

Quote Proposal

City of North Port, FL

Quote Proposal to Provide Executive Search Services, Quote No. 2017-36

March 29, 2017

Springsted | Waters
9229 Ward Parkway, Suite 104
Kansas City, Missouri 64114

Art Davis, Senior Vice President
adavis@springsted.com
816-868-7042

Remittance Address
380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101-2887

REQUEST FOR PROFESSIONAL SERVICES QUOTE NO. 2017-36
SUBMITTAL SIGNATURE FORM

The signature below is a guarantee that the proposer shall not withdraw his/her quote for a period of **ninety (90) days after the scheduled quote proposal due date. If notified of the acceptance of the submittal, the undersigned agrees to accept the form of contract designated in this RFP Quote by the City** for the stated compensation in the form as prescribed by the City.

The undersigned further certifies that he/she has read the Request for Proposal Quote, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this quotation is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

As addenda are considered binding as if contained in the original specifications, it is critical that the contractor acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No. _____ Dated _____ Addendum No. _____ Dated _____
Addendum No. _____ Dated _____ Addendum No. _____ Dated _____

Company Information

Type of Organization (Please Check One):

Individual Ownership _____ Joint Venture _____ LLC/LLP _____
Partnership _____ Corporation ☒ OTHER _____

Federal Identification Number: 47-1064404

Is this a Florida Corporation: ☐ Yes or ☒ No

If not a Florida Corporation,

In what state was it created: Minnesota
Name as spelled in that State: Springsted | Waters

What kind of corporation is it: ☒ "For Profit" or ☐ "Not for Profit"

Is it in good standing: ☒ Yes or ☐ No

Authorized to transact business in Florida: ☒ Yes or ☐ No

State of Florida Department of State Certificate of Authority Document No.: F16000005571

Respondent shall submit proof that it is authorized to do business in the State of Florida unless registration is not required by law.

Does it use a registered fictitious name: ☐ Yes or ☒ No

DBA (if any): _____

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REQUEST FOR PROFESSIONAL SERVICES QUOTE NO. 2017-36
SUBMITTAL SIGNATURE FORM

Company Name Springsted | Waters

<u>816-868-7042</u>	<u>adavis@springsted.com</u>	<u>816-333-7299</u>
Telephone #	E-Mail	Fax #

9229 Ward Parkway, Suite 104
Mailing Address


9229 Ward Parkway, Suite 104
Location Address

<u>Kansas City</u>	<u>Missouri</u>	<u>64114</u>
City	State	Zip Code

<u>816-333-7200</u>	<u>adavis@springsted.com</u>	<u>816-333-7299</u>
Telephone #	E-mail	Fax #

Art Davis, Senior Vice President
Print Name & Title of Firm Representative (Contact Person)

<u>Art Davis</u>	<u>March 27, 2017</u>
Print Name Of Person Authorized To Bind The Company	Date


Signature Of Person Authorized To Bind The Company

Do you accept Visa as payment for goods/services? ☒ YES ☐ NO

Springsted | Waters accepts credit card payments of up to \$1,000. S|W will also accept credit card payments over \$1,000, but will assess an additional processing fee of 3%.

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**REQUEST FOR PROFESSIONAL SERVICES QUOTE NO. 2017-36
CONFLICT OF INTEREST SUBMITTAL FORM**

F.S. §112.313 places limitations on public officers (including advisory board members) and employees' ability to contract with the City either directly or indirectly. Therefore, please indicate if the following applies:

PART I:

- ☐ I am an employee, public officer or advisory board member of the City
_____ (List Position or Board)
- ☐ I am the spouse or child of an employee, public officer or advisory board member of the City
Name: _____
- ☐ An employee, public officer or advisory board member of the City, or their spouse or child, is an officer, partner, director, or proprietor of Respondent or has a material interest in Respondent. "Material interest" means direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity. For the purposes of [§112.313], indirect ownership does not include ownership by a spouse or minor child.
Name: _____
- ☐ Respondent employs or contracts with an employee, public officer or advisory board member of the City
Name: _____
- ☒ None of The Above

PART II:

Are you going to request an advisory board member waiver?

- ☐ I will request an advisory board member waiver under §112.313(12)
- ☐ I will NOT request an advisory board member waiver under §112.313(12)
- ☒ N/A

The City shall review any relationships which may be prohibited under the Florida Ethics Code and will disqualify any vendors whose conflicts are not waived or exempt.

BUSINESS NAME: Springsted | Waters

NAME (PER AUTHORIZED TO BIND THE COMPANY): Art Davis, Senior Vice President

SIGNATURE:  **DATE:** March 27, 2017

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Springsted | Waters
9229 Ward Parkway, Suite 104
Kansas City, MO 64114

Tel: 816-333-7200
Fax: 816-333-7299
www.springsted.com

LETTER OF TRANSMITTAL

March 29, 2017

Ms. Alla V. Skipper
Senior Contract Specialist
City of North Port
4970 City Hall Boulevard
North Port, FL 34286

Re: Request for Quote Proposal to Provide Executive Search Services, Quote No. 2017-36

Dear Ms. Skipper,

I appreciate the opportunity to submit our proposal quote for executive recruitment services for the City of North Port's next City 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 the City of North Port.

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:

- Springsted | Waters (S|W) will be aggressive and responsive to you - the client - and with prospective applicants using an approach of "*doing whatever it takes to get the job done right!*" Please notice our "Triple Guarantee" referenced in this Proposal;
- S|W recommends advertising and recruiting nationally, but would also focus on making contact with finance professionals currently working in Florida and in some of the surrounding states, believing that a regional focus can sometimes bring in candidates more knowledgeable about the nuances of working in Florida and the Southeast;
- S|W has achieved success as a recruitment consultant in Florida, and we understand the need for full transparency in the recruitment process. We will work closely with the City Commission to seek the most highly qualified candidates that possess the desired qualities and professional capabilities that are most important to you in your selection of a new City Manager;
- S|W's project recruitment team is outstanding! This team is comprised of the original founder of S|W (then Waters Consulting) a firm that has had tremendous success working in the public and nonprofit sectors on executive recruitment and human resources related consulting for over 30 years, along with

two former city managers/administrators. The result – a consultant team that possesses a thorough and detailed understanding of the leadership, experience, training and certifications required for this position which ultimately benefits the client with a more targeted and qualified pool of candidates;

- S|W will provide, if requested, 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;
- We will use a proprietary on-line video interview process to assist the City Commission in narrowing down semi-finalists to a smaller group for on-site interviews. This unique on-line video system will be made available to the City Commission and key management staff as part of the all-inclusive fee to better assist in screening candidates and can possibly reduce costs by eliminating unnecessary travel expenses for on-site interviews; and
- Utilization of a proprietary online application system exclusively licensed to S|W to facilitate talent management. The system has been designed by S|W 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 the City such as geographic location and specific experience, expertise and qualifications.

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 816-868-7042 or by email at adavis@springsted.com. Our Team would consider it a professional privilege to provide these services to the City of North Port.

Respectfully submitted,



Art Davis, Senior Vice President
Consultant

sml

**City of North Port, FL
Quote Proposal to Provide
Executive Search Services**

I. Proposed Scope of Services

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 City Manager. The recruitment brochure will also have a profile that captures the essence of the City as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the City Commission and designated staff to discuss the required background, professional experience and management and leadership characteristics for your City Manager position. We meet individually (or collectively depending upon your preference) with the City Commission to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the City Manager. Examples of recruitment brochures are available upon request. **Note:** Because of length limitations required in the RFP, we were unable to provide a sample brochure. If the City of North Port would like to view a sample, please contact Recruitment Project Leader Art Davis at (816) 868-7042, or by email at adavis@springsted.com, and he will send one for review.

The Recruitment Project Team will also work with the City of North Port 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, if required. Additionally, S|W 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 the City's 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.

Advertisements for the City Manager position could be placed with:

International City/County Management Association (ICMA)
National Forum of Black Public Administrators and the Hispanic Forum
Florida League of Cities
Florida City & County Management Association (FCCMA)
Careers in Government (careersingovernment.com)
Springsted Waters has access to numerous contact lists, websites and listservs specific to local government managers, universities and their alumni, regional councils of government, and contact lists throughout Florida, the Southeast and Nationwide that are focused on local government professionals.

Task II: Execution of Recruitment Strategy and Identification of Quality Candidates

Utilizing the information developed in Task I, S|W will identify and reach out to individuals who will be outstanding candidates for the position of City 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 City Manager position. This will provide the S|W Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the City Commission 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.

Task III: Screening of Applicants and Recommendation of Semi-Finalists

In Task III the Recruitment Project Team, under the direction of Art Davis, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the City Commission.

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 City Commission 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 your City.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Task IV: Conducting Background Checks, Reference Checks and Academic Verifications

When the City Commission approves of a group of finalists for on-site interviews, S|W 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, S|W 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.

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 City 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.

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 the City of North Port's City 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.

Springsted | Waters, 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 | Waters is a WBE.

II. Project 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.

CITY OF NORTH PORT, FL EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of Tuesday, April 25, 2017 . (<i>Commencement of the project is contingent upon contract approval prior to the first consultant on-site visit.</i>) Actual target dates will be developed in consultation with and approved by the City Commission.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> S W completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. S W sends draft recruitment brochure to the City. The City returns draft recruitment brochure (with edits) to S W. S W commences executive recruitment advertising and marketing. Online data collection and profile development. 	April 25 – June 7
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> S W 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. S W completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates' recorded interviews are presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. S W meets with the City on June 20 and recommends semi-finalists; City selects finalists for on-site interviews. 	June 7 – 20
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> S W completes reference checks/background checks/academic verification on finalists. (Minimum of 10 working days to conduct backgrounds) S W sends documentation for finalists to City on July 6 	June 21 – July 5
On-site Interviews with finalists.	<ul style="list-style-type: none"> City conducts on-site interviews with finalists. 	Week of July 10
Employment offer made / accepted.	<ul style="list-style-type: none"> City extends employment offer to selected candidate. 	Week of July 17

III. Experience

REQUEST FOR PROFESSIONAL SERVICES QUOTE NO. 2017-36

REFERENCES - CLIENT LIST – SUBMITTAL FORM

SUMMARY EXPERIENCE/QUALIFICATIONS/CLIENT LIST (List similar projects, with completion dates showing experience) (At least three (3) in the past five (5) years).

1. Project Location: Manatee County, FL

Name of Contact Person: Mr. Rodney D. Barnes Telephone # 941-748-4501 ext. 3813

Project Description: Full Service Recruitment – Director of Redevelopment & Economic Opportunity

Total Project Amount: \$ 24,500 Start Date: 04/2016 Completion Date: 09/2016

2. Project Location: Pinellas County, FL

Name of Contact Person: Dr. Ricardo Davis Telephone # 727-464-3485

Project Description: Full Service Recruitment – Human Resources Director

Total Project Amount: \$ 30,000 Start Date: 10/2015 Completion Date: 4/2016

3. Project Location: City of El Dorado, KS

Name of Contact Person: Mayor Vince Haines Telephone # 316-323-2535

Project Description: Full Service Recruitment – City Manager Recruitment

Total Project Amount: \$ 24,500 Start Date: 10/2016 Completion Date: 01/2017

4. Project Location: _____

Name of Contact Person: _____ Telephone # _____

Project Description: _____

Total Project Amount: \$ _____ Start Date: _____ Completion Date: _____

FIRM NAME _____

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Recruitment Project Team

Recruitment Project Team Leader

Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: adavis@springsted.com

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@springsted.com

Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: canderson@springsted.com

Ms. Jada Kent, Project Manager

Direct Phone: (214) 466-2429

Email: jkent@springsted.com

Ms. Jenelle Stapleton, Project Coordinator

Direct Phone: (214) 466-2445

Email: jstapleton@springsted.com

Arthur (Art) Davis

Senior Vice President and Consultant

Arthur (Art) Davis is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining S|W, Art successfully launched and expanded his own company over the course of 10 years. Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

Prior to consulting, Art served as Associate Director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region. One of his responsibilities during his tenure at the Civic Council was to organize efforts to revitalize Downtown Kansas City, Missouri. Art coordinated a strategic and master planning process involving hundreds of stakeholders, which resulted in the establishment of development of strategies, solicitation of start-up funding and implementation of action plans – all contributing toward the successful revitalization of Downtown Kansas City.

For nearly six years, Art served as City Administrator of Lee's Summit, Missouri, a city recognized as the "fastest growing" city in Missouri and the Greater Kansas City region at the time. Earlier positions of responsibility include working for the cities of Lenexa, Kansas and Dallas, Texas, where he served as Assistant to the Mayor of Dallas.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Strategic Goal Setting & Strategic Planning
- Organizational Assessment, Design & Development
- Organization & Community Facilitation

Professional Accomplishments and Education

Art received his Bachelor of Arts degree in political science and public administration from William Jewell College and his Masters of Public Administration from the University of Kansas.

He has led and participated in a wide variety of community initiatives and served on nonprofit boards throughout his career. Art was presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration.

Experience

The following is a partial list of previous Executive Recruitments:

List of Recruitment Project Team Leader Executive Recruitments				
Year	Client	State	Recruitment	Pop.
2015	Fayetteville	NC	Economic Development Director	204,408
2015	Pinellas County	FL	Director of Human Resources	929,048
2015	WaterOne	KS	Human Resources Director	400,000
2016	Norwalk	IA	City Manager	9,639
2016	Lancaster County	SC	Economic Development Director	80,458
2016	Dona Ana County	NM	Finance Director / CFO	213,460
2016	WY Municipal Power Agency	WY	CFO / Manager of Accounting & Finance	16,500
2016	Grand Rapids	MI	Fire Chief	192,294
2016	Brevard County	NC	Director of Information Technology	550,823
2016	Manatee County	FL	Dir. of Redevelopment & Econ. Opportunity	342,106
2016	Olathe	KS	Planning & Development Director	131,885
2017	El Dorado	KS	City Manager	12,852
2017	Allegan County	MI	Executive Director of Finance	112,531
In Progress	Dona Ana County	NM	Director of Information Technology	213,460
In Progress	Lancaster County	SC	County Engineer	80,458

List of Relevant Executive Recruitments: 2012 to Present				
Year	Client	State	Recruitment	Population
2012	Albertville	MN	City Administrator	7,230
2012	Becker County	MN	County Administrator	32,504
2012	Bedford County	VA	County Administrator	67,154
2012	Beltrami County	MN	County Administrator	44,442
2012	Botetourt County	VA	County Administrator	30,495
2012	Brainerd	MN	City Administrator	13,487
2012	Charlotte	NC	City Manager	792,862
2012	Eau Claire	WI	City Manager	61,704
2012	Exmore	VA	Town Manager	1,458
2012	Fairview	TX	Town Manager	8,148
2012	Guilford County	NC	County Manager	495,279
2012	Hennepin County	MN	County Administrator	1,199,000
2012	Kittson County	MN	County Administrator	4,552
2012	Martinsville	VA	City Manager	15,416
2012	Morehead City	NC	City Manager	9,203
2012	Nobles County	MN	County Administrator	21,397
2012	Ocean City	MD	Town Manager	7,092
2012	Polk County	MN	County Administrator	31,569
2012	Powhatan County	VA	County Administrator	27,964
2012	Rockbridge County	VA	County Administrator	22,307
2012	Rockville	MD	City Manager	47,388
2012	Scandia	MN	City Administrator	3,936
2012	Sibley County	MN	County Administrator	15,072
2012	Sun Prairie	WI	City Administrator	29,364
2012	Swift County	MN	County Administrator	9,594
2012	Thief River Falls	MN	City Administrator	8,661
2012	Winchester	VA	City Manager	27,216

List of Relevant Executive Recruitments: 2012 to Present

Year	Client	State	Recruitment	Population
2012	Windsor Heights	IA	City Administrator	4,860
2013	Alexandria	MN	City Administrator	11,580
2013	Bath County	VA	County Administrator	4,652
2013	Bayport	MN	City Administrator	3,496
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	61,434
2013	Clinton	NC	City Manager	8,676
2013	Cook County	MN	County Administrator	5,200
2013	East Grand Forks	MN	City Administrator	8,602
2013	Escambia County	FL	County Manager	305,817
2013	International Falls	MN	City Administrator	6,357
2013	Irving	TX	City Manager	228,653
2013	Jefferson County	WI	County Administrator	83,943
2013	Justin	TX	City Manager	3,333
2013	Manassas	VA	Director of Finance and Admin	41,705
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,787
2013	Muskegon	MI	City Manager	37,213
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Orange County	VA	County Administrator	34,246
2013	Raleigh	NC	City Manager	423,179
2013	Shenandoah County	VA	County Administrator	42,684
2013	Sherburn	MN	City Administrator	1,128
2013	Washington County	VA	County Administrator	54,827
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2013	Yellow Medicine County	MN	County Administrator	10,158
2013	York County	SC	County Manager	239,363
2014	Aitkin County	MN	County Administrator	15,927
2014	Atlantic Beach	FL	City Manager	12,864
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Campbell County	VA	County Administrator	55,163
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Frederick County	VA	County Administrator	80,317
2014	Hutchinson	MN	City Administrator	13,871
2014	Irving	TX	City Manager	225,427
2014	Lakeville	MN	City Administrator	58,562
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Orange County	NC	County Manager	140,352
2014	Roanoke County	VA	County Administrator	93,524
2014	Spotsylvania County	VA	County Administrator	125,684

List of Relevant Executive Recruitments: 2012 to Present

Year	Client	State	Recruitment	Population
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Arlington County	VA	County Manager	221,045
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coconino County	AZ	Deputy County Manager	136,539
2015	Cook County	MN	County Administrator	5,200
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Culpeper County	VA	County Administrator	48,506
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Fairfield County	SC	County Administrator	23,109
2015	Franklin County	VA	County Administrator	56,335
2015	Fulton County	GA	Deputy County Manager	984,293
2015	Gloucester County	VA	County Administrator	36,834
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Madison County	VA	County Administrator	13,200
2015	Manassas	VA	Deputy City Manager	41,705
2015	Mille Lacs County	MN	County Administrator	25,833
2015	Monument	CO	Town Manager	5,817
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Sibley County	MN	County Administrator	15,072
2015	Socorro	TX	City Manager	32,517
2015	Tazewell County	VA	County Administrator	44,103
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	Waseca County	MN	County Administrator	19,097
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2015	Wythe County	VA	County Administrator	29,344
2016	Brooklyn Center	MN	Deputy City Manager	30,712
2016	Cary	NC	Town Manager	151,088
2016	Catawba County	NC	County Manager	154,810
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Chesterfield County	VA	County Administrator	327,745
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Dakota County	MN	County Manager	408,509
2016	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Denton	TX	City Manager	123,099

List of Relevant Executive Recruitments: 2012 to Present

Year	Client	State	Recruitment	Population
2016	Dumfries	VA	Town Manager	5,168
2016	Essex County	VA	County Administrator	11,229
2016	Fredericksburg	VA	City Manager	28,132
2016	Goochland County	VA	County Administrator	21,626
2016	Greensboro	NC	Assistant City Manager	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Isle of Wight County	VA	County Administrator	35,656
2016	Jersey Village	TX	City Manager	7,862
2016	King George County	VA	County Administrator	24,926
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	City Manager	77,677
2016	Mooresville	NC	Town Manager	34,887
2016	Moorhead	MN	City Manager	39,398
2016	Moose Lake	MN	City Administrator	2,787
2016	North Branch	MN	City Administrator	10,087
2016	Norwalk	IA	City Manager	9,639
2016	Pittsylvania County	VA	County Administrator	62,426
2016	Roswell	NM	City Manager	48,611
2016	Scott County	IA	County Administrator	170,385
2016	Shakopee	MN	Assistant City Administrator	39,167
2016	Stafford County	VA	County Administrator	136,788
2016	Virginia	MN	City Administrator	8,661
2016	Virginia Retirement System	VA	Chief Operating Officer	
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206
2017	El Dorado	KS	City Manager	12,852
2017	Littleton	CO	City Manager	44,275
2017	Swift County	MN	County Administrator	9,546
In Progress	Glenview	IL	Village Manager	45,417
In Progress	Manassas Park	VA	City Manager	16,149
In Progress	Orono	MN	City Administrator	7,796
In Progress	Riviera Beach	VA	City Manager	33,263
In Progress	Rochester	MN	City Manager	110,742
In Progress	Township of Roxbury	NJ	Township Manager	23,324

IV. Other Relevant Information

General Information

The Executive Recruitment Division of Waters Consulting merged with Springsted Incorporated in May 2014, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Our firm name, Waters & Company, has recently been changed to Springsted | Waters (S|W) to more clearly reflect the connection to and support from the Springsted group of companies. Springsted Incorporated, our parent company, has been a Women Business Enterprise since 1993. Three employee-owners lead the Springsted group of firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Chicago, Illinois; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado.

S|W has a team of seven 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 City of North Port 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 the City's expectations. Since 2012 our combined consultant team has conducted more than 413 executive recruitments.

The S|W Recruitment Project Team will partner with the City Commission and designated staff as your technical advisor to ensure that the recruitment process for your next City 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 S|W Recruitment Project Team to draw upon S|W's and Springsted's 50-plus years of service to the public sector and to leverage S|W's experience and capacity to focus nationwide to find the most qualified candidates.

Physical Address

Springsted | Waters
9229 Ward Parkway, Suite 104
Kansas City, Missouri 64114
Office: 816-868-7042
Fax: 816-333-7299

Proposed Costs

Springsted | Waters (S|W) Professional Recruitment Not-To-Exceed Fee of \$19,500.00, plus a not-to-exceed fee for direct project related reimbursable expenses. The Professional Services Fee includes all services provided by Recruitment Project Team Leader (Lead Consultant), the Consulting Team (when assistance is necessary) and the project support staff.

It is estimated that the project related expenses for advertising; recruitment brochure printing; preparation of semi-finalist and finalist assessment notebooks; candidate background, reference and academic verification checks; and travel expenses for on-site client visits is projected at a not-to-exceed amount of **\$5,000.00**. This is a not-to-exceed amount and all requests for reimbursement will be accompanied with receipts and documentation for expenses.

Please Note: *Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of S|W and are handled directly by the client organization.*

The **\$19,500.00** 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. The project-related reimbursable expenses projected to be \$5,000, will be invoiced at the conclusion of the project.

All questions regarding the professional fees and project-related expenses should be directed to Art Davis, Senior Vice President at adavis@springsted.com or via phone at 816-868-7042.

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 Recruitment Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
PROFESSIONAL FEE		\$19,500
NOT-TO-EXCEED PROJECT RELATED EXPENSES <i>(advertising, printing/shipping, backgrounds, and travel)</i>		\$ 5,000
TOTAL NOT-TO-EXCEED COST		\$24,500

OPTIONAL SERVICES FOR CONSIDERATION	FEES
At the City's option, S W will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new City Manager. This survey is completed by community leaders, citizens, and City employees and would lengthen the project timeline.	\$1,650
On rare occasions, S W is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. S W will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour 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, S|W 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) S|W will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.