



**POLICE COMMISSION AGENDA  
SPECIAL SESSION**

***Tuesday, April 26, 2011  
6:00 p.m.***

**MUNICIPAL BUILDING – COMMUNITY ROOM  
312 W. WHITEWATER STREET, WHITEWATER, WISCONSIN**

- I. Call to Order, Roll Call
- II. Approval of Minutes from March 10, 2011 and March 16, 2011
- III. Old Business
  - A. Citizen Complaints since March 16, 2011 Police Commission Meeting
  - B. Chief of Police Selection Process
- IV. New Business
  - A. Approval of Chief of Police Recruitment Consultant
- V. Future Agenda Items
- VI. Future Commission Meeting Dates
- VII. Adjournment

***\*Anyone requiring special arrangements is asked to call the Office of the City Clerk, 262-473-0500, at least 48 hours prior to the meeting.***

April 20, 2011  
Emailed/mailed to PFC members  
Faxed to the Whitewater Register for posting  
Faxed to the Library for posting  
Emailed to Channel 13 for posting  
Emailed to City Clerk's Office for posting on City Hall bulletin board  
Posted on City of Whitewater Website (ci.whitewater.wi.us)

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 10, 2011

ABSTRACT / SYNOPSIS OF THE ESSENTIAL ELEMENTS OF THE OFFICIAL ACTIONS OF THE  
POLICE COMMISSION OF THE CITY OF WHITEWATER, WALWORTH AND JEFFERSON  
COUNTIES, WISCONSIN

- I. CALL TO ORDER, ROLE CALL: Police Commission President Jan Bilgen called the meeting of the Whitewater Police Commission to order at 6:00 p.m.  
Members present: Jan Bilgen, Jerry Wendt, Dennis Knopp, and Jim Olsen  
Members absent: Rosa Verduzco  
Also present were Lt. Lisa Otterbacher, Support Services Manager Kathy Boyd and Records Technician Cathy Swartz
- II. APPROVAL OF MINUTES: Minutes from the November 17, 2010 meeting were approved by a unanimous voice vote on an Olsen/Wendt motion.  
AYES: Bilgen, Wendt, Knopp and Olsen  
NOES: None  
ABSENT: Verduzco
- III. CITIZEN'S COMMENTS: Bilgen read the following statement *"No formal Police Commission action will be taken during this meeting although issues raised may become part of a future agenda. Participants are allotted a three to five minute speaking period. Specific items listed on the agenda may not be discussed at this time; however citizens may speak to those issues at the time the Police Commission discusses them on the normally scheduled agenda."* Bilgen asked if there was anyone that would like to speak on an issue that's not on the agenda. No citizen comments were made.
- IV. OLD BUSINESS:  
Bilgen stated there was no old business to discuss at this meeting.
- V. NEW BUSINESS:
  - A. DISCUSSION OF POLICE DEPARTMENT MANAGEMENT PLAN DURING CHIEF OF POLICE HIRING PROCESS: Bilgen stated that Chief James Coan provided a letter of retirement to both the City Manager and herself and his retirement date was March 18<sup>th</sup>, 2011. Bilgen asked how would the commission like the police department supervised and run until a permanent chief is selected, hired and sworn in. Bilgen shared with the commission that during a conversation with the Chief Coan, he stated he had a great deal of admiration for the department and its staff and was very confident of its ability to operate with an interim Chief. Bilgen stated that Chief Coan was also very confident in his command staff and feels that the standard operating procedure that the department has would be well served in this case, where the interim chief position would go to Lt. Otterbacher. Bilgen stated that she told him that it was a commission decision; not his decision and he understood but wanted to provide the commission with his opinion. Bilgen stated that she had the letter from Chief Coan talking about that information as well. Bilgen circulated a copy of the letter she received from Chief Coan. Bilgen asked if there was a conversation to be had at this time. Knopp asked if they were discussing who should be taking over. Bilgen stated the commission was talking about whom should serve as the interim chief until there's a permanent chief sworn in. Bilgen stated once the discussion

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 10, 2011

was finished then someone can make a motion moving the commission to letter B on the agenda. Knopp asked if this would possibly turn into a full time, total appointment. Bilgen stated that the commission can make a permanent appointment at any time. Knopp asked do people normally apply for this position. Bilgen stated that from the research she had done, typically no one applies for the position. Knopp asked if the criteria for living in town applied to the interim chief position. Bilgen stated that from the research that she has done, the criteria required for a chief of police position was not necessarily the same for an interim chief position because it's not a permanent position, it's basically filling a position until a full search can be done. Bilgen stated that City Attorney Wallace McDonell was present and he stated that the interim chief position wouldn't generally have that requirement. Bilgen asked if there were any other questions or comments. Olsen asked why it shouldn't apply. City Attorney McDonell stated that the chief of police is a permanent position but the commission could decide it was important and want to add that criteria for the interim chief of police. City Attorney McDonell also stated that he thinks the way the ordinance is written, it talks about the police chief as a very different position than an interim police chief. Olsen asked if the police chief has to live in the city. City Attorney McDonell stated he believed that was part of the ordinance. Bilgen stated that it is because she read it. Bilgen stated it's basically keeping the department running until the commission has the opportunity to appoint the person that would be compensated for that position. Bilgen stated the person that comes in and serves as interim chief wouldn't necessarily be compensated for that additional responsibility unless the city would agree to make that change. Bilgen asked if there were any other thoughts on the item. Bilgen stated that she saw no reason why they would not support the standard operating procedure that the department has been using for the number of years since Chief Coan has been in his appointment. Bilgen stated that Chief Coan has gone on vacation and had sick days and the department has been very well serviced by the standard operating procedure that was in place. Bilgen stated that Lt. Otterbacher would be the best person to state how the standard operating procedure works. Lt. Otterbacher stated that the standard operating procedure is the Chief of Police, second in command is the Administrative Services Commander which is her position, then it would be the Patrol Lieutenant, if those three individuals are not available then it would be the working Patrol Sergeant. Bilgen asked if there was any more discussion on the item. Bilgen stated if there is no more discussion then we need to make a motion that would approve the person that you think should be in charged.

**B. APPOINTMENT OF INTERIM CHIEF OF POLICE**

1. A Wendt/Bilgen motion to appoint Lt. Lisa Otterbacher as Interim Chief of Police.  
Discussion: Bilgen asked that Wendt tell the commission why he made the motion. Wendt stated he's been on the commission for a few years and he's known Lt. Otterbacher and he has confidence in her leadership. Wendt stated he wanted to emphasize that this is for the interim chief of police and that Lt. Otterbacher would guide them well while the commission is looking for a new Police Chief. Wendt stated that's the main purpose of the interim chief of police. Bilgen asked if there were any other comments. Olsen stated he agreed with Wendt but his problem with the situation was the last paragraph in the letter from Chief Coan. Olsen stated that

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 10, 2011

he feels like his hand is being forced towards Lt. Otterbacher as Interim Chief of Police. Bilgen asked Olsen to stay germane to the motion about interim chief. Bilgen stated that she shared the letter from Chief Coan, even though it's not germane to the interim position, because it was addressed to the commission and would have been inappropriate for her not to share it with the commission. Bilgen stated that she's taking responsibility for the letter being shared but it is not germane to the motion on the floor, she doesn't want the commission to feel that any pressure is there. Bilgen stated that she had a conversation with Chief Coan and asked him what the protocol was for interim chief. Chief Coan mentioned during the conversation that it was the commission's decision, as are all decision about the hiring, firing and interim of the chief's position. Bilgen stated that Chief Coan just wanted to state his opinion, so that's why the commission has the letter. Bilgen asked if there was any more discussion about the main motion.

Bilgen asked Boyd to call roll.

AYES: Bilgen, Wendt

NOES: Knopp, Olsen

ABSENT: Verduzco

Bilgen states motion fails.

Knopp states that he believes Sgt. Michael Ciardo would do a bang up job. Knopp states that Sgt. Ciardo has been on the force for 20 plus years, he's out on the street every day, he belongs to a couple civil groups in town, and Knopp thinks Sgt. Ciardo is more visible and more people know him because he is on the street all the time. Knopp stated he's only a Sergeant but Knopp thinks that this is only by default. Bilgen stated the commission needs a motion on the floor.

2. A Knopp/Olsen motion to appoint Sgt. Michael Ciardo as Interim Chief of Police.  
Discussion: Bilgen asked Knopp if there was anything else he would like to say. Knopp stated he thinks that Sgt. Ciardo would do a really good job because he is so visible in the community. Knopp stated he thinks Sgt. Ciardo is more in touch with the community than anyone else and he's in town. Bilgen asked if there were any other comments. Bilgen stated she would like to share her opinion. Bilgen stated that she knows Sgt. Ciardo and has known him for a long time. Bilgen stated she wouldn't disagree with anything Knopp said about him. Bilgen stated she thinks Sgt. Ciardo's an excellent community member and an excellent officer in the department. Bilgen stated she was concerned with the day to day running of the department, the administrative responsibilities that have to happen, and the things we will be asking that person to do. Bilgen stated she doesn't think that's something that Sgt. Ciardo has day to day experience doing in the recent history. Bilgen stated she thinks Sgt. Ciardo has some excellent skills but she doesn't think he has what our lieutenant currently has, in the realm of understanding all of the day to day business. Bilgen stated that clearly there's an issue that Lt. Otterbacher doesn't live in town. Bilgen stated she doesn't believe that issue is germane or appropriate. Bilgen stated that she thinks Lt. Otterbacher is an active member of the department and she doesn't think there is anything that a person who lives in town could do that she cannot do, in the realm of what the interim chief is being asked to do, which is to

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 10, 2011

keep things running. Bilgen stated that the interim chief needs to help the citizens and the commission to find the next chief of police and she doesn't think this would issue would limit her. Bilgen stated she doesn't think that Sgt. Ciardo is the best person that understands the big picture, especially as we look at some of the decisions and information that is going to be coming forward because of the challenges that the city is facing administratively and in the budget. Bilgen stated she doesn't think that Sgt. Ciardo necessarily will have that firsthand experience and knowledge of what may or may not be needed to be changed or budgeted to provide to the council and to the City Manager. Bilgen stated that's her opinion and she appreciates Sgt. Ciardo's service and his ability as a big part of the team, but she doesn't think that this is the right time for him. Bilgen stated she would definitely encourage him to consider that position if it's something that is in his professional career plan but right now, as an interim chief of police, she doesn't think it's the right time. Bilgen stated she doesn't think the commission would be doing a service to our community or the members of the current department. Bilgen stated the commission needs to have some continuity for the department. Olsen stated Sgt. Ciardo does work there all the time and he's a sergeant and is privy to at least 90% of the stuff. Olsen stated that Bilgen is making it sound like Sgt. Ciardo's not there. Bilgen stated that she knows he's there. Olsen stated that Sgt. Ciardo's part of everything else and he just doesn't understand that but understands it is Bilgen's opinion. Bilgen stated she's sure that there are things that Sgt. Ciardo doesn't have to deal with. Wendt stated that he feels much the same; he thinks that Sgt. Ciardo is a stellar police officer. Wendt stated that he has more confidence right now that Lt. Otterbacher would handle whatever it is that comes. Bilgen asked if there was anything else. Knopp stated that no matter if you are a lieutenant or not, you are probably privy to all the information, then you start saying maybe she knows more than he does. Bilgen states it is familiarity with the information. Knopp asks what the difference is. Bilgen states that the commission is then changing the whole standard operating procedure that allows some stability for the people that are still with us because they know what's to be expected, they've used the procedure before. Bilgen stated there's some confidence in that. Knopp stated that we agree to disagree. Bilgen asked if there are any other comments.

Bilgen asked Boyd to call roll.

AYES: Knopp, Olsen

NOES: Bilgen, Wendt

ABSENT: Verduzco

Bilgen states motion fails.

3. Bilgen asked her fellow commissioners to suggest a solution. Bilgen asked Attorney McDonell if he had any suggestions on how to proceed. Attorney McDonell stated that his comment would be keep discussing it or another idea is to reconvene when you have five members when it's less likely to have a deadlock. Attorney McDonell stated that the commissioners could continue to search for some common grounds to be able to take action and if that doesn't work they could go to plan B. Wendt asked Bilgen or Attorney McDonell, what would happen if the commission walked out of here tonight and didn't have an agreement and all of the sudden Chief Coan

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 10, 2011

was absent, who would be in charge. Attorney McDonell stated he thought probably Lt. Otterbacher. Bilgen stated Lt. Otterbacher. Wendt questioned that even absent of a majority vote agreement, the commission already has an interim, do we not? Attorney McDonell explained that the interim chief is different than the person that would be in charge if the Chief wasn't there. Bilgen asked what everyone was thinking. Bilgen stated the commission can move on through the rest of the agenda and schedule another meeting. Bilgen stated that there is a chain of command and Lt. Otterbacher will be doing that work whether we provide the title or not. Bilgen asked if the commission would like to bring up the item at another meeting when there were five of commissioners present. Bilgen stated because of our transparency ordinance we need to be able to provide 72 hours notification of an upcoming meeting. Bilgen asked Attorney McDonell if the notification period included weekend days. Attorney McDonell stated that yes weekends would count in the 72 hours. The commissioners had a discussion on what dates worked best for each individual commissioner. The commission decided they would have another meeting on either March 14, 15, or 16 and Bilgen would make sure Verduzco was able to attend that meeting.

C. DISCUSSION OF PROCEDURE FOR HIRING POLICE CHIEF

Bilgen stated that it is the commission's responsibility to execute the task of finding the next Chief for the City of Whitewater. Bilgen stated that she would like to have a discussion on what that process may entail and what pieces and parts we would like to include. Bilgen stated that she had a conversation Kevin Brunner about the process and what type of support the city can provide the commission in doing the search. Bilgen stated that there are different ways that the city can help the commission during the process. Bilgen asked what the thoughts of the commissioners were on the process. Knopp asked if we can go to an outside agency like a headhunter. Bilgen stated that it's her understanding that the commission can but the problem is the expense. Bilgen stated that Kevin Brunner wanted the commission to seriously consider the expense that the city would incur. Bilgen stated that the commission would have to express an interest in that and Kevin Brunner would take a look at it. Knopp asked if there was a dollar amount on how much it would cost. Bilgen stated that based on her experience that it would be in the \$10,000 to \$15,000 range. Wendt agreed with Bilgen on the range. Knopp stated that the reason why he suggested the headhunter was because those companies know what to look for in the position and it doesn't matter what the cost might be as long as we get a good individual. Wendt asked if there was a normal way that this position is posted within the state and whoever wants to can apply for it. Bilgen stated she did some research on where to post the position by talking to other law enforcement individuals. Bilgen stated that there are three major posting places that people in law enforcement look at. Bilgen stated that in her opinion, hiring a chief is more than identifying the top candidates. Bilgen stated the commission needs to go out to the community and ask what are the characteristics and the skills they would like to see in a police chief. Bilgen stated that the commission also needed to ask the members of the current department what they would like to see in a chief. Bilgen stated that listening was the first thing the commission needed to do but then there are all of the mechanics that need to be completed like collaborating with the city, making sure

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 10, 2011

there's a good position description, advertising the position, having people apply, and making sure we have the information about the people so we can complete psychological profile, physical fitness, criminal and employment background checks. Bilgen asked if the commission could do some of the work on their own. Bilgen stated she believes that the commission can. Bilgen stated that Kevin Brunner and Cameron Clapper said that they would provide the staff time to help the commission complete that as well. Bilgen said she's not convinced that the commission needs to spend \$15,000 on a consultant. Bilgen stated she thought the commission would have someone help them look at the candidates and make sure we have good background checks, but to do the whole process from beginning to end, she doesn't believe the commission needed that type of support. Olsen agreed with Bilgen. Knopp stated that we also have a former police commissioner in the audience. Bob Paynter stated that when Chief Coan resigned the first time they looked at a company that strictly looked for police chiefs. Paynter stated the company came in and talk with you about what your community is like and what your needs are, what type of a chief you are looking for, and they'd go out and advertise for you. Paynter stated then they will check all resumes and break it down to maybe five or three officers that they think would qualify as a police chief for the city. Paynter stated then they would run a background check. Paynter stated if you spend \$10,000 to \$15,000 for it, it would be well worth it. Paynter stated he believes it's the best way to go because they are very qualified and they'll do an excellent job. Bilgen asked if there were other thoughts or comments. Wendt stated that we don't have to decide this right now; we can always make a motion later to hire someone. Bilgen stated that the commission needs to talk about what the hiring process would look like, if it's the privy of the committee to move ahead and see what the costs would be and see if the city is willing. Bilgen stated we just need some direction to do that but clearly we need to talk about this some more. Bilgen stated we can say we want to hire a consultant but if we don't know how much it might be or if the city's willing to do that. Bilgen stated she doesn't think the commission has the authority to say we're going to spend that money because that's not what our power structure is. Bilgen stated she would certainly be more than happy to see how much a consultant is and work with Kevin Brunner to see if the council would approve that expenditure. Patrick Slinger stated that he thought the commission should put an item on the Common Council agenda to see how much the Common Council is willing to give the Police Commission for hiring of a new Chief of Police. Olsen agreed with Patrick Slinger and stated the commission should have Kevin Brunner and Cameron Clapper look into the different ways the search can be done to get us started. Knopp agreed. Wendt agreed. Bilgen told Slinger that she would like that agenda item added to the Common Councils agenda and she asked Cameron Clapper if he would find what the costs for consultants would be. Bilgen asked if there were any other discussions regarding what the commission would like to do for hiring a police chief.

D. IMPACT OF STATE BUDGET REPAIR BILL

Bilgen stated that she asked for this to be on the agenda because she hoped the Chief would be at the meeting. Bilgen stated she doesn't know if Lt. Otterbacher was informed so she wasn't going to ask her to explain it. Since the bill is still pending at the state legislator we are going to move onto E.

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 10, 2011

E. RECOGNITION OF OUTGOING POLICE COMMISSIONER

Bilgen stated the commission was not going to official recognize our outgoing commissioner. Bilgen presented Wendt with a card from the Police Department staff. Bilgen stated the commission will recognize Wendt officially when he serves his last meeting.

F. OPEN COMMISSION SEAT

Bilgen stated that Wendt's position will be open and she encourages any and all citizens of the City of Whitewater who may be interested in serving on the Police Commission to apply. Bilgen stated that they can get the application through the city website or by calling the City Clerk's Office; they can fill out the application and be part of the Police Commission after the 30<sup>th</sup> of April. Bilgen stated if there was any more information about the open commission seat.

G. CHIEF'S REPORT:

1. 2011 MANAGEMENT PLAN

Bilgen stated that Chief Coan shared the 2011 Management Plan with the Commission. Bilgen asked if there were any questions about the plan that they would like to pose to Lt. Otterbacher as she is serving for the Chief during this meeting. Bilgen asked if there were any questions or comments.

H. FUTURE COMMISSION MEETING DATES

Bilgen stated that the commission has already discussed this item. Bilgen stated the item will be put on the next agenda as well for the next meeting to be set up after the council has had the opportunity to meet.

I. FUTURE AGENDA ITEMS

Bilgen asked if there were any future agenda items that the commission would like on the next agenda. Knopp stated that he has asked for the citizen complaints to be brought up at every single meeting due to the fact that the commission only meets 4-6 times a year. Knopp stated he would like the complaints in detail to find out what did go on, who was involved, and the reasoning for it. Knopp stated a citizen is taking the time to file a complaint; he would like to know what it's all about and if there's a rouge officer out there, let's find out what's happening. Bilgen stated that clearly that information would be communicated to us. Bilgen stated she would like to ask Attorney McDonell to clarify some items since it deals with open and closed meetings. Olsen stated he heard that a while ago, when there was a complaint filed the commission saw those complaints or they were turned over to them so that they knew there was one. Wendt stated he doesn't recall that being done during his terms on the commission. Olsen asked Lt. Otterbacher, how many complaints are there. Bilgen stated we are getting away from the agenda item which is future agenda items. Olsen asked if this is something that should be on the agenda. Bilgen stated that she would be fine with talking about how the department handles citizen complaints when it's properly put on an agenda. Bilgen stated she knew Knopp wanted it on the agenda, so she will make sure it's on the agenda. Bilgen stated she wanted to get some clarification from

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 10, 2011

Attorney McDonell on how it should be handled or how it should be put on the agenda. Attorney McDonell stated that Bilgen should put it on there for more of procedural look at the policies and how it's being handled now and discuss how it should be handled. Attorney McDonell stated Bilgen will have to watch out what she does because she certainly wouldn't want to discuss in certain contexts these complaints because ultimately that's a due process thing and the commission is sort of the judge and jury on that and so they really need to keep a separation there but he thought what Olsen and Knopp want to know how the complaints are handled or how should they be handled. Attorney McDonell stated the commission should look at that and make sure it's being done the way it should be done. Attorney McDonell stated that it's a perfectly legitimate agenda item and he thought that's how the commission should put it on for generalities as opposed to any specific incidents because the commission can't have someone coming in talking about complaining about an officer without the officer being there and having a true due process type procedure. Bilgen stated that's where the commission would start; what the procedure is and if we want it to be different and then they can talk about what needs to happen. Bilgen stated that it definitely will be put that on the agenda but it wouldn't be at the next meeting that we meet on Monday, Tuesday or Wednesday. Bilgen asked if that is alright. Knopp said its fine. Boyd asked if it will be on a future regular agenda. Bilgen agreed, it won't be on a special meeting agenda. Bilgen asked Lt. Otterbacher that if there is a procedure on paper to be provided at the meeting. Lt. Otterbacher stated that there is a policy and also the annual report has an annual reflection of all of the complaints. Bilgen asked if there was anything else for future agenda. Bob Paynter stated he had a question; how many people are actually on the board? Bilgen stated five. Paynter stated that plus Olsen is six. Bilgen stated no, there were five total. Paynter asked when they changed that to take one member off the commission to add Olsen, why isn't he just a representative? Bilgen stated that was a great question and she will add that to our next agenda. Attorney McDonell stated that statutorily its five members but common council recently made one of the positions a council member. Paynter stated that they took a member away and put a council member on. Bilgen agreed. Bilgen asked if there were any other future agenda items.

VI. ADJOURNMENT: Bilgen stated she would entertain a motion to adjourn. An Olsen/Knopp motion to adjourn was passed by unanimous voice vote.

AYES: Bilgen, Wendt, Knopp and Olsen

NOES: None

ABSENT: Verduzco

The meeting was adjourned at 6:55 pm.

Respectfully submitted,

Cathy Swartz  
Records Technician

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 16, 2011

ABSTRACT / SYNOPSIS OF THE ESSENTIAL ELEMENTS OF THE OFFICIAL ACTIONS OF THE  
POLICE COMMISSION OF THE CITY OF WHITEWATER, WALWORTH AND JEFFERSON  
COUNTIES, WISCONSIN

- I. CALL TO ORDER, ROLE CALL: Police Commission President Jan Bilgen Craggs called the meeting of the Whitewater Police Commission to order at 6:17 p.m.

Members present: Jan Bilgen Craggs, Jerry Wendt, Rosa Verduzco, Dennis Knopp, and Jim Olsen.

Members absent: None

Also present were Lt. Lisa Otterbacher, Assistant to the City Manger Cameron Clapper, City Clerk Michele Smith and Support Services Manager Kathy Boyd

- II. Approval of Agenda and Items (due to Transparency Ordinance 1804A)  
Bilgen Craggs entertained a motion to approve the agenda and items and on a motion by Olsen and a second by Verduzco the motion was passed by unanimous voice vote.

AYES: Bilgen Craggs, Wendt, Verduzco, Knopp and Olsen

NOES: None

ABSENT: None

- III. OLD BUSINESS:

- A. DISCUSSION AND APPOINTMENT OF INTERIM CHIEF: Bilgen-Craggs entertained a motion to appoint an Interim Chief of the City of Whitewater. Olsen moved that the Police Commission appoint Lt. Lisa Otterbacher as the Interim Chief and Wendt second the motion. Bilgen Craggs asked Olsen if he would like to talk about it since he made the motion. Olsen stated that he wanted to apologize for the confusion and that there were some miscommunications and that this should have been done a few days ago. He apologized to Lisa and to anyone else if there was anybody who thought that she didn't have the ability to run the department. Olsen fully believes that she can and he was sorry for any confusion that it caused.

AYES: Bilgen Craggs, Wendt, Verduzco, Knopp and Olsen

NOES: None

ABSENT: None

Bilgen stated that they would swear-in Lt. Otterbacher later because it would be under new business on the agenda.

- B. Discussion of Procedure for Hiring Police Chief:

Bilgen Craggs stated that the Police Commission needed to have a discussion concerning the procedure to hire a new Police Chief. Bilgen Craggs attended the City Council meeting the prior night, as did Olsen, and the Council allocated \$8,000 towards procuring professional assistance for the hiring process. Bilgen Craggs had been in communication with three different consulting companies that are interested in helping with the task (Bilgen Craggs passed out information). The Commission would try to put together a limited service agreement or with one of the three companies or another organization through a request for proposal (RFP) process. Bilgen Craggs wanted to share all the email

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 16, 2011

information. Bilgen Craggs stated that the Commission needed to have a conversation about what parts the Commission wants to have in hiring process and who is best suited to do the work. Bilgen Craggs stated that it would allow her, Clapper and City Attorney Wally McDonell to put together a RFP that can be sent out to the three firms that have contacted the Commission. Bilgen Craggs said there was a suggestion from one of the commissioners who the organization the city contracted with the last time since the contract was terminated before it was finished. Olsen thought one of emails was one of the companies listed worked for the Commission before. Bilgen Craggs stated she couldn't find it for certain. Lt Otterbacher suggested contacting (former Police Commission president) Glenn Hayes. Bilgen Craggs left a message for him. Bilgen Craggs stated the other piece of paper she pulled together a list of services from the emails of the companies that contacted the Commission. Bilgen Craggs stated that Clapper was available to give guidance of the amount of support that the City would be able to do. Bilgen Craggs stated that it would be important to talk about what would be included in the RFP and asked what the other Commissioners thought. Wendt and Verduzco stated that they thought it looked good. Bilgen Craggs stated that the third piece of paper was a summary of the three companies that emailed the Commission. Bilgen Craggs asked if the Commission members wanted to go down the list and assign importance, the Commission to do it, Clapper to do it or consultant to do it. Olsen stated yes.

1. Collect Community Input on Chief Characteristics – Bilgen Craggs stated that that last time Glenn Hayes set up several listening sessions. Bilgen Craggs said that the Commission could do some electronic gathering as was done with department staff on the interim chief position. Knopp stated he thought it was good idea and gives the opportunity for citizens to come down and speak. Olsen stated that it was a good idea and that it should be done. Bilgen Craggs ask if the Commission needed a consultant to do it and Olsen stated no, that between City staff and the Commission it could be done easily. Bilgen Craggs agreed.
2. Collecting Department/City Staff Input on Chief Characteristics – Bilgen Craggs stated that it was kind the same thing, but different stake holders so the people that will ultimately work with and for the chief. Olsen stated it should be part of Commission's too. Bilgen Craggs agreed as did Knopp.
3. Market and Announce the Position – Bilgen Craggs stated this would include web postings, advertising. Olsen asked if it was something that Clapper could do. Clapper stated that the City could do it, but it was one of the more tedious items. Clapper stated that he knew of a few publications, but didn't know what publications they would be using. Olsen stated that he would have the consultants do it. Knopp agreed.
4. Seek Out Possible Candidates (head hunting) – Clapper recommended that should also be done by a professional. Bilgen Craggs agreed. Olsen stated that is what they are being hired for.
5. Serve as the Commission's Point of Contact to Receive the Application Materials from Interested Applicants – Olsen stated that he thought city staff could do that. Knopp stated if it goes through head hunter why not just have them because they will ultimately narrow it down. Olsen agreed. Bilgen Craggs stated that the Commission can ask them to do all of these things, but they may not for money the Commission has. Bilgen Craggs stated that it could be shifted.
6. Initial Screening of Applications – Knopp stated it would fall under the consultants too. Olsen stated it would be the consultants.

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 16, 2011

7. Completes the Initial Screening of the Applications and Identify Most Qualified Candidates - Bilgen Craggs stated that it would be boiling it down to semifinalists and asked if there was a number that the Commission would use. Knopp asked if it would be the candidates that the Commission would meet and then said seven, five. Bilgen Craggs stated that there is a narrowing down, starting at 100 and narrowing it down to 20, 15. Bilgen Craggs stated that it depends on the consulting firm and she isn't sure how it works in law enforcement. Olsen stated that the consulting firm should narrow it down. Clapper asked if Bilgen Craggs had the recruitment selection process from Voorhees and Associates. Bilgen Craggs stated it was in the packet. Bilgen Craggs stated that they would do education checks on 10 candidates and thought that was what they would narrow it down to. Bilgen Craggs stated that looking at the other group they will narrow it down to top rated candidates in the 8-15 range, Public Admin, and then Voorhees says 10 and Moffet didn't give a specific number. Bilgen Craggs asked if the Commission would expect them to narrow it and Olsen stated yes.

8. Implement Achievement History Questionnaire or Similar – Contact Most Qualified Applicants to Complete – Bilgen Craggs stated that one proposal offered an achievement history questionnaire or a tool similar; a written request is sent to the 8-15 range. Bilgen Craggs stated it is usually a way to flesh out some of the professional experiences differently than on a resume or application. Some services do it and some don't. Knopp stated that they can't have too much information because this is serious; they're talking a police chief. Bilgen Craggs stated that she was going with silence is consent, that the commissioners would speak up if they don't agree. Olsen stated yes.

9. Complete Education Checks on 10 Candidates - Bilgen Craggs stated that they obviously wanted a consultant to do a background check that the people are who they say they are and that they have completed their education. Olsen stated yes.

10. Consultant Meeting with the Police Commission and making Recommendations of the 4-6 "highly qualified" Semi-finalist Applicants as a Finalist Group. Bilgen Craggs asked the commissioner if they were looking for a consult to make recommendation on the best 4-6 people in the pool. Olsen stated yes.

11. Consultants Scheduling, Coordinating and Facilitating the Commissions Job Interviews - Bilgen Craggs stated that her thought was the commission might want it done, but it might be one of the areas that the Commission might have to run their own schedule.

12. Provide Standardized Written Questions for the Commissions Approval, Along with a Candidate Scoring Matrix - Bilgen Craggs stated that the Commission would have a rubric to help them decide how the folk's answers are. Knopp stated absolutely.

13. Scheduling of Finalists for Commission Interviews - Bilgen Craggs stated that was a yes or perhaps Clapper. Olsen stated that he thought it would be Clapper. Clapper stated that would be fine.

14. Consultant Present at Interviews - Bilgen Craggs asked if the Commission felt that the consultant should be present at the interviews to give feedback on the candidates. Olsen stated if the Commission had all the information they compiled he didn't think they need to sit there. Knopp stated that then the Commission would be second guessing his decision anyway. Bilgen Craggs stated the consultants would have already given their opinion because they have given their top ones.

15. Consultant Coordinate Community Involvement in the Selection Process - Bilgen Craggs stated that it has looked like the candidates have time in an open session that the community is invited to. Bilgen Craggs stated that the spelling out of it was in the Moffet

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 16, 2011

proposal more specially. Bilgen Craggs stated how do the community members meet the candidates and give feedback. Bilgen Craggs asked if the Commission wants an opportunity for the community members to meet the finalists. Olsen stated he would say. Knopp stated he didn't think why not. Jim Allen stated he would make a suggestion to absolutely do that, but wait until they get it narrowed down to a smaller number. Bilgen Craggs stated that that's where it would be the finalists, maybe 4 or 6, depending on the pool.

16. Coordinate Finalist Community and Agency Tour - Bilgen Craggs stated that part of the Commissions job is to help sell a candidate on wanting to come to and be the chief at Whitewater. Olsen stated that he thought that city staff would be able to sell the city better than anyone else. Clapper agreed and said that the consultants would know more, depending on the type of recruitments, their specialty is, they might know more specifically what a candidate would be looking for or what to show a candidate to get the right response, but it is up to the Commission and the City staff could certainly do it. Bilgen Craggs stated that they could ask consultant what to include.

17. Coordinate a Peer & Staff Review of the Finalist - Bilgen Craggs stated that obviously there would need to be an opportunity for both the City staff, directors and the folks that will be working for the chief, so a staff review of the finalists. Clapper said yes that City staff could do that.

18. Coordinate Community Stakeholder Interaction with Finalists. Bilgen Craggs apologized that this was on the list twice so they could get rid of it.

19. Arrange to have a Former Wisconsin Police Chief Conduct an Interview with Each Finalist to Evaluate Independently Their Police Certifications, Training, and Professional Competency for this Position - Bilgen Craggs stated that it was in two of the proposals so it was transferred over. Knopp stated that he didn't understand, if somebody wanted to show up sure, but it seems like it kinda second guesses the headhunters. Olsen stated that the headhunters have gotten that far why would you bring somebody else to double check what they have already given the Commission. Knopp and Olsen stated they didn't see any advantage.

20. Gathers and Summarizes Feedback from Participants Other Than Commission - Bilgen Craggs state that they would get feedback from the peer group, the department folks that met them, the community folks, they would pull it together. Clapper asked for clarification on who is doing the peer group. Bilgen Craggs stated that would be City staff figuring out where, when and the logistics and inviting people to be there. Bilgen Craggs stated that this would be some kind of feed back form that would be there with some open-ended questions for people to do handwritten comments and turn in, so this would be summarizing those. Clapper asked if there would be any discussion, presentation by City staff or did the Commission want some kind of facilitator. Bilgen Craggs stated that her personal preference would be no, but they need to get the information back from them somehow. Clapper stated that he was thinking discussing with the community before they are with candidates, but you are talking actually the candidates. Bilgen Craggs stated that where they are now is feedback on the folks that they are meeting. Bilgen Craggs asked if City staff could shuffle and summarize for the Commission. Clapper stated yes.

21. Assist the Commission in Developing the Conditional Offer of Employment on the Candidate Selected by the Commission Subject to Pre-Employment Background/Medical & Psychological Checks - Bilgen Craggs stated she wasn't sure how it would fit in with the City. That even though the Commission picks the person they can't negotiate the terms of that employment. Olsen stated that he thought it would go to the City staff and the City

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 16, 2011

Council that would make those decisions and make the contract. Olsen stated that they would be offering at as a council that would be something that Wally (City Attorney) and City staff, Kevin (Brunner, City Manager). Bilgen Craggs agreed, but the Commission would have to identify that person that they would have to work with. Bilgen Craggs stated that the Commission would pick and they would talk and negotiate.

22. Complete (in-state) Wisconsin Pre-Employment Background Investigation on the Candidate Receiving a Conditional Offer of Employment – Clapper recommended that it not be City staff. Bilgen Craggs agreed and wasn't sure if it should be done at the end or if the Commission wants it done at the end or qualify them as a finalist. Olsen stated it should be done to qualify them as a finalist. Olsen stated that it shouldn't be the last thing they should do, it should when they get to 6 or 8 or whatever. Bilgen Craggs stated that it should qualify them as a finalist and it would also be done by the consultant. Olsen agreed. Wendt asked if they would investigate all of the finalists then, medical and psychological? Bilgen Craggs stated that her preference would be to do a background check, criminal, the ones that are done pretty normally. Wendt stated on all 4, assuming there are 4. Bilgen Craggs stated that she wouldn't do the medical or psychological tests just like they don't do that for officer candidates, they wait until they want them and then they have them go through the tests. Wendt stated the background is on all 4, the medical and psychological are only for the finalist. Bilgen Craggs stated yes because the medical and psychological testing are costly.

Bilgen Craggs asked if there was anything else the Commission wanted to ask the consultants to do when they are preparing their proposal. Bilgen Craggs stated that she has an understanding of what the Commission wants the consultants RFP to include and she would draft that in a rough way and sent it out electronically to the Commission and then once everything is included then it would be forwarded to City staff so that it complies with all the RFP rules, regulations and expectations that the City has, then it could be sent out by the City. Olsen stated yes. Bilgen Craggs asked if the Commission wants to confirm the RFP before it goes forward. Lt. Otterbacher asked if she could add a thought on the background investigations. She stated that there is the criminal history, but for law enforcement personnel the Department does an extensive, where they go to neighbors and do an extensive background and they consultants would know if that is something they do with chiefs or not, but she thought it was important to see. Lt. Otterbacher stated that the department does this with any of the sworn people that the department hires. Lt. Otterbacher stated that the department goes to their neighbors, where they've worked, talk to employers, their co-worker and really get a flavor for that individual so you get a good understanding. Lt. Otterbacher stated it could be as vague as running a criminal history to as extensive as the background that they would do for department personnel. Bilgen Craggs asked if there was a word or description for that type of background. Lt. Otterbacher stated perhaps comprehensive background would be helpful, that you are looking for more than just a criminal history. Bilgen Craggs asked if that that would just be traffic and arrest record. Lt. Otterbacher stated yes that would only tell if they have been convicted of a crime or any type of traffic history, it would tell them anything else. Olsen stated that the Commission needs to dig deeper. Bilgen Craggs stated that the RFP would be send out to the Commissioners, then to Kevin and then back to the Commissioners to look at the final form. Bilgen Craggs wasn't sure if there needed to be a motion. Bilgen Craggs asked if there was any other aspect that the Commission needed to talk about as it relates to getting the consultant proposal back. Olsen stated he didn't think so. Bilgen Craggs asked if there was

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 16, 2011

anything else the Commissioners needed to talk about relating to hiring a police chief. Olsen stated no. Bilgen Craggs stated she had a question that on the list the Commissioners stated they would collect community and staff input and do they want to talk about how to gather that information because that could be developed while they are waiting for the RFP's to be returned. Olsen stated that he thought a City or staff wide email from Kevin or the clerk to all staff, to get input from that part of it. Olsen stated if they could put something on the Banner (Whitewater Banner web site) that the Commission is looking for input from the citizens using Bilgen Craggs or Clapper's email or all of the Commissioners email so they can get input. Bilgen Craggs asked if anyone was interested in having a listening session, live people listening to live people. Olsen agreed they should do that, put in email, sit there one evening; sit there for a couple of hours and listen to anybody that has some complaints or ideas. Knopp stated that was what happened last time. There were two Commissioners and three people. Knopp stated the Commissioners were there for a couple of hours, not every day, afternoon early evening for people to come in. Olsen stated he thought it would be a good idea. Bilgen Craggs asked if the Commissioners wanted her to pull some dates for the listening sessions or if some else on the Commission was interested. Bilgen Craggs said that she would move forward on that part. Bilgen Craggs stated she had a question on the email, if they will get people to feel comfortable with email. Bilgen Craggs stated that she got a healthy return rate from the police department when she used Survey Monkey, it's anonymous, it's a service that UW-Whitewater is happy to share that resource because she cleared that before she did it. Bilgen Craggs stated that it summarizes, tells how many people, it could be a couple of questions. Bilgen Craggs stated that it could be a link to City web site and perhaps the Whitewater Banner would consider posting it and the clerk could send out that link. Knopp stated he would like to see that monkey thing. Olsen stated that the monkey thing is probably better than an email. Knopp stated that if people email the Commissioners individually a lot of stuff is going to get lost. Olsen stated yes. Bilgen Craggs stated that it would be her preference and it would be easier for people to speak freely. Bilgen Craggs asked if there was anything else about the process, anything they are forgetting. Jim Stewart asked about the confidentiality of candidates before they are finalist. Stewart stated that a lot of people might not want to be known that they are applying, but when they become a finalist then their names are available. Bilgen Craggs stated Stewart was talking about the confidentiality of the candidates and it wasn't in the documentation from the consultants, but she was certain that they wouldn't release the names until they agree to be a finalist and the work would be done confidentially and they would follow that up with the consultant and the RFP. Bilgen Craggs asked if there were any other comments about the process of finding our next chief.

IV. NEW BUSINESS:

- A. SWEARING IN OF INTERIM CHIEF: Bilgen Craggs stated the next item on the agenda was to swear in the Interim Chief, Lt. Lisa Otterbacher by City Clerk Michele Smith. Smith swore in Lt. Otterbacher and Lt. Otterbacher agreed, signed the oath and thanked the Commissioners for the confidence. Lt. Otterbacher promised to keep the police department consistent and steady until the full-time position is filled.
- B. FUTURE COMMISSION MEETING DATES: Bilgen Craggs stated that it would be smart to pick a time to review the RFP and that would give Clapper an idea when the Commissioners need to get them back. Bilgen Craggs asked Clapper if there was a rule of thumb on the

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 16, 2011

return of a RFP of this size or nature. Clapper stated that he wasn't aware, but before the Council has mentioned a preference of at least two weeks for a RFP, but the Commission may want to give more time, three or a month. Olsen stated two to three weeks to get everything out there and get it back. Bilgen Craggs clarified her question, how long to give the consultants to prepare and return it to Clapper. Clapper stated from the date it is sent out, putting the date that it should be returned they would want two weeks, but recommends three weeks to be safe. Bilgen Craggs stated that she wasn't trying to be speedy, for her it would be, 72 hours. Bilgen Craggs stated they have had three consultants approach them but five business days would be plenty if the RFP is well written. Bilgen Craggs said there was no disrespect to the Common Council and members present could share their opinion. Bilgen Craggs stated that she would rather see the Commission take their time in finding the right person and not having people feel rushed there and asked the Commissioners to chime in. Jim Stewart stated that it would be open to more consultants in those two weeks. Bilgen Craggs agreed and stated that they would send it out to the people who have contacted them plus the group that was used before and she believed that there was a way to post it for consultants with the League of Municipalities has a way to send it out. Clapper agreed. Olsen stated if it was going to be sent out or open it up to that many people you would have to have at least two weeks before it is all back. Wendt stated otherwise you are opening it up, rush this through and some not given a decent chance. Olsen stated they might get better people than if it is pushed through in 72 hours or a week. Olsen stated they should be ready to meet in two weeks. Bilgen Craggs stated say the RFP would be sent out on April 1<sup>st</sup>, then give groups two weeks to prepare them and get them back, so that would get them to the 15<sup>th</sup> of April. Bilgen Craggs stated that city staff would need time to review for comparative data so it would be the week of 18<sup>th</sup> or more likely the week of the 25<sup>th</sup>. Bilgen Craggs stated that it would give City staff time to review and make sure everything is in there, unless the Commissioners want to do it at a meeting. Bilgen Craggs stated that it would be a short week because of Good Friday. Bilgen Craggs stated that they would need to check room availability. Knopp stated he doesn't go anywhere. Olsen stated that he was gone the 20<sup>th</sup> through the 22<sup>nd</sup>. Bilgen Craggs stated that they should shoot for the week of April 25<sup>th</sup>. Bilgen Craggs stated that the last time they met was on a Thursday, but Wednesdays work too. Bilgen Craggs stated that they should talk about availability and she and Boyd would check the meeting schedule and get back to the Commissioners. Bilgen Craggs stated that the first date would be Wednesday the 27<sup>th</sup> or Thursday the 28<sup>th</sup>. Wendt stated that he was busy on Thursday the 28<sup>th</sup>, but he would be available on the 26<sup>th</sup> or 27<sup>th</sup>, Tuesday or Wednesday. Bilgen Craggs stated that there would not be a Council meeting and Olsen agreed that Tuesday would be open so it may be a good day. Bilgen Craggs asked the Commissioners to hold the 26<sup>th</sup> or 27<sup>th</sup>. Bilgen Craggs stated that they would shoot to have everything in place so the proposals can sent out by 1<sup>st</sup> or earlier if they can so it gives folks more time to prepare their proposals. Bilgen Craggs asked if there were any other meetings that anyone wanted scheduled.

- B. FUTURE AGENDA ITEMS: Bilgen Craggs asked if there were any agenda items for the April meeting, she had one from Knopp. Wendt stated that it wasn't an agenda item, just a technical thing. Wendt asked if his replacement would be selected by City Council. Bilgen Craggs stated through the process and confirmed by the Council. Bilgen Craggs

City of Whitewater Police Commission  
Quarterly Meeting Minutes  
March 16, 2011

stated that her understanding is that it is an interview process with the President of the Council Patrick Singer and Kevin Brunner and they send a proposal to the Council for their approval. Wendt stated that he should plan on being at meeting in April, but not anything after that. Olsen stated absolutely. Bilgen Craggs stated that was correct and she confirmed that with the City Attorney that Wendt is good to go until the 28<sup>th</sup> of April. Bilgen Craggs thanked Wendt for his service.

V. ADJOURNMENT: Bilgen-Craggs entertained a motion to adjourn and an Olsen/Knopp motion to adjourn was passed by unanimous voice vote.

AYES: Bilgen Craggs, Wendt, Verduzco, Knopp and Olsen

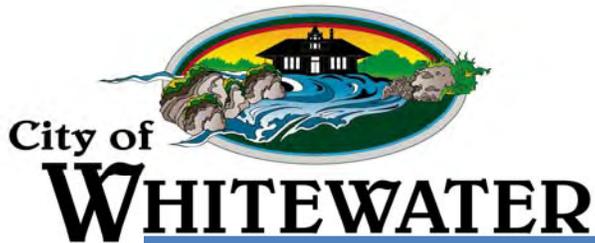
NOES: None

ABSENT: None

The meeting adjourned at 7:00 pm

Respectfully submitted

Kathy Boyd  
Support Services Manager



312 W. Whitewater Street  
Whitewater, WI 53190  
P.O. Box 178  
Telephone: (262) 473-0139  
Fax: (262) 473-0509  
Email: [cclapper@whitewater-wi.gov](mailto:cclapper@whitewater-wi.gov)  
Website: [www.whitewater-wi.gov](http://www.whitewater-wi.gov)

---

**CITY OF WHITEWATER POLICE COMMISSION  
POLICE CHIEF RECRUITMENT SERVICES  
REQUEST FOR QUOTE**

**QUOTES DUE BY APRIL 20<sup>TH</sup>, 2011**

## **REQUEST FOR QUOTE POLICE CHIEF RECRUITMENT CONSULTANT SERVICES**

### **SUMMARY**

The Police Commission of the City of Whitewater is seeking professional assistance in implementing a comprehensive search for a Chief of Police that is compliant with all state and federal laws regarding equal opportunity in selection and hiring of employees. Quotes should include a specific list of services to be provided, costs for said services, timeline for the recruitment process, municipal references (minimum of two), and any other recommended services along with associated costs.

### **BACKGROUND**

Home to the [University of Wisconsin-Whitewater](#) (student enrollment nearing 11,500), the City of Whitewater is a diverse and dynamic community that offers residents a wide range of cultural, educational, and recreational activities. The City operates under the City Manager form of government. As of 2010, the estimated population of the City is approximately 14,500, which includes an estimated 6,500 UW-W resident students. The members of the Whitewater Police Department frequently work in partnership with citizens as well as the university in an effort to preserve and improve the quality of life for residents of the Whitewater community.

The City has a large business park and is currently developing the Whitewater University Technology Park in collaboration with UW-Whitewater. There is considerable room for future growth within the current corporate limits of the City. In 2007, the City expanded by almost 850 acres via a series of annexations, and there is considerable opportunity for residential, commercial, and industrial development on the periphery of the City. Recent activity has focused on redevelopment projects in the downtown area as well as the aforementioned business and technology park development.

The Whitewater Police Department is a full-service, community oriented, and accredited law enforcement agency. The Department is comprised of 24 sworn officers and 14 civilians organized into three bureaus. The Department makes every effort to be innovative, professional, and responsive to the public safety concerns of our citizens.

### **SERVICES TO BE PROVIDED**

- Market and announce the position.
- Seek out possible candidates for the position.
- Serve as the Police Commission's point-of-contact to receive the application materials from interested applicants.
- Complete the initial tracking and screening of applications and selection of the most qualified candidates (8-12 persons) as semi-finalists.
- Provide an achievement history questionnaire or similar for completion by the "most qualified" applicants.
- Complete education checks for eight of the "most qualified" applicants.



- Meet with the Police Commission to identify the 4-6 “highly qualified” semi-finalist applicants to be included as finalists in the recruitment.
- Provide the Police Commission with a proposed list of standardized written questions for approval, along with a candidate-scoring matrix.
- Assist the Commission in developing the conditional offer of employment for the candidate selected by the Commission subject to pre-employment background/medical & psychological checks.

#### **SERVICES TO BE PROVIDED BY CITY STAFF (INTERNALLY)**

- Gather community input on characteristics desired in a police chief.
- Gather department/staff input on characteristics desired in a police chief.
- Schedule finalist interviews with Police Commission/Community.
- Coordinate community involvement in the selection process.
- Coordinate a community/agency tour for finalists.
- Coordinate peer and staff reviews for finalists.

#### **SUBMITTAL REQUIREMENTS**

Submittals should include responses to each of the following items (Include other information as appropriate):

- Firm information including a brief profile, history and experience.
- A listing of current municipal government clients including the name and telephone number of the client contact (minimum of two).
- A current fee schedule for included services.

Please submit a detailed quote to [HR@whitewater-wi.gov](mailto:HR@whitewater-wi.gov).

#### **Hard copy materials can be mailed to**

Jan Bilgen Craggs, Commission President  
 C/o City of Whitewater  
 312 Whitewater St.  
 Whitewater, WI 53190

**In order to be considered, proposals must be received by 12:00PM, Wednesday April 20<sup>th</sup>, 2011.**





April 14, 2011

Ms. Jan Bilgen-Craggs, President  
And Members of the Police Commission  
City of Whitewater  
312 Whitewater Street  
Whitewater, WI 53190

Dear President Bilgen-Craggs and Commission Members:

Thank you for the opportunity to provide you with a proposal for the City of Whitewater's Chief of Police recruitment and selection process. Voorhees Associates prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

Voorhees Associates 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.

Voorhees Associates, LLC was established in 2009 with headquarters in Deerfield, Illinois. Heidi Voorhees, President, 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 130 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 9 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.

The firm has a total of thirteen consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Delaware, Illinois, and Wisconsin.

### **Experience**

Voorhees Associates has completed 35 recruitments since its establishment in 2009. We have 13 current recruitments in various stages of completion. Although the firm is relatively young, our consultants are experienced executive recruiters who have conducted over 300 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.

Current clients include:

City of Elmhurst, Illinois  
City Manager recruitment  
Peter DiCianni, Mayor  
630-530-3010

City of Austin, Texas  
Director of Health and Human Services recruitment  
Edna Santos, HR representative  
512-974-2000

## References

The following references can speak to the quality of service provided by Voorhees Associates:

Chief of Police recruitment  
City of Burlington, Wisconsin  
Kevin Lahner, City Administrator  
262=342-1161

Chief of Police recruitment  
Village of Cary, Illinois  
Cameron Davis, Village Administrator  
847-639-0003 X 112

Economic Development Director recruitment  
Fire Chief recruitment  
Director of Finance recruitment  
Director of Public Works recruitment  
City of Wauwatosa, Wisconsin  
Beth Aldana, Human Resources Director  
414-479-8954

Executive Director recruitment  
Community Development Authority  
City of Baraboo, Wisconsin  
Ed Geick, City Administrator  
608-355-2715

## Consultants Assigned

Voorhees Associates' Vice President Mark Morien will be responsible for your recruitment and selection process. Mr. Morien serves our Wisconsin clients from his office in Elkhorn. His biographical profile is enclosed.

## 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. Voorhees Associates 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.

Voorhees Associates suggests the following approach to your recruitment, subject to your requests for modification:

### **Phase I – Position Assessment, Job Announcement and Brochure Development**

Phase I will include the following steps:

- **Interviews** with the Members of the Police Commission and Common Council, the City's senior staff, command and rank and file members of the Police Department, 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 Brochure. This important document outlines the expectations that the City has for its next Chief of Police, providing us with the information we need to target our recruitment. During this process we will assist you with establishing the salary for Chief of Police by conducting a salary survey of comparable communities, if so desired.

- Development of a **Job Announcement**.
- Development of a detailed **Recruitment Brochure** 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 Job Announcement in appropriate professional publications, both in print and on line.
- The development of a database of potential candidates unique to this position and to the City of Whitewater, 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, telephone contacts, and U.S. mail as appropriate. Voorhees Associates consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 250 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 Brochure.

We will develop a matrix which identifies key traits (taken from the Recruitment Brochure) such as education, experience, and the specific skills needed for the Chief of Police. We will then use these filters to screen the candidates into a group of 15 to 20 semi-finalists.

- Candidates will be interviewed by telephone to fully grasp their qualifications and experience as well as their interpersonal skills.

We personally contact all the semi-finalists and conduct about an hour long telephone 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 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.
- Voorhees Associates will verify educational credentials and conduct a media and internet search to further assess each candidate's ability to interact with the media as well as to have a full understanding of each candidate's background.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by Voorhees Associates, ensuring Whitewater's process is professional and well regarded by all who participate.

#### **Phase IV – Presentation of Recommended Candidates and Interviewing Process**

Phase IV will include the following steps:

- Voorhees Associates will prepare a Recruitment Report 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."
- Voorhees Associates will provide you with a log of all candidates who applied for the position. You may also review all of the résumés should you so desire.
- Voorhees Associates will meet with you to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, 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.
- The Interviewing Process will be finalized including the discussion of any specific components you deem appropriate such as an in basket exercise, oral presentation or written exercise. The inclusion of these tasks can assist you in evaluating the skills and abilities of the candidates you select for an interview.
- Voorhees Associates will develop the first and second round interview questions for your review. Voorhees Associates 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.
- Voorhees Associates will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of Whitewater 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 criminal court, credit, and motor vehicle and records checks. Voorhees Associates recommends a two-step interviewing process with (typically) five candidates 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.”
- Voorhees Associates consultants will be present for all of the interviews, serving as a resource and facilitator.

**Phase V – Appointment of Candidate**

Voorhees Associates will assist you as much as you request with the salary and benefit negotiations and drafting of employment agreement, if appropriate.

**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 City officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure	weeks 1-2
Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant	weeks 3-8
Consultant recommendation to the Commission of qualified Candidates Deliverable: recruitment report	week 9
Selection of Candidate finalists by the Commission; 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; selection of final Candidate; negotiation, offer, acceptance and appointment	weeks 11-12

**Summary of Costs – Full Scope Process**

Voorhees Associates proposes to conduct the Chief of Police recruitment for a flat fee of \$14,000, broken down as follows:

Recruitment Fee:	\$10,000
Recruitment Expenses:	4,000
Expenses include consultant travel, postage/shipping, telephone, support services, copying, recruitment brochure printing, etc. Also includes candidate due diligence efforts and advertising up to \$750.	
Total Fees:	\$14,000*

\*This fee does not include the following: Travel and accommodations for candidates interviewed.

### **Payment for Fees and Services**

Professional fees and expenses will be invoiced as follows: The Recruitment Fee and Expenses will be invoiced in three (3) equal payments, billed during the course of the recruitment. The first invoice will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of Candidates. The final invoice will be sent upon completion of the recruitment assignment. Upon receipt of each invoice the City will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

### **Limited Scope Process**

Voorhees Associates also offers a Limited Scope Recruitment which is designed for municipal officials who require only partial assistance with a recruitment. Voorhees Associates suggests the following approach to our limited scope recruitment, subject to your requests for modification:

#### **Phase I – Position Assessment, Job Announcement and Pamphlet Development**

Phase I will include the following steps:

- **Interviews** with key member's of the City's staff to determine the qualifications and attributes needed to fill the position. This process takes about 1/2 day.
- Development of a **Job Announcement**.
- Development of a **Recruitment Pamphlet** for your review and approval. This Pamphlet will be a single sheet of paper which will consist of a brief description of the community, a few candidate traits and a short list of opportunities and the job ad – all on a single page. This Pamphlet will be photocopied. An electronic version will also be available.

#### **Phase II – Advertising, Candidate Recruitment and Outreach**

Phase II will include the following steps:

- Placement of the Job Announcement in appropriate professional publications, both in print and on line.
- The development of a database of potential candidates unique to this position and to the City of Whitewater, focusing on the attributes 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, telephone contacts, and U.S. mail as appropriate. Voorhees Associates consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential 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 Pamphlet.
- Select a group of a ten to twelve or so semi-finalists. Candidates will be interviewed by telephone to fully grasp their qualifications and experience as well as their interpersonal skills.
- Formal references 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.
- Voorhees Associates will verify educational credentials.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by Voorhees Associates, ensuring the City of Whitewater's process is professional and well regarded by all who participate.

### **Phase IV – Presentation of Recommended Candidates**

Phase IV will include the following steps:

- Voorhees Associates will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. One copy will be sent to the City to be reproduced for distribution to the selection committee for the meeting.
- Voorhees Associates provide you with a log of all candidates who applied for the position. You may also review all of the résumés should you so desire.
- Voorhees Associates will meet with you at a single meeting limited to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it.

Voorhees Associates will not be involved in any components of the Recruitment Process beyond the presentation of candidates. As the Limited Scope Recruitment is not a Full Scope Recruitment and Selection Process, Voorhees Associates will not:

- perform any due diligence such as felony and misdemeanor background checks on candidates.
- prepare interview questions or make arrangements for the candidate interviews.
- provide assistance with contract negotiations with finalist candidate.
- offer any guarantee tenure of the candidates or "redo" the Recruitment Process if the Client is unsuccessful in hiring someone from the group of recommended candidates.

### **Recruitment Schedule**

A limited scope recruitment will typically take about 60 days from the start of the search to the presentation of candidates.

**Summary of Costs – Limited Scope Process**

Voorhees Associates proposes to conduct a limited scope Chief of Police recruitment for a flat fee of \$7,750, broken down as follows:

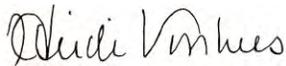
Recruitment Fee:	\$7,000
Recruitment Expenses:	750
Expenses include consultant travel, postage/shipping, telephone, support services, copying, etc. Also includes advertising up to \$750.	
<b>Total Fees:</b>	<b>\$7,750</b>

The Recruitment Fee and Expenses for a limited scope process will be invoiced in two (2) equal payments. The first invoice will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of Candidates.

**Voorhees Associates Guarantee**

Voorhees Associates provides the following guarantee: should the selected and appointed candidate at the request of the City of Whitewater or the employee's own determination, leave the employ of the City of Whitewater within the first 12 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only. This guarantee applies only to a full-scope recruitment process. No guarantee is offered with the limited-scope process. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees  
President  
Voorhees Associates, LLC

ACCEPTED BY THE CITY OF WHITEWATER, WISCONSIN

BY: \_\_\_\_\_  
TITLE: \_\_\_\_\_  
DATE: \_\_\_\_\_

# Mark J. Morien

## *Vice President - Midwest Region*

Mr. Morien, Vice-President, joined Voorhees Associates in 2009, following a three year engagement with The PAR Group, where he specialized in Executive Recruitment, Pay and Classification Studies and Strategic Planning. Mr. Morien has 25 years of experience in local government administration, including service with the municipalities of Northfield, Downers Grove, Glencoe and Glenview, Illinois. From 1991 to 2006, Mr. Morien served as Village Manager for Northfield, Illinois, a residential suburb located along Chicago's north shore. Northfield is noted for its high level of municipal service to residents, as well as to its business community. During Mr. Morien's tenure at Northfield, he conducted Strategic Planning Sessions, led the creation of job descriptions, fostered the development of a personnel manual, and established a pay and classification system for the organization. Prior to Northfield, Mr. Morien served as Deputy Village Manager for four years in Downers Grove, Illinois, a fast developing/growing community in DuPage County. As Deputy Village Manager, he was in charge of day-to-day operations for the organization.

Mr. Morien holds a Master's Degree in Public Administration from Northern Illinois University and a Master's Degree in Political Science from Marquette University. Mr. Morien earned his undergraduate degree in Political Science from Oshkosh, Wisconsin. In addition, he attended the Kennedy School for Government at Harvard University and the Senior Executive Institute at the University of Virginia. Mr. Morien has served on various State boards and committees in Illinois, as well as on committees for the International City/County Management Association - including being a national conference speaker. In 2002, Mr. Morien was recognized as IAMMA Supervisor of the Year in Illinois. In 2004, he was named Village Manager of the Year by Northern Illinois University. Mr. Morien took a leave of absence from The PAR Group in mid 2007 to early 2008 to serve as the Interim City Administrator in Burlington, Wisconsin. Located in Racine County, Burlington is a growing full-service community of 10,000.



---

## THE CITY OF BARABOO, WISCONSIN



# EXECUTIVE DIRECTOR COMMUNITY DEVELOPMENT AUTHORITY

---

Voorhees Associates, LLC is pleased to announce the recruitment and selection process for the Executive Director for the Community Development Authority for the City of Baraboo, Wisconsin. This brochure provides background information on the City of Baraboo and on the Community Development Authority, as well as the requirements and expected qualifications for the position. Candidates interested in applying for the position should submit their résumé and cover letter, along with contact information for five (5) work related references by **January 14, 2011** to:

Mark J. Morien, Vice President



500 Lake Cook Road, Suite 350

Deerfield, Illinois 60015

TEL: 847-580-4246

FAX: 866-401-3100

Formal applications should be submitted to:

resume@voorheesassociates.com

### PROFESSIONAL ANNOUNCEMENT

*Baraboo, Wisconsin (pop. 11,755) Progressive, mature community located in Sauk County on the Baraboo River, just 40 miles northwest of Madison, 10 miles south of Wisconsin Dells, and adjacent to Devil's Lake State Park, seeks an experienced Executive Director to manage economic development and the daily operations of 61 units of Section 8 New Construction and 50 units of Public Housing, administer a \$1.5M CDBG Housing Rehabilitation Revolving Loan Fund and administer \$660K in Economic Development Revolving Loan Funds. The Executive Director participates in economic development activities of the community by working with new industry, developers, staff, loan applicants, the CDA Board, the Baraboo Economic Development Commission, Sauk County Development Corp., and other bodies. The Director develops and administers 6 annual operating budgets, oversees state and federally funded grant programs, and supervises three employees. Baraboo is seeking Executive Director candidates who are skilled in project management and management of housing units, general*

*supervision, and public interaction. Ideal candidates should also possess strong leadership and communication skills, experience in economic development, budgeting, personnel management, and grant administration. A Bachelor's Degree in the field of public administration, housing, or related field is required. Five years of municipal experience preferred. Starting salary \$67,000 to \$72,000 DOQE, plus an excellent benefit package. This is a City employee who is appointed by the CDA Board with concurrence of the City Council. Applicants must complete City application form (available on website: [www.cityofbaraboo.com](http://www.cityofbaraboo.com)) and submit résumé with salary history and five work-related references by January 14, 2011 to Mark J. Morien, Vice President, Voorhees Associates, LLC, 500 Lake Cook Road, Suite 350, Deerfield, IL 60015. TEL: 847-580-4246; FAX: 866-401-3100; E-MAIL: [resume@voorheesassociates.com](mailto:resume@voorheesassociates.com). EOE. Residency within a 30 minute radius required.*

# CITY OF BARABOO

## COMMUNITY BACKGROUND

The City of Baraboo is the largest city in Sauk County. The area was first settled in 1838, and was initially known as the Village of Adams. In 1846, it became the county seat of Sauk County, but only after a fierce debate with a nearby village over that honor. In 1852, the Village of Adams was renamed the *City of Baraboo* and formally incorporated as such in 1882. The City is located along the Baraboo River, adjacent to Devil's Lake State Park. It is only 40 miles northwest of Madison—Wisconsin's state capital and home to the University of Wisconsin - Madison, a Big Ten school. This close proximity to Madison provides easy access to a multitude of shopping and cultural experiences. It is also only ten miles away from the Wisconsin Dells, a well-known tourist area in Wisconsin. The Baraboo area is a paradise for outdoor enthusiasts who enjoy abundant natural resources. Fishing, hunting, canoeing, golfing, cycling, camping, and many other forms of outdoor recreation are readily available for all to enjoy.

Baraboo is home to the Circus World Museum, the former headquarters and winter home of the Ringling Brothers circus, which features the largest library of circus information in the United States. The museum is open to

the public, and has an historic collection of circus wagons and artifacts available for viewing. Occasionally, the museum hosts the Great Circus Parade, during which these extraordinary artifacts are on display throughout the streets of Baraboo. The Al Ringling Theatre, a magnificent grand scale movie palace, is an active landmark in the City. There are many other historic buildings throughout the City reflecting its past, including the Al Ringling home, which still exists in good condition.



The City is also the home of the International Crane Foundation (ICF). The ICF site features a nature center, art exhibits, and over 100 acres of restored wetland, prairie, and oak savanna, where visitors are welcome to explore the nature trails that wind through natural crane habitats. This site is the only place in the world where people can see all fifteen species of the world's cranes. The Aldo Leopold Foundation

is also located in Baraboo. The Leopold Center serves as a headquarters facility for the Aldo Leopold Foundation. The building was constructed to meet the highest standards in green building, to represent Aldo Leopold's concept of a land ethic. Exhibits and guided tours interpret noted conservationist Aldo Leopold's life and legacy.

Residents and visitors enjoy a variety of retail stores in Baraboo, as well as a wonderful mix of entrepreneurial businesses that include art galleries, craft shops, printers, groceries, specialty shops, clothiers, sporting goods, antiques, and more. In addition, Baraboo has a thriving downtown, with many unique shops and restaurants filling its storefronts. There is even a website ([www.downtownbaraboo.com](http://www.downtownbaraboo.com)) devoted to highlighting the stores and activities the downtown area has to offer. The City also has a wonderful park system and outstanding recreational programs operated out of the Civic Center.

Baraboo has five (5) elementary schools and a middle/high school campus as well as several institutions that provide parochial studies for those families who prefer a private rather than public education system. The University of Wisconsin's Baraboo-Sauk County campus provides a great way for students to live at home while studying to receive a two-year degree. And, as noted above, the University of Wisconsin – Madison is less than an hour's drive away.

# CITY OF BARABOO

## ***CITY GOVERNMENT***

The City of Baraboo is a progressive, dynamic, full-service (with the exception of fire, which is a joint service) municipal organization. The City is governed by a Mayor who is elected at large, together with 9 Alderpersons—one (1) from each of the nine (9) aldermanic districts covering the City. The Mayor and Common Council, the City Administrator and the City Department Heads regularly work with the Executive Director of the Community Development Authority. In addition to other meetings, the Executive Director will need to attend the following meetings:

- Community Development Authority (CDA) - held on the first Tuesday of each month
- Baraboo Economic Development Commission (BEDC) - held on the first Thursday of each month
- City Council - held on the second and fourth Tuesdays of each month (attendance is needed only when Executive Director is asked to speak on an issue)

## ***COMMUNITY DEVELOPMENT AUTHORITY***

The Baraboo Community Development Authority was formed in 1979 by combining the Baraboo Housing Authority and the Baraboo Redevelopment Authority. The CDA consists of an eight (8) member Board, appointed by the Mayor. Members include two (2) Common Council members, five (5) citizens, and a resident from one of the City's housing two complexes—the Donahue Terrace Apartments or Corson Square. The Executive Director is a City employee who is appointed by the CDA Board, with concurrence of the City Council. The City of Baraboo and the CDA share the cost for the Executive Director's salary, thereby creating a position that does economic development for the City, as well as directs the housing functions for the Community Development Authority. The CDA staff consists of a secretary/receptionist and a housing manager. There is also a maintenance person who performs maintenance activities for the public housing units.

## ***Economic Development***

The CDA serves as the conduit for economic development loans to the community. Applicants for new businesses locating to Baraboo, or businesses wishing to expand, can seek financial assistance. Job creation and retention are the major focus of providing these loans.

The City and the Baraboo Economic Development Commission have been aggressively working on a River Corridor Redevelopment Project. This project is a push to redevelop Baraboo's riverfront to create a mixed use retail, entertainment, and housing district. The site currently has a number of brownfield and non-operating business sites. The project was kicked off after the City received a \$2.5 million grant from the state Department of Commerce. The City's planning consultant has prepared a site map of this area (see the back of this brochure) of some 70+ parcels—many owned by the City. Redevelopment plans call for riverfront housing, riverfront offices, and extensively extending the riverwalk to integrate development along the river. The plans also include connection to the Ice Age Trail coming from Devil's Lake State Park. In addition to this economic development project, the City (and Executive Director for the CDA) continually monitor the historic downtown to assure that it continues to thrive.



# CITY OF BARABOO

Please visit the City's web site at [www.cityofbaraboo.com](http://www.cityofbaraboo.com) for more information about the numerous economic development proposals for the City.

## ***CDA Loan Program***

The CDA also offers interest free loans to private homeowners for rehabilitation work. A homeowner can borrow up to \$20,000 to make home repairs. Loans are also available for homeowners who need help with down payments. These are interest free and paid back upon the sale of the home. In addition, landlords can apply for assistance to repair properties which carry a 4% interest rate.

## ***Housing***

There are two main housing facilities under the direction of the CDA:

- Donahue Terrace Apartments. This six (6) story facility was built in 1979 and contains 61 Section 8 New Construction one-bedroom units. Rent is adjusted based on income and is subsidized by the Department of Urban Development (HUD). Monthly rent includes all utilities.
- Corson Square. Corson Square consists of one (1) main building with five (5) duplex units within the same block. This development includes five (5) two-bedroom units and 35 one-bedroom units, along with several duplexes with multiple bedrooms. Rent for all units is adjusted based on income. Residents are responsible for utilities.

## ***CHALLENGES AND OPPORTUNITIES***

Voorhees Associates interviewed members of the Community Development Authority, the Mayor, Alderpersons, the City Administrator, community stakeholders, the retiring Executive Director, and CDA staff members in the preparation of this Recruitment Brochure. The new Executive Director of the Community Development Authority in Baraboo is expected to encounter many challenges and opportunities. Among them, the next Director will need to:



- Understand and appreciate the uniqueness of the position which includes two diverse professions: Housing AND Economic Development.
- Balance the requirements of housing and economic development duties, and effectively manage both aspects of the position.
- Aggressively work to develop the Riverfront project. The TIF District has been established and underground remediation is taking place; the marketing and work on the project can begin immediately.
- Deal with possible conflicts that may arise between conservationists and the pro-development community as the Riverfront redevelopment project progresses.

## CITY OF BARABOO

- Take a proactive role in using the CDA's unique position to serve as the conduit for business attraction, business retention, loan assistance, and cost savings to the City.
- Partner with the Baraboo Community Development Authority, the Baraboo City Council, the Baraboo Economic Development Commission, and the Sauk County Economic Development Commission to shape a consolidated approach to economic development for the community.
- Be able to manage a housing authority, and to understand and navigate the voluminous Federal and State rules and regulations concerning public housing; work closely with regional HUD representatives to assure that the current public housing units in Baraboo are operated within HUD guidelines and that the necessary forms are submitted as required.
- Maintain the upkeep and the occupancy of the existing public housing facilities and keep abreast of new family public housing opportunities for the community.
- Continue to monitor the current loans made by the CDA, assuring that they are being paid in a timely manner, and seek new opportunities for economic incentive loans as well as home repair loans.
- Continue to explore grant opportunities and other public funding opportunities for the City.
- Establish and maintain a good working relationship with the other Department Heads by promoting the recognition of mutual needs, wants, and concerns.



### ***EXECUTIVE DIRECTOR FOR THE COMMUNITY DEVELOPMENT AUTHORITY CANDIDATE QUALIFICATION CRITERIA***

The City of Baraboo is seeking an individual who possesses experience in both economic development and housing. The following factors of education/experience and management style/professional traits have been identified as necessary and desirable for the next Executive Director to succeed in this position. The starting salary for the position is \$67,000 to \$72,000 DOQE, plus an excellent benefit package. Residency within a 30 minute radius is required.

#### ***Education and Experience (Not in order of importance)***

A Bachelor's Degree in urban planning, public administration, public policy, business administration, or related field from an accredited college or university is required.

# CITY OF BARABOO

Have proven executive-level management experience with five (5) years of progressively responsible experience in a Community and Economic Development operation in a full-service, stand alone municipality of similar size and complexity to the City of Baraboo.

Have strong budgeting skills, able to read, interpret, and prepare financial statements; have an understanding of “loaning” and loan risks.

Have experience in the administration of public housing with knowledge of, or the ability and interest to learn, the myriad of housing rules and regulations and Federal housing laws.



Have experience serving as a liaison to the business community, promoting business development programs through personal contacts with existing and potential businesses, property owners, and real estate developers.

Have considerable knowledge of incentive programs, particularly those offered by the State of Wisconsin; have experience researching and writing grants and being creative and willing to look for other types of funding.

Have experience working in a positive, cooperative, and team-oriented manner with elected officials, City department heads and staff, and an actively involved public, in order to address issues and solve problems.

Have strong real estate development and redevelopment experience in retail, commercial, and office space projects.

Be skilled in the oversight of marketing strategies to promote the City of Baraboo locally and nationally as an ideal business location, including use of public relation materials, press releases, trade shows, and internet presence.

Have good time management and organizational skills—someone who can keep track of a multitude of projects at the same time.

## ***Management Style and Personal Traits*** *(Not in order of importance)*

Have a commitment to and fully embrace working with public housing residents, showing compassion for them.

Have an open door management style, establishing relationships of trust and compassion with the Housing Staff, the public housing residents, and the economic development community; be a good listener, but someone who can be assertive and make tough decisions when necessary.

Have the ability to interact with neighborhood organizations and other stakeholders in a constructive, cooperative, and supportive manner while effectively representing the City’s interests.

Possess demonstrated excellent oral and written communication skills and the ability and willingness to communi-

## CITY OF BARABOO

cate openly and transparently with many “bosses” such as the Community Development Authority, the Mayor/City Council, and the City Administrator.

Possess complete integrity and exemplify professional and personal characteristics of impeccable behavior which meet the highest standards.

Possess strong leadership and management skills; provide timely and straightforward feedback to employees regarding personal performance and achievement of assigned goals and objectives.

Be a self-motivated professional, comfortable working with limited direction and with a latitude of action while keeping the CDA, the Mayor/City Council, the City Administrator, and other appropriate individuals apprised of plans, actions, and programs.

Be effective in public relations with the ability to translate technical Housing and Economic Development issues and terminology into “layman’s language.”

Exemplify and be committed to a customer-service orientation and be able to promote and support such an orientation among staff in the Housing office.

Delegate broadly and provide wide latitude to professional staff, while being personally knowledgeable of the status of housing and Economic Development activities and projects and holding staff accountable for results; be able to challenge staff to be creative and innovative in addressing issues.

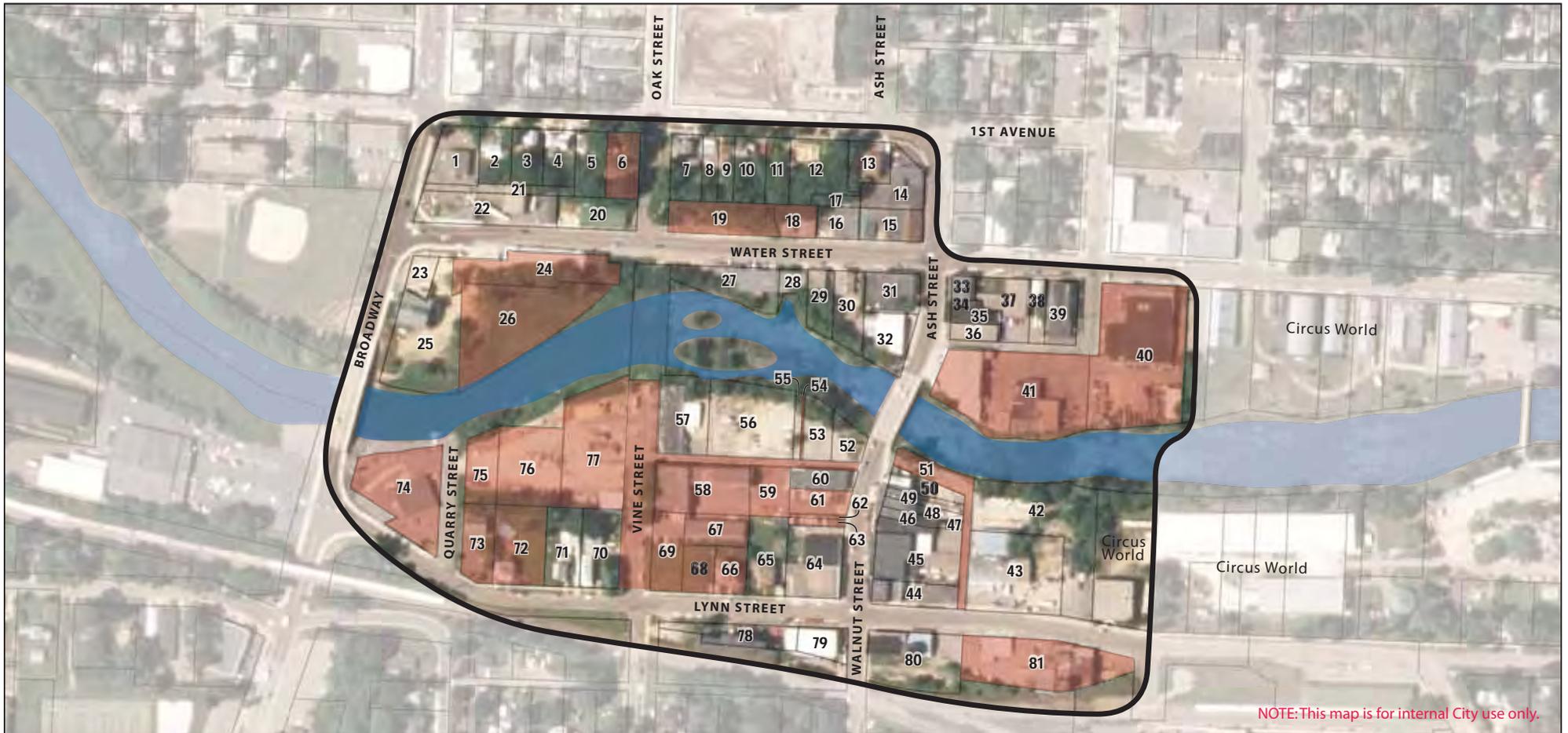
Project an “unflappable” demeanor with the ability to meet challenges and adversity with effective leadership.

Be comfortable being out in the community, acting as a salesperson and promoting the City of Baraboo as a good place for someone to establish a new business.

Have general computer skills.

Have a sense of humor.





NOTE: This map is for internal City use only.

1- 202 Broadway, Deppe Enterprises, \$302,800	16- 133 Water Street, McKnight, \$151,000	31- 123 Ash Street, Glen Bicknell, \$218,500	46- 111 Walnut Street, Fitty's Bar and Grill, \$77,400	61- City of Baraboo	76- City of Baraboo
2- 127 1st Avenue, Duffy, \$75,300	17- 133 Water Street (rear), McKnight, \$1,900	32- 103 Ash Street, Hillmer Trust, \$97,700	47- Walnut Street, Fitty's Bar and Grille, \$600	62- City of Baraboo	77- City of Baraboo
3- 121 1st Avenue, Hillmer, \$78,500	18- 123 Water Street, City of Baraboo	33- 124 Ash Street, JAGD Properties, \$180,000	48- 109 Walnut Street, Fitty's Bar and Grill, \$74,500	63- Walnut Street, City of Baraboo	78- 240 Lynn Street, Servo Instrument Co.
4- 115 1st Avenue, Stoney Fence, \$83,800	19- 130 Water Street, City of Baraboo	34- 120 Ash Street, Grooms and Greenwood, \$60,400	49- 107 Walnut Street, Braun, \$73,400	64- Glorch Revocable Trust	79- 240 Lynn Street, Servo Instrument Co.
5- 109 1st Avenue, Kirchberg, \$83,100	20- 111 Water Street, Towns, \$40,800	35- 118 Ash Street, Grooms and Greenwood, \$131,900	50- 105 Walnut Street, Braun Construction, \$41,500	65- 223 Lynn Street, Dowin, \$157,600	80- 304 Lynn Street, Paleo LLC, \$40,400
6- 101 1st Avenue, City of Baraboo	21- Broadway (212 Block), Deppe, \$6,600	36- 114 Ash Street, Deppe, \$83,600	51- City of Baraboo	66- 213 Lynn Street, City of Baraboo	81- 330 Lynn Street, City of Baraboo
7- 100 1st Street, Binter & Eggel, \$108,600	22- 103 Water Street, Deppe, \$254,900	37- 224 Water Street, Deppe Trust, \$78,400	52- Walnut Street, Potter, \$6,300	67- Lynn Street, City of Baraboo	
8- 106 1st Street, Nelson, \$77,700	23- 110 Broadway, Chester Trust, \$23,200	38- 228 Water Street, Deppe Enterprises, \$45,500	53- Walnut Street, Potter, \$15,300	68- 209 Lynn Street, City of Baraboo	
9- 110 1st Street, Dobratz, \$98,800	24- 101 Water Street, City of Baraboo	39- 232 Water Street, Taapken, \$350,600	54- City of Baraboo	69- Lynn Street, City of Baraboo	
10- 114 1st Street, Crowley, \$111,300	25- 104 Broadway, Chester, \$119,200	40- 300 Water Street, City of Baraboo	55- Walnut Street, Potter, \$15,300	70- 127 Lynn Street, Rose, \$130,300	
11- 118 1st Street, Comte, \$67,100	26- Water Street, City of Baraboo	41- 902 Ash Street, City of Baraboo	56- Wisconsin Power & Light Company	71- 121 Lynn Street, City of Baraboo	
12- 126 1st Street, Bicknell, \$172,000	27- 120 Water Street, Towns, \$118,600	42- Lynn Street, JTB of Baraboo, \$14,700	57- 105 Vine Street, Mueller, \$151,000	72- 109 Lynn Street, City of Baraboo	
13- 138 1st Street, Flora Bella Investments, \$185,400	28- 128 Water Street, Greenwald, \$36,800	43- 401 Lynn Street, JTB of Baraboo, \$192,000	58- City of Baraboo	73- 105 Lynn Street, City of Baraboo	
14- 211 Ash Street, Follendort Trust, \$18,200	29- 130 Water Street, Towns, \$63,100	44- 135 Walnut Street, Farr, \$132,500	59- Walnut Street, City of Baraboo	74- 101 South Boulevard, City of Baraboo	
15- 211 Ash Street, Follendort Trust, \$141,200	30- 136 Water Street, Hillmer Trust, \$14,800	45- 121 Walnut Street, Lee, \$105,600	60- 106 Walnut Street, Potter, \$159,000	75- 121 Quarry Street, City of Baraboo	

Vandewalle & Associates, Inc.  
© 2010  
Revised: 05.17.10  
Created: 10.01.08

**Map Legend**

 City owned parcels



**Detailed Quote**

**City of Whitewater, Wisconsin**

Quote to Provide Police Chief Recruitment Services

April 20, 2011

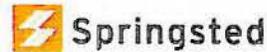
## Table of Contents

### LETTER OF TRANSMITTAL

1	FIRM PROFILE, HISTORY AND EXPERIENCE .....	1
	General Statement of Executive Search Experience .....	1
	Timeline .....	2
2	SERVICES TO BE PROVIDED .....	3
4	REFERENCES.....	7
5	FEE QUOTE .....	8
	Out-of-Pocket Expenses .....	9
	Payment Schedule .....	9
6	VALUE ADDED BENEFITS OF WORKING WITH SPRINGSTED.....	10

### *Mission Statement*

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



Springsted Incorporated  
1110 N. Old World 3rd Street, Suite 218  
Milwaukee, WI 53203-1117

Tel: 414-220-4250  
Fax: 414-220-4251  
www.springsted.com

## LETTER OF TRANSMITTAL

April 20, 2011

Police Commission President Jan Bilgen Craggs  
City of Whitewater  
312 Whitewater Street  
Whitewater, Wisconsin 53190

Re: **Request for Quote to Provide Police Chief Recruitment Services**

Dear President Bilgen Craggs:

Springsted is pleased to present this detailed quote to assist the City of Whitewater in its search for a Police Chief. Hiring a Police Chief has always been one of the most important decisions a Police Commission makes; but today this decision carries even more weight, given the financial and service delivery challenges facing local governments and the demand for innovative thinking and results-oriented collaboration. Springsted is committed to conducting a thorough, well-executed search for City to identify and hire a Police Chief with proven leadership experience and management talent.

Springsted has extensive experience in conducting executive searches in the Upper Midwest and nationally for city and county administrators and department heads – including Police Chiefs. We have a proven track record of successful searches based on developing an understanding of community needs and using that information to evaluate candidate qualifications. In this quote, we have expanded our project team to include Mr. Leslie Sharrock, former police chief for the City of Waukesha, Wisconsin. Chief Sharrock's addition to the team provides the City of Whitewater with a proven process and unparalleled knowledge of the Wisconsin law enforcement candidate pool.

Importantly, as an established company, Springsted provides the City with the depth and breadth of our public sector experience as well as protecting the City from liability risks sometimes associated with employment decisions. Each member of the project team has first-hand experience in managing cities and providing law enforcement services. We are familiar with the legal processes required for hiring a police chief; and we carry errors and omissions insurance as an added precaution.

We are committed to working with the City of Whitewater to ensure a well-run search process that identifies highly qualified candidates and supplies the City with thorough information on the candidates. Our process has been tailored to the City's specific needs, providing a high quality search process while being attentive to budget concerns. We are prepared to begin the search within several days of receiving a notice to proceed.

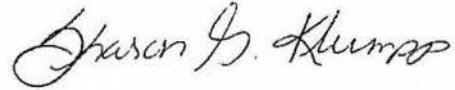
City of Whitewater, Wisconsin  
April 20, 2011  
Page 2

We look forward to working with you on this most important project. If you have questions about this quote, please contact me at 414-220-4257 / [jmurray@springsted.com](mailto:jmurray@springsted.com) or Sharon Klumpp at 651-223-3053 / [sklumpp@springsted.com](mailto:sklumpp@springsted.com).

Respectfully submitted,



Joseph M. Murray, Vice President  
Client Representative



Sharon G. Klumpp, Senior Vice President  
Consultant

ldr

## 1. Firm Profile, History and Experience

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For over half a century, we have continually grown in the range of our local government relationships, the comprehensiveness of our services and our prominence within the industry. From our beginnings as a public finance firm, we have expanded into other service areas including organizational management consulting, human resources, and economic development. Our managed growth reflects the needs of local governments and the importance of providing them with a balance of national perspective and regional expertise.

Springsted is a women-owned business and is certified as a Women's Business Enterprise ("WBE") by the City of Saint Paul, Minnesota. Our staff of more than 60 professionals is available to assist on any project as workload and deadlines require. The majority of our lead professionals come from distinguished careers in local government as local government managers, finance directors and economic development professionals. Our staff's being rooted in local government provides us with an in-depth knowledge of the challenges, requirements and demands of public service that is second-to-none.

Three employee-owners lead Springsted. Our headquarters are located in Saint Paul, Minnesota, with additional offices located throughout the Midwest and Mid-Atlantic states. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado.

Springsted has been serving Wisconsin clients, including State agencies, cities, counties, villages, towns and various public entities since 1959. Wisconsin clients take advantage of our full array of services.

We opened our Wisconsin office in the early 1980s, further demonstrating our long-term commitment to serving Wisconsin jurisdictions. Today, we serve these clients from both our Milwaukee, Wisconsin office and our corporate headquarters in Saint Paul, Minnesota. We know Wisconsin's needs because our representatives live and have worked in the State for years. Our commitment to the State's communities is long-standing and our success in serving our Wisconsin clients is demonstrated by *their* success.

### General Statement of Executive Search Experience

As management consultants, Springsted plays an important role in helping local governments address their organizational and management needs. Extensive knowledge and background in the fields of public management, human resource management, municipal finance and local government operations are Springsted hallmarks. Each team member has many years of local government experience in a variety of areas of expertise.

This familiarity with the public sector helps us respond to the unique qualities of each local government, thus improving the quality and relevance of our services.

Because Springsted's management consulting practice serves many cities, villages, towns and counties across Wisconsin and the country, we can provide Whitewater with an unsurpassed understanding of the issues and opportunities facing city government and law enforcement today and into the future. Local governments seek our assistance in the recruitment and selection of administrators and senior managers because of our ability to understand their needs, our knowledge of qualified candidates and the hands-on governmental experience of our consulting staff.

Springsted has also been providing our clients executive search and recruitment services for more than 25 years. Our searches have included city managers/administrators and other key department heads, including police chiefs and fire chiefs.

Our firm has conducted more than 120 executive searches in the last five years. We take great pride in our ability to present a diverse pool of highly qualified candidates to local governments for their consideration and our ability to encourage talented individuals who are satisfied with their current employment to apply for our searches.

## Timeline

The recruitment and selection process for the City of Whitewater Police Chief would be estimated to require 80-100 days, depending upon the City's ability to gather and provide the necessary information, schedule meetings, etc. Springsted will be prepared to begin the search within several days of receiving a notice to proceed.

## 2. Services to be Provided

We have reviewed the City's Request for Quote (RFQ) for the Police Chief Recruitment Services and understand that the City is seeking a collaborative search process using both the resources of an outside consultant and the City's own internal staff. Springsted has conducted numerous collaborative searches with other communities and we are confident that we can work well together to achieve the City's desired results at a lower cost.

Reviewing the RFQ, Springsted's contributions to the Police Chief Search would be as outlined below:

1. **Market and Announce Position**—Springsted will work with the information gathered by the City about the experience, skills, knowledge and abilities the ideal candidate will need to address current issues and accomplish future goals. Using this information, we will prepare a position profile that identifies the qualifications the City desires in its next Police Chief; the profile will serve as our primary marketing piece.

We will also verify minimum requirements for this position ensuring that the standards are consistent with the minimum requirements of the Wisconsin Law Enforcement Standards Board. We will also review the City's stated salary range for the position, compare it to salary data collected from comparable communities, and advise the City of any salary range adjustments needed to recruit a qualified pool of candidates.

Before advertising the position, Springsted will work with the City to define a timetable for the recruitment and selection process. The date for submittal of resumes for first consideration will be determined by the timetable

2. **Recruit and targeted outreach**—Springsted develops a customized recruitment strategy for the City that includes placing job ads with local government professional associations and outreach to prospective local, regional and national candidates who will receive a personal contact from Springsted about the Police Chief opportunity.

The job announcement will be placed as follows:

- City's Web site
- WILENET
- Wisconsin Chiefs of Police Association
- State Police Chiefs Association for neighboring states (Illinois, Minnesota, Iowa, etc.)
- International Association of Chiefs of Police (IACP)
- League of Wisconsin Municipalities
- Other publications and Web sites consistent with the City's hiring policies or procedures or otherwise requested by the City
- Springsted.com

Our recruitment efforts will emphasize personal contacts with qualified individuals to present this position to them and discuss the reasons they should apply for this position. We will develop an extensive list of police chiefs and police command personnel in Wisconsin and neighboring states that will be used to distribute information about the Whitewater position. We will also make personal calls to qualified individuals identified in our research.

3. **Serve as Point of Contact**—Springsted will receive and record all applicant materials and inquiries for the position. We will acknowledge each application received and keep applicants informed of their status in the process. Periodic updates will be provided to the City throughout the recruitment process to keep officials informed of the response to the job announcement.
4. **Applicant screening and evaluation**—Springsted conducts an impartial and objective review of each application to determine those applicants who most closely meet the City's desired qualifications. We conduct in-depth telephone screening interviews with 8-10 candidates to expand upon each candidate's background and experience, particularly in those areas important to the City, and verify the candidate's level of interest in the position. These interviews provide an important opportunity for Springsted to highlight the professional opportunities associated with this position and to identify the candidate's motivation for seeking this position, which may be helpful later in developing an employment offer.

Springsted prepares written candidate reports explaining how each candidate meets the City's established qualifications and why the candidate is seeking the position. Written candidate reports also include a review of information found through Internet searches and preliminary references.

5. **Supplemental Achievement History Questionnaire**—Applicants will be asked to submit a professional resume, provide evidence of required certifications and complete a supplemental questionnaire providing additional information about their background and experience as it relates to the City's Police Chief position. The questionnaire will include 5-6 questions designed to improve our understanding of each applicant and establish their specific qualifications for this position. For each question, applicants will be asked to provide the name, job title and telephone number of individuals who can verify their stated accomplishments. Springsted will review and verify the supplemental questionnaire responses as part of further narrowing down the list of most qualified candidates.
6. **Reference and Education records checks**—Springsted will contact references for the 8 identified semi-finalists. The educational verification can be conducted either prior to the Commission's selection of finalists or after the finalists have been selected.

7. **Selection of finalists**—Springsted will meet with the Police Commission to present the candidates and answer questions. The Commission will select the 4-6 most highly qualified candidates who will be invited to interview.
8. **Develop Interview Process** —At the meeting with the Commission to select the finalists for interviews, Springsted will present options for the design of the interview process, including a multi-tiered interview process that could be structured to provide feedback to the Commission from City and community representatives, such as City department heads and school officials.

Springsted will also help the Commission develop a set of interview questions and finalist evaluation matrix. We will also develop interview questions and a feedback form for any additional interview panels the Commission invites to participate in the process. I

9. **Employment negotiations**—After the Police Commission has identified its top candidate and the City Council has approved the position's employment parameters, Springsted will assist in developing an employment offer. We will negotiate an employment agreement with the successful candidate in accordance with direction received from the Commission and with input from the City Attorney.

### **Optional Service**

An optional level of service available to the City is a thorough background records check which includes an educational verification as well as a review of county, state and national criminal history; civil judgments, driver's license history and a credit check. We recommend that the background records checks be conducted following the selection of finalists.

### 3. Project Team

The City of Whitewater project team includes our most experienced staff members and consultants who have extensive background in conducting public sector executive searches. The team members also have extensive experience in law enforcement and serving Wisconsin communities.

**Sharon G. Klumpp**, Senior Vice President, specializes in executive search and organizational management consulting for public agencies and will be the lead consultant for the City of Watertown. Since joining Springsted, she has conducted over 45 searches. In addition to seven years of local government consulting experience, Ms. Klumpp has extensive government experience, having held a variety of positions including Executive Director of the Metropolitan Council, Associate Executive Director for the League of Minnesota Cities, City Administrator for Oakdale, Minnesota and Assistant City Manager in St. Louis Park, Minnesota. She holds a master's in public administration from the University of Kansas and a bachelor's degree in political science from Miami University (Ohio).

**Les Sharrock, Law Enforcement Sub-consultant**, will assist Ms. Klumpp in recruitment, conducting telephone interviews and contacting references for finalists. The former police chief for the City of Waukesha, Wisconsin for over 12 years, Mr. Sharrock has an extensive network of law enforcement professionals and has extensive experience in hiring personnel and serving on interview panels for other law enforcement agencies.

**Rebecca J. "Becca" Edberg**, Project Manager, will assist Ms. Klumpp throughout the project. Ms. Edberg joined Springsted's Management Consulting Group in the fall of 2008. She specializes in all facets of human resources, including executive searches, classification and compensation studies and benefits review. Ms. Edberg has a degree in human resources management from Winona State University in Minnesota.

**Joseph M. Murray**, Vice President, has nearly 20 years' experience in municipal government, including more than 15 years as a city/village manager. Mr. Murray will coordinate the project from the Milwaukee. Immediately prior to joining Springsted in 2007, he served as the Village Manager of Greendale, Wisconsin for more than nine years. With his vast array of local government experience, Mr. Murray is very familiar with the fiscal, management, organizational, political and economic development challenges facing cities, villages, towns and counties throughout Wisconsin and the upper Midwest. He is a skilled advisor and management professional who is able to listen to a client's issues and concerns, research and evaluate viable options and present innovative, creative and practical solutions that can be successfully implemented. Mr. Murray received a Master of Public Administration from the University of Kansas and a Bachelor's degree in public administration from Western Michigan University.

## 4. References

Springsted conducts executive searches and other organizational management studies throughout Wisconsin, the Upper Midwest and the country. Springsted encourages you to contact these references. Other references are available upon request.

### **City of Weyauwega, Wisconsin**

*Police Chief Search*

Sheryl Scheuermann, City Administrator/Clerk/Treasurer  
920-867-2630

### **Village of Shorewood, Wisconsin**

*Police Service Prioritization Study*

Chris Swartz, Village Manager  
414-847-2700

### **City of River Falls, Wisconsin**

*Fire Chief Search*

Scot Simpson, City Administrator  
715-425-0900  
Patsy Nelson, Police & Fire Commission Chair  
715-307-4495

### **Town of Buchanan, Wisconsin**

*Organizational Study (Including Law Enforcement)*

Angela Gorall, Town Administrator  
920-734-8599

### **City of Marshfield, Wisconsin**

*City Administrator Search*

Chris Meyer, Mayor  
715-384-2919  
Lara Baehr, Human Resources Manager  
715-486-2004

### **City of Racine, Wisconsin**

*Public Health Administrator and Public Works Commissioner Searches*

Scott Letteney, Deputy City Attorney  
262-636-9115

## 5. Fee Quote

Springsted has provided a breakdown of costs for each task included in the City of Whitewater’s recruitment and selection process. The total professional fee for the scope of services to be provided by Springsted is \$11,375. The total out-of-pocket expenses have been estimated at \$2,550, including advertising costs, cost of educational verifications, copying, overnight delivery and travel associated with one on-site visit to present candidates to the Commission. In total, Springsted’s **not-to-exceed** cost for the services outlined in this quote is \$13,925.

Task	Fee	Out-of-Pocket Expenses
Market & Announce Position	\$1,000	
Recruitment & Targeted Outreach	\$2,500	
<i>Advertising (estimated)</i>		\$1,000
Serve as Point of Contact	\$1,000	
Applicant Screening & Evaluation of Supplemental Achievement History Questionnaire	\$3,500	
Reference and Education Records Check	\$1,850	\$800
Attend Police Commission Meeting and Present Semi-Finalists	\$450	
Develop Interview Process and Evaluation Matrix	\$325	
Employment Negotiations	\$750	
Allowance for travel, copying, etc.		\$750
<b>Totals</b>	<b>\$11,375</b>	<b>\$2,550</b>

### Optional Quote:

The Commission could consider conducting the educational verification **and** a thorough background records check **after** semi-finalists have been named. A full background records check is \$375. Assuming 5 finalists, the cost for background records checks would run \$1,875. The separate charge for conducting 8 educational verifications would not be needed under this option because it is included in the full background records check. Under this option, out of pocket costs would be estimated as follows:

	Out-of-Pocket Expenses
Advertising	\$1,000
Allowance for travel, copying, etc	\$750
Background records checks (5 candidates)	\$1,875
<b>Total</b>	<b>\$3,625</b>

Springsted is willing to modify the scope of services provided and adjust the professional fee and out-of-pocket costs for this project as needed to be responsive to the City's needs.

The fee and proposed scope of services are based on those identified in the City's RFQ identifying those tasks the City sought to be done by an outside consultant and those tasks that would be performed internally by the City.

### **Out-of-Pocket Expenses**

Springsted will charge the City of Whitewater at cost, for actual out-of-pocket expenses for advertising the position, conducting background check(s) as agreed upon and other costs including but not limited to travel, overnight or messenger deliveries, photocopying and mailing. Springsted will work closely with the City to determine travel dates and to manage out-of-pocket expenses.

### **Payment Schedule**

Springsted will bill the City for 50% of the project cost when profiles on those candidates who most closely meet the Position Profile are presented to the City. The remaining 50% will be invoiced upon completion of the process.

## 6. Value Added Benefits of Working with Springsted

Selecting Springsted to conduct your executive search provides the City of Whitewater with the following benefits:

- **Comprehensive & Structured Process** – Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.
- **Transparency** – Springsted comes to the City without having any preconceived notions or expectations about the City and prospective candidates. The Springsted team works closely with the City to make sure the process is transparent.
- **Confidentiality** – Prospective candidates know that their application will be kept confidential, allowing them to express interest in the position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that City can count on maximizing the number of qualified candidates interested in the Police Chief position.
- **Candidate Recruitment** – Springsted actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the City of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Springsted.
- **Focused Use of Commission Members' Time** – Springsted's comprehensive process incorporates the active participation of the Police Commission members at key steps in the process. Our process keeps elected and appointed officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the search process or to put aside other pressing issues facing the City.
- **Minimize Staff Disruption** – Springsted's search process also minimizes disruptions to City staff, some of whom may have additional duties in this time of transition. Because conducting a thorough search can be time-consuming, Springsted's involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough Evaluation of Candidates** – The City seeks a Police Chief of both sound professional and personal character. Springsted's process has an option to include a more thorough evaluation of the final candidates, including more detailed information from references and a more detailed review of background records including a review of driver's licenses, federal and state civil and criminal histories, employment and educational verification and a credit check. To date, no candidate recommended by Springsted has been the subject of a criminal or ethics violation investigation.

# PROPOSAL TO PROVIDE PROFESSIONAL CONSULTING SERVICES



## **POLICE CHIEF RECRUITMENT SERVICES**

*Organizational  
Management  
Studies*

*Equipment  
Analysis*

*Emergency  
Medical Plans*

*Response Time  
Analysis*

*Accreditation  
Management*

*Consolidation  
Studies*

*Executive and  
Staff Recruitment*

*Project  
Management*

*Interim  
Management*

RW Management Group, Inc.  
1295 Appleton Rd., Suite 2  
Menasha, WI 54952  
Phone – 920.727.1000  
Fax – 920.727.1003

RWManagementGroup.com  
[ehenschel@rwmanagementgroup.com](mailto:ehenschel@rwmanagementgroup.com)





**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

**TRANSMITTAL LETTER**

April 11, 2011

Jan Bilgen Craggs,  
Commission President  
City of Whitewater  
312 Whitewater Street  
Whitewater, WI 53190

Dear Ms Bilgen Craggs:

RW Management Group, Inc. (RW) is pleased to submit this proposal to facilitate the recruitment for a new Police Chief for the City of Whitewater. We have conducted a number of successful municipal police chief, fire chief and administrator/manager recruitments throughout Wisconsin in the past. Our executive search and management consulting staff have a broad background in recruitment and related personnel matters, including:

- Serving as police and fire chiefs
- Serving as a Village Manager/City Administrator
- Human Resource Specialists
- Municipal Labor Negotiator

We believe that this makes us uniquely qualified to facilitate your search for your new Police Chief.

The City is wise to retain the services of a professional executive recruitment firm to assist its search for a Police Chief. The current economic challenges, the sale of homes and two family incomes has added to the difficulty in finding qualified employees for municipalities. However, by conducting a national search along with our vast network of potential candidates and personal knowledge of many individuals we can provide the City with a thorough search and the ability to match candidate qualifications with the City's specific needs.

We provide an objective recruitment process to find the right fit that is favorable for both the employer and the employee. We do so by avoiding shortcuts and cookie-cutter approaches other recruiting organizations use and utilize proven assessment tools that other firms ignore.

The enclosed proposal discusses our customary full service approach and the various phases provided as part of our municipal recruitment services. We can modify our services based on your specific needs and budget.



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

We are confident that our project team of qualified individuals combined with our understanding of the needs of the City of Whitewater and our customized approach offers the best potential to locate a candidate who best meets the current needs of the City. It would be our pleasure to work with the City on this very important executive recruitment.

Please contact me at (414) 303-4554, if you have any questions or desire to schedule a meeting for us to meet with the Commission to discuss our proposal in greater detail.

Sincerely,

*Edmund M. Henschel*

Edmund M. Henschel  
General Manager/Senior Consultant  
RW Management Group, Inc.



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
Transmittal Letter .....	2
Introduction .....	5
RW Mission Statement.....	5
Summary of Organization’s Capabilities .....	5
Our Understanding of Project.....	6
Staff Qualifications .....	8
Project Timeline and Professional Fees.....	9
Project References.....	9
Staff Biographies.....	11
Previous Client Work.....	14



## **CITY OF WHITEWATER POLICE CHIEF RECRUITMENT SERVICES**

---

### **INTRODUCTION**

RW Management Group, Inc. (RW) is a national consulting firm specializing in municipal recruitments and management studies. It has been providing consulting services to municipalities throughout the United States for more than eleven (11) years. Our team of consultants combines practical experience serving as police/fire chiefs, city managers and human resource specialists with years of consulting experience.

### **RW MISSION STATEMENT**

RW's mission statement is "To provide the highest quality, independent professional public management consulting, project management and services, as measured by the successful implementation of recommendations and services to our clients." We accomplish this mission by providing a team of professionals committed to the needs and issues of municipal governments. RW's consultants have been active practitioners in municipal government and understand the issues, challenges, standards and responsibilities of facing municipalities

### **SUMMARY OF ORGANIZATION'S CAPABILITIES**

RW Management Group, Inc. (RW) is a Wisconsin based consulting firm providing professional, high quality municipal recruitment and management consulting, project management and other related services to organizations throughout the United States. RW consultants have provided valuable services to a number of municipalities throughout the United States.

RW consultants remain very active with several government related organizations including the International City/County Management Association, Wisconsin City/County Management Association, League of Wisconsin Municipalities, Society for Human Resource Management, American Academy of Certified Public Managers, Wisconsin Society of Certified Public Managers, International Association of Fire Chiefs, International Association of Police Chiefs, Association of Public Safety Communications Officials, Paramedic Systems of Wisconsin, National Emergency Number Association, National Police Protection Association and Wisconsin Association of Public Safety Communications Officials.

All of RW's consultants possess in-depth knowledge of all relevant aspects of municipal management, human resources, administration, organization, labor relations and financial management. This knowledge allows RW to provide clients with an intellectual and objective analysis of the information received. This information is then presented in an easily understood format, allowing police and fire commissions to make knowledgeable and informed decisions in this important selection process.



## CITY OF WHITEWATER POLICE CHIEF RECRUITMENT SERVICES

---

### OUR UNDERSTANDING OF PROJECT

Our role in an executive recruitment engagement is to facilitate the search, screening and selection process. We will handle the entire process from advertising to interview of finalists, and negotiation of an employment agreement. While we would serve as a representative of the City of Whitewater throughout the process, our process is very interactive involving City representatives in each step of the process. The ultimate selection of an individual continues to rest with the Police Commission. Typically we provide clients with the following services during our recruitment process:

#### **Preliminary Planning and Development of Candidate Profile**

- Interview the members of the Police Commission, City Council, Department Heads and other appropriate officials and staff for input on needed Police Chief qualifications. Based on information gained from these interviews and a questionnaire to be completed by commissioners, elected officials and staff, a ranking of key management characteristics will be developed that will become the core of the position profile.
- Document or assist in the development of the City's expectations for the position and characteristics deemed desirable in the candidate
- Develop a candidate profile for the Police Chief position

#### **Advertising/Candidate Search**

- Develop the Police Chief position advertisement based on the candidate profile
- Recommend effective publications and announcement networks, avoiding those we have found costly and ineffective
- Place advertisements
- Pursue potential candidates through firm resources and networks (i.e. websites inside and outside of Wisconsin, state, regional and national contacts)

#### **Resumes**

- Review and match qualifications as indicated on resumes to the candidate profile and position requirements
- Summarize applicant information in an easy to read format for the Commission to review
- Provide an applicant summary to the Commission

#### **Pre-qualify Candidates**

- Facilitate a meeting with the Police Commission to narrow the list of applicants to ten to twelve (10-12) maximum for personal contact (first cut)
- RW will conduct telephone interviews with the first cut applicants
- Develop an employment and achievement history to be filled out by the "semi-finalists"
- Develop a summary of first cut applicants for the Commission to review
- Conduct a check of educational credentials of the "semi finalists"
- Facilitate a meeting with the Commission to narrow the list of applicants to the top four to six (4 to 6) candidates (second cut) for further consideration



## CITY OF WHITEWATER POLICE CHIEF RECRUITMENT SERVICES

---

### **Interviews**

- Provide the Police Commission with a list of appropriate interview questions (and discuss with the Commission those questions they cannot ask by law)
- Schedule interviews with candidates
- Facilitate candidate interviews and make all necessary interview arrangements
- Review interview results with the Police Commission after the interviews are completed
- Offer our professional observations and assist the Commission in reaching a consensus on a finalist

### **Pre-employment checks**

- Verify past employment history
- Gain three to five (3 to 5) professional references of finalist
- Verify academic credentials of finalist
- Conduct a criminal, internet and financial background check of the finalist

### **Employment Contract Negotiations**

- Obtain authority from the Police Commission on the acceptable range of salary, benefits and other conditions of employment
- Negotiate the employment agreement within the parameters established by the Commission
- Draft the formal employment agreement for consideration by the Commission and applicant

Benefits to the City from our executive recruitment assistance include:

- The ability to attract a large number of high quality candidates in today's competitive employment environment.
- Timely completion of the search and selection process with minimal impact on internal staff and resources.
- A recruitment search customized to fit your culture and organizational needs.
- Discretion in sensitive recruitment situations.
- Insight regarding key attributes needed for a Police Chief to be successful.
- Experienced professionals knowledgeable about human resource issues qualified to conduct candidate screening and interviewing, while avoiding potential costly legal pitfalls in the hiring process.

Our experienced recruitment team prides itself on serving as an advocate of the City of Whitewater in locating candidates that meet both qualification as well as "best fit" criterion. In addition, the size of our staff ensures that there will be no annoying gaps or delays in executing the process, as there often are with other smaller recruitment organizations.



## CITY OF WHITEWATER POLICE CHIEF RECRUITMENT SERVICES

---

### STAFF QUALIFICATIONS

Personnel assigned to this project are selected from RW Management Group consultants who are formally engaged in an ongoing relationship with RW. The project manager supervises the project team and clerical support personnel support the team. The combined resources assure that the client receives the best possible combination of professional experience with an efficient delivery system.

RW believes that our extensive operational and strategic experience in the municipal management uniquely qualifies us for a project of this nature. The RW project manager has over 35 years of combined municipal management and consulting experience working directly with, or for, municipalities. The project manager has management, operational, technical and consulting experience with all types of public safety operations and with all levels of staffing within these agencies.

#### Project Team Members

The project staff is selected for their relevant experience in providing executive recruitment services to municipalities. Each is assigned with specific responsibilities related to the elements of the project. The work of the project staff is provided to the project manager for review, collation and for interface with the client's project team.

**Project Manager: Mr. Edmund M. Henschel** – Mr. Henschel has worked for over 27 years in municipal management, serving as a City Administrator/Village Manager for municipalities in Michigan and Wisconsin. He also has more than ten years of consulting experience working with municipalities from the City of Chicago to the very small villages and towns. He has conducted numerous successful municipal recruitments. Mr. Henschel is also on the Board of the Public Policy Forum, an independent policy analysis organization and serves on the Advisory Board of the MPA program at Northern Illinois University. His client satisfaction is evidenced by numerous on-going client relationships as well as repeat engagements with several municipalities.

**Project Team Member: Mr. Jeffrey R. Roemer** – Mr. Roemer is president of RW Management Group and has over 30 years of experience in municipal management. Mr. Roemer has been providing consulting services for the past ten (10) years. He has worked as a police chief, public safety director and fire chief. He will assist with candidate evaluations during this recruitment process.

**Project Team Member: Mr. Bryce D. Kolpack** – Mr. Kolpack has worked for over 30 years in municipal government. He formerly served as the Deputy Chief of the Appleton Police Department. He is the interim Dean of Public Safety Training at North Central Technical College. He is a member of the Society of Human Resource Managers and will assist with the review and evaluation of the police chief candidates and conduct criminal and financial background checks.

While all members of our team are available to the City for consultation at anytime, this recruitment will be primarily conducted by Ed Henschel who will be the City's primary contact.

Resumes of the team members for this project can be found at the end of this proposal.



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

**PROJECT TIMELINE AND PROFESSIONAL FEES**

We anticipate that this process will take approximately ten to twelve (10 to 12) weeks after position advertising depending on the availability of client resources and potential applicants, and the recruitment methods chosen. The City's investment for our comprehensive professional recruitment services including executive search assistance and recruitment facilitation will be a not-to-exceed fee as follows:

- All of the services outlined above: \$13,900.00
- Out of pocket expenses such as advertising, travel and copying will be passed through at our actual cost and are estimated as follows:
  - Advertising publication costs \$ 600.00
  - Website advertising \$ 150.00
  - Copy costs (at \$0.05 per page) \$ 100.00
  - Consultant travel costs, not to exceed \$ 200.00
  - Candidate travel costs will depend on where they are coming from, the number of trips and the length of their stay as determined by the Commission.

Should the Commission wish to undertake some of the functions listed above itself, the cost could be reduced, accordingly.

We cannot guarantee a successful recruitment effort. This proposal is for one complete recruitment effort. If the effort proves to be unsuccessful and the Commission decides to conduct the process a second time and it desires our assistance, we would negotiate a renewal to this agreement at that time.

**PROJECT REFERENCES**

Recruiting to fill a key position can cause anxiety and uncertainty for an organization. Our public sector consulting team consists of individuals experienced in many facets of public sector management and consulting. This broad base of experience has provided exposure to many municipal management situations and has allowed our team of consultants to assess variables common to successful executive recruitment and retention efforts.

Specifically, the following highlights a small sample of projects related to municipal management and executive recruitment completed by our public sector consulting staff. We encourage you to contact any of these references regarding our services:

**Village of Whitefish Bay – Village Manager and Police Chief**

Katie Pritchard, Village President  
James Grassman, Village Manager  
(414) 962-6690

**City of Fond du Lac – Police Chief and Fire Chief**

Thomas Herre, City Manager  
920-322-3407



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

**Village of Pewaukee – Administrator & Library Director**

Tom Calder, former Village President

Scott Gosse, Village Administrator

(262) 691-5660

**Village of Menomonee Falls – Village Manager**

Mike Morse, Village Attorney

(262) 532-4200

**Village of Mukwonago – Village Administrator**

James Wagner, Village President

262-363-6420

**Village of Bellevue – Village Administrator**

Karen Simons, Clerk/Treasurer

(920) 468-5225

**City of Oak Creek – City Administrator**

Richard Bolender, Mayor

(414) 768-6510



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

**STAFF BIOGRAPHIES**

**Jeffrey R. Roemer, CPM  
Principal Officer  
RW Management Group, Inc.**



***Professional Summary***

Mr. Roemer has an extensive background in the Public Safety area. For 30 years he served municipal governments in various duties, including Fire Chief for the City of Menasha, WI. Before serving with the City of Menasha, he was Public Safety Director for the Village of Allouez, WI. He has worked in nearly all facets of Public Safety, as a Police Officer, Firefighter, and Emergency Medical Technician, and as a supervisor and department head in each of the disciplines.

As Police and Fire Chief, Mr. Roemer was responsible for all activities in the municipal Public Safety environment. He has provided departmental support for planning and implementing Information Systems, Dispatch Centers, Emergency Operations Centers, Budgeting, Shared Services, and Command Post and ICS operations, along with many other administrative and supervisory duties. His broad knowledge base allows a unique perspective and understanding of the varied requirements found in the municipal environment. Serving at this level of the organization provided Mr. Roemer with the opportunity to recommend, plan and manage change within the organization and often times, outside of his organization.

As a Public Safety Consultant, Mr. Roemer has been a project manager for numerous Public Safety related organizational, communication, dispatch center, consolidation, information system, operational, and emergency operation center projects. Mr. Roemer has served as Interim Public Safety Director and Fire Chief for several agencies in the last 10 years. Mr. Roemer also serves as an active member of the International Association of Fire Chiefs, the Wisconsin Society of Public Managers, the American Academy of Public Managers, and the Associated Public Safety Communications Organizations.

Mr. Roemer's knowledge of Public Safety in a municipal setting has gained him recognition both at a local and national level. He currently serves as Secretary-Treasurer to the Great Lakes Division of the International Association of Fire Chiefs, Past President of the Wisconsin Society of Certified Public Managers and numerous other positions with Police, Fire and Rescue Boards and Committees. Mr. Roemer has been recognized as the 2001 "Manager of the Year" by the Wisconsin Society of Certified Public Managers.

***Education***

Northeast Wisconsin Technical College  
Associate Degree in Police Science  
National Fire Academy  
Executive Fire Officer Graduate  
University of Wisconsin  
Certified Public Manager  
Northwestern University  
School of Police Staff and Command Graduate



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

**Edmund M. Henschel**  
**Senior Manager**  
**RW Management Group, Inc.**



***Professional Summary***

Ed Henschel is a Senior Manager with the RW Management Group, Inc. Prior to joining RW Management Group he served as a city administrator and village manager for 27 years, serving municipalities in Wisconsin and Michigan. He also has 10 years of municipal consulting experience conducting department operation reviews and labor negotiations. As a consultant he has specialized in shared service and consolidation studies as well as management reviews for a wide range of municipal departments.

Ed successfully created one of the first consolidated police department in Michigan in the 1970s. Since then he has been involved in a number of consolidation projects throughout the Midwest. He has also written articles and spoken at state, regional and national conferences on this subject.

As a labor negotiator he has represented management to bargain contracts with unions representing a number of different departments of various sizes. He negotiated the first as well as successor contracts for a newly created consolidated fire department. He also has negotiated a very complex contract to transition municipal employees from a private pension fund to a state Retirement System.

As a result of his many years managing municipal governments, Ed has extensive experience with personnel matters, overtime analysis, department operations, strategic planning, budgeting, financial planning, strategic planning and municipal recruitment.

In addition to his responsibilities as a consultant, Ed also serves as the Executive Director of the Wisconsin City/County Management Association. He is also a member of the International City/County Management Association, the Milwaukee Area Municipal Employers Association and is on the board of directors of the Public Policy Forum, which conducts regional public policy analysis.

***Education***

Central Michigan University  
Bachelor of Science in Education  
Master of Arts in Political Science  
University of Minnesota  
Carlson School of Management - Management Training Program  
Federal Emergency Management Agency – Emergency Management Response Training  
Numerous association and agency seminars



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

**Bryce D. Kolpack**  
**Senior Consultant**  
**RW Management Group, Inc.**



***Professional Summary***

Mr. Kolpack worked for 23 years in law enforcement, including more than 20 years with the City of Appleton. He was Deputy Chief in Appleton for nine years and his responsibilities included development and management of the agency's budget as well as oversight of all operational services. He also had primary responsibility for the department receiving accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA).

As a core consultant for RW Management Group, Inc., Mr. Kolpack utilizes inclusive and strategically minded information management and conducts vulnerability evaluation, risk identification, and risk management and mitigation. He identifies effective and adequate services that are the driving forces for change and continual improvement at all levels of government. Mr. Kolpack also prepares strategic plans that allow agencies to modify services, prepare future budgets and develop long range staffing plans.

As the former Deputy Director of Management Services Division for the Police Executive Research Forum (PERF), Mr. Kolpack lead contract consulting efforts in analyses of police practices, conducted on-going research, and provided general management services to police departments around the United States. Much of his consulting work includes assessment of current practices, developing recommendations for enhanced effectiveness and efficiency of all operational and administrative components, and delivering detailed findings with achievable and integrative recommendations.

Bryce Kolpack has led or participated in over 50 in-depth management and/or performance audits of large-to-small federal, state, local and campus law enforcement agencies. Mr. Kolpack has produced a wide body of research and has written topical material for PERF publications on management issues. Mr. Kolpack has presented training on Human Resource topics to police chiefs and senior managers at over 125 police agencies throughout the United States. Mr. Kolpack is currently the Associate Dean - Public Safety Division, Northcentral Technical College. He is responsible for the administration of Criminal Justice, Fire and Emergency Medical Services training as well as the Director of the Law Enforcement Academy. As a current adjunct faculty member of Fox Valley Community College (Wisconsin), he has been an annual presenter in the Wisconsin Department of Justice Executive Development Institute in senior management development. He has also created an on-line course for the Criminal Justice Leadership program on the topics of LE Human Resource Management, Leadership and Leadership Ethics. He is also an adjunct faculty member for Upper Iowa University in the field of Public and Criminal Justice Administration.

***Education***

FBI National Academy  
Cardinal Stritch College, Milwaukee, WI  
Management – Bachelor of Science Degree  
Senior Management Institute for Police  
Graduate – PERF / Kennedy School of Government  
Silver Lake College, Manitowoc, WI  
Management and Organizational Behavior – Master's Degree



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

**PREVIOUS CLIENT WORK**

RW Management Group employees have performed municipal management operation reviews, consolidation/shared services studies and public safety consulting services, for the following clients over the last ten years:

Allouez, WI	Menomonee Tribal EMS, WI
Albert Lea, MN	Miller, Wagner, Coenen, McMahon, Neenah, WI
Algoma, WI	Milton, WI
Appleton, WI	Milwaukee Brewers, Milwaukee, WI
Appleton Marine, Appleton, WI	Milwaukee, WI
Arlington, WI	Milwaukee Area Technical College, WI
Ashland, OR	Milwaukee County, WI
Ashland, WI	Milwaukee Metropolitan Sewerage District
Baraboo, WI	Moraine Park Technical College, Fond Du Lac, WI
Bay City, MI	Morton Grove, IL
Bell County, TX	Motorola Corp., Schaumburg, IL
Bellevue, WI	Mukwonago, WI
Beloit, WI	Mundelein, IL
Broward County, FL	Nashville, TN
Brown County, WI	Neenah, WI
Bristol-Kendall Fire Protection District, IL	Neenah-Menasha Fire Rescue, WI
Calumet County, WI	New Berlin, WI
Camden, AR	New Jersey State Police
Cape Girardeau, MO	New Jersey Attorney General
Cedarburg, WI	North Carolina State University, Raleigh, NC
Central Lake County Communications, IL	Northeast Wisconsin Technical College, Green Bay, WI
Certified Public Manager Program, Madison, WI	Oak Creek, WI
Chicago, IL	Oconto County, WI
Clayton, Town of, WI	Ogden Plumbing, Neenah, WI
Clinton, CT	Oneida Tribe of Indians, Oneida, WI
Community Orientated Policing Consortium, Washington D.C.	Ozaukee County, WI
Corvallis, OR	



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

Dane County, WI	Para Tran Medical Transport, Door Co., WI
Dayton, OH	Pasadena, CA
DeKalb, IL	Pewaukee, WI (City)
Delafield, WI	Pewaukee, WI (Village)
Delaware County, OH	Platteville, WI
Delray, FL	Police Executive Research Forum, Washington, D.C.
De Pere, WI	Presto Products, Appleton, WI
Destin, FL	Prince Georges County, MD
Eagan, MN	Pulaski Tri-County Fire, WI
East Chicago, IN	Racine, WI
East Troy, WI	Raleigh, NC
Energy Control and Design, Inc. Appleton, WI	RED Center, IL
Eugene, OR	Reedsburg, WI
Evanston, IL	Royal Oak, MI
Fishers, IN	St. Mary's Medical Center, Racine, WI
Fond du Lac, WI	Sandy Springs, GA
FOXCOMM, Appleton, WI	Sarasota County, FL
Fox Valley Technical College, Appleton, WI	SEECOM, IL
Freedom, Town of, WI	SESCO, LLC, Manitowoc, WI
Gary, IN	Shawano, WI
Genoa Township, OH	Sheboygan, WI
Germantown, WI	Shelby County, TN
Grand Chute, WI	Shifman Law Firm, Birmingham, MI
Green Bay, WI	Shorewood, WI
Green Bay Packers, Green Bay, WI	Southeast McHenry County, IL
Gries Architectural Group, Neenah, WI	Stevens Point, WI
GSA, Office of Inspector General, Washington, D.C.	St. Louis, MO
Grass Valley, CA	Stora Enso North America
Hamilton County 9-1-1 Communications District, Chattanooga, TN	Suamico, WI
Hammond, IN	Tallahassee, FL
Hanover Park, IL	Tri-State Fire, IL
	Tulsa, OK



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---

Harlem Township, OH	University of Wisconsin – Madison, WI
Harrison, WI	USAID, Washington, D.C.
Hazel Crest, IL	U.S. Capital Police, Washington, D.C.
Hobart, IN.	U. S. Dept. of Homeland Security
Ho Chunk Tribal Nation	University of Illinois, Chicago, IL
	Verona, WI
International Association of Fire Chiefs – Great Lakes Division	Viking Rescue, Denmark, WI
Jefferson County, KY	Virchow Krause & Company, Madison, WI
JG Samuels, Inc., North Prarie, WI	Walworth County, WI
Johnson Creek Fire Protection District, WI	Washington, D.C.
Kansas City, MO	Waukesha County, WI
Kaukauna, WI	Waukesha County Technical College, Pewaukee, WI
Kenosha Medical Center, Kenosha, WI	Wausau Hospital, Wausau, WI
Kent County, MI	Wausau Insurance, WI
Kiel, WI	WESCOM, IL
Killeen, TX	West Chicago, IL
Lake Mills, WI	West Milwaukee, WI
Lakeshore Technical College, Cleveland, WI	West Palm Beach, FL
Library of Congress, Washington, D.C.	Whiting, IN
Lincoln County, WI	Whitefish Bay, WI
Lindner & Marsack, S.C., WI	Will County, IL
Lodi EMS, Lodi, WI	Wilmington, NC
Logan Township, PA	Winnebago County, WI
Madison Area Technical College, Madison, WI	Winnetka, IL
Madison, Town of, WI	Wis. Dept. of Justice, Madison, WI
Marathon County, WI	Wooddale, IL
Maryland Police Corps, MD	Yarmouth, MA
Maryland Transportation Authority, MD	Ypsilanti, MI
Maximus, Reston, VA	Yuma, AZ
Menasha, City of, WI	
Menominee Falls, WI	
McFarland, Village of, WI	



**CITY OF WHITEWATER  
POLICE CHIEF RECRUITMENT SERVICES**

---



*Public Administration Associates, LLC*

---

*P.O. Box 282  
Oshkosh WI 54903  
Phone: 920-235-0279  
Fax: 801-659-8673  
Email: [paassoc@northnet.net](mailto:paassoc@northnet.net)*

Jan Bilgen Craggs, President  
Whitewater Police Commission  
C/o City of Whitewater  
312 Whitewater Street  
Whitewater, WI 53190

April 12, 2011

Dear Ms. Bilgen Craggs:

On behalf of our executive recruitment firm Public Administration Associates, I am pleased to submit the attached proposal to serve as the representative of the Whitewater Police Commission in its search for an excellent successor to departing Police Chief Coan.

Each year the six members of PAA assist Wisconsin and northern Illinois municipalities and counties in an average of two dozen searches for top managers and administrators to keep their communities functioning well. Several of us, including me, have served as city managers and personnel directors. We know from personal experience the leadership and administrative demands of the positions for which we recruit. While the police chief of your community is the top law enforcement official in Whitewater, we know that the individual who serves in this capacity must also possess other skills, including strengths in personnel administration, planning, intergovernmental cooperation and budgeting.

Public Administration Associates prides itself in not bringing a cookie-cutter approach to a recruitment of your next Police Chief. Instead we will review thoroughly the desires of your Commission, the Police Department and the community before we advertise the position. We do this by interviewing local officials and staff first, reviewing the current position description, and recommending revisions to it if needed. PAA understands that university communities such as Whitewater also face unique law enforcement issues arising from their student populations. This may mean that the new hire should have experience in working with campus police or other law enforcement agencies in their previous communities.

If after reviewing our proposal, you and the rest of the Commission would like to have us come to a meeting and answer questions about PAA's approach and search process, we would be glad to attend. Thank you for your consideration for this important recruitment.

Sincerely,

Daniel F. Elsass, Associate  
Public Administration Associates  
(608) 274-7430  
[elsass.dan@gmail.com](mailto:elsass.dan@gmail.com)

**CITY OF WHITEWATER**  
**POLICE CHIEF RECRUITMENT PROPOSAL**

Prepared by  
Daniel F. Elsass  
Public Administration Associates, LLC

April 2011

---

***Public Administration Associates, LLC***

*P.O. Box 282  
Oshkosh WI 54903  
Phone: 920-235-0279  
Fax: 801-659-8673  
Email: paassoc@northnet.net*

## **I. Public Administration Associates Staff Background**

The Public Administration Associates LLC (PAA) associate who will be involved in this project is Daniel Elsass. His bio is listed below. For more information on the firm and past recruitment projects, please go to: [www.public-administration.com](http://www.public-administration.com). The two principals of PAA are Steven Hintz and William Frueh. We also use professional reviewers who are present and retired Police Chiefs to conduct qualification reviews of finalists. In this project, we intend to sub-contract with Joseph Coughlin, former Police Chief of Chippewa Falls and a former Vice President of the WI Police Chiefs Association, to conduct both technical reviews and criminal background checks.

**Daniel Elsass** has 14 years experience as a professional municipal and county administrator, serving as the city administrator for Fitchburg, Baraboo, and Chippewa Falls, and as the assistant to the administrator in Rock County, Wisconsin. Elsass also taught local elected and appointed officials through the University of Wisconsin-Extension Local Government Center and UW-Continuing Studies. Additional work includes training newly elected officials in budget and finance for both the Wisconsin League of Municipalities and Wisconsin Counties Association. Elsass has served ten years as a Personnel Director and has recruited for and assisted police and fire commissions with the hiring of both police and fire chiefs. He is a 2007 graduate of the Chippewa Falls Citizens' Police Academy. He has a BA from Wittenberg University in Ohio and a Masters in Public Administration from the University of Tennessee.

## **II. Services to Be Provided the Police Commission**

- A. Marketing and announcing the position.
- B. Prepare with the Police Commission or city staff assistance Application Packets to be sent to candidates.
- C. Receive and review returned Application Packets from potential candidates.
- D. Complete initial screening of applications and selection of candidates considered "most qualified" for additional consideration.
- E. Contact "most qualified" candidates and others that are eliminated in first stage of the process.
- F. Review additional written evaluations and determine "top-rated" candidates (7-12 persons).
- G. Conduct oral interviews and Achievement History Questionnaires with (7-12) "most qualified" candidates to determine "highly qualified" (4-6 persons).
- H. Complete preliminary background and record checks of "highly qualified" candidates.
- I. Present results of above steps to Police Commission, who will invite finalists to City for tours, meeting with staff/community groups, and conduct interviews.
- J. Assist the Police Commission in preparing questions for finalists for Police Commission interviews and be present for the actual interviews to insure proper questioning.
- K. Notify finalist(s) and eliminated interviewees of their status after visit.
- L. Assist in Conditional Offer of Employment for candidate selected by Police Commission.
- M. Conduct post-offer Background Investigation, Psychological Assessment, and Drug Screening of Finalist, as requested and present findings to Police Commission.

### **III. Current PAA Contracts**

#### **A. Current or Recent Municipal Government Clients**

Operational Study: City of Racine Cemeteries—Daniel Elsass, January through April, 2011

Contact: Donnie Snow, Director of Parks Recreation, and Cultural Services  
City Hall Annex, 800 Center Street, Room 127  
Racine, Wisconsin 53403  
donnie.snow@cityofracine.org  
(262) 636-913

#### **B. Additional Completed Projects and References**

- 1.) Village of DeForest Interview and Re-Hiring of Retired Police Chief –Daniel Elsass, completed March 18, 2011

Contact: David Collins, President  
DeForest Police Commission  
374 Campbell Hill Court  
DeForest, WI 53532  
davidcollins0@centurytel.net  
(608) 846-5810

- 2.) City of Verona Fire Chief Recruitment – Daniel Elsass, completed December 15, 2010

Contact: David Combs, Verona Fire Commission President  
100 Lincoln Street  
Verona, WI 53953  
[dkcombs@wisc.edu](mailto:dkcombs@wisc.edu)  
(608) 263-4844

- 3.) City of Verona City Administrator Recruitment—Stephen Hintz assisted by Daniel Elsass, Completed in June 2010

Contact: Mayor Jon Hochkammer  
198 Acker Court  
Verona, WI 53593  
(608) 845-5833  
jon.hochkammer@ci.verona.wi.us

#### **IV. Fee Structure, Time Table and PAA Guarantees**

##### Fees:

Public Administration Associates proposes charging a flat rate of \$7,400 for all our services related to the search as detailed in (II.) above with an additional not-to-exceed charge of \$500 to cover only actual costs of travel expenses to meetings, applicant visits, background checks, and advertising of the position. If the Commission would prefer to have us charge on an hourly basis, our fee would be \$95 per hour. Generally, it is more cost efficient for our clients to contract for our flat fee, as PAA recruiters often log more hours on such searches than is reflected in our guaranteed flat fee and the Commission will be able to better budget for actual costs. While PAA can oversee the arrangement of Drug, Alcohol and Psychological Tests for a finalist as part of our flat fee, all professional testing fees are the responsibility of the City. PAA will not bill the City of Whitewater for our services until after the recruitment is complete and a contract has been signed by the finalist and approved by the Commission and the City Council.

##### Timing:

We are prepared to undertake the recruitment process in an expedient manner. We estimate that interviews can be conducted within 45-60 days of contract approval and the entire process can be completed in an average of 80 days, with the new Police Chief to commence employment by approximately August 1, 2011. Generally we advertise the position for about 30 days; screening, evaluation and interviews take 20-25 days; and the successful finalist may need to give 21-30 days notice before leaving another municipal employer.

##### Satisfaction Policy

Our client satisfaction policy provides that, should the appointed Chief, at the request of the Police Commission or through the Chief's own action, leave the employ of the City of Whitewater within the first twelve months of the appointment, we will, if desired, conduct another search for the cost of expenses and announcements only.

***Moffett and Associates, LLC***

3480 Thornberry Drive  
Appleton, WI 54913

April 19, 2011

Jan Bilgen, President  
Whitewater Police Commission  
312 W. Whitewater Street  
Whitewater, WI 53190

RE: Request for Quotation for Police Chief Recruitment Consulting Services

Dear Commission President Bilgen;

Please find this letter as an introduction to Moffett and Associates, LLC proposal in response to your April 6, 2011 - Request for Quotation (RFQ) for Police Chief Recruitment Consulting Services.

As you well know, the hiring of an executive level manager is a major investment of resources - and more importantly, an investment in a high profile leadership position within the Whitewater community.

Please find the attached proposal for your consideration, along with optional components that have proven successful for other municipal clients.

We have served an impressive list of Wisconsin municipalities for law enforcement consulting services. We recently handled police chief recruitments for the Village of Darien (June-October 2010) and the City of Milton (December 2010-April 2011).

There are many benefits for Moffett and Associates to serve as your recruitment and selection consultant and a few of those key points are:

- Access to a network of active law enforcement professionals who will assist the consultants in targeting the applicants who are the most qualified and potentially the best community fit;

- An independent "judgment" of an applicant's qualifications and suitability ~ without personal bias;
- An insight into the "real value" of an applicant's depth and scope of actual work experience ~ against what it takes for success in the job;
- An assessment of "relevance" of an applicant's work performance, educational achievements and specialized training; and
- An in-depth understanding of Wisconsin Department of Justice Law Enforcement Officer hiring and certification requirements.

Our consultants are individuals who are well respected in the Wisconsin law enforcement community and each has a great deal of executive level experience.

I look forward to speaking with you in greater detail as you move forward with your recruitment and selection strategy.

In the mean time, if you have any questions, please feel free to contact me by telephone at 608-516-9102, or by email at [ed@moffett-associates.com](mailto:ed@moffett-associates.com).

Thank you for the opportunity and your consideration of our proposal.

Sincerely,

Edward E. Moffett  
Managing Member  
Moffett and Associates, LLC

Enc.

## **Police Chief Recruitment and Selection Proposal City of Whitewater, Wisconsin**

### **Moffett and Associates, LLC -- Company Profile**

Moffett and Associates, LLC registered with the Wisconsin Department of Financial Institutions in July 2002; and was licensed by the Wisconsin Department of Regulation and Licensing as a Private Detective Agency (License #16371-062) in March 2004.

Moffett and Associates, LLC is a Wisconsin based law enforcement consulting group who provides consulting services for police chief recruitment and selection, employment background investigations, organizational and management studies, and hiring & promotional assessment centers.

### **Consultant Profile – Edward E. Moffett**

Edward E. Moffett is the owner/manager of Moffett and Associates, LLC. Moffett has worked in the Wisconsin law enforcement community for 35 years; having served as a Dean & Associate Dean of Criminal Justice at Fox Valley Technical College, Chief of Police, Verona, Wisconsin, and Patrol Sergeant and Officer in Platteville, Wisconsin.

Moffett has served as an independent contractor (consultant) with the following organizations:

- Fox Valley Technical College in Appleton, Wisconsin managing command & executive level assessment centers, coordinating specialized command & supervisory level training, and consulting on management studies and audits;
- Criminal Justice Associates, Inc., Appleton, WI as an operational audit and management study consultant;
- US Investigation Services, LLC, Annandale, PA through the authority of the U.S. Office of Personnel Management, with responsibility for researching and completing background investigations for Applicants seeking federal employment; and
- Commission on Accreditation for Law Enforcement Agencies, Inc., Fairfax, VA serving as an on-site assessor for accreditation compliance in various police agencies across the country.

Moffett has a Bachelor of Science in Criminal Justice Administration. Moffett is currently licensed as a Private Detective through the Wisconsin Department of Regulation and Licensing (License #10857-063).

### **Consultant Profile – Robert W. Roberts**

Robert W. Roberts is a Professor at the University of Wisconsin Platteville in the Criminal Justice Department and teaches: Comparative Criminal Justice Systems, Police Function, Research Methods, Crime Prevention, Crime on the Internet and Police Community Relations. Professor Roberts has worked in the Criminal Justice field for 26 years serving in the capacities of Police Officer, Special Agent, Police Chief, Associate Dean, Dean and Federal Relations Director and Professor. Professor Roberts has a Bachelor of Science in Criminal Justice Administration, a Masters Degree in Public Administration and a Master's of Science in Education.

During the last 15 years Professor Roberts has served as a consultant in approximately 50 law enforcement jurisdictions focusing on:

- ✓ Organizational gap analysis impact studies;
- ✓ Consolidation feasibility and community impact evaluations;
- ✓ Chief executive recruitment and development;
- ✓ Program analysis and system development; and
- ✓ Hiring, coaching and managing public employees.

### Consulting Experience

The Consultant's combined Wisconsin police chief experience totals 43 years, serving the City of Verona, City of Milton, Village of Iron River, Village of Waunakee, and Village of East Troy.

The listing below illustrates the law enforcement consulting experience Consultant's Moffett and Roberts can offer the City of Whitewater.

#### Police Chief Recruitment & Selection Processes

- City of Milton (2008 and 2011)
- Village of Darien
- City of Manawa
- Town of Iron River
- Village of Waunakee

#### Pre-Employment Police Chief Background Investigations

- ❖ City of Milton
- ❖ Village of McFarland (Police Chief & EMS Director)
- ❖ Village of Darien
- ❖ City of Beaver Dam
- ❖ City of Lodi
- ❖ City of Columbus
- ❖ City of Adams
- ❖ City of Neenah
- ❖ City of Omro
- ❖ City of Two Rivers
- ❖ City of Waupaca
- ❖ City of Shawano
- ❖ City of Tomahawk

#### Executive, Managerial & Supervisory Assessment Centers

- Village of McFarland Police Chief
- City of Monroe Police Captain
- City of Waupaca Police Lieutenant
- City of Shawano Police Chief & Captain
- County of Outagamie Sheriff's Office Captain
- City of Middleton Police Sergeant
- County of Shawano Sheriff's Office Captain
- Village of Grafton Police Chief
- Village of Butler Police Chief
- Village of Hartland Police Chief
- City of Berlin Police Chief
- Village of Germantown Police Chief
- City of Burlington Police Chief
- Village of Kohler Police Chief
- City of Port Washington Police Chief
- City of Two Rivers Police Chief

#### Management and Operational Study/Audits

- ❑ City of Burlington Police Department
- ❑ City of Whitewater Police Department
- ❑ City of Milton Police Department
- ❑ City of Manitowoc Police Department
- ❑ City of Stoughton Police Department
- ❑ Village of East Troy Police Department
- ❑ Village of Wrightstown Police Department
- ❑ Village of Cambria Police Department

Moffett-Roberts Consultant  
Municipal Client Contact Information

- Client: City of Milton, WI  
Contact: Dave Ostrowski, Police Commission President, (608) 921-7750
- Client: Village of Darien, WI  
Contact: Evie Etten, Village President, (262) 882-5055
- Client: Village of McFarland, WI (EMS Director Position)  
Contact: Don Peterson, Village Administrator, (608) 838-3153
- Client: Village of McFarland, WI  
Contact: John Stransky, Police Commission President, 608-246-6534
- Client: City of Lodi, WI  
Contact: John Connell, Police Commission President, 608-592-5401
- Client: City of Beaver Dam, WI  
Contact: Nancy Connelly, Police Commission President, 920-356-1464
- Client: City of Columbus, WI  
Contact: Dennis Chadwick, Police Commission Member, 920-993-0252
- Client: Village of East Troy, WI  
Contact: Judy Weter, Village Administrator, 262-642-6255
- Client: Village of Waunakee, WI  
Contact: Tim Nixon, Former Village President, 920-436-7693
- Client: Town of Iron River, WI  
Contact: Joseph Pemberton, Town Chairman, 715-372-5457
- Client: City of Manawa, WI  
Contact: David Walker, Police Chief, 920-596-2495

**City of Whitewater – Police Commission**

**April 6, 2011 Request for Quotation**

**Police Chief – Recruitment Services Proposal**

■ Market and announce the position:

This component involves the Consultant facilitating the advertising and marketing of the position. The recruitment will target both a national and statewide law enforcement audience through a variety of professional associations and law enforcement employment related web sites. The Consultant will also arrange for a job notice in the City of Whitewater official designated newspaper for public notices. Additionally, the City of Whitewater web site and the Consultants web site will provide a source for applicants to access the recruitment information.

The Consultant will develop the application packet and includes preparing the application materials, waivers and releases, and recruiting materials. The recruiting materials, if available, are typically community-based brochures or publications which represent the quality of life and/or desirability of the City of Whitewater community-at-large.

■ Seek out possible candidates for the position:

This component involves the Consultant facilitating the recruitment notice with individuals known to have an interest in employment as a police chief in a Wisconsin law enforcement agency. The recruitment notice will target both a national and statewide law enforcement audience through consultant's applicant database.

■ Serve as the Police Commission's point-of-contact to receive the application material from interested applicants:

This component involves the Consultant serving as the Commission's point-of-contact to receive the application materials from interested applicants.

■ Complete the initial tracking and screening of applications and selection of the most qualified candidates (8-12 persons) as semi-finalists:

This component involves the Consultant's initial tracking and screening of the application materials with instruments developed for scoring application materials. The consultant will create an electronic record of each applicant's application data, i.e. contact information, experience, education and other relevant qualifications related to the requirements for the position. Using the Comprehensive Application Scoring Mechanism (C.A.S.M.™) the Consultants will evaluate the application materials to identify the 8-12 "most qualified" applicants to move forward in the process.

■ Provide an achievement history questionnaire or similar for completion by the "most qualified" applicants:

This component involves the Consultant's processing the "most qualified" applicants through administration of an Achievement History Questionnaire (AHQ) designed to garner an applicant's specific leadership, supervisory, administrative, managerial, and executive level experience for further consideration. Upon completion, the Consultant will identify the "highly qualified" (4-6) applicants for submission to the Commission.

■ Complete education checks for eight of the “most qualified” applicants:

This component involves the Consultant’s transcript verification of educational achievements as presented in the application materials for the top eight most qualified applicants.

■ Meet with the Police Commission to identify the 4-6 “highly qualified” semi-finalist applicants to be included as finalists in the recruitment.

This component involves the Consultant meeting with the Police Commission and making recommendations of the 4-6 “highly qualified” semi-finalist applicants as a finalist group. The recommendations are based on assessments from the application for employment, achievement history questionnaire, and verification of educational checks. The Commission will take action to establish a “finalist pool” to move forward for the job interview.

■ Provide the Police Commission with a proposed list of standardized written questions for approval, along with a candidate-scoring matrix.

This component involves the Consultant providing the Commission a list standardized written questions for the Commission’s approval for their finalist interview process. Once the questions are chosen and approved by the Commission, the Consultant will provide a candidate scoring matrix.

■ Assist the Commission in developing the conditional offer of employment for the candidate selected by the Commission subject to pre-employment background/medical & psychological checks.

This component includes the Consultant assisting the Commission in developing the conditional offer of employment on the candidate selected by the Commission. The offer is generally conditioned upon successful completion of a pre-employment background investigation, a medical assessment (includes drug screen), and a psychological assessment. Once the candidate has accepted the conditional offer of employment, those who are handling the post offer components can begin their work.

**### End RFQ Scope of Services ###**

### **Consultant's Proposal Due Diligence**

Notation: The Request for Quote received on April 6, 2001 and due April 20, 2011 separated the scope of services between those for the consultant to provide and those handled internally by city staff.

Upon review, there are missing selection components required for employment by the Wisconsin Department of Justice (DOJ) and the Wisconsin Law Enforcement Standards Board (LESB) for employment and certification as a law enforcement officer. The components listed below are shown as "conditions" in the conditional offer of employment; however, the RFQ does not identify each as a requested scope of service:

- Pre-Employment Background Investigation (selected finalist)
- Medical Assessment/Examination (selected finalist)
- Drug Test/Screen (selected finalist)

Additionally, the components shown below, although not required, are considered as "best practices" of an executive level hiring process:

- Applicant Screening Interview (qualify scope and depth of presented qualifications, prior to the applicant becoming a Commission finalist)
- Preliminary Background Check (for criminal history, criminal/court records, media profile, and public records inquiry - prior to the applicant becoming a Commission finalist)
- Psychological Assessment
- Consultant's on-site presence for Commission activities (applicant history and occupational insight to clarify and assess a finalist's interaction and information presented during the interview process)

The following component is "undefined" regarding whom (consultant or city staff) will provide the service:

- ❖ Coordinate and schedule the conditional offer follow-up for the background investigation, medical assessments and drug testing.

**### End of Due Diligence ###**

**Optional Consultant Selection Components (above and beyond RFQ)**

■ **Applicant Qualifications Interviews: Additional Consulting Fees upon Request**

This component involves the Consultant's assessment team conducting telephone interviews with selected "most qualified" applicants. The component intends to probe or expand on the specific experiences represented in the written application materials, with instruments developed for scoring the applicant's qualification interview. The component will identify the 4-6 "highly qualified" applicants to move forward to the Police Commission as semi-finalists.

■ **Preliminary Background Records Checks: Additional Consulting Fees upon Request**

This component involves the Consultant's preliminary background check on the 4-6 "highly qualified" applicants identified for the Commission's finalist consideration. The preliminary background checks are limited to a nationwide records search for criminal history, (through a recognized online information broker), media profile and criminal/civil court records. This component is intended to help ensure all semi finalists are initially suitable (absent a thorough background investigation) to hold the Office of Chief of Police.

■ **Commission's Job Interviews – Select Finalist Candidate: Additional Consulting Fees upon Request**

The Commission's interviews intend to match a candidate's personal and professional suitability with the Commission's vision for a new Police Chief.

The Consultants will be on-site during the Commission's interviews and will provide applicant history and occupational insight to "clarify and assess" a finalist's interaction and information presented during the interview process.

The Consultants have identified that Police Chief recruitment and selection processes are populated with persons who effectively manage interviews and understand unique personnel laws. The Consultants will provide guidance on avoiding pitfalls associated with interviewing these sophisticated applicant types.

■ **Post Conditional Employment Offer – Pre-Employment Background Investigation: (State of Wisconsin): Additional Consulting Fees upon Request**

This component includes the Consultant's (in-state) Wisconsin pre-employment background investigation on the candidate receiving a conditional offer of employment. It includes:

- interviews with employers, supervisors, peers and subordinates;
- interviews with neighbors, family, and friends;
- interviews with community contacts relating to professional reputation;
- inspections of public records - including consumer credit, legal and/or court history, drivers record and history;
- verification of law enforcement certifications and educational achievements; and
- an assessment of work history and performance.

*(An out-of-state background investigation will require additional fees based on the location).*

**### End of Optional Components ###**

## **Fees, Expenses and Conditions**

**Consulting Fee:** Moffett and Associates, LLC is proposing to facilitate the April 6, 2011 Request for Quote scope of services shown on pages 4 & 5 for the following flat fee:

- \$7,965 for the first 25 applicants
- \$75 per additional application received

**Reimbursed Expenses:** This proposal is based on the City of Whitewater reimbursing the consultant's expenses associated with the scope of recruitment and selection components. Those expenses typically are:

- Travel: mileage, meals, lodging, parking, etc.
- Records Access: credit reports, court records, driver's records, transcripts, etc.
- Miscellaneous advertising costs, etc.
- Photocopies and postage, etc.

**Direct Payment Expenses:** This proposal is based on the City of Whitewater assuming responsibility for the direct payment of third-party professional fees for the following:

- Medical assessment
- Psychological assessment
- Drug screen

**Delivery Schedule:** Upon execution of an Agreement for Services, Moffett and Associates, LLC will deliver the proposed scope of services for a new police chief's selection process based on mutually agreeable dates and timelines.

**Schedule Dependencies:** Experience has shown there are several variables that may impact the schedule. They are:

- The ability of the Police Commission to meet with the necessary frequency required
- The advertising cycle of the selected media outlets
- Unexpected delays arising during the background investigation
- Third party appointments for the medical, psychological and drug screen
- Difficulties in employment negotiations with the selected finalist candidate
- Finalist candidate's resignation time period requirements with current employer

**Project Staffing:** Consultant Edward Moffett will serve as the project manager for the City of Whitewater selection process. Consultant Robert Roberts will serve as the on-site liaison for the City of Whitewater selection process.

**Consulting Fee Retainer:** A sixty percent pre-payment retainer fee is required at the time the Agreement for Services is executed and the remainder (including expenses) is due at the conclusion of the process.

Respectfully Submitted,

Edward E. Moffett  
Appleton, Wisconsin 53593  
[ed@moffett-associates.com](mailto:ed@moffett-associates.com)  
Phone: 608-516-9102  
Toll Free Fax: 18665168480  
[www.moffett-associates.com](http://www.moffett-associates.com)

\*\*\*\*\***End of Proposal**\*\*\*\*\*



# City of Whitewater

## Request for Quote

### Police Chief Recruitment Consultant Services

Submitted By:



CPS Human Resource Services  
241 Lathrop Way  
Sacramento, CA 95815

t: 916-471-3122  
f: 916-561-8431

tax ID: 68-0067209  
[www.cps.ca.gov](http://www.cps.ca.gov)

Debbie Owen  
Practice Leader  
Local Government Consulting

April 20, 2011

Jan Bilgen Craggs, Commission President  
C/o City of Whitewater  
312 Whitewater St.  
Whitewater, WI 53190

Dear Ms. Bilgen Craggs:

We are pleased to submit this quote to assist the City of Whitewater (the "City") with an executive search to fill the position of Police Chief.

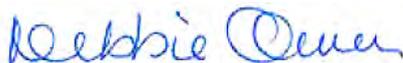
CPS offers a broad spectrum of human resource services, while delivering personalized, results-oriented service, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. The recruitment for this crucial law enforcement leader is a critical decision for the City, and we are prepared to make the process seamless, unbiased and defensible.

We possess a number of important strengths to assist the City in accomplishing this recruitment:

- ❖ **The successful completion of approximately 1,600 recruitments for more than 600 clients.** We have extensive experience in the recruitment of all types of local government, executive and professional staff, including council/board appointed executives, public safety, department directors, and key professional and management positions.
- ❖ Our consultants have conducted **numerous public safety recruitments**
- ❖ **In-depth understanding** of all state and local government operations, programs, and services. This understanding has been gained as consultants to local governments throughout the United States.

Again, thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, please contact Vicki Quintero Brashear at 916-471-3481 or [Vicki@cps.ca.gov](mailto:Vicki@cps.ca.gov) at your convenience.

Sincerely,



Debbie Owen  
Practice Leader  
Local Government Consulting

## **TABLE OF CONTENTS**

About CPS.....	2
Project Understanding.....	4
Project Team.....	6
References.....	8
Cost.....	10
Project Approach.....	11
Appendix A – Sample Brochure .....	18

---

## About CPS

CPS is an innovative, client-centered human resources and management consulting firm specializing in solving the unique problems and challenges faced by government and non-profit agencies. As a self-supporting public agency, we understand the needs of public sector clients and have served as a trusted advisor to our clients for more than 75 years. The distinctive mission of CPS is to transform human resource management in the public sector.

CPS delivers breakthrough solutions that dramatically transform public sector organizations to positively impact the communities they serve. By establishing centers of excellence and communities of practice, we provide your organization with the latest knowledge and the expertise to put that knowledge into action. With offices in Sacramento, CA and Bethesda, MD., and partners throughout the country, our clients draw experience from a powerful national network.



CPS employs more than 80 full-time employees and approximately 200 consultants who provide professional services and technical assistance to clients across the country. Our client list includes city, federal, state, and county governments, and other governmental agencies, such as special districts, colleges, universities, school districts and non-profit organizations.

### CPS Services:

CPS provides a broad array of consulting services to public agencies. The list below presents a summary of those services.

- ❖ Recruitment and Selection
  - Recruitment and Staffing Strategy
  - Job Analysis
  - Develop/Deliver Assessment Services
  - Test Development and Administration
  - Executive Recruitment
- ❖ Talent Management
  - Competency Modeling
  - Workforce and Succession Planning
  - HR Process Reengineering
  - Organizational Assessment, Design and Development
  - Performance Management
  - Employee Engagement

- Employee Relations
- ❖ Classification, Compensation and Total Rewards
  - Position Classification
  - Job Evaluation
  - Compensation
  - Awards, Pay for Performance, Merit Pay
- ❖ Training and Development
  - Organizational Needs Assessment or Training Strategy
  - Organizational Training Programs
  - Coaching and Coaching Programs
  - Mentoring and Mentoring Programs
  - Training Courses (off the shelf, or custom)
  - Leadership Development
  - Facilitation

We believe the advantages of using our expertise include:

- ❖ Our commitment to and expertise with public agencies
- ❖ Our aggressive outreach to qualified individuals who may not be seeking new employment
- ❖ Our ability to customize our process to fit your needs
- ❖ Our extensive experience in recruiting executive level professionals for public agencies across the United States
- ❖ Our growing list of returning clients who seek our services for multiple engagements
- ❖ Our proven ability to recruit and place minority and female candidates
- ❖ The clients and candidates who repeatedly compliment us on our timely and frequent communication and feedback
- ❖ Our ability to facilitate discussions and garner consensus with groups, including councils and boards.

## Project Understanding

The City of Whitewater is located in south eastern Wisconsin, is the home to the University of Wisconsin, Whitewater, and serves a community of approximately 14,500 residents. The City is seeking the services of a professional consulting firm to assist in recruiting for, and selecting, a new Police Chief. The successful candidate will serve as the leader of a department comprising 24 sworn officers, and 14 civilian personnel.

The selection of a new Police Chief is a critical decision for any community, and we are prepared to make the process as smooth as possible for the City of Whitewater. We understand that maximizing the person, job, and organizational fit increases the probability of job success, employee engagement, and talent retention. Selecting the best candidate for this position is also a decisive element in building and maintaining both workforce quality and public confidence.

Many public sector agencies are currently facing the loss of key positions due to retirements and a new generation of leaders is now emerging. The City will need a consulting firm skilled in understanding the characteristics and motivation of leaders who will successfully meet the demands and challenges facing government and their communities. Our approach to this process is effective for a variety of reasons:

❖ **WE ARE A PUBLIC AGENCY**

As a public agency ourselves, we understand the challenges and issues you face. We share a common perspective with our clients; we understand how to work with and within government. Our consultants are drawn from public and private sector organizations, and employ strategy, innovation, and flexibility to find the solutions that will work for you. We work collaboratively with you to generate creative and practical solutions. This understanding of public sector culture and policy sets CPS apart from our corporate competitors.

❖ **ALL ENGAGEMENTS ARE WITH PUBLIC SECTOR AND NON-PROFIT AGENCIES**

CPS' Joint Powers Authority charter commits us to providing services only to other public sector or non-profit agencies, which means that all our tools, our consultants, our strategies, and our products are focused on your organization's needs. Our staff of experts includes an exceptional group of full time employees as well as a full complement of subject matter experts, intermittent, and part-time employees with a wide variety of public and private sector experience. This allows CPS to precisely match the needs of the client with the consultant's expertise and provide a wide range of services.

- ❖ **PUBLIC SAFETY CLIENTS ARE A SPECIAL FOCUS OF CPS**  
CPS has been extremely successful performing recruitment and selection engagements for public safety positions that are congruent with the needs of the City of Whitewater. In addition, our specific focus on the public safety arena provides us with an in-depth level of knowledge about the positions for which we recruit.

## Project Team

CPS is committed to meeting the highest professional standards of quality and has assembled a uniquely qualified team of professionals to conduct this recruitment for the City. Our consultants have been selected for their relevant experience and professionalism. We firmly believe that the most important factors in ensuring the highest quality of consultant performance is the commitment the consultant brings to the engagement and the experience of the firm and the individual consultants working on the project. We trust this proposal will provide you with the relevant information on the qualifications of our firm, the experience of our individual consultants, and our commitment to our clients.

This recruitment would be led by Ms. Vicki Quintero Brashear with support from Mr. Dave Morgan. Ms. Quintero Brashear will be the primary contact person for this engagement; Ms. Quintero Brashear's contact information is presented in the cover letter to this proposal. Resumes are presented below on each of these staff members.

### VICKI QUINTERO BRASHEAR

Ms. Quintero Brashear specializes in the development and administration of public sector selection and leadership assessment programs. Ms. Quintero Brashear earned her Bachelor's degree from Marquette University in Milwaukee, WI, and is a Master's Degree candidate in Industrial Organizational Psychology at California State University, Sacramento. During her twelve years at CPS, Ms. Quintero Brashear has developed and administered written and performance tests and assessment centers for the full range of supervisory and management positions within public safety and continues to serve as the project manager for all of CPS' promotional and developmental assessment centers. She has also independently managed executive recruitment engagements for such positions as Police Chief, Fire Chief, Finance Director, Planning Director, and Community Services Director. As CPS' HR Strategist over Public Safety Ms. Quintero Brashear has oversight responsibility for all of CPS' Public Safety related work. Ms. Quintero Brashear just completed the recruitment for the Fire Chief for El Dorado Hills Fire Department in El Dorado Hills, CA.

Recent Public Safety recruitment/selection experience:

- ❖ City of El Dorado Hills – Fire Chief
- ❖ Aptos/La Selva Fire District – Fire Chief
- ❖ City of Hillsboro – Police Chief

- ❖ City of Roseville – Police Chief (we conducted the City’s selection process for Police Chief in partnership with Jack Clancy & Associates)
- ❖ Golder Ranch Fire District – Fire Chief
- ❖ City of Salt Lake City - Fire Chief
- ❖ County of Kauai - Police Chief

## **David Morgan**

After a public sector career spanning more than 35 years David M. Morgan joined the CPS Executive Search Team in 2009. In his roles as human resources director, assistant city manager and city manager he oversaw recruitments and made appointments for virtually every type of public executive. Mr. Morgan brings significant experience working with elected officials and a wide network of professional contacts. His recruitment experience has included police and fire chiefs, city managers, assistant city managers and numerous director and assistant level positions. Having served in different capacities during his career with the City of Anaheim, Mr. Morgan has familiarity with different fields and disciplines including budget and audit, human resources, information systems and enterprise operations such as convention centers and utilities.

Mr. Morgan has a Master of Public Administration degree from California State University, Fullerton. Mr. Morgan recently helped Chapman University develop a new Master of Public Administration program launched in 2010. Mr. Morgan continues to serve as an advisory board member of the Anaheim Family YMCA.

Mr. Morgan has recently completed a consulting assignment assisting the City of Carlsbad in their recruitment of a new Police Chief. Dave conducted an extensive community engagement process in addition to screening applicants and providing the City with a short list of ‘best’ candidates. His expertise in finding the right candidate, honed over his 35-year municipal career, was invaluable in Carlsbad’s recruitment effort.

## References

Per the City's request we have included below a listing of current municipal government clients with contact information.

CLIENT	POSITION	CONTACT
El Dorado Hills Fire Department	Fire Chief	John Hidahl Director, Board of Directors 916 761-8453 <a href="mailto:Hidahl@aol.com">Hidahl@aol.com</a>
Aptos/La Selva Fire District	Fire Chief	Mike Weatherford Director, Board of Directors 831 334-1379 <a href="mailto:mkwhome@sbcglobal.net">mkwhome@sbcglobal.net</a>

Included below is a listing of some municipal government clients for whom we have recently conducted Police Chief Recruitments.

CLIENT	POSITION (Year Completed)	CONTACT
Hillsboro, OR, City of 3/10 - 5/10	Police Chief (2010)	Sarah Jo Chaplen City Manager 503-681-6447 <a href="mailto:sarahc@ci.hillsboro.or.us">sarahc@ci.hillsboro.or.us</a>
Kauai, County of 4/07 – 8/07	Police Chief (2008)	Rosa Flores Deputy County Attorney 808 241-6846
Brentwood, CA, City of 8/06-11/06	Police Chief (2006)	Donna Landeros City Manager 925 516-5440 <a href="mailto:dlanderos@ci.brentwood.ca.us">dlanderos@ci.brentwood.ca.us</a> or Karen Chew Assistant City Manager 925 516-5191 <a href="mailto:kchew@ci.brentwood.ca.us">kchew@ci.brentwood.ca.us</a>
Costa Mesa, CA, City of 6/06-10/06	Police Chief (2006)	Terri Cassidy Human Resources Manager 714 754-5069 <a href="mailto:PersonnelDiv@ci.costamesa.ca.us">PersonnelDiv@ci.costamesa.ca.us</a>

*Proposal to the City of Whitewater  
Police Chief Recruitment*

CLIENT	POSITION (Year Completed)	CONTACT
Davis, CA, City of 10/06-1/07	Police Chief (2007)	Melissa Chaney Human Resources Administrator 530 757-5644 <a href="mailto:mchaney@cityofdavis.org">mchaney@cityofdavis.org</a>  or Bill Emlen City Manager 530 757-5602 <a href="mailto:bemlen@ci.davis.ca.us">bemlen@ci.davis.ca.us</a>
Glendale, AZ, City of 5/08-10/08	Assistant Director of Police (2008)	Steve Conrad Police Chief 623 930-3059
Hermosa Beach, CA, City of 2/06-5/06	Police Chief (2006)	Michael Earl Director of Personnel 310 318-0202 <a href="mailto:mearl@hermosabch.org">mearl@hermosabch.org</a>
Manhattan Beach, CA, City of 10/05-1/06	Police Chief (2006)	Geoff Dolan City Manager 310 802-5000 <a href="mailto:gdolan@citymb.info">gdolan@citymb.info</a>
POST Commission 5/07-8/07	Executive Director (2007)	Paul Cappitelli Executive Director 916 227-2803 <a href="mailto:paul.cappitelli@post.ca.gov">paul.cappitelli@post.ca.gov</a>

## Cost

We have presented the tasks in our recruitment process in the table below, along with the associated portion of the cost. We have included the anticipated cost of expenses typically incurred for a recruitment of this nature, for items such as the recruitment brochures, advertising, mailing, long-distance interview phone calls, and consultant travel. All expenses are billed on a monthly basis, as they are incurred.

Task	Est. Fee
Phase I - Foundation <ul style="list-style-type: none"> <li>❖ Kick off meeting to review and finalize executive search process</li> <li>❖ Receive input from stakeholders</li> <li>❖ Development of candidate profile and recruitment strategy</li> <li>❖ Preparation of recruitment brochure and placement of advertisements</li> </ul>	\$3,250
Phase II - Recruitment <ul style="list-style-type: none"> <li>❖ Identify and contact potential candidates</li> <li>❖ Resume acceptance, tracking, review, and personal interviews; act as Commission's point-of-contact</li> <li>❖ Creation and provision of achievement history questionnaire for completion by most qualified candidates; complete education checks on this group</li> <li>❖ Provision of report; City selects finalist for selection process</li> </ul>	\$6,500
Phase III - Selection <ul style="list-style-type: none"> <li>❖ Design and administer 1 – 2 day interview process, including candidate scoring matrix</li> <li>❖ Assist the Commission in developing the conditional offer of employment to selected candidate</li> </ul>	\$4,750
Professional Fees Total:	\$14,500
<b>Expenses – All Billed at Cost without Mark Up</b>	
Estimated Advertising Expenses	\$2,500 – 4,500
Consultant Expenses – printing of brochure and project materials, phone calls, mileage, travel, etc.	\$4,500

## Project Approach

The executive search process presented below and on the following pages is designed to provide the City with the full range of services required to ensure the ultimate selection of a Police Chief who is uniquely suited to the City's needs. Our process starts with Phase I, outlined below, which outlines the background information gathered to ensure that the executive search is tailored to achieve a candidate pool most compatible for the needs of both the City and the Region. During Phase I our consultant will meet with the City Manager and/or Police Commission, and any other designated key stakeholders to ascertain the City's needs, community needs, and ideal candidate attributes to target our search efforts and maximize candidate fit with the City and community.

From there, Phase II outlines the recruiting process where CPS applies the information gathered in Phase I. CPS' recruiting process will be tailored to fit the City's specific needs and reflect its values, with targeted advertising, combined with personal contact to qualified individuals from our database. Finally, the selection process is also customized for the City and our consultant will work with the City to determine the process best suited to meet your objectives.

### Phase I - Develop Candidate Profile and Recruitment Strategy

#### **Task 1 - Review and Finalize Executive Search Process and Schedule**

A critical first step in this engagement is a thorough review of the search process and schedule with the City Manager and/or Police Commission. This will ensure that the City's needs are met in the most complete manner possible.

#### **Task 2 - Receive Input from Others**

As desired by the City, the consultant is prepared to meet with any other stakeholders, including members of the City's Executive Team and designated staff, key community leaders, and other stakeholders to obtain additional input in developing the ideal candidate profile and helping the consultant understand key issues and challenges that will face a new Police Chief in the City of Whitewater. The specific nature of the involvement process would be developed in consultation with the City. If the City desires community input in this phase of the recruitment beyond the input the City intends to collect with its internal staff, we recommend that the City identify key community leaders with whom the consultant would speak to solicit further information about the specific needs of the community. The results of the above activities will be summarized by the consultant and provided to the City as an additional source of information for developing the candidate profile and selection criteria.

The value of community engagement in the selection of a Police Chief can be multi-faceted as it provides *transparency* of the process, it affords the future Police Chief with an opportunity to launch key *relationships*; and it supplies the community with a *voice*. These are factors that will have a tremendous long-term impact for the City of Whitewater.

Our executive recruiters have years of experience that permits them to structure community involvement in the most positive way possible. We have skillfully facilitated large community forums to discuss the ideal Police Chief's qualifications and experience, and we accurately communicate those points to City leadership and through messaging in advertising venues. Additionally, we can involve community members in the selection process to allow for feedback while maintaining a clear understanding of their role. In past processes, we have included political action committee members, local business leaders, and past Police Chiefs, among others, in information gathering community forums, discussed issues in one-on-one interviews, and utilized them as assessors in assessment centers. We appraise the success of these measures by attending City Council meetings to listen to community feedback, reading blogs and newspaper articles, and speaking with the City Manager and/or commissions to understand community reaction. In some cases, we have created a dedicated e-mail address to collect community feedback which is then distilled in an executive summary to the designated City leadership for discussion. We have also employed anonymous online surveys as a tool to gather straightforward feedback.

### **Task 3 - Development of Candidate Profile and Recruitment Strategy**

This task will be accomplished during a workshop session of approximately two hours in length involving the City Manager and/or Police Commission and the consultant. This task will result in the identification of the personal and professional attributes required of the new Police Chief, and include the following activities:

- ❖ The City will identify priorities for the new Police Chief.
- ❖ The consultant will assist the City in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- ❖ The City Manager and/or Police Commission will describe the type of working relationship to be established with the Police Chief.
- ❖ The consultant will assist the City in generating a list of specific competencies, experiences, and personal attributes needed by the new Police Chief in light of the analyses conducted above.
- ❖ The consultant will present several recruitment and selection strategies for the City's consideration. The City will choose the recruitment and selection process most likely to produce the intended results after a discussion of the outcome of the strategies presented.

#### **Task 4 - Prepare Recruitment Brochure**

Following the completion of the workshop session, text for an attractive recruitment brochure will be prepared (by a professional graphic artist) and presented to the City for review prior to printing (examples of current brochures are available for viewing on our website at [www.cps.ca.gov/Search](http://www.cps.ca.gov/Search) and a copy of a brochure is located in Appendix A). In addition, advertisements will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, and Web sites to attract candidates on a nationwide or targeted basis, depending on the preference of the City.

We highly recommend advertising on Internet-based venues such as professional organizations like the International Association of Chiefs of Police ([www.theiacp.org](http://www.theiacp.org)). This organization is the premier membership organization of police executives, and highly qualified, motivated leaders within the law enforcement community stop here *first* when seeking positions. There are also many police chiefs associations representing the law enforcement community in individual states. These associations serve to inform and train at the local level, and their websites also host recruitment opportunities. Typical other advertising sources for a Police Chief would include: the Hispanic American Police Command Officers Association, the National Organization of Black Law Enforcement Executives, and the Police Executive Research Forum, among others. By utilizing these forums, the City will ensure that a broad range of law enforcement professionals will view the advertising information.

CPS is also sensitive to reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. We are proud of our successful record of assisting our clients with placing over 140 minority and female candidates in executive positions over the past five years.

### **Phase II - Recruitment**

#### **Task 1 - Identify and Contact Potential Candidates**

This very crucial task will include a variety of activities designed to attract the best available candidates. In addition to the placement of advertisements in appropriate professional journals, the consultant will:

- ❖ Contact respected and experienced law enforcement individuals to identify outstanding potential candidates on a referral basis. CPS maintains a comprehensive, up to date database of such professionals; however, we do not rely solely upon our current database. We also conduct specific research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience to garner a diverse and quality pool of candidates. These individuals, as well as

potential candidates, are typically contacted very soon after they have received a recruitment brochure to maximize the impact of the multiple contacts.

- ❖ Select top quality candidates for consideration from past recruitments.
- ❖ Provide each potential candidate with a copy of the recruitment brochure transmitted with a personal letter.
- ❖ Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the same person to pique their interest and to answer their questions.

As a consulting firm that interacts with hundreds of public safety executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of the client. Communication with these executives, both via e-mail and personal phone call, ensures that an accurate picture of the requirements of the job are apparent and proliferated throughout these executives' professional networks.

### **Task 2 – Resume Review and Personal Interviews**

All resumes will be submitted directly to the consultant for initial screening. This screening process is specifically designed to assess the personal and professional attributes the City is seeking, as well as:

- ❖ A thorough review of each candidate's resume and other supporting materials.
- ❖ Personal interviews with the candidates who appear to best meet the City's needs. At the City's request, this group will include approximately 8-12 candidates. The consultant will personally complete an achievement history questionnaire on each candidate through spending quality time ascertaining each candidate's long term career goals and reason(s) why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile.
- ❖ The consultant will conduct internet research on each candidate interviewed, to include newspaper articles and blog checks.

CPS will conduct as many interviews in person that is reasonable within the timeframe and pricing matrix established with the client.

### **Task 3 – City Selects Finalists**

At the conclusion of the previous tasks, the consultant will prepare a written report that summarizes the results of the recruitment process and recommends the top candidates for further consideration by the City. At the City's request, this group will include

approximately 4-6 “highly qualified” candidates. This report will include the candidate resumes and a profile on each interviewee's background. Additionally this report will contain resumes of all applicants for the City to review. The consultant will meet with the City Manager and/or Police Commission to review this report.

Our executive recruiters have years of experience in advising City Managers during the entire process. The final selection process is especially critical because of the enormous amount of information that must be considered and distilled to make the best decision. In many ways, our executive recruiters are a sounding board, a fact checker, but most importantly, a trusted advisor. We work closely with City leadership to carefully weigh the pros and cons of the qualifications of the top candidates while maintaining the highest level of professionalism and objectivity. It is our goal to create a relationship with the City Manager and/or Police Commission that allows us to accomplish these goals.

### **Phase III - Selection**

#### **Task 1 - Design Selection Process**

Based on the results of the meeting conducted in Phase I, the consultant will design a selection process to be utilized by the City in assessing the most qualified final candidates. This process will typically include an in-depth interview with each candidate, but may also include other selection tools such as an assessment center process which includes an oral presentation, preparation of written materials, and problem-solving exercises. The consultant will meet with the City to review this process. Should the City desire, CPS can design a process that also allows for participation of the City's Executive Management Team, key community leaders, and others.

In our opinion, a combination of performance-based selection tools (such as the assessment center method) and a panel interview is the most effective method to uncover each candidate's overall strengths and weaknesses. Although research indicates that structured oral interviews are predictive of future performance, the amount of information that can be gleaned can be limited. Assessment centers are used to augment that pool of information by placing candidates in job-related, practical exercises during which they actually perform the tasks required by the successful Police Chief for the City of Whitewater.

#### **Task 2 - Administer Selection Process**

The consultant will coordinate all aspects of the selection process for the City. This includes contacting both the successful and unsuccessful candidates, preparing appropriate materials such as interview questions, evaluation manuals and a candidate

scoring matrix, facilitating the interviews, and assisting the City with deliberation of the results of the selection tool(s).

### **Task 3 – Arrange Follow-up Interviews and Final Assessment Process**

Following the completion of the selection process, the consultant will be available to schedule and coordinate applicable follow-up interviews with key City stakeholders and complete reference checks on the top candidates. The in-depth reference checks are a comprehensive 360 evaluation process whereby we speak with current and previous supervisors, peers, and subordinates. The candidates are requested to provide a minimum of ten reference sources. CPS is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to them that their comments remain confidential which leads to a willingness to have an open and candid discussion with the consultant. A written summary of the reference checks is provided to the City. We will also arrange for a background records check of an applicant's driving record, court and credit history, education verification, newspaper article research, and other sensitive items.

**\*For Public Safety Chief Executive recruitments**, we highly recommend that our client conduct an extensive background and reference check on the selected candidate, which would be performed by a licensed private investigator. Such background/reference checking includes review of criminal, civil and driving records, credit report, as well as academic verifications. In addition, the private investigator will conduct an on-site visit to the candidate's current or most recent places of employment to personally review personnel records and interview individuals associated with the selected candidate. The investigator will speak with a number of references (including individuals supplied by the candidate as well as those independently sought out by the investigator). The client is provided with an extensive written report at the conclusion of the process. The professional fees for such an in-depth background average approximately \$2,500 plus expenses. CPS would be pleased to assist the City of Whitewater with establishing a relationship with a credible investigator that specializes in Police Chief background checks who we work with on a regular basis. This process is not included in the pricing and services offered by CPS.

### **Task 4 – Employment Agreement**

Successful negotiations are critically important, and we will be available to serve as your representative in this process. We have expertise in assisting other organizations in this area, and can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the goal of securing your chosen candidate.

## Value-Added/Customer Service

Throughout the executive search process, we are committed to keeping the City fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc). In addition, during each phase in the process, we are either sending personal letters or initiating phone calls to candidates advising them of their status. We place a high level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. We have developed many long term relationships with clients that have resulted in the opportunity to assist them with multiple recruitments.

### **One Year Guarantee**

If the candidate selected and appointed by the City, as a result of a full executive recruitment, terminates employment for any reason before the completion of the first year of service, CPS will provide the City with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible for reimbursable expenses only.

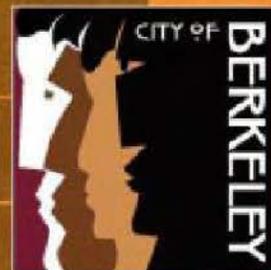
In addition, our follow-up extends once you have selected the next Police Chief of Whitewater. We will contact the City Manager and/or Police Commission and the newly appointed executive within six months of appointment to ascertain if an effective transition has occurred.

## Timeline:

CPS is prepared to begin work upon receipt of a fully-executed contractual agreement. Throughout our tenure of conducting hundreds of executive level recruitment processes, we have determined that we can complete all search activities up to and including the selection of a new Police Chief in 14 to 16 weeks. This provides ample time for quality work in the assessment of candidates, and in providing both the City and the candidates numerous opportunities for personal contact, allowing for a sense of ease and comfort throughout the recruitment process. The precise schedule will depend on the placement of advertising in the appropriate professional journals and websites, and the ability to schedule, as quickly as possible, the initial meeting.

---

## **Appendix A – Sample Brochure**



City of Berkeley

Police Chief



### THE CITY AND GOVERNMENT STRUCTURE

Bordered by San Francisco Bay to the west and rolling hills to the east, Berkeley is renowned for its green space, mild weather, and world-class cultural life. International shopping districts, outstanding restaurants, cutting-edge environmental organizations, art galleries, theaters, museums, Berkeley City College and the University of California at Berkeley all add to the City's uniquely diverse and culturally rich atmosphere. Over 50 public parks, miles of bike lanes and walking trails, and a public marina offer exceptional opportunities for year-round outdoor recreation.

The City is governed by eight Councilmembers elected by district to four-year terms and a Mayor, elected at-large for a four-year term. The Mayor serves as Council President and votes as an individual ninth member. The City Council appoints the City Manager to oversee the administration of City operations. Under the provisions of the Berkeley Charter, the Police Chief is appointed by, and reports to, the City Manager.

### THE DEPARTMENT

The Berkeley Police Department has a long history as one of the most progressive and innovative law enforcement agencies in the country. The Department strives to identify and solve problems that threaten the quality of life in the community and is committed to providing a safe and secure environment through effective law enforcement. The focus of the Department is as much on prevention of criminal activities, as on suppression. In order to provide a stronger police presence within the community, the Police Department began civilianizing some sworn positions several years ago. The Berkeley Police Department implemented Community Involved Policing in 1994 and continues to use this philosophy of engaging the community in crime prevention and law enforcement.

The Police Department employs 185 sworn and 116 non-sworn personnel and has a current annual operating budget of approximately \$56.6 million. It is organized into several operating divisions including the Office of Police Chief, Police Administrative Services, Patrol and Traffic and Parking divisions in addition to the Community Services Bureau, which is staffed by Area Coordinators who are sworn officers. Three Police Captains oversee the divisions and report to the Chief.

**Police Administrative Services:** This unit is composed of the Bureau of Inspections, Personnel and Training, Budget, and Worker's Compensation liaison; the unit collaborates with the City Attorney's Office regarding policies, procedures and litigation, and is made up of sworn and non-sworn personnel and other civilian support staff.

**Police Support Services:** The Service Bureau and Detective Bureau make up the Police Support Services Division. The Service Bureau contains the Records Unit, Report Review Unit, Communication Unit, Jail Operations, Crime Scene Unit, Property/Evidence Unit and Warrant Detail. The Detective Bureau is composed of Auto Theft Detail, Fraud Detail, Homicide Detail, Robbery Detail, Sex Crimes Detail and Youth Services Detail.

**Patrol:** The Patrol Division is the largest division within the Police Department. The division includes uniformed Patrol Teams, Bicycle Patrol, Special Enforcement Unit, Community Services Bureau and the Police Reserves. The Barricaded Subject Hostage Negotiation Team, the Crowd Management Team, the Bomb Squad and the Field Training Officer program also function within the Patrol Division.

**Traffic and Parking:** The Traffic Bureau and Parking Enforcement consist of sworn and non-sworn staff who enforce the law to provide for traffic and pedestrian safety, parking violation enforcement, and school safety. Responding to a variety of citizen requests for enforcement, the Traffic officers utilize motorcycles and other installations, DUI enforcement, special enforcement efforts, pedestrian stings, and traffic safety presentations. Parking Enforcement Officers primarily enforce parking meters, residential commercial time zones, street sweeping, disabled parking and other city-wide violations. Part-time adult crossing guards assist with school safety at high-risk intersections.

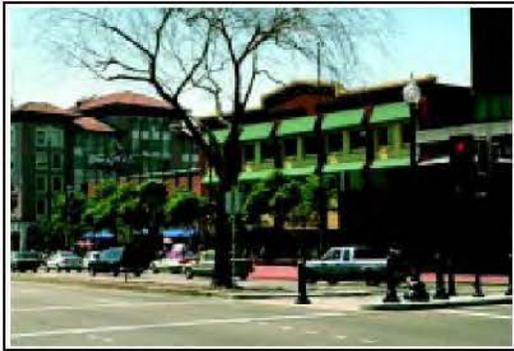
### CURRENT ISSUES AND PRIORITIES

In preparation for the recruitment of a new Police Chief, the City has identified the principal issues and priorities that will need to be addressed by the successful candidate:

#### **Willingness to engage, be involved and invest in the culture of a young department**

82 of the Department's 185 sworn officers have been hired since the year 2000. The City's commitment to hiring well-qualified, educated (all officers have at least an AA or AS degree) officers





provides the new Chief with the exciting opportunity of providing leadership and a comprehensive training program for this dynamic group of men and women.

#### **Police Review Commission**

In 1973, the City created a Police Review Commission to investigate complaints of

misconduct against Berkeley police officers. This independent civilian review agency is staffed by civilian investigators and is composed of nine commissioners appointed by the Berkeley City Council. An essential function of the PRC is to provide for community participation in setting and reviewing police policies and practices and officers are required to cooperate with investigations.

#### **Radio Interoperability and local agency cooperation**

In an effort to promote and improve the City's emergency preparedness, the new Chief will be expected to effectively collaborate with neighboring, state and federal agencies to ensure efficient interoperability and cutting-edge emergency response.

#### **UC Berkeley**

The new Chief will be expected to work successfully with the University of California (UC) Police Department. While campus police patrol the University, the Berkeley Police Department is jointly involved in many issues surrounding the students, staff and visitors to the campus.

### **THE POSITION**

The Police Chief, through subordinate division heads, directs all City police functions, including crime investigation, community services, Internal Affairs, operation of the City jail, Communications Center, maintenance of police records and related support services. Additional responsibilities include policy development, program planning, fiscal management, and administration and operation of the divisions of the Police Department. The Police Chief actively participates as a member of the City Manager's management team. The Police Chief is a regular 'at-will' employee exempt from the career service and serves at the pleasure of the City Manager.

### **IDEAL CANDIDATE**

The ideal candidate will be a contemporary leader and highly engaged manager who conveys a strong yet approachable command presence. He/she will be comfortable interacting with all internal and external audiences in a visible capacity and will enjoy developing and maintaining key relationships in the community. The next Police Chief will be well versed in community involved policing and problem solving, and display a strong understanding of meaningful performance measures.

#### **Education and Experience**

Candidates will be expected to have a Bachelor's degree from an accredited college or university with major course work in criminology, social science or public administration. An appropriate advanced degree and experience in working with citizen organizations are desirable. The candidate should possess several years of management, supervisory or administrative experience in a major police services function.



### **MISSION**

"In partnership with a culturally diverse community, the Berkeley Police Department is committed to effective suppression of crime and drug related activity and to providing a safe and secure environment through vigorous law enforcement. The Department will strive to identify and solve problems that threaten the quality of life in Berkeley."

### **QUALITY SERVICE**

The people who live, work and study in the City of Berkeley are the primary consumers of the services provided by the Berkeley Police Department. The Department's goal is to provide quality service to its customers.

### **COMMUNITY ENGAGEMENT**

Officers are members of the community and they play an important and integral role in the affairs of the City of Berkeley. The Department's goal is to develop and enhance the relationships/partnerships with our consumers. The police department's goal is to become more involved in the affairs of the community, provide resources, information and safety.

### **PROBLEM SOLVING**

Community livability, "quality of life" issues are affected by crime, the fear of crime and disorderly conditions. The Department's goal is to identify and solve problems that have a negative impact on the public and private lives of the citizens.





#### Leadership Style and Personal Characteristics

In addition to the above, the following attributes describe the ideal candidate for this position:

- Demonstrated commitment to Community Involved Policing
- Technologically proactive
- A successful record in working with all spectrums of a multi-racial, multi-cultural, socio-economically diverse community
- Respects and adapts easily to ever-changing environments
- Ability to 'roll with the punches'
- Well versed in disaster preparedness, terrorism response, special event and demonstration planning
- Internally valued as an executive team member beyond expertise in policing
- Experienced in labor relations and leading effectively in a strong union environment
- Effective communicator comfortable with presenting oral or written reports
- Strong coach and mentor
- Exhibits uncompromising integrity

#### SALARY AND BENEFITS

The monthly salary range for Police Chief is **\$13,029 - \$17,906\***. Placement within the stated range will be based upon the selected candidate's experience and salary history. In addition to a competitive salary, the City offers a comprehensive executive benefits package including:

- **Retirement Plan** – CalPERS 3.0% at 50 – Member CalPERS contribution of 9% paid under 414h(2) of the Internal Revenue Code and the City contributes \$181 monthly into the City's IRC 401(a) Supplementary Retirement Income Plan (SRIP) making the effective salary **\$13,210 - \$18,087 monthly**. The City is not a member of Social Security, therefore, only the Medicare portion is deducted
- **Deferred Compensation** – Employees may contribute up to \$16,500 per year to the Deferred Compensation Plan
- **Health and Dental** – The City provides full health and dental coverage for employees and eligible dependents, including domestic partners. The City does not participate in the CalPERS Medical Program (PEMHCA) but does offer its own Retiree Health Premium Assistance Plan

- **Life Insurance** – City-paid life insurance coverage for employees
  - **Vacation** – Two weeks of vacation earned annually, increasing to three weeks starting after year three (This benefit is subject to negotiation depending on experience)
  - **Administrative Leave** – One week of management administrative leave annually
  - **Holidays** – Thirteen regular paid holidays plus three floating holidays annually
  - **Sick Leave** – Employees earn twelve days of sick leave annually
  - **Uniform Allowance** – \$1,000 annually
  - **Y.M.C.A.** – City-paid discount on Y.M.C.A. membership
  - **Transit Subsidy** – Subsidy for public transportation on BART and AC Transit
- \* Salary effective June 28, 2009

#### SELECTION PROCESS

Candidates are encouraged to apply immediately by submitting a comprehensive resume, compelling cover letter, current salary, and a minimum of six (6) work related references. The final filing deadline for this position is **Friday, July 17, 2009**. Interested candidates can apply by sending an email to [resumes@cps.ca.gov](mailto:resumes@cps.ca.gov). Electronic submittals are preferred. Or submit via regular mail or fax to:



Pam Derby  
CPS Executive Search  
241 Lathrop Way • Sacramento, CA 95815  
916-263-1401 (Ph) 916-561-7205 (Fax)  
Email: [resumes@cps.ca.gov](mailto:resumes@cps.ca.gov)  
Website: [www.cps.ca.gov/search](http://www.cps.ca.gov/search)  
City Website: [www.ci.berkeley.ca.us](http://www.ci.berkeley.ca.us)

CPS Executive Search will conduct preliminary interviews following the final filing deadline. Only the most highly qualified candidates will be invited for an on-site interview. The selection process may also involve a professional panel and a supplemental questionnaire. References will not be contacted until mutual interest has been established. Candidates under final consideration for employment with the City should expect to undergo an employment background/reference check that may include, but is not limited to: employment history, confirmation of educational credentials and degrees, licenses including driver's license, registrations, certificates, and other credentials as part of the appointment process. Some positions, depending on the nature of the work, also require a credit check and a review of Summary Criminal History obtained from the State Department of Justice through Live Scan Fingerprinting. It is anticipated that the newly selected Police Chief will join the City in September of 2009 or at a mutually agreeable date. Confidential inquiries are welcomed to Pam Derby.

*Berkeley is an Equal Opportunity Employer*