	MPA	No	Yes	No	No	No	7.2	\$102 K
		82+	\$37 M	10+	24	BS	No	Yes	No	No	No	8.3	\$118 K
		225	\$52 M	25	25	MA	ICMA- CM	No	Yes	No	Maybe	NA	\$151 K ¹
		203 +	\$60 M	12.5	12.5	JD	ICMA- CM	Yes	No	No	No	7.7	\$127 K
		46	\$22 M	0	21	MA	AICP	Yes	No	No	No	5.5	\$116 K
		240	\$100+ M	11	34	MPA	No	Yes	No	No	No	8.3	\$126 K
		10	\$55 M	0	17	MPA	No	Yes	No	No	No	6.8	\$60 K
		2,200	\$400+ M	6+	27	MPA	Yes	Yes	Yes	No	Unlikely	7.9	\$112 K ¹
		220	\$55 M	6.5	30	MPA	No	Yes	No	Yes	Maybe	7.4	\$98 K
		85	\$20 M	3.5	7	MPA	No	Yes	No	No	No	7.3	\$104 K
		65	\$45 M	25	25	MPA	ICMA- CM	No	No	No	Maybe	7.4	\$121K ¹

¹Not presently employed full-time; this is salary at candidate's most recent position.

JOHNSTON, GRIMES, DALLAS CENTER AND URBANDALE REGISTER

Inside today

Kindergarten registration in Johnston is the first look for new parents. **Page 7**

Coming Tuesday

Read about the going-away reception for Urbandale City Manager Robert Layton.

DesMoinesRegister.com/Urbandale

The Des Moines Register

Friday, January 16, 2009

Firm chosen to search for new manager

Firm that lured away Layton hired to find candidates to replace him

By **TOM BARTON**
tbarton@dmreg.com

The same executive search firm that recruited departing City Manager Robert Layton away from Urbandale will be hired to find his replacement.

The Urbandale City Council at its meeting Tuesday voted unanimously to select Slavin Manage-

ment Consultants of Mesa, Ariz., to coordinate the recruitment of a new city manager.

The search firm recently finished contract negotiations with Layton for the city manager position in Wichita, Kan. Layton is expected to start in Wichita on Feb. 2.

City leaders said they decided to side with a firm that has a proven

track record of aggressively recruiting skilled candidates, including those such as Layton who are not actively looking for a job. "In an ironic twist, it gives them credibility," Mayor Bob Andeweg said. "They were pretty aggressive in searching for Bob and I want that same result."

Layton, 53, has served as Urbandale's city manager since 1984. Urbandale officials said they hope to select a new manager by the end of April. Slavin estimates the search will take 90 days.

Five search firms were considered for the job. The Brimeyer Group of Hopkins, Minn., had the lowest offer at \$19,853. Slavin's offer was \$22,816, which the council accepted. The costs do not include expenses for final candidate interviews, such as hotel rooms and meals. In total, the city estimates it will spend \$30,000.

Slavin also will redo the search if the candidate leaves within the first two years.

The other three firms consid-

ered were The Mercer Group Inc. of Galesburg, Ill.; The Par Group of Lake Bluff, Ill.; and Waters-Oldani Consulting Group Inc. of Dallas, Texas.

All have extensive experience recruiting city managers, administrators or department directors for cities in the metro and across Iowa.

The Brimeyer Group, the Mercer Group and the Par Group have worked with Urbandale in the past. The Brimeyer Group was

COUNCIL, PAGE 4

of engineering and public works, Dave McKay.

Paul Wenbert, western regional manager of Slavin, will lead Urbandale's search. Wenbert served as assistant city manager in Ames and city manager in Newton. He also served as president of the Iowa City/County Management Association.

"He has a unique Iowa perspective that will be important," Andeweg said. Council members dis-

sion Tuesday whether a special meeting to lay out the search process should be closed to the public.

"I would be hesitant to have a (closed meeting) on the process. I think people need to know how we will proceed," said Councilman Ron Pogge.

The council is expected to name an interim city manager — likely Assistant City Manager Su Zanna K. Prophet — at its next regular council meeting on

February 23. The group helped in the search for a new city manager for Urbandale and

Proposal for Executive Search Services

Utilities General Manager
City of Indianola, Iowa

August 2015

Strategic Government Resources

Ron Holifield, CEO
PO Box 1642
Keller, Texas 76244
214-676-1691

Ron@GovernmentResource.com





August 11, 2015

RoxAnne M. Hunerdosse, Director of Human Resources
City of Indianola
110 North First Street
Indianola, Iowa 50125-0299

Dear Ms. Hunerdosse:

Thank you for the opportunity to submit this full service proposal to assist the City of Indianola in your search for a new Utilities General Manager.

SGR is one of the top three local government executive search firms in the nation and has the unique ability to provide a personalized and comprehensive search service to meet your needs.

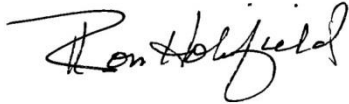
I would like to draw your attention to a few key items that distinguish SGR from other search firms:

- I have personally managed two cities who owned their electric system and one who owned a gas system, so I have specific experience and knowledge of the unique needs of an Utilities General Manager.
- SGR has over 75,000 email subscribers to my weekly "10 in 10 Update on Leadership and Innovation" e-newsletter.
- SGR will send targeted emails to our database of over 4,900 public works and utilities local government officials.
- We have had over 50 applicants from the state of Iowa in recent executive searches.
- SGR's website, where this position would be posted, receives over 23,000 local government official visitors each month, with over 210,000 page hits per month – more than any other local government search firm website in the nation.
- SGR's Job Board (a separate website), where this position would also be posted, is the 2nd largest local government job board in the nation, with over 16,000 local government job seeker visitors each month, and over 1,200 jobs listed at any given time. The SGR Job Board currently has over 20 positions posted by Iowa municipalities.
- SGR is the only search firm with social media experts on staff, which provides a comprehensive social media marketing campaign that includes email, Facebook, Twitter, and LinkedIn.

The simple fact is that no other firm can touch our reputation for being trusted by both clients and candidates, and for successful long term placements.

We are truly excited about the prospect of doing this search for the City of Indianola. I look forward to discussing in more detail how we can help you select an exceptional Utilities General Manager and am available to visit in person with you at your convenience.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Ron Holifield". The signature is fluid and cursive, with the first name "Ron" being more prominent than the last name "Holifield".

Ron Holifield
Chief Executive Officer
SGR Executive Search
Ron@GovernmentResource.com
214-676-1691

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Contact Information

Contact Information for Binding Official / Primary Contact

Cyndy Brown, Managing Director of Recruitment & Administration
Strategic Government Resources

Address: P.O. Box 1642, Keller, TX 76244
Cell: 817-919-4778
Office: 817-337-8581
Fax: 817-796-1228
Email: CyndyBrown@GovernmentResource.com
Website: www.governmentresource.com

Alternate Contact

Ron Holifield, CEO
Strategic Government Resources

Address: P.O. Box 1642, Keller, TX 76244
Cell: 214-676-1691
Office: 817-337-8581
Fax: 817-796-1228
Email: Ron@GovernmentResource.com
Website: www.governmentresource.com

Company Profile

Background

Strategic Government Resources (SGR) was founded in 1999 and is fully owned by former City Manager Ron Holifield. Ron spent two high profile decades in city management, which included service as City Manager in several cities. He founded SGR for the express purpose of helping local governments be more successful by recruiting, assessing, and developing innovative, collaborative, authentic leaders. We specialize in executive recruitment, live training, online training, leadership development, assessments, consulting, and various other services geared to promote innovation in local governments.

Mission & Core Values

SGR's mission is to facilitate innovative leadership in local government. The simple fact is that in today's world of limited resources, local governments must innovate to survive. SGR has and continues to be a leader in spurring innovation in local government.

SGR's core values are: Customer Service; Integrity; Philanthropy; Continuous Improvement; Flexibility; The Golden Rule; Collaboration; and, Protecting Relationships.

Office Locations

SGR's corporate headquarters is in the Dallas/Fort Worth Metro area in Keller, Texas. SGR also has satellite offices in:

Texas

*Abilene
Cleburne
College Station
Coppell
Dallas
Graham
Greenville
Murchison
New Braunfels
Seabrook
Sugar Land*

Florida

*Kissimmee
Sarasota*

Louisiana

Baton Rouge

Oklahoma

*Edmond
Stillwater*

Executive Search Team

- Ron Holifield, Chief Executive Officer
- Cyndy Brown, Managing Director of Recruitment
- Melissa Valentine, Director of Executive Search Operations
- Lori Philyaw, Director of Interim Management Services
- Cindy Hanna, Executive Search Manager
- Claudia Deakins, Executive Search Manager

Executive Search Team (continued)

- Katie Corder, Executive Search Manager
- Abi Compton, Executive Search Coordinator
- Muriel Call, Research Coordinator
- Bill Peterson, Senior Vice President, Executive Search
- Chester Nolen, Senior Vice President, Executive Search
- Gary Holland, Senior Vice President, Executive Search
- Marlin Price, Senior Vice President, Executive Search
- Mike Tanner, Senior Vice President, Executive Search
- Molly Deckert, Senior Vice President, Executive Search
- Ron Robinson, Senior Vice President, Executive Search
- Tommy Ingram, Senior Vice President, Executive Search

Unique Qualifications

Marketing and Networking

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all executive searches conducted by SGR are announced, reaches over 75,000 subscribers.
- SGR has a database of over 4,900 public works and utilities local government officials.
- SGR has formal collaborative partnerships with Maryland Municipal League, Ohio City/County Management Association, Missouri Municipal League, Oklahoma Municipal League, National Public Employers Labor Relations Association, Emerging Leaders in Local Government, City Management Association of Oklahoma, and Texas Fire Chiefs Association.
- SGR trains approximately 800 local government employees each month in live training classes.
- SGR has almost 300 local government clients in 41 states for our recruitment, training, and leadership development business lines combined.

Each executive recruiter has many years of experience in local government and a national network of relationships. The entire executive search group works as a team to leverage their networks to assist with each search. SGR team members are active on a national basis, in both local government organization and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. Only SGR can work all of the relevant networks as a peer and insider, resulting in better recruitment, better investigation, better intelligence, better information, and better final decisions.

Comprehensive Needs Assessment

SGR's executive recruiting services are unequalled. Our role is to find the candidate who is the best match for your organization. SGR devotes a tremendous amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

Finding qualified candidates is not difficult; the hard part is finding qualified candidates who are the right fit for your organization. A leading edge candidate and a safe harbor candidate often look the same on paper, but will have profoundly different impacts on your organization.

Accessibility

Your executive recruiter is accessible at all times throughout the search process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email.

Responsive to You

If a problem arises, or you have questions, you can count on SGR staff to be available, prepared, and prompt.

Trust of Candidates

SGR has a track record of remarkable confidentiality and providing wise counsel to candidates and next generation leaders; we have earned their trust. As a result, SGR is typically able to get exceptional prospects to become candidates, even if they have declined to become involved in other search processes, because candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality.

Listening to Your Unique Needs

SGR is more interested in listening than in talking. Some firms depend on their tried and true stable of reliable candidates. These firms do not really need to listen to the client because the search will result in the same list of finalists, no matter the type of information they receive from the client. SGR devotes tremendous energy to actively listening to your organization and helping you define and articulate your needs. SGR does not just go through the motions and then provide you with a list of qualified names from a stable of regulars. We work hard to conduct a comprehensive search that is unique to you.

Recorded Online Interviews with Candidates

SGR's unique online recorded interview process allows the search committee to see candidates in an interview setting prior to the finalist stage of the search process, and without having to pay travel expenses.

Comprehensive Media Reports

One of the worst things that can happen for your organization is to be surprised by undisclosed information about a finalist, especially if the surprise comes in the form of a newspaper article that is found by your critics. SGR has never had a client embarrassed by surprises about a candidate. SGR produces a comprehensive media search report on each finalist candidate. Each Media Report is compiled from information gathered using our proprietary online search process. This is not an automated process, and produces far superior results than a standard Google search which is typically utilized by other search firms. The report length may be as long as 350 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. No other firm provides such comprehensive media reports.

Comprehensive Background Investigation Reports

SGR provides the most comprehensive background investigations in the industry, and we are the only search firm to use a licensed private investigation firm for these services.

Psychometric Assessments

SGR uses the DiSC Management psychometric assessment to provide a detailed understanding of how candidates will lead and manage an organization. The psychometric assessment report also provides valuable information regarding candidates' strengths and weaknesses.

Recruitment Videos

SGR offers the option of developing a custom video recruitment ad for posting on YouTube and linking to the video in other media sources. A sample SGR recruitment video for the City of Owasso, Oklahoma, can be viewed at <http://bit.ly/OwassoOKCM>.

Equal Opportunity Commitment

SGR strongly believes in equal opportunity. SGR does not discriminate and is careful to follow both the letter and the spirit of laws regarding equal employment opportunities and non-discrimination. More importantly, however, SGR believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should, or will be, demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to include qualified women and minority candidates in the finalist pool. Although SGR obviously cannot, and would not, guarantee the makeup of the finalist group, SGR does have relationships and contacts nationwide to encourage the meaningful participation of women and minority candidates.

Value

For a variety of reasons that are detailed in this proposal, SGR will provide the most cost-effective executive search for your city. Some firms low ball their price, and make up for it by reducing the amount of time they commit, or charging extra for additional time required. SGR gives you a fixed price, and we are with you until the end of the process regardless of how many hours are required.

Emerging Leaders

SGR has a unique and unparalleled reputation of engaging and mentoring emerging leaders and young professionals. We will utilize our frequent personal interaction with emerging leaders, as well as our entire team's social media networks, to market this position and to identify potential applicants.

Five Way Guarantee

SGR provides the strongest guarantee in the industry.

1. Our price is our price. You will never be charged an additional fee because we need to come to another meeting or spend extra time.
2. You always have 24/7 cell phone and email access to the executive recruiter and SGR's CEO.
3. If you do not find the right candidate, we will start the process over with no additional professional fees.
4. If we place a candidate who stays less than two years, we will conduct the search again at for no additional professional fees.
5. If we place a candidate with you, we will not directly solicit them for another job.

Key Personnel for this Project

Ron Holifield, CEO

Ron Holifield is the Founder and CEO of SGR. He previously served as Assistant City Manager in Plano, Texas as well as City Manager in Garland, DeSoto, Farmersville and Sundown, and on the City Manager's staff in Lubbock.

In 1996, he left city management and purchased Government Relations Specialists which he grew into the 49th largest lobby firm in Texas, before selling it to an employee. In 1999, Ron founded Strategic Government Resources to specialize in facilitating collaboration among local governments, with a particular emphasis in employee training and development of next generation leaders.

He has grown SGR into the largest private sector training company that specializes in leadership, management and customer service for local governments in the nation. He is a frequent speaker at state and national conferences and remains high profile in the city management profession.

Ron holds a Bachelor of Arts in Government from Abilene Christian University and a Master's in Public Administration from Texas Tech University.

Ron Holifield
Resume – July 2014

Strategic Government Resources, P.O. Box 1642, Keller, Texas 76248
Cell: 214-676-1691, Ron@GovernmentResource.com

PROFESSIONAL HISTORY

Strategic Government Resources – Owner & CEO
January 1999 to Present

- Owner and CEO of this strategic management firm, helping local governments Recruit, Assess and Develop Innovative, Collaborative and Authentic Leaders. Clients have include over 350 local governments.
- SGR is the largest provider of live and online training in the nation designed specifically for local government, training over 1,000 local government employees every month in 41 states.
- Interviewed and/or quoted by numerous news publications and media outlets including: National Public Radio, Entrepreneur Magazine, Texas City Manager Magazine, Texas Town and City, Government Technology Magazine, GovWire Online Magazine, Federal Computer Week Magazine, CIO Magazine, Dallas Morning News, Dallas Business Journal, Plano Star Courier, DFW Tech Biz, Today Newspapers, Focus on the News, D Magazine, International Association of Chiefs of Police Journal, WOAI TV and KRLD and KTET Radio, as well as the ABC and NBC affiliates in Tulsa and WAMU radio in Washington, DC.

Government Relations Specialists – Owner & CEO
August 1996 to September 2001

- Owner and CEO of this 20 year old governmental consulting firm which represented businesses doing business with government and in legislative advocacy efforts.
- Doubled it in size, becoming the 49th largest lobby firm in Texas, and then sold it to an employee to focus all efforts on the launch of SGR.
- Major clients included over 40 Fortune 500 firms including American Express, Aramark, Automated Licensing Systems, Children's Comprehensive Services, IBM, Quorum Health Group, Library Systems and Services, PeopleSoft, SCT, Space Imaging, TXI, Verizon, Xerox and many others.

**City of DeSoto, Texas – City Manager
October 1994 to August 1996**

- City Manager of this highly diverse suburban community.
- Hired to lead a rapid cultural change at City Hall, into a City known for being aggressively customer service driven, highly successful in the economic development arena, and operating in a very cost effective manner.
- Significant accomplishments include:
 - Named by Texas Business Magazine as a top 20 Texas city to relocate a business.
 - Named by Texas Outlook Magazine as a top 25 city for economic development.
 - Named by Texas Business Magazine as one of the “Best Run Cities in Texas.”
 - Increase in commercial building permits in excess of 1,000% over previous year.
 - Lowest crime rate of any major city in the Dallas-Fort Worth Metroplex.

**City of Garland, Texas – City Manager
November 1991 to June 1994**

- City Manager of this rapidly growing city, which owns and operates an electric production and distribution system, a regional wastewater treatment system, a regional landfill, and a heliport, and offers a variety of social services and strong cultural arts. The ninth largest city in Texas, Garland’s population was in excess of 220,000 with over 2,300 employees, and an annual operating and capital budget in excess of \$350 million.
- Hired to take this very traditional manufacturing-based community and rapidly position it as a statewide leader, transforming its one-dimensional image and reputation as a blue-collar suburb into that of a leading first tier city.

**City of Plano, Texas – Assistant City Manager, Assistant to the City Manager
November 1986 to November 1991**

- Served in a variety of capacities in this rapidly growing, premier city, including: Assistant City Manager of Community Services, Assistant City Manager of Administration, Acting Assistant City Manager for Development, and Assistant to the City Manager.
- Significant accomplishments while with Plano include:
 - Designed a program that doubled mid- and upper-level management minority and female representation in four years.
 - Designed a Disadvantaged Business Purchasing Program that dramatically increased minority business contracts without quotas.
 - Served as Project Manager for a \$19.5 million Civic Center Project, bringing it in \$2 million under budget.
 - Assisted in negotiating details of the JC Penney headquarters relocation from New York City to Plano.

- Created Plano’s first Convention/Visitor’s Bureau that exceeded year six sales and bookings projections in the first year.
- Initiated Plano’s first Neighborhood Integrity Program.
- Creatively designed construction projects for EDS and JC Penney to achieve a \$750,000 sales tax windfall for the city.
- Designed an Employee Wellness Program which resulted in participant health care costs equaling only one-third those of non-participants.

**City of Farmersville, Texas – City Manager
1984 to 1986**

- First City Manager of this full service city, which operates an electric distribution system and two city lakes.

**City of Sundown, Texas – City Manager
1982 to 1984**

- City Manager of this full service city, which operates a natural gas distribution system and a municipal golf course.

**City of Lubbock, Texas – City Administrative Intern to the City Manager
1981 to 1982**

- Administrative Intern to the City Manager of this major city, which operates a municipally owned electric utility.

EDUCATION

- Texas Tech University – Masters of Public Administration
- Abilene Christian University – Bachelor of Arts, Government Major / Student Association President

MAJOR AWARDS for Municipal Organizations Managed

- 3CMA Economic Development Marketing Campaign Savvy Award Certificate of Excellence for International Development and Local Realtor Ads - Garland
- International Association of Chiefs of Police, Excellence in Policing Award for Neighborhood Service Team - Garland
- Finalist, Governor’s Environmental Excellence Award - Garland
- Texas Natural Resource Conservation Commission Award for Excellence - Garland
- American Society of Landscape Architects, Texas Chapter, Environmental Stewardship Award for Garland’s Spring Creek Forest Preserve - Garland

- Dallas Business Journal, “Metroplex Real Estate Deal of the Year (Existing Building),” – Garland
- Dallas Business Journal “Metroplex Real Estate Deal of the Year (New Construction),” - Garland
- GFOA Award for Distinguished Budget Presentation, every year, 1987-1996
- GFOA Certificate of Achievement for Excellence in Financial Reporting, 1987-1991

CURRENT PROFESSIONAL PARTICIPATION

- ICMA Task Force on Inclusiveness
- National Institute for Governmental Purchasing Talent Management Council
- Missouri Municipal League Governance Institute Fellow
- Member, Texas Fire Chief’s Association Best Practices Recognition Board
- Author, “the 16%” weekly blog, 2013-present
- Author, “Fourth Dimension Leadership”, 2010
- Member, International City/County Management Association (ICMA), 1982-present
- Member, Texas City Management Association (TCMA), 1982-present
- Member, Texas Municipal Human Resources Association, 2006 - present
- Member, Governmental Finance Officers Association, 2010 - present

PREVIOUS PROFESSIONAL PARTICIPATION

- Author of a Monthly Column in Texas City Manager Magazine on “Innovations that Make a Difference”
- ICMA Task Force on Employment Agreements
- ICMA Management Innovations Panel
- ICMA Conference Evaluation Committee
- ICMA/Innovation Groups National Management Practices Panel
- Author, “The Public Executive’s Complete Guide to Employment Agreements”, book published by ICMA and the Innovation Groups
- Texas Innovation Groups Executive Committee
- Author, “Crossing Department Lines – Garland’s Neighborhood Service Team”, article published in the International Association of Chiefs of Police National Journal
- Author, “Redefining Thinking, Structures and the Rules of the Game in Government”, article published in Texas Town and City Magazine
- Contributor, State Comptroller Bob Bullock’s handbook for municipalities: “Standard Financial Management System for Texas Cities”
- Texas Municipal League Advisory Committee on Legislative Affairs – Personnel Issues
- TCMA Ethics and Professional Standards Committee
- TCMA Annual Conference Committee

SPEAKING ENGAGEMENTS

- National Forum for Black Public Administrators DFW Chapter Conference, 2014
- Public Purchasing Association of North Texas, 2014
- Missouri Intergovernmental Risk Association Annual Conference, 2014
- Texas City Management Association Annual Conference, 2014
- American Public Works Association Midwest Annual Conference, 2014
- Governmental Finance Officers Association Annual Conference, 2014
- National Public Employers Labor Relations Association Annual Conference, 2014
- North Texas Municipal Clerks Association, 2014
- National Institute for Governmental Purchasing Lone Star Conference, 2014
- Missouri Municipal Clerks and Finance Officers Association Annual Conference, 2014
- South Texas City Manager's Association 2014
- Urban Counties Annual Conference, 2014
- SGR Annual Conference on Creating a Learning Organization, 2014
- National Public Employers Labor Relations Association Annual Conference, 2013
- National Parks and Recreation Annual Conference 2013
- Missouri Municipal League Annual Conference, 2013
- Washington City/County Management Association Annual Conference, 2013
- Nebraska City/County Management Association Annual Conference, 2013
- Tennessee Municipal League Annual Conference, 2013
- Texas City Manager's Association Annual Conference, 2013
- Government Finance Officers Association of Texas Annual Conference, 2013
- American Public Works Association Regional Conference, 2013
- Kansas Public Works Association Annual Conference, 2013
- Texas Recreation and Parks Association Annual Conference, 2013
- Texas Public Purchasing Association Annual Conference, 2013
- Colorado City County Management Association Annual Conference, 2013
- Kansas City County Management Association Annual Conference, 2012
- National Parks and Recreation Management School, 2012
- Texas City Management Study Group, 2012
- International City County Management Association Annual Conference, 2012
- National Procurement Institute, 2012
- Missouri Municipal League Annual Conference, 2012
- Texas City Clerk's Association Annual School, 2012
- Texas County Clerk's Association Annual School, 2012
- Kansas Governmental Finance Officers Association Annual Conference, 2011
- Texas City Management Association Annual Conference, 2010
- Public Risk Management Assoc. Annual Conference, 2010
- Oklahoma City Manager's Association Annual Conference, 2010
- Northwest States City Management Association Annual Conference, 2010
- Ohio City/County Management Assoc. Annual Conference, 2009
- West Texas City Management Association Annual Training Conference, 2009

- Texas Municipal League Regional Meeting, 2009
- Texas Municipal Human Resources Association Annual Nuts and Bolts Conference, 2009
- East Texas City Management Association Annual Training Conference, 2008
- East Texas City Management Association Annual Training Conference, 2007
- International City/County Management Association Conference, 2006
- Certified Public Manager Program, 2006
- North Texas Municipal Clerks Association Management Institute, 2006
- City of Carrollton, Texas, Leadership Academy, 2006
- City of Arlington, Texas, Leadership Academy, 2005
- Urban Management Assistants of North Texas Annual One Day Conference, 2005
- Leadership Southwest, 2004, 2006, 2008
- International City/County Management Association Annual Conference, 2003
- Keynote Speaker (along with the Deputy Secretary of Defense), Government Electronics and Information Technology Association Information Technology and Defense Electronics Forecast Annual Conference – State and Local Homeland Security, 2002
- Transforming Local Government Conference, 2001
- National Association of Counties Annual Conference, 1999
- World Services Congress – Building Public Private Partnerships, 1999
- Central Texas City Management Association, 1999
- Carolinas-Virginia Hospital Trustee/Physician Conference, 1999
- Quorum Ohio CEO Conference, 1999
- Chairman of the Board In-Service Training, Quorum, 1999
- Quorum Foundations for the Future, 1999
- Quorum Chairman of the Board Training, 1998
- International City County Management Association, 1998
- Iowa Municipal Management Institute, 1997
- Quorum Foundations for the Future, 1997
- Quorum Board of Trustees Training, 1997
- Urban Management Assistants of North Texas, Conference of Minority Public Administrators, and National Forum for Black Public Administrators Workshop – 1996
- Innovation Groups Regional Conference, 1996
- Texas City Management Association Annual Conference, 1996
- Florida City/County Management Assoc. Annual Conference, 1996
- North Carolina City/County Management Association Annual Conference, 1996
- Quorum Foundations for the Future, 1996
- International City/County Management Association Conference, 1996
- Texas City Management Association Conference, 1995
- Kansas Innovation Groups Regional Workshop, 1995
- City-County Communications & Marketing Association National Conference, 1994
- National League of Cities Innovations in Government National Conference, 1994
- Innovation Groups Regional Workshop, 1994
- Texas Foundation for the Improvement of Local Government Institute, 1994

OTHER HONORS AND ACTIVITIES

- American MENSA member
- Distinguished Alumni, Abilene Christian University
- Abilene Christian University Public Administration Visiting Committee
- Texas Tech University, Center for Public Service, Alumni of the Year

Project Methodology

SGR provides a comprehensive scope of executive search services, and each executive search service contract is tailored to meet the client's specific needs. However, a full service executive search typically entails the following:

- 1. Organizational Inquiry and Analysis**
 - Outline Project Plan and Timeline
 - Individual Interviews with Search Committee/ Key Personnel
 - Development of Position Profile and Professional Production of Brochure
- 2. Advertising and Recruitment**
 - Ad Placement
 - Recruitment Video (optional)
 - Social Media and Marketing of Position
 - Ongoing Communication with Applicants and Prospects
- 3. Initial Screening and Review**
 - Management of Applications
 - Evaluation and Triage of Resumes
 - Search Committee Briefing to Facilitate Selection of Semifinalists
- 4. Evaluation of Semifinalist Candidates**
 - Personal Interaction with Semifinalist Candidates
 - Written Questionnaire
 - Recorded Online Interviews
 - Media Search Stage 1
 - Semifinalist Briefing Books
 - Search Committee Briefing to Select Finalists
- 5. Evaluation of Finalist Candidates**
 - Comprehensive Media Search Stage 2
 - Comprehensive Background Investigation Report
 - DiSC Management Assessment
 - I-OPT Assessment
 - Finalist Briefing Books
 - Press Release (if desired)
- 6. Interview Process**
 - First Year Game Plan (if desired)
 - Assessment Exercise
 - Conduct Interviews
 - Deliberations
 - Reference Checks
- 7. Negotiations and Hiring Process**
 - Determine the Terms of an Offer
 - Negotiate Terms and Conditions of Employment
 - Transition Strategy
- 8. Post-Hire Team Building Workshop (supplemental service, if desired)**
 - I-OPT Team Building Workshop

Step 1: Organizational Inquiry and Analysis

In the Organizational Inquiry and Analysis Stage, SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs.

Outline Project Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the search plans and timeline. At this time, SGR will also request that the client provide additional information about the community, organization, and position. Information requested will include general information and available resources about the community, school district, economic vitality, political leadership, organization, strategic plan, governing body goals and objectives, budget information, major projects, job description, salary range, benefits package, etc.

Individual Interviews with Search Committee and Key Personnel (if desired)

Fully understanding your organizational needs is the most critical part of conducting a successful executive search. SGR conducts individual interviews with the Search Committee, key staff, and/or direct reports to find out more about the position, special considerations, and the political environment. These interviews last approximately 30 minutes to one hour each and identify individual issues that may affect the dynamics of the search, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the Position Profile as we look for any significant staff issues or major disconnects that may not otherwise be apparent.

Development of Position Profile Brochure

Following the individual interviews and internal analysis, SGR will develop a draft Position Profile Brochure that is reviewed and revised in partnership with your organization until everyone agrees it accurately reflects the sought-after leadership and management characteristics. A sample brochure is included with this proposal document.

Step 2: Advertising and Recruitment

The Advertising and Recruitment stage includes ad placement, email distribution of the Position Profile, responding to inquiries about the position, and ongoing communication with applicants and prospects.

Ad Placement/ Social Media and Marketing of Position

The Executive Recruiter and client work together, to determine the best ways to advertise and recruit for the position. Ads are typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

SGR's preferred strategy is to rely on email distribution of the Position Profile brochure to key opinion leaders and potential prospects across the country. The position will be announced in our "10 in 10" e-newsletter, which reaches over 75,000 local government professionals, in

addition to a targeted email announcement to specific professional categories and/or areas of the country. By utilizing an email distribution strategy, these brochures tend to “get legs” of their own, resulting in a very high penetration rate at minimal cost.

SGR will utilize Facebook, Twitter, personal phone calls, personal emails, and LinkedIn to promote the position. This communication is both to solicit high potential candidates and to encourage key local government professionals to share information within their professional circles.

Recruitment Video

SGR offers the option of developing a custom video recruitment ad, which can be posted on YouTube and linked to other media sources. It is estimated that job postings with video icons are viewed 12 percent more than traditional job postings, and that the job application rate increases by an average of 34 percent when video is added. A sample SGR recruitment video for the City of Owasso, Oklahoma, can be viewed at: <http://bit.ly/OwassoOKCM>.

Ongoing Communication with Applicants and Prospects

SGR communicates with all applicants on a frequent and ongoing basis to ensure applicants stay enthusiastic about the opportunity. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about organization, and it is an area in which SGR excels. SGR also utilizes Google Alerts for each client organization and provide updates to our Executive Recruiters and applicants of any references made regarding the client organization in various media outlets.

Step 3: Initial Screening and Review

This stage of the executive search involves managing the flow of resumes, and screening and evaluating resumes.

Management of Applications

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries.

Evaluation and Triage of Resumes

SGR uses a triage process to identify high probability, medium probability, and low probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to

make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of approximately 10-12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues that have arisen, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 4: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive search process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual's personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR's responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding.

Personal Interaction with Semifinalist Candidates

SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up by phone when appropriate to ask any questions about underlying issues.

Written Questionnaire

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom-designed around the priorities identified by the Search Committee and usually includes about 20 questions focusing on 5-6 key areas of particular interest to the client. This written instrument will be included with the semifinalist briefing book with the cover letters and resumes.

Recorded Online Interviews

SGR offers recorded online videos of candidates answering pre-recorded questions. This provides a very insightful, efficient and cost effective way to gain additional insights to utilize in selecting finalists you want to come in for live interviews. The online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Online interviews are emailed to the Search Committee for viewing prior to selection of finalist candidates.

Media Search Stage 1

Stage 1 of our media search involves a comprehensive review of all newspaper articles on the candidate in major news outlets within the previous two years. These media reports at the semifinalist stage have proven helpful by uncovering issues that were not previously disclosed by prospective candidates. The Executive Recruiter will communicate any “red flags” to the Search Committee immediately upon discovery.

Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book will include written questionnaires, online interviews, and any additional information obtained about the candidate. The purpose of this briefing is to facilitate narrowing the list to 4-6 finalists who will be invited for personal interviews.

Step 5: Evaluation of Finalist Candidates

Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

Comprehensive Media Search Stage 2

These Stage 2 Media Reports are compiled by utilizing our proprietary media search process including variations of the candidates’ names and states/cities in which they have lived or worked, and searches of local papers where the candidates have lived or worked. We also search social media sites. The Media Reports typically range from 20-300 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. The Media Reports are put into an easy-to-read format and recorded onto flash drives for the Search Committee. The candidate’s name is highlighted each time it appears.

These media reports have proven helpful to Search Committees by uncovering issues that were not previously disclosed by candidates and that would likely not have been discovered through an automated search or Google search, typically used by other search firms. The Media Reports also give the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of his/her career.

Comprehensive Background Investigation Reports

Through SGR’s partnership with FirstCheck, a licensed private investigations company, we are able to provide our clients with comprehensive background screening reports that include detailed information such as:

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants

- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County criminal search (for every county in which candidate has lived or worked)
- County civil search (for every county in which the candidate has lived or worked)
- Education verification

A sample Background Investigation Report is included with this proposal document.

Assessments (DiSC and I-OPT)

It is critical for you to know as much as you can about your new executive before hiring him/her. Historically, employers have depended upon resumes, references, and interviews as sources of information for making hiring decisions. In practice, these sources have often proved inadequate for consistently selecting successful employees. The use of assessments has become essential for employers who want to place the right people in the right positions.

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management Profile analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager.

The I-OPT Assessment is a tool that measure how a person perceives and processes information. How someone perceives and processes information has a profound impact on what motivates a person, how a person sees an issue, and how that person interacts with others on team projects. Understanding one's own I-OPT Profile makes it possible to be more self-aware. Understanding another's I-OPT Profile helps predict how he or she will approach any given situation. (In a City Manager search, this will include I-OPT reports of the finalist candidates, direct reports, and city council. In department head searches, this will include I-OPT reports of the finalist candidates, City Manager, Assistant City Manager, peer department heads, and direct reports.)

Press Release (if desired)

Until you have "sealed the deal," you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Step 6: Interview Process

Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

First Year Game Plan (if desired)

"First Year Game Plan" process where finalist candidates are provided with elected official, key staff, and community leader contact information, and the candidates are given free rein to make contact with all of them in advance and use those insights to develop a "first year game

plan” based on what they know so far. Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews.

Assessment Exercise

This is a proprietary assessment exercise customized to your search. Our assessment exercise provides the opportunity to evaluate candidates’ written and interpersonal communication skills, as well as critical analysis skills.

Conduct Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics you need. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Deliberations

At this meeting, SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a decision on whether to bring back one or more candidates for a second interview.

Reference Checks

Our reference checks are the most comprehensive in the industry. We place very little confidence on the references provided by the candidates since those can be expected to be biased. Instead, we will typically talk to as many as 20 professional contacts for a given candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, civic leaders, and media representatives. We always seek out the candidate’s greatest critics and greatest fans to ensure a complete, yet balanced, perspective and overview of each candidate.

Step 7: Negotiations and Hiring Process

Once the organization is ready to make an offer, SGR can provide additional assistance to the client in the following areas.

Determine the Terms of an Offer

Upon request, SGR will provide comparative data for selected organizations, appropriate employment agreement language, and other similar information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win-solutions to negotiation “log-jams.”

Transition Strategy

There are a variety of transition issues when hiring a new executive. SGR will brief the client on transition issues that need to be addressed and will provide a recommendation on what actions to take. Together, we will create a transition strategy that builds the foundation for a successful long-term relationship.

Step 8: Post-Hire Team Building Analysis (supplemental service)

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. Price is \$4,000 for a half-day onsite workshop, plus travel expenses, and \$150 per person for I-OPT reports (if not previously completed as part of the search process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of \$50 per report.

Timeline (Standard Search)

Task	Weeks
- Contract Executed - Outline Project Plan, Timeline - Individual Interviews with Search Committee/ Key Personnel/ Community Leaders (if desired)	Weeks 1
- Development of Position Profile Brochure - Search Committee Reviews and Approves Brochure	Weeks 2-3
- Ad Placements - Accept Applications - Email Distribution and Marketing of Position Profile	Weeks 4-7
Triage and Scoring of Resumes	Week 8
- Search Committee Briefing (Slide Presentation)/Select Semifinalists - Candidates Complete Questionnaire and Online Interviews - Stage 1 Media Searches	Week 9
Deliverable: Semifinalist Briefing Books	Week 10
Search Committee Briefing/Select Finalist Candidates	Week 11
- Comprehensive Media Search Stage 2 - Comprehensive Background Screening Report - Candidates Complete DiSC Management Assessment - Candidates Complete I-OPT Assessment	Weeks 12-13
Deliverable: Finalist Briefing Books	Week 14
- Stakeholder Engagement (if desired) - Conduct Interviews - Deliberations - Reference Checks - Negotiations - Announcement/Press Release	Week 15

****Each search timeline is different based on the particular needs of the organization. SGR has completed searches in as little as 45 days, although this is not the recommended approach. We have also extended searches well beyond 15 weeks, based on the preference of the client.***

Project Cost

If SGR is selected to conduct one (1) executive search:

All-Inclusive Not-to-Exceed Maximum Price

Professional Services Fee:	\$ 18,500
<u>Not-to-Exceed Expenses:</u>	<u>\$ 8,500</u>
All-Inclusive, Not-to-Exceed Maximum Price:	\$ 27,000*

If SGR is selected to conduct two (2) executive searches:

All-Inclusive Not-to-Exceed Maximum Price per Search

Professional Services Fee:	\$ 16,500
<u>Not-to-Exceed Expenses:</u>	<u>\$ 6,000</u>
All-Inclusive, Not-to-Exceed Maximum Price:	\$ 22,500* per search

Please note that we have provided a discount in the pricing above. The standard pricing for a full service search is \$18,500 professional services fees, plus \$8,500 not-to-exceed expenses, for an all-inclusive, not-to-exceed maximum price of \$27,000. We have provided a discount should SGR be selected to conduct two executive searches, the City Manager and Utilities General Manager positions.

Not-to-Exceed Expense Items (Included in Pricing Above)

SGR considers incidentals to be covered by the professional services fee, and we do not bill the client for any expenses except for those explicitly detailed herein.

Not-to-Exceed Expense items include:

- Professional production of a high quality brochure. This brochure (typically 3-4 pages) is produced by SGR's graphic designer for a flat fee of \$1,500.
- Ad placement in appropriate professional publications, including trade journals and websites, and related advertising to announce the position. This is billed at actual cost, with no markup for overhead.
- Printing of documents and materials. Reproduction costs for reports and briefing books presented to the client at 23 cents per copy, plus the cost of binders/binding. Electronic discs are billed at \$5 each. Flash drives are billed at \$10 each.
- Online interviews. There is a cost of \$200 for each recorded online interview. SGR recommends conducting online interviews at the semifinalist stage (up to 12 semifinalists).
- Psychometric Assessments. There is a cost of \$150 per candidate for the DiSC Management Profile. There is a cost of \$150 per candidate for the I-OPT Assessment as well (up to 6 finalists).

- Comprehensive Media Reports – Stage 2. There is a cost of \$350 per candidate. SGR recommends conducting Stage 2 media searches on the finalist candidates (up to 6 finalists).
- Comprehensive Background Investigation Reports. There is a cost of \$300 per candidate for comprehensive background screening reports prepared by our licensed private investigations provider. SGR recommends conducting comprehensive background investigations on the finalist candidates (up to 6 finalists).
- Travel and related costs for the Project Manager incurred for the benefit of the client. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.

***Supplemental Services**

The supplemental services listed below are **not** included in the maximum price above. These include:

- Candidate Travel. Candidates are typically reimbursed directly by the client for travel expenses. If the client prefers a different arrangement for candidate travel, SGR will be glad to accommodate the client's wishes.
- Recruitment video. SGR offers the option of a customized recruitment video for a cost of \$5,000.
- Post-Hire Team Building Analysis. A half-day onsite workshop is \$4,000, plus travel expenses, and \$150 per person for I-OPT reports (if reports were not previously completed as part of the search process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of \$50 per report.
- Site Visits to Communities of Finalist Candidates. If desired, the Project Manager will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses.
- In the unexpected event the client shall request that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the client desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

Billing

Professional fees for the search are billed in three equal installments during the course of the search. The initial installment is billed after the Organizational Inquiry and Analysis is completed and the position profile has been created. The second installment is billed when semifinalists are selected. The final installment is billed at the conclusion of the search. Expense (reimbursable) items and supplemental services will be billed with each of the three installments, as appropriate.

Provision of Service Guarantee

SGR guarantees that you will be satisfied with the results of the search process, or we will repeat the entire process at no additional professional fee until you find a candidate that you desire. Additionally, if you select a candidate who resigns or is released within 24 months of their hire date, SGR will repeat the process at no additional professional fee to the client. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

References

Doug Schulze, City Manager
City of Bainbridge Island, Washington (pop. 21,000)
Email: dschulze@bainbridgewa.gov
Phone: 206-780-8626

Jennifer Fadden, City Manager
City of Colleyville, Texas (pop. 24,000)
Email: jfadden@colleyville.com
Phone: 817-503-1116

Jon Amundson, Assistant City Manager
City of Richland, Washington (pop. 47,000)
Email: jamundson@ci.richland.wa.us
Phone: 509-942-7380

Lynn Barboza, Human Resources Manager
City of Las Vegas, Nevada (pop. 567,000)
Email: lbarboza@lasvegasnevada.gov
Phone: 702-229-4879

Matt Mueller, Town Manager
Town of Little Elm, Texas (pop. 5,100)
Email: mmueller@littleelm.org
Phone: 214-975-0405

Passion Hayes, Director of Human Resources
Town of Addison, Texas (pop. 15,000)
Email: phayes@addisontx.gov
Phone: 972-450-2819

Ronnie C. Kidd, Managing Director for
Administration
City of Abilene, Texas (pop. 117,000)
Email: Ronnie.Kidd@abilenetx.com
Phone: 325-676-6469

Shanna Sims-Bradish, Assistant City Manager
City of Richardson, Texas (pop. 103,000)
Email: shanna.sims@cor.gov
Phone: 972-744-4210

Executive Search Clients

Abilene, Texas	Colleyville, Texas	Grapevine, Texas
Addison, Texas	Colorado River Municipal Water District, Texas	Greenville, Texas
Alamo Heights, Texas	Commerce, Texas	Guthrie, Oklahoma
Alice, Texas	Converse, Texas	Hancock County Port & Harbor Commission, Mississippi
Allen, Texas	Copper Canyon, Texas	Harris County ESD No. 48, Texas
Altus, Oklahoma	Corpus Christi, Texas	Henderson, Texas
Alvin, Texas	Dalhart, Texas	Hewitt, Texas
Amarillo, Texas	Delray Beach, Florida	Highland Park, Texas
Arcadia, Florida	Denison, Texas	Hot Springs, Arkansas
Argyle, Texas	Denton, Texas	Hudson Oaks, Texas
Arlington, Texas	Denton County Fresh Water Supply District 1-A, Texas	Huntsville, Texas
Atlanta, Texas	Duncanville, Texas	Hutto EDC, Texas
Azle, Texas	El Paso, Texas	Irving, Texas
Bainbridge Island, Washington	El Paso MPO, Texas	Jacksboro, Texas
Baytown, Texas	Elk City, Oklahoma	Jacksonville Development Corporation, Texas
Bedford, Texas	Farmers Branch, Texas	Joshua, Texas
Bellaire, Texas	Farmersville, Texas	Kaufman, Texas
Big Spring, Texas	Farmington, New Mexico	Keller, Texas
Breckenridge, Texas	Fate, Texas	Kilgore, Texas
Brentwood, Tennessee	Ferris, Texas	Kyle, Texas
Bridgeport, Texas	Flower Mound, Texas	La Porte, Texas
Burkburnett, Texas	Forney, Texas	Lakeland, Florida
Burleson, Texas	Fort Worth, Texas	Lakeway, Texas
Burien, Washington	Freeport, Texas	Lamesa, Texas
Burnet, Texas	Friendswood, Texas	Lancaster, Texas
Canton, Texas	Gainesville, Texas	Las Vegas, Nevada
Cape Girardeau, Missouri	Galveston, Texas	Lawton, Oklahoma
Cedar Hill, Texas	Georgetown, Texas	League City, Texas
Cedar Park, Texas	Gonzales, Texas	Leander, Texas
Chapel Hill, Tennessee	Granbury, Texas	Lenexa, Kansas
Cleveland, Texas	Grand Prairie, Texas	
College Station, Texas		

Executive Search Clients

Lindale, Texas	Prosper, Texas	Trophy Club, Texas
Little Elm, Texas	Red Oak, Texas	Tyler, Texas
Longview, Texas	Richardson, Texas	Van Alstyne, Texas
Lorena, Texas	Richland, Washington	Victoria, Texas
Los Lunas, New Mexico	Richland Hills, Texas	Washoe County, Nevada
Lufkin, Texas	Riverbend Water District, Texas	Waxahachie, Texas
Manhattan, Kansas	Rockwall, Texas	Weatherford, Texas
McKinney, Texas	Round Rock, Texas	Westlake, Texas
McKinney EDC, Texas	Rowlett, Texas	West Lake Hills, Texas
Memorial Villages PD, Texas	Royse City, Texas	Westworth Village, Texas
Miami, Oklahoma	San Angelo, Texas	Wheat Ridge, Colorado
Midland, Texas	San Marcos/Hays County EMS, Texas	Willow Park, Texas
Midlothian, Texas EDC	San Marcos, Texas	Wills Point, Texas
Montgomery, Texas	Seabrook, Texas	Yoakum, Texas
Mount Pleasant, Texas	Seagoville, Texas	
Mustang, Oklahoma	Sealy, Texas	
Nolensville, Tennessee	Shoreline, Washington	
North Richland Hills, Texas	Sikeston, Missouri	
North Texas Emergency Communications Center, Texas	Socorro, Texas	
Orange County, North Carolina	Southlake, Texas	
Overland Park, Kansas	South Padre Island, Texas	
Owasso, Oklahoma	St. Charles, Missouri	
Palestine, Texas	Stephenville, Texas	
Paris, Texas	Sugar Land, Texas	
Pearland, Texas	Sunny Isles Beach, Florida	
Piney Point Village, Texas	Temple, Texas	
Plainview, Texas	Terrell, Texas	
Plano, Texas	Texarkana, Texas	
Port Arthur, Texas	TexAmericas Center	
Port Lavaca, Texas	Thompson's Station, Tennessee	
	Tomball, Texas	

Executive Search Recruited Positions

Administration

City Manager/City Administrator
Deputy City Manager
Assistant City Manager
Assistant County Manager
City Secretary

Administrative Services/Internal Services

Administrative Services Director
Manager of Town Services
Management Assistant
Chief Performance Officer
Human Resources/Civil Services Director
Director of Human Resources & Risk Management
Intergovernmental Services Manager
Fleet Equipment Services Manager
Facilities Services Manager
Assistant Municipal Garage Superintendent
Fixed-Base Operator Services
Arts Director

Animal Services/Environmental Health

Animal Services Manager
Animal Shelter Manager
Animal Welfare Director
Animal Welfare Manager
Chief Medical Examiner
Environmental Health Director
Assistant Director of Code Compliance/Animal Welfare
Director of Regional Animal Services

Development Services

Community Development Director/Manager
Development Services Director
Deputy Director of Development Services
Tourism and Community Development Director
Community Services Administrator
Senior Building Inspector/Building Inspector
Chief Building Official
Building Official
City Inspector
New Urbanist

Economic Development, CVB

Assistant Economic Development Director
CVB Executive Director
Downtown Development Director
Economic Development Director
Economic Development Executive Director

Executive Director of Port & Harbor Commission
Vice President/Chief Econ Development Officer
President of Development Corporation

Finance

Finance Director
Chief Financial Officer
Finance Manager
Assistant Director of Finance
Finance Controller/Auditor/Comptroller
Senior Accountant
Budget Officer

Information Technology

IT Director
Chief Technology Officer/Chief Information Officer
IT Assistant Director
IT Manager
IT Developer
GIS Manager
Senior Software Developer

Legal

City Attorney (Individual and Firm)
First Assistant City Attorney
Court Administrator

Library

Library Director
Librarian

Marketing and Community Engagement

Director of Marketing and Community Engagement
Community Relations Manager
Community Services Director
Public Information Officer

Metropolitan Planning Organization

Director of Metropolitan Planning Organization

Museum

Museum Director

Parks and Recreation

Parks and Recreation Director
Park Superintendent
Program Area Manager (Parks)
Recreation Superintendent

Executive Search Recruited Positions

Public Safety/EMS/Emergency Management

Emergency Management Coordinator
EMS Executive Director
Executive Director
Police Chief
Assistant Police Chief
Fire Chief
Assistant Fire Chief
Lieutenant

Public Works/Utilities/ Engineering

City Engineer
Assistant City Engineer
Director of Public Services
Public Works Director
Public Works Assistant Director
Water District Executive Director
Water District General Manager
Planning & Engineering Director
Director of Projects & Engineering
Engineering Project Manager
City Planner
Chief Plant Operator
Assistant Utilities Director
Director of Utilities
Engineering Services Manager for Water District
Assistant General Manager for Water District

Unsolicited Feedback Regarding SGR's Performance

Following are a few unsolicited quotes from emails we have received. This unsolicited feedback demonstrates that our practice of using the Golden Rule to determine how we treat everyone leaves no doubt in the minds of both clients and candidates that we are truly superior to the competition. We do not include names to avoid the suggestion of an endorsement, which is prohibited under the ICMA Code of Ethics.

July 2015: "You have been 'top notch' in your communication and willingness to share resources."

June 2015: "Please allow me to tell you how very much I appreciate your kind and thoughtful e-mail. Civility and class never go out of style."

May 2015: "Thank you for the update. While it may not end positively for me, this has been one of the best experiences I have had during my search. I appreciate how [Executive Recruiter] and your organization have managed the entire process."

April 2015: "I'm very impressed with how well SGR works on recruitment. I really appreciated all of the follow-up emails and how much communication you provide. Should any city I work for in the future seek an executive recruitment, I would not hesitate to recommend SGR."

April 2015: "This is the most informative and personable search communication that I've ever received from an executive search firm. Kudos to you! I've been receiving the notification updates."

March 2015: "Thanks, [Executive Recruiter]. You and [SGR staff] made it an enjoyable experience and I am very pleased with the results. I hope we don't need your services anytime soon, but if we do, I will call you first.]

January 2015: "Even though it didn't work out, I appreciate you and your staff at SGR. Very professional and helpful; simply the best."

November 2014: "It was a pleasure working with you and your team, [Executive Recruiter]. SGR is a great organization and I'm very proud to work with you all!"

November 2014: "Thank you for your time and consideration. The communication received during this process was outstanding and very rare to receive in today's world. Thanks again."

October 2014: "Fantastic, you are making this whole process easy, informative and pleasant. Thank you for your attention and patience."

September 2014: "Thanks for all your great work. Your team is the best!"

August 2014: "Amazing customer service. It is so obvious that your whole team really cares and is very passionate about what they do. It is the best I have ever experienced."

August 2014: "Thanks for the great news! My experience during this process has been excellent. It can be unnerving to be on this side of the recruitment. You and your team have provided excellent communications and updates. Your efforts are greatly appreciated. I am very pleased to continue in the process."

August 2014: "Thanks so much for the quick response. I just have to ask - do you folks work 24/7? I get emails from you, [SGR staff] and Ron on the weekends, late at night, early in the morning. I must say, I've been in local government a long time and have never experienced a firm as responsive, prompt, courteous, and informative you all at SGR. You guys are fantastic!"

July 2014: "Not the news I was hoping for, but I'm glad you have such a great field of candidates. Once again, from my experience, you and your team execute the most professional search!"

July 2014: "I wanted to thank you for the great job that [Executive Recruiter] has done on our position. She was responsive to our needs and did a superb job of organizing and presenting the candidates. It has made our job much easier in moving forward in the process. It is great to be able to work with professionals like [Executive Recruiter] in the difficult task of finding the right individuals for our organization."

July 2014: "I was very impressed with our meeting and I feel like you were really listening to all the concerns and suggestions of the committee. Thank you very much for keeping me posted and I look forward to hearing from you soon."

July 2014: "Thank you for the professional handling of this search and the communication to the candidates. Makes us feel very much appreciated and not just 'another number'."

July 2014: "Thank you for letting me know the status of the search process. I appreciate the informative and timely updates from both you and [SGR staff]. I wasn't familiar with your firm prior to this search and am most impressed with the high level of personal service and professionalism that I have experienced over the past week."

July 2014: "I just want to thank you for the work that [Executive Recruiter] and SGR did on our recent Fire Chief search. Once again, you guys knocked it out of the park. [Executive Recruiter] was extremely accommodating, extremely accessible and extremely patient. He even indulged me when I asked tons of questions. You both are such great guys. I feel privileged to work with you guys and consider you friends. Thanks again."

July 2014: "I just wanted to take a moment and validate what I am sure you already know...your staff is top shelf! I recently went through the [city] [position] search with your company and everybody that I worked with at SGR was stellar; it was a pleasure working with each of them. [SGR staff] and especially [Executive Recruiter] were true professionals and kept me abreast of the process every step of the way with no surprises. It speaks volumes about SGR that you can attract and retain such quality individuals."

June 2014: "The selection process has ended for me as the [city] has gone with another candidate but I wanted to express my thanks to you for the assistance you provided me

during my preparation. The information you provided was valuable and assisted me greatly. Thank you again, and I wish you and SGR all the best in the future.”

June 2014: “I can already tell the SGR executive recruitment process is quite an experience. You and your team do a great job and I have no doubt you drive additional business through your courtesy and responsiveness to candidates. In short, extremely well done!”

June 2014: “Thanks for keeping us all updated...it speaks volumes for SGR's corporate culture and your personal integrity. I know that you know full well what we go thru. You guys are awesome and no matter the outcome of this process I will chalk it up to another positive experience with working with SGR.”

May 2014: “We really appreciate all your help. Note: every candidate complimented [Executive Recruiter] and SGR!”

April 2014: “My compliments again to SGR and the [city] on a well-organized, innovative, and highly responsive recruitment process.”

March 2014: “I really appreciate all your help from start to finish in our search for a new city manager. I will definitely call you the next time we have an opening we need help filling. There is no doubt we, as a city, made the right decision to select SGR to bring us quality candidates.”

March 2014: “Just a brief note to thank you both, and particularly [Executive Recruiter], for the professional and thorough search effort. Our final selection of [candidate] received unanimous support. This result speaks to the merits of the SGR process in recruiting and selecting the kind of top talent we were after.”

October 2013: “I cannot begin to thank [SGR] enough for the services that were provided. SGR did an incredible job with this search. It ran very smoothly and efficiently. I cannot think of one thing that could be improved. Thank you so much!”

October 2013: “Just a short note to thank you for the multiple communications regarding your search. You folks are a class act as one rarely hears a thing from a search these days.”

September 2013: “Thank you so much for a superb effort in assisting us in a search for [position]. ... I would recommend SGR to anyone. Your process is one that is highly likely to lead to success, certainly more so than a typical head-hunting outfit.”

September 2013: “This was without a doubt as professional as I have seen. You did an amazing job. I look forward to working with you in the future. Thank again.”

September 2013: “Thank you for the professionalism that you brought to this community when it was needed the most.”

July 2013: “Just a brief note to say thank-you for considering me for [position]. While I am obviously disappointed in the final outcome, I cannot help but view the overall experience positively...I would also like to thank you for your professionalism through the process. You are a credit to your firm, and do all of us who serve the public a great service.”

July 2013: "On behalf of [Department Head] and our entire HR team, I just want to thank you and your team members for making this search such a smooth and easy process for us."

June 2013: "I want you to know that [Executive Recruiter] did a fantastic job for us. He got us an outstanding list of applicants, made excellent recommendations regarding who we should be considering, and it was just a really terrific effort on SGR's part all the way around. [SGR staff] was most helpful during the posting process and wonderful to deal with over the phone. Your company added tremendous value to the process."

June 2013: "I am impressed with the technology, thoroughness and professionalism of SGR in the selection process you're conducting for [client]."

May 2013: "THANK YOU FOR ALL YOUR ASSISTANCE! What an AMAZING team at SGR... I'm loving this experience working with you all."

May 2013: "Just wanted to pass along my sincere THANKS to you and [Executive Recruiter]. [SGR's] efforts to support our search for [position] were extremely professional and meshed well with our constrained timeline. We feel confidence that the candidate selected will perform to our high level of expectation. Thanks again."

April 2013: "It has been a pleasure being considered for the position [with client]. Although not chosen for the position, I feel I am better prepared for future interviews (live or recorded) due to my interaction with Strategic Government Resources. The level of professionalism shown by your entire staff at SGR has been exemplary. Throughout the entire process phone messages and emails were returned promptly, enabling me to become more prepared for the interview process. If I can be of any assistance to you in the future, please do not hesitate to call upon me."

March 2013: "...having been part of a few national searches over the past year, I sincerely appreciate the prompt and meaningful communication you and your firm embraced in this process. It made it a refreshing experience."

February 2013: "[Executive Recruiter] and SGR deserve significant credit for not only helping us find the best fit for our community but moreover for being an integral component in ensuring the [client] has vital human resources necessary to meet [department] challenges ahead and excel beyond the goals set before us. For your guidance and expertise, we are truly appreciative."

January 2013: "Thank you. The fact that you have continually taken the initiative to keep me up to date speaks volumes to your ethics and professionalism. Quite honestly, both of these qualities have become less evident in the field."

December 2012: "Your firm and employees have a level of caring and customer service our organization aspires to. You have made excellence of product and service the standard for your firm. You guys are one of very few firms (maybe the only one I know of) that has made superior customer service its everyday standard to the point where even great customer service would be a letdown."

November 2012: "Thanks for the simple and continuous communications throughout the process. I have submitted over 20 applications and you are the only one that has provided communication throughout. I truly appreciate the communication in a tough process to find employment."

November 2012: "I wanted to thank you for an outstanding experience regardless of eventual outcome. [The search] was very well done, head and shoulders above any past experience that I have had...well done and thanks!"

September 2012: "I have really enjoyed being able to participate in the recruitment process to date. I was especially intrigued with the use of online interview technology...I also really like the way you've organized the First Year Game Plan exercise. It's a really neat way for the candidates, city staff and council members to get to know one another better before the formal interviews take place."

September 2012: "Like many in the city manager profession, I have experienced and participated in a number of different search processes as a candidate as well as employer. The search process for the [client] City Manager position was my first experience with a search conducted by SGR. Without question, your process was the most thorough search I have experienced in 25 years and dozens of searches. As a candidate, I felt the process challenged me to be extremely well-informed about the position and the community. In addition, all SGR representatives provided me with accurate, timely and complete information throughout the search process. Congratulations and thank you!"

June 2012: "Again, I want to THANK YOU and your staff I have had the pleasure to work with. There definitely is a reason you are swamped with searches. The "Golden Rule" is serving SGR well. Please know that [staff members] have all been great and they have certainly helped me through this transition."

June 2012: "Our organization continues to be delighted with our search results. When we made the commitment to take [the department] to the next level we only hope our search would equip us with the tools...man, did we get what we were looking for!"

City of Midland, Texas

Director of Utilities Position Profile



The Community

Midland, Texas, has a population of 116,924, and is the midpoint between Dallas/Fort Worth and El Paso along Interstate 20. Nicknamed the "Tall City" because of the impressive downtown buildings, visible for miles on the horizon when approaching Midland, this west Texas town is home to presidents and petroleum.

Former First Lady Laura Bush hails from Midland, and this thriving community is the former home of two U. S. Presidents, George H. Bush and George W. Bush.

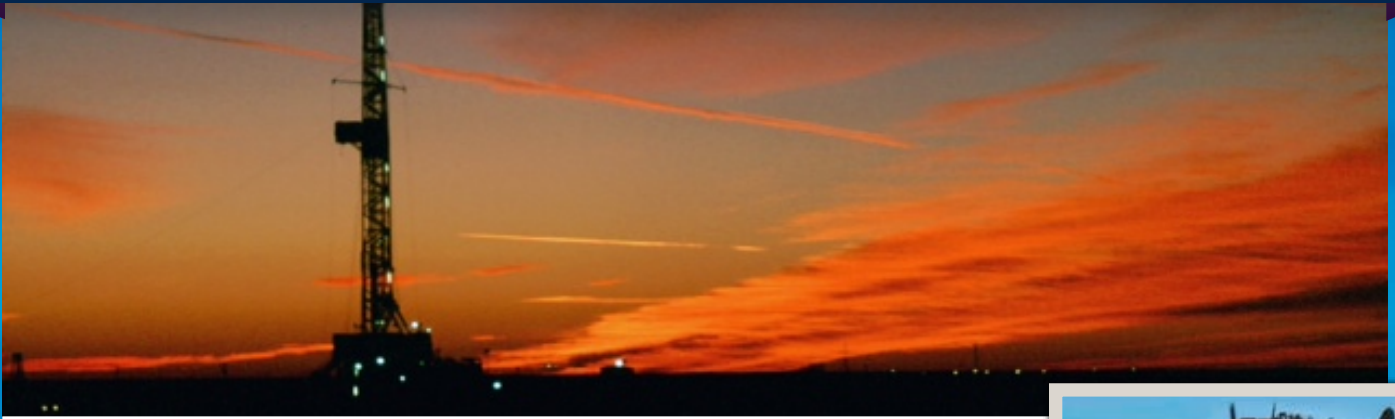


Midland was established in 1880 when the Texas Pacific Railroad began to lay tracks westward from Fort Worth, around the same time that the Southern Pacific Railroad began building east from El Paso. The place where the tracks met became known as Midway and later, the name was changed to Midland. Prior to WWI, Midland was a prosperous railroad town serving the surrounding ranching community. On May 27, 1923, the future of Midland changed forever with the discovery of oil just 70 miles to the southeast, when the Santa Rita No. 1 blew.

Today, Midland is a progressive community in the heart of the Permian Basin oil region. Home to more than 20% of the nation's oil reserves, Midland regularly supplies more than 60% of all oil and gas produced in Texas. Aside from Houston, no other area in the U.S. plays a more important role in the nation's energy industry than the cities of Midland and Odessa.

Midland offers big-city amenities with small-town hospitality. From down-home Texas barbecues to museums and festivals, Midland is the perfect vacation destination or an exceptional place to call home. Forbes Magazine named Midland the best small city for jobs in 2013, and CNN, Money, and Fortune magazines ranked the community fourth among the top nine fastest growing boomtowns. The U. S. Census Bureau ranked Midland first in Texas, and 14th in the nation, of high-income households, and Farmers Insurance ranked the City second as the most secure small city in America. Midland's ideal location along I-20 makes getting to Midland easy and Midland International Airport, with several major airlines, offers non-stop flights to major cities across the nation.

Director of Utilities Position Profile



The Community, continued

Midland residents enjoy a variety of local amenities including numerous parks, several museums, theaters, The Sibley Nature Center, I-20 Wildlife Preserve, Haley Library and Historical Center, and the state-of-the-art Wagner Noel Performing Arts Center. The area boasts several minor league sports teams, including the Midland RockHounds, and a variety of rodeos, concerts, and other events.

Midland Independent School District, with an enrollment of more than 23,000 students, provides outstanding educational opportunities for grades K-12 across 35 campuses. Several private schools are also available. Located in Midland and nearby, are several options for those seeking a higher education including Midland College, University of Texas of the Permian Basin, Odessa College, and Texas Tech Health Sciences Center.

With 300 days of sunshine annually, friendly, welcoming citizens, a well maintained infrastructure, and a quality education system, Midland is one of the nation's most livable communities. The average household income in Midland is \$80,162, and the average home price is \$253,807.

Governance & Organization

The City of Midland is governed by a Home-Rule Charter and operates under a Council-Manager form of government. The residents elect a Mayor and six City Council Members, each serving three-year terms. The City Council appoints a professional City Manager, who is responsible for the operation of all city departments. With an authorized staff of 1,051 full-time employees, the City provides an array of services to Midland residents and businesses.

Midland's FY2013-2014 annual budget is \$221,800,404, and the property tax rate is \$0.4319 per \$100 of valuation. Midland and the surrounding region continue to experience exceptional growth.



Mission Statement

WE, the employees of the City of Midland, are PASSIONATE and ENERGETIC about the service we provide to EACH OTHER and OUR COMMUNITY.

Director of Utilities Position Profile



Water Utilities Department

The Midland Water Utilities Department is responsible for the administration and management of the City's water and wastewater operations including the Environmental Compliance Division (lab), Water Purification Plant, Water Pollution Control Plant, and Sprayberry farm. The department is comprised of 51 employees and the water and sewer fund has an annual FY2013-2014 budget of \$62,425,902.

Midland's drinking water is supplied by the Colorado River Municipal Water District, through the O.H. Ivie reservoir, E. V. Spence Reservoir, and various well fields in the region. The City recently completed the T-bar project from wells approximately 70 miles west of Midland, a water source expected to serve the area for the next 70 years.

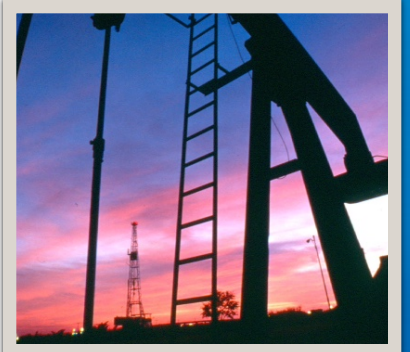
Ideal Candidate

The ideal candidate will be an innovative and professional manager with strong leadership skills and a demonstrated ability to work collaboratively with peers, stakeholders, and outside agencies.

The new Director of Water Utilities should possess a comprehensive knowledge of water and wastewater systems and be experienced with state laws, regulations, and have the technical skills necessary to operate and manage a municipal utility system.

It will be important for the new Director of Water Utilities to effectively communicate with a variety of groups including City Council, City Administration, citizens, staff, contractors, media outlets, and state and federal agencies.

The successful candidate should be highly skilled in the preparation and administration of departmental budgets, and capital projects planning, implementation, and management.



Resources

City of Midland
www.midlandtexas.gov

**Midland Convention and
Visitors Bureau**
www.visitmidlandtexas.com

**Midland Chamber of
Commerce**
www.midlandtxchamber.com

**Midland Development
Corporation**
www.midlandtxedc.com

Director of Utilities Position Profile



Education & Experience

The successful candidate should have a Bachelor's Degree with five years of management experience at a department level or equivalent. A Master's Degree is preferred. The chosen candidate should have knowledge of state (TCEQ) and federal regulations as they relate to water and wastewater and be familiar with ground water resources and management.

Compensation & Benefits

The City of Midland offers a competitive starting salary, depending on qualifications and experience. The City participates in the Texas Municipal Retirement System (TMRS) at a seven percent employee deposit rate with a municipal matching ratio of 2:1. The City provides health insurance, longevity pay, life insurance, and vacation and sick leave. Optional benefits include dental, vision, deferred compensation, flexible spending accounts, EAP, health and wellness programs, additional life and LTD insurance, a sick leave bank, and more.

Application Process

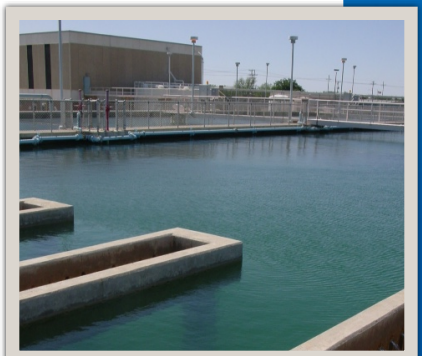
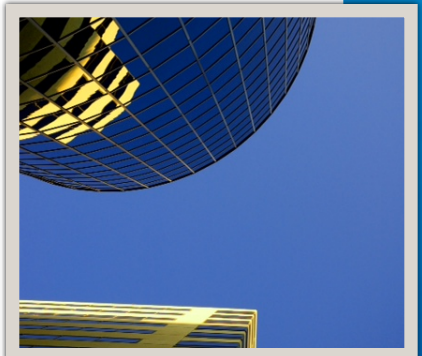
Please apply online at: <http://apply.governmentresource.com>

For more information on this position contact:

Ron Holifield, CEO
Strategic Government Resources
Ron@GovernmentResource.com
214-676-1691

The position is open until filled. For the review status of this position, please visit: <http://bit.ly/SGRCurrentSearches>.

The City of Midland is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



**Background Screening Report**

First Check
PO BOX 92033
Southlake, TX 76092
Phone: 888-588-2525 / 888-588-2525
Fax: 888-213-9341

FILE NUMBER	70100	REPORT DATE	04-02-2015
REPORT TO	STRATEGIC GOVERNMENT RESOURCES (20002) 1117 Bourland Rd Keller, TX 76248 Phone: 214-676-1691 Fax: -	ORDER DATE	04-02-2015 MELISSA VALENTINE
		TYPE	EXECUTIVE SEARCH - BACKGROUND CHECK

Application Information

APPLICANT	TESTCASE, JANET	SSN	XXX-XX-6789	DOB	10-05-1962
ADDRESS(ES)	19 FOREST DR	CITY / STATE / ZIP	BEDROCK, TX 75214		

Identity Development**Person Search - SSN TRACE/ ADDRESS VERIF**

RESULTS	Records Found			
SSN SEARCHED	XXX-XX-6789	SEARCH DATE	04-02-2015 1:48 PM MDT	
Applicant Information				
FULL NAME / SSN	DOB	ADDRESS	PHONE	REPORTED DATE(S)
JANET TESTCASE		19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 2015-01-16 Last: 2015-04-02
JANET LYNN TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO	(954)547-3984	First: 1995-02-13 Last: 2015-04-02
JANET TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 1995-02-13 Last: 2015-04-02
JANET L TESTCASE		7863 SLEEPING LILY DR LAS VEGAS, MO 89178 County: JACKSON	(702)812-1460	First: 1991-12-31 Last: 1996-05-23

SSN Information

SSN	VALID	ISSUED LOCATION	ISSUED DATE RANGE
XXX-XX-6789	Y		1975-1976

WARNING: This search may not be used as the basis for an adverse action on an applicant. It should only be used to verify or correct an applicant's information, or as a tool to further research of public records or other verifications.

Credit**Credit Summary**

TOTAL TRADELINES	0	30 DAYS LATE	0
CURRENTLY SATISFACTORY	0	60 DAYS LATE	0
CURRENTLY DELINQUENT	0	90 DAYS LATE	0
PREVIOUSLY DELINQUENT	0	NEWEST TRADE	
COLLECTION/CHR OFFS	0/0	OLDEST TRADE	
PUBLIC RECORDS	0	INQUIRIES	0

Financial Summary

	#	PAYMENT	TTL BALANCE	PAST DUE	UTILIZATION
MORTGAGE	0	\$0	\$0	\$0	
INSTALLMENT	0	\$0	\$0	\$0	
OPEN	0	\$0	\$0	\$0	
REVOLVING	0	\$0	\$0	\$0	
OTHER	0	\$0	\$0	\$0	
	0	\$0	\$0	\$0	

Warning: Use careful judgment the past due column of this financial summary may possibly combine amounts of an original creditor with amounts from a collection agency collecting for the original creditor. A single debt could be included as a trade amount and with the collection agency. In a few cases, this single debt can appear as a judgment in the public records section, as well.

Variations**Personal Information Comparison**

APPLICANT	NAME	SOC SEC	DOB	AKA					
TU	TESTCASE, JANET	XXX-XX-6789	10/05/1962						
TU	TESTCASE, JANET	MISMATCH							
Address Comparison									
APPLICANT	ADDRESS		REPORTED						
TU	19 FOREST DR , BEDROCK, TX 75214		04-02-2015						
Employment Comparison									
	COMPANY	POSITION	REPORTED						
NO EMPLOYERS DEVELOPED									
Credit Bureau Report									
Credit History									
CREDITOR	OPENING DATE MONTHS REVIEWED	REPORTED DATE DLA	HIGH CREDIT	BALANCE	PAST DUE AMOUNT	HISTORICAL TIMES PAST DUE 30 60 90+	TYPE TERMS	PRESENT STATUS	E C O A
NO TRADELINES DEVELOPED									
ECOA KEY: B = BORROWER; C = CO-BORROWER; S = SHARED; J = JOINT; U = UNDESIGNATED; A = AUTHORIZED USER									
Public Records									
NO PUBLIC RECORDS DEVELOPED									
Prior Inquiries									
CREDITOR	INQUIRY TYPE	DATE	SRC	KIND OF BUSINESS	ECOA				
NO PRIOR INQUIRIES DEVELOPED									
Repository Remarks									
TU	High Risk Fraud Alert;Available and Clear (H01)								
TU	A SUMMARY OF YOUR RIGHTS UNDER THE FAIR CREDIT REPORTING ACT								

PARA INFORMACION EN ESPANOL, VISITE WWW.CONSUMERFINANCE.GOV/LEARNMORE O ESCRIBE A LA CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON,DC 20006.

THE FEDERAL FAIR CREDIT REPORTING ACT (FCRA) PROMOTES THE ACCURACY, FAIRNESS, AND PRIVACY OF INFORMATION IN THE FILES OF CONSUMER REPORTING AGENCIES. THERE ARE MANY TYPES OF CONSUMER REPORTING AGENCIES, INCLUDING CREDIT BUREAUS AND SPECIALTY AGENCIES (SUCH AS AGENCIES THAT SELL INFORMATION ABOUT CHECK WRITING HISTORIES, MEDICAL RECORDS, AND RENTAL HISTORY RECORDS). HERE IS A SUMMARY OF YOUR MAJOR RIGHTS UNDER THE FCRA. FOR MORE INFORMATION, INCLUDING INFORMATION ABOUT ADDITIONAL RIGHTS, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE, OR WRITE TO: CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON, DC 20006.

- YOU MUST BE TOLD IF INFORMATION IN YOUR FILE HAS BEEN USED AGAINST YOU. ANYONE WHO USES A CREDIT REPORT OR ANOTHER TYPE OF CONSUMER REPORT TO DENY YOUR APPLICATION FOR CREDIT, INSURANCE, OR EMPLOYMENT - OR TO TAKE ANOTHER ADVERSE ACTION AGAINST YOU - MUST TELL YOU, AND MUST GIVE YOU THE NAME, ADDRESS, AND PHONE NUMBER OF THE AGENCY THAT PROVIDED THE INFORMATION.

- YOU HAVE THE RIGHT TO KNOW WHAT IS IN YOUR FILE. YOU MAY REQUEST AND OBTAIN ALL THE INFORMATION ABOUT YOU IN THE FILES OF A CONSUMER REPORTING AGENCY (YOUR "FILE DISCLOSURE"). YOU WILL BE REQUIRED TO PROVIDE PROPER IDENTIFICATION, WHICH MAY INCLUDE YOUR SOCIAL SECURITY NUMBER. IN MANY CASES, THE DISCLOSURE WILL BE FREE. YOU ARE ENTITLED TO A FREE FILE DISCLOSURE IF:

- A PERSON HAS TAKEN ADVERSE ACTION AGAINST YOU BECAUSE OF INFORMATION IN YOUR CREDIT REPORT;
- YOU ARE THE VICTIM OF IDENTITY THEFT AND PLACE A FRAUD ALERT IN YOUR FILE;
- YOUR FILE CONTAINS INACCURATE INFORMATION AS A RESULT OF FRAUD;
- YOU ARE ON PUBLIC ASSISTANCE;
- YOU ARE UNEMPLOYED BUT EXPECT TO APPLY FOR EMPLOYMENT WITHIN 60 DAYS.

IN ADDITION, ALL CONSUMERS ARE ENTITLED TO ONE FREE DISCLOSURE EVERY 12 MONTHS UPON REQUEST FROM EACH NATIONWIDE CREDIT BUREAU AND FROM NATIONWIDE SPECIALTY CONSUMER REPORTING AGENCIES. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR MORE INFORMATION.

- YOU HAVE THE RIGHT TO ASK FOR A CREDIT SCORE. CREDIT SCORES ARE NUMERICAL SUMMARIES OF YOUR CREDIT-WORTHINESS BASED ON INFORMATION FROM CREDIT BUREAUS. YOU MAY REQUEST A CREDIT SCORE FROM CONSUMER REPORTING AGENCIES THAT CREATE SCORES OR DISTRIBUTE SCORES USED IN RESIDENTIAL REAL PROPERTY LOANS, BUT YOU WILL HAVE TO PAY FOR IT. IN SOME MORTGAGE TRANSACTIONS, YOU WILL RECEIVE CREDIT SCORE INFORMATION FOR FREE FROM THE MORTGAGE LENDER.

- YOU HAVE THE RIGHT TO DISPUTE INCOMPLETE OR INACCURATE INFORMATION. IF YOU IDENTIFY INFORMATION IN YOUR FILE THAT IS INCOMPLETE OR INACCURATE, AND REPORT IT TO THE CONSUMER REPORTING AGENCY, THE AGENCY MUST INVESTIGATE UNLESS YOUR DISPUTE IS FRIVOLOUS. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR AN EXPLANATION OF DISPUTE PROCEDURES.

- CONSUMER REPORTING AGENCIES MUST CORRECT OR DELETE INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION. INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION MUST BE REMOVED OR CORRECTED, USUALLY WITHIN 30 DAYS. HOWEVER A CONSUMER REPORTING AGENCY MAY CONTINUE TO REPORT INFORMATION IT HAS VERIFIED AS ACCURATE.

- CONSUMER REPORTING AGENCIES MAY NOT REPORT OUTDATED NEGATIVE INFORMATION. IN MOST CASES, A CONSUMER REPORTING AGENCY MAY NOT REPORT NEGATIVE INFORMATION THAT IS MORE THAN SEVEN YEARS OLD, OR BANKRUPTCIES THAT ARE MORE THAN 10 YEARS OLD.

- ACCESS TO YOUR FILE IS LIMITED. A CONSUMER REPORTING AGENCY MAY PROVIDE INFORMATION ABOUT YOU ONLY TO PEOPLE WITH A VALID NEED - USUALLY TO CONSIDER AN APPLICATION WITH A CREDITOR, INSURER, EMPLOYER, LANDLORD, OR OTHER BUSINESS. THE FCRA SPECIFIES THOSE WITH A VALID NEED FOR ACCESS.

- YOU MUST GIVE YOUR CONSENT FOR REPORTS TO BE PROVIDED TO EMPLOYERS. A CONSUMER REPORTING AGENCY MAY NOT GIVE OUT INFORMATION ABOUT YOU TO YOUR EMPLOYER, OR A POTENTIAL EMPLOYER, WITHOUT YOUR WRITTEN CONSENT GIVEN TO THE EMPLOYER. WRITTEN CONSENT GENERALLY IS NOT REQUIRED IN THE TRUCKING INDUSTRY. FOR MORE INFORMATION, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE.

- YOU MAY LIMIT "PRESCREENED" OFFERS OF CREDIT AND INSURANCE YOU GET BASED ON INFORMATION IN YOUR CREDIT REPORT. UNSOLICITED "PRESCREENED" OFFERS FOR CREDIT AND INSURANCE MUST INCLUDE A TOLL-FREE PHONE NUMBER YOU CAN CALL IF YOU CHOOSE TO REMOVE YOUR NAME AND ADDRESS FROM THE LISTS THESE OFFERS ARE BASED ON. YOU MAY OPT-OUT WITH THE NATIONWIDE CREDIT BUREAUS AT 1-888-567-8688 (888-5OPTOUT).

- YOU MAY SEEK DAMAGES FROM VIOLATORS. IF A CONSUMER REPORTING AGENCY, OR, IN SOME CASES, A USER OF CONSUMER REPORTS OR A FURNISHER OF INFORMATION TO A CONSUMER REPORTING AGENCY VIOLATES THE FCRA, YOU MAY BE ABLE TO SUE IN STATE OR FEDERAL COURT.

- IDENTITY THEFT VICTIMS AND ACTIVE DUTY MILITARY PERSONNEL HAVE ADDITIONAL RIGHTS. FOR MORE INFORMATION, VISIT WWW.CONSUMERFINANCE.GOV/LEARNMORE.

STATES MAY ENFORCE THE FCRA, AND MANY STATES HAVE THEIR OWN CONSUMER REPORTING LAWS. IN SOME CASES, YOU MAY HAVE MORE RIGHTS UNDER STATE LAW. FOR MORE INFORMATION, CONTACT YOUR STATE OR LOCAL CONSUMER PROTECTION AGENCY OR YOUR STATE ATTORNEY GENERAL. FOR INFORMATION ABOUT YOUR FEDERAL RIGHTS, CONTACT:

TYPE OF BUSINESS:	CONTACT:
1.a. BANKS, SAVINGS ASSOCIATIONS, AND CREDIT UNIONS WITH TOTAL ASSETS OF OVER \$10 BILLION AND THEIR AFFILIATES	BUREAU OF CONSUMER FINANCIAL PROTECTION 1700 G STREET NW WASHINGTON, DC 20006
b. SUCH AFFILIATES THAT ARE NOT BANKS, SAVINGS ASSOCIATIONS, OR CREDIT UNIONS ALSO SHOULD LIST, IN ADDITION TO THE BUREAU:	FEDERAL TRADE COMMISSION CONSUMER RESPONSE CENTER -FCRA WASHINGTON, DC 20580 1-877-382-4357
2. TO THE EXTENT NOT INCLUDED IN ITEM 1 ABOVE:	OFFICE OF THE COMPTROLLER OF THE CURRENCY
a. NATIONAL BANKS, FEDERAL SAVINGS ASSOCIATIONS, AND FEDERAL BRANCHES AND FEDERAL AGENCIES OF FOREIGN BANKS	CUSTOMER ASSISTANCE GROUP 1301 MCKINNEY STREET, SUITE 3450 HOUSTON, TX 77010-9050 1-800-613-6743
b. STATE MEMBER BANKS, BRANCHES AND AGENCIES OF FOREIGN BANKS (OTHER THAN FEDERAL BRANCHES, FEDERAL AGENCIES AND INSURED STATE BRANCHES OF FOREIGN BANKS), COMMERCIAL LENDING COMPANIES OWNED OR CONTROLLED BY FOREIGN BANKS, AND ORGANIZATIONS OPERATING UNDER SECTION 25 OR 25A OF THE FEDERAL RESERVE ACT	FEDERAL RESERVE CONSUMER HELP (FRCH) PO BOX 1200 MINNEAPOLIS, MN 55480 1-888-851-1920 WEBSITE ADDRESS: WWW.FEDERALRESERVECONSUMERHELP.GOV EMAIL ADDRESS: CONSUMERHELP@FEDERALRESERVE.GOV
c. NONMEMBER INSURED BANKS, INSURED STATE BRANCHES OF FOREIGN BANKS, AND INSURED STATE SAVINGS ASSOCIATIONS	FDIC CONSUMER RESPONSE CENTER 1100 WALNUT STREET BOX #11 KANSAS CITY, MO 64106
d. FEDERAL CREDIT UNIONS	NATIONAL CREDIT UNION ADMINISTRATION OFFICE OF CONSUMER PROTECTION (OCP) DIVISION OF CONSUMER COMPLIANCE AND OUTREACH (DCCO) 1775 DUKE STREET ALEXANDRIA, VA 22314 1-703-519-4600
3. AIR CARRIERS	ASST. GENERAL COUNSEL FOR AVIATION ENFORCEMENT & PROCEEDINGS DEPARTMENT OF TRANSPORTATION 400 SEVENTH STREET SW WASHINGTON, DC 20590 1-202-366-1306

- | | |
|---|--|
| 4. CREDITORS SUBJECT TO SURFACE
TRANSPORTATION BOARD | OFFICE OF PROCEEDINGS, SURFACE
TRANSPORTATION BOARD
DEPARTMENT OF TRANSPORTATION
1925 K STREET NW
WASHINGTON, DC 20423 |
| 5. CREDITORS SUBJECT TO PACKERS AND
STOCKYARDS ACT | NEAREST PACKERS AND STOCKYARDS
ADMINISTRATION AREA SUPERVISOR |
| 6. SMALL BUSINESS INVESTMENT COMPANIES | ASSOCIATE DEPUTY ADMINISTRATOR FOR
CAPITAL ACCESS
UNITED STATES SMALL BUSINESS
ADMINISTRATION
406 THIRD STREET, SW, 8TH FLOOR
WASHINGTON, DC 20416 |
| 7. BROKERS AND DEALERS | SECURITIES AND EXCHANGE COMMISSION
100 F ST NE
WASHINGTON, DC 20549 |
| 8. FEDERAL LAND BANKS, FEDERAL LAND
BANK ASSOCIATIONS, FEDERAL
INTERMEDIATE CREDIT BANKS, AND
PRODUCTION CREDIT ASSOCIATIONS | FARM CREDIT ADMINISTRATION
1501 FARM CREDIT DRIVE
McLEAN, VA 22102-5090 |
| 9. RETAILERS, FINANCE COMPANIES, AND
ALL OTHER CREDITORS NOT LISTED ABOVE | FTC REGIONAL OFFICE FOR REGION IN
WHICH THE CREDITOR OPERATES OR
FEDERAL TRADE COMMISSION: CONSUMER
RESPONSE CENTER- FCRA
WASHINGTON, DC 20580
1-877-382-4357 |

Source Information**Creditors**

CREDITOR	SUB CODE	ADDRESS	PHONE
NO CREDITORS DEVELOPED			

Submission Results

APPLICANT	BUREAU	DATE	RESULT
APPLICANT	TRANSUNION	04-02-2015 02:39:39 PM	NO RECORD FOUND

Repository Referral

TransUnion Consumer Relations
www.transunion.com/myoptions
2 Baldwin Place
P.O. Box 1000
Chester, PA 19022
800-888-4213

Comments***** End of Credit Report *******Investigative****County Criminal Records Search**

RESULTS	Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:50 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TX-HIDALGO		

***** Abstract *****

NAME ON RECORD	JANET L TESTCASE	CASE NUMBER	CR- 1234565656
DOB ON RECORD	10/05/1962	COURT	DISTRICT
OTHER IDENTIFIERS		FILE DATE	03/04/2010
OTHER INFO			

Count-1

TYPE	MISD CLASS B	OFFENSE	DRIVING WHILE INTOXICATED
DISPOSITION	CONVICTED		
DISPOSITION DATE	10/01/2010	OFFENSE DATE	03/04/2010
SENTENCE	18 MOS PROBATION/ \$1000.00 FINE		
OTHER INFO	PROBATION EXPIRED: 04/06/2012		
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of

the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of criminal activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

COUNTY WANTS AND WARRANT

NO REPORTABLE RECORDS FOUND - DALLAS COUNTY
JANET TESTCASE

State Criminal Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:46 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Federal Criminal Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS NORTHERN		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

InstaCriminal National Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	NATIONWIDE		
JURISDICTION(S) SEARCHED			

The search you have selected is a search of our criminal database(s) and may not represent 100% coverage of all criminal records in all jurisdictions and/or sources. Coverage details available upon request.

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Global Homeland Security Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
SOURCES	Alabama Medicaid - Suspended Providers, America's Most Wanted Fugitive List, Australia Sex Offender Registry, Australian Dept of Foreign Affairs and Trade - Sanctions List, Australian Reserve Bank Sanctions List, Bank of England Sanctions List, California Medi-Cal - Suspended and Ineligible Providers, Connecticut Dept of Social Services - Admin Actions List, DEA Diversion Control Program - Admin Actions against Doctors, DEA Diversion Control Program - Cases against Doctors, Delaware Adult Abuse Registry, Directorate of Defense Trade Controls - Debarred Parties List, European Union Terrorism Sanctions List, FDA Office of Regulatory Affairs - Debarment List, FDA Office of Regulatory Affairs - Warning Letters, Federal Deposit Insurance Corporation (FDIC) - Failed Bank List, Federal Deposit Insurance Corporation (FDIC) - Enforcement Decisions and Orders, Federal Reserve Board - Enforcement Actions, FinCEN - Enforcement Actions, FINRA - Disciplinary Actions, Florida Medicaid - Sanctioned Providers, Fugitive List, Health Resources and Services Administration - Health Education Assistance Loan - Defaulted Borrowers, HM Treasury - Consolidated List of Financial Sanctions, HM Treasury - Investment Ban List, Hong Kong Securities and Futures Commission (SFC) - Enforcement Actions, HUD - Limited Denials of Participation List, Idaho Medicaid Provider - Exclusion List, Illinois Casino Exclusion List, Illinois Office of Inspector General - Sanctioned Providers, Immigration and Customs Enforcement (ICE) - Most Wanted, Interpol Most Wanted, Japan Ministry of Economy, Trade, and Industry (METI) - End User List, Kansas Dept of Health and Environment - Abuse Registry, Kentucky Medicaid - Excluded Providers, Maryland Medicaid - Exclusion List, MIPT Terrorism Knowledge Base, Mississippi Medicaid - Excluded Providers, Missouri Casino Exclusion List, Monetary Authority of Singapore - Enforcement Actions, National Credit Union Administration (NCUA) - Administrative Orders, Naval Criminal Investigative Service (NCIS) - Most Wanted Fugitives, Nevada Gaming Control Board - Excluded Person List, New Jersey Casino Exclusion List, New Jersey Dept of Treasury - Debarment List, New York Office of the Medicaid Inspector General - Exclusion List, New York Stock Exchange Regulation - Disciplinary Actions, Office of Foreign Assets Control (OFAC) - Specially Designated Nationals List, Office of Inspector General (OIG) - Health and Human Services Exclusion List, Office of Inspector General (OIG) - Most Wanted Health Care Fugitives, Office of Regulatory Affairs - Disqualified, Restricted and Assurances List for Clinical Investigators, Office of Research Integrity - Public Health Service - Administrative Actions List, Office of the Comptroller of Currency (OCC) - Enforcement Actions List, Office of the Superintendent of Financial Institutions (OSFI) - Canadian Sanctions List, Office of Thrift Supervision (OTS) - Enforcement Actions List, Ohio		

Medicaid - Sanctioned Providers, Ohio Medicaid - Suspended Providers, Palestinian Legislative Council List, Pennsylvania Medichcek - Precluded Providers List, Politically Exposed Persons List, SEC - Enforcement Actions, South Carolina Medicaid - Excluded Providers, Tennessee Dept of Health - Abuse Registry, Texas Employee Misconduct Registry, Texas Health and Human Services Commission Medicaid and Title XX Provider Exclusion List, TRICARE Sanctions List, UK Disqualified Directors List, United Nations Consolidated Sanctions List, US Commodity Futures Trading Commission (CFTC) - Disciplinary Actions, US Dept of Commerce - Denied Persons, Unverified, and Entity List, US Dept of Labor - Forced and Child Labor List, US Dept of State - Foreign Terrorist Organizations List, US Dept of State - Nonproliferation Sanctions, US Dept of State - Terrorist Exclusion List, US Dept of Treasury - Primary Money Laundering Concern List, US General Services Administration (GSA) - Excluded Parties List, World Bank Listing of Ineligible Individuals

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Sex Offender Records Search			
RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

County Civil Records Search			
RESULTS	Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:42 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	7 years
JURISDICTION	MO-OSAGE		
*** Abstract ***			
PLAINTIFF	JANET TESTCASE	CASE NUMBER	CV556566
DEFENDANT	CITY OF ROCKY ROAD	COURT NAME	COUNTY CT 456
FILE DATE	07/15/2011	JURISDICTION	
PLAINTIFF ATTORNEY	MARK A FISHER	CASE TYPE	CIVIL - HARASSMENT
DISPOSITION DATE	06/12/2012	DISPOSITION	JUDGMENT
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for civil history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of civil activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Credentials			
Education Verification			
RESPONSE RECEIVED	Yes		
INSTITUTION NAME	UNIVERSITY OF SYRACUSE	SEARCH DATE	04-02-2015 1:51 PM MDT
CITY, STATE	SYRACUSE, NY	CONTACT	WRITTEN/ SC
INSTITUTION PHONE	N/A	SUBJECT	JANET TESTCASE
INSTITUTION FAX			
INSTITUTION EMAIL			
SOCIAL SECURITY	SUBJECT-PROVIDED INFORMATION	INSTITUTION-PROVIDED INFORMATION	
DATES CLAIMED	MAY 2013	123-45-6789	
DEGREE(S) CLAIMED	MASTERS OF PUBLIC ADMIN	DATE AWARDED: 05/15/2013	
MAJOR(S) CLAIMED	PUBLIC ADMINISTRATION	MASTERS PUBLIC ADMIN	
GPA CLAIMED		PUBLIC ADMINISTRATION	
HONORS CLAIMED			
ATTENDING NAME			
COMMENTS			

Instant Driving Records	
RESULTS	License Found

STATE OF ISSUE Texas
LICENSE NUMBER 09555186
SEARCH DATE 04-02-2015 1:37 PM MDT
License Number: 01234567
License State: TX
Full Name: TESTCASE, JANET
DOB: 1962-10-05
Address: 19 FOREST DRIVE BEDROCK, TX 79501

License Info

Status: CLEAR
Class: C
Class Description: Non-Comm. C - Single or comb veh , not in class A or B
Expiration Date: 2018-10-05
Original Issue Date: 1978-03-16

Other License Info

Report Message: NO ENTRIES FOUND FOR THIS PERSON
MVR Status: MVR found
MVR History Length: 3
MVR Score: A valid driver license (active, clear, eligible, valid, etc) with at least 3 years of history and a clear MVR. (0)

Messages

Alert: Requested last name(TESTCASE) did not match.
Commercial Driver License (CDL) Indicator: N
THIS TYPE OF RECORD WILL NOT REFLECT COMPLETION OF A DRIVING SAFETY COURSE.
THIS RECORD REFLECTS CONVICTIONS AND CRASH INVOLVEMENTS THAT ARE ALLOWED TO BE DISPLAYED BY LAW.

WARNING: Confidential Information - To Be Used As Per State And Federal Laws. Misuse May Result In A Criminal Prosecution.

COMPREHENSIVE REPORT

Subject Information: (Best Information for Subject)**Name:** JANET L TESTCASE DOB:10/05/1962**SSN:** 123-45-xxxx issued in TEXAS between 01/01/1975 and 12/31/1976**Age:** 31**Names Associated With Subject:**

JANET L TESTCASE LexID: 8071868866 DOB: 1962

JANET TESTCASE LexID: 8071868866 DOB: 10/05/1962
123-45-xxxx issued in TX**Others Associated With Subjects SSN:** (DOES NOT usually indicate any type of fraud or deception)
[None Found]**Comprehensive Report Summary:**

Names Associated With Subject:

2 Found

Others Associated With Subjects SSN:

None Found

 Address Summary:

2 Found

 Active Address(es):

1 Found

 Previous & Non-Verified Addr:

1 Found

 Possible Criminal Records:

None Found

 Sexual Offenses:

None Found

 Driver's License:

1 Found

 Motor Vehicles Registered:

1 Found

 Concealed Weapons Permit:

None Found

DEA Controlled Substances:

None Found

 Professional Licenses:

None Found

 Watercraft:

None Found

 Bankruptcies:

None Found

 Liens and Judgments:

None Found

 UCC Filings:

None Found

 Possible Properties Owned:

1 Found

 Possible Associates:

None Found

Address Summary:

19 FOREST DR , BEDROCK, TX 77469-1826, HIDALGO COUNTY (1995- Jan 2015)

12924 PECOS RD, KNOXVILLE TX 37934-0885, KNOX COUNTY (Feb 2002 - Jan 2015)

7404 TOWN CENTER BLVD APT 808, ROSENBERG TX 77471-6232, FORT BEND COUNTY (Apr 2011 - May 2014)

Utility Locator - Connect Date: 4/28/2011 21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY (Jun 2007 - Oct 2013)

1611 LAUREL AVE APT 303, KNOXVILLE TN 37916-2078, KNOX COUNTY (Oct 2005)

135 WHITE DR APT -2, TALLAHASSEE FL 32304-3090, LEON COUNTY (May 2004 - Jun 2004)

1505 W THARPE ST APT 3632, TALLAHASSEE FL 32303-4575, LEON COUNTY (Sep 2002 - Jan 2004)

Active Address(es):  19 FOREST HILL DR, BEDROCK, TX 77406-6453, HIDALGO COUNTY**Name Associated with Address:**

JANET TESTCASE

Current Residents at Address:

DAVID TESTCASE

Property Ownership Information for this Address**Property:**

Parcel Number - 5121-06-001-0320-901

Owner Name: DAVID WTESTCASE LexID: 2561089892

Owner Name 2: JANET TESTCASE LexID: 2561096692

Property Address: - 19 FOREST HILL, BEDROCK TX 77406-6453, HILDAGO COUNTY

Owner Address: 21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY

Sale Date - 05/29/1995

Sale Price - \$325,850

Subdivision Name - LONG MEADOW

Total Market Value - \$467,230

Assessed Value - \$443,810

Land Value - \$89,250

Improvement Value - \$377,980

Land Size - 13,299 Square Feet
 Year Built - 2006
 Seller Name: HOUSTON VILLAGE BUILDERS INC
 Legal Description - LONG MEADOW FARMS SEC 6, BLOCK 1, LOT 32
 Loan Amount - \$245,000
 Lender Name - CITIMORTGAGE
 Data Source - A

Previous And Non-Verified Address(es):

1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY (2014 - Jan 2015)

Name Associated with Address:

DAVID TESTCASE

Current Residents at Address:

STEVEN FRYER

Property Ownership Information for this Address

Property:

Parcel Number - 6469-03-002-0010-901
 Owner Name: STEVEN FRYER LexID: 8071868866
 Property Address - 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
 Owner Address: 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
 Sale Date - 04/15/2014
 Seller Name: PULTE HOME OF TEXAS LP
 Loan Amount - \$149,168
 Loan Type - NEW CONVENTIONAL
 Data Source - B

1

Possible Criminal Records:

[None Found]

Sexual Offenses:

[None Found]

Driver's License Information:

Name: JANET L TESTCASE
 LexID: 80718688
 DL Number: xxxxxxxx
 State: Texas
 License Address: 19 FOREST DR, BEDROCK TX 77469-1826, FORT BEND COUNTY
 DOB: 10/05/1962
 Potential SSN : 123-45-xxxx
 Issue Date: 05/09/2014
 Data Source: Governmental

Motor Vehicles Registered To Subject:

Vehicle:

Description: Gray Silver 2006 Toyota Camry - Sedan 4 Door
 VIN: 4T1BE30K26U67
 State Of Origin: TEXAS
 Engine: 4 Cylinder 144 Cubic Inch
 Anti Lock Brakes: 4 wheel standard
 Air Conditioning: Standard
 Daytime Running Lights: Standard
 Power Steering: Standard
 Power Brakes: Standard
 Power Windows: Standard
 Security System: Immobilizer and Alarm
 Roof: None / not available
 Price: 20375
 Radio: AM/FM CD
 Front Wheel Drive: Yes
 Four Wheel Drive: No
 Tilt Wheel: Unknown
 Data Source: Governmental

Registrant(s)

Record Type: CURRENT
 Name: JANET L TESTCASE
 LexID: 8071868866
 Potential SSN  123-45-xxxx
 Address: 19 FOREST HILL, BEDROCK TX 77469-1826, FORT BEND COUNTY
 DOB: 10/05/1962
 Sex: FEMALE

Tag Number: BD9B1
 License State: TX
 Earliest Registration Date: 10/1/2014
 Latest Registration Date: 10/1/2014
 Expiration Date: 9/30/2015
 License Plate Type: Private

Concealed Weapons Permit:

[None Found]

DEA Controlled Substances:

[None Found]

Professional License(s):

[None Found]

Watercraft:

[None Found]

 Bankruptcies:

[None Found]

 Liens and Judgments:

[None Found]

 UCC Filings:

[None Found]

 Possible Properties Owned by Subject:

Property:

Parcel Number - 6469-03-002-0010-901
Owner Name: JANET L TESTCASE LexID: 8071868866
Property Address - 19 FOREST DR, BEDROCK TX 77469-1826, HIDALGO COUNTY

Sale Date - 04/15/2014
Seller Name: PULTE HOME OF TEXAS LP
Loan Amount - \$149,168
Loan Type - NEW CONVENTIONAL
Data Source - B

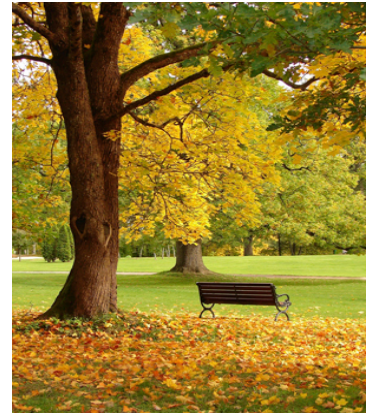
 Possible Associates:

NONE FOUND

Disclaimer

This report is furnished to you pursuant to the Agreement for Service between the parties and in compliance with the Fair Credit Reporting Act. This report is furnished based upon your certification that you have a permissible purpose to obtain the report. The information contained herein was obtained in good faith from sources deemed reliable, but the completeness or accuracy is not guaranteed.

***** End Of Report *****



Proposal

Indianola Municipal Utilities, Iowa

Proposal to Provide Executive Recruitment Services

August 13, 2015

1. Firm Information

Physical Address

Waters & Company, a Springsted Company
14285 Midway Road, Suite 340
Addison, Texas 75001

Office: 804-726-9748

Fax: 804-277-3435

Recruitment Project Team Leader

Ms. Andrea Sims, Vice President

Direct Phone: (216) 695-4776

Email: asims@waters-company.com

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SAMPLE BROCHURE	APPENDIX I

LETTER OF TRANSMITTAL

August 19, 2015

Ms. RoxAnne M. Hunerdosse
Director of Human Resources
City of Indianola
P.O. Box 299
110 North First Street
Indianola, Iowa 50125-0299

Re: **Request for Proposal to Provide Executive Recruitment Services**

Dear Ms. Hunerdosse,

I appreciate the opportunity to submit our proposal for executive recruitment services for Indianola Municipal Utilities' next General Manager. Our extensive experience in providing executive recruitment services to cities, counties and other public sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for IMU. If we are fortunate to be awarded this as well as the City Manager recruitment, we will be able to have operational efficiencies that will greatly benefit the City.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the IMU Board of Trustees to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Waters & Company, a Springsted Company (W&C) to facilitate talent management. The system has been designed by W&C to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to IMU such as geographic location and specific experience, expertise and qualifications.

Indianola Municipal Utilities, Iowa
August 19, 2015
Page 2

The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at 651-223-3053 or by email at asims@waters-company.com. Our Team would consider it a professional privilege to provide these services to Indianola Municipal Utilities.

Respectfully submitted,



Andrea Sims, Vice President
Consultant

sml

Indianola Municipal Utilities, Iowa
Proposal to Provide
Executive Recruitment Services

2. History of the Firm

The firm was founded in 1976 under the name of Waters, Trego and Davis and was incorporated in 1988, in Texas, under the name of The Waters Consulting Group, Inc. Our main office were located in Dallas, Texas with additional offices in Cleveland, Ohio; Austin, Texas and Denver, Colorado. In May 2014, Waters Consulting Group merged with Springsted, Inc. forming Waters & Company (W&C), a wholly owned subsidiary of Springsted, Inc.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products. In addition, W&C is positioned as one of the largest privately-held executive recruitment firms in the nation with a focus on the public sector. Over the past few years, W&C has recruited and placed more than 350 executive-level positions within cities, counties and other public and non-profit organizations.

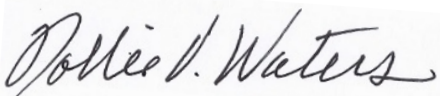
W&C recently merged with Springsted Incorporated, establishing one of the largest public sector executive recruitment and organizational management firms in the United States. Springsted Incorporated, the parent corporation, is a certified WBE. Three employee-owners lead the firms and their 70-member staff. Our principal corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Milwaukee, Wisconsin; Cleveland, Ohio; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

W&C has a team of seven primary recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the Indianola Municipal Utilities organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed IMU's expectations. Since 2010 our combined consultant team has conducted more than 350 executive recruitments.

The W&C Recruitment Project Team will partner with the IMU Board of Trustees and designated staff as your technical advisor to ensure that the recruitment process for your next General Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the W&C Recruitment Project Team to draw upon W&C's and Springsted's 50-plus years of service to the public sector and to leverage W&C's experience and capacity to focus nationwide to find the most qualified candidates.

Respectfully submitted,



Rollie Waters, Executive Vice President
Consultant

3. State of Incorporation and Type of Ownership

Springsted Incorporated is registered as a Corporation in the State of Minnesota as of April 1, 1959.

4. Names of Principals

Bonnie C. Matson, *Principal*

Kathleen A. Aho, *President*

David N. MacGillivray, *Chairman*

5. Recruitment Project Team

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@waters-company.com

Recruitment Project Team Leader

Ms. Andrea Sims, Vice President

Direct Phone: (216) 695-4776

Email: asims@waters-company.com

Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: canderson@waters-company.com

Ms. Sara Haselbauer, HR Analyst

Direct Phone: (651) 223-3006

Email: shaselbauer@waters-company.com

Rollie Waters

Executive Vice President

Rollie O. Waters is an Executive Vice President of Waters & Company, a *Springsted Company*. Since 1976, Rollie has been a management consultant to private and public sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for Innovation, Southern Methodist University, the University of Maryland, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies in Great Britain and various other U.S. public and private sector agencies and organizations.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed attract the right candidates that fit the organization's needs. In addition, Rollie's extensive knowledge of performance management solidifies matching the management style most compatible with the organization's success. His research on succession planning has led him and his team to be able to help shape the future of organizations through their executive recruitment activities.

Rollie has been widely published in national journals and magazines focusing on human resource challenges. His publications include a research article in the Public Personnel Management Journal titled "The Impact of Behavioral Traits on Performance Appraisal." Prior to founding W&C, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

Areas of Expertise

- Executive Recruitment
- Web- Based Compensation Support
- Management Development
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Competency-based Systems and Development Systems
- Succession Planning

Professional Accomplishments and Education

Rollie is a member of Mensa, a Strategic Partner with the International City/County Managers Association, International Management Consultants, and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. He has also appeared in several professional directories such as Who's Who in the World, Who's Who in Finance and History, and many others. Rollie has an extensive background in the behavioral sciences and strategic planning. He received his MBA at Pepperdine University and his Bachelor of Science degree in Psychology from the University of South Carolina. In addition, he is a Certified Management Consultant (CMC); CMC is a certification mark awarded by the Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

Andrea Sims
Vice President

Andrea Battle Sims is a Vice President of Waters & Company, a Springsted Company. Ms. Sims has been working in executive recruitment for over twelve years, managing all phases of the recruitment process for public sector executives, including: City and Assistant City Managers, Human Resources Directors, Police Chiefs, Chief Information Officers, Library Directors, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Workforce Development Executive Directors. She has extensive experience in water and other utilities including Hope (AR) Water & Light, Mecklenburg County (NC) Utilities, Dallas (TX) Water & Sewer and others.

Andrea is an experienced professional with over twenty years of prior experience in Information Technology, IT Audit and Management experience in both the public and private sector. Her local government leadership roles include serving as the IT Director at Cleveland Public Schools with a staff of 50 and Deputy Director of IT at Cuyahoga County with a staff of 70. In addition, her county experience includes creating a start-up venture to sell public computer access to the legal community. Ms. Sims has held management positions at AT&T, Progressive Insurance and National City Bank (now PNC), managing IT projects as well as IT professionals along with serving as an internal consultant/auditor.

Areas of Expertise

- Executive Recruitment
- Recruitment and Retention Training
- Diversity-based Recruitment and Retention
- Information Technology Leadership
- Organizational Assessment
- Strategic Planning and Implementation
- Project Management
- Process Improvement
- Change Management

Professional Accomplishments and Education

Andrea's educational background includes a Bachelor of Arts in Mathematics from Spelman College, Atlanta, Georgia, and a Master of Science in Operations Research from The Wharton School at the University of Pennsylvania, Philadelphia, Pennsylvania. In addition, her post-graduate education includes numerous executive development seminars and certification from the Leadership Academy at Cleveland State University, the Anderson School at UCLA and the Gartner Group. Andrea's current and past civic involvement includes the Board of Trustees at the Gathering Place; American Cancer Society, Cuyahoga Unit; Junior League of Cleveland, along with leadership positions with the Links, Inc., the Spelman Alumnae Association and Delta Sigma Theta, Inc.

Charles (Chuck) Anderson

Senior Vice President

Charles (Chuck) S. Anderson is a Senior Vice President of Waters & Company, a *Springsted Company*. Prior to joining the Waters & Co., Chuck worked for local governments and non-profit organizations, including Utilities General Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART) and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in re-building local governments in Bosnia following agreement on the Dayton Accords.

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments and Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.

Regan Brown*Project Coordinator*

Regan Brown is the Project Coordinator at Waters & Company, a *Springsted Company*. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process, as well as providing administrative support to the Executive Vice President, Rollie Waters.

In this role, Regan coordinates communications with candidates, the handling of resumes and the distribution of candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistic issues. She assists the consultants in scheduling the semifinalist interviews, submitting profiles for background checks and education verifications and notifying the finalists. Her responsibilities extend to editing presentations and proposals, advertisement placements and general office administration.

Professional Accomplishments and Education

Previously, Regan worked in Residential Real Estate and as the Operations Manager for a publically held subprime financial services company. Coordinating between board members, executive staff and operations employees, she implemented executive initiatives at all levels of the company. Regan also served as ISO 9001 Management Representative for Halo Financial Services, LLC.; her attention to detail and her passion for efficiency allowed for a perfect audit record three years in a row. Her service leadership attitude ensures an exceptional customer service experience.

6. Person Responsible for Submitting the RFP

Recruitment Project Team Leader

Ms. Andrea Sims, Vice President

Direct Phone: (216) 695-4776

Email: asims@waters-company.com

7. Recent Recruitments

Executive Recruitment Experience

List of Relevant Executive Recruitments 2010 to Present

Year	Client	State	Recruitment	Name	Phone
2010	Charlottesville	VA	Utilities General Manager	Jones, Maurice	434-970-3101
2010	Granbury	TX	Utilities General Manager	Berryman, Ron	817-573-1114
2010	Kingsville	TX	Utilities General Manager	Gonzales, Diana	361-595-8017
2010	Maricopa	AZ	Utilities General Manager	Kolman, Roger	520-316-6841
2010	McKinney	TX	Utilities General Manager	Phillips, Tadd	972-547-7562
2010	Sanford	FL	Utilities General Manager	Fosson, Fred	407-688-5130
2010	Vestavia Hills	AL	Utilities General Manager	Leavings, Rebecca	205-978-0184
2010	Watauga	TX	Utilities General Manager	Woodard, Deby	817-514-5833
2011	Manassas	VA	Utilities General Manager	Pate, Patrick	703-257-8212
2011	Mesa	AZ	Deputy Utilities General Manager	White, Linda	480-644-4598
2011	Petersburg	VA	Utilities General Manager	Moore, Brian	804-733-2301
2011	Sachse	TX	Utilities General Manager	Bontrager, Cheree	972-495-1212
2011	Salisbury	NC	Utilities General Manager	Kyle, Zack	704-638-5229
2011	Socorro	TX	Utilities General Manager	Rodarte, Adriana	915-209-9945
2011	Virginia Beach	VA	Deputy Utilities General Manager	Goldsmith, Shelby	757-385-5793
2012	Charlotte	NC	Utilities General Manager	Brown, Cheryl	704-336-5703
2012	Eau Claire	WI	Utilities General Manager	Kincaid, Kerry	715-839-4912
2012	Martinsville	VA	Utilities General Manager	O'Dell, Donna	276-656-5145
2012	Morehead City	NC	Utilities General Manager	Nixon, Susan	252-726-6848
2012	Rockville	MD	Utilities General Manager	Morris, Eileen	301-309-9000
2012	Winchester	VA	Utilities General Manager	Blowe, Mary	540-532-6171
2013	Burnsville	MN	Utilities General Manager	Hansen, Jill	952-895-4471
2013	Clinton	NC	Utilities General Manager	Starling, Lew	910-592-1961
2013	Irving	TX	Utilities General Manager	Obi, Ike	972-721-2665
2013	Justin	TX	Utilities General Manager	Strange, Kim	940-648-2541
2013	Muskegon	MI	Utilities General Manager	Mazade, Byron	231-724-6724
2013	Newport News	VA	Utilities General Manager	Price, McKinley	757-926-8618
2013	Raleigh	NC	Utilities General Manager	Jones, C.	919-890-3840
2013	West Saint Paul	MN	Utilities General Manager	Fulton, Matt	651-552-4100
2014	Atlantic Beach	FL	Utilities General Manager	Berry, Catherine	904-247-5890
2014	Bloomington	MN	Utilities General Manager	McAloney, Kay	952-563-8710
2014	Eustis	FL	Utilities General Manager	Isaacs, Ann	352-483-5472
2014	Irving	TX	Utilities General Manager	Obi, Ike	972-721-2665
2014	Lexington	VA	Utilities General Manager	Elrod, Mimi	540-463-6714
2014	Midlothian	TX	Utilities General Manager	Houston, Bill	972-775-8099
2014	Novi	MI	Utilities General Manager	Cardenas, Victor	248-347-0450
2014	Springfield	MN	Utilities General Manager	Vogel, Amy	507-723-3500

List of Relevant Executive Recruitments 2010 to Present

Year	Client	State	Recruitment	Name	Phone
2015	Bemidji	MN	Utilities General Manager	Murphy, Kay	218-759-3570
2015	Brooklyn Park	MN	Utilities General Manager	Lunde, Jeffrey	763-242-1555
2015	Coon Rapids	MN	Utilities General Manager	Stemwedel, Matt	763-767-6486
2015	Sachse	TX	Utilities General Manager		469-429-4770
2015	Westminster	CO	Utilities General Manager	Mitchell, Debbie	303-658-2155
2015	Williamsburg	VA	Utilities General Manager		757-220-6100

Additional Utility Experience

List of Utility Rate Studies 2010 – Present

Year	Client	State	Project	Population
2010	City of Marshall	MN	Storm Water & Wastewater Rate Study	13,483
2010	City of New Prague	MN	Rate Study Updates	7,502
2010	City of Onawa	IA	Water Rate Study	2,937
2010	City of Owatonna	MN	Utility Rate Study	25,421
2011	City of Chisholm	MN	Rate Study	4,676
2011	City of International Falls	MN	Utility Rate Study Update	6,357
2011	City of New Prague	MN	Water & Sewer Rate Updates	7,502
2011	City of North St. Paul	MN	Water Utility Rate Study	11,830
2011	Town of White Bear	MN	Water, Sewer & Storm Rate Study	10,949
2011	Town of Woodstock	VA	Utility Rate Study Update	5,189
2012	Alexandria Lake Area Sanitary District	MN	Utility Rate Study	11,580
2012	City of Bel Aire	KS	Water Sewer Rate Studies	6,916
2012	City of Clinton	IA	Solid Waste Cost of Service & Rate Study	26,473
2012	City of Grain Valley	MO	Water-Sewer Rate Study	13,125
2012	City of Greenfield	MN	Sanitary Sewer Rate Study	10,989
2012	City of Lino Lakes	MN	Water & Sewer Rate Study Update	20,862
2012	City of Mankato	MN	Utility Rate Study	40,641
2012	City of New Prague	MN	Storm Water Utility Study	7,502
2012	Saint Paul Regional Water Services	MN	Utility Rate Study	294,873
2012	City of Stacy	MN	Rate Study Review	1,426
2012	Town of White Bear	MN	Water Rate Study Update	10,949
2012	City of Willmar	MN	Wastewater Utility Rate Study Update	19,680
2013	Town of Amherst	VA	Water & Sewer Rate Cost of Service Study	2,219
2013	City of Colonial Heights	VA	Water and Sewer Rate Study	17,634
2013	City of Elk River	MN	Sewer Rate Study Review	23,447
2013	City of Gladstone	MO	Utility Rate Study	26,157
2013	City of Lakeville	MN	Water and Sewer Utility Rate Study	58,562
2013	City of New Prague	MN	Wastewater & Storm Rate Updates	7,502
2013	City of Savage	MN	Debt Analysis & Water Sewer Rate	28,639
2014	City of Baldwin City	KS	Water-Sewer Rate Study	4,540
2014	City of Brooklyn Center	MN	Water Utility Rate Study	30,712
2014	City of Chisholm	MN	Water, Sewer & Solid Waste Rate Study	5,023
2014	City of Cologne	MN	PFA & Water Rate Study	1,564
2014	City of Elko New Market	MN	Water Rate Study/PFA	4,415
2014	City of Madelia	MN	Review Rate Study	2,286
2014	City of Marshall	MN	Storm and Wastewater Rate Study Update	13,483
2014	City of Minnetonka	MN	Water & Sewer Utility Rate Study	51,638

List of Utility Rate Studies 2010 – Present				
Year	Client	State	Project	Population
2014	City of New Prague	MN	Utility Rate Studies Updates	7,502
2015	City of Saint Paul	MN	Sewer Rate Study	294,873
2015	City of Buffalo	MN	Electric Rate Study	15,825
2015	City of Hays	KS	Water & Sewer Rate Study	21,038

8. Plan of Action and Timetable

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of General Manager of IMU. The recruitment brochure will also have a profile that captures the essence of IMU as a highly-attractive venue for the successful candidate to work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Board and designated staff to discuss the required background, professional experience and management and leadership characteristics for your General Manager position. We meet individually (or collectively depending upon your preference) with the IMU Board of Trustees to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the General Manager. [See example of a recruitment brochure in Appendix I.]

The Recruitment Project Team will also work with IMU to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media. Additionally, W&C has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with IMU's Board and representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.

Project Milestone	Deliverables	Proposed Date
Position profile and recruitment brochure development.	- Onsite interview with IMU. - W&C will receive information regarding IMU's budgets, organizational charts, images, logos, etc. - Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline).	September 10 – 11
Approve brochure, commence advertising and distribute marketing letter.	- Brochure sent to IMU for final approval. - Commence advertising and distribution of recruitment brochure.	September 18

Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, W&C will identify and reach out to individuals who will be outstanding candidates for the position of General Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the General Manager position. This will provide the W&C Team with the ability to customize applicant flow and tracking, communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to IMU such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the IMU Board of Trustees and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute. Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Proposed Date
Execution of recruitment strategy and candidate outreach.	• Online data collection and profile development. • Development of interactive searchable applicant database for recruitment of the General Manager. • W&C performs direct outreach to prospective candidates identified in the recruitment strategy. • Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.	September 21 – October 23

Task III: Screening of Applicants and Recommendation of Semi-Finalists

In Task III the Recruitment Project Team, under the direction of Andrea Sims, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the IMU Board of Trustees.

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Board and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of IMU.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Proposed Date
Applicant screening and recommendation of semi-finalists.	• W&C compares applications to the approved candidate profile developed in our searchable applicant database. • W&C develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. • Top 10-15 candidates identified as semi-finalists. • Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. • W&C and IMU review and rate video interviews. • W&C sends links to IMU Board to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. • Recruitment Project Team Leader meets with IMU Board to review recommended semi-finalists. IMU Board select finalists for on-site interviews.	October 19 – 30

Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the IMU Board of Trustees approve of a group of finalists for on-site interviews, W&C will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, W&C will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Proposed Date
Finalists complete supplemental work products.	• Finalists complete narrative of their two most significant professional achievements and a critical problem analysis.	Week of November 2
Design final process with Board for on-site interviews with finalists.	• W&C confirms interviews with candidates. • Travel logistics are scheduled for the candidates.	Week of November 2
Background checks, reference checks and academic verification.	• W&C completes background checks, reference checks and academic verifications for finalists.	November 2 – 13

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the Board requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Proposed Date
Final Report prepared and delivered to IMU.	Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions.	November 16
On-site interviews with finalists.	- Interviews are scheduled. - Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates.	Week of November 16
Offer made / accepted.	- If requested, W&C participates in candidate employment agreement negotiations. - W&C notifies candidates of decision. - W&C confirms final process close out items with Indianola Municipal Utilities.	Week of November 23

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider Indianola Municipal Utilities' General Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Waters & Company, a *Springsted Company*, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted Incorporated, our parent company, is a certified WBE.

Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

INDIANOLA MUNICIPAL UTILITIES, IOWA EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of September 1, 2015 Actual target dates will be developed in consultation with and approved by the IMU Board.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	- W&C completes on-site interviews to develop candidate profile and recruitment brochure; IMU approves ad placement schedule and timeline. - W&C sends draft recruitment brochure to t IMU. - IMU returns draft recruitment brochure (with edits) to W&C. - W&C commences executive recruitment advertising and marketing. - Online data collection and profile development.	September 10 – 11
Applicant screening and assessment and recommendation of semi-finalists.	- W&C commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. - W&C completes formal review of applications and sends selected resumes and questionnaire responses to IMU for review. Also candidates' recorded interviews are presented. - Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. - W&C meets with IMU and recommends semi-finalists; IMU selects finalists for on-site interviews.	September 14 – October 30
Comprehensive background check and reference checks completed for finalists.	W&C completes reference checks/background checks/ academic verification on finalists.	November 2 – 13
On-site Interviews with finalists.	- W&C sends documentation for finalists to IMU. - IMU conducts on-site interviews with finalists.	Week of November 16
Employment offer made / accepted.	IMU extends employment offer to selected candidate.	Week of November 23

9. Specific Services to be Provided

Task 1 – Candidate Profile Development/Advertising/Marketing
(includes one day on site by Recruitment Project Team Leader)

Task 2 – Identify Quality Candidates

Task 3 – Screening of Applications and Submission of
Recommended Semi-Finalists to Client (includes one
day on site by the Recruitment Project Team Leader)

Task 4 – Reference Checks, Background Checks
and Academic Verifications

Task 5 – Final Process/On-Site Interviews with Finalists
(includes two days on site by Project Team Leader)

10. Average Length of Service for Candidates Placed

Our firm is pleased that most of the leaders selected remain in their role on average 7 - 10 years, well above the mean/median of such roles.

11. Fee and Charges

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of W&C and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

If candidates from this recruitment process are selected for another position within your organization within one year of the close of the recruitment, a fee of 50% of the following proposal amount will be due to Waters & Company, a *Springsted Company*.

All questions regarding the professional fees and project-related expenses should be directed to Sharon Klumpp, Senior Vice President at asims@waters-company.com or via phone at 651-223-3053.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
	TOTAL ALL-INCLUSIVE PROFESSIONAL FEE	\$24,500* for 1 recruitment

* The total all-inclusive professional fee will be reduced by 10% to \$22,000/each if W&C is selected to perform both the City Manager and General Manager recruitments.

OPTIONAL SERVICES FOR CONSIDERATION	FEES
Additional work related to the search process and as specifically requested by IMU that is outside of the scope of this project (i.e. additional onsite meetings) is additional. The fixed professional fee for this recruitment anticipates no more than three onsite consulting days with one consultant. However, we would be pleased to provide additional onsite consulting visits for our standard daily rate of \$1,760 plus expenses.	\$1,760 per day plus expenses

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, W&C will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) W&C will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

APPENDIX I

Sample Brochure

THE HOPE WATER & LIGHT COMMISSION SEEKS AN EXCEPTIONAL LEADER AND TEAM-ORIENTED UTILITIES EXECUTIVE TO SERVE AS ITS NEXT...

THE COMMUNITY

Hope, Arkansas, with a population of about 10,500, is best known as the hometown of two long-serving Arkansas governors, Bill Clinton, who went on to become the 42nd President of the United States and Mike Huckabee, former Presidential candidate and popular media consultant and commentator. Hope is the county seat of Hempstead County in Southwest Arkansas, the State known as "the Natural State," with spectacular landscapes and abundant wildlife. Residents and visitors alike are proud of the quality of life offered, with emphasis on family values and appreciation of the rich natural resources. Outdoor and sports enthusiasts, especially those who enjoy fishing and hunting, thrive in Hope and its surrounding environment. Located about 100 miles from Little Rock, 90 miles from Shreveport, and 30 miles from Texarkana, there are opportunities for residents to enjoy the best of both worlds, living in rural, "small-town" America as well as benefits of the close proximity to urban areas in Arkansas, Texas and Louisiana. Multi-airline service is available from Little Rock and Shreveport along with American Eagle service from Texarkana to Dallas-Forth Worth Airport.

Founded in 1875, Hope's roots are in agriculture; primarily timber, poultry,

GENERAL MANAGER

GOVERNANCE AND MUNICIPAL ORGANIZATION

The Hope Water & Light (HWL) Commission is a 5-member Commission, appointed by the Hope City Board of Directors to ten year terms and serves as the governing board for the agency. The General Manager serves as the chief executive of HWL and reports to the Commission. With a staff of 45 and \$25 million in revenues, this is a well-governed and well-managed agency and wholesale power customer of AEP/Southwestern Electric Power Company (AEP-SWEPCO) since January 1982. Its present wholesale contract runs through 2032. In March of 2014 HWL will be transitioning to the SPP Day 2 Market with AEP-SWEPCO as its agent.

HWL has maintained among the lowest service rates in Arkansas due to a strong long-term relationship with AEP/Southwest Electric Power Company and a decision to build a stand-alone water treatment facility in Fulton, AR. The staff is strong, competent, and well-trained. The organization has put strong emphasis on the creation and on-going support of a highly professional staff with team-building, strong management and staff development. All are encouraged to pursue training and education that will benefit the utility as well as the individual's development and certification in each technical field.





THE COMMUNITY (Continued)

and cattle along with a rich history of growing watermelons, and cotton. One of the most popular summer events is the Watermelon Festival, celebrated in August where visitors enjoy arts and crafts, food, music as well as watermelon eating contests and traditional political visits. Additionally, there are Bluegrass Shows and Festivals in February and May. Hope is a family-friendly, diverse community with a myriad of home options and expansive local and state park facilities with sailing, boating, baseball, football, soccer and other activities. Nearby there are breathtaking nature trails and parks including the Historic Washington State Park, Millwood Lake and State Park, and the Grandview Prairie Conservation Education Center. Other notable sites are the President William Jefferson Clinton Birthplace, and the Hope Visitor Center & Railroad Museum. Excellent educational offerings are available through public, private and parochial schools. The University of Arkansas Community College at Hope provides outstanding post-secondary and vocational opportunities to residents, businesses and a gateway to opportunities for the future. Significantly, Amtrak recently began offering daily service through Hope between Chicago and San Antonio. Hope's location is in a well-developed transportation corridor providing for economic development opportunities across the state and region.

CANDIDATE PROFILE

The new General Manager will possess strong business and technical management abilities with the ability to analyze technical, professional and administrative problems and make sound recommendations. He/she will be innovative with strong leadership skills, a style which emphasizes tact and diplomacy, and demonstrate the willingness to seek reasonable compromise for the good of the organization. While having

the capacity to cope with extensive detail, the General Manager must be able to express complex matters in a succinct and effective manner. Candidates must project a professional and positive attitude with a strong work ethic as well as collaborative and consensus-building management style with the Commission as well as the employees.

POSITION AND ORGANIZATIONAL PROFILE

The General Manager is responsible for the overall management of HWL. He/she is expected to provide leadership, direction of senior management and the implementation of the strategic plan of the agency. The ideal GM candidate should have proven management experience and experience/knowledge in the areas of strategic planning, contract development and management, system design and operations, business administration, rate design, and human resources. The successful candidate must be able to provide strong leadership, vision, advice and assistance to the Commission concerning industry and regulatory changes, business objectives and policy requirements supporting the HWL mission and overall operations.

The successful candidate must also have an inclusive style, a willingness

to delegate to professional staff, be accessible as a resource to team members, and be able to withstand pressures brought on by a heavy work load and challenging issues. The General Manager must also be able to withstand pressure and not react negatively to conflict or confrontation. The ability to develop and communicate clear goals and objectives will be a valued trait.



POSITION AND ORGANIZATIONAL PROFILE (CONTINUED)

The most appropriate individual will be a strong mediator and facilitator capable of synthesizing a wide variety of viewpoints into cost-effective and practical solutions that will benefit the service population of Hope Water & Light. A strong service ethic, desire for long-term affiliation with the community of Hope and a highly professional approach to problem-solving will be found in the successful candidate.

HWL provides all customer service, billing, financial services and all functions necessary to operate and maintain a municipally-owned water and electric utility. HWL owns and operates about 18 miles of 115 KV transmission line, 276 miles of 13.8 KV distribution line, and five (5) substations, with a total nameplate capacity of 140 MVA. The system purchases about 300 GWH (56% industrial, 27% residential and 17% commercial)

and has a peak demand of 67 MW. The electric distribution system serves about 6,800 meters serving a population of 17,000 in a 150 square mile service territory with total annual revenues of \$21.5 million.

HWL also operates a 6 MGD surface water treatment plant near Fulton and transmits potable water via a 30" transmission line about 18 miles to Hope. HWL also operates a groundwater system consisting of 9 wells with a total capacity of 3.5 MGD. The combined system produces about 1,000 MG annually (37% industrial, 26% residential, 23% commercial, 14% wholesale) with a system peak demand of 4.5 MGD. The water distribution system serves about 4,440 customers at retail and 4 customers at wholesale with total annual revenue of \$3.0 million.

CURRENT ISSUES

The following listing is representative of the challenges and opportunities the new General Manager will address in the first twelve to eighteen months on the job and is not intended to be a comprehensive listing. These were developed through discussions with the Hope Water & Light Commission members and the current General Manager.

Establishing Stability and Credibility for the Position — The current General Manager, James Kirchhoff, has been with the organization for over 28 years and has been a solid and forward-thinking leader. He has been the face of HWL to the community and the next General Manager will be challenged to provide for a smooth transition with excellent interpersonal and professional skills exhibited. He/she will be expected to continue the organization's reputation for professional excellence through innovative leadership and ongoing support for a customer-centric, team-oriented culture. This role will lead the strategic planning effort as well as support for a rate study in the coming years to position HWL for the future.

Infrastructure, Utility and Technology Upgrades — HWL will be undertaking a number of new projects in 2014 including: Automatic Metering Infrastructure (AMI), the upgrade of the water and electric

customer metering system; the upgrade of the Customer Billing and Account Management Information Technology Systems; and, begin preliminary activities that will result in the design, construction, and financing of facilities to meet Stage 2 DBP Rule Compliance. These projects have been delayed due to a conservative fiscal culture but will be priorities due to the need to provide the highest levels of service for HWL customers and to meet the regulatory requirements of the Safe Drinking Water Act.



EDUCATION & EXPERIENCE

The successful Candidate must hold a Bachelor's degree, with a Master's degree preferred, in Engineering, Business Administration or a discipline related to the duties of the position; or an equivalent combination of education and related experience. He/she must have a record of developing positive long-term relationships with customers, community organizations, and with regional/national industry organizations. The General Manager should have strong business and political acumen, with the understanding of how to balance the fiduciary needs of HWL, while working successfully with the Commission and the City of Hope's leadership team. This expectation is that the successful candidate will possess leadership experience in a public utility with the expectation that he/she has successfully managed in a technical environment with sensitivity to meeting high customer expectations.



Hope Water & Light is an Equal Opportunity Employer and values diversity at all levels of its workforce!



COMPENSATION & BENEFITS

The starting salary and benefits are highly competitive and negotiable, depending upon the experience and qualifications of the successful candidate, with an attractive compensation package including generous benefits and a salary with an anticipated starting range of mid- to high- \$100's. **Hope Water & Light Commission** will negotiate an employment agreement and relocation assistance with the successful candidate.

APPLICATION & SELECTION PROCESS

Qualified candidates please submit your resume online by visiting our website at www.watersconsulting.com/recruitment. This position is open until filled; however, interested candidates are strongly encouraged to submit their applications on or before **February 3, 2014**. Applications will be screened against criteria outlined in this brochure and the **Hope Water & Light Commission** will consider offering interviews to selected candidates. Final interviews in **Hope, Arkansas**, will be offered by **Hope Water & Light** to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission. The final interview process will be held in **early March**, with **HWL-paid travel for Candidates to participate in the in-person interviews**. For more information please contact **Andrea Battle Sims** by calling 216.695.4776 or by visiting our website at www.watersconsulting.com.



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