

**POLICE COMMISSION MEETING  
TUESDAY, MARCH 11, 2014  
5:30 PM, EARL McGOVERN ROOM**



**PLEASE TAKE NOTICE** that a meeting of the Brown Deer Police Commission will be held on **Tuesday, March 11, 2014 at 5:30 p.m.** at the Village of Brown Deer, 4800 West Green Brook Drive, Brown Deer, Wisconsin, at which time and place the following items of business will be considered and possibly acted upon.

- I Roll Call
- II Consideration of Minutes: February 18<sup>th</sup> and 25<sup>th</sup>, 2014 Meetings
- III Persons Desiring to be Heard
- IV Discussion of Potential Search Firms to Assist in the Hiring Process for the Chief of Police for the Village of Brown Deer
- V Possible Action on the Hiring of a Search Firm
- VI Recess into closed session pursuant to §19.85 Wisconsin Statutes to consider employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility (if necessary).
- VII Reconvene into Open Session for Possible Decision on Closed Session Discussions (if necessary).
- VIII Adjournment

Dated: March 6, 2014

  
Jill Kenda-Lubetski, Village Clerk

- PERSONS REQUIRING SPECIAL ACCOMMODATIONS FOR ATTENDANCE AT THE MEETING SHOULD CONTACT THE VILLAGE CLERK AT LEAST ONE BUSINESS DAY PRIOR TO THE MEETING.**

FEBRUARY 18, 2014

MINUTES OF THE MEETING OF THE BROWN DEER POLICE COMMISSION  
HELD AT THE BROWN DEER POLICE DEPARTMENT  
4800 WEST GREEN BROOK DRIVE  
BROWN DEER, WI 53223

The meeting was called to order by Commission President Jim Jiracek at 4:00 p.m.

**I. ROLL CALL**

Present: Police Commissioners Willie Allen, Jim Jiracek, Mary Kust, Dennis Lowder, Roy Williams

Also Present: Michael Hall, Village Manager; Steven C. Rinzel, Chief of Police

**II. CONSIDERATION OF MINUTES**

*It was moved by Commissioner Lowder, and seconded by Commissioner Kust to approve the October 3, 2013 meeting minutes. The motion passed unanimously at 4:01 p.m.*

**III. PERSONS DESIRING TO BE HEARD**

Chief Rinzel reported to the Police Commission that he planned to retire in 2014. After discussion it was decided that June 21, 2014 would be Chief Rinzel's official retirement date. Michael Hall discussed what process would be considered and that he would provide some hiring information to the Police Commissioners at the next scheduled meeting on February 25, 2014.

**IV. RECESS INTO CLOSED SESSION**

Recess into closed session pursuant to §19.85 Wisconsin Statutes to consider employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility. Interviews of entry level candidates for desk and patrol officer.

*It was moved by Commissioner Allen, and seconded by Commissioner Williams to recess into closed session. The motion carried unanimously at 4:25 p.m.*

**V. RECONVENE INTO OPEN SESSION**

*It was moved by Commissioner Williams, and seconded by Commissioner Lowder to reconvene into open session. The motion carried unanimously at 7:20 p.m.*

*It was the consensus of the committee to continue with entry level interviews on February 25, 2014 and an eligibility list would be established at that time.*

**VI. ADJOURNMENT**

*It was moved by Commissioner Kust, and seconded by Commissioner Williams to adjourn. The motion carried unanimously at 7:21 p.m.*

*Jim Jiracek, nh*  
Jim Jiracek, President  
Brown Deer Police Commission

FEBRUARY 25, 2014

MINUTES OF THE MEETING OF THE BROWN DEER POLICE COMMISSION  
HELD AT THE BROWN DEER POLICE DEPARTMENT  
4800 WEST GREEN BROOK DRIVE  
BROWN DEER, WI 53223

The meeting was called to order by Commission President Jim Jiracek at 3:32 p.m.

**I. ROLL CALL**

Present: Police Commissioners Willie Allen, Jim Jiracek, Mary Kust, Dennis Lowder, Roy Williams

Also Present: Michael Hall, Village Manager; Steven C. Rinzel, Chief of Police

**II. PERSONS DESIRING TO BE HEARD**

Mr. Hall presented the process for selection of the Police Chief candidates. The Police Commission requested to have other recruit firms to review prior to making a decision and requested additional firms information be presented. Mr. Hall advised he would have information submitted for review at the next Police Commission meeting on March 11, 2014.

**III. RECESS INTO CLOSED SESSION**

Recess into closed session pursuant to §19.85 Wisconsin Statutes to consider employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility. Interviews of entry level candidates for desk and patrol officer.

*It was moved by Commissioner Lowder, and seconded by Commissioner Kust to recess into closed session. The motion carried unanimously at 4:25 p.m.*

**IV. RECONVENE INTO OPEN SESSION**

*It was moved by Commissioner Williams, and seconded by Commissioner Lowder to reconvene into open session. The motion carried unanimously at 7:15 p.m.*

*It was moved by Commissioner Williams, and seconded by Commissioner Lowder to certify an eligibility list for entry level desk/patrol officer candidates. This list is in alphabetical order without preference from the interview. Allard, Benway, Bonville, Frank, Helinski, Herpin, Leeman, Tucek and Wilson. The motion carried unanimously at 7:06 p.m.*

V. ADJOURNMENT

*It was moved by Commissioner Kust, and seconded by Commissioner Lowder to adjourn. The motion carried unanimously at 7:10 p.m.*

*Jim Jiracek, nh*

Jim Jiracek, President  
Brown Deer Police Commission



February 24, 2014

President Jim Jiracek  
Brown Deer Police Commission  
4800 Green Brook Drive  
Brown Deer, WI 53233

Dear President Jiracek:

Thank you for the opportunity to provide you with a proposal for the Village of Brown Deer's Chief of Police recruitment and selection process. Effective January 1, 2014, Voorhees Associates and GovTempsUSA have combined under one company, GovHR USA. GovHR USA is co-owned by Heidi Voorhees and Joellen Earl. All of the consultants and services remain the same. We are simply combining resources to more effectively serve our clients. GovHR USA prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

#### **QUALIFICATIONS AND EXPERIENCE**

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

GovHR USA was established in 2009 as Voorhees Associates, LLC. Our headquarters offices are in Northbrook, 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 190 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service with the Villages of Wilmette and Schaumburg, Illinois, as well as the City of Kansas City, Missouri.

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

#### **Experience**

GovHR USA has completed 154 recruitments since its establishment in 2009. We have 16 current recruitments in various stages of completion. Our consultants are experienced executive recruiters who

650 Dundee Road, Suite 270, Northbrook, Illinois 60062  
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

have conducted over 450 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we've held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

### References

The following references can speak to the quality of service provided by GovHR USA:

Fire Chief recruitment  
Director of Public Works recruitment  
Chief of Police recruitment  
City of Burlington, Wisconsin  
Kevin Lahner  
City Administrator  
300 N. Pine Street  
Burlington, WI 53105  
262/342-1161  
[Klahner@burlington-wi.gov](mailto:Klahner@burlington-wi.gov)

Chief of Police recruitment  
Village of Lake Bluff, Illinois  
Kathleen O'Hara, President  
Board of Trustees  
40 E. Center Ave.  
Lake Bluff, IL 60044  
847-234-0774  
[vlb@lakebluff.org](mailto:vlb@lakebluff.org)

Chief of Police recruitment  
Village of Tinley Park, Illinois  
Gerry Horan, Director of Human Resources  
16250 S. Oak Park Ave.  
Tinley Park, IL 60477  
708-444-5000  
[ghoran@tinleypark.org](mailto:ghoran@tinleypark.org)

### Consultant Assigned

GovHR USA Vice Presidents Lee McCann and Joe DeLopez will be responsible for your recruitment and selection process.

#### **Lee McCann** ***Vice President - Midwest Region***

Lee McCann brings over 36 years of active public safety experience to GovHR USA. He works on executive search and general management consulting projects.

Following his honorable discharge from the United States Army, Mr. McCann began his career in local law enforcement as a patrol officer in Evergreen Park, Illinois. He rose through the ranks of that agency, attaining the highest merit position, Lieutenant, in less than ten years. In 1982 he was named Chief of Police in Buffalo Grove, Illinois and served as Chief of Police in Buffalo Grove & Skokie, Illinois for the next 23 years. While serving in Buffalo Grove, he led the police department in becoming one of the first 50 law enforcement agencies in the nation to be accredited.

Mr. McCann accepted numerous leadership roles with intergovernmental agencies during his tenure as Chief of Police. He helped found and manage the Lake County (Illinois) Major Crimes Task Force, served as Chairman of the Executive Committee of the Northwest Central Dispatch System and was President of the Northern Illinois Police Crime Laboratory. He was Secretary of the Executive Board of the Northwest Police Academy for ten years, and was also President of the Northern Illinois Police Alarm System - a mutual aid organization that provides manpower and other specialized services to member agencies during disaster and other emergency situations. During the five years he served as President of this organization, Mr. McCann oversaw a 100% growth in membership to over 80 law enforcement agencies serving a population of approximately 1,000,000 people.

Mr. McCann's consulting experience includes general police management studies, executive search & recruiting assignments, and service as on-site assessment team leader for the Commission on Accreditation for Law Enforcement Agencies since 1987. He also is a member of several professional organizations and has served on the governing boards of civic and charitable organizations such as OMNI Youth Services, United Way and as chairman of the Regional Action Planning Project, a local initiative to suppress street gang activity.

Mr. McCann is a graduate of the F.B.I. National Academy, the Illinois Law Enforcement Executive Institute, and Chicago State University.

**Joseph A. De Lopez**  
**Vice President**

Joseph A. De Lopez is an experienced and professional public safety executive and consultant. He has over 41 years of progressively responsible experience covering the spectrum of police management, to include administration, policy development, training, expert witness testimony and executive screening activities.

He was formerly the Vice Chancellor for Safety and Security for the City Colleges of Chicago. He was hired by the City Colleges in 2011 to coordinate the centralization and re-organization of the Office of Safety and Security. The City College of Chicago system is comprised of eight primary locations and six satellite locations serving a student population of approximately 120,000. These campuses are located throughout metropolitan Chicago, and are as diverse as the city itself. The Office of Safety and Security provides all of the public safety needs of the City College system through the employment of a combination of off-duty and retired members of the Chicago Police Department, the Illinois State Police Department and the Cook County Sheriff's Department. As Vice Chancellor, Mr. De Lopez developed a plan to transition the Office of Safety and Security to a State Certified Police Department. He also implemented procedures to standardize and integrate security technology solutions, and implemented numerous programs and policies to enhance the safety on all of the campuses.

Mr. De Lopez also served as the Chief of Police in Winnetka, Illinois, a community of 12,500 residents 14 miles from downtown Chicago along the shores of Lake Michigan. He was hired as Chief in March of 2002. The Winnetka Police Department has a complement of 36 personnel, and a total budget of approximately \$6.3 million. The Department has been nationally accredited by the Commission on Accreditation for Law Enforcement Agencies. During his tenure as Chief in Winnetka, De Lopez re-organized the Police Department, enhanced training of his personnel through a collaborative effort with Oakton Community College and the Northeastern Illinois Public Training Academy (NIPSTA), where he served in roles as President, Vice-President and as an Officer of the NIPSTA Foundation.

Mr. De Lopez also had a distinguished 31 year career with the Chicago Police Department, rising through the ranks to become Deputy Superintendent. As the Deputy Superintendent of the Bureau of Technical Services for the Chicago Police Department Mr. De Lopez commanded a bureau that was comprised of the police department's Communication Division, Electronics and Motor Maintenance Division, Evidence

and Recovered Property Section, and General Support Division. His duties included coordinating police communications issues and needs with the Chicago Office of Emergency Communications, which included the city's Alternate Response Program.

While with the Chicago Police Department, Mr. De Lopez supplemented his Bachelors Degree from the University of Illinois with a Masters Degree from Lewis University. He has also completed a certificate in Police Administration at the Traffic Institute of Northwestern University, attended the elite Senior Management Institute for Police in Boston, Northwestern University's Executive Management Program, the City of Chicago Intergovernmental Executive Development Program, and is a 2008 graduate of the Federal Bureau of Investigation Law Enforcement Executive Development Program (LEEDS).

Mr. De Lopez has also been qualified as an expert witness in Federal Court for police operations and administrative matters, and has served as a promotional and executive search assessor for the International Association of Chiefs of Police, Metro Dade Police Department, Illinois State Police, Cook County Department of Personnel, and the Chicago Police Department.

### **SCOPE OF WORK**

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

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

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

Phase I will include the following steps:

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

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 Village 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 online publications. In addition to public sector publications and web sites, outreach will include LinkedIn and other private sector resources. We can provide the Village with placement recommendations, if so desired.
- The development of a database of potential candidates unique to this position and to the Village of Brown Deer, 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. GovHR USA consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

### **Phase III – Candidate Evaluation and Screening**

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment 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 or Skype 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 (two per candidate) and an internet search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR USA, ensuring Brown Deer's process is professional and well regarded by all who participate.

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

Phase IV will include the following steps:

- GovHR USA will prepare a **Recruitment Report** that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. As résumés come in all different formats, these "mini" résumés will give you a clear, consistent look at each candidate "at a glance."

- GovHR USA will provide you with a log of all candidates who applied for the position. You may also review all of the résumés should you so desire.
- GovHR USA 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.

### **Phase V –Interviewing Process**

Phase V will include the following steps:

- At the Recommendation meeting, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample.
- GovHR USA will develop the first and second round interview questions for your review. GovHR USA will provide you with interview books that include the credentials each candidate submits, a summary of each candidate's credentials, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate's skills and abilities.
- GovHR USA will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of Village of Brown Deer 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, verification of educational credentials, criminal court, credit, and motor vehicle and records checks. Employment verification can also be provided if so desired. GovHR USA 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."
- GovHR USA consultants will be present for all of the interviews, serving as a resource and facilitator.

### **Phase VI – Appointment of Candidate**

- GovHR USA will assist you as much as you request with the salary and benefit negotiations and drafting of employment agreement, if appropriate.
- GovHR USA will notify all applicants of the final appointment action by the Police Commission, including professional background information on the successful candidate.
- GovHR USA will provide no-fee telephone follow-up and counsel to the Police Commission and appointed Chief of Police for six months following conclusion of the recruitment.

### **Optional Assessment Center**

If desired, GovHR USA will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a very useful tool for evaluating the strengths, weaknesses and skills and abilities of Brown Deer's next Chief of Police.

GovHR USA consultants will prepare all the related documents and scoring sheets for a Prewritten Exercise (done prior to the Assessment Center and evaluated by the Assessors) and a choice of three (3) of the following exercises to be completed on the Assessment Center day:

- In-Basket Exercise
- Oral Presentation Exercise
- Leaderless Group Exercise
- Structured Interview
- Budget Analysis Exercise
- Other exercise of the Client's choosing

**Optional 360° Evaluation**

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

**Recruitment Schedule**

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

Our typical recruitment process includes the following milestones and deliverables:

On-site interviews of Brown Deer 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 Commission of qualified candidates Deliverable: recruitment report	week 9
Selection of candidate finalists by 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; Commission selection of final candidate; negotiation, offer, acceptance and appointment	weeks 11-12

**Summary of Costs**

Recruitment Fee:	\$11,000
Recruitment Expenses: (not to exceed)	4,000
Expenses include consultant travel, postage/shipping, telephone, support services, copying etc. Also includes candidate due diligence efforts.	
Advertising costs	1,000*
Recruitment Brochure printing (optional)	900
Assumes full color	
 Total Fees:	 \$16,900**

\*Advertising costs over \$1,000 will be placed only with client approval. If less than \$1,000, Client is billed only for actual cost.

\*\*This fee does not include travel and accommodations for candidates interviewed.

Optional Assessment Center Fee:	\$5,000*
---------------------------------	----------

\*This fee includes all the preparation and cost of the Assessment Center materials, and the fees and expenses for the consultants to attend as facilitators. We will also assist the Village in selecting three (3) professionals from outside the organization, who will act as observers in assessing each candidate's strengths and weaknesses. The cost includes a written report outlining the findings of the Assessment Center as reported by the Assessors. The Village would be responsible for paying a \$500 stipend to each Assessor (and possibly mileage for the assessors). **This fee does not include lodging, travel and meal expenses for the GovHR USA Facilitator(s) to be on site for the Assessment Center. Actual expenses will be billed in addition to the \$5,000 fee.**

**Payment for Fees and Services**

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

**GovHR USA Guarantee**

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

Upon appointment of a candidate, GovHR USA provides the following guarantee: should the selected and appointed candidate at the request of the Village of Brown Deer or the employee's own determination, leave the employ of the Village of Brown Deer within the first 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employee for a period of five years.

**Why Choose GovHR USA?**

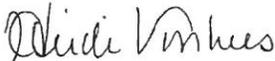
The heart and soul of a professional recruitment firm is the expertise it brings to its clients. GovHR USA consultants are all experienced local government executives who have demonstrated careers and expertise that brings first hand knowledge of the disciplines in which they now consult. This knowledge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

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

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

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

Sincerely,



Heidi J. Voorhees  
President  
GovHR USA/Voorhees Associates

ACCEPTED BY THE VILLAGE OF BROWN DEER, WISCONSIN

BY: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

---

THE VILLAGE OF  
SCHAUMBURG,  
ILLINOIS



VILLAGE OF SCHAUMBURG  
Integrity, Respect, Teamwork, Customer Service, Trust

## CHIEF OF POLICE

---

Voorhees Associates, LLC is pleased to announce the recruitment and selection process for the Village of Schaumburg, Illinois' next Chief of Police. This brochure provides background information on the Village of Schaumburg, the municipal organization and the qualifications and experience the Village is seeking in the next Chief of Police. Candidates interested in applying for the position should submit their résumé and cover letter along with contact information for three work-related references by July 30, 2013 to [www.VoorheesAssociates.com/current-positions](http://www.VoorheesAssociates.com/current-positions).

Additional information about the Village of Schaumburg can be found on the Village's website: [www.ci.Schaumburg.il.us](http://www.ci.Schaumburg.il.us).

Heidi J. Voorhees, President  
Lee McCann, Vice President  
Mike Hosking, Vice President

**V**VOORHEES ASSOCIATES LLC  
LEADERSHIP IN PUBLIC MANAGEMENT



500 Lake Cook Road, Suite 350  
Deerfield, Illinois 60015  
TEL: 847-580-4246  
FAX: 866-401-3100  
Formal applications should be submitted to:  
[www.VoorheesAssociates.com/current-positions](http://www.VoorheesAssociates.com/current-positions)

## VILLAGE OF SCHAUMBURG

### ***PROFESSIONAL ANNOUNCEMENT***

**Schaumburg, IL (pop. 75,000)** Very progressive municipal government seeks skilled Police Chief with exceptional interpersonal skills and demonstrated leadership and management experience in municipal law enforcement. Schaumburg is a community of neighbors accustomed to high-quality municipal services and numerous cultural and recreational amenities. In addition to 67 shopping centers including Woodfield Mall, and more than 200 restaurants, Schaumburg is home to the Prairie Center for the Arts, the minor league Boomers baseball stadium and the Schaumburg Convention Center. Located 28 miles northwest of Chicago, Schaumburg hosts more than 5,000 businesses and is the corporate headquarters for Motorola Solutions. More than 80,000 people work in Schaumburg's business community, which includes 10 industrial parks and more than 12 million square feet of office space.

The Schaumburg Police Department has 152 full-time employees, of which 115 are sworn officers and 37 are civilian employees with an additional 53 part-time Auxiliary Officers and 22 part-time administrative support staff. The Police Department has a \$27 million budget. The Department is CALEA accredited. The Police Chief is appointed by and reports to the Village Manager and serves on the Manager's executive leadership team.

The Village is seeking candidates with strong leadership and communication skills. Candidates must be familiar with progressive policing principles and have a demonstrated record of success in developing effective relationships at all levels of the organization. Candidates must be committed to a management style that promotes a positive, creative, and supportive departmental environment. A commitment to the professional development of all employees in the department is very important including the oversight of a mentoring program. Labor relations experience and a history of successful partnerships with the community and other supporting agencies are essential.



Candidates must possess a Master's Degree in Criminal Justice, Law Enforcement and Justice Administration, Business Administration, Public Administration or related field. Candidates must also have at least five years experience in a municipal law enforcement management position equivalent to a Deputy Chief or Chief. Candidates must be a sworn officer in the state of Illinois or able to certify within a reasonable time frame.

Residency is required within a year of appointment. Starting salary range: \$150,000+/- DOQ, Candidates should apply by July 30 with résumé, cover letter, and contact information for five professional references to Heidi Voorhees, Lee McCann and Mike Hosking at [www.VoorheesAssociates.com/current-positions](http://www.VoorheesAssociates.com/current-positions). Tel: 847-580-4246. Equal Opportunity Employer.

## VILLAGE OF SCHAUMBURG

### ***SCHAUMBURG OVERVIEW***

The Village of Schaumburg is the largest center of economic development in the State of Illinois, outside of the City of Chicago. Though it is a vibrant economic engine for the region, Schaumburg is also a community of neighborhoods with community leaders who pay close attention to the quality of life including the provision of superior municipal services. In addition to serving as the international headquarters for several corporations including Motorola, Schaumburg has also developed more than 90 miles of bike paths, is home to the Prairie Center for the Arts, a 442-seat theater with an art gallery and outdoor stage, the 135-acre Spring Valley Nature Center, and an Historic Farm. In 2012, Schaumburg was named a Cool City by the Illinois Sierra Club in recognition of the Village's implementation of a Comprehensive Green Action Plan. Each year, the Village hosts a Farmers Market as well as an Older Adult Market, a food pantry that is a collaborative effort with the Greater Chicago Food Depository and the Village's Senior Program. Each year, Schaumburg hosts Septemberfest over the Labor Day weekend and an annual Arts Festival at the Prairie Center.

Schaumburg residents have the unique opportunity to live, work, and play in a cohesive, family-oriented community that has developed in a thoughtful, planned manner.

### ***SCHAUMBURG'S EARLY HISTORY***

The Village of Schaumburg was incorporated on March 7, 1956, but the first inhabitants of the area were members of the Sauk, Fox, Pottawatomie, and Kickapoo Indian tribes. The first recorded settler of Schaumburg Township was German-born Johann Sunderlage. Schaumburg Township was originally known as Sarah's Grove. This name was derived from a grove of woods that ran through the northwest portion of the Township, named for three young women whose families lived adjacent to the grove: Sarah McChesney, Sarah Frisbe, and Sarah Smith. However, the name was never made official. Until 1851, the area's official name was Township 41. At the 1850 Township meeting, residents discussed two names for the Township; Lutherville and Lutherburg. At the suggestion of a prominent landowner, Frederick Nerge, the chosen name was Schaumburg, derived from Schaumburg-Lippe, the part of Germany where many of the Township's residents originated.

### ***SCHAUMBURG RESIDENTIAL DEVELOPMENT AND MAJOR COMMERCIAL DEVELOPMENT***

Two projects, the expansion of O'Hare Field into a major international airport in 1955 and the construction of the Northwest Tollway in 1956, put Schaumburg in an ideal location for suburban growth. In response to development pressures, the area encompassing what was known as Schaumburg Centre was incorporated in 1956. At the time of incorporation, the Village consisted of two square miles and a population of 130 residents.

Incorporation enabled the Village to control its growth and development. Early village leaders are credited with the foresight and planning that has made later economic growth possible. The original comprehensive plan adopted by the



## VILLAGE OF SCHAUMBURG

Village Board in 1961 reserved large tracts of land for industrial, commercial, and office development. Growth in these sectors has made the Village a major area employer and the State's second largest retail center.

Schaumburg's expansion during the 1960s changed the character of the community dramatically. Schaumburg was no longer a quiet rural community. In 1959, Alfred Campanelli began construction of the first large residential subdivision in the Village, known as Weathersfield. The subdivision now contains several thousand single-family homes built in 22 stages over two decades. In all, Campanelli constructed over 6,800 housing units or approximately 20% of the Village's housing stock. In 1967, the International Village apartment complex opened as Schaumburg's first multiple-family housing development. The following year, Motorola began to construct its corporate headquarters in the community on a site located adjacent to the Northwest Tollway.

The 1970s saw a continuation of the tremendous growth that took place in the previous decade. By 1970, the village population had grown to 18,730. That same year, a second expressway, Interstate 290, opened on the eastern boundary of the village. This provided another link to Chicago and further enhanced its stature in the eyes of the region's many developers. The following year, Woodfield Mall shopping center opened in Schaumburg. During the remainder of the decade, Schaumburg experienced phenomenal commercial, office, industrial and residential development.

By 1980, Schaumburg had expanded to 18.3 square miles of land area, and its population had swelled to 53,305 residents. During the early and mid 1980s, development focused on large corporate office buildings and the emerging Woodfield Regional Center along Golf Road. The late 1980s was characterized by the vast expansion of small manufacturing and warehouse uses in the industrial and business parks in the village's northeast and southwest quadrants. Other development such as large manufacturing facilities, commercial retail centers, and large suite hotels boomed in the 1980s.

### ***SCHAUMBURG TODAY – RETAIL/RESTAURANT HUB, REGIONAL AIRPORT, CONVENTION CENTER AND BASEBALL STADIUM***

Since 1990, Schaumburg has witnessed the development of 2.0 million square feet of commercial space including a variety of retail uses. One Schaumburg Place, now known as Streets of Woodfield after being redeveloped, and Woodfield Village Green were built in the early 1990s. Woodfield Mall expanded to include approximately 500,000 square feet of commercial space to accommodate Nordstrom department store and several other retail stores. IKEA, an internationally-known home furnishings store, opened a 458,000 square foot facility in the Woodfield Regional Center in the late 1990s. The mid 1990s also experienced an influx of retail food establishments.



In the fall of 1993, the Elgin-O'Hare Expressway opened. This expressway connects Schaumburg to neighboring communities to the southwest and Interstate 290 to the southeast. It also provides convenient access to Spectrum Industrial Park and the nearby Schaumburg Regional Airport, which the village purchased in 1994 and expanded in 1995.

Minor league baseball came to the village in the spring of 1999. The Schaumburg Baseball Stadium, which seats 7,000, is home to the Schaumburg Boomers and was built in partnership with the Schaumburg Park District just north of the commuter rail facility.

## VILLAGE OF SCHAUMBURG

In July 2004, a groundbreaking was held for the Schaumburg Convention Center and Hotel at Meacham Road and I-90. Soon to be the showpiece of Schaumburg, this new Hotel/Convention Center was opened in 2006. The convention center propelled the Village of Schaumburg into a new realm of commerce and tourism. Schaumburg is recognized as a destination of choice for business travelers and convention planners. This mixed-use project incorporates a Convention Center with 100,000 sq. ft of exhibition space and a 500-room hotel. Guests enjoy the highest level of personal service and amenities including a business center, health club, pool and whirlpool/spa, fine dining, and an executive club.

Today, Schaumburg expects continued expansion albeit at a slower rate than in years past. With a population of 74,227 in 2010, minimal residential growth both in the single-family and multiple-family market is expected as little residential land remains. The majority of industrial development is expected to occur in the Spectrum Industrial Park, Woodfield Business Center, and Copley Center. Top employers in Schaumburg include Motorola (5,000 employees), Woodfield Mall (3,200 employees), Zurich Insurance Group (2,300 employees), Catamaran (1,200 employees), Career Education Corporation (1,100 employees), IBM (950 employees) and Comcast (725 employees).

Schaumburg's Park District (a separate government entity) provides a wide range of recreational activities including two golf courses, three pools, an indoor water park, a wide variety of sports and program options and a fitness center. The Park District has won the National Gold Medal Award for excellence in the field of park and recreation management. The Schaumburg Township District Library has one main branch in Schaumburg and two smaller branches in neighboring communities. The Library's complete collection of books totals more than 630,000. The Library also has an extensive audio and video area containing a 25-seat theater that shows free movies, a children's area with an activity room and extensive meeting and conference room space.

### Schaumburg At A Glance

Population:	74,227
Land Area:	19 square miles
County:	Cook and DuPage
Median Home Value:	\$257,600
Median Family Income:	\$67,426
Single Family Homes:	12,000
Multi Family Dwellings:	21,000
Miles of Streets:	200
Public Transportation:	Metra Train, PACE Bus, Free Trolley

### ***THE MUNICIPAL ORGANIZATION***

Schaumburg is a home rule municipality that operates under the Council/Manager form of government. The Village President and Board of Trustees, elected at large for four-year staggered terms, appoint a Village Manager to administer the policy set by the Village Board. The current Village Manager was appointed in 1998. The Village Manager has 10 department directors who report to him including the Directors of Community Services, Finance, Information Technology, Human Resources, Community Development, Transportation, Police, Fire, Engineering and Public Works, and Cultural Services, as well as the Assistant Village Manager. The Village has 650 employees and a \$180 million total budget.

The municipal organization is highly professional with department directors who work well together and value their collaborative relationships. The Village Manager expects Directors to think strategically, be accessible and responsive, embrace change with the ability to develop transformative annual goals and exhibit a highly professional demeanor and presence.

## VILLAGE OF SCHAUMBURG

### ***THE SCHAUMBURG POLICE DEPARTMENT***

The Schaumburg Police Department is staffed by 115 full-time sworn police officers, 37 full-time civilian employees, 52 part-time Auxiliary Officers and 22 part-time administrative staff. It has a budget of \$27 million. Accredited by the Commission on Accreditation for Law Enforcement Agencies in 1987, the Schaumburg Police Department was the first police agency in Illinois to be awarded CALEA accreditation. The department's vision statement is "Be a model law enforcement agency viewed internally and externally as professional, enthusiastic, trustworthy, and at the forefront of the police profession." The Schaumburg Police Department values Customer Service, Respect, Trust, Teamwork and Integrity. The community's low violent crime rate reflects both the nature of the community and the department's mission to serve, protect and enhance the quality of life through community partnerships.



In addition to the Chief of Police, the SPD leadership team includes 1 Deputy Chief, 3 Commanders, 6 Lieutenants, 15 Sergeants and 5 Civilian supervisors. The Schaumburg Police Department has had seven Police Chiefs since it was established in 1959. The Chief of Police is appointed by and reports to the Village Manager. The Chief of Police serves as a member of the Manager's leadership team.

The department participates in numerous joint ventures and mutual aid arrangements. The department's emergency communications are provided by Northwest Central Dispatch System. Located in neighboring Arlington Heights, Illinois, NWCDS provides the Village's Public Safety Answering Point and dispatching services for 16 regional police and fire departments. Schaumburg's Chief of Police is a member of the NWCDS Executive Board. A 3-1-1 non emergency telephone answering point is housed in the Schaumburg Police Department Headquarters. The department participates and offers various community services related to Community Policing and Crime Prevention, including a Citizens Police Academy, a Crime Free Multi-Housing program, Crime Prevention Newsletters, Public Service Announcements, an Emergency Alert system and a Bicycle Patrol Unit.

Schaumburg traditionally has a very low rate of reported violent crime.

#### **Schaumburg Police Department 2012 QUICK FACTS**

Calls for Service	31,649
Index Crimes	2,542
Violent Crimes	71
Traffic Crashes	4,025
Moving Citations	12,471

## VILLAGE OF SCHAUMBURG

### **CHALLENGES AND OPPORTUNITIES**

The Chief of Police will need to build trust with the Department and integrate well within the Village's organizational structure. Further, the Chief must establish his/her presence in the community. Four Schaumburg Police Officers have been recently arrested and charged in two unrelated incidents for criminal misconduct related to their duties.

The new Chief will be expected to rebuild respect within the agency, the community and other area law enforcement agencies.

Twenty-one sworn officers are positioned to retire with full benefits within the next five years. The next Chief should be experienced in succession planning and development of command staff.

The next Chief will need to establish and maintain a good working relationship with the three unions within the department by promoting honest dialogue to ensure mutual respect.

Schaumburg's next Chief of Police will need to become familiar with and accessible to other government partners, businesses, and civic organizations/clubs that are active in the community. The Chief must have a strong, confident, yet approachable presence in the community.

The department has a significant commitment to technological innovation. The Chief will be expected to keep abreast of opportunities to employ technology to improve police service and to serve as an advocate for its implementation.

The Village of Schaumburg has retained the services of a consulting firm to conduct an organizational audit of the Schaumburg Police Department. The next chief will be tasked with implementing the findings and recommendations of this study.

Budget restraints are expected to continue in order to ensure the Village's financial stability. The Chief is expected to make efficient and effective use of all of the department's resources in order to serve the community at a very high level.



### **CHIEF OF POLICE QUALIFICATION CRITERIA**

The Village of Schaumburg is seeking high energy, service-oriented candidates with demonstrated experience and commitment to dedicated and innovative police service. The following education, experience, management and leadership criteria have been identified by the Village of Schaumburg as important for the candidates to possess and demonstrate. The starting salary for the position is plus or minus \$150,000 per year depending on qualifications. Residency is required within the Village within one year of appointment. The successful candidate will be expected to commit to the position and community for at least 5 years. The Village Manager recommends the appointment of Chief of Police to the Village Board for their consideration and approval. The Chief of Police reports to the Village Manager.

## VILLAGE OF SCHAUMBURG

### ***Education and Experience***

Candidates must possess a Master's Degree in Criminal Justice, Law Enforcement and Justice Administration, Public Administration or a related field.

Candidates must also have at least five years of experience in a municipal law enforcement leadership position equivalent to a Deputy Chief or Chief of Police in a community of comparable size and complexity. Completion of professional leadership training such as the F.B.I. National Academy, Northwestern University's School of Staff and Command and similar programs is desirable. Candidates must be a sworn police officer in the state of Illinois or be able to certify as a sworn officer within a reasonable time frame.

Schaumburg is seeking candidates that are proven, tested police leaders who possess a broad range of experience in all areas of local police operations. They should have in-depth experience and understanding of modern techniques, equipment, methods and practices related to police patrol operations, criminal investigations, crime prevention, school-related issues including gang prevention, community education, community policing, traffic and pedestrian safety, and emergency management.

Candidates must demonstrate a customer service-oriented skill set, setting the tone for effective and positive relationships with those who interact with the police department. Those relationship-building characteristics must be reflected in the interactions among the members of the police department and employees throughout the entire Village's workforce.

Experience in successful conflict resolution is important both within and outside of the agency. Experience in mentoring, counseling and professional staff development is critical for this position.



Candidates should have thorough knowledge of the principles of personnel management as well as experience recruiting, selecting, promoting and disciplining staff. Productive experience with labor relations is very important. Demonstrated leadership skills that combine employee involvement and investment in policy development with effective decision-making are required.

The next Schaumburg Chief of Police must have demonstrated experience in proactive police leadership, possess the ability to foresee trends and issues in policing locally and nationally, and respond in a thoughtful, strategic manner. The Chief must have the capacity to adapt to and make changes that are appropriate and justifiable. The Chief must have proven fiscal management experience.

The next Chief of Police must be able to demonstrate the ability to effectively deal with and embrace challenges.

The Chief will demonstrate successful interactions with the business community, school officials, municipal officials and other units of government. The Chief will understand the relationship between the police department and the Village on news media. He or she will have experience navigating that relationship in a positive manner.

Candidates should be able to demonstrate experience in inspiring and communicating a shared vision for the police department and ensuring all employees are working together toward that common goal.

## VILLAGE OF SCHAUMBURG

### ***Leadership Style and Traits***

Successful candidates must:

Have a background of complete integrity and honesty, leading and motivating people by example.

Be personally committed to telling the truth and be a "truth seeker."

Be fair and respectful with others.

Have a "follow me" approach to leadership. Be a person who is out and about both in the agency and the community and truly have an "open door" philosophy.

Be approachable to the department staff, other Village staff and the public in general.

Reach out to and interact with the members of the Schaumburg Police Department.

Be respected by his or her peers.

Refuse to tolerate any level of harassment or discrimination.

Embrace both sworn and civilian staff as members of the Department's team.

Work effectively with the Office of the Village Manager and directors of other operating departments.

Have a strong, courageous character.

Foster inclusive, respectful behavior among all sworn and non-sworn members of the department's staff.

Be an effective communicator who is an active listener and a good public speaker.

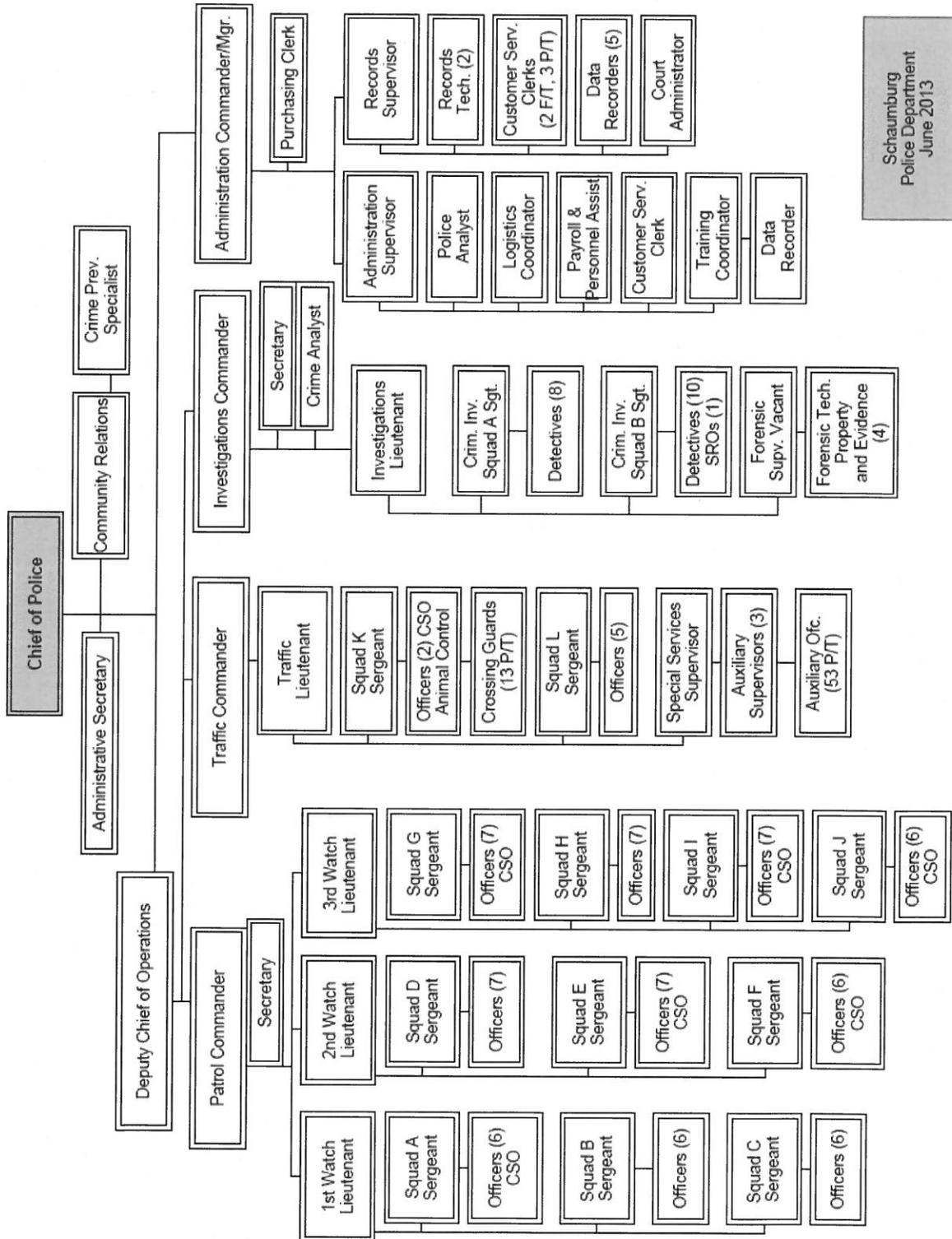
Be open about things rather than routinely suppressing information or limiting information on a "need to know" basis.

Be able to demonstrate confidence and leadership within the department and in public during crisis situations.

Be committed to succession planning.

Be skilled in evaluating personnel performance and in evaluating the effectiveness of services provided by the police department.

Be an energetic, dynamic leader dedicated to the community and the department.



Schaumburg  
Police Department  
June 2013



Springsted Incorporated  
710 North Plankinton Avenue, Suite 804  
Milwaukee, WI 53203-1117

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

## LETTER OF TRANSMITTAL

March 3, 2014

Mr. Michael Hall, Village Manager  
Village of Brown Deer  
4800 West Green Brook Drive  
Brown Deer, Wisconsin 53223

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

Dear Mr. Hall:

Thank you for inviting Springsted to submit a proposal outlining our approach to assist the Village of Brown Deer and the Police Commission in recruiting and selecting the next Police Chief. Hiring a Police Chief is a critical decision that contributes to a community's overall safety and quality of life. 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 will make the Brown Deer search a priority; we are committed to conducting a thorough, well-executed search for the Village to identify and hire a Police Chief with proven leadership and management experience.

Springsted has an established reputation for conducting high quality executive searches. We approach every search individually and by establishing good two-way communication and trust with Village officials, understanding the current needs and future goals of the Police Department and providing thorough, timely and complete information on candidates.

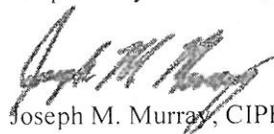
We have extensive experience conducting local government executive searches, including public safety positions. These searches include working with Police and Fire Commissions in Racine, Wisconsin in the hiring of a Chief of Police and in River Falls, Wisconsin in the hiring of its first full-time fire chief. In addition to the recent completion of a Police Chief search for Lakeville, Minnesota, we have also conducted police chief searches for Dyersville, Iowa and Hopewell, Virginia. In addition, we have conducted studies with a focus on law enforcement operations for Shorewood, Wisconsin; Dyersville, Iowa and Chiselm, Minnesota.

Village of Brown Deer, Wisconsin  
March 3, 2014  
Page 2

We understand that our proposal is subject to review and discussion. We are happy to meet with you and other Village officials to discuss our work plan and proposal in more detail. We look forward to the next steps in the process and would greatly appreciate the opportunity to work with you on this important decision.

Please contact Joe Murray 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) if you have any questions or require additional information.

Respectfully submitted,



Joseph M. Murray, CIPFA  
Vice President



Sharon G. Klumpp  
Senior Vice President

kmd

Village of Brown Deer, Wisconsin  
Proposal to Provide  
Police Chief Recruitment Services

A. Statement of Qualifications, History and Experience of the Firm

**Background of the Firm**

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For more than 50 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our managed growth is focused on providing clients with a balance of national perspective and local expertise.

Our headquarters are located in Saint Paul, Minnesota, with additional offices located close to our clients throughout the Midwest and Mid-Atlantic states. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

Springsted has been serving Wisconsin clients, including State agencies, cities, counties, villages, towns and various public/non-profit entities since 1959. Wisconsin clients take advantage of our full array of services, including executive searches as requested by the Village, as well as financial advisory, housing and economic development, organizational management and human resources, operational finance and fiscal planning and investments.

**Presence in Wisconsin**

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.

**Value Added Benefits of Working with Springsted**

Selecting Springsted to conduct your executive search provides the Village with the following benefits:

- **Comprehensive and Structured Process** — Our process is comprehensive and seamless, reflecting our years of interaction with municipal advisory organizations, local government employers and prospective candidates.
- **Transparency** — Springsted comes to the Village without having any preconceived notions or expectations about the Village and prospective candidates. The Springsted team works closely with the Village to make sure the process is open and transparent.
- **Sensitivity** — Springsted will provide a transparent process, but will also be sensitive to the current dynamic of Village Police Department staff members who may be interested in applying for the position. The Springsted team works respectfully with internal candidates to ensure they know that they were treated fairly and given proper consideration. In fact, we take great pride in our success in working with internal candidates.

- **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 the Village can count on maximizing the number of qualified candidates interested in the Police Chief position.
- **Bench Strength** — Springsted actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation. We effectively utilize all of our staff throughout the country in our seven regional offices to identify qualified applicants. This ability to widely recruit for prospective candidates is one of the primary benefits of using Springsted and makes Springsted unique.
- **Focused Use of Police Commission Members' Time** — Springsted's comprehensive process incorporates the active participation of the Village's Police Commission members at key steps in the process. Our process keeps Commission members 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 Police Department.
- **Minimize Staff Disruption** — Springsted's search process also minimizes disruptions to Village 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 Village seeks a Police Chief of sound professional and personal character. Springsted's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.
- **Guarantee** — Springsted provides a 18-month guarantee that if the selected candidate is either terminated for cause or leaves voluntarily during this period, Springsted will conduct another search free of charge, except for actual out-of-pocket expenses.

We strongly believe that the candidates we place should remain with their organization for a long period of time. For that reason, we do not actively recruit individuals we have previously placed with an organization for other positions.

## B. Key Personnel Assigned to the Project

### **Sharon G. Klumpp**

*Senior Vice President and Consultant*



Ms. Sharon Klumpp specializes in organizational and management consulting for public agencies, including conducting executive searches. She will lead the search process for the Village of Brown Deer and be involved in every phase of the project. Since joining Springsted in 2004, she has conducted over 75 executive searches for local governments including recent chief administrative officer searches for the cities of Eau Claire and Marshfield, Wisconsin; the cities of Elk River, Thief River Falls, Brainerd,

Willmar and Worthington, Minnesota; Decorah, Iowa; Winnetka, Illinois and for Crow Wing and Winona Counties in Minnesota; Jackson County, Michigan and Pierce County, Wisconsin.

In addition, Ms. Klumpp has led many searches for department heads including the Chief of Police search in Racine, Wisconsin and Fire Chief searches for River Falls, Wisconsin and for East Grand Forks, Minnesota. She also assisted the City of Saint Paul, Minnesota in its last Fire Chief search. Other department head searches include a Public Works Director for Beloit, Wisconsin; a Parks and Recreation Director for Lakeville, Minnesota and three additional searches for Racine, Wisconsin for a Public Works Commissioner, Public Health Administrator, and a Parks, Recreation and Cultural Services Director. She also led the police organizational management studies in Shorewood, Wisconsin and the Town of Buchanan, Wisconsin.

Ms. Klumpp has extensive government experience, having served as an Executive Director of the Metropolitan Council — the seven-county regional planning agency for the Twin Cities metropolitan area of Minnesota, as the Associate Executive Director for the League of Minnesota Cities, as a County Administrator of Oakdale, Minnesota and as Assistant County Manager in St. Louis Park, Minnesota and Saginaw, Michigan. 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**

*Springsted Special Consultant on Law Enforcement Operations*

---

Chief Les Sharrock enjoyed a long and distinguished career in law enforcement, including serving over 12 years as the Police Chief for the City of Waukesha, Wisconsin. Chief Sharrock also 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. He will assist in the recruitment, identification and evaluation of candidates.

#### **Joseph M. "Joe" Murray, CIPFA**

*Vice President and Client Representative*

---



Mr. Murray will serve as project coordinator providing oversight and assisting with the recruitment, identification and screening of qualified candidates. Having conducted the search for Dodge County, Wisconsin's County Administrator, he would also be available to serve as the lead consultant if other members of the team were to become unable to complete the search. Mr. Murray has nearly 20 years' experience in municipal government, including more than 15 years as a city/village manager, including serving the Village of Greendale, Wisconsin, the City of Linden, Michigan and the City of Grain Valley, Missouri. Mr. Murray received a Master of Public Administration from the University of Kansas and maintains his membership in the International City/County Management Association (ICMA) and the Wisconsin City/County Management Association.

### C. Springsted's Objectives and Approach to an Executive Search

Springsted's primary goal in this search is to assist the Village of Brown Deer and the Police Commission in identifying and evaluating qualified candidates to serve as the Village's Police Chief. Springsted will work closely with the Police Commission and Village Board in successfully appointing the Village's next Police Chief.

Ms. Klumpp is the lead consultant assigned to this project; she will work to create an excellent partnership with the Village based on a clear understanding of the tasks and regular communication about the status of the search.

Tasks related to this recruitment are outlined below. Springsted is available immediately to assist you with the recruitment and hiring of the Police Chief.

1. **Position Review and Analysis** — Work with the Police Commission, Village Manager and others to identify and define the experience, skills, knowledge and abilities the ideal candidate will need to be successful. This step in the process helps the Village identify the priorities and challenges the incoming Police Chief will be facing. The Commission may want to obtain input from others who work closely with the Chief, such as other department heads and department staff. Information can be gathered by individual or group meetings or the use of an electronic survey. If requested, we will conduct a salary survey to make sure that the salary established for the position is competitive with comparable positions.

Using this information, we prepare a position profile that identifies the qualifications the Village wants in the next Police Chief. Typically, the profile includes information on the Brown Deer community, the organizational structure of the Village and the department, the qualities and characteristics desired in the Police Chief and the leadership opportunities this position offers to prospective candidates. The profile is used as a marketing brochure that brings positive exposure to the Village as well as a source document used to evaluate applicant credentials for the position.

2. **Recruitment and Targeted Outreach** — Develop a customized recruitment strategy for the Village 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:

- Village'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 Village's hiring policies or procedures or otherwise requested by the Village
- 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 Brown Deer position. We will also make personal calls to qualified individuals identified in our research.

Springsted sets up a special e-mail inbox for each search and encourages an electronic submission of applications. Applications received by mail or by fax are scanned to ensure that we have an electronic record of all materials received. Each application is acknowledged upon receipt. We maintain respectful relationships with all potential applicants and candidates that apply for the position. We work in confidence and commit to represent the Village of Brown Deer in a courteous and professional manner.

3. **Applicant Screening and Evaluation** — Conduct an objective and systematic review of each application to determine those applicants who most closely meet the Village's desired qualifications. Once we have identified the top applicants (typically 8 to 12), we check in with the Police Commission and/or designated staff and discuss the results of our screening and receive input on the questions to be asked of applicants in the next step of the screening process. Then, the top applicants are invited to complete a supplemental questionnaire that addresses their professional and personal qualities in comparison to the characteristics identified in the position profile. Along with substantive information provided in the answers to the questions, we are able to assess and evaluate the candidates' writing and comprehension skills. Once that is complete, we conduct telephone screening interviews to expand upon each candidate's background and experience, particularly in those areas important to the Village. We determine the candidate's level of interest and motivation for seeking the position. We identify the candidate's management and leadership style and learn and understand their personal experiences and professional expectations for the Village of Brown Deer position.
4. **Presentation of Candidates** — Prepare written candidate reports summarizing our screening information, explaining how each candidate meets the Village's established qualifications and why the candidate is seeking the position. We include information on the candidate's education, experiences, strengths, areas of professional development, management style and professional accomplishments. Written candidate reports also include the candidate's application materials, their response to the supplemental questionnaire, a review of information found through internet searches and preliminary references with people that we know and trust.
5. **Selection of Finalists** — Meet with the Police Commission on-site or by a conference call to present the written reports on the screened candidates. The Commission selects the candidates who will be invited to interview, generally between 4 to 6 individuals. The number of candidates may vary based on the search priorities and depth of the candidate pool. In a professional and respectful manner, Springsted informs all applicants of their status in the selection process, in particular those that are not moving forward to the interview stage.

6. **Interview/Assessment Center Design** — In consultation with the Police Commission and designated staff, the structure of the interview process is determined, including the number of interview panels and interview participants. Multiple interview panels provide a structured way to obtain input from a broad range of individuals and often helps the Commission assess a candidate's *fit*.

In consultation with the Village, we develop interview questions to evaluate each candidate's ability to meet the Village's desired qualifications and perform successfully as Police Chief. Springsted will coordinate the interview schedule and all interview details with the designated participants and candidates.

An assessment center generally takes the form of oral exercises, in addition to the standard interview process, and/or written in-basket exercises. These exercises are designed to assess how candidates would handle a variety of situations that could occur on the job. For a Police Chief, exercises could be structured to examine how candidates would handle an emergency situation, including their interactions with stakeholders, and their ability to function as a department head and a member of the Village's management team. We would work with the Village to coordinate with regional Police chiefs who would participate in the assessment center.

7. **Reference Checks** — Contact references and provide a thorough reference report for each candidate participating in the interviews. It is our practice to contact at least four references per candidate: a supervisor, a professional peer, a direct report and a community member. We believe that a more comprehensive reference profile can be compiled if we seek input from a representative of each of these areas.
8. **Interviews/Assessment Center Administration** — Ms. Klumpp will attend the interviews and assist in administering the assessment center to make sure that the process runs smoothly. She will assist the Commission in narrowing the field of candidates and/or determining if a second interview should be held.
9. **Background Records Check and Employment Offer** — Conduct a thorough background records check, which includes state and national criminal and civil history, driver's license review, educational verification, a credit check and a review of social media activity. At the Village's option, we can expand the background check beyond a records review. The timing is coordinated and typically is completed prior to making an offer to a candidate. We will assist (if desired) in developing an employment offer and presenting the compensation package to the successful candidate in accordance with direction received by the Village.
10. **Ongoing Services** — Our commitment to the Village does not stop after the appointment of the Police Chief. We are available throughout the first year to facilitate a discussion about performance issues (if they arise) and/or assist in establishing goals and objectives for the new Police Chief. We will contact the Chief at the six month and one year interval to find out how the new position is going and to check in to answer questions or provide information as requested in the transition.

#### D. Client References, Including a Brief Description of the Project

Springsted has extensive experience conducting executive searches in the Midwest. We are intimately familiar with the legal requirements and practical aspects associated with local government executive searches for chief administrative officers and senior management positions, including police chiefs. Our experience demonstrates our ability to provide smoothly executed recruitments that get results.

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

*Chief of Police*

*Parks, Recreation & Cultural Services Director*

*Commissioner of Public Works*

*Public Health Administrator*

**Mr. Scott Letteney**, *Deputy City Attorney*

262-636-9115

Springsted conducted a national search for a police chief and managed the project from developing a position profile, evaluating candidates to assisting with the interview process. Throughout the police chief search (as well as the other searches); we worked closely with the Mr. Letteney, who served as the City's project coordinator, and with the Police and Fire Commission.

##### *City of Lakeville, Minnesota*

*Police Chief*

*Parks and Recreation Director*

**Mr. Steve Mielke**, *City Administrator*

**Ms. Cindi Joosten**, *Human Resources Director*

952-985-4901

Springsted conducted a national search for a Police Chief for Lakeville, Minnesota; a suburban city of 57,000. We handled the recruitment and screened the 27 applicants to 9 finalists. We partnered with the Human Resources Director and the City Administrator in the final parts of the search process contacting references, developing the interview process and providing background information necessary to make the selection.

##### *City of Dyersville, Iowa*

*Police Chief*

**Mr. Mick Michel**, *City Administrator*

563-875-7724

After conducting an organizational assessment of the City's Police Department, Springsted was retained to assist Dyersville, Iowa in the recruitment and selection of a Police Chief. Springsted recruited 25 applicants, evaluated candidates and coordinated the final selection process.

*City of River Falls, Wisconsin  
Fire Chief*

**Mr. Scot Simpson**, *City Administrator*  
715-425-0900

Springsted conducted a search for the City of River Fall's first full-time fire chief. Our efforts had been preceded by a broad community dialogue affirming the need to create a full-time position to manage the paid-on call complement of 50 firefighters. Nevertheless, we met with department stakeholders including representatives of St. Croix and Pierce Counties, as well as the University of Wisconsin-River Falls. We managed the entire search process from the development of a position profile and active recruitment of applicants to candidate evaluation and interview design. We worked closely with the Police Commission throughout the process and kept in close contact with the City Administrator who served as the City's project manager.

*City of Eau Claire, Wisconsin  
City Manager*

**Ms. Kerry Kincaid**, *Council President*  
715-839-4912

Springsted conducted a national search for a city manager for the City of Eau Claire. We worked with the City to develop a position profile, actively recruit candidates for the position making approximately over 50 calls to prospective candidates, evaluated candidates and designed and facilitated the candidate interviews with input from the City.

*City of Beloit, Wisconsin  
Public Works Director*

**Ms. Florence Haley**, *Human Resources Director*  
608-364-6612

**Mr. Larry Arft**, *City Manager*  
608-364-6614

Springsted conducted a national search for a public works director for the City of Beloit. We worked with the City to develop a position profile and actively recruited candidates for the position. Candidate evaluation included administering a questionnaire and screening interviews with the most qualified candidates. Springsted designed and facilitated the interview process; working in partnership with the City's Human Resources Department.

**E. List of Required Information Needed from the Village**

Information needed from the Village to perform a Police Chief search includes the following:

1. Current job description and required licenses
2. Department and Village organizational charts

3. Department information including the staff complement, the annual operating budget and any major capital purchases anticipated in the near future
4. Salary range established for the position
5. Information about the benefits program offered by the Village
6. Information pertaining to residency restrictions
7. 2011, 2012 and, if available, the 2013 annual department reports and department statistics
8. Roster of Police Commission members

In addition to this information, we request that the Village provide assistance in setting up meetings that will be needed from time to time throughout the process. We recommend designating a Village project coordinator to respond to questions that may come up during the process and to receive updates about the progress of the search.

**F. Outline of the Process and a Recruitment Timeline**

The timetable below illustrates a tentative schedule for naming the Police Chief position before the beginning of July. If selected, the specific dates and details will be modified to match the actual beginning of the search. We will do our best to coordinate the project timeline with the schedules of the Commissioners and others who need to be involved in the interviews.

Project Milestone	Timeframe
Notice to proceed	March 10
Meeting with designated Village officials	March 17 – March 28
Commission approves the profile / job announcement	Week of April 7
Placement of job postings and advertising position	April 11
Recruitment of candidates	April 11 – May 16
Applicant screening begins; position remains open until filled	May 16
Screening results reviewed with the Commission and / or staff	Week of May 26
Questionnaire administered to candidates; telephone screening interviews	Week of May 26
Commission selects candidates to interview	Week of June 2
Interview details reviewed and approved by the Commission and / or staff	By June 6
References completed and first round of candidate interviews	Week of June 9
Second candidate interviews, plus additional screening (if needed)	Week of June 16
Background check completed; offer made and accepted	By June 27

**G. Estimated Cost of Professional Fees and Additional Related Expenses**

Full Service Proposal and Guarantee

---

Springsted understands that the final scope of services may not yet be finalized by the Village for the extent of the search its desires. However, based on the Village desiring a consultant to complete and comprehensive search Springsted's professional fee to provide all of the search services outlined above would be \$16,540. This fee is subject to change based on the final scope of work desired by the Village. However the fee will not change upwards unless additional services not included in this proposal are requested by the Village, in which case we will provide you with a written quote for the requested services before commencing additional work.

Out-of-pocket costs for this project as detailed in our proposal for a complete search process, for such things including, but not limited to, advertising; one background records checks; and travel for four on-site visits (includes two rounds of interview) will not exceed \$2,450. The individual out of pocket costs will vary per search and our intent is to keep them to a minimum. All of these costs will be itemized within the invoice. The *total not-to-exceed price* for the entire search process is **\$18,990**.

If the Village prefers to modify the search proposal, we would be happy to adjust the price for our professional services and out-of-pocket costs. This modification can include a partial search where Springsted partners with the Village to complete the search. For example, in a partial search, Springsted could be retained to provide search services such as recruitment and candidate screening while the Village handles the interview and developing/presenting an employment offer.

Springsted will also perform another executive search if the new Police Chief voluntarily resigns or is dismissed for cause during the first 18 months of employment. The guarantee search and other ongoing services are provided at no additional cost to the Village other than reimbursement for actual direct expenses we incur. Please note that the guarantee does not include partial searches.