



TRUSTEES MEETING NOTICE & AGENDA
THURSDAY, AUGUST 24, 2017 AT 6:30 PM
LINCOLN HALL MEETING ROOM, 2 LINCOLN STREET

1. **CALL TO ORDER/PLEDGE OF ALLEGIANCE TO FLAG** [6:30 PM]
2. **AGENDA ADDITIONS/CHANGES**
3. **APPROVE AGENDA**
4. **GUESTS, PRESENTATIONS AND PUBLIC HEARINGS**
 - a. Comments from Public on Items Not on Agenda
5. **JOINT MEETING WITH THE ESSEX SELECTBOARD**
 - a. Interviews with Executive Recruitment Firms :
 1. Don Jutton, Municipal Resources, Inc. [6:35-7:35 PM]
 2. Heidi Voorhees, GovHR USA (via Skype) [7:40-8:40 PM]
 3. Steve Egan, Mercer Group [8:45-9:45 PM]
 - b. Possible Selection of a Firm
6. **EXECUTIVE SESSION**
 - a. Contracts
7. **ADJOURN**

Meetings of the Trustees are accessible to people with disabilities. For information on accessibility or this agenda, call the Village Manager's office at 878-6944.



GovHR USA

GovTempsUSA

Town of Essex and Village of Essex
Junction, Vermont
Town Manager

Recruitment and Selection Process

Heidi Voorhees, President

630 Dundee Road, Suite 130, Northbrook, IL 60062

Local: 847.380.3240 info@govhrusa.com GovHRUSA.com

Outline

- Our Philosophy
- Our Experience
- Our Process
- The Path to Success
 - Our Guarantee and Commitment
- Reasons to Consider GovHR USA

Our Philosophy

Service – We are your partner throughout the process.

Integrity – We deliver our services thoroughly, on time, and professionally. We encourage you to talk with any of our previous clients.

Trust – We provide you with our honest assessment of candidates.

Respect – We are well regarded in both the local government and executive recruitment professions, bringing credibility to your process.

Our Experience

- Consultants are located in Arizona, Florida, Illinois, Indiana, Michigan and Wisconsin, giving us national expertise and contacts.
- Since 2009, GovHR USA has been engaged to conduct approximately 380 recruitments in 24 states.
- 28% of our Clients are repeat customers, and of those repeat customers, 46% have conducted more than two recruitment processes with us.
- Our Consultants (20) bring a unique combination of experience in executive recruitment and in serving as managers in all disciplines of local government.

Our Experience

GovHR has conducted the following similar recruitments:

- ▶ Town Manager, Enfield, CT – 2015
- ▶ Town Manager, New Kingstown, RI – 2015
- ▶ City Manager, Cambridge, MA – 2016
- ▶ Town Manager, Williamstown, MA – 2015
- ▶ City Administrator, Hagerstown, MD – 2015
- ▶ Town Manager, Provincetown, MA -- 2015

Consultant Heidi Voorhees

- Conducted more than 250 executive recruitments for local governments, associations and not-for-profit organizations throughout the country in the last 15 years.
- Served 19 years in local government in Kansas City, MO, Schaumburg, IL including 10 years as Village Manager for Wilmette, IL.
- Held leadership positions on ILCMA Board, Metro Managers Board and founding member of the Legacy Project.

Consultant Ryan Cotton

- ▶ 30 years experience as a City Manager
- ▶ 8 years experience as City Manager of Montpelier, VT
- ▶ Part time Director for Vermont League of Cities and Towns Technical Services Center

Our Tailored Process

- Organizational and Position Assessment
 - Understanding of challenges, opportunities, organizational culture and expectations is critical to success.
- Development of Recruitment Brochure
 - Detailed recruiting tool that is widely e-mailed, posted on social media and on our website which has 5,000 views per month.

Our Process (cont'd.)

- Candidate Contact and Open Recruitment
 - Place position announcement on social media and on professional websites.
 - Outreach to potential candidates using email, telephone calls, and personal contact, including those recommended through outreach.
 - Development of 500+ email database specific to the Town Manager recruitment.

- Complete Process Coordination
 - Acknowledgement and management of candidate applications and submitted materials.

Our Process (cont'd.)

- Initial Screening
 - Screen/review all applicants matching credentials with criteria in recruitment brochure.

- Due Diligence
 - Skype interview with prospective candidates.
 - Conduct background inquiries and reference calls.
 - Search internet and all social media sites for news stories and posts on Twitter and Facebook pertaining to candidates.

- Prepare and Present Report
 - Identification of semi-finalists for interview consideration. Report on interviews and references. Video interviews can also be provided to the Search Committee.

Our Process (cont'd.)

- Facilitate selection of finalists for interview.
- Arrange for additional background inquiries prior to interview.
 - Criminal, credit, motor vehicle and educational verification.
- Prepare interview questions and procedures for review, editing and comment.
- Facilitate final interviews and selection, ensuring the Search Committee have the information needed to make a final decision.
- Aid in negotiation of contract, if desired.

The Path to Success

- Success requires a partnership between GovHR USA and the Search Committee.
- We are known for our process, approach, network and record of our guarantee.
- We are known for our commitment to diversity.
- We are known for our commitment to communication.
- We are known for our commitment to the profession of local government management.

Our Guarantee

- We stay with you until you have selected the ideal candidate.
 - We will search for additional candidates if necessary – no additional consultant fee.
- We offer a two year guarantee for our candidates.
 - No consultant fee for a new search, only expenses.

Our Commitment – Communication

- Accessible throughout the process – via telephone, email and/or Skype.
- Maintain regular contact with our liaison(s) as assigned by the Search Committee - will provide regular updates throughout the process, in addition to established milestones.
- Provide regular status updates by telephone or email as requested.
- Follow-up with candidates.

Our Commitment - Profession

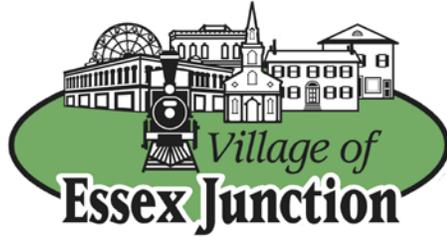
- We provide counseling services to anyone who requests it for no charge – interview advice, resume review – including Managers In Transition.
- We offer sessions for mock interviews and resume reviews during state association conferences for no charge.
- We regularly present at national and state conferences on a variety of topics – ICMA, state conferences in Iowa, Illinois, North Carolina, Ohio and Wisconsin.
- We work to promote women and minorities in the profession.

Reasons to Consider GovHR USA

- Depth of experience in executive recruitment throughout the United States.
 - Extensive outreach component to recruitment and selection process including information gathering at process outset and utilization of social media for candidate outreach.
 - Knowledge of and commitment to diversity, communication and professional local government management.
 - Our excellent reputation for a thorough and professional process.
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We hope to have the opportunity to
work with you!

Thank you!



Resolution in Recognition of the 2017 Essex Junction Little League Team

WHEREAS, Little League is a valuable opportunity for children to experience competition, teamwork and sportsmanship; and,

WHEREAS, the 2017 Essex Junction Little League All Star Team was extremely successful; and,

WHEREAS, the dominance of post season play exhibited by the Essex Junction Little League led to a 4-0 record in the district pool games as well as a subsequent seven game winning streak culminating in the Vermont District III title; and,

WHEREAS, the Essex Junction Little League concluded the Vermont State Tournament with three victories by a combined score of 31-0; and,

WHEREAS, the Essex Junction Little League was crowned Vermont Little League Champions; and,

WHEREAS, the Essex Junction Little League represented Vermont in the New England Regional Little League Tournament annually held in Bristol, CT; and,

WHEREAS, our Little League athletic ambassadors from Vermont competed admirably in the Regional Tournament, showing their skill, teamwork and sportsmanship that led them to their 2017 successful season; now, therefore be it

RESOLVED, that the Village of Essex Junction and the Town of Essex hereby extend our heartfelt appreciation and recognition to the players, coaches, sponsors, parents and all the volunteers who helped make the 2017 Little League season a championship one in so many ways; and,

BE IT FURTHER RESOLVED that the Essex Junction Little League Team is recognized for its stellar performance throughout the Vermont State and New England Regional Tournaments.

Dated this 24th day of August 2017.

Town of Essex Selectboard

Max G. Levy, Chair

R. Michael Plageman, Vice Chair

Susan E. Cook, Clerk

Irene A. Wrenner

Andrew J. Watts

Village of Essex Junction Trustees

George A. Tyler, President

Elaine H. Sopchak, Vice President

Daniel S. Kerin, Trustee

Lori A. Houghton, Trustee

Andrew P. Brown, Trustee

MEMORANDUM

To: Board of Trustees; Selectboard
From: Patrick Scheidel, Municipal Manager
Date: August 18, 2017
Re: Interviews with Executive Recruitment Firms

Issue

The issue is to conduct interviews using the provided suggested interview questions and to ultimately select a firm to conduct the Municipal Manager Recruitment.

Discussion

At the joint meeting on August 7, 2017 the Essex Selectboard and the Village of Essex Junction Trustees voted to interview three firms. The three selected firms will be interviewed at the below times on August 24, 2017.

6:35-7:35 – Don Jutton, Municipal Resources, Inc.
7:40-8:40 – Heidi Voorhees, GovHR (via skype)
8:45-9:45 – Steve Egan, Mercer Group

Staff has prepared suggested interview questions, which have been provided. Staff also conducted references for each firm. The reference checks should be discussed in executive session prior to executing a contract.

Cost

Varies depending on firm selected.

Recommendation

It is recommended that the Selectboard and the Trustees conduct interviews, and review firm references and authorize the chairs to execute a contract with the selected firm.

Suggested Interview Questions
Town of Essex/Village of Essex Junction
Executive Search Firm – Municipal Manager

Firm Name	
<p>1. A. What will you do to get to know Essex and Essex Junction and understand our unique needs?</p> <p>B. Do you foresee any challenges in attracting qualified candidates to Essex and Essex Junction? How will you overcome those challenges?</p>	
<p>2. A. Who will be directly managing our search and who will be our primary contact?</p> <p>B. How often will the firm communicate with Essex?</p>	

<p>3. What does your firm's current search load look like?</p>	
<p>4. How will you customize your process for us?</p>	
<p>5. Describe how and when you plan to involve the public in the search process.</p>	

<p>6. A. How will potential candidates be identified? How will they be screened?</p> <p>B. How do you vet candidates you're seeing for the first time versus ones you've worked with in the past?</p>	
<p>7. When your firm presents candidates what will we receive as part of the candidate profile?</p>	

<p>8. How do you evaluate and vet any controversy in a candidate's past?</p>	
<p>9. A. Do you have any flexibility in the budget you presented in the response to the RFQ? If so, how much and where?</p> <p>B. Can you give us an average cost for "additional expenses" for other searches you've conducted?</p>	
<p>10. Tell us about a time a candidate did not work out well after being hired. What were the reasons for the poor fit, and how did you address that issue with the client?</p>	

11. Have you ever dealt with a situation where two boards will have to jointly agree on and work with a candidate? How do you plan to manage that situation with Essex and Essex Junction, both in terms of the recruitment and the actual hiring process?

12. We want the total process to take 3-5 months from the date a contract with you is signed. Do you foresee this being an issue?

13. Do you have any questions for us?

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APPLICATION FORM
Town of Essex/Village of Essex Junction
Executive Search Firm – Municipal Manager Recruitment

1.	<p>Firm Name Municipal Resources, Inc.</p> <p>Address 120 Daniel Webster Highway, Meredith, NH 03253</p> <p>Telephone Number 603-279-0352 Main Line 603-387-9729 Donald R. Jutton Cell</p> <p>Contact person(s) Donald R. Jutton</p>	<p>Founded in 1989, the MRI team includes two principals, a staff of eleven full-time professionals, four administrative support staff, ten part-time professionals, and a large group of professional affiliates who are available for consulting services as necessary.</p> <p>MRI is committed to providing innovative and creative solutions to the problems and issues facing local governments, school districts, and community based organizations throughout New England. We are a New Hampshire corporation operating from a primary office in Meredith, New Hampshire.</p> <p>Our seasoned management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.</p> <p>Our collective experience in local government operations, coupled with our understanding the realities of today's economic, regulatory, and political environments, gives MRI a unique capability that can significantly help elected and appointed local officials address the problems and challenges of organizing, managing, and delivering core community services.</p> <p>MRI's municipal government expertise includes the following categories:</p> <ul style="list-style-type: none"> • Executive recruitments • Assessment Centers and Promotional Process Testing • Management and operational assessments of departments/agencies • Public safety studies, including police, fire, EMS, and emergency management • Reorganization/consolidation/regionalization studies • Community and economic development, including land use regulations and control • Budget and finance • Public works and engineering • Collective bargaining
2.	<p>Please provide a brief history of the firm, including the number of years in operations</p>	<p>Our collective experience in local government operations, coupled with our understanding the realities of today's economic, regulatory, and political environments, gives MRI a unique capability that can significantly help elected and appointed local officials address the problems and challenges of organizing, managing, and delivering core community services.</p>



	<ul style="list-style-type: none"> • Internal investigations • Risk management • Emergency planning and exercises • Building inspection and code enforcement • Assessing 	<p>MRI has considerable expertise and experience in recruiting highly qualified individuals for management positions, such as town/city manager, town administrator, finance director, personnel director, planning and community development director, police chief, fire chief and public works director. We develop and administer assessment centers and public safety promotional examinations. Key leadership positions can also be filled on an interim or long-term basis by MRI's highly experienced subject-matter experts.</p> <p>You will find that we approach every assignment with enthusiasm, responsiveness, creativity, and absolute integrity. We are very proud of our 28-year record and reputation for supporting quality local government services through better organization, operation, and communication.</p>
<p>3. Please recent recruitments conducted and provide 3 to 5 references.</p>	<p>i. Danvers, MA Town Manager 2014 Steve Bartha Town Manager One Sylvan Street Danvers, MA 01923 (978) 777-0001</p> <p>ii. Portland, ME City Manager Recruitment 2015 Gina Tapp, HR Director City of Portland 389 Congress Street Portland, ME 04101 207-874-8300</p> <p>iii. Cromwell, CT Town Manager 2013 Public Works Director 2014 Enzo Faienca, Mayor 41 West Street, 1st Floor</p>	



	<p>Cromwell, CT 06416 (860) 632-3410</p> <p>iv. Claremont, NH City Manager Recruitment 2016 Charlene Lovett, Mayor City of Claremont 58 Opera House Square Claremont, NH 03743 (603) 542-7002</p> <p>v. Portsmouth, RI Town Administrator 2015 Police Chief 2013 Fire Chief 2012 Richard A. Rainer, Jr. Town Administrator 2200 East Main Road Portsmouth, RI 02871 (401) 683-3255</p> <p>See Appendix A for additional references</p>	<p>Municipal Resources, Inc. has extensive experience in public sector executive recruitments and our record for helping towns identify and select candidates with the right "fit" is impressive. By investing time and energy to learn about the specific challenges of the job and understand the personality of the community, we are able to identify candidates with the right blend of management skill, leadership style, values, philosophy, and approach to ensure a "fit" for success and long tenure.</p> <p>In conducting recruitment and selection services, we endeavor to do more than merely match candidates to job openings:</p> <ul style="list-style-type: none"> • We work closely with you to understand the leadership and management aspects of the position that may be unique to your community in order to establish and clarify job expectations. • We work closely with each applicant to help them understand the position requirements and the expectations you have for the successful candidate, while keeping them abreast of their status at each step in the selection process.
<p>4. Please provide a detailed plan and schedule of how the firm will conduct the selection process.</p>		



- We recognize that the client is not only hiring a senior executive, but may very well be bringing an entire family into the community. Consequently, we work with the applicants to enable them to learn as much as possible about the region as well as the client community, and we help the client prepare to support assimilation of the new manager. We are also careful to ensure that economic expectations and family needs or special circumstances are clearly understood early in the selection process.
- We stay actively involved through the final selection and formal appointment. Our objective is to initiate and establish long-term, successful relationships between the individuals we help place and our clients.

We understand that every community is different; therefore, every search is different. MRI works hard to understand the intricacies and uniqueness of each client's organization, and then tailors the process to meet their specific needs and expectations.

APPROACH & PROCESS

The following describes the activities we propose to undertake in a **comprehensive** executive recruitment process; typically, we customize the process by adding or deleting steps in order to address specific needs of your community and to fit within your target budget:

1. Meet with the appointing authority and/or search committee to review the recruitment process, receive input toward developing an "**Ideal Candidate Profile and Challenge Statement**" against which all candidates will be screened, and discuss if and how you would like to involve community members and employees in the process. At this meeting, we will also ask for help to:
 - a. Identify critical organizational issues and challenges;
 - b. Clarify roles, responsibilities, and expectations for the position;
 - c. Characterize the most desirable management strengths, behavioral styles, personal attributes, and motivating values needed in the ideal candidate to increase the probability of success in the role; and
 - d. Identify the likely issues and opportunities that the next manager must be prepared to address.

This can be accomplished in a number of different ways including interviews with elected/appointed officials, staff, and surveys. This information gathering process also allows us to develop pertinent essay questions that are specific to your community. Once approved, the Ideal Candidate Profile and Challenge Statement will be posted on MRI's recruitment website for potential candidates to review.



<ol style="list-style-type: none"> 2. We will work with the appointing authority to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly. 3. If requested, we will provide a recommended updated position description. 4. We will develop ad copy, recommend advertising venues, and coordinate placement of the ads. Resumes are typically received for at least 30 days. 5. We will research MRI's database and contact potential candidates from other similar recruitments we have conducted in the past 12 months. 6. We will canvas MRI's professional network to identify and reach out to promising potential candidates to invite their application. 7. We will receive and hold all resumes in confidence until the semi-finalists are chosen for interview. We have found that assured confidentiality will increase the number and quality of applicants rather significantly. We acknowledge receipt of all resumes and keep candidates apprised of their status at each selection point throughout the process. 8. We will provide you with an overview of relevant information about the candidate pool, answer questions, and review selection criterion at each decision point throughout the process. 9. We will establish a team of professional consultants who will screen and review all resumes for minimum qualifications before ranking them against the Ideal Candidate Profile. 10. We will develop a written essay questionnaire to be distributed to the top qualified candidates (generally 15 to 20 candidates), focusing the questions on matters of special relevance to the client's needs or current situation. The questions will be prepared in consultation with the appointing authority. Candidates will have a specified amount of time to respond (typically 10 days), after which our team of consultants will review and rank the responses. 11. After: essay responses have been returned, reviewed, and ranked, we conduct a web search of the top candidates (generally 10 to 12) and canvas our consultants, to identify potential issues or controversies in other jurisdictions. Then, two members of our team will conduct telephone interviews with these candidates, placing the focus on current position and reasons for leaving; career history of successes and failures; future personal and professional goals; and their understanding of best practices and contemporary professional thinking in the field. In addition to screening the candidates, this interview provides for follow-up to the essay responses and information found in the web searches. It also 	
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assists us in determining the verbal communication skills of the candidate and his/her ability to answer questions spontaneously. Typically, we reduce the pool to six (6) semi-finalists for local interviews at this juncture.

At this point in the process, there are several ways the recruitment can progress, as determined best by the client:

12. **ALTERNATIVE 1:** The MRI team of professional management consultants will conduct onsite interviews with the top 4 to 6 candidates (interview room and on-site lunch for panel to be provided by the client). The top candidates emerging from that interview would be presented to the appointing authority for interview.

ALTERNATIVE 2: We will conduct two rounds of interviews; the first round involves on-site panel interviews. One panel is comprised of MRI local government management consultants, while the other panel is comprised of community stakeholders and or a designated Search/Screening Committee. This panel interview is usually facilitated by MRI's Lead Consultant. The second round of interviews consists of individual interviews between the appointing authority and the top two to four candidates emerging from the panel interviews. These interviews are also facilitated by our lead consultant.

ALTERNATIVE 3: Some other structured approach that the client wishes to incorporate.

13. Following interviews with the finalists, the appointing authority, in consultation with our lead consultant, will determine what, if any, additional steps are needed to arrive at a final selection. In some instances, additional interviews are required, or an onsite "meet-and-greet" with key staff. In others, the final selection is readily apparent, and we move to negotiations immediately.

14. We will assist with development of terms and conditions of employment, preparation of a conditional offer of employment, and creating a draft of an employment agreement.

15. If the final candidate will be relocating to the community from a significant distance, we may recommend and can coordinate a family visit to the community prior to making a conditional offer of employment.

16. We will complete a comprehensive background investigation on the selected candidate which shall include, but not be limited to, previous employment, and criminal and motor vehicle records checks, finances, references, and interviews with previous employees. In order to protect the client, MRI will not complete a comprehensive background on a candidate before a conditional offer of employment is accepted, unless the Town provides a waiver.



TIMELINE

We have significant experience structuring and conducting all sorts of executive recruitment projects for municipalities, and we are very willing and able to customize our approach to accommodate any unique requirements of a community or to fit within budget constraints.

A recruitment as described above typically takes approximately **90-120 days** to complete. We understand that the RFP requires a 60-day turnaround; however, our experience suggests that a deliberate and focused recruitment effort cannot be effectively compressed into a 60-day schedule. Consequently, if the Town and Village officials are not willing to entertain extending the recruitment/selection timeframe reflected herein, we are not interested in pursuing the engagement. If the following schedule is deemed acceptable, MRI is ready to begin work on the recruitment as soon as a contract has been executed.

The following schedule represents the typical timeline MRI would like to meet in the recruitment and selection process. As you will see, the approximate 30 day run time for resume submission is the longest period of time over which we have no control. During this period, resumes are being received, acknowledged, and scored, while we are gathering information that will help us to narrow the field and develop essay questions. Once the resumes have been scored, things will move along pretty quickly.

TDB	Award of Contract
First 30 days	Advertisements are written and posted. MRI team gathers information from the client in order to develop the Ideal Candidate Profile & Challenge Statement. Resumes are accepted and reviewed by the MRI team.
Week 5	Resume deadline, final scoring. First cut made and essay questions distributed by MRI to top 12 to 16 candidates.
Week 7	Candidate essays are due and reviewed by the MRI team.
Week 8	Preliminary background work and MRI telephone interviews with remaining candidates.
Week 11	Onsite panel interviews. Hiring authority interviews of the finalists could follow immediately.



		<p>Since there is little room for "compression" of this schedule, any delays will need to be added to the end of the process. The background investigation on the selected candidate will likely take about two weeks. During that two-week period, we will be assisting the Client with contract negotiations. We normally expect a two- or four-week delay between the signing of a final contract with the start date of the chosen candidate, since he or she likely has a contractual obligation to a current employer.</p>
5.	<p>Please identify the specific services that will be provided (i.e., candidate screening process, background checks, reference checks, etc.).</p>	<p>See Item #4, above.</p>
6.	<p>Please provide information regarding the average tenure of past candidates placed by the firm, as well as information regarding replacement services.</p>	<p>Over 75% of our Town Manager, Town Administrator, and City Managers that we have placed over the past nine years remain in their positions.</p> <p>TENURE GUARANTEE</p> <p>To the extent that Municipal Resources is engaged to conduct a <u>comprehensive recruitment</u> as described above, we will guarantee to undertake a recruitment and selection process at no expense to the community should the employment relationship, after it is negotiated and documented by an executed employment agreement, be terminated by either party within 12 months. However, no such guarantee shall exist if said termination occurred due to death or catastrophic illness of the selected candidate, or due to the actions of, or encouragement to the selected candidate by a majority of a newly elected Board or Council. There shall be no cost for MRI's recruitment services; however, the Client shall cover the costs associated with advertising and interviews.</p>
7.	<p>Please provide a detailed fee schedule disclosing any and all fees charged to the client during the course of the search.</p>	<p>Our services for Municipal Manager selection process will be provided on a lump sum fee basis that is intended to cover all professional time and expenses. The process will be completed for a lump sum fee of \$15,000.00; payments to be made as follows:</p> <ol style="list-style-type: none"> 1. \$5,000.00 to be invoiced upon placement of position advertisement; and 2. \$10,000.00 to be invoiced upon completion of interviews with hiring authority. <p>This fee does not include the cost of advertising, the cost of accommodations for on-site interviews, reimbursement of candidate travel expenses, the cost of a family visit, or the cost of medical or psychological exams. In addition, the Client is responsible for providing food and lodging for the interview team (on nights prior to the interviews) and for providing food and interview rooms for the interview panels and candidates on the interview days.</p>



		<p>Payments will be made within thirty (30) days of receipt of the invoice unless otherwise agreed. Invoices not paid within thirty (30) days will accrue interest at the rate of 1.5% per month.</p>
8.	<p>Please provide a statement of what qualifications distinguish your firm from other recruitment companies.</p>	<p>MRI has emerged as the premier consulting <u>and</u> recruiting firm in New England. Our management consulting business keeps us actively involved with dozens of municipalities at any given time and keeps us apprised of the current challenges facing municipalities today. Our focus on serving New England clients helps us better understand their unique needs, yet we are able to attract candidates nationally. Our average recruitment receives submittals from 21 states and typically more than 50% of our semi-finalists reside in a different state than the position opening.</p>
9.	<p>Please note any other information you feel is relevant to the process of selecting a recruitment firm.</p>	

Submitted by:

MUNICIPAL RESOURCES, INC.



Donald R. Jutton, Founder and Senior Consultant
 120 Daniel Webster Highway
 Meredith, NH 03253
 (603) 279-0352, x-305
 (603) 387-9729 Jutton Cell
djutton@mrigov.com
www.mrigov.com

Date: August 3, 2017



120 Daniel Webster Highway
Meredith, NH 03253



Municipal Resources
www.municipalresources.com

tel: 603.279.0352 · fax: 603.279.2548
toll free: 866.501.0352

August 3, 2017

VIA EMAIL: TSABATASO@ESSEX.ORG

Travis Sabataos
Administrative Assistant
Town Manager's Office
81 Main Street
Essex Junction, VT 05452

Re: RFQ – Executive Search Firm, Municipal Manager Recruitment

Dear Mr. Sabataos:

Enclosed please find MRI's response to the above-captioned RFQ.

We look forward to the opportunity to work with the Town on this recruitment.

Sincerely,

A handwritten signature in black ink, appearing to read 'DJutton', is written over a light blue horizontal line.

Donald R. Jutton
Founder and Senior Consultant

Enc.

RESPONSE



Municipal
Resources
Inc.

APPLICATION FORM
Town of Essex/Village of Essex Junction
Executive Search Firm – Municipal Manager Recruitment

1.	<p>Firm Name Municipal Resources, Inc.</p> <p>Address 120 Daniel Webster Highway, Meredith, NH 03253</p> <p>Telephone Number 603-279-0352 Main Line 603-387-9729 Donald R. Jutton Cell</p> <p>Contact person(s) Donald R. Jutton</p>
2.	<p>Please provide a brief history of the firm, including the number of years in operations</p> <p>Founded in 1989, the MRI team includes two principals, a staff of eleven full-time professionals, four administrative support staff, ten part-time professionals, and a large group of professional affiliates who are available for consulting services as necessary.</p> <p>MRI is committed to providing innovative and creative solutions to the problems and issues facing local governments, school districts, and community based organizations throughout New England. We are a New Hampshire corporation operating from a primary office in Meredith, New Hampshire.</p> <p>Our seasoned management staff can tailor services to specific client needs. Our clients realize that we have been in their shoes; we have the experience, sensitivity, and desire that it takes to develop and deliver services that specifically meet their needs.</p> <p>Our collective experience in local government operations, coupled with our understanding the realities of today's economic, regulatory, and political environments, gives MRI a unique capability that can significantly help elected and appointed local officials address the problems and challenges of organizing, managing, and delivering core community services.</p> <p>MRI's municipal government expertise includes the following categories:</p> <ul style="list-style-type: none"> • Executive recruitments • Assessment Centers and Promotional Process Testing • Management and operational assessments of departments/agencies • Public safety studies, including police, fire, EMS, and emergency management • Reorganization/consolidation/regionalization studies • Community and economic development, including land use regulations and control • Budget and finance • Public works and engineering • Collective bargaining



	<ul style="list-style-type: none"> • Internal investigations • Risk management • Emergency planning and exercises • Building inspection and code enforcement • Assessing 	<p>MRI has considerable expertise and experience in recruiting highly qualified individuals for management positions, such as town/city manager, town administrator, finance director, personnel director, planning and community development director, police chief, fire chief and public works director. We develop and administer assessment centers and public safety promotional examinations. Key leadership positions can also be filled on an interim or long-term basis by MRI's highly experienced subject-matter experts.</p> <p>You will find that we approach every assignment with enthusiasm, responsiveness, creativity, and absolute integrity. We are very proud of our 28-year record and reputation for supporting quality local government services through better organization, operation, and communication.</p>
<p>3. Please recent recruitments conducted and provide 3 to 5 references.</p>	<p>i. Danvers, MA Town Manager 2014 Steve Bartha Town Manager One Sylvan Street Danvers, MA 01923 (978) 777-0001</p> <p>ii. Portland, ME City Manager Recruitment 2015 Gina Tapp, HR Director City of Portland 389 Congress Street Portland, ME 04101 207-874-8300</p> <p>iii. Cromwell, CT Town Manager 2013 Public Works Director 2014 Enzo Faienca, Mayor 41 West Street, 1st Floor</p>	



	<p>Cromwell, CT 06416 (860) 632-3410</p> <p>iv. Claremont, NH City Manager Recruitment 2016 Charlene Lovett, Mayor City of Claremont 58 Opera House Square Claremont, NH 03743 (603) 542-7002</p> <p>v. Portsmouth, RI Town Administrator 2015 Police Chief 2013 Fire Chief 2012 Richard A. Rainer, Jr. Town Administrator 2200 East Main Road Portsmouth, RI 02871 (401) 683-3255</p> <p>See Appendix A for additional references</p>	<p>Municipal Resources, Inc. has extensive experience in public sector executive recruitments and our record for helping towns identify and select candidates with the right "fit" is impressive. By investing time and energy to learn about the specific challenges of the job and understand the personality of the community, we are able to identify candidates with the right blend of management skill, leadership style, values, philosophy, and approach to ensure a "fit" for success and long tenure.</p> <p>In conducting recruitment and selection services, we endeavor to do more than merely match candidates to job openings:</p> <ul style="list-style-type: none"> • We work closely with you to understand the leadership and management aspects of the position that may be unique to your community in order to establish and clarify job expectations. • We work closely with each applicant to help them understand the position requirements and the expectations you have for the successful candidate, while keeping them abreast of their status at each step in the selection process.
<p>4. Please provide a detailed plan and schedule of how the firm will conduct the selection process.</p>		



- We recognize that the client is not only hiring a senior executive, but may very well be bringing an entire family into the community. Consequently, we work with the applicants to enable them to learn as much as possible about the region as well as the client community, and we help the client prepare to support assimilation of the new manager. We are also careful to ensure that economic expectations and family needs or special circumstances are clearly understood early in the selection process.
- We stay actively involved through the final selection and formal appointment. Our objective is to initiate and establish long-term, successful relationships between the individuals we help place and our clients.

We understand that every community is different; therefore, every search is different. MRI works hard to understand the intricacies and uniqueness of each client's organization, and then tailors the process to meet their specific needs and expectations.

APPROACH & PROCESS

The following describes the activities we propose to undertake in a **comprehensive** executive recruitment process; typically, we customize the process by adding or deleting steps in order to address specific needs of your community and to fit within your target budget:

1. Meet with the appointing authority and/or search committee to review the recruitment process, receive input toward developing an "**Ideal Candidate Profile and Challenge Statement**" against which all candidates will be screened, and discuss if and how you would like to involve community members and employees in the process. At this meeting, we will also ask for help to:
 - a. Identify critical organizational issues and challenges;
 - b. Clarify roles, responsibilities, and expectations for the position;
 - c. Characterize the most desirable management strengths, behavioral styles, personal attributes, and motivating values needed in the ideal candidate to increase the probability of success in the role; and
 - d. Identify the likely issues and opportunities that the next manager must be prepared to address.

This can be accomplished in a number of different ways including interviews with elected/appointed officials, staff, and surveys. This information gathering process also allows us to develop pertinent essay questions that are specific to your community. Once approved, the Ideal Candidate Profile and Challenge Statement will be posted on MRI's recruitment website for potential candidates to review.



<ol style="list-style-type: none"> 2. We will work with the appointing authority to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly. 3. If requested, we will provide a recommended updated position description. 4. We will develop ad copy, recommend advertising venues, and coordinate placement of the ads. Resumes are typically received for at least 30 days. 5. We will research MRI's database and contact potential candidates from other similar recruitments we have conducted in the past 12 months. 6. We will canvas MRI's professional network to identify and reach out to promising potential candidates to invite their application. 7. We will receive and hold all resumes in confidence until the semi-finalists are chosen for interview. We have found that assured confidentiality will increase the number and quality of applicants rather significantly. We acknowledge receipt of all resumes and keep candidates apprised of their status at each selection point throughout the process. 8. We will provide you with an overview of relevant information about the candidate pool, answer questions, and review selection criterion at each decision point throughout the process. 9. We will establish a team of professional consultants who will screen and review all resumes for minimum qualifications before ranking them against the Ideal Candidate Profile. 10. We will develop a written essay questionnaire to be distributed to the top qualified candidates (generally 15 to 20 candidates), focusing the questions on matters of special relevance to the client's needs or current situation. The questions will be prepared in consultation with the appointing authority. Candidates will have a specified amount of time to respond (typically 10 days), after which our team of consultants will review and rank the responses. 11. After: essay responses have been returned, reviewed, and ranked, we conduct a web search of the top candidates (generally 10 to 12) and canvas our consultants, to identify potential issues or controversies in other jurisdictions. Then, two members of our team will conduct telephone interviews with these candidates, placing the focus on current position and reasons for leaving; career history of successes and failures; future personal and professional goals; and their understanding of best practices and contemporary professional thinking in the field. In addition to screening the candidates, this interview provides for follow-up to the essay responses and information found in the web searches. It also 	
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assists us in determining the verbal communication skills of the candidate and his/her ability to answer questions spontaneously. Typically, we reduce the pool to six (6) semi-finalists for local interviews at this juncture.

At this point in the process, there are several ways the recruitment can progress, as determined best by the client:

12. **ALTERNATIVE 1:** The MRI team of professional management consultants will conduct onsite interviews with the top 4 to 6 candidates (interview room and on-site lunch for panel to be provided by the client). The top candidates emerging from that interview would be presented to the appointing authority for interview.
ALTERNATIVE 2: We will conduct two rounds of interviews; the first round involves on-site panel interviews. One panel is comprised of MRI local government management consultants, while the other panel is comprised of community stakeholders and or a designated Search/Screening Committee. This panel interview is usually facilitated by MRI's Lead Consultant. The second round of interviews consists of individual interviews between the appointing authority and the top two to four candidates emerging from the panel interviews. These interviews are also facilitated by our lead consultant.
ALTERNATIVE 3: Some other structured approach that the client wishes to incorporate.
13. Following interviews with the finalists, the appointing authority, in consultation with our lead consultant, will determine what, if any, additional steps are needed to arrive at a final selection. In some instances, additional interviews are required, or an onsite "meet-and-greet" with key staff. In others, the final selection is readily apparent, and we move to negotiations immediately.
14. We will assist with development of terms and conditions of employment, preparation of a conditional offer of employment, and creating a draft of an employment agreement.
15. If the final candidate will be relocating to the community from a significant distance, we may recommend and can coordinate a family visit to the community prior to making a conditional offer of employment.
16. We will complete a comprehensive background investigation on the selected candidate which shall include, but not be limited to, previous employment, and criminal and motor vehicle records checks, finances, references, and interviews with previous employees. In order to protect the client, MRI will not complete a comprehensive background on a candidate before a conditional offer of employment is accepted, unless the Town provides a waiver.



TIMELINE

We have significant experience structuring and conducting all sorts of executive recruitment projects for municipalities, and we are very willing and able to customize our approach to accommodate any unique requirements of a community or to fit within budget constraints.

A recruitment as described above typically takes approximately **90-120 days** to complete. We understand that the RFP requires a 60-day turnaround; however, our experience suggests that a deliberate and focused recruitment effort cannot be effectively compressed into a 60-day schedule. Consequently, if the Town and Village officials are not willing to entertain extending the recruitment/selection timeframe reflected herein, we are not interested in pursuing the engagement. If the following schedule is deemed acceptable, MRI is ready to begin work on the recruitment as soon as a contract has been executed.

The following schedule represents the typical timeline MRI would like to meet in the recruitment and selection process. As you will see, the approximate 30 day run time for resume submission is the longest period of time over which we have no control. During this period, resumes are being received, acknowledged, and scored, while we are gathering information that will help us to narrow the field and develop essay questions. Once the resumes have been scored, things will move along pretty quickly.

TDB	Award of Contract
First 30 days	Advertisements are written and posted. MRI team gathers information from the client in order to develop the Ideal Candidate Profile & Challenge Statement. Resumes are accepted and reviewed by the MRI team.
Week 5	Resume deadline, final scoring. First cut made and essay questions distributed by MRI to top 12 to 16 candidates.
Week 7	Candidate essays are due and reviewed by the MRI team.
Week 8	Preliminary background work and MRI telephone interviews with remaining candidates.
Week 11	Onsite panel interviews. Hiring authority interviews of the finalists could follow immediately.



		<p>Since there is little room for "compression" of this schedule, any delays will need to be added to the end of the process. The background investigation on the selected candidate will likely take about two weeks. During that two-week period, we will be assisting the Client with contract negotiations. We normally expect a two- or four-week delay between the signing of a final contract with the start date of the chosen candidate, since he or she likely has a contractual obligation to a current employer.</p>
5.	<p>Please identify the specific services that will be provided (i.e., candidate screening process, background checks, reference checks, etc.).</p>	<p>See Item #4, above.</p>
6.	<p>Please provide information regarding the average tenure of past candidates placed by the firm, as well as information regarding replacement services.</p>	<p>Over 75% of our Town Manager, Town Administrator, and City Managers that we have placed over the past nine years remain in their positions.</p> <p>TENURE GUARANTEE</p> <p>To the extent that Municipal Resources is engaged to conduct a <u>comprehensive recruitment</u> as described above, we will guarantee to undertake a recruitment and selection process at no expense to the community should the employment relationship, after it is negotiated and documented by an executed employment agreement, be terminated by either party within 12 months. However, no such guarantee shall exist if said termination occurred due to death or catastrophic illness of the selected candidate, or due to the actions of, or encouragement to the selected candidate by a majority of a newly elected Board or Council. There shall be no cost for MRI's recruitment services; however, the Client shall cover the costs associated with advertising and interviews.</p>
7.	<p>Please provide a detailed fee schedule disclosing any and all fees charged to the client during the course of the search.</p>	<p>Our services for Municipal Manager selection process will be provided on a lump sum fee basis that is intended to cover all professional time and expenses. The process will be completed for a lump sum fee of \$15,000.00; payments to be made as follows:</p> <ol style="list-style-type: none"> 1. \$5,000.00 to be invoiced upon placement of position advertisement; and 2. \$10,000.00 to be invoiced upon completion of interviews with hiring authority. <p>This fee does not include the cost of advertising, the cost of accommodations for on-site interviews, reimbursement of candidate travel expenses, the cost of a family visit, or the cost of medical or psychological exams. In addition, the Client is responsible for providing food and lodging for the interview team (on nights prior to the interviews) and for providing food and interview rooms for the interview panels and candidates on the interview days.</p>



		<p>Payments will be made within thirty (30) days of receipt of the invoice unless otherwise agreed. Invoices not paid within thirty (30) days will accrue interest at the rate of 1.5% per month.</p>
8.	<p>Please provide a statement of what qualifications distinguish your firm from other recruitment companies.</p>	<p>MRI has emerged as the premier consulting <u>and</u> recruiting firm in New England. Our management consulting business keeps us actively involved with dozens of municipalities at any given time and keeps us apprised of the current challenges facing municipalities today. Our focus on serving New England clients helps us better understand their unique needs, yet we are able to attract candidates nationally. Our average recruitment receives submittals from 21 states and typically more than 50% of our semi-finalists reside in a different state than the position opening.</p>
9.	<p>Please note any other information you feel is relevant to the process of selecting a recruitment firm.</p>	

Submitted by:

MUNICIPAL RESOURCES, INC.



Donald R. Jutton, Founder and Senior Consultant
 120 Daniel Webster Highway
 Meredith, NH 03253
 (603) 279-0352, x-305
 (603) 387-9729 Jutton Cell
djutton@mrigov.com
www.mrigov.com

Date: August 3, 2017



APPENDIX A



**Municipal
Resources
Inc.**

MANAGEMENT RECRUITMENT REFERENCES

CONNECTICUT

Cromwell, CT
Town Manager 2013 & 2015
Public Works Director 2014
Enzo Faienza, Mayor
Town of Cromwell
41 West Street
Town Hall, 1st Floor
Cromwell, CT 06416
(860) 632-3410

Killingly, CT
Town Manager 2013
172 Main Street
PO Box 6000
Danielson, CT 06239
(860) 779-5334

Windsor, CT
Public Works Ops Mgr 2016
Peter Souza, Town Manager
275 Broad Street
Windsor, CT 06095
(860) 285-1800

MAINE

Berwick, ME
Town Manager &
Interim Town Manager 2015
Bryan O'Connor, Chairman
Berwick Selectmen
11 Sullivan Street
Berwick, ME 03901
(207) 698-1101

Brunswick, ME
Town Manager 2009
Fran Smith, Town Clerk
28 Federal Street
Brunswick, ME 04011
(207) 725-6659

Kittery, ME
Town Manager Recruitment 2013
George V. Dow, Chairperson
Kittery Town Council
200 Rogers Road Extension
Kittery, ME 03904
(207) 475-1329

Portland, ME
City Manager Recruitment 2015
Gina Tapp, HR Director
City of Portland
389 Congress Street
Portland, ME 04101
(207) 874-8300

Sabattus, ME
Interim Town Manager &
Community Development 2011
Town Manager 2009
Board of Selectmen
Town of Sabattus
190 Middle Road
Sabattus, ME 04280
(207) 375-4331

Somerset County, ME
County Administrator 2013
Earla J. Haggerty
Interim County Administrator
Somerset County
41 Court Street
Skowhegan, ME 04976
(207) 474-9861, X-232

MASSACHUSETTS

Acton, MA
Land Use & Econ. Dev. Director 2015
Steven Ledoux, Town Manager
472 Main Street
Acton, MA 01720
(978) 929-6611

Andover, MA
Finance Director 2011
Steven Bucuzzo, Asst. Town Manager
36 Bartlet Street
Andover, MA 01810
(978) 632-8220

Ashland, MA
Town Manager 2012
Steven Mitchell, Chairman
Board of Selectmen
101 Main Street
Ashland, MA 01721
(508) 881-0100

Boylston, MA
Town Administrator 2008
Kenneth Sydow, Selectman
221 Main Street
Boylston, MA 01505
(617) 654-3697

Canton, MA
Town Administrator 2016
Jody Middleton
Human Resources Director
801 Washington Street
Canton, MA 02021
(781) 821-2936

Concord, MA
Parks & Rec Director 2016
Christopher Whelan, Town Manager
PO Box 535
22 Monument Square
Concord, MA 01742
(978) 318-3000

Danvers, MA
Town Manager 2014
Steve Bartha
Town Manager
One Sylvan Street
Danvers, MA 01923
(978) 777-0001



MASSACHUSETTS - CONTINUED

Dartmouth, MA

Executive Administrator 2009
Police Chief 2009
David Cressman, Executive Adm.
400 Slocum Road
Dartmouth, MA 02747
(508) 910-1820

Everett, MA

Chief Financial Officer 2015
Kevin O'Donnell
Human Resource Director
City of Everett
484 Broadway, Everett MA 02149
(617) 394-2282

Kingston, MA

Town Administrator 2013
Nancy M. Howlett
Acting Town Administrator/
Chief Procurement Officer
26 Evergreen Street
Kingston, MA 02364
(781) 585-0500

Leicester, MA

Town Administrator 2013
Doug Belanger, Chairman
Leicester Board of Selectmen
3 Washburn Square
Leicester, MA 01524
(508) 892-7000

Lenox, MA

Town Manager Recruitment 2013
David Roche, Chairman
Lenox Board of Selectmen
Town Hall
6 Walker Street
Lenox, MA 01240
(413) 637-5500, x-7

Manchester-by-the-Sea, MA

Police Chief Recruitment &
Assessment Center 2016
Fire Chief Recruitment &
Assessment Center 2016
Police/Fire/EMS Studies 2015
DPW Director Recruitment 2014
Dispatch Study 2014
Town Administrator
Recruitment 2012
Police Chief Recruitment 2007
Interim Police Chief 2007
Gregory Federspiel, Town Administrator
10 Central Street
Manchester-by-the-Sea, MA 01944
(978) 526-2000

Marblehead, MA

Town Administrator Recruitment 2011
Anthony M. Sasso, Town Administrator
Abbot Hall
188 Washington Street
Marblehead, MA 01945
(781) 631-0000

Mendon, MA

Town Administrator 2013
Diane Willoughby
Administrative Assistant
20 Main Street
Mendon, MA 01756
(508) 473-2312

Middleton, MA

Town Administrator 2015
Christine Lindberg
Chairperson
Board of Selectmen
Town of Middleton
48 South Main Street
Middleton, MA 01949
(978) 774-3589

Monson, MA

Town Administrator 2013
Edward A. Maia, Chairman
Monson Board of Selectmen
29 Thompson Street
Monson, MA
(413) 267-4100

Nahant, MA

Town Administrator 2015
Mary Ellen Schumann
Administrative Assistant
Nahant Town Hall
334 Nahant Road
Nahant, MA 01908
(781) 581-0088

Newton, MA

HR Director 2016
Mary O'Neill
Human Resources Recruiting Manager
City of Newton
1000 Commonwealth Ave.
Newton Center, MA 02459
(617) 796-1265

Plainville, MA

Town Administrator 2015
Plainville Board of Selectmen
PO Box 1717
142 South Street
Plainville, MA 02762
(508) 695-3142

Seekonk, MA

Town Administrator 2013
Nelson Almeida, Chairperson
Seekonk Board of Selectmen
100 Peck Street
Seekonk, MA 02771
(508) 336-2910

Southbridge, MA

Town Manager 2015
Town Manager's Office
41 Elm Street
Southbridge, MA 01550
(508) 764-5405

Sudbury, MA

Director of Public Works 2016
Town Manager 2015
Patty Golden, Senior Administrative
Assistant to the Town Manager
Board of Selectmen's Office
278 Old Sudbury Road
Sudbury, MA 01776
(978) 639-3382

Upton, MA

Town Manager 2017
James Brochu, Chairman
Upton Board of Selectmen
One Main Street
Upton, MA 01568
(508) 529-6901

Wayland, MA

Town Administrator 2013
Board of Selectmen
41 Cochituate Road
Wayland, MA 01778
(508) 358-7710

Wenham, MA

Police Captain 2017
Finance Director/Town Accountant 2016
Town Administrator 2015
Jack Wilhelm, Chairman
Wenham Board of Selectmen
138 Main Street
Wenham, MA 01984
(978) 468-5520



NEW HAMPSHIRE

Allenstown, NH

Town Administrator 2010
Paul Apple, Town Administrator
16 School Street
Allenstown, NH 03275
(603) 485-4276

Amherst, NH

Finance Director 2016
James O'Mara, Town Administrator
2 Main Street
PO Box 960
Amherst, NH 03031-0960
(603) 673-6041

Auburn, NH

Library Director 2012
Library Board of Trustees
Griffin Free Public Library
22 Hooksett Road
Auburn, NH 03032

Barrington, NH

Finance/HR Director 2016
John Scruton, Town Administrator
PO Box 660
333 Calef Highway (Route 125)
Barrington, NH 03825
(603) 664-7395

Bedford, NH

Finance Director 2015
Town Manager 2013
Town Manager 2012
Police Chief 2011
Town Manager
24 North Amherst Road
Bedford, NH 03110
(603) 472-5242, x-300

Campton, NH

Town Administrator 2015
Sharon Davis, Chairman
Campton Board of Selectmen
10 Gearty Way
Campton, NH 03223
(603) 726-3223

Claremont, NH

City Manager Recruitment 2016
Charlene Lovett, Mayor
City of Claremont
58 Opera House Square
Claremont, NH 03743
(603) 542-7002

Deering, NH

Fire Chief Recruitment 2016
Russell McAllister
Town Administrator
762 Deering Center Road
Deering, NH 03244
(603) 464-3248

Derry, NH

Town Administrator 2016
Town Administrator 2010
Larry Budreau, Human Resources Dir.
14 Manning Street
Derry, NH 03038
(603) 845-5403

East Kingston, NH

Clerk 2011
Matthew Dworman, Chairman
Board of Selectmen
24 Depot Road
East Kingston, NH 03827
(603) 642-8406

Enfield, NH

Town Manager 2017
Town Administrator 2005
Enfield Board of Selectman
PO Box 373
Enfield, NH 03748
(603) 632-7389

Farmington, NH

Town Administrator 2012
Board of Selectmen
356 Main Street
Farmington, NH 03835
(603) 755-2208

Hollis, NH

Building Inspector/Code Officer 2017
Kimberly Galipeau, Town Adm.
7 Monument Square
Hollis, NH 03049
(603) 465-3701

Hooksett, NH

Town Administrator 2009
Police Chief Recruitment 1999
Hooksett Town Council
35 Main Street
Hooksett, NH 03106
(603) 485-8472

Hudson, NH

Land Use Director 2017
Stephen Malizia, Town Adm.
12 School Street
Hudson, NH 03051
(603) 886-6024

Jaffrey, NH

Town Manager 2016
Donald MacIsaac, Chairman
Jaaffrey Select Board
10 Goodnow Street
Jaffrey, NH 03452
(603) 532-7880

Laconia, NH

City Manager 2011
City Council
45 Beacon Street East
Laconia, NH 03246
(603) 527-1270

Lakes Region Planning Commission

Meredith, NH
Executive Director 2013
Warren Hutchins
103 Main Street, #3
Meredith, NH 03253
(603) 279-8171

Meredith, NH

Town Manager 2003
Assessor 2005
Frank Michel, Esquire
66 NH Route 25
Meredith, NH 03253
(603) 279-6100

Moultonborough, NH

Town Administrator 2015
Carol Granfield, Interim TA
PO Box 139
Moultonborough, NH 03254
(603) 476-2347

NH Community Development Finance Authority

Executive Director 2004
Michael Long
Former Chairman of the Board
Community Guaranty Saving Bank
Plymouth, NH
(603) 536-0001

Pittsfield, NH

Town Administrator 2007
Board of Selectmen
PO Box 98
Pittsfield, NH 03263
(603) 435-6291

Plaistow, NH

Town Manager 2006
Board of Selectmen
145 Main Street
Plaistow, NH 03865
(603) 382-8469

Raymond, NH

Town Manager 2007
Board of Selectmen
4 Epping Street
Raymond, NH 03077
(603) 895-4735



NEW HAMPSHIRE CONTINUED

Rochester, NH

Commission of Public Works 2015
Daniel Fitzpatrick
City Manager
31 Wakefield Street
Rochester, NH 03867
(603) 332-1167

Salem, NH

Town Manager 2010
Michael J. Lyons, Chairman
Board of Selectmen
33 Geremonty Drive
Salem, NH 03079
(603) 890-2128

Somersworth, NH

Police Chief Assessment Center 2016
Director Dept. of Public Works 2013
Economic Development Mgr. 2012
Fire Chief 2011
Robert M. Belmore, City Manager
City of Somersworth
One Government Way
Somersworth, New Hampshire 03878
(603) 692-9503

Wakefield School District, SAU 101

Superintendent Search 2016
Norma Joy, Chairperson
Wakefield School Board
18 Commerce Way
Milton, NH 03851
(603) 534-1864

Warner, NH

Town Administrator 2013
David Karrick, Chairman
Board of Selectmen
PO Box 265
5 East Main St.
Warner, NH 03278
(603) 456-2298

Windham, NH

Finance Director 2015
Dave Sullivan, Town Administrator
3 North Lowell Road
Windham, NH 03087
(603) 432-7732

Wolfboro, NH

Town Manager 2016
Fire Chief 2016
David Owen, Town Manager
Town of Wolfboro
84 South Main Street
Wolfboro, NH 03894
(603) 569-8161

PENNSYLVANIA

Gettysburg, PA

Borough Manager 2010
Borough Offices
59 East High Street
Gettysburg, PA 17325
(717) 334-1160

Oil City, PA

City Manager 2009
21 Seneca Street
Oil City, PA 16301
(814) 678-3009

RHODE ISLAND

Portsmouth, RI

Town Administrator 2011 & 2015
Police Chief 2013
Fire Chief 2012
Richard A. Rainer, Jr.
Town Administrator
2200 East Main Road
Portsmouth, RI 02871
(401) 683-3255

Westerly, RI

Town Manager 2015
Amy Grzybowski, Town Manager
45 Broad Street
Town Hall
Westerly, RI 02891
(401) 348-2500



APPLICATION FORM

Town of Essex/Village of Essex Junction
 Executive Search Firm – Municipal Manager Recruitment

1.	Firm name	GovHR USA, LLC
	Address	630 Dundee Road, #130, Northbrook, IL 60062
	Telephone number	847-380-3243
	Contact person(s)	Heidi Voorhees, President
2.	Please provide a brief history of the firm, including the number of years in operation.	<p>GovHR was established in 2009 under the name of Voorhees and Associates. In December, 2013, Voorhees Associates joined together with GovTemps USA under the name of GovHR USA, LLC. GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 - 2009. Ms. Voorhees has 19 years of local government leadership and management service, with 10 years as the Village Manager of Wilmette. Ms. Earl is a seasoned manager, with expertise in public-sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.</p>
3.	Please list recent recruitments conducted and provide 3 to 5 references.	<p>A list of top Manager-level recruitments conducted since 2009 is included with the Proposal. A complete list of Executive-level recruitments conducted by GovHR is located on our website at www.govhrusa.com.</p> <p>References:</p>

		<p>Enfield, CT (Town Manager, 2016) - Steve Bielenda, Director of Human Resources 820 Enfield Street, Enfield, CT 06082 860-253-6346, sbielenda@enfield.org</p> <p>Cambridge, Massachusetts (City Manager, 2016) - Sheila Keady Rawson, Human Resources Director 795 Massachusetts Avenue, Cambridge, MA 02139 617-349-4000, skeady@cambridgema.gov</p> <p>Hagerstown, MD (City Administrator, 2015) - David Gysberts, Mayor 1 East Franklin Street, Hagerstown, MD 21740 301-766-4175, DGysberts@Hagerstownmd.org</p> <p>Williamstown, MA (Town Manager, 2015) - Jane Patton, Town Board Selectman 31 North Street, Williamstown, MA 01267 413-458-3500, patton721@yahoo.com</p> <p>Provincetown, MA (Town Manager, 2015) - Thomas Donegan, Chair, Board of Selectman 260 Commercial St., Provincetown, MA 02657 504-487-7000, tdonegan@provincetown-ma.gov</p>
4.	<p>Please provide a detailed plan and schedule of how the firm will conduct the selection process.</p>	<p>GovHR suggests the following approach to your recruitment, subject to your requests for modification:</p> <p>Phase I – Position Assessment, Position Announcement and Brochure Development</p> <p>Phase II – Advertising, Candidate Recruitment and Outreach</p> <p>Phase III – Candidate Evaluation and Screening</p> <p>Phase IV – Presentation of Recommended Candidates</p>

		<p>Phase V –Interviewing Process Phase VI – Appointment of Candidate Details of each phase are included in the attached written Proposal.</p>
5.	<p>Please identify the specific services that will be provided (i.e. candidate screening process, background checks, reference checks, etc.).</p>	<p>One-on-one interviews with elected officials and staff to develop the Position Announcement and Recruitment Brochure; advertising in appropriate online publications, public-sector publications and websites; candidate recruitment and outreach; development of database of potential candidates; candidate evaluation and screening; candidate interviews via Skype or Facetime; reference checks and social media search; acknowledgment of all resumes received; preparation of a Recruitment Report that presents the most qualified candidates; on-site review of the Recruitment Report; assistance with the interview process including preparation of interview questions; development of interview schedule; additional reference checks; two-step interview process; salary and benefit negotiations and drafting of employment agreement.</p>
6.	<p>Please provide information regarding the average tenure of past candidates placed by the firm, as well as information regarding replacement services.</p>	<p>GovHR does not track the tenures of candidates it places; however, we do offer a two-year guarantee that we will conduct another search for the cost of advertising and expenses only if the candidate leaves the employ within the first 24 months of appointment. Less than 1% of all clients have had to use this service.</p>
7.	<p>Please provide a detailed fee schedule disclosing any and all fees charged to the</p>	<p>Recruitment Fee: \$14,000</p>

	<p>client during the course of the search.</p>	<p>Recruitment Expenses: (not to exceed) \$6,500 - this includes consultant travel (3 trips to client), postage/shipping, telephone, support services, candidate due diligence efforts, copyng, etc. It does not include travel and accommodations for candidates. Advertising: \$2,500 Total: \$23,000</p>
<p>8.</p>	<p>Please provide a statement of what qualifications distinguish your firm from other recruitment companies.</p>	<p>Since our establishment in 2009. our consultants have conducted hundreds of recruitments in 24 states, with an increase in business of at least 30% each year. Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization. Our high qualify, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization, and will provide important information to potential candidates. Surveys of our clients show that 94% rate their overall experience with our firm as Outstanding, and indicate that they plan to use and/or recommend our services in the future.</p>
<p>9.</p>	<p>Please note any other information you feel is relevant to the process of selecting a recruitment firm.</p>	<p>Executive search is an important decision-making process for a community and our primary goal is to help our client to make a good decision. Our firm’s executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a</p>

		<p>regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client’s organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.</p>
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August 2, 2017

Town Manager's Office
81 Main Street
Essex Junction, VT 05452

Dear Town Selectboard and Village Trustees:

Thank you for the opportunity to provide you with a proposal for the Municipal Manager recruitment and selection process for the Town of Essex and the Village of Essex Junction. GovHR USA ("GovHR") 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 is a public management consulting firm serving municipal clients and other public sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois, and work exclusively in the public sector. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 24 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding*, and indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization, and will provide important information to potential candidates.
- We provide a two-year guarantee for our recruitments. Less than 1% of our clients have had to invoke the guarantee.
- The firm has a total of twenty-two consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

630 Dundee Road, Suite 130, 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

GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 240 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 ten years as the Village Manager for the Village of Wilmette. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Consultant Assigned

GovHR President Heidi Voorhees will be responsible for your recruitment and selection process. Her contact information is:

Heidi Voorhees
President
GovHR USA LLC
630 Dundee Road, Suite 130
Northbrook, IL 60062
Telephone: (847) 380-3243
Facsimile 866.401.3100
HVoorhees@GovHRusa.com

Ms. Voorhees has led more than 250 recruitments for local government entities across the country and takes pride in facilitating a tailored, thorough process that gives elected and appointed officials the tools they need to make critical personnel decisions. She is currently working on several executive recruitments in Illinois, North Carolina, Texas and Wisconsin, and recently completed successful recruitments for the LaGrange, Illinois City Manager and the Woodridge, Illinois Village Administrator. A complete list of Ms. Voorhees's and GovHR's clients is available on our website at www.govhrusa.com.

Ms. Voorhees will be assisted in the recruitment process by Mr. Ryan Cotton. Mr. Cotton has over 35 years of local government experience, including serving as the City Manager of Montpelier, Vermont from 1986 to 1994. Biographies for Ms. Voorhees and Mr. Cotton are attached to this Proposal.

References

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

Enfield, CT (Town Manager, 2016)

Steve Bielenda
Director of Human Resources
820 Enfield Street
Enfield, CT 06082
860-253-6346
sbielenda@enfield.org

Cambridge, Massachusetts (City Manager Recruitment, 2016)

795 Massachusetts Avenue
Cambridge, MA 02139
617-349-4000

Sheila Keady Rawson
Human Resources Director and Search Committee Co-Chair
skeady@cambridgema.gov

David Maher
Councilmember and Search Committee Co-Chair
dmaher@cambridgema.gov

Hagerstown, MD (City Administrator, 2015)

David Gysberts, Mayor
1 east Franklin Street
Hagerstown, MD 21740
301-766-4175
DGysberts@Hagerstownmd.org

Williamstown, MA (Town Manager, 2015) – Lee Szymborski & Joellen Earl

Jane Patton
Town Board Selectman
31 North Street
Williamstown, MA 01267
413-458-3500
patton721@yahoo.com

Provincetown, MA (Town Manager, 2015) – Joellen Earl

Thomas Donegan, Chair, Board of Selectman
260 Commercial St.
Provincetown, MA 02657
504-487-7000
tdonegan@provincetown-ma.gov

Scope of Work

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position. GovHR clients are informed of the progress of a recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

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

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one interviews will be conducted with elected officials, staff and the public to develop our Recruitment Brochure. This important document outlines the expectations that the Town and Village have for its next Municipal Manager, providing us with the information we need to target our recruitment. During this process, we will assist you with establishing the salary for the position by conducting a salary survey of comparable communities, if requested.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.

- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the Town and Village with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to Essex and Essex Junction, 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. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR 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.

Candidates will be interviewed by skype or facetime to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the Position. We will ask follow up questions and probe specific areas. By utilizing skype or facetime we will have an assessment of their verbal skills and their level of energy for and interest in the position.

- Formal and informal references and an internet/social media 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, ensuring that the process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR 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. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.

- GovHR will meet with you on-site 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 discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V – Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the Town and Village, the schedule will incorporate a tour of the Client's facilities and interviews with senior staff, if the Town and Village so desire.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six 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 an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Philosophy

Executive search is an important decision-making process for a community and our primary goal is to help our client to make a good decision. Our firm’s executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client’s organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

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:

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

Summary of Costs	Price
Recruitment Fee:	\$14,000
Recruitment Expenses: (not to exceed) <ul style="list-style-type: none"> ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts, copying etc. 	6,500
Advertising: <p>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.</p>	2,500*
Total:	\$23,000**

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

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

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Client 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 Essex Junction beyond the planned three visits.

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

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

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

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

Attachment: Consultant Biography

ACCEPTED BY THE TOWN OF ESSEX AND THE VILLAGE OF ESSEX JUNCTION

BY: _____

TITLE: _____

CONSULTANT BIOGRAPHIES

Heidi J. Voorhees **President, GovHR USA, LLC**

Ms. Voorhees has extensive experience in both executive search and general management consulting assignments. She has led more than 240 recruitments for local government entities across the country and takes pride in facilitating a tailored, thorough process that gives elected and appointed officials the tools they need to make critical personnel decisions. Her clients have included Austin, Texas; Lake County Illinois; Evanston, Illinois; Ferguson, Missouri; Fayetteville, North Carolina; and clients in Arizona, Rhode Island, Pennsylvania and Wisconsin.

In addition to her 15 years of executive recruitment and management consulting experience, she has 19 years of local government leadership and management service, with the Villages of Wilmette and Schaumburg, Illinois, and the City of Kansas City, Missouri.

From 1990 to 2001, Ms. Voorhees served as the Village Manager for Wilmette, Illinois, one of Chicagoland's notable residential suburbs located on the shore of Lake Michigan. During her tenure, Ms. Voorhees focused on delivering high quality services and responsiveness to a recognized interactive community, streamlining administrative and management functions and team building throughout the organization that employed 200 individuals. Under her leadership, the organization developed a collaborative budget process, formalized its long range capital improvement program, and developed budget and financial policies that led to the achievement of a AAA bond rating for the community.

Since leaving the Village of Wilmette in 2001, Ms. Voorhees has been an Adjunct Instructor for the Center for Public Safety located on the campus of Northwestern University. She also instructs law enforcement executives in the Executive Management Program on management, community relations, and organizational culture. Ms. Voorhees has also been an Instructor for the Northwestern University Master's Degree Program in Public Policy and Administration. She is a frequent speaker on recruitment and selection issues and has conducted training programs for the Illinois City and County Management Association, the Ohio City and County Management Association, the American Public Works Association – Chicago Metro Chapter, the Illinois Association of Municipal Management Assistants, the Northern Illinois University Civic Leadership Program, and the Great Lakes Leadership Academy.

Ms. Voorhees holds a Master's Degree in Public Affairs from the School of Public and Environmental Affairs at Indiana University where she was a fellow in the Eli Lilly State and Local Government Fellowship Program. Ms. Voorhees was recognized as the distinguished Alumnus for the School in 1998. She also has a Bachelor of Science degree in Political Science from Illinois State University.

Ms. Voorhees has served on the Boards of Directors of numerous professional associations including the Chicago Metropolitan Managers' Association and the Illinois City and County Management Association. For two years, she was the Illinois representative to the ICMA University, the professional development arm of the International City and County Management Association. In 1999, she was selected to participate in the Leadership Greater Chicago Program and has been an active Rotarian for 26 years.

Ryan Cotton **Vice President, GovHR USA, LLC**

Ryan Cotton has 35 years of experience as a local government management professional in four communities in two states including Montpelier, Vermont and Grand Haven, Spring Lake and Holland, Michigan.

From 2012 to 2017, Mr. Cotton served as the City Manager of Holland, a progressive, vibrant, diverse community in West Michigan. During his tenure in Holland, Mr. Cotton was responsible for a \$36 million budget and 185 full-time employees. Consensus on \$28 million in capital asset redevelopment was accomplished. New intergovernmental cooperation and automatic emergency service agreements improved public safety. New at-risk youth and community police programs were initiated that helped reduce juvenile crime by 57%. Mr. Cotton was known for his organizational planning and facilitation, strategic management, neighborhood redevelopment, fiscal management, multicultural human relations, intergovernmental collaboration, and grant outcomes.

Mr. Cotton served as the Village Manager in Spring Lake, Michigan from 2002 to 2012 and as City Manager in Grand Haven, Michigan from 1995 to 2002. Spring Lake and Grand Haven are full-service, waterfront communities with high service demands. In Spring Lake, Mr. Cotton supervised and strengthened the joint Police Department for Spring Lake and Ferrysburg that led to major Police Department and Village Hall renovations. New intergovernmental agreements with Spring Lake Township and City of Grand Haven resulted in shared and expanded services. Capital project grant financing, fiscal efficiencies, increased service demands, and brownfield redevelopment were a focus in each community. Significant water, sewer, street, and other capital asset projects were completed, as well as blighted and obsolete buildings removed via new commercial development from a variety of economic development tools. Mr. Cotton facilitated multiple community consensus building opportunities including master plans and strategic plans. His tenure also included building regional and state agency consensus for a multi-community connector path across the Grand River.

Prior City Manager services were provided to Montpelier, Vermont from 1986 to 1994 where Mr. Cotton achieved voter approval of \$12 million in bonds and grew regional collaboration for improved ambulance services. He also assisted the Vermont League of Cities and Towns on municipal recruitment and team building.

In each community, Mr. Cotton oversaw labor relations and conducted strategic planning and facilitation for multiple non-profits. Mr. Cotton also served in leadership roles for regional services such as central dispatch, electric and municipal utilities, and was appointed to statewide boards, including the Michigan and Vermont municipal executive boards. Mr. Cotton also assisted the City Managers of Lake Forest, Illinois and Upper Arlington, Ohio in his early career.

Awards include the Annual Outstanding Achievement award for a flood disaster recovery in Vermont, the community collaboration and economic development award from the Michigan Municipal League, and the sustainability champion award from Grand Valley State University in Michigan.

Mr. Cotton holds a Bachelors and Master's degree in Public Administration from Miami University of Ohio and the University of Kansas respectively, as well as a Masters in Political Science from Western Michigan University. He served on several accreditation teams for the National Association of Schools of Public Administration (NASPAA). Mr. Cotton currently teaches public administration and political science courses at Grand Valley State University in their Bachelor's and Master's programs including strategic management, organizational dynamics and local politics.

APPLICATION FORM

Town of Essex/Village of Essex Junction
 Executive Search Firm – Municipal Manager Recruitment

1.	Firm name	GovHR USA, LLC
	Address	630 Dundee Road, #130, Northbrook, IL 60062
	Telephone number	847-380-3243
	Contact person(s)	Heidi Voorhees, President
2.	Please provide a brief history of the firm, including the number of years in operation.	<p>GovHR was established in 2009 under the name of Voorhees and Associates. In December, 2013, Voorhees Associates joined together with GovTemps USA under the name of GovHR USA, LLC. GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 - 2009. Ms. Voorhees has 19 years of local government leadership and management service, with 10 years as the Village Manager of Wilmette. Ms. Earl is a seasoned manager, with expertise in public-sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.</p>
3.	Please list recent recruitments conducted and provide 3 to 5 references.	<p>A list of top Manager-level recruitments conducted since 2009 is included with the Proposal. A complete list of Executive-level recruitments conducted by GovHR is located on our website at www.govhrusa.com.</p> <p>References:</p>

		<p>Enfield, CT (Town Manager, 2016) - Steve Bielenda, Director of Human Resources 820 Enfield Street, Enfield, CT 06082 860-253-6346, sbielenda@enfield.org</p> <p>Cambridge, Massachusetts (City Manager, 2016) - Sheila Keady Rawson, Human Resources Director 795 Massachusetts Avenue, Cambridge, MA 02139 617-349-4000, skeady@cambridgema.gov</p> <p>Hagerstown, MD (City Administrator, 2015) - David Gysberts, Mayor 1 East Franklin Street, Hagerstown, MD 21740 301-766-4175, DGysberts@Hagerstownmd.org</p> <p>Williamstown, MA (Town Manager, 2015) - Jane Patton, Town Board Selectman 31 North Street, Williamstown, MA 01267 413-458-3500, patton721@yahoo.com</p> <p>Provincetown, MA (Town Manager, 2015) - Thomas Donegan, Chair, Board of Selectman 260 Commercial St., Provincetown, MA 02657 504-487-7000, tdonegan@provincetown-ma.gov</p>
4.	<p>Please provide a detailed plan and schedule of how the firm will conduct the selection process.</p>	<p>GovHR suggests the following approach to your recruitment, subject to your requests for modification:</p> <p>Phase I – Position Assessment, Position Announcement and Brochure Development Phase II – Advertising, Candidate Recruitment and Outreach Phase III – Candidate Evaluation and Screening Phase IV – Presentation of Recommended Candidates</p>

		<p>Phase V –Interviewing Process Phase VI – Appointment of Candidate Details of each phase are included in the attached written Proposal.</p>
5.	<p>Please identify the specific services that will be provided (i.e. candidate screening process, background checks, reference checks, etc.).</p>	<p>One-on-one interviews with elected officials and staff to develop the Position Announcement and Recruitment Brochure; advertising in appropriate online publications, public-sector publications and websites; candidate recruitment and outreach; development of database of potential candidates; candidate evaluation and screening; candidate interviews via Skype or Facetime; reference checks and social media search; acknowledgment of all resumes received; preparation of a Recruitment Report that presents the most qualified candidates; on-site review of the Recruitment Report; assistance with the interview process including preparation of interview questions; development of interview schedule; additional reference checks; two-step interview process; salary and benefit negotiations and drafting of employment agreement.</p>
6.	<p>Please provide information regarding the average tenure of past candidates placed by the firm, as well as information regarding replacement services.</p>	<p>GovHR does not track the tenures of candidates it places; however, we do offer a two-year guarantee that we will conduct another search for the cost of advertising and expenses only if the candidate leaves the employ within the first 24 months of appointment. Less than 1% of all clients have had to use this service.</p>
7.	<p>Please provide a detailed fee schedule disclosing any and all fees charged to the</p>	<p>Recruitment Fee: \$14,000</p>

	<p>client during the course of the search.</p>	<p>Recruitment Expenses: (not to exceed) \$6,500 - this includes consultant travel (3 trips to client), postage/shipping, telephone, support services, candidate due diligence efforts, copyng, etc. It does not include travel and accommodations for candidates. Advertising: \$2,500 Total: \$23,000</p>
<p>8.</p>	<p>Please provide a statement of what qualifications distinguish your firm from other recruitment companies.</p>	<p>Since our establishment in 2009. our consultants have conducted hundreds of recruitments in 24 states, with an increase in business of at least 30% each year. Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization. Our high qualify, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization, and will provide important information to potential candidates. Surveys of our clients show that 94% rate their overall experience with our firm as Outstanding, and indicate that they plan to use and/or recommend our services in the future.</p>
<p>9.</p>	<p>Please note any other information you feel is relevant to the process of selecting a recruitment firm.</p>	<p>Executive search is an important decision-making process for a community and our primary goal is to help our client to make a good decision. Our firm’s executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a</p>

	<p>regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client’s organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.</p>
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Announces a Recruitment For

CITY MANAGER

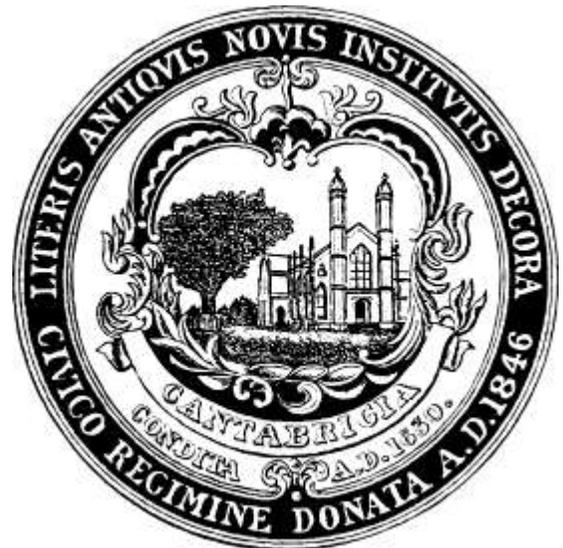
For THE CITY OF CAMBRIDGE, MASSACHUSETTS

GovHR USA is pleased to announce the recruitment and selection process for a City Manager on behalf of the City of Cambridge, Massachusetts. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by August 1, 2016 with cover letter, résumé, and contact information for five professional references. To apply on line visit www.govhrusa.com/current-positions/recruitment or to apply via mail send the required information to the attention of Joellen C. Earl, CEO, or Heidi Voorhees, President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Cambridge is an Equal Opportunity Employer.

Joellen C. Earl, CEO
Heidi Voorhees, President

GovHR USA/Voorhees Associates
630 Dundee Road, Suite 130
Northbrook, IL 60062
TEL: 847-380-3240
FAX: 866-401-3100

Formal applications should be submitted to:
www.govhrusa.com/current-positions/recruitment



PROFESSIONAL ANNOUNCEMENT

City Manager – Cambridge, MA (pop. 110,000). An historic city located adjacent to Boston across the Charles River, Cambridge is a unique urban community with a vibrant mix of cultural, social and economic diversity. Intellectual vitality and technological innovation thrive in Cambridge.

Settled in 1630, the City has a rich history. Today, Cambridge honors its history while supporting contemporary life styles in a City that provides a range of services to a diverse group of residents, students and visitors. Proud of its historic sites as well as its solid and varied residential neighborhoods, Cambridge is also home to unparalleled educational institutions—Harvard University, Massachusetts Institute of Technology, and Lesley University, whose research labs have helped to spawn a world-renowned innovation economy. The City seeks an experienced municipal executive to serve as its next City Manager.



The City is looking for a progressive, collaborative professional with strong communication skills. An appreciation for stakeholder inclusiveness and an active citizenry is essential, as is Town-Gown experience. A record of visibility in the community, proven financial/analytical and human resources skills is required. Experience in economic development is a plus.

The City has approximately 2,000 employees, an FY 17 operating budget of more than \$575 million, and a capital budget of approximately \$84 million. The City holds a AAA bond rating, and a general fund balance of nearly 50% of general fund revenues.

Candidates must have a bachelor's degree plus 10 years of increasingly responsible municipal or commercial executive level experience. Assistant administrator experience in a larger community will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public administration, business administration and other advanced executive-level training such as ICMA Credentialed Manager is highly preferred.

Candidates must possess proven managerial and interpersonal skills to lead a dynamic, financially fit organization in an active, engaged, and highly-educated community. The current Manager is retiring after more than 45 years of service to the City, the last three of which were as City Manager. The City Manager is appointed by the City Council.

Expected starting salary is \$275,000 to \$300,000+. A higher starting salary will be considered depending upon qualifications. Residency is highly encouraged; familiarity with Cambridge desirable. Candidates should apply by August 1, 2016 with résumé, cover letter and contact information for five work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, or Heidi Voorhees, President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240.

BRIEF HISTORY OF THE CITY

Originally called “Newtowne,” Cambridge was incorporated as a town by early colonial settlers in 1636 and became a city in 1846 by uniting the three villages of Old Cambridge, Cambridgeport and East Cambridge. The name “Cambridge” was selected because many of the men had attended Cambridge University in England and thought it would be an appropriate name for a college town in New England. Also in 1636, Cambridge took its first formative step toward becoming the forward-thinking city it is now with the founding of Harvard, America’s first institution of higher learning.

Cambridge has been the site of important political, religious and social events in America’s history. On Cambridge Common, freedom of speech was declared in 1637, freedom of religion in 1740, and George Washington took command of the First Continental Army at the site in 1775. By the time of the American Revolution, Cambridge was a quiet New England farming village clustered near the Common and the College. The majority of residents were descendants of the original Puritans—farmers, artisans, and tradesmen.

Cambridge has always welcomed immigrants and remains a sanctuary city today. The devastating potato blight that struck Ireland in 1845 caused many of that country’s rural population to flee. Thousands landed in Boston and Cambridge, destitute and without resources. Many Irish immigrants worked in the clay pits and brickyards of North Cambridge, housed in crowded workers’ cottages. The majority of the city’s Irish lived in East Cambridge, laboring at unskilled jobs in the glass works and furniture factories. They developed a close-knit community, centered on and supported by the Catholic Church.

By 1855, twenty-two percent of the adults in East Cambridge were Irish-born.

Around the turn of the twentieth century, immigrants from Italy, Poland, and Portugal began to arrive in the city, settling primarily in Cambridgeport and East Cambridge. French Canadians and Russian Jews came at this time as well, settling in North Cambridge and Cambridgeport, respectively.

A small population of African Americans had lived in Cambridge from the earliest Colonial days, and in the early nineteenth century Cambridge’s integrated schools attracted many families from Boston. Harriet Jacobs, born a slave in North Carolina, ran a boarding house in Cambridge in the 1870s. She had lived in hiding for seven years before escaping to the North and later wrote an account of her years in bondage, *Incidents in the Life of a Slave Girl*. Educator Maria Baldwin, a native Cantabrigian, held home study classes for Harvard’s black students, including W.E.B. DuBois. (Sources: Cambridge Historical Commission, Cambridge Chamber of Commerce, City of Cambridge)



Photo credit Mark Hornbuckle

COMMUNITY BACKGROUND – CAMBRIDGE TODAY

Today, Cambridge is home to a culturally diverse population. Students from around the world study at Harvard, the Massachusetts Institute of Technology, and Lesley University. The heavy industries of the nineteenth and early twentieth centuries have been replaced by technology-based enterprises, including software and biotechnology research.

Located in Middlesex County, Cambridge occupies a land area of 6.25 square miles. It is situated north of the Charles River, and at the intersection of I-90 and I-93. The City has a U.S. Census estimated 2015 population of 110,402 and is part of the Boston metropolitan statistical area, home to more than 4.7 million people. Over 80% of the state's population lives in the Greater Boston metropolitan region.

The City is proud of its unique and appealing mix of college-town and eclectic blend of urban lifestyles. Cambridge has been described by the *New York Times* as having “traded its Puritan past for a dynamic, cosmopolitan present. Spread out along the tree-lined shore of the Charles River, the city is a dense collection of grand Federal and Greek Revival mansions and modest century-old bungalows, modern office towers and brick dormitories.”

Cambridge's current place as a cultural and educational powerhouse in Massachusetts is linked to Harvard University and the Massachusetts Institute of Technology (MIT). The schools' presence in the community contributes significantly to making Cambridge a highly desirable place to live.



Photo credit Bimal Nepal

A private university of about 20,000 students, Harvard was founded in 1636. Harvard has 12 degree-granting schools in addition to the Radcliffe Institute for Advanced Study.

In 1861 the Commonwealth's governor approved a charter for the incorporation of a school dedicated to the sciences and technology, creating what would become the Massachusetts Institute of Technology (MIT). The campus was permanently located in Cambridge in 1916, and has a current student population of more than 11,000 students.

Both institutions consistently rank among the top 10 of America's colleges according to a variety of sources including *Forbes* and *U.S. News & World Report*. The universities boast dozens of Nobel laureates.

Collaboration between the universities and the City is significant. According to the City, over one-fourth of Cambridge's residents are students, and approximately one in five of all jobs are in these institutions. The higher education sector continues to drive the job market in the city, employing more than 19,000 people in Cambridge. Preeminent research institutions such as the Broad Institute, and the Whitehead Institute, along with Harvard and MIT, act as a magnet for commercial investment in the city and drive innovation.

Cambridge maintains and strengthens its position as a national leader in life sciences and high tech. According to the Massachusetts Biotechnology Council, by 2014, Cambridge had become home to 130 biopharma companies, the highest number in the Commonwealth. Biotechnology and pharmaceutical employment exceeds 10,000 workers.

In the high tech and biotechnology sectors, Google, Microsoft, Amazon, Facebook, Biogen, Novartis, and other major firms in the software, hardware, and internet spaces have research and development operations in the city, while Akamai and Pegasystems are headquartered there. In 2013, the Kaufman Foundation found that the Cambridge area has the fourth highest high tech startup density in the nation. (Source: Cambridge Annual Budget 2015-16)

There are more than 44,032 households in Cambridge. A wide variety of housing sizes and styles are available throughout the area. According to a recent analysis by Moody's Investors Service, wealth levels in the city are above average, with median family income 142% of the U.S. median. The median household income is \$77,909. The 2014 median market rate sales price of a single family home was \$1,200,000; for a two family \$937,000; and for a condominium \$575,000. The 2016 median value of a condominium was \$486,000; for a single family home, the median value was \$919,000. The unemployment rate of 3.4 % is below the state and U.S. levels.

In 2015, according to the City's Community Development Department data, Zillow.com's rent index indicated the monthly median asking rent for market rate Cambridge apartment was \$2,300 for a one bedroom unit, \$2,800 for a two bedroom unit and \$3,400 for a three bedroom unit.

According to the 2010 - 2012 American Community Survey' median family income totaled \$94,100, in inflation adjusted dollars up from \$81,885 in 1999 and \$68,622 in 1989. This represents an increase of 14.9% from 1999 and 37.2% from 1989 in inflation adjusted dollars. This compares to what the 2010 - 2012 American Community Survey indicates, with the state median family income at \$82,684 and a national median income of \$63,105.



Photo credit Gretchen Ertl

15.0% of all persons and 10.2% of all families in Cambridge had incomes below the poverty line, according to the 2010 - 2014 American Community Survey. Among families, 15.3% of those with children under 18 and 38.5% of female-headed families with children under 18 fell under the poverty line.

Community residents have a choice of both public and private elementary and high schools with the Cambridge Rindge and Latin School, the City's highly regarded public high school that is home to 1,800 students. The 2014 statistics of the Massachusetts Department of Elementary and Secondary Education reflect that over 45% of the children in the Cambridge public schools receive free or reduced lunches.

COMMUNITY DEMOGRAPHICS

According to City sources, the demographics of Cambridge outline a diverse population. More than 66% of the population is White, 11.7% African American, 15.1% Asian, 6.6% other with 7.6% of residents with a Hispanic background.

City of Cambridge, Massachusetts

Twenty-five percent of residents are foreign born. Of those, over 40% were born in Asia and 25% were born in Europe. For approximately 32% of the residents of Cambridge, the home language is a language other than English. Of these, 15% speak Spanish and 15% speak Chinese. The remainder use a wide variety of languages.

Cambridge residents live closely together in a land area of 6.25 square miles. Only ten U.S. cities with a population over 50,000 are denser. Cambridge is a city of 13 neighborhoods, ranging in population from 832 (Cambridge Highlands) to 12,991 (Mid Cambridge). Most neighborhoods have their own political and community organizations.



Cambridge is a city of renters. More than 65% of all households rent; 34.6% own. Approximately 7.5% of homes are single family; 14.3% are two families; 12.6 % are three families; 15.8% are in 4-12 unit buildings; and 49.8% are buildings of 13 or more units. Of this housing stock, 27% of units are condominiums; 5.6% are mixed use residential/commercial buildings; and 2.4% are rooming houses. 14.8% of all units are publicly controlled or subsidized for affordability.

Cambridge residents are highly educated. Ninety-four percent of residents who are 25 years or older are high school graduates, while 74.3% of the same age group have completed four or more years of college. (Source: City of Cambridge Annual Budget 2015-16)

CITY INITIATIVES

The City Council's long standing goals and initiatives include the following:

- Foster community and support neighborhood vitality. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.
- Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a high quality array of City services.
- Strengthen and support human services, public education, and out-of-school learning in Cambridge for the benefit of residents of all ages.
- Value and support the racial, socio-economic, cultural, and religious diversity of our city.
- Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.
- Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.
- Preserve and create affordable housing across the City for low-, moderate-, and middle-income families and other residents.
- Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.

It is expected that the City Council will establish new goals in the upcoming months.

The City of Cambridge has a strong commitment to maintaining the economic diversity that exists in the City, which includes supporting the development and preservation of affordable housing throughout the City. The Community Development Department's Housing Division works with non-profits, the Cambridge Housing Authority, and private owners to provide a wide range of housing options for residents including an inventory of 7,670 affordable housing units for low to moderate income Cambridge residents. According to the City's 2014 citizen survey, affordable housing/housing was reported as the "single most important issue facing the City of Cambridge today" by 18% of respondents.

Complementing these goals, the City has recently undertaken a citywide visioning and planning initiative. *Envision Cambridge* "is a community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge. With input from those who live, work, study, and play in our community, *Envision Cambridge* will create a shared vision for the future of our city. The plan will result in recommendations on a broad range of topics such as housing, mobility, economic opportunity, climate and the environment, and urban form. These recommendations may include zoning or policy recommendations, infrastructure improvements, and other changes, and will help guide future decisions in working to realize our shared vision." (Source: *City of Cambridge Proposed Annual Budget 2016-17*)

CITY GOVERNMENT

The City of Cambridge is organized under the Plan E Charter of the Massachusetts General Laws. Pursuant to the Plan E Charter, a nine- (9) member City Council, including a Mayor who is elected by the nine-member Council, hires the City Manager who serves at the pleasure of the City Council. The City Council is the legislative body for the City and holds appropriation authority over the use of City funds. In addition to the City Manager, the City Council hires the City Auditor and the City Clerk.

Pursuant to the Plan E Charter (M.G.L.c.43, §104), the City Manager has broad authority "to act as chief conservator of the peace within the city; to supervise the administration of the affairs of the city; to see that within the city the laws of the commonwealth and the ordinances, resolutions and regulations of the city council are faithfully executed; and to make such recommendations to the city council concerning the affairs of the city as may to him seem desirable; to make reports to the city council from time to time upon the affairs of the city; and to keep the city council fully advised of the city's financial condition and its future needs."

The City Manager serves as the Chief Executive Officer of the City, responsible for appointing, removing and overseeing virtually all City employees (with the most notable exception being School Department employees), and for appointing citizens to City boards and commissions. The City Manager works closely with the City Council, and prepares and presents the annual City budget to the City Council.

The City Manager, as Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. In addition to overseeing core municipal services delivered by departments, the City Manager oversees delivery of a wide range of innovative departmental programming, from a



NetZero strategic plan and climate vulnerability and preparedness process to a nationally recognized Police Department and Class 1 Certified Fire Department.

The City Manager oversees departments that operate within six broad functional areas including Finance, Community Development, Human Services, General Services, Public Safety and Community Maintenance. The elementary schools and high school are a department of the City. They are largely overseen by an elected School Committee and an appointed superintendent, yet the City Manager serves as a liaison and financial officer to the schools. The school budget of \$173 million is about a third of the City's budget and the spending per student is one of the State's highest. The City's capital budget includes funds for the maintenance and renovation of existing facilities, as well as for the construction of a new King Open and Cambridge Street Upper School and Community Complex building.

The department heads are appointed by and report to the City Manager. A variety of other officials—such as members of volunteer committees, commissions and boards—are also appointed by the City Manager.

According to the most recently proposed budget, the City Manager is responsible for a total budget of \$574 million, and a capital budget of approximately \$84 million. The City has approximately 1,463 full-time employees (not including school department). The City's assessed value for its top ten commercial properties alone was in excess of \$6.3 billion. The total assessed value of Cambridge is \$34,680,060,680 for FY16. The percentage of the tax levy paid by commercial property owners is 65% of the total property taxes paid, with residential property owners paying the rest.

Residential property taxes in Cambridge are among the lowest in the Commonwealth.

As chief administrative officer, the City Manager oversees the day-to-day operations of City government, and is the City Council's key point of contact. The next City Manager will find a talented group of department heads that work collaboratively in the planning and delivery of City services. The City Manager is responsible for many critical areas including, but not limited, to:

- Supervising and managing the ongoing operations of the City's departments, programs and services,
- Providing oversight in key personnel functions including labor relations and adherence to human resource laws and regulations,
- Providing professional consultation to assist the City Council in making informed decisions regarding City operations and policy matters,
- Coordinating, submitting and administering the City's annual budget,
- Overseeing the City's capital improvement plan and its long-range financial management plan.
- Addressing the issues and concerns of citizens, businesses and institutions as they may relate to the City's planning and governance.



CAMBRIDGE AT A GLANCE

Population:	110,000
Households:	44,032
Assessed Value:	\$34,680,060,680 FY 2016
Fund Balance as a % of Revenues:	50%
Land Area:	6.25 square miles
Median Single-family Home Value:	\$919,000
Average Rent Two Bedroom (2015):	\$2,800 per month
Median Condominium Value:	\$485,900
Median Family Income:	\$94,100
Percentage of low/moderate income households:	34%
Bond Rating:	AAA
Cambridge Workforce:	1,463 full-time employees, approximately 2,000 employees total not including School department. 66% of the full- time workforce is unionized.

OPPORTUNITIES AND CHALLENGES

The incoming City Manager will be faced with a number of opportunities and challenges that are not uncommon for a local unit of government in today's environment. They include but are not limited to the following:

Like many organizations, key members of the City of Cambridge's senior staff and approximately one-third of the workforce are eligible for or nearing retirement. The next City Manager must be skilled in succession planning with the ability to identify and attract talent to the organization.

Cambridge has been able to attract and retain many talented employees. The next City Manager must be approachable and willing to engage with the employees at all levels of the organization and to leverage their skills and talents to help move the City forward.

Cambridge has worked hard to improve its municipal technology and to integrate data into decision-making infrastructure. The next City Manager must be technologically astute and willing to move the City forward in this regard. There is opportunity to gain efficiencies in several operational areas with greater use of technology.



Communication and transparency with employees, residents, businesses, and all stakeholder organizations are critical skills for the next City Manager. Strong listening abilities and a genuine desire to engage the community

City of Cambridge, Massachusetts

in problem solving is expected from the City Manager. Attending community meetings and being present and visible in the City is essential.

Many residents and some stakeholder groups expressed concern that Cambridge's success as a science and innovation hub is creating a less affordable City for longtime residents and newcomers. The next City Manager must continue to work collaboratively on housing policy and affordability issues with the ability to balance competing interests and assist in the creation of a clear housing policy.

Cambridge has an engaged not-for-profit community as well as a strong human services department within the City. The next City Manager must lead the staff in problem-solving efforts that enhance the involvement of the not-for-profit community with the ability to discern how best to address the city's social service needs and the appropriate level of city engagement.



The City has a positive relationship with the universities that reflects ongoing communication and responsiveness. The next City Manager must continue this high level of communication and collaboration, ensuring the Town/Gown issues are discussed in a thoughtful, respectful manner.

The City's fiscal health is excellent and reflects fiscal prudence in spending. The next City Manager must continue this fiscal responsibility with the ability to take a stand on spending when appropriate.

The City Manager must be able to balance the City's robust economic development agenda with the City's progressive human services agenda. It is important for the City

Manager to be able to assess the long-range effects of the City's decisions, especially as it relates to the affordability of housing for Cambridge residents as well as the preservation of community character. Further, the City Manager must understand the long-range impact of the City's aggressive policies and guidelines on future development within the community.

The City Manager must embrace and continue to promote the City's aggressive environmental agenda. The City prides itself on being first in the nation on adopting sustainable environmental practices. The next City Manager must work with all stakeholders to help the City achieve its goals while being aware of the impact these decisions have on residents and the business community.

The use of multiple transportation modes to move people is a critical issue for the City. The ability to work regionally to achieve more sustainable and seamless access in and through Cambridge is of paramount interest to many residents. Cambridge will need to continue to work closely with the MBTA to improve and expand the public transit system. The City has committed to Vision Zero and Complete Streets programs to improve safety and reduce reliance on SOVs. Coordinating construction projects and schedules with neighboring communities may assist in transportation issues.

Access to healthcare is available for all Cambridge residents. Maintaining this access for the most vulnerable residents is of utmost importance. The next City Manager will work with the health care community to continue to provide access to healthcare for Cambridge residents.

Increasing intergovernmental cooperation with Cambridge's neighbors will be an opportunity for the next City Manager.

CANDIDATE QUALIFICATION CRITERIA

The City is seeking highly professional candidates who are passionate about local government. The following education, experience, management, and leadership criteria have been identified by the City Council, City staff and a broad variety of community stakeholders as important skills and abilities for the candidates to possess and demonstrate. Competitive salary depending on qualifications and experience.

Education and Experience

- Candidates must have a bachelor's degree plus 10 years of increasingly responsible municipal or commercial executive-level experience. Assistant administrator experience in a larger community will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public administration, business administration and other advanced executive-level training such as ICMA Credentialed Manager is highly preferred.
- Candidates must possess proven managerial and interpersonal skills to lead a dynamic, financially fit organization in a community with high customer-service expectations, community activism and demand for government transparency.
- Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- Possess real experience in an urban setting with strong constituencies that expect to be heard and to be involved in community problem solving.
- Be skilled in working with elected officials as a group, and in a system of committees, boards and commissions. An appreciation for an active citizenry that expects community-outreach efforts from its government leaders.
- Have a record of conducting thorough analysis and examination of issues, being fully prepared to assess the topic at hand, the implications of various courses of action, and if necessary take an unpopular position.
- Have experience in leading a high-performing workforce with a positive, cooperative, and team-oriented approach to addressing issues and solving problems.
- Have an appreciation for working in a municipality where institutions of higher learning are a major part of the community's social, cultural and economic fabric.
- Have an understanding of community visioning and strategic planning processes; possess the ability to help the City Council and staff develop a long-range vision for the community and then deliver on the plan's goals and objectives.



City of Cambridge, Massachusetts

- Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will and courage to effect such change.
- Have experience in delivering a contemporary human resource program for City employees, developing and maintaining strong work relationships with union and non-union City staff that builds morale while also holding employees professionally accountable.
- Be adept at identifying professional development needs and addressing succession planning. Have an orientation toward continuing education and professional development for self, staff, and employees—keeping up to date and abreast of modern, innovative methods.
- Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the organization consistently functions at a high level of customer service.
- Have experience in economic development, fostering business-community relationships with the City; be adept at how the City can craft meaningful and sustainable economic development initiatives.
- Have experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, presenting and representing City-approved policies in an effective and authoritative manner.
- Have a successful record of working with community institutions, business leaders, and citizens' groups in a cooperative and friendly manner; open to input from all and with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.
- Have a record of keeping up to date and abreast of modern/innovative municipal technology, programs and procedures, understanding how technology can be used to enhance transparency in government, increase efficiencies and provide better customer service for residents.



Management Style and Personal Traits

- Have a background of professional and personal integrity, honesty and of leading/motivating personnel by example.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the City Council and Staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Be politically astute, yet politically neutral. Be able to “read the Council,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.

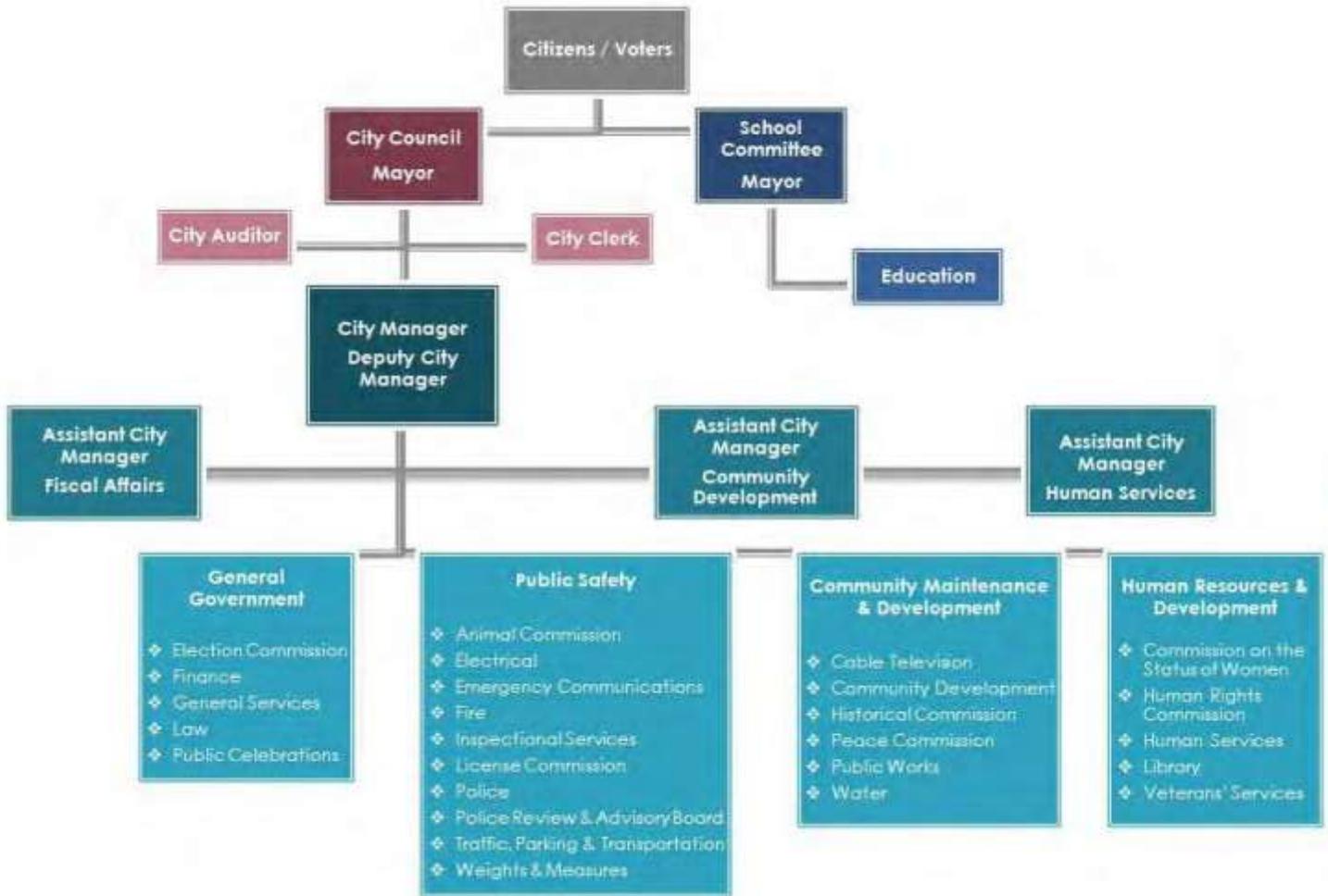
City Manager

- Possess a track record of addressing race, ethnic and culturally based issues in a thoughtful and progressive manner. Be someone who can build bridges and bring people together.
- Have a desire for living in a metropolitan area, characterized by a high level of sophistication, education and culture, yet also possess an appreciation that Cambridge is, at its heart, “a big, small town.”
- Be an articulate and an effective communicator, both orally and in writing; be someone who is comfortable listening to and talking with a wide spectrum of people; someone who can clearly and concisely present written and oral information to decision makers; willingly share information as appropriate.
- Be a strong administrative leader and be able to help City Staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues that are critical toward meeting both current and longer-range needs of the overall community.
- Be comfortable in delegating responsibility and authority to professional staff as a team player while remaining informed and conversant on the status of all programs and projects.
- Be a self-starter who has the vitality and energy to motivate and lead others; someone who seeks and enjoys a challenge.
- Possess well-developed organizational skills with the ability to balance numerous projects and issues.
- Be a team leader who can coach and develop employees to meet organizational and employee goals; appreciate a work-life balance philosophy.
- Be a “people person,” sincerely personable, patient, calm and accessible. Have a sense of humor.
- Be one who can establish trust quickly with others and one who can relate to all elements of the community. Be one who genuinely embraces and promotes diversity.
- Have a genuine passion for public service; be an energetic, “can-do” person with a genuine enthusiasm for City government, and be willing to have a long-term commitment to the organization.
- Promote a strong, service-oriented, “customer relations” approach by all employees in dealing with citizenry.
- Be proactive, anticipatory and innovative. Possess an open mind and an open heart in dealing with the City’s complex and challenging issues that often compete with one another.



Photo credit Bimal Nepal

City of Cambridge, Massachusetts



GovHR USA City Manager Recruitments

CLIENT	JOB	STATE	YEAR	Pop
Algonquin, IL	Village Manager	Illinois	2012	30,046
Alpena, MI	City Manager	Michigan	2012	10,410
Arlington Heights, IL	Village Manager	Illinois	2014	75,100
Battle Creek, MI	City Manager	Michigan	2014	51,911
Beloit, WI	Finance & Administrative Services Director	Wisconsin	2014	36,966
Beloit, WI	City Manager	Wisconsin	2015	36,966
Beloit, WI	Town Administrator	Wisconsin	2016	36,966
Bensenville, IL	Village Manager	Illinois	2015	20,703
Bondurant, IA	City Administrator	Iowa	2017	5,493
Brown Deer, WI	Village Manager	Wisconsin	2012	12,061
Buffalo Grove, IL	Village Manager	Illinois	2010	42,909
Burleson, TX	City Manager	Texas	2011	36,990
Burlington, IA	City Manager	Iowa	2011	25,663
Burlington, WI	City Administrator	Wisconsin	2014	10,511
Cambridge, MA	City Manager	Massachusetts	2016	110,000
Carbondale, IL	City Manager	Illinois	2011	25,092
Caro, MI	City Manager	Michigan	2012	4,208
Cary, IL	Village Administrator	Illinois	2011	18,713
Cedarburg, WI	Town Administrator	Wisconsin	2015	11,475
Clarendon Hills, IL	Village Manager	Illinois	2010	8,572
Clarendon Hills, IL	Village Administrator	Illinois	2014	8,572
Crest Hill, IL	City Administrator	Illinois	2015	20,837
Decatur, IL	City Manager	Illinois	2014	76,178
DeKalb, IL	City Manager	Illinois	2013	44,862
Delta Charter Township	Township Manager	Michigan	2014	32,400
Dixon, IL	City Manager	Illinois	2015	15,333
East Moline, IL	City Administrator	Illinois	2011	21,300
East Moline, IL	City Administrator	Illinois	2016	21,300
East Peoria, IL	City Administrator	Illinois	2016	23,503
Effingham, IL	City Administrator	Illinois	2010	12,384
Elmhurst, IL	City Manager	Illinois	2010	43,300
Fayetteville, NC	Assistant City Manager	North Carolina	2012	208,000
Fayetteville, NC	Assistant City Manager	North Carolina	2017	208,000
Ferguson Township, PA	Township Manager	Pennsylvania	2017	18,300
Ferguson, MO	City Manager	Missouri	2015	21,111
Fon du Lac, WI	City Manager	Wisconsin	2012	43,021
Fox Lake, IL	Village Administrator	Illinois	2013	10,550
Freeport, IL	City Manager	Illinois	2017	25,000
Ft. Atkinson, WI	City Manager	Wisconsin	2012	12,300

Galesburg, IL	City Manager	Illinois	2010	33,706
Garland, TX	Assistant City Manager	Texas	2016	233,206
Glen Ellyn, IL	Village Manager	Illinois	2010	27,000
Glen Ellyn, IL	Assistant Village Manager	Illinois	2013	27,000
Glencoe, IL	Village Manager	Illinois	2013	8,723
Glendale, WI	City Administrator	Wisconsin	2016	12,920
Greenbelt, MD	City Manager	Maryland	2016	23,753
Hagerstown, MD	City Administrator	Maryland	2015	40,612
Hanover Park, IL	Village Manager	Illinois	2012	37,973
Hartford, WI	City Administrator	Wisconsin	2015	14,251
Highland Park, IL	City Manager	Illinois	2011	31,365
Hinsdale, IL	Village Manager	Illinois	2013	16,816
Hobart, WI	Village Administrator	Wisconsin	2016	8,500
Homer Glen, IL	Village Manager	Illinois	2011	24,220
Inverness, IL	Village Administrator	Illinois	2013	7,400
Janesville, WI	Develop City Manager Profile	Wisconsin	2013	63,480
Janesville, WI	City Manager	Wisconsin	2013	63,480
Joliet, IL	City Manager	Illinois	2013	147,500
Joliet, IL	City Manager	Illinois	2017	147,500
Kalamazoo, MI	City Manager	Michigan	2013	75,000
Kenilworth, IL	Village Manager	Illinois	2012	2,562
La Grange, IL	Village Manager	Illinois	2017	15,732
Lake Geneva, WI	City Administrator	Wisconsin	2015	7,710
Lake Villa, IL	Village Administrator	Illinois	2013	8,774
Lake Zurich, IL	Village Manager	Illinois	2015	19,631
Libertyville, IL	Village Manager	Illinois	2016	20,431
Lincoln, IL	City Administrator	Illinois	2014	14,500
Lincolnshire, IL	Village Manager	Illinois	2012	7,500
Lindenhurst, IL	Village Administrator	Illinois	2017	14,468
Lisbon, WI	Town Administrator/Clerk	Wisconsin	2014	2,521
Lombard, IL	Village Manager	Illinois	2013	43,165
Marengo, IL	City Administrator	Illinois	2011	7,614
Maryland Heights, MO	City Administrator	Missouri	2015	27,436
Mettawa, IL	Part-time Village Administrator	Illinois	2010	500
Mokena, IL	Village Administrator	Illinois	2015	19,042
Moline, IL	City Administrator	Illinois	2017	43,100
Monmouth, IL	City Administrator	Illinois	2014	9,444
Morgantown, WV	City Manager	West Virginia	2016	31,000
Morton Grove, IL	Village Administrator	Illinois	2011	23,270
Mt. Lebanon, PA	Municipal Manager	Pennsylvania	2015	33,000
Mt. Prospect, IL	Village Manager	Illinois	2015	54,771
Munster, IN	Town Manager	Indiana	2014	23,603
New Lenox, IL	Village Administrator	Illinois	2011	25,000

Newton, IA	City Administrator	Iowa	2016	15,000
North Kingston, RI	Town Manager	Rhode Island	2015	26,326
Oak Brook, IL	Village Manager	Illinois	2014	7,883
Oak Creek, WI	City Administrator	Wisconsin	2016	34,626
Oakland Township, MI	Township Manager	Michigan	2013	16,779
Oberlin, OH	City Manager	Ohio	2016	8,390
Orland Park, IL	Village Manager	Illinois	2016	60,000
Pekin, IL	City Manager	Illinois	2016	33,223
Plymouth, WI	Director of City Services	Wisconsin	2010	8,468
Prairie Du Chien, WI	City Administrator	Wisconsin	2017	5,900
Princeton, IL	City Manager	Illinois	2011	7,500
Princeton, WI	City Administrator	Wisconsin	2010	1,504
Provincetown, MA	Town Manager	Massachusetts	2015	2,990
Racine, WI	City Administrator	Wisconsin	2016	78,200
Republic, MO	City Administrator	Missouri	2016	15,590
Richfield, WI	Village Administrator	Wisconsin	2009	11,500
River Forest, IL	Village Administrator	Illinois	2010	11,635
Rochester, MI	City Manager	Michigan	2015	13,000
Rock Island, IL	City Manager	Illinois	2011	39,684
Rome, WI	Town Administrator	Wisconsin	2016	2,720
Schiller Park, IL	Village Manager	Illinois	2015	11,870
Shorewood, IL	Village Administrator	Illinois	2011	15,615
Shorewood, WI	Village Manager	Wisconsin	2017	13,331
Skokie, IL	Village Manager	Illinois	2013	65,000
Tinley Park, IL	Village Manager	Illinois	2013	58,000
Volo, IL	Village Administrator	Illinois	2013	3,300
Waldwick, NJ	Borough Administrator	New Jersey	2015	9,800
Washington, IA	City Administrator	Iowa	2011	7,266
Washington, IL	City Administrator	Illinois	2015	15,700
Wauconda, IL	Village Administrator	Illinois	2013	13,603
Waukesha, WI	City Administrator (2012)	Wisconsin	2012	71,000
Waukesha, WI	City Administrator (2014)	Wisconsin	2014	71,000
Webster City, IA	City Manager	Iowa	2016	8,000
West Bend, WI	City Administrator	Wisconsin	2016	31,000
West Liberty, IA	City Manager	Iowa	2013	3,736
Whitewater, WI	City Manager	Wisconsin	2012	14,300
Wildwood, MO	City Administrator	Missouri	2014	35,517
Williamstown, MA	Town Manager	Massachusetts	2015	8,400
Woodridge, IL	Village Administrator	Illinois	2017	32,971

I. RFQ APPLICATION FORM

The RFQ requires the proposer to provide information on nine topics on the Application Form. In this section of the proposals, we provide our response to each requirement and/or a reference to a later section of the proposal where the information is provided.

1. **Firm Name, Address, and Contact Information:** The Mercer Group, Inc. Our office of record for the project is located at 1000 Whitlock Avenue, Suite 320-129, Marietta, Georgia 30064.

Steve Egan, Senior Vice-President is the firm's primary contact person. He can be reached at 770-425-1775 (office); 770-335-3245 (cell); or segan@mercergroupinc.com (email).

2. **Brief History of the Firm:** Jim Mercer founded the firm in 1990, as a successor to Mercer, Slavin, & Nevins, Inc. (1986-1990) and James L. Mercer & Associates, Inc. (1981-1986). Preceding service with these three firms, Mr. Mercer was a partner or senior manager for several national consulting and research firms. Steve Egan joined the firm in 1995 and is our longest tenured officer.

Most of our clients are local governments, state agencies, utilities, and other public sector organizations. We also have some non-profit and for-profit clients. **Appendix A** that follows the text provides a list of municipal and county manager searches.

Our primary services are executive search, strategic and functional business planning, government consolidation and collaboration feasibility analyses, management and organizational improvement studies, public policy studies, and human resource management services (pay studies, performance management systems, and policy manuals). A more complete description of these services is provided in Section II of the proposal.

3. **Recent Recruitments:** Recent local government recruitment in New England and nationally are listed below, with a more complete list in Section II of the proposal. References are provided in Section V of the proposal;

- **Bangor, Maine:** City Manager
- **Beacon, New York:** City Administrator
- **Coventry, Rhode Island:** Town Manager
- **Forsyth County, Georgia:** County Manager
- **Hartford, Vermont:** Town Manager
- **Hanover, New Hampshire:** Police Chief
- **Newburgh, New York:** City Manager
- **Worcester, Massachusetts:** City Manager

4. Detailed Work Plan and Schedule: A detailed description of our approach, work plan, and schedule is provided in Section III of the proposal. Our 7-step search process is:

- 1) Position Analysis:** Hold a kickoff meeting on site with the Selection Committee then meet with town and village officials and department heads to create a “position profile” then prepare a professionally-designed recruitment brochure.
Schedule: Weeks 1 to 3 (Complete Day 21)
- 2) Recruitment Process:** Place ads with state, regional, and national organizations and recruitment sites then conduct targeted outreach activities regionally and nationally.
Schedule: Weeks 4 to 7 (Complete Day 49)
- 3) Resume Review:** Review candidate applications and select the top dozen or so applicants as semi-finalists to review with you on site in order to select 5-6 finalists. We typically conduct a 30- to 45-minute phone interview with the semi-finalists in advance to confirm information in their cover letter and resume. Share semi-finalist applications and Mercer’s preliminary reports with the Selection Committee.
Schedule: Weeks 8 to 10 (Complete Day 70)
- 4) Candidate Screening:** Conduct in-depth research on the candidates to include Internet searches and reference interviews. Ask each finalist to complete a Mercer Candidate Checklist, which asks a series of questions about their experience, qualifications, interest in the Municipal Manager job, approach to leadership, and the like.
Schedule: Weeks 11 to 13 (Complete Day 91)
- 5) Background Investigations:** Use background specialists to check criminal, financial, and personal records, as well as to verify degrees listed in the resume. Compile the results of Steps 4 and 5 into a comprehensive Background Report on each finalist.
Schedule: Weeks 11 to 13 (Complete Day 91)
- 6) Interview Process:** Schedule interviews with the Selection Committee and the 5- 6 finalists at town or village offices. Mercer’s team leader will attend these interviews. Note that some search processes result in a 2nd interview for 1-2 preferred candidates, which would add a week to the schedule.
Schedule: Weeks 14 to 15 or 16 (Complete Day 105 or 112)
- 7) Negotiation and Follow-up:** Assist as you request with definition of candidate contract expectations as input to development of an employment agreement. Follow-up with the town and village in 6 and 12 months to help with goal-setting and any other matters.
Schedule: Week 16 or 17 (Complete Day 112 or 119) for Negotiations.

5. Specific Services to be Provided: Specific services and deliverables are:

- Site Visit 1 to conduct interviews supporting information in the position profile
- Development of a professionally-designed recruitment brochure
- Advertisements placed regionally and nationally
- Targeted outreach to prospective candidates and industry leaders
- Resume reviews and phone interviews to develop a list of a dozen semi-finalists
- Site Visit 2 to review semi-finalist application materials and select finalists
- Candidate background checks, reference interviews, research, and other activities to support preparation of detailed Background Reports on the 5-6 finalists
- Site Visit 3 to facilitate Town/Village interviews with the 5-6 finalists
- Site Visit 4 (possibly) to facilitate 2nd interviews with 1-2 preferred candidates
- Assistance identifying the preferred candidate's contract expectations
- Telephone follow-up, as requested, to set goals and discuss other matters

6. Average Tenure of Mercer Placements: Eight years. We regularly are hired again when a manager leaves or retires. If that happens before two years of services are completed (very rare), we will conduct a new and complete search for expenses only. Otherwise, a new search costs a bit less than the original search. See Section VII for the Mercer Group Guarantee.

7. Detailed Fee Schedule: The cost for Mercer Group services will be \$17,000 for fees related to consultant hours on the project plus not-to-exceed \$7,500 in expenses for travel, advertising, research, background and degree checks, data assemblage, and report preparation.

8. Distinguishing Qualifications: As detailed in Section VI, Why You Should Select the Mercer Group, we have over 30 years of search experience for local government managers with over 2,000+ successful searches nationally in that time. We have a proven search methodology that results in an excellent pool of candidates for each job, and we guarantee the results.

We understand Vermont from Steve Egan's time at Norwich, which included a year living in the Village of Northfield; his ongoing service to the university over the past several decades; and our search and management consulting work in the state and regionally. See Section VI, Why You Should Select the Mercer Group, for details.

9. Other Information: The following officers and principals are assigned to this project. All are active and in good standing. Short resumes are presented in Section II.

- **James L. Mercer**, the firm's President/CEO and the Project Director, is the most experienced local government search consultant in the industry.
- **Karolyn Prince-Mercer**, a Senior Vice-President and the firm's Secretary/Treasurer, coordinates support and technical services for our recruitments.
- **Stephen D. Egan, Jr.**, a Senior Vice-President and director of our Management Studies Practice, has thirty years of local government work and consulting experience.

**TOWN OF ESSEX AND
VILLAGE OF ESSEX JUNCTION,
VERMONT**

**Proposal for
Executive Search Services**

for the Position of

MUNICIPAL MANAGER

August 4, 2017

THE MERCER GROUP, INC.

1000 Whitlock Avenue

Suite 320-129

Marietta, Georgia 30064

770-425-1775

www.mercergroupinc.com



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Consultants to Management

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August 4, 2017

**Town of Essex Selectboard
Village of Essex Junction Board of Trustees
c/o Town Manager's Office
81 Main Street
Essex Junction, Vermont 05452**

Dear Board Members and Trustees:

The Mercer Group, Inc. is pleased to respond to your joint Request for Qualifications with this **proposal to assist the Town and Village in recruiting a new Municipal Manager**. We are most interested in working with the Town and Village on this critical project. If selected to conduct the search, we would have no difficulty beginning the project immediately and expediting our work to ensure a smooth recruitment process.

The Mercer Group, Inc. (Mercer) is a large nationwide executive search and management consulting firm that focuses on the public sector. Mr. James L. Mercer, our President/CEO, is a Certified Management Consultant (CMC), which is the preeminent designation earned in the management consulting profession. He is the only management consultant with this designation operating in the public sector.

Our firm has extensive experience in conducting municipal manager searches regionally and nationally, and have successfully completed well over 2,000 public sector searches in our firm's history. We have more experience than any other public sector executive search firm. Because we conduct over 40 town, village, city, or county manager searches each year, we are especially well-qualified to conduct this search. Please see www.mercergroupinc.com for more information about our firm and about our current searches.

Mercer has conducted recent searches for municipal managers and senior executives in Hartford, Vermont; Hanover, New Hampshire; and Bangor, Maine. In addition, we have conducted management and organizational improvement studies for Barre City and Town; Concord, New Hampshire; Nantucket and Needham, Massachusetts; and the Northern Maine Development Commission. We are quite familiar with the candidate pool for municipal managers, as well as local expectations in Vermont and New England. Our project manager is a Norwich graduate with significant consulting experience in New England.

PINPOINTING WORKABLE SOLUTIONS FROM OUR OFFICES NATIONWIDE

www.mercergroupinc.com

**Town of Essex Selectboard
Village of Essex Junction Board of Trustees
August 4, 2017
Page Two**

Our **executive search practice** makes extensive use of our national pool of local government contacts, as well as the Internet, both with our own web page and through e-mails to prospective candidates. We post open positions with several governmental associations, like the Vermont League of Cities and Towns and the International City-County Management Association, as well as various Internet job sites in order to make information on job opportunities available to a wide number of potential candidates. We also make extensive use of the Internet to review newspaper articles on top candidates from the community in which they are currently employed or were employed in the past, as well as run background, degree, and reference checks.

The **mission of The Mercer Group** is to make our clients proud that they engaged us to provide management consulting services for them. Our firm was founded in 1990 as a successor to prior corporate structures. The corporate headquarters is in Atlanta and we have branch offices in Marietta, Georgia, as well as Arizona, California, Florida, Illinois, Louisiana, Michigan, Minnesota, New Mexico, North Carolina, Texas, and Washington. We will work on this assignment from our Atlanta and Marietta offices.

Staff for this project will be Jim Mercer, Project Director, who will be an active participant. Steve Egan, director of our national Management Studies Practice based in Marietta, will serve as Project Manager and Lead Consultant. Karolyn Prince-Mercer will be our search administrator.

* * * * *

Thank you for the opportunity to respond to this important assignment. This proposal is valid for ninety (90) days from receipt by the Town and the Village. We look forward to discussing our proposal with you personally, and urge you to allow us to come to Vermont at our expense to do that.

Please contact Steve Egan, our project manager and lead consultant, at 770-425-1775 or segan@mercergroupinc.com if you have any questions.

Sincerely yours,

The Mercer Group, Inc.

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

**Stephen D. Egan, Jr., Senior Vice-President
Director, National Management Studies Practice**

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- **Stephen D. Egan, Jr.**, a Senior Vice-President and director of our Management Studies Practice, has thirty years of local government work and consulting experience.

II. STATEMENT OF QUALIFICATIONS

This section of the proposal reviews the Mercer Group's qualifications and provides project team resumes and references.

A. Summary of Our Firm's Qualifications

The **Mercer Group, Inc.** is an independent management consulting firm incorporated in the State of Georgia and operating nationwide. The firm was founded by James L. Mercer, a long-term public management consultant. Mr. Mercer started his own firm in 1981 and in 1984 merged it with Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc., which formed the basis for Mercer, Slavin & Nevins, Inc. He sold his interest in Mercer, Slavin & Nevins, Inc. early in 1990 and founded The Mercer Group, Inc.

The Mercer Group, Inc. provides exceptionally high-quality management consulting services primarily to state and local governments and utilities, as well as to special districts and authorities, non-profit organizations, and private sector clients.

Specialty practice areas include executive recruitment, management and organizational improvement studies, strategic and functional business planning, compensation and classification studies, alternative service delivery and privatization, government consolidation and collaboration feasibility analyses, organization development and training, and general management consulting.

Our firm's consultants have conducted over 2,000 successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work. We also have conducted over 500 planning, management, financial, and human resource management studies.

This important engagement will be directed by James L. Mercer, our firm's President/CEO, who will be responsible for the quality of our work and contractual matters. Stephen D. Egan, Jr, and Karolyn-Prince Mercer, both Mercer Senior Vice-Presidents, will take leading roles on the project. Mr. Mercer has conducted or assisted in the conduct of more than 2,000 successful executive searches in his career. He can be contacted at:

The Mercer Group, Inc.
5579B Chamblee Dunwoody Road, Suite 511
Atlanta, Georgia 30338
Telephone: (770) 551-0403
Fax: (770) 399-9749
Federal Tax ID No.: 58-1877068

B. Executive Search Experience

This section of the proposal reviews our regional and national, county executive search experience. **Appendix A** that follows the text of the proposal provides examples of our search experience for municipal and county managers.

National Search Experience

Jim Mercer and Mercer Group principals have completed over 2,000 successful searches nationally over the past 30 years, including searches for municipal and county managers, department heads, regional agency directors, non-profit executive directors, and other executive/management positions. The firm has conducted searches in Vermont, New Hampshire, and every other state in New England, as well as regionally and nationally.

Municipal Search Experience

Among our national search projects are almost 70 annually for county manager/administrator or department heads. Our clients range in size from under 10,000-population to over 500,000.

We have recently completed the following search projects for municipalities in New England.

- **Hartford, Vermont:** Town Manager.
- **Bangor, Maine:** City Manager (twice).
- **Beacon, New York:** City Administrator.
- **Coventry, Rhode Island:** Town Manager.
- **Hanover, New Hampshire:** Police Chief.
- **Newburgh, New York:** City Manager.
- **Worcester, Massachusetts:** City Manager.

Nationally, we have conducted manager searches for small and large governments:

- **Alamogordo, New Mexico:** City Manager.
- **Andrews, Texas:** City Manager.
- **Chesapeake, Virginia:** City Manager.
- **Forsyth County, Georgia:** County Manager.
- **Hyattsville, Maryland:** City Manager.
- **Johns Creek and Sandy Springs, Georgia:** Helped these newly incorporated cities hire their first city managers.
- **Port Arthur, Texas:** City Manager.

Regional and National Management Studies

The Mercer Group's National Management Studies Practice that Mr. Egan directs has conducted several studies in New England, including:

- **Barre City/Town, Vermont:** Police, Fire, and Ambulance Consolidation Feasibility Analysis.
- **Beavercreek, Ohio:** Feasibility Analysis of Alternative Approaches to Fire Services.
- **Bentonville, Arkansas:** Fire Department Management and Operations Study.
- **Bloomfield, New Mexico:** Management Study of Parks, Planning/Zoning, Public Works, and Utilities.
- **Cloudfcroft, New Mexico:** Police Staffing and Shift Analysis.
- **Concord, New Hampshire:** Fleet Management Study and Information Technology Needs Assessment and Strategic Plan.
- **Cornell University:** Presentation on Service Delivery Alternatives in Local Government with Master-level urban planning students.
- **Evans, Colorado:** Management Studies of Public Works and Community Development.
- **Galesburg, Illinois:** Mayor-Council Visioning and Goalsetting Retreat.
- **LeClaire, Iowa:** Citywide Management and Service Level Study.
- **Lincolnwood, Illinois:** Community Development, Building Inspections, and Code Enforcement Management study.
- **McDonough, Georgia:** Citywide Management and Organizational Improvement Study.
- **Mountain Brook, Alabama:** Citywide Management Study followed by in-depth studies of the Library, Parks and Recreation, and Public Works Departments.
- **Nantucket, Massachusetts:** Public Works and Fleet Management Study.
- **Needham, Massachusetts:** Public Works Management Study.
- **New Jersey State Library:** Technology Assessment.
- **New Rochelle, New York:** Parking Management and Marina Privatization Feasibility Analysis.
- **New York Bar Association:** Organizational Culture Survey for association employees.
- **Northern Maine Development Commission:** Shared Service Study for municipal services needed at the former Loring Air Force Base.
- **Oro Valley, Arizona:** Public Works Management Study and Strategic Plan.
- **Rockland County, New York:** Revenue Processing Study for Public & Environmental Health.
- **Waterbury, Connecticut:** Public Works Department Management & Operations Study.

C. Proposed Project Team

This section of the proposal provides an Organization Chart listing major roles and tasks for each member of the project team, as well as short resumes for each team member.

Organization Chart

Jim Mercer
Project Director

Search Direction
Recruitment Brochure Preparation
Candidate Resume Reviews
Candidate Interview Questions
Selected Candidate Contract
Town/Village Contact Person
Client Satisfaction

|

Steve Egan -----
**Project Manager &
Lead Consultant**

Onsite Consultant
Position Profile
Recruitment Brochure Preparation
Candidate Resume Reviews
Semi-Finalist Interviews
Finalist Interviews
Selected Candidate Expectations
Ongoing liaison to the Town/Village

Karolyn Mercer
**Administrative &
Technical Search
Coordinator**

Advertising
Background Checks
Reference Checks
Degree Checks
Candidate Checklists
Background Report
Legal Matters

Project Team Resumes

James L. Mercer, President/CEO (Atlanta and Santa Fe Offices)

Mr. Mercer is a Certified Management Consultant (CMC) with more than 30 years of experience in management consulting with the public and non-profit sectors. His consulting experience includes executive search (over 2,000 projects), as well as strategic planning, management and organizational improvement studies, government consolidation and collaboration studies, and seminars and training.

Prior to founding The Mercer Group, Inc. in 1990, Mr. Mercer held positions as President of Mercer, Slavin, & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina.

He has also been President of James Mercer & Associates, Inc.; Director of Government Consulting Services for Coopers & Lybrand in both the Southeast and the Southwest; and Director of the Industrial Extension Division for the Georgia Institute of Technology.

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University.

He has authored or co-authored five books and has written more than 250 articles on various management topics, including Strategic Planning for Public Managers and Public Management in Lean Years.

Karolyn Prince-Mercer, Senior Vice President (Atlanta and Santa Fe Offices)

Ms. Prince-Mercer has been a management consultant for over twenty years and a practicing lawyer before that. She has extensive experience in executive search (over 1,000); compensation and classification analyses; and management and organizational improvement studies. She is the administrator for the firm's executive search practice.

She received her Bachelor of Arts degree in History with minors in Art, Political Science, and Education from the University of Nevada. She received her Doctor of Jurisprudence degree from Woodrow Wilson College of Law, and is licensed to practice law in New Mexico and in Georgia.

Ms. Prince-Mercer also is qualified to administer and interpret the Myers-Briggs Type Indicator (MBTI) instruments.

Stephen D. Egan, Jr. Senior Vice-President (Marietta Office)

Mr. Egan is our firm's national director of the Management Studies Practice, which provides strategic and functional business planning, service delivery and public policy strategies, and management and organizational improvement studies to state and local governments. He also assists on selected executive searches in the eastern United States.

In thirty-five years of consulting with state and local governments, he has performed over 185 management consulting projects, including the studies mentioned earlier for Barre City and Town; Concord, New Hampshire; Nantucket and Needham, Massachusetts; New Rochelle, New York; and the Northern Maine Development Commission, as well as the national studies listed in the proposal.

He selectively works on executive recruitments in the southeast and where his heart takes him, like Vermont where he went to college, lived for his senior year, and returns annually for committee work at Homecoming and for the Colby Military Writers Symposium. He recently assisted Jim Mercer with the search for the new Forsyth County, Georgia, County Manager and the city of Sandy Springs' first City Manager. He also assisted on the search for a Public Works Director in Marietta, Georgia, and the Water Works Superintendent in Milwaukee where he served on the selection committee. Mr. Egan recently gave a presentation to the Georgia City-County Management Association on "Recruiting Engineers."

From late 2002 to early 2005 he served 3-4 days a week as interim Public Services and Water Director for the fiscally-challenged city of Highland Park, Michigan. From 1992 to 1995 he consulted as President of ECA Strategies; from 1981 to 1992 he consulted with KPMG and a specialty consulting firm; and from 1974 to 1981 he was a Fulton County, Georgia, Management & Budget Analyst.

Mr. Egan holds a Bachelor of Arts degree in History and Government from Norwich University in Northfield, Vermont, and a Master of Arts degree in Government from the American University in Washington, DC.

He is a frequent speaker on public sector management and organizational issues; has published several articles on local government management; and is the co-author of Managing Professional Service Delivery: 9 Rules for Success, a primer on successfully delivering advisory services.

III. PROJECT OVERVIEW AND REQUIREMENTS

This section of the proposal presents our understanding of the Town of Essex and Village of Essex Junction, Town and Village Expectations for the Municipal Manager search, and Mercer's Approach and Work Plan.

A. Town of Essex and Village of Essex Junction

The Town of Essex is located in Chittenden County, Vermont, just east of Burlington. With a total estimated population of 20,946 (in 2015 including the village), Essex is one of the larger municipalities in Vermont. The town encompasses 39.3 square miles.

The town was incorporated in 1763 and is governed by a five-member Selectboard. Thirteen other boards and committees assist with functional and administrative responsibilities or external liaison, such as the Planning Commission and Business Liaison Group.

The shared Municipal Manager is appointed by the Selectboard and the Village Trustees to plan, organize, coordinate, and administer daily functions. Town departments and offices include: Assessor, Community Development, Finance, Fire, Library, Parks & Recreation, Police, Public Works, and Town Clerk.

The Village Essex Junction is located in the southwest part of the Town of Essex in Chittenden County. The village has a 2016 estimate population of 10,412 living in a 4.2 square mile area. Vermont's busiest Amtrak station, the Champlain Valley Expo, and GlobalFoundries' Burlington Design Center are located in the village.

The village was incorporated in 1892 and is governed by a five-member Board of Trustees elected at large.

The shared Municipal Manager is appointed by the Board of Trustees (and the Town Selectboard to run daily operations. Village departments and offices are: Community Development, Fire, Library, Recreation & Parks, and Wastewater Treatment Facility serving Essex, Essex Junction, and Williston.

B. Town and Village Expectations for the Project

Scope of the Project

The RFQ states that the town and village “are seeking an executive search firm to recruit a (shared) municipal manager.” The firm should have a successful record of recruiting and placing executives in small to mid-sized towns and cities. The search is to result in the development of a list of at least five (5) candidates interested in the position who possess the qualities, experience, and training defined by the Town and the Village.

The new manager is expected to possess strong leadership and interpersonal/electronic communications skills and have the ability to work collaboratively with elected officials, residents, and a combined staff of over 100 employees.

Role of the Search Consultant

From the Proposal Requirements section and Application Form in the RFQ, as well as our standard search methodology, Mercer agrees to following services as a minimum, but not limited to:

- Site Visit 1 to conduct interviews supporting information in the position profile.
- Development of a professionally-designed recruitment brochure.
- Advertisements placed regionally and nationally.
- Targeted outreach to prospective candidates and industry leaders.
- Resume reviews and phone interviews to develop a list of a dozen semi-finalists.
- Site Visit 2 to review semi-finalist application materials and select finalists.
- Candidate background checks, reference interviews, research, and other activities to support preparation of detailed Background Reports on the 5-6 finalists.
- Site Visit 3 to facilitate Town/Village interviews with the 5-6 finalists.
- Site Visit 4 (possibly) to facilitate 2nd interviews with 1-2 preferred candidates.
- Assistance identifying the preferred candidate’s contract expectations.
- Telephone follow-up, as requested, to set goals and discuss other matters.

In addition, Mercer will provide bi-weekly periodic progress/activity reports to the Selection Committee summarizing and detailing the progress of this employment search and will respond immediately to any/all inquiries from the town or village leadership relating to the progress of the search.

C. Mercer's Approach and Work Plan

Approach

Our approach and style are interactive. That is, we form a partnership with our client to conduct the recruitment. The Town of Essex and the Village of Essex Junction will benefit from the ease of our structured search process and gain a deeper knowledge of executive search and management consulting techniques and expertise. A **flowchart that graphically displays the steps and schedule for a typical Mercer search process** follows this page (insert if files transmitted electronically).

Town and village support will be needed in creating a **Selection Committee** to oversee the search; arrange interviews with Board members, town/village staff, and stakeholders; provide budgets and other background documents; arrange logistics; and process Mercer Group invoices for payment.

Work Plan

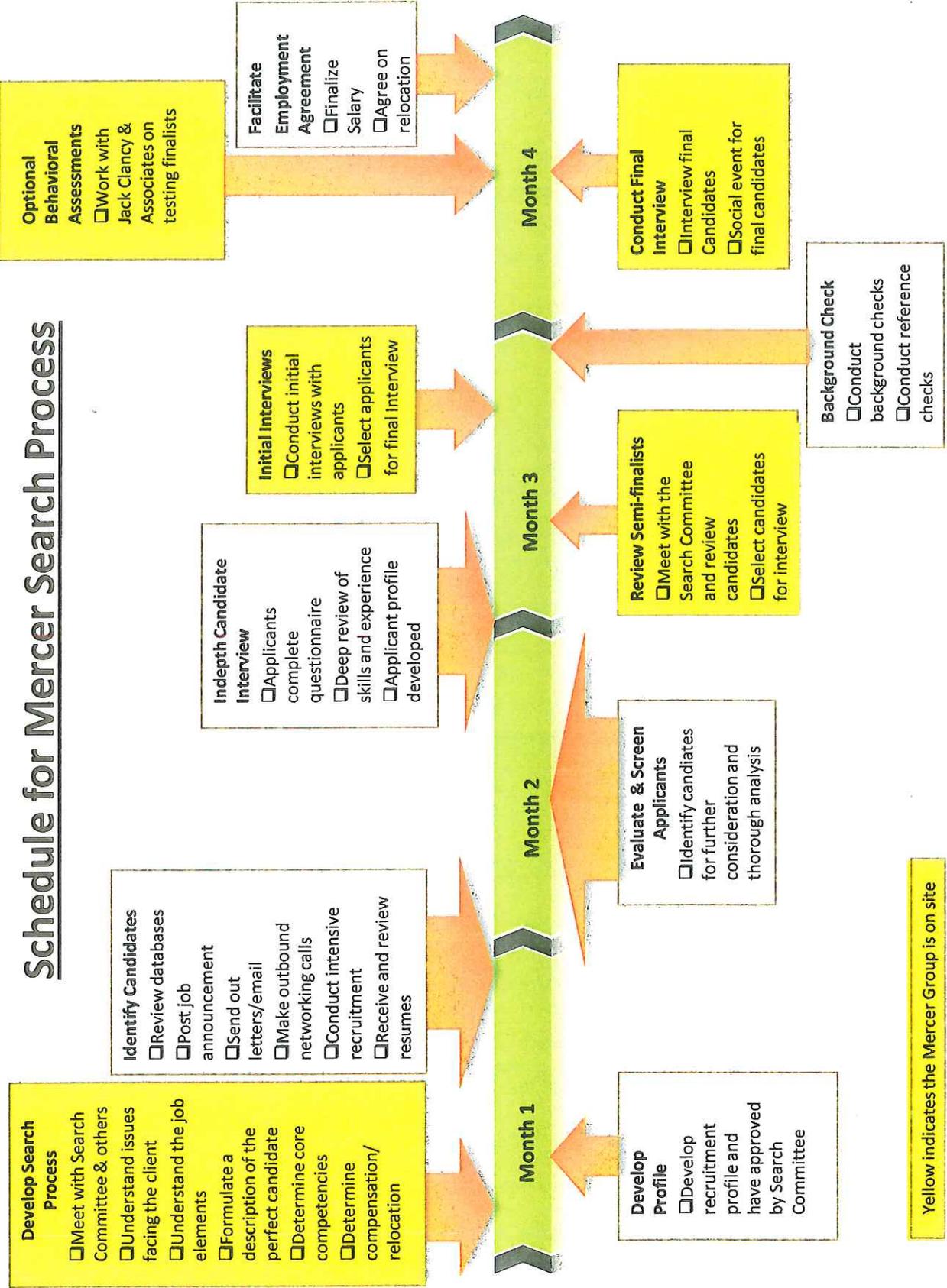
We recommend a seven-step search process as follows:

- 1. Position Analysis:** We will define work relationships, job qualifications, and position requirements in a "Position Profile" then create a professionally-designed "Recruitment Brochure."
- 2. Recruitment Process:** We will recruit regionally and nationally and network with prospective candidate and industry leaders to develop a diverse pool of qualified candidates.
- 3. Resume Review:** We will identify qualified candidates and review their applications in order to select a group of about a dozen most-qualified applicants.
- 4. Candidate Screening:** We will thoroughly screen prospective candidates.
- 5. Background Investigation:** We will thoroughly evaluate prospective candidates.
- 6. Interview Process:** We will make recommendations for interview questions and assist in the interview and selection process.
- 7. Negotiation and Follow-up:** We will facilitate the employment agreement and follow-up in six and twelve months to ensure complete integrity of the process.

1.) Position Analysis

As a first step, we will meet with the Selection Committee to ensure we agree on process and schedule. Then we will individually interview town and village elected officials, department heads and key staff, and others of your choice to identify expectations, perceptions, and concerns regarding the position. We will use these interviews and research to ensure we understand your vision/mission, goals and objectives, needs and challenges, and requirements of the job, as well as to obtain information about the environment within which the position functions and the level of experience and training needed.

Schedule for Mercer Search Process



Yellow indicates the Mercer Group is on site

Based on these meetings, we will prepare a draft Position Profile (the text for the Recruitment Brochure) and review it with the Selection Committee in order to arrive at a general agreement regarding the specifications for the position. The final Position Profile will include information about the town and village, the community, major issues to be faced, the position, and selection criteria. We will add pictures and graphic to create a professionally-designed Recruitment Brochure.

2.) Recruitment Process

Because we have recently completed similar searches, we will first review our database to identify prospective candidates we may already know and/or already have on file who may meet your specifications. Although this initial process is valuable, we will rely most heavily on our own contacts in the municipal government field and on our own experience with prior searches. In other words, through "networking," we will conduct both a regional and nation-wide professional search for the best qualified candidates and invite them to apply for the position.

We will provide the town and village with several advertising alternatives with varying degrees of cost and their associated benefits. Based on our discussions with the Selection Committee, we will place ads with state and national professional associations, in professional journals, in national, in-state and local newspapers, and in various minority and women's publications to encourage applicants to apply.

3.) Resume Review

Mercer will receive and be responsible for screening all applications. We will acknowledge all resumes received and keep candidates informed of their status. We will review and analyze each applicant's background and experience against the position description criteria, as well as conduct limited-scope Internet research and follow-up telephone interviews with the most-qualified candidates to clarify items in their application. Criteria for the preliminary screening will be contained in the approved "Position Profile," which typically includes education, technical knowledge, experience, accomplishments, management style, personal traits, and the like. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates, as well as on our knowledge of their current employers.

Once the initial screening is completed, we will select about a dozen prospective candidates who most closely match the criteria established by the town and village. We will prepare a brief report on each candidate that compares them to the pre-established selection criteria. We then will meet onsite with the Selection Committee to review these "semi-finalist" applications in order to select 5 or 6 "finalists" for a deeper assessment and eventual onsite interview with the Selection Committee and others. One contingency here is that the committee may not approve of any of these initial candidates. If that should occur, we would, of course, keep searching until your needs and expectations are clearly met.

4.) Candidate Screening

After meeting with the Selection committee, we will conduct a more extensive interview with each candidate using various interview techniques. We will closely examine their experience, qualifications, and achievements in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications and achievements. Where feasible, we will also conduct personal or video interviews with top candidates.

We also will request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information will be verified and, at the town's and village's option, may be further tested by having "finalists" complete management and leadership style inventories. We will interpret these instruments for you, as well.

5.) Background Investigations

As part of our process of evaluating top candidates, we make detailed and extensive reference checks. In conducting these checks, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have talked to as many as 23 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We conduct Internet research to identify and verify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we ask the finalists to give us written, notarized authorization to verify undergraduate and graduate college degrees and for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can conduct a Teleometrics Management Style Inventory and/or a Myers-Briggs analysis of the finalist candidates, as well as the town 's and village's senior management team and the new team leader for team-building purposes. These tests are extra cost items.

6.) Interview Process

Mercer will prepare a written 10- to 15-page Background Report on each finalist. The information will cover, but not be limited to, verified degrees, present and previous positions, total years of experience, notable accomplishments, professional goals, approach to leadership, reasons for applying for this job and unique qualifications, compiled results of the reference checks, salary and benefits requirements, and the results of Internet research and background checks.

Our Background Report will be presented in a meeting with the Selection Committee just before each finalist's onsite interview. We will coordinate the interview schedule and logistics with the candidates. In advance, we will assist the Selection Committee in selecting a set of interview questions to be asked of each finalist. At the conclusion of the entire set of interviews, we will assist the Selection Committee in determining a preferred candidate for the position or the committee may decide to ask one or two finalists to return for follow-up interviews.

Once a single recommended candidate is selected, we will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, welcoming receptions, etc.

7.) Negotiation and Follow-up

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

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the town and village and that any public statement should come directly from your representatives. We will maintain confidentiality of candidate information to the degree possible under Vermont law, as ask the town and village to do the same throughout the search process.

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

Once the new Municipal Manager has been on board for 60 days or so, we will consult with the town and the village and the new manager to establish mutual performance criteria and goals for the position.

We also will follow-up periodically with the town, village, and new manager during the first year in order to make any adjustments that may be necessary.

D. Project Schedule

Our entire search process normally takes about 120 days from the kickoff meeting to the formal selection of the new manager. The more time we have, within reason of course, the more effectively we can leave the application period open and conduct a thorough evaluation and background checks on finalist candidates.

The proposed 112- or 119-day schedule for this search is shown below. The completion date difference is due to the possibility of a 2nd round of interviews for one or two preferred candidates.

	<u>Start</u>	<u>Finish</u>	<u>Complete</u>
1. Position Analysis:	Week 1	Week 3	Day 21
2. Recruitment Process:	Week 4	Week 7	Day 49
3. Resume Review:	Week 8	Week 10	Day 70
4. Candidate Screening:	Week 11	Week 13	Day 91
5. Background Investigation:	Week 11	Week 13	Day 91
6. Interview Process:	Week 14	Week 15	Day 105
With 2nd Interview:	Week 14	Week 16	Day 112
7. Negotiation:	Week 16	Week 17	Day 105
With 2nd Interview:	Week 16	Week 18	Day 112
8. Mercer Follow-up:	Week 19	Week 52	Day 365

Several decision or action points the search schedule are:

- **5-6 Finalists:** The list of a dozen semi-finalist candidates and a decision by the Selection Committee on 5- to 6- finalists will be made at the end of Step 3 on about Day 70, rather than Day 60 as requested in the RFQ.
- **Preferred Candidate Contract:** After candidate screening, background checks, and finalist interviews, confirmation of the preferred candidate would be accomplished at the end of Step 7 once an employee agreement is finalized. Approval of that agreement would take place at the next regularly scheduled meetings of the Town Selectboard and Village Board of Trustees.
- **Reports to Work:** After notice to the current employer, the selected candidate typically can start work in 30 to 45 days.

IV. NON-DISCRIMINATION STATEMENT

This section of the proposal presents our firm's Non-Discrimination Statement.

It is the policy of The Mercer Group, Inc. to assure equal opportunity based on ability and fitness for all employees, associates, and executive search applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental, or physical disability.

Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff, or termination.

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

V. REFERENCES

This section of the proposal presents several references for executive search projects for village, town, or city managers in Vermont.

Steve Locke, Fire Chief

Burlington, VT, Fire Department
136 Winooski Ave
Burlington, VT 05401
802.864.4554
slocke@burlingtonvt.gov

Ms. Julia Griffin, Town Manager

Town of Hanover; population: 11,200
PO Box 483
Hanover, NH 03755
603-643-0701
Julia.griffin@hanovernh.org
Police Chief Search for Hanover, NH

Ms. Elizabeth S. Rathburn, Assistant to the Chief of Police

Hanover Police Department
Hartford population: 9,952
46 Lyme Road
Hanover, NH 03755
603-640-3327
Elizabeth.rathburn@hanovernh.org
Town Manager Search for Hartford, VT

Mr. Leo Pullar, Town Manager

Town of Hartford; population: 9,952
171 Bridge Street
White River Junction, VT 05001
802-295-9353
lpullar@hartford-vt.org
Town Manager placed in Hartford, VT

Ms. Maura Carroll, Executive Director

Vermont League of Cities and Towns
89 Main Street, Ste 4
Montpelier, VT 05602
802-22-9111
mcarroll@vlct.org

VI. WHY YOU SHOULD SELECT THE MERCER GROUP, INC.

A. Key Attributes of the Firm

We believe there are over 25 advantages to using The Mercer Group for your search:

- **Strategic Location:** We are a national firm and serve the United States from our home office in Atlanta, which is strategically located near one of the world's busiest airports. We will work out of the Atlanta and Marietta offices on this project to provide ready access and conserve expenses.
- **Specialists in Search:** We are specialists in public sector executive search and will devote our most experienced consultants to this project. We will not delegate any important aspect of the work to less experienced staff. Mr. Mercer personally will direct this search, with the assistance of Mr. Egan and Ms. Prince-Mercer.
- **Experience:** Our search specialists are among the most experienced recruiters in the United States with over 2,000 public sector searches over the past thirty years and seventy annually. Further, we have extensive experience in recruiting municipal managers governments the size of the town and the village, including in Vermont and New England.
- **Repeat Engagements:** We have received a considerable amount of repeat business from our clients during the history of the firm.
- **Proven Satisfaction:** Over 90 percent of our placements during the past five years are still in their same positions.
- **Positive Track Record:** We have a positive track record of placements on all of our search assignments and have satisfied clients as references.
- **Ethical Standards:** We have participated in the establishment of ethical standards for public sector executive search firms, and we abide by those standards. We also abide by the Ethical Standards of the Institute of Management Consultants (that follows) and the International City and County Management Association.
- **Objective Evaluation:** We are experienced in objectively evaluating internal and local candidates.
- **Objectivity and Custom-Tailored Services:** We do not use the same cadre of candidates again and again. And, we have no allegiances that preclude our total objectivity respective of any candidate.

- **Unique Skills and Services:** We offer a valuable combination of skills and services that are unique in our industry. Our firm is nationally respected in the areas of organization analysis and development, teambuilding, strategic planning, goal setting, and productivity analysis.

Should you wish, we would facilitate a goal and objectives setting workshop with the selected candidate and the Town and Village boards soon after the new Municipal Manager begins employment. This service is offered at no additional professional fee, but it would be necessary for us to charge actual expenses, however.

- **Thorough Work Product:** We check references, we verify education, and our work product is most thorough and of the highest quality.
- **Critical Path Method:** The Mercer Group, Inc. uses a "critical path" search process that is designed to allow our clients to focus their attention on the selection process rather than on recruiting and screening candidates. We have learned that each client's need for key executives is different and that there is no one "best" person for all situations.

The best prospects are most frequently happily employed and are not responding to advertisements. These people typically need to be sought out and encouraged to become candidates. They are understandably reluctant to apply for positions if their interest could become a matter of public information prior to being assured that they will be finalist candidates. Our approach to this assignment will reflect the unique qualities of the Town of Essex and Village of Essex Junction. It will honor the interests of candidates to the extent possible under Vermont law.

- **Contemporary Organization Analysis Insight:** We have contemporary organization analysis experience with similar organizations and will share our insights about your organization as we proceed with the search.
- **Contacts:** We have the local, state-wide, and national contacts to expedite the search process.
- **Database:** We have a large database of well-qualified candidates, which can be searched.
- **Minority/Women Placements:** We have a number of minority and women placements.
- **Diagnostic Techniques:** We use diagnostic techniques to determine the needs of our clients and to determine how candidates match up with those needs.
- **Position Dimensions Analysis:** We use a technique which allows for the determination of dimensions that are important in a Municipal Manager's position and then, through a computer program, determine specific questions that we should ask prospective candidates that will allow us to systematically determine whether or not those individuals have those characteristics. For example, one dimension might be negotiating skills; leadership skills might be another.
- **Videos:** We also use videos of the top 5-7 or so candidates to allow the Selection Committee to get a sense of the candidates prior to spending public resources to interview them.

- **Dimensions Matrix:** We also use a matrix approach to display the candidates along a number of dimensions and then review the top 12 or so of those with the Selection Committee to get its involvement and feedback prior to us spending local resources to interview a large number of candidates. This helps better target the search and produces a much more effective result.
- **Group Process Techniques:** In addition, we use a number of group process techniques to assist the town, village, and new manager to better settle in and focus on a set of mutual performance criteria once the new person has been selected and comes on board.
- **Automated Approaches:** We use more modern automated approaches to developing, analyzing and displaying data about our prospective candidates than does any other firm.
- **Never Say "No" Attitude:** We almost never say "no" to our clients.
- **Keep You Involved:** We will keep the Selection Committee, the town, and the village actively involved in the search process at all times.
- **Ready to Go:** We are ready to begin work immediately and proceed rapidly to complete this assignment. We can meet your schedule.
- **Reasonable Fees:** Our practice was formed to provide exceptional quality recruitment services to our clients. Our system is designed to allow us to extend reasonable fees to our non-profit and governmental clients and still be well within our profit margins on each assignment.

B. Strong Ethical Foundation to Our Work

We abide by the Code of Ethics of the Institute of Management Consultants, which is:

Clients

1. We will serve our clients with integrity, competence, and objectivity.
2. We will keep client information and records of client engagements confidential and will use proprietary client information only with the client's permission.
3. We will not take advantage of confidential client information for ourselves or our firm.
4. We will not allow conflicts of interest which provide a competitive advantage to one client through our use of confidential information from another client who is a direct competitor without that competitor's permission.

Engagements

5. We will accept only engagements for which we are qualified by our experience and competence.
6. We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
7. We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity of integrity may be impaired.

Fees

8. We will agree independently and in advance on the basis for our fees and expenses and will charge fees and expenses that are reasonable, legitimate, and commensurate with the services we deliver and the responsibility we accept.
9. We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies or services we recommend to our clients.

Profession

10. We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
11. We will not advertise our services in a deceptive manner and will not misrepresent the consulting profession, consulting firms, or sole practitioners.
12. We will report violations of this Code of Ethics.

Source: The Board of Directors of the Council of Consulting Organizations, Inc. approved this Code of Ethics on January 8, 1991. The Institute of Management Consultants (IMC) is a division of the Council of Consulting Organizations, Inc.

VII. MERCER GROUP GUARANTEES

The ten (10) guarantees of our search work are explained below:

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

VIII. COST PROPOSAL

This section of the proposal provides our Cost Proposal and reviews Administrative Matters.

A. Cost Proposal

The Mercer Group, Inc. fee for the executive search services to recruit a new Municipal Manager, as outlined in our proposal is **\$17,000 plus not-to-exceed expenses of \$7,500**. Expenses are for consultant travel, lodging and per diem, telephone, correspondence, advertising, research, sourcing, reference and background investigation, data assemblage, and report preparation.

Note that the cost for final candidates to travel to interview with the Selection Committee and/or the Town Selectboard and Village Trustees is not included in our cost proposal. Such costs typically are paid by the client directly to the candidates on a reimbursement basis. These costs are extremely difficult to estimate because they depend on where the candidates are located. Typically, out-of-state costs run about \$1,000 per person.

The town's and village's liability to The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase in scope and cost is authorized in advance and in writing. Additional work by any member of the project team, if requested, would be billed at a rate of \$125 per hour.

B. Administrative Matters

We will submit regular **invoices for fees and expenses**. It is our practice to bill one-third at the start of the search (Site Visit 1 in Step 1), one-third upon delivery of semi-finalist application materials (Site Visit 2 in Step 3), and one-third upon delivery of the final report. Each invoice is due and payable upon receipt. Itemized expenses will be billed periodically in a separate bill.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities. We can comply with the town's and village's insurance requirements.

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

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

APPENDIX A: PREVIOUS AND CURRENT SEARCHES

Examples follow for our executive search experience for **city managers/administrators and county managers/administrators**.. Executive search work performed by a current staff member while working for another firm are marked with an asterisk (*)

1. PUBLIC SECTOR

City Managers/Administrators

Akron, Ohio - Assistant to the Mayor (Technology Agent) - 1973
Alachua, Florida - City Manager - 2001
Alamogordo, New Mexico - City Manager - 2009
Albany, Georgia - Assistant City Manager (Limited Scope Search) - 2000
Angel Fire, New Mexico - Village Manager - 2011
Angel Fire, New Mexico - Town Administrator (Limited Scope Search) - 2000
Andrews, Texas - City Manager - 2000
Ann Arbor, Michigan - City Administrator - 2001
Ann Arbor, Michigan - City Administrator - 1995
Ann Arbor, Michigan - City Administrator - 1988
Arkansas City, Kansas - City Manager - 2006
Arlington, Texas - City Manager - 2011
Arlington, Texas - Assistant City Manager (Technology Agent) - 1973
Aspen, Colorado - City Manager - 1989
Athens/Clarke County Unified Government, Georgia - Manager - 2000
Athens/Clarke County Unified Government, Georgia - Manager - 1995
Augusta, Georgia - Administrator - 2014
Aurora, Colorado - City Manager - 1989
Austin, Texas - City Manager - 1988
Avondale, Arizona - City Manager - 2000
Aztec, New Mexico - City Manager - 2009
Bangor, Maine - City Manager - 2010
Barrington, Illinois - Village Manager - 1998
Bay City, Michigan - City Manager - 2003
Beavercreek, Ohio - City Manager - 2003
Beavercreek, Ohio - City Manager - 1985
Beacon, New York - City Administrator - 2015
Belding, Michigan - City Manager - 1999
Bellaire, Texas - City Manager - 1996
Billings, Montana - City Administrator - 2006
Billings, Montana - City Administrator - 2003
Billings, Montana - City Administrator - 1999
Billings, Montana - Assistant City Administrator - 2003
Billings, Montana - Deputy City Administrator - 2003

Birmingham, Michigan - City Manager - 2010
Bloomfield, New Mexico - City Manager - 2010
Bloomfield Hills, Michigan - City Manager - 2006
Bloomfield Hills, Michigan - City Manager - 2001
Boca Raton, Florida - Assistant City Manager - 1989
Boulder, Colorado - City Manager - 2008
Boulder, Colorado - City Manager - 2002
Boynton Beach, Florida - City Manager - 1999
Bridgeport, Texas - City Administrator - 2010
Bristol, Tennessee - City Manager - 2013
Bryan, Texas - City Manager - 2006
Cairo, Georgia - City Manager - 1995
Canadian, Texas - City Manager - 2010
Cape Coral, Florida - City Manager - 1996
Carpentersville, Illinois - Village Manager - 2001
Carrboro, North Carolina - Town Manager - 2003
Casa Grande, Arizona - City Manager - 2003
Casselberry, Florida - City Manager (Limited Scope Search) - 2003
Centennial, Colorado - City Manager - 2007
Centennial, Colorado - City Manager - 2001
Centennial, Colorado - Assistant City Manager - 2006
Champaign, Illinois - Assistant City Manager - 2007
Charlotte, North Carolina - City Manager - 2008
Charlotte, North Carolina - City Manager - 1996
Charlotte, North Carolina - City Manager - 1981
Charlotte, North Carolina - Deputy City Manager (Limited Scope Search) - 2000
Chesapeake, Virginia - City Manager - 2012
Chesapeake, Virginia - City Manager - 1996
*Chesapeake, Virginia - City Manager - 2009
*Chesapeake, Virginia - City Manager - 2006
Chesapeake Beach, Maryland - Town Administrator - 2014
Clayton, Missouri - City Manager - 2003
Cleburne, Texas - City Manager - 2011
*Clifton Forge, Virginia - City Manager - 2006
*Cloverdale, California - City Manager - 2001
College Park, Georgia - City Manager - 2013
College Park, Georgia - City Manager - 2008
College Park, Georgia - City Manager - 2002
College Park, Maryland - City Manager - 2015
College Park, Maryland - City Manager - 2004
College Park, Maryland - City Manager - 2002
College Station, Texas - City Manager - 2006
College Station, Texas - Assistant City Manager (2) - 2006

*Colma, California - City Manager - 1998
 Columbia, South Carolina - City Manager - 2009
 Columbia, South Carolina - City Manager - 1997
 Columbus, Georgia - City Manager - 1995
 Concord, North Carolina - City Manager - 1999
 Coral Springs, Florida - Assistant City Manager - 2000
 *Cotati, California - City Manager - 1997
 Coventry, Rhode Island - Town Manager - 2015
 Covington, Georgia - City Manager - 2013
 Covington, Washington - City Manager - 2006
 Creedmoor, North Carolina - City Manager - 2015
 Culpeper, Virginia - Town Manager - 2000
 *Daly City, California - Assistant City Manager - 1995
 Danville, Kentucky - City Manager - 2011
 Danville, Virginia - City Manager - 1999
 *Danville, Virginia - City Manager - 2008
 Davie, Florida - Town Administrator - 1999
 Dayton, Ohio - City Manager - 2006
 Dayton, Ohio - Assistant City Manager/Operations - 2007
 Dayton, Ohio - Assistant City Manager/Economic Development - 2007
 Daytona Beach, Florida - City Manager - 2002
 Decatur, Illinois - City Manager - 2008
 Decatur, Illinois - City Manager - 1987
 Deerfield Beach, Florida - City Manager - 1989
 DeKalb, Illinois - City Manager - 1998
 Delaware, Ohio - City Manager - 1998
 Delray Beach, Florida - City Manager - 1986
 Deltona, Florida - City Manager - 2015
 Del Rio, Texas - City Manager (Limited Scope Search) - 1995
 Derby, Kansas - City Manager - 2001
 Des Moines, Iowa - City Manager - 2014
 Dothan, Alabama - City Manager - 2002
 Downers Grove, Illinois - Village Manager - 2005
 Dublin, Ohio - City Manager - 2008
 Durham, North Carolina - City Manager - 2008
 Durham, North Carolina - City Manager - 2004
 East Point, Georgia - City Manager - 2014
 East Point, Georgia - City Manager - 2012
 East Point, Georgia - City Manager - 1999
 East Point, Georgia - City Manager - 1996
 Eau Claire, Wisconsin - City Manager - 2006
 Elkhart, Kansas - City Administrator (Limited Scope Search) - 2000
 Eloy, Arizona - City Manager - 2000

El Paso, Texas - City Manager 2004
El Reno, Oklahoma - City Manager - 2006
Enid, Oklahoma - City Manager - 1997
*Encinitas, California - City Manager - 1999
Erie, Colorado - Town Administrator - 2011
Española, New Mexico - City Manager - 2008
Estes Park, Colorado - Town Administrator - 2011
Eugene, Oregon - Assistant City Manager (Technology Agent) - 1973
Eustis, Florida - City Manager - 2007
Evanston, Illinois - City Manager - 1996
Evanston, Illinois - Assistant City Manager (Technology Agent) - 1973
Fairfield, Iowa - City Administrator - 2010
Fairmont, Minnesota - City Administrator - 1988
*Fayetteville, North Carolina - City Manager - 2008
Federal Heights, Colorado - City Manager - 2007
Federal Heights, Colorado - City Manager - 2004
Federal Way, Washington - City Manager - 1999
Flint, Michigan - City Administrator - 2001
Florence, South Carolina - City Manager - 1996
Florence, South Carolina - City Manager - 2011
Fort Lauderdale, Florida - City Manager - 1998
Fort Smith, Arkansas - City Administrator - 2008
Fort Smith, Arkansas - City Administrator - 2006
Fountain Hills, Arizona - Town Manager - 2011
Fountain Hills, Arizona - Town Manager - 2002
Frankfort, Kentucky - City Manager - 2003
Franklin Village, Michigan - Village Administrator - 1998
Gainesville, Florida - City Manager - 2005
Gainesville, Florida - City Manager - 1995
Galesburg, Illinois - City Manager - 2006
Gastonia, North Carolina - City Manager - 2007
Glen Ellyn, Illinois - Village Manager - 2008
Glen Ellyn, Illinois - Village Manager - 2006
Glencoe, Illinois - Village Manager - 2000
Glendale, Arizona - Assistant City Manager - 2010
Glendale, Arizona - Deputy City Manager (2 Positions) - 2004
Glenview, Illinois - Village Manager - 2004
Glenwood, Illinois - Village Administrator - 2008
Glenn Heights, Texas - City Manager - 2006
Goldsboro, North Carolina - City Manager - 2011
Goldsboro, North Carolina - City Manager - 2004
Goodyear, Arizona - City Manager - 2007
Grand Island, Nebraska - City Administrator - 2007

Grand Ledge, Michigan - City Administrator - 1999
Granville, Ohio - Village Manager - 2005
Greeley, Colorado - Deputy City Manager - 2006
Green Cove Springs, Florida - City Manager (Limited Scope Search) - 1997
*Greenfield, California - City Manager - 1998
Greensboro, North Carolina - Assistant City Manager (Limited Scope Search) - 1996
*Greenville, North Carolina - City Manager - 2007
Gulfport, Florida - City Manager - 2003
Gulfport, Florida - City Manager - 1989
GVR Metropolitan District, Green Valley Ranch, Denver, Colorado - District Manager - 2008
Hampton, Virginia - City Manager - 2009
Hampton, Virginia - City Manager - 1984
Hampton, Virginia - Assistant City Manager (Technology Agent) - 1973
*Healdsburg, California - City Manager - 1995
Highland Park, Michigan - Interim City Manager - 2002-2003
High Point, North Carolina - Assistant City Manager (Technology Agent) - 1973
Hobbs, New Mexico - City Manager - 2002
Holland, Michigan - City Manager - 2011
Howell, Michigan - Deputy City Manager for Financial Services - 2004
Huber Heights, Ohio - City Manager - 2000
Hudson, Ohio - City Manager - 1997
Hyattsville, Maryland - City Administrator - 2010
Independence, Missouri - Assistant City Manager (Technology Agent) - 1973
Indian Rocks Beach, Florida - City Manager (Limited Scope Search) - 1997
Indian Rocks Beach, Florida - Interim City Manager (Assist) - 2005
Indian Trail, North Carolina - Town Manager - 2009
Jackson, Michigan - City Manager - 2004
Jackson, Michigan - City Manager - 1996
Jacksonville, North Carolina - City Manager - 2010
Jacksonville, North Carolina - City Manager - 2005
Jacksonville, North Carolina - City Manager - 1998
Jacksonville, North Carolina - Assistant City Manager - 2007
Jersey City, New Jersey - Assistant Business Manager (Technology Agent) - 1973
Johns Creek, Georgia - City Manager - 2006
Johnson City, Tennessee - City Manager - 2005
Joplin, Missouri - City Manager - 2014
Joplin, Missouri - City Manager - 2004
Kent, Ohio - City Manager - 2005
Kent, Ohio - City Manager - 1997
Kettering, Ohio - Assistant City Manager (Technology Agent) - 1973
Kiawah Island, South Carolina - Town Administrator - 2015
Kingsport, Tennessee - City Manager - 1999
Lakeland, Florida - City Manager - 2003

Lakeland, Florida - Assistant to the City Manager - 2004
*Lakeport, California - City Manager - 2001
Lake Worth, Florida - City Manager - 2009
Las Vegas, New Mexico - City Manager - 2009
Laurinburg, North Carolina - City Manager - 1999
Lapeer, Michigan - City Manager - 2002
League City, Texas - City Manager - 2012
League City, Texas - City Administrator - 2009
League City, Texas - Assistant City Manager for Public Works - 2009
League City, Texas - City Administrator - 2004
Lebanon, New Hampshire - City Manager - 2015
Lee=s Summit, Missouri - City Manager - 2008
Liberty, Texas - City Manager - 2007
Littleton, Colorado - City Manager - 2011
*Livermore, California - City Manager - 2000
*Livermore, California - Assistant City Manager - 2001
Longboat Key, Florida - Town Manager - 1997
Longboat Key, Florida - Town Manager - 1993
Longboat Key, Florida - Assistant Town Manager - 1996
*Los Altos, California - City Manager - 1998
Los Angeles, California - Chief Legislative Analyst - 2005
Louisville, Ohio - City Manager - 2001
Lower Merion Township, Pennsylvania - Ass Township Manager (Technology Agent) - 1973
Macon, Georgia - Chief Administrative Officer - 2008
Manistee, Michigan - City Manager - 2001
Marco Island, Florida - City Manager - 2004
Martinsville, Virginia - City Manager - 2004
Mason, Ohio - City Manager - 2006
Matthews, North Carolina - Town Manager - 2002
McAlester, Oklahoma - City Manager (Limited Scope Search) - 2006
McKinney, Texas - Assistant City Manager - 2006
Melbourne, Florida - City Manager - 2002
Middletown, Ohio - City Manager - 1984
Middletown, Pennsylvania - Borough Manager - 2001
Midland, Texas - City Manager - 2008
*Mill Valley, California - City Manager - 1999
Milliken, Colorado - Town Administrator - 2014
Minneapolis, Minnesota - Assistant City Coordinator (Technology Agent) - 1973
Minnetonka, Minnesota - City Manager - 2000
Minster, Ohio - Village Administrator - 1986
Monroe, Michigan - City Manager - 1992
Monmouth, Illinois - City Administrator - 2007
Montgomery, Illinois - Village Manager - 2000

Mooresville, North Carolina - Town Manager - 2008
*Morgan Hill, California - City Manager - 1996
Mound, Minnesota - City Manager - 2000
Mount Holly, North Carolina - City Manager - 2007
Muscatine, Iowa - City Administrator - 2009
Naples, Florida - City Manager - 2007
Naples, Florida - City Manager - 2003
Negaunee, Michigan - City Manager - 2004
Newburgh, New York - City Manager - 2010
Newport News, Virginia - City Manager - 2005
Norfolk, Virginia - City Manager - 1999
North Miami, Florida - City Manager - 2002
Northglenn, Colorado - City Manager - 2001
Northville Township, Michigan - Township Administrator - 1999
North Myrtle Beach, South Carolina - City Manager - 2010
North Myrtle Beach, South Carolina - City Manager - 2003
North Myrtle Beach, South Carolina - City Manager - 1997
North Myrtle Beach, South Carolina - Assistant City Manager - 2008
North Port, Florida - Assistant City Manager (Limited Scope Search) - 2003
North Port, Florida - Assistant City Manager (Limited Scope Search) - 2002
*Novato, California - Assistant City Manager - 2002
Oak Ridge, Tennessee - City Manager - 2010
Oak Ridge, Tennessee - City Manager - 2003
*Oakland Park, Florida - Assistant City Manager - 2004
*Oakland Park, Florida - Assistant City Manager - 2002
Oklahoma City, Oklahoma - City Manager - 1986
Oklahoma City, Oklahoma - Assistant City Manager (Technology Agent) - 1973
Oneonta, New York - City Manager - 2012
Orlando, Florida - Chief Administrative Officer - 2005
Overland Park, Kansas - City Manager - 2010
Oxford, Ohio - City Manager - 2007
*Oxnard, California - City Manager - 1997
Paducah, Kentucky - City Manager - 2010
Pagosa Springs, Colorado - Town Manager - 2008
Parker, Colorado - Town Administrator - 2005
Pasadena, California - Assistant City Manager (Technology Agent) - 1973
Peoria, Illinois - City Manager - 2008
Payson, Arizona - Town Manager - 2002
*Petaluma, California - City Manager - 1996
Petoskey, Michigan - City Manager - 2014
Phoenix, Arizona - City Manager - 1989
Piqua, Ohio - City Manager - 2005
Pittsburg, Kansas - City Manager - 2012

Plainview, Texas - City Manager - 2003
Plant City, Florida - City Manager - 2014
Pocomoke City, Maryland - City Manager - 2015
Pompano Beach, Florida - City Manager - 2009
Ponce Inlet, Florida - Town Manager - 2001
Port Arthur, Texas - City Manager - 2011
Port Huron, Michigan - City Manager - 1997
Port Orange, Florida - City Manager - 2015
Portsmouth, Virginia - City Manager - 2015
Portsmouth, Virginia - City Manager - 2000
*Portsmouth, Virginia - City Manager 2009
Powder Springs, Georgia - City Manager - 2006
Prairie Village, Kansas - City Administrator - 2007
Pueblo, Colorado - Assistant City Manager (Technology Agent) - 1973
Punta Gorda, Florida - City Manager - 2004
Punta Gorda, Florida - City Manager - 1998
Punta Gorda, Florida - City Manager - 1995
Questa, New Mexico - Village Administrator - 2011
Raleigh, North Carolina - Assistant to the City Manager - 1971
Raleigh, North Carolina - City Manager - 2000
Raton, New Mexico - City Manager - 2011
Reading, Pennsylvania - Managing Director - 2003
*Reno, Nevada - City Manager - 1995
Richland, Washington - City Manager - 2007
Richland, Washington - City Manager - 1998
Richland, Washington - City Manager (Limited Scope Search) - 2000
Richmond, Michigan - City Manager - 1998
Richmond, Virginia - Chief Administrative Officer - 2009
Rio Rancho, New Mexico - City Administrator - 2003
Roanoke, Virginia - City Manager - 1999
Rock Hill, South Carolina - City Manager - 2001
Rock Hill, South Carolina - City Manager - 1993
Rocky Hill, Connecticut - Town Manager - 2014
Rockport, Texas - City Manager - 2011
Rockville, Maryland - City Manager - 1998
Safety Harbor, Florida - City Manager - 2006
Saint Clair Shores, Michigan - City Manager - 2013
Sandy Springs, Georgia - City Manager - 2005
San Diego, California - Deputy City Manager - 1988
*San Diego, California - Assistant City Manager - 2000
San Jose, California - Assistant City Manager (Technology Agent) - 1973
*San Rafael, California - City Manager - 1996
*Santa Rosa, California - City Manager - 2000

Sarasota, Florida - City Manager - 2007
Sarasota, Florida - City Manager - 1986
Saratoga, California - City Manager - 2000
*Saratoga, California - City Manager - 1997
Savannah, Georgia - City Manager - 1994
Sheridan, Colorado - City Manager - 2011
Sioux City, Iowa - Assistant City Manager (Technology Agent) - 1973
Snellville, Georgia - City Manager - 2008
*Solana Beach, California - City Manager - 2002
South Brunswick Township, New Jersey - Township Administrator - 1987
South Haven, Michigan - City Manager - 1999
Southlake, Texas - Assistant City Manager - 2005
South Miami, Florida - City Manager - 2010
South Miami, Florida - City Manager - 2003
Southfield, Michigan - City Administrator - 1999
Sparks, Nevada - City Manager - 1989
Spartanburg, South Carolina - City Manager - 2001
Spartanburg, South Carolina - City Manager - 1995
Spartanburg, South Carolina - City Manager - 1984
St. Pete Beach, Florida - City Manager - 2001
St. Petersburg, Florida - Assistant City Manager (Technology Agent) - 1973
St. Petersburg, Florida - Deputy City Manager Public Works - 1988
Suffolk, Virginia - City Manager - 2002
Sun=n Lake Sebring Improvement District, Florida - General Manager - 2006
Sun=n Lake Sebring Improvement District, Florida - General Manager - 2004
Sun=n Lake Sebring Improvement District, Florida - General Manager - 2002
Sunrise, Florida - City Manager - 1989
Sun Valley, Idaho - City Administrator - 2012
Superior, Colorado - Town Manager - 2006
Swartz Creek, Michigan - City Manager - 2000
Taos, New Mexico - City Manager (Limited Scope) - 2012
Takoma Park, Maryland - City Manager - 2015
Takoma Park, Maryland - City Manager - 2013
Takoma Park, Maryland - City Manager - 2004
Talladega, Alabama - City Manager - 2008
Talladega, Alabama - City Manager - 2003
Tallahassee, Florida - City Manager - 1994
Temple, Texas, City Manager - 2004
*The Sea Ranch - Community Manager - 2002
*Tiburon, California - City Manager - 2000
Tifton, Georgia - City Manager - 2007
Tifton, Georgia - City Manager - 1996
Timnath, Colorado - Town Manager - 2011

Tipp City, Ohio - City Manager - 2008
Topeka, Kansas - Assistant to the Mayor (Technology Agent) - 1973
Topeka, Kansas - Chief Administrative Officer - 2002
*Tracy, California - Deputy City Manager - 1999
Traverse City, Michigan - City Manager - 1987
Treasure Island, Florida - City Manager - 2004
Treasure Island, Florida - City Manager - 1996
Trophy Club, Texas - Town Manager - 2010
Troy, Michigan - City Manager - 2012
Tucson, Arizona - City Manager - 2004
Tucson, Arizona - Assistant City Manager (Technology Agent) - 1973
*Union City, California - City Manager - 1995
Union City, Georgia - City Administrator - 2007
University City, Missouri - City Manager - 2005
Vero Beach, Florida - City Manager - 2004
Villa Park, Illinois - Village Manager - 2011
Virginia Beach, Virginia - City Manager - 1991
Virginia Beach, Virginia - Deputy City Manager - 1987
Wentzville, Missouri - City Administrator - 2013
Wentzville, Missouri - City Administrator - 2012
West Hartford, Connecticut - Assistant City Manager (Technology Agent) - 1973
Westminster, Colorado - City Manager - 2000
Westminster, Maryland - City Administrator - 2006
West Palm Beach, Florida - City Manager - 1988
Westerville, Ohio - City Manager - 2007
White House, Tennessee - City Administrator - 2012
White House, Tennessee - City Administrator - 2005
Wichita, Kansas - City Manager (Limited Scope Search) - 2008
Wichita Falls, Texas - City Manager - 2005
Wilmington, North Carolina - City Manager - 2002
Wilmington, North Carolina - Deputy City Manager - 2003
Wilson, North Carolina - City Manager - 2004
Winchester, Virginia - City Manager - 2011
Winter Haven, Florida - City Manager - 2001
Winter Haven, Florida - City Manager - 1986
Woodstock, Georgia - City Manager - 2008
Worcester, Massachusetts - City Manager - 1993
Worcester, Massachusetts - Assistant City Manager (Technology Agent) - 1973
Worthington, Minnesota - City Manager - 1988
Worthington, Ohio - City Manager - 2007
Wylie, Texas - City Manager - 2004
Yankton, South Dakota - City Manager - 2012
York, Pennsylvania - Business Administrator & Assistant Solicitor - 2000

County Managers/Administrators

Alachua County, Florida - County Manager - 1999
Alachua County, Florida - County Manager - 1984
Arapahoe County, Colorado - County Administrator - 1999
Archuleta County, Colorado - County Administrator - 2013
Athens/Clarke County Unified Government, Georgia - Manager - 1995
Athens/Clarke County Unified Government, Georgia - Manager - 2001
Beaufort County, South Carolina - County Administrator - 1992
Bernalillo County, New Mexico - County Manager - 2011
Broward County, Florida - Assistant to the County Administrator for Affordable Housing - 2004
Charleston County, South Carolina - County Administrator - 2008
Charleston County, South Carolina - County Administrator - 1998
Charlotte County, Florida - County Administrator - 2002
Charlotte County, Florida - County Administrator - 1995
Chesterfield County, Virginia - County Administrator - 1983
Citrus County, Florida - County Administrator - 2014
Clarke County, Georgia - County Administrator - 1984
Collier County, Florida - County Administrator (Limited Scope Search) - 2000
Cumberland County, North Carolina - County Manager - 2014
DeSoto County, Florida - County Administrator - 2005
Fairfax County, Virginia - County Executive - 1980
Gaston County, North Carolina - County Manager - 2013
Grady County, Georgia - County Administrator (Limited Scope Search) - 1999
Gwinnett County, Georgia - County Manager - 1987
Gwinnett County, Georgia - Executive Assistant to the Board - 1985
Hamilton County, Ohio - County Administrator - 2005
Henrico County, Virginia - Assistant County Manager (Technology Agent) - 1973
Henry County, Georgia - County Administrator - 1984
Hernando County, Florida - County Administrator - 2000
Hillsborough County, Florida - County Administrator - 1986
Hillsborough County, Florida - Deputy County Administrator - 2004
Hillsborough County, Florida - Assistant County Administrator for Human Services - 2004
Hillsborough County, Florida - Assistant County Administrator for Development and Infrastructure - 2006
Horry County, South Carolina - County Administrator - 2009
Indian River County, Florida - County Administrator - 1987
Jackson County, Missouri - Chief Administrative Officer - 2007
Jackson County, Missouri - Deputy Chief Administrative Officer - 2007
Jefferson Parish, Louisiana - Assistant to the Parish President (Technology Agent) - 1973
Johnson County, Kansas - County Administrator - 1998
Lee County, Virginia - County Administrator - 1991
Leon County, Florida - County Administrator - 1989
Leon County, Florida - Assistant County Administrator - 1989

Long County, Georgia - County Administrator - 2008
 Los Alamos County, New Mexico - County Administrator - 2003
 Los Alamos County, New Mexico - County Administrator - 1998
 Lowndes County, Georgia - County Manager - 2001
 Manatee County, Florida - County Administrator - 1993
 Manatee County, Florida - County Administrator - 1984
 Martin County, Florida - Assistant County Administrator - 2006
 Mesa County, Colorado - County Administrator - 2011
 Nashville/Davidson County, Tennessee - Assistant to the Mayor (Technology Agent) - 1973
 Northampton County, Virginia - County Administrator - 1999
 *Nye County, Nevada - County Manager - 1998
 Oconee County, South Carolina - County Administrator - 2010
 Orange County, North Carolina - County Manager - 2009
 Orange County, North Carolina - County Manager - 2006
 Orange County, North Carolina - County Manager - 1987
 Osceola County, Florida - County Administrator - 2003
 Palm Beach County, Florida - County Administrator - 1985
 Park County, Colorado - County Administrator - 2011
 Pinal County, Arizona - County Manager - 2013
 Polk County, Florida - County Administrator - 1989
 Prince William County, Virginia - County Executive - 1990
 Ramsey County, Minnesota - County Manager - 1999
 Richland County, South Carolina - County Administrator - 2006
 St. Louis County, Minnesota - County Administrator - 1987
 Santa Rosa County, Florida - County Administrator - 1988
 Sarasota County, Florida - County Administrator - 2011
 Spartanburg County, South Carolina - County Administrator - 1999
 Stafford County, Virginia - County Administrator - 2002
 Summit County, Colorado - County Manager - 2007
 Summit County, Colorado - County Manager - 2001
 Sumter County, Florida - County Administrator - 2011
 Sumter County, Florida - County Administrator - 2005
 Sumter County, Florida - Interim Assistant County Administrator/Administrative Services
 Director - 2006
 Sumter County, Georgia - County Administrator - 2011
 Union County, North Carolina - County Manager - 2008
 Union County, North Carolina - County Manager - 2001
 Union County, North Carolina - Assistant County Manager - 2007
 Volusia County, Florida - County Manager - 1995
 Wise County, Virginia - County Administrator - 2001

Protected Classes (Managers/Administrators/CEO Only)

Alachua County, Florida - County Administrator - 1984
Angel Fire, New Mexico - Villager Administrator - 2011
Aspen, Colorado - City Manager - 1989
Atlanta Regional Commission, Georgia - Executive Director - 2011
Augusta, Georgia - City Administrator - 2013
Austin, Texas - City Manager - 1988
Bangor, Maine - City Manager - 2012
Billings, Montana - City Administrator - 2006
Billings, Montana - Assistant City Administrator - 2003
Boulder, Colorado - City Manager - 2008
Capital Area Transportation Authority, Lansing, Michigan - Executive Director - 1985
Charlotte, North Carolina - City Manager - 1996
Charlottesville Redevelopment and Housing Authority (Virginia) - Executive Director - (Limited Scope Search) - 1999
Chesapeake Redevelopment & Housing Authority - Executive Director - 1998
*Chesapeake, Virginia - City Manager - 2008
*Chesapeake, Virginia - City Manager - 2006
Children's Services Council of Palm Beach County, Florida - Executive Director - 1987
College Park, Georgia - City Manager - 2013
*Colma, California - City Manager - 1998
Coliseum Central Business Improvement District, Hampton, Virginia - Executive Director - 2006
Community Redevelopment Agency of Delray Beach, Florida - Executive Director - 2000
Covington, Georgia - City Manager - 2013
Cumberland County, North Carolina - County Manager - 2014
Dayton, Ohio - City Manager - 2006
Downers Grove, Illinois - Village Manager - 2006
Durham, North Carolina - City Manager - 2005
East Point, Georgia - City Manager - 2012
El Paso, Texas - City Manager - 2004
El Reno, Oklahoma - City Manager - 2006
Fort Lauderdale, Florida - City Manager - 1998
Franklin Village, Michigan - Village Administrator - 1998
Glen Ellyn, Illinois - Village Manager - 2006
Hampton, Virginia - City Manager - 2009
Hampton Roads Transit Authority, Virginia - Executive Director (Limited Scope Search) - 1998
Highland Park, Michigan - Interim City Manager - 2002-2003
Hyattsville, Maryland - City Manager - 2010
Ithaca Housing Authority, New York - Executive Director - 1993
Johnson County, Kansas - County Administrator - 1998
Kiawah Island, South Carolina - Town Administrator - 2015
Lake Worth, Florida - City Manager - 2010
Leon County, Florida - County Administrator - 1989

*Livermore, California - City Manager - 2000
Los Alamos County, New Mexico - County Administrator - 2003
Macon, Georgia - Chief Administrative Officer - 2008
Mesa County, Colorado - County Administrator - 2011
Montgomery Village, Illinois - Village Manager - 2000
Mound, Minnesota - City Manager - 2000
Norfolk Redevelopment and Housing Authority, Virginia - Executive Director - 2001
Norfolk, Virginia - City Manager - 1999
North Miami Beach, Florida - City Manager - 2002
Oklahoma City, Oklahoma - City Manager - 1986
Orange County, North Carolina - County Manager - 2008
Orlando, Florida - Chief Administrative Officer - 2005
Peoria, Illinois - City Manager - 2009
Pinellas County Juvenile Welfare Board, Florida - Executive Director - 2006
Polk County Conservation Board - Executive Director - 2004
Port Arthur, Texas - City Manager - 2012
*Portsmouth, Virginia - City Manager - 2008
Questa, New Mexico - Village Administrator - 2011
*Reno, Nevada - City Manager - 1995
Richland, Washington - City Manager - 2007
Richland County, South Carolina - County Administrator - 2006
Richmond, Virginia - Chief Administrative Officer - 2009
Roanoke, Virginia - City Manager - 1999
San Antonio Water System, Texas - President/CEO - 2008
South Florida Workforce - Executive Director - 2005
Spartanburg, South Carolina Housing Authority - Executive Director - 2008
Spartanburg, South Carolina Housing Authority - Executive Director - 1992
Sun Valley, Idaho - City Administrator - 2012
Takoma Park, Maryland - City Manager - 2004
Taos, New Mexico - City Manager - 2011
University City, Missouri - City Manager - 2005
Village of Questa, New Mexico - Village Administrator - 2011
Wayne County Economic Development Commission, North Carolina - President/Chief
Operating Officer - 2000
Westminster, Maryland - City Administrator - 2006
White House, Tennessee - City Administrator - 2005
Wilmington, North Carolina - City Manager - 2002
Yankton, South Dakota - City Manager - 2012

THE CITY OF LEBANON, NH

CITY MANAGER RECRUITMENT

Invitation to Qualified Candidates



Lebanon, NH (13,500 pop.), is seeking an innovative, proactive, community leader to serve as its next City Manager. Encompassing about 40 square miles along the Connecticut River at the crossroads of two major interstates, I-89 and I-91, in the Upper Connecticut River Valley of New Hampshire, the City of Lebanon is the hub of what the United States Office of Management and Budget (OMB) has identified as the most populated micropolitan statistical area in the United States and was formerly named by Forbes Magazine as the strongest town/micropolitan area in the Country. With a diverse economic engine driven by a unique combination of health institutions, education, corporate headquarters, high tech/bio tech industry, local businesses, and a robust year round tourist industry based on the plentiful natural resources of the area, Lebanon is an extremely desirable destination for the right City Manager candidate. Boston is a two hour drive or 45 minute flight out of the Lebanon City Airport. Concord, the State capitol and Manchester, the State's largest City, are about a 1 hour drive. Lebanon boasts views of the White Mountain Range yet is less than a 2 hour drive to the New Hampshire Seacoast. Operating under a City Charter with a Mayor/Council form of government, the "strong" manager is the City's CEO/CAO. With approximately 177 FTEs, most represented by unions, the City Manager oversees an operating and capital budget of approximately \$55 million. Bachelor's degree in related field required. Master's degree and 7 years of relevant progressively responsible management experience preferred, or an equivalent combination of education and experience. Residency is required by City Charter. Salary range to \$135k with excellent benefits. Starting salary commensurate with qualifications and experience. Lebanon is an equal opportunity employer.



For further information candidates are directed to [Municipal Resources' website](#) or to contact Alan Gould at agould@mrigov.com or by phone at 603-279-0352 ext. 320. To apply submit a resume and cover letter in PDF format to recruitment@mrigov.com. **Applications must be submitted by September 18, 2017 by 8am EST.**



INTRODUCTION

The position of Lebanon City Manager provides a rare opportunity for a seasoned management professional with a demonstrated track record of progressive leadership to live, work and enjoy all the opportunities of this ‘destination’ community. Candidates will find a highly engaged nine-member City Council and active citizen participation in all aspects of government.

This Profile is intended for use as a resource in the search for the City of Lebanon’s next City Manager, both to provide prospective candidates with key information and to provide a framework for discussions between individuals involved in the search process and prospective candidates. Although it is expected that candidates with a sincere interest in the position will do their own research, this document provides valuable information and links for candidates considering their ‘fit’ with the City of Lebanon as a place to work and live.

Much information is provided herein but candidates are encouraged to learn more about the position by visiting [Municipal Resources’ website](#) or the [City’s website](#).

IDEAL CANDIDATE PROFILE

The **Ideal Candidate to serve as Lebanon’s next City Manager** will:

Have an unblemished history of integrity and a strong public ethic;

Be passionate about sustaining and enhancing Lebanon’s position as an economic hub for the region and State, and a place of choice in which to live and work;

Have at minimum a bachelor’s degree (master’s degree preferred) in public administration, business management, or a related field;

Have 7 or more years of progressive management and administrative experience in local government senior management, or relevant private sector leadership and management experience;

Have significant experience in budgeting and financial management;

Have strong written, verbal, and public presentation skills;

Have significant understanding of and success with community economic development and community visioning;

Be creative, collaborative, innovative, and entrepreneurial;

Have experience with labor contract negotiations & administration;

Have demonstrated experience working with diverse groups, and skills as a facilitator & consensus builder;

Have a willingness to make Lebanon her/his home and become actively engaged with the community.

Have the ability to attract and retain City employees, creating loyalty and motivating superior performance.



CITY MANAGER – LEBANON, NEW HAMPSHIRE

Lebanon's new City Manager will need to earn the respect of the community. He or she must have a proven record of establishing positive internal as well as external relationships while holding her/himself and others to the highest standards of integrity and accountability. It will be critically important that the City Manager demonstrate the ability to work with diverse groups, acknowledge and respect divergent views and communicate openly while remaining apolitical. The skill and ability to facilitate honest and respectful dialogue between divergent stakeholders is seen as essential.



Working for a governing body of nine Councilors can be challenging. It will be important for the City Manager to remain objective in his/her dealings with the Council members, to avoid favoritism and endeavor to keep them equally informed and involved. The City Manager must also be fully committed to the concept of transparency and openness in government, ensuring those concepts are practiced throughout the organization.

It will be essential to the success of Lebanon's next City Manager to have a proactive leadership style that is sensitive to emerging issues before they become problems. The ability to assimilate and value institutional knowledge of senior staff while seeking innovative, progressive solutions is also a highly desired trait.

The City Manager should have excellent communication skills and have a demonstrated ability to communicate within all ranks of the City government structure and, just as importantly, with stakeholders across the City, whether residents, community groups or the business community.

Given the structure of local government funding in New Hampshire it will be essential to the sustainability of the community for the City Manager to collaborate with the schools. The quality of education in the public schools is excellent, but a proactive and collaborative approach to meeting funding needs will be key to maintaining a reasonable property tax rate.

Demonstrated experience in advocating for a community at the regional and state levels is highly desirable trait of the next City Manager. Although the City of Lebanon is recognized as a regional hub, it is important for the

City take on a larger leadership role in the region and the State. This leadership role will serve to enhance City's ability to sustain its economic and cultural vitality.

Critical to the success of the City Manager is the need to be sensitive to and help the City balance the needs of the business community, with the desires of the residents to maintain the quality of life they have enjoyed in Lebanon. The ability to communicate and build bridges with all stakeholders will be essential to achieving the City's vision.



ABOUT THE CITY



The City of Lebanon encompasses approximately 40 square miles and is situated in the southwest corner of Grafton County on New Hampshire’s western border with Vermont. The Connecticut River, New England’s longest river, runs adjacent to the City and separates the two states. Lebanon is at the crossroads of two important interstate highways I-89 (NH/VT, with 4 exits in Lebanon) and I-91 (VT). These highways link Lebanon with the major cities of New Hampshire and Vermont, as well as Boston, New York and Montreal. Boston is 2 hours away by vehicle or 45 minutes by air; you can drive to New York in 4 hours or fly and arrive in mid-town Manhattan in 2-1/2 hours after a limo ride from White Plains; Montreal is a 3-1/2 hour drive, or you can travel by Amtrak’s Vermonter out of White River Junction, VT (a village in Lebanon’s neighboring town of Hartford, VT). The Vermonter will also take you south as far as Washington, DC. The White Mountains can be seen from vantage points in Lebanon, lakes and rivers abound, and the skiing nearby is among the best in the Northeast.

With the City’s proximity to Interstates as well as a City airport and rail line, Lebanon has attracted some major corporate players. There are many high-tech and advanced manufacturing firms and research and development companies in the City. “Centerra” is the City’s first mixed-use, industrial-based “Planned Business Park.” It is home to firms such as [Luminescent Systems](#), [Adimab](#), [Ansys/Fluent](#), and [TomTom](#). Outside of Centerra, Lebanon is home-base for companies such as [Hypertherm](#), [Timken Aerospace](#), [Woodstock Soapstone](#), and [Mascoma Corp.](#), and houses branch locations for companies such as [Fuji Film/Dimatix](#) and [Novo Nordisk](#). The City’s largest employer is the renowned [Dartmouth-Hitchcock Medical Center](#) (DHMC) and affiliated Geisel School of Medicine. DHMC is the largest medical facility north of Boston and is New Hampshire’s only academic medical center. [Dartmouth College](#) is located in the adjacent town of Hanover but employs many Lebanon residents and provides many of the services and amenities desired by students and employees of the College. These economic engines are driving a robust service industry that includes restaurants, hotels, and other more local “mom and pop” businesses.



From an arts and culture perspective, Lebanon and the surrounding area has much to offer with a range of opportunities not usually found in a rural area. The 800 seat theatre in City Hall is operated by the non-profit [Lebanon Opera House](#) and hosts a variety of national and local performances including the professional [Opera North](#). The [AVA Gallery and Art Center](#) is also located in downtown Lebanon. Dartmouth’s [Hopkins Center](#) and



[Hood Museum of Art](#) attract world class shows and exhibits. Our neighbors to the east (Enfield) and west (White River Junction) each host professional theatres (Shaker Bridge Theatre and Northern Stage), while Enfield is also home to a Shaker Museum and White River is home of the Center for Cartoon Studies.

When all of the opportunities and assets described above are combined with the abundant natural resources and recreational opportunities of the region, there is no wonder that in 2008, [Forbes Magazine](#) named Lebanon, NH as the strongest town/micropolitan area in the United States. Truly, the City of Lebanon is one of the nation's best communities in which to work, live and raise a family.

HISTORY OF THE CITY



Early settlement in the region was concentrated along the Connecticut River in what is now West Lebanon, and in the Mascoma Lake region near Enfield. Lebanon's original charter was adopted in 1761. In the mid-1800s, a mill district developed along the Mascoma River between West Lebanon and Enfield, and at various times the district supported furniture mills, a tannery, woolen textile mills, a clothing factory, and several machine shops. This district attracted many French-speaking workers from Quebec and became Lebanon center, while West Lebanon developed into a railroad hub. As in many New England mill towns, these industries and the railroad declined in the 1950s and 1960s. Lebanon incorporated as a city in 1958. In, 1964, the city center suffered a catastrophic fire that destroyed a large portion of downtown. An urban renewal project resulted in a new pedestrian district locally known as "The Mall," which replaced the area destroyed by fire adjacent to Colburn Park, the heart of Lebanon's central business district. The City then set about recreating itself, and embarked on a sustained process of commercial development and economic revitalization.

While Lebanon still has a friendly feel and architectural appearance of a small New England town, it serves as the commercial hub of the "Upper Valley," a region that includes approximately 170,000 people (both from New Hampshire and Vermont) serving needs that range from employment to retail shopping to first-rate health care.



CITY GOVERNANCE AND ORGANIZATION

“All actions and policies of the government of the City of Lebanon shall, first and foremost, benefit the current residents of the City of Lebanon.”

-City of Lebanon Guiding Principle

The City of Lebanon operates under a City Charter and a Council-Manager form of government. The City Manager is the chief executive and administrative officer, appointed by and reporting to a nine-member City Council. Council members serve for staggered two-year terms, and annual municipal elections are held in March. Once seated, the Council appoints one of its members to serve as Mayor. The Mayor works with the City Manager to set meeting agendas, chairs Council meetings and engages in public ceremonial duties. All work of the Council is officially done by the body as a whole. The City Manager takes part in discussion of all matters coming before the Council, but does not vote.

The City has a workforce of 177 full-time equivalents, most of which are represented by one of four unions. Police employees are represented by the IBPO; public works employees by AFSCME; firefighters by the IAFF; and administrative staff by the Lebanon Professional, Administrative, and Salaried Employees (LPASE), a Teamsters affiliate.

The Lebanon School District, governed independently from the rest of City government, is overseen by a 13-member elected School Board and a Superintendent of Schools. More information about the District can be obtained at www.sau88.net.

Departments Reporting to City Manager

- Police
- Public Works
- Finance
- Assessing
- Recreation
- Airport
- Fire & EMS
- Planning & Zoning
- City Clerk
- Human Services
- Library
- Human Resources

CITY BUDGET



The City operates on a calendar fiscal year. The annual budget is adopted by the City Council in December. The budget for FY 2017 is approximately \$55M, including general operations, water treatment and distribution, sewage collection and disposal, solid waste disposal, and municipal airport services and activities, plus capital improvements. Since New Hampshire has no income tax or sales tax, property taxes account for about 37% of total City revenues. Fees, licenses, permits, intergovernmental revenues and charges for services generate about 36%; another 23% comes from the proceeds from issuance of long-term debt (for capital improvements only) and inter-fund transfers; and 4% from a small amount of miscellaneous revenues including non-property tax taxes. The City portion of the budget accounts for about 37% of the property tax rate, the school portion about 57% and the county portion about 6%.

The City's debt load has been carefully controlled, and bonds are issued through the New Hampshire Municipal Bond Bank utilizing the State's rate, so the City itself has no bond rating but is stabilized at a very good level.

The City's budget can be reviewed at lebanonnh.gov/201/Budget-Information



CHALLENGES

A significant challenge to the City is providing services to a daily service population of approximately 35,000 on a property tax based budget for a community of 13,500 residents. The basic services of police, fire/EMS, Public Works and support staff are stretched to respond to the needs of this large daily influx of workers, shoppers and



other visitors to the City. Increases in staffing and equipment to meet these demands are passed onto the residents by way of increased property taxes. Complicating this further is that the workforce of many of the City's largest employers creates a transient resident population (staying three to five years on average) which presents a challenge when trying to balance the needs and interests of the more transient residents (and daytime population) with the desire of long-time residents to retain the character and charm of Lebanon as the quintessential New England community. Fiscal sustainability will depend on progressive, collaborative thinking and leadership.

Community engagement is high in Lebanon and the City has been actively involved in promoting this engagement through programs such as the successful Citizens Academy (lebanonnh.gov/217/Citizens-Academy) that provides interested residents with an in-depth opportunity to learn about City government and issues. This effort to partner with and educate the residents is valuable in keeping the residents involved in determining the future of their City and developing the future leadership of the City. This and other progressive initiatives will be encouraged by a City Council wishing to remain responsive to the desires of the community.

The ideal candidate for the position will possess a strong background in labor relations and operational oversight. There is an expectation that the City Manager will promote teamwork while holding department heads and management staff to a high level of professionalism and accountability. The new manager will also need to promote the value of professional development in retaining personnel and succession planning for the next generation of organizational leaders.

The sustainability of the City Airport continues to be a challenge. Although the airport sees use by private pilots and corporate jets, with just 6 commuter type commercial flights daily; 4 to Boston and 2 to White Plains New York much of the cost of operating the airport falls on the residential property tax base. Unlike the services provided by police, fire, and public works, most taxpayers may not understand the contribution the airport may make in a more general way to the vitality of the area. A challenge for the new manager will be to provide some leadership and innovative thinking to help the Lebanon Municipal Airport become an important part of sustaining the City's financial and economic viability.

There has been some tension expressed by the long term residents of 'West' Lebanon, regarding what some have expressed as more attention paid to downtown Lebanon and less attention paid to the business/commercial area of West Lebanon. Perceived or actual, the manager should be sensitive to the issue and be willing to engage, listen to and be responsive to all segments of the community.





ADDITIONAL INFORMATION

For further information visit [Municipal Resources' website](#) or to contact Alan Gould at agould@mrigov.com or by phone at 603-279-0352 ext. 320. To apply submit a resume and cover letter in PDF format to recruitment@mrigov.com. **Applications must be submitted by September 18, 2017 by 8am EST.**





Municipal Resources, Inc.

Serving municipalities in the Northeast for over 25 Years

Since 1989 MRI has had a proven track record of helping municipalities provide efficient and effective services because we understand the challenges facing local governments in New England.

Executive Recruitment

- Industry-leading programs to recruit and select key municipal positions
- Tenure guarantee
- Police and Fire Assessment Centers

Promotional Processes

- Professional Development Assessments
- Testing

Interim and Contracted Staffing

- Town Manager and Administrator
- Fire and Police Manager
- Finance, HR, Planning
- Code Enforcement
- Building Inspector

Management and Organizational Services

- Our team approach provides an objective view of municipal operations
- Operational and Efficiency Studies for Public Safety, DPW, Town Hall, Planning, IT
- Accreditation Assistance
- Regionalization and Shared Services
- Wage and Classification Studies
- Staffing Studies

Human Resources Service

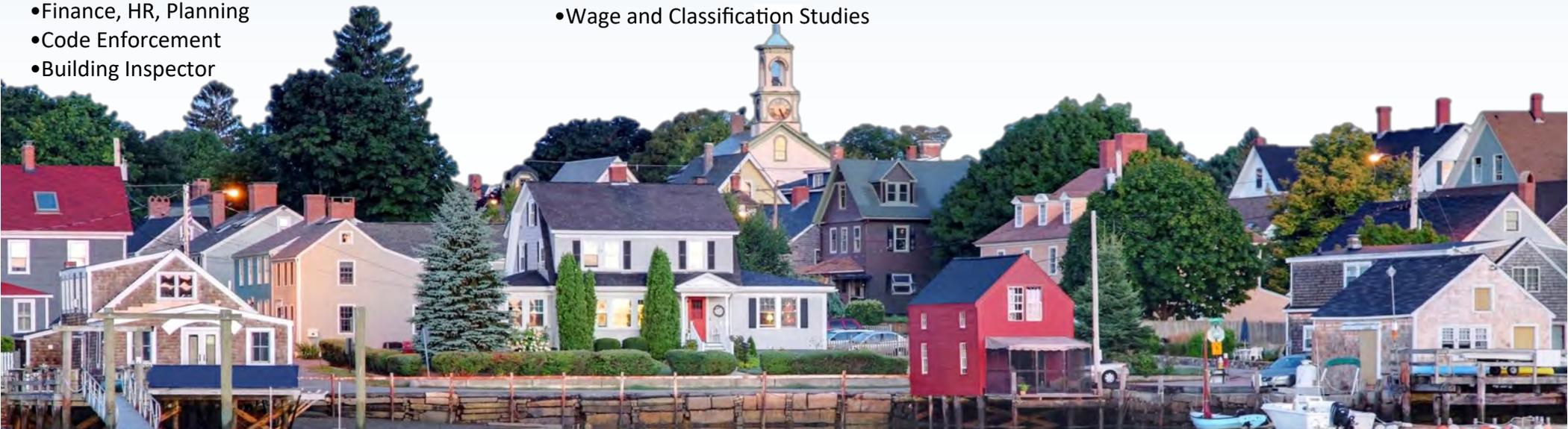
- Internal Investigations
- HR Policy and Procedure Audits
- Wage and Classification Studies

Finance Services (Municipal & School)

- Interim Staffing
- Bookkeeping
- Budget Preparation
- Procedure Audit and Development
- Training and Support
- Capital Asset Program Development

Assessing Services

- Contracted Assessing
- Cyclical Fieldwork/Data Collection
- Revaluations



Relevant Experience | Effective Solutions | Valuable Results



MUNICIPAL RESOURCES INC.



ABOUT US | MRI IN THE NEWS | STAFF PORTAL | CLIENTS | PERSONNEL | CONTACT US

PUBLIC ADMINISTRATION

HUMAN RESOURCES

PUBLIC SAFETY

PUBLIC WORKS

SCHOOLS

PLANNING & COMMUNITY DEVELOPMENT

PUBLIC HEALTH & HUMAN SERVICES

ASSESSING

SPECIALTY SERVICES

CURRENT RECRUITMENTS



Lebanon, NH - City Manager - Deadline 9-18-17

Download Invitation to Candidates & Community Profile

Lebanon, NH (13,500 pop.), is seeking an innovative, proactive, community leader to serve as its next City Manager. Encompassing about 40 square miles along the Connecticut River at the crossroads of two major interstates, I-89 and I-91, in the Upper Connecticut River Valley of New Hampshire, the City of Lebanon is the hub of what the United States Office of Management and Budget (OMB) has identified as the most populated micropolitan statistical area in the United States and was formerly named by Forbes Magazine as the strongest town/micropolitan area in the Country. With a diverse economic engine driven by a unique combination of health institutions, education, corporate headquarters, high tech/bio tech industry, local businesses, and a robust year round tourist industry based on the plentiful natural resources of the area, Lebanon is an extremely desirable destination for the right City Manager candidate. Boston is a two hour drive or 45 minute flight out of the Lebanon City Airport. Concord, the State capitol and Manchester, the State's largest City, are about a 1 hour drive. Lebanon boasts views of the White Mountain Range yet is less than a 2 hour drive to the New Hampshire's Seacoast. Operating under a City Charter



Current Recruitments

- Lebanon NH - City Manager
- Simsbury CT - Town Manager
- Dighton MA - Town Administrator
- Thornton NH - Town Administrator

with a Mayor/Council form of government, the “strong” manager is the City’s CEO/CAO. With approximately 177 FTEs, most represented by unions, the City Manager oversees an operating and capital budget of approximately \$55 million. Bachelor’s degree in related field required. Master’s degree and 7 years of relevant progressively responsible management experience preferred, or an equivalent combination of education and experience. Residency is required by City Charter. Salary range to \$135k with excellent benefits. Starting salary commensurate with qualifications and experience. Lebanon is an equal opportunity employer.

For more information contact Alan Gould, President, Municipal Resources Inc. at 603-279-0352, x-320.

Deadline: September 18, 2017 by 8am EST

To Apply: Submit Resume & cover letter in pdf file to: recruitment@mrigov.com

- o Rochester NH - Director of City Services

ADDITIONAL INFORMATION

- [City Manager Job Description](#)
- [City Budget](#)
- [2017-2022 Proposed CIP](#)
- [Annual Outcomes and Work Plan](#)
- [City Council Guiding Principles](#)
- [Principles for Sustainability](#)

ABOUT THE CITY OF LEBANON

- [About the City](#)
- [Master Plan](#)
- [Downtown Visioning Project](#)
- [Micropolitan Study](#)
- [Community Profile](#)



MUNICIPAL RESOURCES INC.

Public Administration | Human Resources | Public Safety | Public Works | Schools |
Planning & Community Development | Public Health & Human Services | Assessing |
Specialty Services | Current Recruitments

120 Daniel Webster Highway Meredith NH 03253 Toll Free: 866.501.0352 Tel: 603.279.0352
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Website by [Mainstay Technologies](#).

Travis Sabatasa

From: Don Jutton <djutton@mrigov.com>
Sent: Tuesday, August 22, 2017 6:05 PM
To: Travis Sabatasa
Subject: Copy of typical contract
Attachments: SKM_C36817082216010.pdf; ATT00001.txt

Travis - the fee schedule is based upon the specific services an approach the client chooses to employ - let me know if you have questions or need clarification

Don Jutton



PROFESSIONAL SERVICES AGREEMENT

I. PARTIES TO THE AGREEMENT

This Agreement, dated _____, is to retain professional consulting services for the **Town of Upton, Massachusetts (the Client)**, to be provided by **Municipal Resources, Inc. (MRI)**, and is lawfully entered into between the Client, by its authorized representative, the Upton Board of Selectmen, and MRI, by its authorized representative, Alan S. Gould, President.

II. SCOPE OF WORK

MRI will undertake the following activities in conducting a **comprehensive** executive recruitment process to assist the Town of Upton in hiring their next Town Manager/Chief Procurement Officer:

1. Meet with the appointing authority and/or search committee to review the recruitment process, receive input toward developing an "**Ideal Candidate Profile and Challenge Statement**" against which all candidates will be screened, and discuss if and how you would like to involve community members and employees in the process. At this meeting, we will also ask for help to:
 - a. Identify critical organizational issues and challenges;
 - b. Clarify roles, responsibilities, and expectations for the position;
 - c. Characterize the most desirable management strengths, behavioral styles, personal attributes, and motivating values needed in the ideal candidate to increase the probability of success in the role; and
 - d. Identify the likely issues and opportunities that the next manager must be prepared to address.

This can be accomplished in a number of different ways including interviews with elected/appointed officials, staff, and surveys. This information gathering process also allows us to develop pertinent essay questions that are specific to your community.

Once approved, the Ideal Candidate Profile and Challenge Statement will be posted on MRI's recruitment website for potential candidates to review.

2. MRI will create a profile for the Town of Upton that encompasses the uniqueness of the community, demographics, economic stability, strong sense of volunteerism, and form of government.
3. We will work with the appointing authority to develop a timeline for the recruitment process so that the Client and all candidates can plan accordingly.
4. If requested, we will provide a recommended updated position description.
5. We will assist the Town with developing ad copy to advertise the position nation-wide, recommending advertising venues, and coordinating placement of the ads. We recommend that resumes be received for at least 30 days.
6. We will research MRI's database and contact potential candidates from other similar recruitments we have conducted in the past 12 months.
7. We will canvas MRI's professional network to identify and reach out to promising potential candidates to invite their application.
8. Upon receipt of all resumes, the Town will forward same to MRI (recruitment@mrigov.com) for review and ranking. We will keep all candidates apprised of their status at each selection point throughout the process. Or, at the discretion of the Town, MRI is willing to process and acknowledge candidate submittals directly, at no additional cost to the Town.
9. We will provide you with an overview of relevant information about the candidate pool, answer questions, and review selection criterion at each decision point throughout the process.
10. We will work with the Screening Committee to gather input from the community, Town Boards and Committees, Town employees, citizens, and other community stakeholders to help inform the Board of Selectmen and the Screening Committee on the qualities, strengths, and characteristics of candidates they envision for the Town Manager.
11. We will establish a team of professional consultants who will screen and review all resumes for minimum qualifications before ranking them against the Ideal Candidate Profile. This team of professional consultants will assist the Screening Committee in reviewing applications.

12. We will work with you to develop a written essay questionnaire to be distributed to the top qualified candidates (generally 15 to 20 candidates), focusing the questions on matters of special relevance to the client's needs or current situation. The questions will be prepared in consultation with the appointing authority. Candidates will have a specified amount of time to respond (typically 10 days), after which our team of consultants will review and rank the responses.
13. After essay responses have been returned, reviewed, and ranked, we conduct a web search of the top candidates (generally 10 to 12), to identify potential issues or controversies involving the candidates. Then, two members of our team will conduct telephone interviews with these candidates, placing the focus on current position and reasons for leaving; career history of successes and failures; future personal and professional goals; and their understanding of best practices and contemporary professional thinking in the field. In addition to screening the candidates, this interview provides for follow-up to the essay responses and information found in the web searches. It also assists us in determining the verbal communication skills of the candidate and his/her ability to answer questions spontaneously. Typically, we work with the Screening Committee to reduce the pool to six semi-finalists for local interviews at this juncture.

MRI can facilitate two rounds of interviews; the first to include the Town's Screening Committee and a second panel comprised of an MRI team of professional managers. The second round will consist of individual interviews with the appointing authority and the top two to four candidates that emerge from the first round of interviews.
14. MRI will assist the Board of Selectmen in preparing for interviews.
15. Following interviews with the finalists, the appointing authority, in consultation with our lead consultant, will determine what, if any, additional steps are needed to arrive at a final selection. In some instances, additional interviews are required, or an onsite "meet-and-greet" with key staff. In others, the final selection is readily apparent, and we move to negotiations immediately.
16. We will assist with development of terms and conditions of employment, preparation of a conditional offer of employment, creating a draft of an employment agreement, and development of initial goals and objectives.
17. If the final candidate will be relocating to the community from a significant distance, we may recommend and can coordinate a family visit to the community prior to making a conditional offer of employment.



18. We will complete a detailed background investigation on the selected candidate which shall include, but not be limited to, previous employment, and criminal and motor vehicle records checks, finances, references, and interviews with previous employers. In order to protect the client, MRI will not complete a comprehensive background on a candidate before a conditional offer of employment is accepted, unless the Town provides a waiver.
19. If desired, MRI will assist in organizing and moderating a public “meet and greet” of the finalists.
20. MRI will meet with the Board of Selectmen and the Screening Committee as frequently and for such time as may be necessary to carry out its work.

MRI understands that many of the “administrative” functions may be performed by the Town of Upton, including acknowledgement of resumes, scheduling, ad placement, and initial background and reference verifications.

Timeline

We have significant experience structuring and conducting all sorts of executive recruitment projects for municipalities, and we are very willing and able to customize our approach to accommodate any unique requirements of a community or to fit within budget constraints.

A recruitment as described above typically takes approximately **90-120 days** to complete. MRI is ready to begin work on the recruitment as soon as a contract has been executed.

The following schedule represents the typical timeline MRI would like to meet in the recruitment and selection process. As you will see, the approximate 30 day run time for resume submission is the longest period of time over which we have no control. During this period, resumes are being received, acknowledged, and scored, while we are gathering information that will help us to narrow the field and develop essay questions. Once the resumes have been scored, things will move along pretty quickly.

February 1, 2017	Award of Contract
First 30 days	Advertisements are written and posted. MRI team gathers information from the client in order to develop the Ideal Candidate Profile & Challenge Statement. Resumes are accepted and reviewed by the MRI team.
Week 5	Resume deadline, final scoring. First cut made and essay questions distributed by MRI to top 15 to 20 candidates.



Week 7	Candidate essays are due and reviewed by the MRI team.
Week 8	Preliminary background work and MRI telephone interviews with remaining candidates.
Week 11	Onsite panel interviews. Hiring authority interviews of the finalists could follow immediately.

Since there is little room for “compression” of this schedule, any delays will need to be added to the end of the process. The background investigation on the selected candidate will likely take about two weeks. During that two-week period, we will be assisting the Client with contract negotiations. We normally expect a two or four-week delay between the signing of a final contract with the start date of the chosen candidate, since he or she likely has a contractual obligation to a current employer.

In our experience, if a process runs significantly longer than the 3 months outlined in this schedule, desirable candidates may withdraw for other employment opportunities.

It is our understanding that the Town wishes to have the new Town Manager begin work on or before June 1, 2017.

Tenure Guarantee

To the extent that Municipal Resources is engaged to conduct a comprehensive recruitment as described above, we will guarantee to undertake a recruitment and selection process at no expense to the community should the employment relationship, after it is negotiated and documented by an executed employment agreement, be terminated by either party within 12 months. However, no such guarantee shall exist if said termination occurred due to death or catastrophic illness of the selected candidate, or due to the actions of, or encouragement to the selected candidate by a majority of a newly elected Board or Council. There shall be no cost for MRI’s recruitment services; however, the Client shall cover the costs associated with advertising and interviews.



III. FEES AND CHARGES

Our services for this recruitment will be provided on a lump sum fee basis that is intended to cover all professional time and expenses. The process will be completed for a lump sum fee of \$; payments to be made as follows:

- 1. \$
- 2. \$
- 3. \$

The client is responsible for advertising costs, and for providing food and interview rooms for the interview panels on the interview days.

Payments will be made within thirty (30) days of receipt of the invoice unless otherwise agreed. Invoices not paid within thirty (30) days will accrue interest at the rate of 1.5% per month.

This fee **does not include** the cost of reimbursement of candidate travel expenses (if applicable), the cost of a family visit, or the cost of medical or psychological exams (if applicable). In addition, the Client is responsible for providing food and interview rooms for the interview panels on the interview days.

Payments will be made within thirty (30) days of receipt of the invoice unless otherwise agreed. Invoices not paid within thirty (30) days will accrue interest at the rate of 1.5% per month.

IV. MRI PERSONNEL IN CHARGE

Alan S. Gould, President, will serve as Principal-In-Charge of this engagement, coordinating activities, interfacing directly with the Client, and participating throughout the engagement as required. Team members will be assigned and participate upon request of the Client.

Communications or correspondence related to any problems, issues, or changes required for this project shall be directed to the Client at the following address:

James Brochu, Chairman
Upton Board of Selectmen
One Main Street
Upton, MA 01568



V. TERM

This agreement shall remain in force and effect through completion of the assignment.

THIS AGREEMENT IS SUBJECT TO THE PROVISIONS CONTAINED IN ADDENDUM I, ATTACHED HERETO AND INCORPORATED HEREWITH.

ACCEPTED AND AGREED

THE TOWN OF UPTON, MA
BY ITS BOARD OF SELECTMEN

MUNICIPAL RESOURCES, INC.

James Brochu, Chairman
Date: _____

Date: January 18, 2017



ADDENDUM I

A. MUTUAL REPRESENTATIONS

MRI represents to the Client it is a duly constituted corporation under the laws of the State of New Hampshire and is authorized to do business in the Commonwealth of Massachusetts as a professional services corporation.

MRI has in force and effect general commercial liability and errors and omissions insurance coverage to protect the Client from accidents which MRI or its authorized representatives may cause to persons or property or from professional errors or omissions when performing under this agreement.

MRI has no liens or encumbrances which would adversely affect the ability of MRI to perform as stipulated under this agreement, its terms, and conditions.

The Client represents to MRI that sufficient funds have been appropriated so it may retain and compensate MRI for the services provided for herein.

The Client's representative is authorized to enter into this agreement on behalf of the Client.

The Client is aware of no action, contemplated action, liability or other encumbrance which would limit or otherwise preclude the Client from freely entering into this agreement and compensating MRI for the services provided.

B. NOTICE OF CHANGE OF PERSONNEL

Except as otherwise provided below, the MRI consultants assigned to any scope of work or project will remain throughout the duration of that specific scope of work or project. MRI retains the right, upon 30 days written notice, to remove from the project any of its consultants whom it believes can no longer suitably perform under its obligations to this agreement or any Supplement to it.

The Client, upon 30 days written notice, may request MRI to replace any of its consultants with another qualified representative.

C. ADMINISTRATION OF AGREEMENT MODIFICATIONS

In all cases where this agreement is modified or expanded a written Supplemental Scope of Work (Supplement) must be prepared which clearly defines the services to be provided and details the billing rates or amounts to be charged by MRI and paid by the Client. Supplements must be executed by the authorized representatives of the respective parties prior to any billable work being undertaken. The Supplement(s) shall identify:



- The MRI officer or principal responsible for the successful delivery of services and/or project completion and the client's contracting official(s) or officer(s);
- The specific details of the work to be performed;
- The MRI personnel to be assigned;
- The basis upon which MRI services are being retained, including the normal hourly rate(s), cost reduction considerations or the agreed upon fee(s) for the personnel assigned and/or the services provided;
- The Client's contact person responsible for administering the Supplement, activities or project and the associated reporting requirements; and
- Any special or other conditions such as time deadlines, special reporting requirements, budget limitations, or other similar constraints.

D. NON-SOLICITATION

The Client agrees that, for a period of one-year following the completion of the terms of this Agreement, they shall not, directly or indirectly, hire, solicit, or otherwise encourage any MRI personnel or affiliates assigned to this Agreement, to leave MRI's employment.

In the alternative, if the client should wish to hire any MRI personnel or affiliate assigned to this Agreement it agrees to compensate MRI with payment in the amount of 25% of that person's first year's total compensation package.

Initialed for Client: _____
Date: _____

Initialed for MRI: __
Date: January 18, 2017



**TOWN OF ESSEX
VILLAGE OF ESSEX JUNCTION,
VERMONT**

Municipal Manager Search

MERCER GROUP PRESENTATION

to the

TOWN SELECTBOARD AND VILLAGE TRUSTEES

Thursday, August 24, 2017

ABOUT THE MERCER GROUP (Chapter II, Sections A/B)

- **STRUCTURE AND RESOURCES:** Atlanta-based corporation founded in 1990 with 20 offices nationwide. Thirty professional staff, most having experience as city manager, public works or utility director, fire or police chief, finance or budget officer, human resources manager, or information technology manager.
- **HISTORY AND SERVICES:** 35+ years in the executive search and management consulting business. Mercer specializes in consulting services for local governments, regional agencies, municipal utilities, and non-profits.
- **SEARCH:** Successfully complete 60-70 Executive Searches nationally each year, with over 2,000 in our history and over 30 in New England. Searches include city/county managers, department heads, regional agency executive directors, and association executive directors.
- **STUDIES:** Successfully complete 20-25 Management Studies nationally each year, with over 500 in our history and over 20 in New England. Studies include strategic planning, service delivery options, management/operations improvement, and resource management.
- **REFERENCES:** Premium, high-quality results indicated by many repeat clients and solid references (see Chapter V).

MERCER SEARCH TEAM (Chapter II, Section C)

➤ **JIM MERCER, President/CEO (Project Director):**

- Founder of The Mercer Group, Inc.
- Former Assistant City Manager of City of Raleigh, NC
- 30+ years of experience in public sector consulting
- Successfully completed over 2,000 executive searches
- Successfully completed over 250 management studies
- Certified Management Consultant (CMC)

➤ **STEVE EGAN, Senior Vice President and Director of our Management Studies Practice (Project Manager/Lead Consultant):**

- 30+ years as a local government management consultant with experience in municipalities small (Cloudcroft, New Mexico at 750) and large (Phoenix at 1 million+)
- Successfully completed over 185 projects, including just completed manager search for Forsyth County, Georgia
- Specializes in strategic planning, service delivery strategies, management & organizational improvement, and search
- Worked for several public agencies (City of Highland Park, Michigan; Fulton County, Georgia; and Governor's Commission on Crime Control and Prevention in Vermont)
- Graduate of Norwich University and active on alumni committees (lived in Northfield my senior year)

➤ **KAROLYN PRINCE-MERCER AND SEARCH SUPPORT STAFF:** Assist the search process with these tasks:

- Place announcements and advertisements for the position
- Create a professional-quality recruitment brochure (see sample)
- Identify industry professionals to contact about the opening
- Conduct reference, Internet, and background checks on finalists
- Compile a detailed assessment report for each finalist

MERCER SEARCH METHODOLOGY (Chapter III)

- **7-STEP PROCESS:** Thorough, objective process with proven results.
 1. Meet with the Selection Committee, town/village officials and staff, and stakeholders to get to know the Town and the Village, identify your needs, and prepare a Position Profile and Recruitment Brochure.
 2. Recruit for at least 30 days through our website, advertising, and direct outreach to key industry professionals.
 3. Screen all applicants, conduct phone interviews with select applicants, meet with you to present our 10-12 recommended semi-finalists, and help you select 5-6 (or so) finalists.
 4. Conduct thorough reference, Internet, and background checks on each finalist.
 5. Facilitate structured onsite finalist interviews followed by the Selection Committee's assessment and ranking. Facilitate possible second interviews for the top 1-2 candidates.
 6. Assist with negotiations with the preferred candidate then the Town Selectboard and Village Trustees approve the employment contract/agreement at scheduled meetings.
 7. Follow-up with you as needed in the first year to set manager goals and expectations.
- **SCHEDULE:** Total of 16 to 17 weeks from the project kickoff meeting to a contract with the preferred candidate. Review semi-finalists and select finalists during Week 10 (rather than Week 8 or 9).

COST PROPOSAL (Chapter VIII)

- **FEES:** \$17,000 based on our work effort, not a percentage of the position's salary.
- **EXPENSES:** Plus, \$7,500 not-to-exceed expenses, includes travel (3-4 trips), brochure, advertising, and background/other checks. Support staff and advertising pro-rated across multiple searches.
- **TRAVEL:** A continual element in our searches and does not affect our responsiveness to you or adequacy of time on site.

KEYS TO MEETING YOUR NEEDS

- **DEFINE YOUR NEEDS:** Thorough understanding of your requirements and job dimensions (Recruitment Brochure).
- **BROAD, BUT TARGETED RECRUITMENT:** Substantive, wide-reaching sourcing effort to locate high-quality candidates (Website, Advertising, and Outreach).
- **JOB-FOCUSED APPLICANT SCREENING:** Comprehensive, job-focused candidate screening and assessment process followed by reference and background checks.
- **THOROUGH TOP CANDIDATE REVIEWS:** Interactive review with the Selection Committee of a broad set of information on lead candidates.
- **MERCER FOLLOW-UP:** Assistance to you, if requested, with contract negotiation and goal-setting.
- **MERCER GUARANTEE:** See our 10-Point Guarantee in Chapter VII.

OUR FIT WITH THE TOWN AND THE VILLAGE

- Know the ins-and-outs of local government in Vermont, New England, and nationally.
- Experience in conducting executive searches and studies for communities your size in Vermont, New England, and nationally.
- A comprehensive search process that has been tested on over 2,000 searches nationally then is tailored to the Town and Village with continual interaction between Mercer and the Search Committee.
- Personal involvement of the top leadership of our firm to each and every search with a strong commitment to exceed your expectations!
- Time to Do! Want to Do!! *Ready to GO!!!*

THANK YOU FOR THE OPPORTUNITY TO PRESENT OUR CREDENTIALS TO YOU

WE ARE PLEASED TO ANSWER YOUR QUESTIONS

FORSYTH COUNTY, GEORGIA



invites your interest in the position of

COUNTY MANAGER



FORSYTH COUNTY... AN EXCEPTIONAL OPPORTUNITY



This is an exceptional opportunity to provide strong and assertive strategic and operational leadership to a very fast-growing county government located between Atlanta and the north Georgia mountains.

Forsyth County is seeking a new County Manager who is a respected leader and manager; strong, consistent, and business-like; willing to say "yes" or "no" when appropriate to do so then be able to explain "why;" and possesses unquestioned integrity. The selected individual needs to be well-versed in the administration of county services, growth management, finance and budgeting, and more. He or she must be able to work effectively with the Board of Commissioners, fourteen elected officials, a range of county departments, and over thirty boards and committees, as well as provide clear direction to county officials and staff in an environment with sometimes conflicting expectations by local, regional, state, and federal stakeholders.

ABOUT THE CANDIDATE

Based on interviews with the Board of Commissioners, department heads, and elected officials, **the next County Manager should have the knowledge, skills, and abilities to help the County effectively respond to these challenges and opportunities:**

- Effective governance by fostering board collaboration and cohesion, serving as the conduit for board information requests to staff and timely staff responses, supporting elected officials through effective communications and support services, and supporting the work of other boards and committees.
- Clear Strategic Direction by defining a long-term vision, missions, values, environmental influences, strategies, goals, objectives, and action plans.
- Well-Managed and Sustainable Growth by implementing the soon-to-be updated Comprehensive Plan; creating effective and efficient development review, zoning, and code enforcement processes; and protecting quality of life expectations.
- Economic Development by collaborating with the Chamber of Commerce to expand and diversify the tax base.

- Public Infrastructure Management by planning, financing, constructing, and maintaining roads, bridges, buildings, parks, water and sewer systems, and other infrastructure to meet board and citizen expectations.
- External Relations with citizens; customers; community stakeholders; the business community; and city, regional, state, and federal officials.
- Organizational Development within county departments by optimizing the department/function structure, succession planning, employee development and training, technology application, process improvement, and customer service.
- Resource Management, including financial planning, asset and capital replacement planning, fees and rates, reserve requirements, and a competitive compensation plan.

Also based on the above interviews, **the next County Manager should possess the following personal attributes and qualities:**

- Well-rounded in experience and knowledgeable of how to manage large-scale local governments of the size and complexity of Forsyth County, including an understanding of public safety, operational services, utilities, and the justice system. Understands that robust administrative support functions are critical to operational effectiveness.
- Strong, steady, business-like, professional, proactive, and decisive in working with the board, elected officials, managers and staff, and external stakeholders.
- Someone who learns, is resourceful, thinks critically, communicates well, resolves conflicts, takes responsibility, gives clear direction then frees subordinates to act, holds people accountable when appropriate, and invests in staff.
- A strategic visionary who can identify future community and government needs, create ideas to meet these needs, communicate options, and make a great case for the best option.
- Ability and willingness to effectively reach out to and be involved in the community and to work with county, city, regional, state, and federal officials.

- Experience with managing in a high-growth environment and in developing effective and efficient processes for comprehensive and functional planning; development review, zoning, permitting, inspections, and code enforcement processes; and public infrastructure investment and management.

ABOUT THE POSITION

The Forsyth County Manager is selected by and reports to the county's Board of Commissioners. The County Manager provides leadership for the Forsyth County Government and directs county operations by working with the Board of Commissioners, other elected officials, and department managers to establish long-range vision, goals, strategies, plans, and policies; supervising senior management and administrative offices; overseeing county programs and activities; interpreting county goals and policies; and ensuring that managers and administrators are making decisions consistent with the Board of Commissioner's planning and policy initiatives. Key duties and responsibilities are detailed in the job description (available under the Employment tab at www.forsythco.com).

The county prefers that the candidate possess a Master's degree in Public Administration, Business Administration, or a closely related field, as well as nine (9) years previous experience and/or training that includes progressively responsible local government management and administrative roles, or any equivalent combination of education, training, and experience that provides the requisite knowledge, skills, and abilities for this job.

ABOUT FORSYTH COUNTY

Forsyth County was incorporated in 1832 and encompasses 247 square miles, which include access to 200 miles of shoreline along Lake Sidney Lanier, Sawnee Mountain, over 2,000 acres of parkland, and the Big Creek Greenway. The county has one incorporated city within its boundaries, the city of Cumming, which serves as the county seat. A campus of the University of North Georgia and Lanier Technical College are located in the county.

Located 30 miles north of Atlanta in the foothills of the Appalachian Mountains, county residents have easy access to jobs, regional shopping malls, recreational facilities, and entertainment venues in the county; in north Fulton County and the city of Atlanta to the south via Georgia 400; and in Gwinnett and Cherokee Counties on the east and west via state highways. People living in the county, both long-time residents and newcomers, have a strong sense of belonging and community.

The county is one of the ten fastest growing counties in the nation with an estimated 2015 population of 212,438, making Forsyth the 9th largest county in Georgia. The population has doubled since 2000 and quintupled since 1990, and is expected to double again by 2040.

The county is recognized nationally for its quality lifestyle, excellent school system (highest graduation rate in Georgia and highest SAT scores in metro Atlanta), broad recreational

opportunities, vibrant business community, skilled workforce, moderate climate, low property taxes compared to neighboring counties, and a range of housing options from traditional subdivisions to houses on larger parcels of land in a rural setting. The county and city have been recognized by national publications as the *Most Innovative Community in Georgia*; *Top 10 Cities to Start a Business*; *Top 5 Communities to Get Ahead*; *Top 20 Wealthiest Counties in America*; *Healthiest County in Georgia*; and *Top 100 Communities for Young People*.

GOVERNMENT STRUCTURE

Forsyth County operates under a Commission-County Manager form of government. A five-member Board of Commissioners is elected by district (formerly at large) and members serve 4-year terms with staggered elections. The board chair and other officers are elected annually by the members of the board. The board meets four times a month in two regular and two work sessions. Meetings can be viewed on TV Forsyth via the county's web site. The board is responsible for adopting and amending ordinances and resolutions, appropriating the budget; levying taxes; approving contracts; hiring and directing the County Manager; and appointing citizens to over thirty boards and committees. The board also directs the work of the County Attorney.

County services include the judicial system, assessing and tax collections, elections, library, and the Sheriff's Office, which are directed by elected officials or independent boards, as well as county-operated Fire, Parks & Recreation, Senior Services, Planning and Community Development, Engineering/Public Works, and Utilities departments. The county's fourteen elected officials include eight judges and the District Attorney, Solicitor-General, Clerk of Court, Sheriff, Tax Commissioner, and Coroner.

The County Manager is appointed by and serves under the direction of the Board of Commissioners. Direct reports to the County Manager are the Deputy County Manager, who oversees nine county departments; Fire; Public Facilities; Personnel; 911 Center; Chief Information Officer; Chief Financial Officer; Communications; and Administration.

The 2017 County Budget totals \$289,900,000 across all funds and authorizes 1,418 full-time positions (up 35 from 2016) and up to 430 part-time and seasonal employees. The General Fund exceeds \$118 million and Enterprise Funds \$83 million. Voters have supported general obligation and special purpose bond issues for transportation, parks & recreation, and county facilities. The county has the highest available bond ratings from both Moody's and Standard & Poor's.





COMPENSATION

The starting salary for the new County Manager for Forsyth County will be market competitive, depending on the experience and qualifications of the selected individual. In addition, the County provides an excellent fringe benefit package and will reimburse the selected candidate for reasonable relocation expenses.

HOW TO APPLY

For additional information on this outstanding opportunity, please contact Steve Egan, The Mercer Group's project manager for this search.

Voice: 770-425-1775
Cell: 770-335-3245
E-Mail: segan@mercergroupinc.com
Website: www.mercergroupinc.com

Your cover letter, resume, reference, and salary history should be sent by 5 PM on May 1, 2017, to:
Steve Egan, Senior Vice-President
The Mercer Group, Inc.
1000 Whitlock Avenue
Suite 320-129
Marietta, GA 30064

Following the application deadline, resumes will be screened by The Mercer Group and phone interviews with a short list of candidates of interest will be scheduled about May 11-12, 2017. Shortly after the phone interviews, up to five finalists will be invited to Forsyth County to meet with the Board of Commissioners, senior county staff, and citizens and stakeholders. These visits will be scheduled in early June.

Forsyth County is an Equal Opportunity Employer and as such does not discriminate on the basis of race, color, religion, creed, sex, gender, sexual orientation, age, marital status, national origin, political ideas, or disability in employment or in the provision of services. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.



AGREEMENT

This AGREEMENT, made as of this ____ day of _____, _____, by and between **THE MERCER GROUP, INC.** and the **TOWN OF ESSEX and the VILLAGE OF ESSEX JUNCTION, VERMONT**, municipal corporations.

WITNESSETH:

WHEREAS, the Town of Essex and the Village of Essex Junction, Vermont (hereinafter referred to as the "Town & Village") have made a joint Request for Qualifications to hire a consultant to provide Executive Search Services for the Position of Municipal Manager; and

WHEREAS, The Mercer Group, Inc. (hereinafter referred to as "Mercer") has submitted a proposal in response to the request from the Town & Village; and

WHEREAS, the Town & Village selected Mercer's proposal as the proposal that best meets their needs and they desire to hire Mercer to conduct the executive search; and

WHEREAS, Mercer desires to assist the Town & Village on this project.

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

1. Mercer agrees to conduct the Executive Search for the Position of Municipal Manager in accordance with the scope of services outlined in Mercer's proposal dated August 4, 2017, as amended by the following provisions:

(NOTE: Insert any amendments agreed to during contract negotiations)

Mercer's proposal (as amended above) is incorporated by reference and thus made a part of this Agreement.

2. The Town & Village agree to compensate Mercer for its services an amount not-to-exceed \$24,500, with payment according to the terms in the Mercer proposal.
3. The Town & Village and Mercer both agree that this Agreement shall be governed by the laws of the State of Vermont.
4. The Town & Village and Mercer agree that The Mercer Group, Inc. is an independent contractor to the Town & Village, and Mercer acknowledges it will not be the recipient of any benefits granted to employees by the Town & Village.

Agreement, Continued

- 5. Mercer confirms that the firm presently is a member of E-Verify and will continue to be an E-Verify member during the entire duration of this contract. As a result, the firm will not employ persons who are illegal aliens or who otherwise cannot legally work in the United States.

- 6. Mercer confirms that the firm is an equal opportunity employer and assures equal opportunity based on ability and fitness for all employees, contractors, and applicants regardless of race, color, religion, sex or sexual orientation, age, marital or veteran's status, national origin, or the presence of any sensory, mental, or physical disability. Our equal employment policy is disseminated to all applicants, employees, and contractors. The intent of this policy applies to internal operations, recruitment, and consulting activities conducted by the firm.

- 7. The Town & Village and Mercer agree that in the event that any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of the receipt of such notice.

- 8. The Town & Village and Mercer agree that any amendments to this Agreement shall be made in writing, and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall affect the terms of this agreement.

- 9. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days written notice to the affected party. Should either party terminate this agreement, the Town & Village shall only be obligated to pay Mercer for those services already provided.

TOWN/VILLAGE OF _____, _____

BY: _____
Name and Title

ATTEST:

BY: _____
Name and Title

THE MERCER GROUP, INC.

BY: _____
James L. Mercer, CMC
President/CEO



CONTRACT

Between the Town of Essex and the Village of Essex Junction, Vermont and GovHR USA, LLC

The Town of Essex and the Village of Essex Junction agree to retain GovHR USA, LLC (“GovHR”) for the purpose of conducting the Municipal Manager Executive Search Services in accordance with the Proposal submitted by GovHR on August 2, 2017. The terms of the Proposal are incorporated herein and shall become a part of this Contract.

Total Project Cost: \$23,000 (\$14,000 for professional fees, \$6,500 (not to exceed) expenses, and \$2,500 for advertising costs).

Payment Terms: Professional fees and expenses will be invoiced as outlined in the Proposal. Payments not received within 30 days from invoice will incur a 2% monthly surcharge.

ACCEPTED:

TOWN OF ESSEX, VERMONT

VILLAGE OF ESSEX JUNCTION, VERMONT

BY: _____

BY: _____

TITLE: _____

TITLE: _____

DATE: _____

DATE: _____

GovHR USA, LLC

BY: _____

TITLE: _____

DATE: _____