

Proposal

Administrative Coordinator Recruitment and Selection Sauk County, Baraboo, Wisconsin

Moffett and Associates, LLC – Point of Contact (Sauk Co. RFP 5.1.1)

Moffett and Associates, LLC
3480 N Thornberry Drive
Appleton, WI 54913
Phone: (608) 516-9102
Fax: 18665168480
info@moffett-associates.com
Principal Contact: Edward E. Moffett, Manager

Moffett and Associates, LLC -- Company Description (Sauk Co. RFP 5.1.2.1)

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 human resources consulting group who provides consulting services for chief executive officer recruitment and selection, pre-employment background investigations, organizational and management studies, and hiring & promotional assessment centers.

Senior Consultant Profile – Edward E. Moffett (Sauk Co. RFP 5.1.2.2)

Edward E. Moffett is the co-owner/manager of Moffett and Associates, LLC. Mr. 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, in Verona, Wisconsin; and Patrol Sergeant and Officer in Platteville, Wisconsin.

Mr. Moffett has served as a consultant and independent contractor 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 – Responsible for researching and completing background investigations for applicants seeking federal employment; and
- Commission on Accreditation for Law Enforcement Agencies, Inc., Gainesville, VA - Serving as an on-site team leader and assessor for accreditation compliance in various police agencies across the country.

Mr. Moffett has consulting experience in the following municipal organizational areas: chief executive officer search and selection processes; command and supervisory search and selection processes; organizational studies and operational audits; national law enforcement accreditation assessments; executive, managerial and supervisory hiring assessment centers; and executive pre-employment background investigations.

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

Senior Consultant Profile – Robert W. Roberts
(Sauk Co. RFP 5.1.2.2)

Robert W. Roberts is an independent contractor and consultant to Moffett and Associates. As a Senior Consultant Mr. Roberts has 33 years' experience serving in the capacities of Police Officer, Special Agent, Police Chief, College Dean, Federal Relations Director, Grants and Research Program Specialist, University Professor and Research Administration Director.

Mr. Roberts is the Director of Research and Faculty Development at the University of Wisconsin Oshkosh having over 17 years of experience working with grants and funding projects totaling over 195 million dollars.

Mr. Roberts' teaching and research includes expertise in the following areas: comparative criminal justice systems, police administration, curriculum development, research methods and analytical design, crime prevention, sex offender management, state and federal funding sources, organizational management audits, executive coaching, crime on the internet and police community relations.

Mr. Roberts has a Bachelor of Science in Criminal Justice, a Master's Degree in Public Administration and a Master's of Science in Education.

During the last 18 years Mr. Roberts has served as a consultant in approximately 55 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.

Consultant Profile – Michael E. Wineke
(Sauk Co. RFP 5.1.2.2)

Mr. Wineke is an independent contractor and consultant to Moffett and Associates. Mr. Wineke's career employment history includes both operational and supervisory positions with the Dane County, Wisconsin, Department of Human Services. Mr. Wineke was employed by Dane County for 38 years.

Mr. Wineke has six years of city-level municipal government experience, having served on the City of Verona, Wisconsin, Common Council for three terms, including a term as President Pro Tem. Mr. Wineke held committee assignments, (including various chair's), for the Finance Committee, Personnel Committee, Public Safety & Welfare Committee, Broad Band Regulatory Board, Industrial Park Board, and served as the City representative to the Dane County Ice Age Trail Committee.

Mr. Wineke served on the City of Verona, Police and Fire Commission for over six years, including several years as the President of the Commission.

Mr. Wineke is currently serving on the Jefferson, Wisconsin County Board of Supervisors. His committee assignments include the Human Resources Committee and Law Enforcement/Emergency Management Committee.

Mr. Wineke has a Bachelor of Science in Criminal Justice from University of Wisconsin – Platteville, Platteville, WI.

Moffett Consultant Group - Consultant Snapshot

(Sauk Co. RFP 5.1.2.2)

David O. Steingraber – Mr. Steingraber has over 40 years of criminal justice experience, with law enforcement responsibility in patrol, supervision, managerial (police chief) and two executive level positions within State of Wisconsin criminal justice agencies. Mr. Steingraber is a graduate of the University of California - Berkeley, School of Criminology and attended the University of Wisconsin – Milwaukee with graduate studies in public administration.

Michael A. Roberts – Mr. Roberts has over 35 years of criminal justice experience, having held positions as a police officer, police supervisor, and administrative/executive level positions in the Wisconsin Department of Justice. Mr. Roberts has a Bachelor of Science in Criminal Justice from University of Wisconsin – Platteville, Platteville, WI.

Jerald J. Jansen – Mr. Jansen has over 30 years of criminal justice experience, having held positions as a social worker, police officer, police supervisor, assistant police chief and police chief. Mr. Jansen has a Bachelor of Science and a Master in Social Work degree from University of Wisconsin – Madison, Madison, WI.

Senior Consultant's Experience

(Sauk Co. RFP 5.1.3)

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

The listing below illustrates the human resources consulting experience Consultant's Moffett and Roberts can offer Sauk County.

Executive – Command - Supervisory Recruitment & Selection Processes: (Sauk Co. RFP 5.1.3)

- City of Milton Police Chief (2015)
- Village of Cottage Grove Police Chief
- Village of Lake Delton (2014 Commander)
- Village of Lake Delton (2014 Supervisor)
- Village of Lake Delton (2013 Commander)
- Village of Lake Delton (2013 Supervisor)
- City of Whitewater Police Chief
- City of Milton Police Chief (2011)
- Village of Darien Police Chief
- City of Milton Police Chief (2008)
- City of Manawa Police Chief
- Town of Iron River Police Chief
- Village of Waunakee Police Chief

Pre-Employment Background Investigations:

- ❖ City of Milton Police Chief (2015)
- ❖ Village of Lake Delton (2014 Commander)
- ❖ Village of Lake Delton (2014 Supervisor)
- ❖ Village of McFarland (Fire Chief)
- ❖ Village of Lake Delton (2013 Commander)
- ❖ Village of Lake Delton (2013 Supervisor)
- ❖ City of Whitewater Police Chief
- ❖ City of Milton Police Chief

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

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:

- ❑ Village of Cottage Grove Operational and Dissolution Project
- ❑ Village of Lake Delton Operational Study (2012 thru 2014)
- ❑ Pierce County Criminal Justice Coordinating Council (Needs Assessment)
- ❑ Village of Allouez (Police Study)
- ❑ Village of Allouez (Clerical Organizational Study)
- ❑ City of Burlington - Criminal Justice Associates
- ❑ 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

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Municipal Client Executive Search Contact Information

(Sauk Co. RFP 5.1.3)

Client: City of Milton, WI

Contact: Marlys Howe, President, Police Commission
Phone: (608) 868-1656
Email: marlys.howe@da.wi.gov

Contact: Al Hulick, City Administrator
Phone: (608) 868-6900
Email: AHulick@milton-wi.gov

Client: Village of Cottage Grove, WI

Contact: Matt Giese, Village Administrator
Phone: (608) 839-4704
Email: mgiese@village.cottage-grove.wi.us

Contact: Village Attorney Lee Boushea
Phone: (608) 221-0079
Email: lboushea@bsklawfirm.com

Client: Village of Lake Delton, WI

Contact: Tom Diehl, Personnel Committee Chairperson
Phone: (608) 254-2525
Email: tom@tommybartlett.com

Contact: Kay Mackesey, Village Clerk-Coordinator
Phone: (608) 254-2558
Email: kay2busy@dellsnet.com

Client: City of Whitewater, WI

Contact: Jan Belgin, PFC President
Phone: (262) 473-0500
Email: JanBilgen@gmail.com

Contact: Cameron Clapper, City Manager
Phone: (262) 473-0139
Email: CClapper@whitewater-wi.gov

Client: Village of Darien, WI

Contact: Evie Etten, Village President (2010)
Phone: (608) 364-2980 X-7
Email: eeetten@town.beloit.wi.us

Client: Village of Waunakee, WI

Contact: Tim Nixon, Former Village President
Phone: (920) 436-7693
Email: tnixon@gklaw.com

Client: City of Manawa, WI

Contact: David Walker, Police Chief
Phone: (920) 596-2495
Email: manawapd@wolfnet.net

Client: Town of Iron River, WI

Contact: Helen Hyde - Clerk/Treasurer
Phone: (715) 372-5457
Email: N/A

Municipal Client General and Human Resources Project Contact Information

Client: Pierce County Criminal Justice Coordinating Council, Ellsworth, WI

Contact: Circuit Court Judge Joseph Boles
Phone: (715) 273-6460
Email: Joseph.Boles@wicourts.gov

Client: Village of Allouez, WI

Contact: Brad Lange, Village Administrator
Phone: (920) 448-2800
Email: brad@villageofallouez.com

Contact: Tracy Flucke, (Former) Village Administrator
Phone: (920) 497-3196
Email: tracy@webike.org

Client: Village of McFarland, WI (Fire Chief and EMS Director)
Contact: Don Peterson, former Village Administrator, (608) 838-3407

Client: City of Milton, WI
Contact: Dave Ostrowski, former PFC President, (608) 921-7750

Client: Village of McFarland, WI
Contact: John Stransky, PFC President, (608) 838-3773

Client: City of Lodi, WI
Contact: John Connell, PFC President, (608) 592-5401

Client: City of Beaver Dam, WI
Contact: Nancy Connelly, PFC President, (920) 356-1464

Client: City of Columbus, WI
Contact: Dennis Chadwick, PFC Member, (920) 993-0252

Client: Village of East Troy, WI
Contact: Judy Weter, Village Administrator, (262) 642-6255

Client: City of Cambria, WI
Contact: Glenn Williams, Village President, (920) 348-5322

Client: City of Stoughton, WI
Contact: Christine Smith, Baker Tilly-Virchow Krause, (608) 240-2391

Client: City of Shawano, WI.
Contact: Robert Kreisa, Consultant, (865) 607-7706

Client: Village of Wrightstown, WI
Contact: Perry Kingsbury, Police Chief, (920) 532-6007

Client: City of Omro, WI
Contact: Linda Kutchenriter, City Administrator, (920) 685-7000

Client: City of Neenah, WI
Contact: Cindy Christensen, HR Coordinator, (920) 886-6103

Client: City of Waupaca, WI
Contact: Bud O'Neill, (Ret.) Chief of Police, (920) 277-3294

Moffett and Associates, LLC
A Wisconsin-Based Consulting Firm
<http://www.moffett-associates.com>
Appleton, WI

Client: City of Adams, WI
Contact: Robert Ellisor, City Administrator, (608) 339-3913

Client: City of Burlington, WI
Contact: Robert Kreisa, Consultant, (865) 607-7706

Client: City of Two Rivers, WI
Contact: Greg Buckley, City Manager, (920) 793-5532

Client: City of Manitowoc, WI
Contact: Perry Kingsbury, Police Chief (Ret.), (920) 532-6007

Client: City of Whitewater, WI
Contact: James Coan, former Police Chief, (763) 784-25013-784-2501

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Sauk County

Administrative Coordinator – Recruitment and Selection

Scope of Proposed Consulting Services

(Sauk Co. RFP 3.1.4)

Phase 1 – Search Planning and Protocols

■ **Scope 1-A: Develop a Search Plan and Timeline – Meet/Consult with Search Committee:**
(Sauk Co. RFP 3.1.2)

This component involves the Consultant meeting with the Search Committee to review recommendations for the Administrative Coordinator search components and protocols. During this process the Search Committee should approve the search process along with timelines for project outcomes.

■ **Scope 1-B: Review and Assessment of Existing Position Description:** (Sauk Co. RFP 3.1.1)

This component involves the Consultant's review and assessment of the current/existing position description to help ensure compliance with public employment "best practices" and Americans with Disabilities Act.

The Consultant will provide a validation process of the current job description through the use of an online survey tool for a broadly defined job analysis. The targeted audience to complete the job analysis is the county board supervisors and elected or appointed department heads. The outcomes will influence the job description validation or recommendations for job description and position qualifications revision.

The Consultant will submit a written summary report to the Search Committee for feedback.

■ **Scope 1-C: Facilitate Countywide Stakeholder Expectations and Feedback - Create Position Profile:** (Sauk Co. RFP 3.1.5)

This component involves the Consultant engaging countywide community involvement in the recruitment and selection process. It is facilitated through an online survey tool for the following four county stakeholder groups:

1. County Board of Supervisors
2. County elected or appointed department heads
3. County municipal government leadership (3 Cities, 14 Villages and 22 Towns)
4. 12-15 individuals representing a cross-section of key countywide business and civic leaders

The desired outcome is to seek a countywide perspective for the qualifications, experience, skillsets and executive/managerial attributes for a new Administrative Coordinator. The outcomes will influence the development of the position announcement.

The Consultant will submit a summary report to the Search Committee for their feedback.

■ **Scope 1-D: Facilitate Development of a Recruitment and Job Announcement:**
Sauk Co. RFP 3.1.5)

This component involves the Consultant's development of a job announcement intending to describe the County's governmental structure, the organization, the position, the application process and timelines, and the forecasted demand for county services. It will include the more significant short-term (one year) and long-term (2-5 years) countywide issues and initiatives that the county board will expect their next Administrative Coordinator to lead. The County has a current Strategic Plan that impact the expectations of the Administrative Coordinator.

This component further involves the Consultant developing and preparing the application process, materials, waivers and releases, and independent recruiting materials. The recruiting materials, if available, are typically community-based brochures or publications which represent the quality of life and/or desirability to live, work and play in Sauk County.

The Consultant will meet with the Search Committee to review the Phase 1 components, seek their feedback and approval of the recruitment plan.

■ **Scope 1-E: Legal Compliance – Sauk County Corporation Counsel:** (Sauk Co. RFP 3.1.3)

This component involves the Consultant's consultation with the Sauk County Corporation Counsel to ensure compliance with all recruitment and selection legal requirements.

Phase 2 – Market and Announce Position

■ **Scope 2-A: Market and Announce the Position:** (Sauk Co. RFP 3.1.5)

This component involves the Consultant facilitating the advertising and marketing of the position. The recruitment will target a national, regional and statewide municipal executive audience through a variety of professional associations, municipal executive websites and recognized online employment domains.

The Consultant will ensure a printed media recruitment notice placed in Sauk County's officially designated newspaper for public notices; and the County's and Consultant's website will provide a source for applicants to access recruitment and application information.

Examples of professional association marketing initiatives include, but are not limited to the following:

- ❖ National Association of County Administrators (NACA)
- ❖ Wisconsin City/County Management Association (WCMA)
- ❖ International City/County Management Association (ICMA)
- ❖ National Association of County's (NACA)
- ❖ Wisconsin Counties Association (WCA)
- ❖ American Society for Public Administration (ASPA)
- ❖ Local Gov't Professionals; Wisconsin – www.linkedin.com
- ❖ National League of Cities (NLC) (Fee Based)
- ❖ Government Jobs www.govtjobs.com – (Fee Based)
- ❖ Wisconsin League of Municipalities (Fee Based)
- ❖ Strategic Government Resources Job Board (Fee Based)
- ❖ Wisconsin Personnel Partners Job Service Website (Fee Based)

- ❖ www.Indeed.com Job Search Website
- ❖ www.monster.com Job Search Website
- ❖ Moffett and Associates Website www.moffett-associates.com
- ❖ Sauk County Website www.co.sauk.wi.us

■ **Scope 2-B: Recruitment Outreach for the Position: (Sauk Co. RFP 3.1.5)**

This component involves the Consultant facilitating the advertising and marketing of the position beyond standard practices, typical through city and county manager's professional associations. To the extent possible, the outreach recruitment initiative will target direct email contact with individuals currently serving:

- ❖ In a Wisconsin County Administrator, Manager or Coordinator position
- ❖ In a Wisconsin City Administrator or Manager or Coordinator position
- ❖ In a Wisconsin Village Administrator, Manager or coordinator position

Additionally, the Consultant will facilitate the advertising and marketing of the position in neighboring states through respective statewide municipal executive professional associations. Job posting fees may apply. Examples include, but are not limited to:

- ❖ Illinois City / County Management Association (ILCMA)
- ❖ Iowa City/County Management Association (IaCMA)
- ❖ Minnesota City/County Management Association (MCMA)
- ❖ Michigan Local Government Management Association (MLGMA)
- ❖ Illinois Association of Municipal Management Assistants (IAMMA)

■ **Scope 2-C: Applicant Confidentiality: (Sauk Co. RFP 3.1.6)**

This component involves the Consultant ensuring that recruitment materials reflect a statement of applicant confidentiality pursuant to the provisions of § 19.36, Wis. Stats. The Consultant will prepare a Confidentiality Request Form that includes the following:

- ☐ Under the provisions of § 19.36, Wis. Stats., "I request that my identity as an applicant for this position not be revealed without my consent or until required under law."

Should the applicant desire confidentiality, he or she should check-mark the box, sign the form and include it in the application process filing.

The Consultant will honor the terms and conditions of the Sauk County Consultant-Client Non-Disclosure Agreement (NDA) executed in conjunction with an Agreement for Services.

Phase 3 – Application Period - Receive Application Materials

■ **Scope 3-A: Receive Applicant Application Materials: (Sauk Co. RFP 3.1.7)**

This component involves the Consultant serving as the County's point-of-contact to receive the application materials from interested applicants. Upon receipt the Consultant will create an electronic record of each applicant's application data, i.e. contact information, experience, education and other relevant qualifications information related to the requirements for the position.

Phase 4 – Applicant Scoring-Screening-Assessment

■ **Scope 4-A: Screening – Scoring of Applications:** (Sauk Co. RFP 3.1.8)

This component involves the Consultant's screening of the application materials with instruments developed for scoring application materials. Using the Comprehensive Application Scoring Mechanism (CASM™) the Consultant will evaluate the application materials to identify the "most qualified" applicants to move forward in the process.

■ **Scope 4-B: Achievement History Questionnaire – Determine "Top Rated" Applicants:** (Sauk Co. RFP 3.1.8)

This component involves the Consultant's processing the 12-16 "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 – with instruments developed for scoring applicant responses. This component will identify the 10-12 "top-rated" applicants.

■ **Scope 4-C: Applicant "Top Rated" Qualifications Interviews:** (Sauk Co. RFP 3.1.8)

This component involves the Consultant's assessment team conducting telephone interviews with the 10-12 "top-rated" 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. This component will identify the 8 "highly qualified" applicants to move forward for the Search Committee's consideration as a semi-finalist group.

The Consultant will prepare a written report summarizing each semi-finalist's qualifications, work history and performance in each stage of the assessment process.

Phase 5 – Semi-Finalist Recommendations

■ **Scope 5-A: Preliminary Background Records Checks:** (Sauk Co. RFP 3.1.10)

This component involves the Consultant's in-depth reference checks of the semi-finalist group.

Additionally, the Consultant will conduct a preliminary background check on each semi-finalist. The checks are limited to; verification of educational achievements, a media profile search, a nationwide criminal history search, and a state of residence (if available online) criminal/civil court records search. This component is to help ensure all finalists are suitable (absent a thorough background investigation) to hold the position of Administrative Coordinator.

■ **Scope 5-B: Semi-Finalists Recommendation:** (Sauk Co. RFP 3.1.9)

This component involves the Consultant meeting with the Search Committee and assisting the Committee in their evaluation of the 8 "highly qualified" semi-finalist applicants.

The evaluation of each semi-finalist should be based on their qualifications, work history and performance in each stage of the assessment process – against the current job description, position profile criteria, and the Committee's vision for a new Administrative Coordinator.

The Search Committee will take action to establish a “finalist pool” to move forward for the onsite visit and Phase 6 components.

Phase 6 – Finalist Visit-Tours-Stakeholder Interaction-Interviews

■ **Scope 6-A: Community & County Facilities Tour:** (Sauk Co. RFP 3.1.11 and 3.1.12)

This component involves the Consultant facilitating a schedule where all finalists are invited to onsite visits and tours of community and county facilities. The County will provide staff or volunteers to conduct the tours.

The Consultant will provide a due diligence briefing and debriefing for the tour staff or volunteers.

■ **Scope 6-B: Peer and Staff Review:** (Sauk Co. RFP 3.1.11 and 3.1.12)

This component includes the Consultant facilitating a peer and staff review interaction schedule with selected county administrative staff, department heads and/or selected employees. This component may be individual appointments or in a group panel environment. The Consultant's will meet with the staff and capture their observations and opinions. Additionally, each staff member will have access to an online finalist assessment survey for each finalist.

The Consultant will provide a due diligence briefing and debriefing for the participating staff.

■ **Scope 6-C: Community Stakeholder Interaction:** (Sauk Co. RFP 3.1.11 and 3.1.12)

The component includes the Consultant facilitating an informal finalist “meet and greet” candidate community forum.

This component is for the Search Committee's use of county officials and at-large community members as a factor in their consideration of employment of a new Administrative Coordinator; with invitations to elected officials, appointed officials, and 10-15 civic, community or business representatives who they believe will add value to the selection process.

The Consultant will provide stakeholders access to an online finalist assessment survey to capture stakeholder observations, thoughts and opinions for each finalist.

The Consultant will provide the Search Committee a summary of stakeholder feedback for each finalist during their qualifications assessment interviews.

Notation: The Community Stakeholder Interaction event may result in a quorum of Sauk County appointed and/or elected officials.

Notation: The Community stakeholder Interaction event should be noticed under the Wisconsin Open Meeting Law requirements.

Notation: The Search Committee should consult their policies and confer with legal counsel to assure the meeting is posted and conducted in accordance with state and local legal requirements.

■ **Scope 6-D: Search Committee – Round 1 - Qualifications Assessment Interviews:** (Sauk Co. RFP 3.1.12)

This component involves the Consultant's scheduling, coordinating and facilitating the Search Committee's finalist qualifications assessment interviews. The interviews intend to evaluate each finalist's interest in the position, their overall qualifications, and their personal and professional suitability – against the Search Committee's vision for the Administrative Coordinator.

Prior to the interviews, the Consultant will provide standardized questions for the Committee's approval, along with a candidate scoring matrix.

At the conclusion of the interviews the Committee will select a group of 3-5 finalists to move forward with the Committee's Job Interview.

Phase 7 – Final Job Interviews – Select Finalist for Job Offer

■ **Scope 7-A: Search Committee – Round 2 - Job Interviews:** (Sauk Co. RFP 3.1.12)

This component involves the Consultant's scheduling, coordinating and facilitating the Search Committee's 3-5 finalist job interviews. The interviews are intended to assess each finalist for final consideration and appointment to the Administrative Coordinator position.

Prior to the interviews, the Consultant will provide standardized questions for the Search Committee's approval, along with a candidate scoring matrix.

At the conclusion of the job interviews the Search Committee will select one finalist for a conditional offer of employment.

Phase 8 – Job Offer Components

■ **Scope 8-A: Conditional Offer of Employment:** (Sauk Co. RFP 3.1.13)

This component includes the Consultant assisting the Corporation Counsel in developing and facilitating the conditional offer of employment on the finalist selected by the Search Committee. The offer is generally conditioned upon successful completion of a mutually acceptable employment agreement and a pre-employment background investigation.

■ **Scope 8-B: Pre-Employment Background Investigation: (State of Wisconsin):** (Sauk Co. RFP 3.1.13)

This component includes the Consultant's Wisconsin-based (in-state) pre-employment background investigation on the finalist receiving a conditional offer of employment; whose current work experience and residence is in Wisconsin.

***Note:** Additional fees apply for a finalist whose work experience and residence in Wisconsin is less than seven years, or the finalist who resides outside of Wisconsin.*

The pre-employment background includes: interviews with employers, supervisors, peers and subordinates; interviews with neighbors, family, and friends; interviews with community contacts; inspection of public records - including personnel files, court history, drivers record and history; and an assessment of work performance.

General (Tentative) Delivery Schedule for Project
(Sauk Co. RFP 5.1.3.1)

Upon execution of an Agreement for Services on or before October 28, 2015, Moffett and Associates, LLC proposes to deliver the scope of services based on the mutually agreeable timelines shown below. The following are the tentative benchmark project events:

- **Phase 1** -- 11-01-15 to 12-4-15: Develop Plan and Meet with Search Committee, Review Job Description, Stakeholder Feedback and Create Position Profile, Develop Job Announcement for Search Committee Review and Confer with Corporation Counsel
- **Phase 2** -- 12-9-15 to 1-5-16: Advertise and Publish Position Announcement, Conduct Recruitment Outreach, and facilitate Applicant Confidentiality
- **Phase 3** -- 12-9-15 to 1-5-16: Receive Application Materials - **Application Deadline: 1-5-2016**
- **Phase 4** -- 1-6-16 to 2-16-16: Screen-Scoring of Application Materials, Process Achievement History Questionnaire, and Conduct Applicant Qualifications Interviews
- **Phase 5** -- 2-17-16 to 2-23-16: Preliminary Background Records Checks and Search Committee Semi-Finalists Recommendation
- **Phase 6** -- 3-2-16 to 3-5-16: Finalist Community and County Facilities Tours, Peer and Staff Review Interaction, Community Stakeholder Interaction, and Committee Qualifications Assessment Interviews
- **Phase 7** -- 3-9-16 to 3-10-16: Search Committee Job Interviews - Select Finalist for Conditional Offer
- **Phase 8** -- 3-14-16 to 3-31-16: Assist with Employment Agreement and Pre-Employment Background

Consultant Current Commitments
(Sauk Co. RFP 5.1.3.1)

Moffett and Associates, LLC consultants are not currently under a contract for consulting services. Moffett Consultants are available to staff the Sauk County project.

Consultant Community Engagement History
(Sauk Co. RFP 5.1.3.2)

Moffett and Associates, LLC consultants have facilitated community "meet and greet" stakeholder events for multiple chief executive officer selection processes. The specific scope of our services includes:

- Assist with the event logistics with the County's project point-of-contact
- Prepare the event schedule and protocols
- Prepare and deliver the stakeholder feedback collection tool
- Prepare and brief the finalist group
- Prepare and brief the stakeholder group
- Monitor finalist-stakeholder interactions to ensure a fluid environment
- Interact with stakeholders as appropriate and necessary
- Debrief the finalist group
- Debrief the stakeholder group
- Analyze the stakeholder survey feedback data in preparation for the Search Committee's qualifications (round 1) interviews

Sauk County's Administrative Coordinator Search Challenges
(Sauk Co. RFP 5.1.3.3)

Moffett and Associates, LLC consultants have identified the following challenges facing a chief administrative officer (CAO) recruitment and selection process. They are:

- **Project Major Holidays:** The Consultant recognizes the project timeline will span over the Thanksgiving, Christmas and New Year's holidays. Our experience has shown extra time should be allowed for all parties (consultants, staff and applicants) to balance their current workload, family commitments and the position application process.

Consultant Remedial Action: Place an aggressive emphasis on Phase 1 and Phase 2 components.

- **Recent Wisconsin Hires:** Wisconsin counties have experienced movement within county executive level positions in the recent months. A series of similar municipal recruitments will have an exhausting effect on potential candidates.

Consultant Remedial Action: Place an aggressive emphasis on Scope 2-B relating the recruitment outreach.

- **Position Compensation:** The compensation package and employment terms and conditions for a chief administrative officer are frequently an obstacle for a successful recruitment and selection process.

Consultant Remedial Action: Assist the Search Committee to create a compensation package that encourages qualified applicants to apply.

- **Applicant Job Fit – Independent Predictor:** Recruiting experience has demonstrated there are applicants who "present themselves well" throughout a structured selection process – but may struggle to deliver once in the position. Those applicants are skilled at "talking-the-talk" and may fall short of "walking-the-walk" to deliver once in the position.

Most recruiters develop a selection process with as much "due diligence" as possible with assessments typically limited to written and personal (human) interaction to assess an applicant's strength for the job.

Although a pre-employment background may serve to validate the final candidate's skillset identified during the process - the true test of their success will not be known until they have several months of demonstrated work behavior and performance within various organizational levels.

The deployment of a leadership style and personality inventory can provide an independent predictor and insight relating to management potential and competency.

Consultant Remedial Action: The Consultant will present the Search Committee with an optional (fee based) leadership style and inventory assessment process designed to measure five management dimensions including:

1. Leadership Potential and Style
2. Interacting with others
3. Initiative
4. Decision Making
5. Personal Adjustment

Through the use of the 16PF Competency Toolset, the process matches the job description requirements with the 20 widely used business competencies which are organized under the general domains of: Intellectual, Drive and Resilience and Interpersonal.

Pursuant to the Administrative Coordinator job classification specification the following 7 core competencies should add value to the hiring decision:

- Intellectual Competencies:
 - ❖ Analytical Problem Solving
- Drive for Excellence Competencies:
 - ❖ Planning and Organizing
 - ❖ Decision Making, and
 - ❖ Coping with Pressure
- Interpersonal Competencies:
 - ❖ Influencing
 - ❖ Management of Others
 - ❖ Cooperative Teamwork

This instrument will be able to provide a description of the relative presence of these competencies (ranging from "Poor Fit" to "Excellent Fit" and the competency related behaviors each are likely to be able to demonstrate in the position.

The leadership style and inventory assessment should ideally be administered to the 3-5 finalist candidates prior to the second round (Scope 7-A) of the Search Committee's job interviews.

Consultant-Client Satisfaction Policy
(Sauk Co. RFP 5.1.5.3)

Moffett and Associates, LLC strives for our customers to be amazed with the choices they have of potential applicants and excited by the innovative approaches we take with recruitment. Ultimately we strive to make reliability of finding the right "candidate" our primary goal.

To satisfy this goal we provide you with a consistently superior customer experience and we make ourselves accountable to this standard every day that we work with you. Although we have never placed a candidate that left employment as a result of dismissal or resignation we understand that each employer/employee is a unique and therefore a circumstance could arise where a candidate is not a long term fit.

If there are remedial issues with the chosen candidate that were not revealed during the recruitment and selection process, Moffett and Associates, LLC will make mentoring services available to the employer during the first 24 months of employment at 30% rate reduction.

In the event a termination and/or resignation occurs within the first two years under conditions that were not mutual agreed to, Moffett and Associates LLC will conduct a new search and reduce the fee by 25%.

Additional RFP Documentation
(Sauk Co. RFP #'s 5.1.5.2, 5.1.5.4, 8.1, 8.2, 8.3, and 8.4)

The sample documents requested in RFP 5.1.5.2 and RFP 5.1.5.4 and the RFP terms and conditions (Section 8, pages 7-8) are provided in separate documents.

Fees, Expenses and Conditions

Consulting Fee: (Sauk Co. RFP 5.1.4.1): Moffett and Associates' business model is based on a "not-to-exceed" flat fee for scope of services. The flat fee for this proposal is:

- ❖ \$23,790, plus expenses

Consulting Fee Retainer: A retainer fee is required at the time the Agreement for Services is executed. Additional mid-point performance benchmark fees are required and the final fee (including expenses) is due at the conclusion of the process.

Cost Breakdown Major Components: (Sauk Co. RFP 5.1.4.1): The following represent the costs associated with each phase of the proposed scope of services:

- **Phase 1:** -- \$3,294 -- Develop Plan and Meet with Search Committee, Review Job Description, Stakeholder Feedback and Create Position Profile, Develop Job Announcement for Search Committee Review and Confer with Corporation Counsel
- **Phase 2:** -- \$1,098 -- Advertise and Publish Position Announcement, Conduct Recruitment Outreach, and facilitate Applicant Confidentially
- **Phase 3:** -- \$732 -- Receive/Process Application Materials - Deadline: 1-5-2016
- **Phase 4:** -- \$7,625 -- Screen-Scoring of Application Materials, Process Achievement History Questionnaire, and Conduct Applicant Qualifications Interviews
- **Phase 5:** -- \$3,050 -- Semi-finalist Reference Contacts and Interviews, Preliminary Background Records Checks and Search Committee Semi-Finalists Recommendation Meeting
- **Phase 6:** -- \$2,928 -- Finalist Community and County Facilities Tours, Peer and Staff Review Interaction, Community Stakeholder Interaction, and Committee Qualifications Assessment Interviews
- **Phase 7:** -- \$1,464 -- Search Committee Job Interviews - Select Finalist for Conditional Offer
- **Phase 8:** -- \$3,599 -- Assist with Employment Agreement and Pre-Employment Background Investigation

Alternate Proposal: (Sauk Co. RFP 5.1.5.1): The County can reduce project costs by eliminating the conditional job offer pre-employment background investigation. The reduction amount is \$3,350.

Reimbursed Expenses: (Sauk Co. RFP 5.1.4.2): This proposal is based on Sauk County 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: background reports, court records, driver's records, transcripts, etc.
- Recruitment advertising costs, job posting fees, misc. fees, etc.
- Photocopies and postage, etc.

Direct Payment Expenses: This proposal is based on Sauk County assuming responsibility for the direct payment of third-party professional fees and expenses for the following:

- Community stakeholder "meet and greet" event expenses
- Optional Finalist Leadership Style and Inventory Fees
- Finalist Travel to Sauk County

Delivery Schedule: Upon execution of an Agreement for Services, Moffett and Associates, LLC will deliver the proposed scope of services for a new Administrative Coordinator's recruitment and 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 Search Committee to meet with the necessary frequency required
- The advertising cycle of selected media outlets
- Unexpected delays arising applicant availability during selection process
- Unexpected delays arising during the pre-employment background investigation
- Third party appointments for optional components, if any
- Difficulties in employment negotiations with the selected finalist candidate
- Finalist candidate's resignation time period requirements with current employer

Project Staffing: Senior Consultant Edward Moffett will serve as the project manager for the Sauk County process. Senior Consultant Robert Roberts will serve as the lead consultant and client on-site liaison. Consultant Michael Wineke will serve on the assessment team. Consultants Moffett and Roberts will be on-site for the tours, stakeholder events and interviews. Additional Moffett consultants may be used as necessary.

Request for Proposal Signature Page

The required signature page, shown on page 9 of the request for proposal document has been electronically submitted via an email attachment.

Respectfully Submitted,

Edward E. Moffett, Manager
Moffett and Associates, LLC
Appleton, Wisconsin 53593
info@moffett-associates.com
Phone: (608) 516-9102
Toll Free Fax: 18665168480
<http://www.moffett-associates.com/>

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