



TRUSTEES MEETING NOTICE & AGENDA
MONDAY, AUGUST 7, 2017 at 7:00 PM
81 MAIN STREET, ESSEX JUNCTION, VT 05452

1. **CALL TO ORDER/PLEDGE OF ALLEGIANCE TO FLAG** [7:00 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 ESSEX SELECTBOARD**
 - a. Review of Responses to Request for Qualifications for Municipal Manager Recruitment – George Tyler and Max Levy
 - b. Future Joint Meeting Dates and Topics – George Tyler and Max Levy
 - c. Manager Retirement – Pat Scheidel
6. **READING FILE**
 - a. Memo from Lauren Morrisseau about Correction to Grand List
 - b. Letter from Vermont Land Trust about Whitcomb Farm
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.

APPLICATION FORM

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

1.	Firm name	Randi Frank Consulting, LLC
	Address	7700 Hoover Way, Louisville, KY 40219 (branch office 61 North Plains Industrial Rd Box 134 Wallingford, CT 06492)
	Telephone number	203-213-3722
	Contact person(s)	Ms. Randi Frank
2.	Please provide a brief history of the firm, including the number of years in operation.	<p>Randi Frank Consulting, LLC is a Connecticut and Federally Certified Small Women Owned Business since 2000 with offices in Wallingford, CT and home office in Louisville, KY. Ms. Randi Frank is the principal and owner and only employee. Ms. Frank has over 30 years of recruiting experience at the municipal level including para-professional, professionals, and department heads and over 16 years of executive search experience including Town/City Manager searches. Ms. Frank has also served as a subcontractor to Slavin Management Consultants in numerous recruiting projects for department heads and management personnel nationwide. Ms. Frank has conducted executive searches for Town/City/County Managers, Deputy & Police Chiefs, Finance Directors, Human Resource Directors, Development Directors, Airport Manager, etc. As you will see with the enclosed resume and client list, Ms. Frank has handled numerous recruitment projects. Listed below is a sample of executive searches completed by Randi Frank Consulting, LLC:</p> <ul style="list-style-type: none"> • CT Office of State Treasurer- Assistant Treasurer for Debt Management Position • University of Connecticut – Architectural and Engineering Services Department for the Director of Design, Engineering & Technical Support and the Director of Planning & Project Development, Director of Environmental Health & Safety • City of Hartford, CT -Human Resource Director & Director of Development 2012 • Finance Director – Town of Brookfield, CT and Town of Bloomfield, CT 2012 • Police Chief – Town of Bloomfield 2011, Town of Milford and City of Bridgeport, CT 2010, Town of Trumbull, 2014 • City Manager – City of Worcester, MA 2014(Bob Slavin assisted) • Naugatuck Valley Council of Governments – Executive Director – 2014 • Southeastern Regional Planning & Eco. Dev. District, MA–Executive Director -2015

East Coast Executive Searches – Assisted Bob Slavin

- City Manager – City of Newark, DE (Univ. of Delaware) 2009 & 2012
- Prince William County – County Executive & Human Resources Dir. 2010-11
- Police Chief 2016 & Fire Chief 2017– Fort Myers, FL (assisted Bob Slavin)

Town Manager Searches

- City of Norwich, CT – City Manager Position (Bob Slavin assisted) 2007
- Town of East Hampton, CT – Town Manager Position 2008
- Town of Windham, CT – Town Manager Position (Bob Slavin assisted) 2009
- Town of Mansfield, MA – Town Manager (assisted Bob Slavin) 2009
- Town of Bloomfield, CT – Town Manager Position (Bob Slavin assisted) 2013
- Town of Groton, CT – Town Manager Position (Bob Slavin is assisting) 2017 included separate subdivisions in Town – City of Groton & Groton Long Point
- Town of Granby, CT – Town Manager Position – (Lee Erdman and Bob Slavin assisted) 2017

Slavin Management Consultants is an independent management-consulting firm formed in 1986 and incorporated in the State of Georgia. They operate nationwide from the home office near Atlanta, Georgia. Mr. Robert E. Slavin is the principal and only stockholder of the firm and will serve as partner for this project in addition to Ms. Randi Frank. Slavin Management Consultants has three employees and six regional managers (independent consultants) who assist with projects on an as needed basis. Mr. Slavin has conducted or assisted in the conduct of more than 800 successful executive searches throughout his career, which started in 1967. Slavin Management Consultants provides exceptionally high-quality consulting services to state and local government, health care providers, transit authorities, utilities, special districts and private sector clients. Mr. Slavin specializes in the recruitment of Chief Executive Officers and high-level department heads. He has conducted more than 300 Town/City Manager recruitments over his career.

In addition, the list below is a sample of recent City/Town/County Manager executive searches conducted by Slavin Management Consultants in recent years:

City Manager – City of Golden, CO 2015

City Manager – City of Mount Dora, FL 2015

Chief Administrative Officer – Plantation, FL 2015

City Manager – City of Powder Springs, GA 2015

City Manager - City of Dunwoody, GA 2014

City Manager - City of Myrtle Beach, South Carolina 2014

City Manager - City of Portage, Michigan 2014

City Manager - City of Loveland, Ohio 2014

City Manager -City of Englewood, Colorado 2014

County Administrator - Unified Gov. Wyandotte County / Kansas City, Kansas 2014

		<p>Deputy City Manager/Chief Operating Officer - City of Fort Collins, Colorado 2014 City Manager - Bay City, Michigan 2013 City Administrator - City of Branson, Missouri 2013 County Manager - Adams County, Colorado 2013 City Administrator - City of Carlisle, Iowa 2013</p> <p>Additional information about the firm can be found in the full proposal.</p>
3.	<p>Please list recent recruitments conducted and provide 3 to 5 references.</p>	<p>Town of Granby Executive Search of Town Manager 2017 First Selectman – Scott Kuhnly – 860-508-4981 Kuhnly@granby-ct.gov</p> <p>Town of Groton Executive Search of Town Manager 2017 HR Director – Robert Zagami 860-460-8782 rzagami@groton-ct.gov</p> <p>Southeastern Regional Planning & Economic Development District Executive Search of Executive Director 2016 Chair – Jonathan Henry – 508-245-9093 dpaiva@marionma.gov Or – Lori Miller – lorrMiller412@gmail.com</p> <p>Naugatuck Valley Council of Government Executive Search of Executive Director ededleson@charter.net 2015 Co-Chair, Past First Selectman Southbury - Ed Edelson-203-262-0647</p> <p>Town of Trumbull Executive Search of Police Chief 2015 James Haselkamp –HR Dir jhaselkamp@trumbull-ct.gov (203) 452-5040 Mayor/First Selectman –Timothy Herbst 203-452-5005</p> <p>City of Bridgeport, CT (Partner with Slavin Management Consultants) Exec. Search of Police Chief & Asst. Police Chief & Airport Mgr. 2009-13 David Dunn – HR Director- 203-576-7107 - david.dunn@bridgeportct.gov</p>

		<p>Town of Bloomfield (Partner with Slavin Management Consultants) Executive Search of Town Manager 2013 Mayor Sydney Schulman -860-558-5653 Sschulman@bloomfieldct.org HR Director – Cindy Coville – 860-769-3544 ccoville@Bloomfieldct.org</p> <p>Town of New Milford Executive Search of Police Chief 2010 Past Human Resources Director – Alan Chapin achapin1124@gmail.com 203-312-3495</p> <p>Town of Windham (Partner with Slavin Management Consultants) Recruitment of Town Manager 2009 Mayor Ernest Eldridge -860-465-3009 eeldridge@windhamct.com</p> <p>City of Norwich, CT (RFC Contractor-Partner with Slavin Management Consultants) Recruitment of City Manager (\$100,000 - \$125,000) 2008 Contact: Alan Bergren, Past City Manager 860-822-1160 ahbboss@yahoo.com</p> <p>Additional references can be found in the full proposal.</p>
4.	<p>Please provide a detailed plan and schedule of how the firm will conduct the selection process.</p>	<p>WORK PLAN AND METHODOLOGIES:</p> <p>It is our understanding that the Town of Essex/Village of Essex Junction, CT is interested in identifying outstanding candidates to fill the Municipal Manager position due to the upcoming retirement of the long time municipal manager. Randi Frank Consulting, LLC and Slavin Management Consultants will assist the Town/Village in achieving this objective. We will accomplish this by:</p>

		<p>A. Assisting the Town Selectboard, Village Trustees, staff and stakeholders to produce a comprehensive position profile and reach agreement about the expectations and competencies concerning the ideal candidate. Including meeting with various staff and community groups to learn as much about the Town/Village as possible and their recommendations for the new Municipal Manager.</p> <p>B. Seeking out and encouraging top-level qualified people to apply who would otherwise be reluctant to respond to advertising.</p> <p>C. Saving the staff considerable time in establishing a position profile and job description and salary range if needed. The position profile is presented in a brochure form that can assist in recruiting high quality candidates while promoting the Town of Essex/Village of Essex Junction. See attached examples of position profiles.</p> <p>D. Reviewing resumes/applications to ensure candidates meet minimum qualifications.</p> <p>E. Complying with appropriate personnel regulations and guidelines.</p> <p>F. Independently and objectively assessing the qualifications and suitability of candidates for the position. This is done through various methods including telephone interviews, questionnaires, and one-on-one interviews as desired by the Town/Village. Conducting reference and background checks on top candidates</p> <p>G. Preserving the confidentiality of inquiries to the degree possible under regulations</p> <p>H. Assisting the Town Selectboard, Village Trustees and/or appointed contact with the various interview processes</p> <p>I. Assisting the Town Selectboard and Village Trustees in reaching a final decision and in negotiating a compensation package with the successful candidate.</p> <p>J. Assisting the Town/Village in establishing criteria for evaluating the new Municipal Manager's performance.</p> <p>K. Keeping the Town Selectboard, Village Trustees, and stakeholders, as desired closely involved in key decisions and informed of our progress with the search.</p> <p>Please see full proposal for the Time Table</p>
5.	<p>Please identify the specific services that will be provided (i.e. candidate screening process, background checks, reference checks, etc.).</p>	<p>We recommend a five-step search process as follows:</p> <ol style="list-style-type: none"> 1. Define job qualifications and requirements for the positions through a "Recruitment Profile"

2. Identify and recruit qualified candidates
3. Evaluate prospective candidates
4. Make recommendations, help with selection & interview process and facilitate employment.
5. Establish evaluation criteria and follow-up.

Each step of this process is described below:

1. Define Position Profile

We will meet with the Town Selectboard, Village Trustees, Administration, community groups, Boards and Commissions, appropriate staff, citizens and stakeholders as directed to learn the Town/Village's needs, focus and requirements such as experience, education and training as well as preferred administrative style and personal traits. We gather this information from the appropriate parties listed above through one-on-one interviews, group interviews or focus groups. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process at the Town/Village offices to gather additional information about the Town of Essex/Village of Essex Junction and to learn the unique challenges of the job and the general environment within which the position functions. Some of the questions we will ask during this process will deal with the following issues:

- Organizational Characteristics – population served, services provided, budget, financial condition, bond rating, number of employees, labor organizations, issues/problems/opportunities
- Position responsibilities and limitations
- Issues and Opportunities for the new Municipal Manager
- Candidate Qualifications – Amount and type of experience, education, areas of special expertise
- Management Style with governing body, subordinates, other departments, media, etc.
- Personal Characteristics
- Pay and Benefits

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Town Selectboard, Village Trustees or other appointed contact to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the State, Region, Town/Village, major issues to be faced, the position and the selection criteria established. The profile along with the advertisement will provide the name of the consultant as the contact and place for resumes and letters of interest. Additional profiles can be found on our websites.

2. Identify Qualified Candidates

We will review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications; we do this only after we know your requirements. Although the above process is valuable, we will rely most heavily on our recruitment efforts through professional organizations and reaching out to similar Towns and the City/Town Management Associations in various states. We also reach out to various affiliate groups within the Municipal Management Community such as: Woman Leading Government (WLG), National Association of County Administrators (NACA), Engaging Local Government Leaders (ELGL), American Society of Public Administrators (ASPA), National Forum of Black Public Administrators (NFBPA), and International Hispanic Network (IHN) as appropriate and as directed by the Town/Village. Our contacts and experience in the field will lead us to promising candidates. In other words, through “networking” we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. We will also contact appropriate agencies, City/Town Managers and professional organizations (International City/County Management Association-ICMA) that may know of qualified candidates. Promoting your position to small County governments may be helpful since they also work closely on shared services with their Towns and Villages within the County government.

Based on discussion with the Town/Village, we will place advertisements if necessary in appropriate newspapers, web sites, and specialty publications to encourage applicants to apply. We recommend a minimum advertisement with ICMA and will notify at least the New England Chapters of ICMA such as New Hampshire, Vermont, Maine, Rhode Island Massachusetts and Connecticut which have active chapters (however we recommend searching nationwide and we usually contact all State ICMA Chapters). We also suggest advertising with the Massachusetts Municipal Association which has a very low cost for advertising in New England. We acknowledge all resumes received and thoroughly screen all potential candidates.

3. Evaluate Prospective Candidates

Criteria for the preliminary screening will be contained in the approved “Recruitment Profile.” It may include such items as education, technical knowledge, experience, accomplishments, administrative style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the “Recruitment Profile.”

We request that all candidates who meet the minimum qualifications provide us, in writing, substantial information about their accomplishments and their administrative style. This information is gathered by having top candidates respond to a supplemental questionnaire about their administrative style, special issues as they relate to the Town of Essex/Village of Essex Junction, etc. In addition, we will speak by phone or skype with these qualified candidates to gather additional information that may be relevant to the Town of Essex/Village of Essex Junction. We interpret these instruments for the Town and develop a semifinalist candidate list.

We will then meet with the Town Selectboard and Village Trustees to provide a progress report (one of two search reports that we provide) on the semifinalist candidate list. This progress report will have all the information we have collected about each of the semifinalist candidates as indicated above. These individuals will be top prospects who clearly meet the Town's specifications for the position. With the guidance from the Town, we will narrow the semifinalist candidate group based on refined criteria. During this meeting, we will learn the Town's expectations concerning the interview process and interview questions that we will write as well as the candidate rating and scoring process. See below for the details of this process. The final list of candidates with details about their experience and background and our interviews will be in the final report (second of two search reports) along with the interview questions and interview process for the Town of Essex/Village of Essex Junction. The search reports will have resumes, cover letters, questionnaire responses, excel sheet summary of all the candidates in the report, outline of information gathered during telephone/skype interviews, google search materials if desired, and reference and background information as requested. The Reports are similar to this Proposal in that it is a bound report.

4. Selection and Employment

We will conduct a second telephone interview of those semifinalist candidates whom the Town/Village has the greatest interest in to determine proper "fit" which is as important as technical ability. We assess both. If requested by and with Town/Village's approval, to better assess candidates' administrative style and interpersonal characteristic, we will personally interview each candidate in his or her present work location. We will closely examine each candidate's experience, qualifications, achievements, administrative style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements. As an alternative, we can assist the members of the Town Selectboard and Village Trustees with site visits of the top candidates as requested. We will present a minimum of five finalists.

We conduct in-depth background checks on those individuals who continue to display their overall suitability for the position. Included are detailed and extensive reference checks, which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate for many references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. These types of reference checks can also be conducted before and after interviews with the Town/Village to meet deadlines (however we recommend they be done before interview with the Town Selectboard and Village Trustees. We can do some of the reference work for the semi-finalist list also as time permits).

As part of our evaluation/background check process we conduct: credit, civil and criminal history and driving record checks in accordance with applicable laws (past 7 years) and we verify undergraduate or other college degrees. The Third-Party Firm used for backgrounds is up-to-date with all fair credit reporting regulations.

We will then meet with the Town Selectboard and Village Trustees as required presenting a group of well-qualified finalist candidates for interviews. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the Town/Village Officials that should produce the final selection decision.

Our final report will be presented in a meeting with the Town/Village. This written report is a comprehensive document. It contains our final list of candidate recommendations; details about the search; summary of all candidates listed (in excel format for quick reference), interview tips and interview questions; sample rating sheets, ranking forms and tabulations sheets; and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule and our recommendation concerning timing, sequencing, location, setting, format for conducting interviews. There are various formats for the interview process that can be offered for the Town/Village's approval (such as: group meetings, community meetings, staff meetings, meet & greet, one-on one with elected officials and full Town Selectboard and Village Trustees interviews). The report contains comprehensive information about each recommended candidate, an evaluation of the candidate's experience compared with the criteria established by the Town/Village (i.e. responses to questionnaire), a summary of references comments and background information received to date and a statement from the consultant based on the one-on-one interviews prepared about each finalist candidate if requested. Present compensation is also provided for each recommended candidate.

We will arrange schedules for top candidate interviews with the Town/Village and will coordinate

the entire process with the Town.

We will provide information about trends in employment, compensation, employment contracts and agreements, relocation expenses, appropriate roles for spouses, receptions, etc. Once a final candidate is selected we will assist with the employment negotiations if requested.

We will properly handle all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working with the Town/Village and that any public statement would come from the Town/Village Officials directly. Under no conditions will we release information to the media unless specifically directed by the Town/Village to do so.

Finally, we will notify all unsuccessful candidates who were not recommended for an interview with the Town/Village of the final decision reached. We will also notify unsuccessful candidates who did interview with the Town/Village.

Randi Frank Consulting, LLC and Slavin Management Consulting are an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, age, religion, creed, color, sex, disability, sexual preference or national origin, in accordance with all appropriate laws. A sample of diverse candidates recruited can be found in Section 3.

5. Evaluation Criteria

Once the new Municipal Manager has been on board for 30-90 days or so, we will conduct a session with the Town Selectboard and Village Trustees and with the new Municipal Manager to establish mutual performance criteria and goals for the position, if desired

We will follow-up with the Town/Village and the new Municipal Manager during the first year and assist in making any adjustments that may be necessary, if desired

We will keep the Town Selectboard, Village Trustees and any staff appointed to assist with this project informed and involved in decisions and the search process at all times.

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>Information regarding average tenure of past candidates – that would be from 5-10 years on the average – we have provided some examples of tenure on Page 31-34 of full proposal and can provide additional examples if needed.</p> <p>Information regarding replacement services is listed below: Guarantees</p> <ul style="list-style-type: none"> • We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue the work until the Town/Village is satisfied with the candidates and a satisfactory candidate is selected and accepts employment • We guarantee our work and will redo the search if the position is vacated, for any reason, within one year of the employment date of a candidate selected by the Town through our efforts at no cost for consultant’s time, just expenses.
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>PROPOSAL COST Town of Essex/Village of Essex Junction Executive Search – Municipal Manager</p> <p>Fee: \$15,000 (Includes printing of Profile, Reports & reference checks for up to 8 candidates and all steps described)</p> <p>Additional Expenses:</p> <ul style="list-style-type: none"> • Actual Travel expenses of consultants not to exceed 50 % of the fee or \$7,500. All efforts are made to find reasonable rates for travel expenses.

		<ul style="list-style-type: none"> • Actual Cost of Advertising (\$1000-\$1500) • One-on-one interview at candidate’s location by SMC or RFC would be actual travel costs. These costs will be part of the \$7500 listed above unless there is a request for more than 3 candidate visits (then cost may be extra) • Cost of Candidates Travel to Vermont <p>The set fee is listed above for the executive search services described in this proposal. Fee will not exceed amount listed even if we exceed estimated hours. Fee schedule payment – 30% at contract signing; 30 % second month, 30% third month and 10% when candidate starts position. Additional expenses are listed above and will be billed as needed.</p> <p>Maximum cost would be \$24,000 (\$15000 + \$1500 +\$7500) with one-on-one interviews at Candidates location if there are 3 candidates or less visits requested.</p> <p>However, cost will be less if advertising is not as expensive or number of trips made by Bob Slavin are reduced.</p> <p>Recommended Cost if Bob Slavin only makes one trip to VT at a cost of \$1300 and all other contact is via conference call. However, Bob Slavin will still be 100% involved in all aspect of the search. Ms. Frank’s cost for 3 trips would be about \$3500 and the advertising is less than expected the maximum cost would be \$20,685 (\$15,000 + \$885 advertisement + \$4,800 Travel) without one-on-one interviews at candidate’s location.</p> <p>Alternative Recommended Cost If Mr. Erdmann handles one trip for Ms. Frank then the cost could be \$20,100, without one-on-one interviews at candidate’s location.</p> <p>See page 55 of full proposal</p>
8.	<p>Please provide a statement of what qualifications distinguish your firm from other recruitment companies.</p>	<p>We will provide a process for the Town/Village and the New Manager to develop goals that can be used as a performance evaluation process. We do this about 30-90 days after initial start date of new</p>

		<p>manager.</p> <p>We also provide hands on service for every step of the process and have even drafted press releases about the new Municipal Manager.</p> <p>We spend a lot of time getting to know your community to find the right fit and we keep the Town officials informed of our efforts including number of contacts made as part of the recruitment process.</p> <p>We spend a lot of time getting to know each top candidate and keep them informed about the process and always describe the positives and negatives so they understand all aspects of the position in your community. We receive a number of thank you notes from candidate for our professionalism and information even if they were not chosen as the new manager.</p>
9.	<p>Please note any other information you feel is relevant to the process of selecting a recruitment firm.</p>	<p>This full proposal in addition to the bid form show the high quality of our team, the extensive experience in municipal government and guarantee to continue until community is satisfied. We do not have a list of candidates waiting for your announcement, we start from scratch to understand your needs then recruit through our network to find the right fit and advertise and recruit with professional association, women and minority groups as needed. Please also not that we have never recruited for a municipal manager that worked for two boards but we did conduct a search of a Town Manager for the Town of Groton, CT which had subdivisions (City of Groton & Groton Long Point) which received budgeted funds from the Town. Therefore, we have an understanding of consolidated governments. We also conducted a Town Manager search for the Town of Windham which had a separate subdivision of Willimantic that provide full time Police & Fire, while State Police and Volunteer Fire provided services for the rest of the Town.</p>



**Town of Essex/Village of Essex Junction
Municipal Manager
Executive Search Services**

Randi Frank Consulting, LLC
203-213-3722
randi@randifrank.com
www.randifrank.com

Providing professional management consulting services
to maximize productivity and efficiency.

Executive Search/Recruiting Services - Classification & Compensation
Project & Grant Management
Organizational Reviews - Risk Management – Purchasing – Human Resources

**Town Manager's Office
Town of Essex/Village of Essex Junction
81 Main Street
Essex Junction, VT 05452**

**Town of Essex/Village of Essex Junction
Municipal Manager
Executive Search Services**

Proposal By:

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Randi Frank Consulting, LLC
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Deadline – August 4, 2017

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Section 1

**COVER LETTER
WORK PLAN/
METHODOLOGY
DELIVERABLES
STAFFING**



MANAGEMENT & HUMAN
RESOURCES CONSULTING
(203) 213-3707
randi@randifrank.com
www.randifrank.com

Executive Search Services
Organizational Studies
Human Resources
Risk Management
Purchasing

July28, 2017

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

RE: RFP –Municipal Manager– Executive Search Services

Dear Town Selectboard & Village Trustees;

This letter and attached documents are a response to your request for executive search services for the position of Municipal Manager for the Town of Essex/Village of Essex Junction, Vermont. Ms. Randi Frank of Randi Frank Consulting, LLC and Robert Slavin of Slavin Management Consultants will serve as partners for the project. The Contract would be with Randi Frank Consulting, LLC and Ms. Frank will pay Slavin Management so the Municipality has one contract, but receives professional services from both consultants. Ms. Frank and Mr. Slavin have worked as partners on many executive searches and either one is authorized to make representations for the Firm

We have created this partnership to provide the Town of Essex/Village of Essex Junction with the best services combining Robert Slavin's extensive national experience and Randi Frank's extensive experience in New England. Also, available for this project will be professional consultants and staff assistants from Slavin Management Consultants including David Krings, Paul Wenbert of Slavin Management and Bernadette Welch, Past HR Director and Lee Erdmann Past Town/City Manager with Randi Frank Consulting to assist with recruitment efforts. Additional information is provided throughout this document

Identification Information:

Ms. Randi Frank
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Wallingford, CT 06492
& Louisville, KY 40219
Tel: 203-213-3722
Email: randi@randifrank.com
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Slavin Management Consultants
3040 Holcomb Bridge Rd., Suite A1
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Email: slavin@bellsouth.net
www.slavinmanagementconsultants.com

Company Overview:

Randi Frank Consulting, LLC is a Connecticut and Federally Certified Small Women Owned Business since 2000 with offices in Wallingford, CT and home office in Louisville, KY. Ms. Randi Frank is the principal and owner and only employee. Ms. Frank has over 30 years of recruiting experience at the municipal level including para-professional, professionals, and department heads and over 16 years of executive search experience including Town/City Manager searches. Ms. Frank has also served as a subcontractor to Slavin Management Consultants in numerous recruiting projects for department heads and management personnel nationwide. Ms. Frank has conducted executive searches for Town/City/County Managers, Deputy & Police Chiefs, Finance Directors, Human Resource Directors, Development Directors, Airport Manager, etc. As you will see with the enclosed resume and client list, Ms. Frank has handled numerous recruitment projects. Listed below is a sample of executive searches completed by Randi Frank Consulting, LLC:

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- Police Chief – Town of Bloomfield 2011, Town of Milford and City of Bridgeport, CT 2010, Town of Trumbull, 2014
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- Town of Granby, CT – Town Manager Position – (Lee Erdman and Bob Slavin assisted) 2017

Slavin Management Consultants is an independent management-consulting firm formed in 1986 and incorporated in the State of Georgia. They operate nationwide from the home office near Atlanta, Georgia. Mr. Robert E. Slavin is the principal and only stockholder of

the firm and will serve as partner for this project in addition to Ms. Randi Frank. Slavin Management Consultants has three employees and six regional managers (independent consultants) who assist with projects on an as needed basis. Mr. Slavin has conducted or assisted in the conduct of more than 800 successful executive searches throughout his career, which started in 1967. Slavin Management Consultants provides exceptionally high-quality consulting services to state and local government, health care providers, transit authorities, utilities, special districts and private sector clients. Mr. Slavin specializes in the recruitment of Chief Executive Officers and high-level department heads. He has conducted more than 300 Town/City Manager recruitments over his career. (Listed in the reference and background section are contacts for Town/City Manager executive searches completed and a sample list of Town/City Manager searches conducted).

In addition, the list below is a sample of recent City/Town/County Manager executive searches conducted by Slavin Management Consultants in recent years:

City Manager – City of Golden, CO 2015
City Manager – City of Mount Dora, FL 2015
Chief Administrative Officer – Plantation, FL 2015
City Manager – City of Powder Springs, GA 2015
City Manager - City of Dunwoody, GA 2014
City Manager - City of Myrtle Beach, South Carolina 2014
City Manager - City of Portage, Michigan 2014
City Manager - City of Loveland, Ohio 2014
City Manager -City of Englewood, Colorado 2014
County Administrator - Unified Gov. Wyandotte County / Kansas City, Kansas 2014
Deputy City Manager/Chief Operating Officer - City of Fort Collins, Colorado 2014
City Manager - Bay City, Michigan 2013
City Administrator - City of Branson, Missouri 2013
County Manager - Adams County, Colorado 2013
City Administrator - City of Carlisle, Iowa 2013

Committed Staff for this Project –Qualification of Key Staff:

Ms. Randi Frank and Mr. Robert Slavin will serve as the key consultants and contacts for this project. Ms. Frank has offices in CT and KY and may be available on shorter notice if required. If Mr. Slavin is not available to fly in when requested, then he will most likely be available through conference call. Slavin Management Consultants also has additional professional staff that can assist with executive searches if needed. Resumes for other key staff are included in this proposal. Ms. Frank and Mr. Slavin will handle all tasks identified while additional staff is available if needed to assist in contacting and recruiting and preliminary interviews of potential candidates. Ms. Bernadette Welch and Mr. Lee Erdman will be available to assist if needed from their CT offices and assist with the recruitment efforts or reference work. See resumes attached in Section 2 & 3.

Public Search Experience:

- As stated above Mr. Slavin has conducted over 300 Town/City Manager Searches during his career. Most recent Town/City Managers Searches are listed above
- Ms. Frank has over 30 years of recruiting experience in the public sector, most of it in New England. All executive searches conducted by Ms. Frank are listed in the Background Section of this proposal, about 50 executive searches.

We believe Ms. Frank's experience in and knowledge of New England and recruiting combined with Mr. Slavin's extensive nationwide experience with Town/City Manager recruitments will provide the Town of Essex/Village of Essex Junction with high quality hands on personal service to meet your specific needs. We are very willing to adjust or suggest alternatives methods for recruitment, which will be more suitable to the Town/Village's specific requirements.

Respondent Acknowledgement:

We acknowledge that the firm agrees to be bound by all terms and conditions of the RFP (including insurance certificate which is available upon request) and affirm that all the information contained in this proposal is true and accurately portrays all aspect of the executive search services to be provided.

We affirm that Randi Frank Consulting, LLC and Slavin Management Consultants have never been barred from any government contracts.

Responses to Proposal Requirement

1. Contact & firm information – this letter
2. Brief history of firm – this letter
3. List of recent recruitments conducted & references– this letter and Reference Section
4. Detailed plan and schedule of how the firm will conduct the selection process – See Page 9-16 and page 54 for time table
5. Specific services to be provided – See Page 9-16.
6. Information regarding average tenure of past candidates – that would be from 5-10 years on the average – we have provided some examples of tenure on Page 31-34 and can provide additional examples if needed. Information regarding replacement services – see page 14 for guarantee section
7. Detailed fee schedule – See page 55
8. Distinguishing qualifications – We will provide a process for the Town/Village and the New Manager to develop goals that can be used as a performance evaluation process. We do this about 30-90 days after initial start date of new manager. We also provide hands on service for every step of the process and have even drafted press releases about the new Municipal Manager.
9. Any other information relevant to the recruitment firm – This full document in addition to the bid form show the high quality of our team, the extensive

experience in municipal government and guarantee to continue until community is satisfied. We do not have a list of candidates waiting for your announcement, we start from scratch to understand your needs then recruit through our network to find the right fit and advertise and recruit with professional association, women and minority groups as needed. Please also not that we have never recruited for a municipal manager that worked for two boards but we did conduct a search of a Town Manager for the Town of Groton, CT which had subdivisions (City of Groton & Groton Long Point) which received budgeted funds from the Town. Therefore, we have an understanding of consolidated governments. We also conducted a Town Manager search for the Town of Windham which had a separate subdivision of Willimantic that provide full time Police & Fire, while State Police and Volunteer Fire provided services for the rest of the Town.

Town's Responsibilities:

We will ask the Town/Village to assign a designated contact for the consultants and provide contact information for the Town Selectboard and Village Trustees as well as stakeholders that should be contacted. The Town/Village will need to provide conference rooms for meetings and assist with scheduling interview locations, etc. The consultants will also need such documents as employee benefits, budgets, charter and other important documents that describe the Town and pictures (many of which are currently on Town's web site).

This proposal includes:

- Response to Proposal – Work Plan/Methodology, Deliverables
- Background and experience of Randi Frank Consulting, LLC including client/project list and resume. Resume of Bernadette Welch & Lee Erdmann
- Background and experience of Slavin Management Consultants including client list, EEO Statement/form, Women and Minority Placements. Plus, resumes of David Krings and Paul Wenbert.
- References, Sample Position Profiles,
- Time Table, Fee Proposal
- Town Bid fillable form

Feel free to contact me if you have any questions about our proposal. We are also willing to meet with you to discuss this proposal in more detail.

Sincerely,

Ms. Randi Frank
Managing Member

WORK PLAN AND METHODOLOGIES:

It is our understanding that the Town of Essex/Village of Essex Junction, CT is interested in identifying outstanding candidates to fill the Municipal Manager position due to the upcoming retirement of the long time municipal manager. Randi Frank Consulting, LLC and Slavin Management Consultants will assist the Town/Village in achieving this objective. We will accomplish this by:

- A. Assisting the Town Selectboard, Village Trustees, staff and stakeholders to produce a comprehensive position profile and reach agreement about the expectations and competencies concerning the ideal candidate. Including meeting with various staff and community groups to learn as much about the Town/Village as possible and their recommendations for the new Municipal Manager.
- B. Seeking out and encouraging top-level qualified people to apply who would otherwise be reluctant to respond to advertising.
- C. Saving the staff considerable time in establishing a position profile and job description and salary range if needed. The position profile is presented in a brochure form that can assist in recruiting high quality candidates while promoting the Town of Essex/Village of Essex Junction. See attached examples of position profiles.
- D. Reviewing resumes/applications to ensure candidates meet minimum qualifications.
- E. Complying with appropriate personnel regulations and guidelines.
- F. Independently and objectively assessing the qualifications and suitability of candidates for the position. This is done through various methods including telephone interviews, questionnaires, and one-on-one interviews as desired by the Town/Village. Conducting reference and background checks on top candidates
- G. Preserving the confidentiality of inquiries to the degree possible under regulations
- H. Assisting the Town Selectboard, Village Trustees and/or appointed contact with the various interview processes
- I. Assisting the Town Selectboard and Village Trustees in reaching a final decision and in negotiating a compensation package with the successful candidate.
- J. Assisting the Town/Village in establishing criteria for evaluating the new Municipal Manager's performance.
- K. Keeping the Town Selectboard, Village Trustees, and stakeholders, as desired closely involved in key decisions and informed of our progress with the search.

We recommend a five-step search process as follows:

- 1. Define job qualifications and requirements for the positions through a "Recruitment Profile"
- 2. Identify and recruit qualified candidates
- 3. Evaluate prospective candidates
- 4. Make recommendations, help with selection & interview process and facilitate employment.
- 5. Establish evaluation criteria and follow-up.

Each step of this process is described below:

1. Define Position Profile

We will meet with the Town Selectboard, Village Trustees, Administration, community groups, Boards and Commissions, appropriate staff, citizens and stakeholders as directed to learn the Town/Village's needs, focus and requirements such as experience, education and training as well as preferred administrative style and personal traits. We gather this information from the appropriate parties listed above through one-on-one interviews, group interviews or focus groups. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process at the Town/Village offices to gather additional information about the Town of Essex/Village of Essex Junction and to learn the unique challenges of the job and the general environment within which the position functions. Some of the questions we will ask during this process will deal with the following issues:

- Organizational Characteristics – population served, services provided, budget, financial condition, bond rating, number of employees, labor organizations, issues/problems/opportunities
- Position responsibilities and limitations
- Issues and Opportunities for the new Municipal Manager
- Candidate Qualifications – Amount and type of experience, education, areas of special expertise
- Management Style with governing body, subordinates, other departments, media, etc.
- Personal Characteristics
- Pay and Benefits

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Town Selectboard, Village Trustees or other appointed contact to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the State, Region, Town/Village, major issues to be faced, the position and the selection criteria established. The profile along with the advertisement will provide the name of the consultant as the contact and place for resumes and letters of interest. Additional profiles can be found on our websites.

2. Identify Qualified Candidates

We will review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications; we do this only after we know your requirements. Although the above process is valuable, we will rely most heavily on our recruitment efforts through professional organizations and reaching out to similar Towns and the City/Town Management Associations in various states. We also reach out to various affiliate groups within the Municipal Management Community such as: Woman Leading Government (WLG), National Association of County Administrators

(NACA), Engaging Local Government Leaders (ELGL), American Society of Public Administrators (ASPA), National Forum of Black Public Administrators (NFBPA), and International Hispanic Network (IHN) as appropriate and as directed by the Town/Village. Our contacts and experience in the field will lead us to promising candidates. In other words, through “networking” we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. We will also contact appropriate agencies, City/Town Managers and professional organizations (International City/County Management Association-ICMA) that may know of qualified candidates. Promoting your position to small County governments may be helpful since they also work closely on shared services with their Towns and Villages within the County government.

Based on discussion with the Town/Village, we will place advertisements if necessary in appropriate newspapers, web sites, and specialty publications to encourage applicants to apply. We recommend a minimum advertisement with ICMA and will notify at least the New England Chapters of ICMA such as New Hampshire, Vermont, Maine, Rhode Island Massachusetts and Connecticut which have active chapters (however we recommend searching nationwide and we usually contact all State ICMA Chapters). We also suggest advertising with the Massachusetts Municipal Association which has a very low cost for advertising in New England. We acknowledge all resumes received and thoroughly screen all potential candidates.

3. Evaluate Prospective Candidates

Criteria for the preliminary screening will be contained in the approved “Recruitment Profile.” It may include such items as education, technical knowledge, experience, accomplishments, administrative style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the “Recruitment Profile.”

We request that all candidates who meet the minimum qualifications provide us, in writing, substantial information about their accomplishments and their administrative style. This information is gathered by having top candidates respond to a supplemental questionnaire about their administrative style, special issues as they relate to the Town of Essex/Village of Essex Junction, etc. In addition, we will speak by phone or skype with these qualified candidates to gather additional information that may be relevant to the Town of Essex/Village of Essex Junction. We interpret these instruments for the Town and develop a semifinalist candidate list.

We will then meet with the Town Selectboard and Village Trustees to provide a progress report (one of two search reports that we provide) on the semifinalist candidate list. This progress report will have all the information we have collected about each of the semifinalist candidates as indicated above. These individuals will be top prospects who clearly meet the Town’s specifications for the position. With the guidance from the

Town, we will narrow the semifinalist candidate group based on refined criteria. During this meeting, we will learn the Town's expectations concerning the interview process and interview questions that we will write as well as the candidate rating and scoring process. See below for the details of this process. The final list of candidates with details about their experience and background and our interviews will be in the final report (second of two search reports) along with the interview questions and interview process for the Town of Essex/Village of Essex Junction. The search reports will have resumes, cover letters, questionnaire responses, excel sheet summary of all the candidates in the report, outline of information gathered during telephone/skype interviews, google search materials if desired, and reference and background information as requested. The Reports are similar to this Proposal in that it is a bound report.

4. Selection and Employment

We will conduct a second telephone interview of those semifinalist candidates whom the Town/Village has the greatest interest in to determine proper "fit" which is as important as technical ability. We assess both. If requested by and with Town/Village's approval, to better assess candidates' administrative style and interpersonal characteristic, we will personally interview each candidate in his or her present work location. We will closely examine each candidate's experience, qualifications, achievements, administrative style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements. As an alternative, we can assist the members of the Town Selectboard and Village Trustees with site visits of the top candidates as requested. We will present a minimum of five finalists.

We conduct in-depth background checks on those individuals who continue to display their overall suitability for the position. Included are detailed and extensive reference checks, which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate for many references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. These types of reference checks can also be conducted before and after interviews with the Town/Village to meet deadlines (however we recommend they be done before interview with the Town Selectboard and Village Trustees. We can do some of the reference work for the semifinalist list also as time permits).

As part of our evaluation/background check process we conduct: credit, civil and criminal history and driving record checks in accordance with applicable laws (past 7 years) and we verify undergraduate or other college degrees. The Third-Party Firm used for backgrounds is up-to-date with all fair credit reporting regulations.

We will then meet with the Town Selectboard and Village Trustees as required presenting a group of well-qualified finalist candidates for interviews. These final candidates will not be ranked because, at this point, they will all be qualified and it will

then be a matter of chemistry between the candidates and the Town/Village Officials that should produce the final selection decision.

Our final report will be presented in a meeting with the Town/Village. This written report is a comprehensive document. It contains our final list of candidate recommendations; details about the search; summary of all candidates listed (in excel format for quick reference), interview tips and interview questions; sample rating sheets, ranking forms and tabulations sheets; and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule and our recommendation concerning timing, sequencing, location, setting, format for conducting interviews. There are various formats for the interview process that can be offered for the Town/Village's approval (such as: group meetings, community meetings, staff meetings, meet & greet, one-on one with elected officials and full Town Selectboard and Village Trustees interviews). The report contains comprehensive information about each recommended candidate, an evaluation of the candidate's experience compared with the criteria established by the Town/Village (i.e. responses to questionnaire), a summary of references comments and background information received to date and a statement from the consultant based on the one-on-one interviews prepared about each finalist candidate if requested. Present compensation is also provided for each recommended candidate.

We will arrange schedules for top candidate interviews with the Town/Village and will coordinate the entire process with the Town.

We will provide information about trends in employment, compensation, employment contracts and agreements, relocation expenses, appropriate roles for spouses, receptions, etc. Once a final candidate is selected we will assist with the employment negotiations if requested.

We will properly handle all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working with the Town/Village and that any public statement would come from the Town/Village Officials directly. Under no conditions will we release information to the media unless specifically directed by the Town/Village to do so.

Finally, we will notify all unsuccessful candidates who were not recommended for an interview with the Town/Village of the final decision reached. We will also notify unsuccessful candidates who did interview with the Town/Village.

Randi Frank Consulting, LLC and Slavin Management Consulting are an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, age, religion, creed, color, sex, disability, sexual preference or national origin, in accordance with all appropriate laws. A sample of diverse candidates recruited can be found in Section 3.

5. Evaluation Criteria

Once the new Municipal Manager has been on board for 30-90 days or so, we will conduct a session with the Town Selectboard and Village Trustees and with the new Municipal Manager to establish mutual performance criteria and goals for the position, if desired

We will follow-up with the Town/Village and the new Municipal Manager during the first year and assist in making any adjustments that may be necessary, if desired

We will keep the Town Selectboard, Village Trustees and any staff appointed to assist with this project informed and involved in decisions and the search process at all times.

DELIVERABLES:

Guarantees

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue the work until the Town/Village is satisfied with the candidates and a satisfactory candidate is selected and accepts employment
- We guarantee our work and will redo the search if the position is vacated, for any reason, within one year of the employment date of a candidate selected by the Town through our efforts at no cost for consultant's time, just expenses.

Contacts with Candidates by the Consultant

The number of contacts we have with each candidate can vary but a typical selection process would result in the following:

- Candidate contacts consultant after receiving notification of recruitment
- Consultant contacts candidate based on networking process
- Consultant contacts candidate to review materials received to determine if they meet the minimum qualifications
- Consultant contacts qualified candidates to complete various questionnaires or to provide more details about accomplishments and administrative style
- Consultant conducts telephone/skype interview with candidates
- Consultant contacts top candidates to let them know they are on the semi-finalist list or not
- Consultant contacts semi-finalist candidates to determine the proper fit
- Consultant contacts candidates to obtain references (get signed waiver form)
- Consultant conducts one-on-one interview of candidates, if requested
- Consultant contacts candidates to inform them if they have or have not been selected for finalist interviews and provides details of schedule for interviews

- Consultant contacts finalist candidates to inform them if they have or have not been selected as the top candidate (may have a couple of top candidates for a second interview). Work with selected candidate and Town/Village to finalize agreement.

Number of on-site meetings anticipated

The number of on-site meetings varies with the needs and desire of the Town/Village. We anticipate the following:

- Two-Three days of on-site meetings by both consultants to gather information about the Town/Village, qualifications, challenges and opportunities facing the new Municipal Manager, etc. Meet with Officials, Staff and Stakeholders as described.
- On-site/Conference Call meeting with Town/Village to review Recruitment Profile – this is usually done by email.
- On-site meeting with the Town/Village and appropriate officials to present semifinalist candidates. (Both Consultants can attend this meeting if schedules allow – Ms. Frank will absolutely be present and Mr. Slavin can be available via conference call (to save expenses.)
- On-site meeting with the Town/Village and appropriate officials to present final report with finalist candidates. This can also be delivered to the Town/Village in advance so that it can be discussed right before the interviews begin. (Both Consultants can attend this meeting if schedules allow – Ms. Frank will absolutely be present)
- On-site meeting by consultants for interview process if desired. We recommend at least Ms. Frank be present to handle logistic details

Number and types of reports/documents provided

The number of reports varies with the needs and desire of the Town/Village. We anticipate the following:

- Recruitment Profile document in draft and final form
- Draft and Final copies of advertisement
- Numerous written, verbal or email status reports of progress on project
- Semifinalist List/Progress Report as described above –Search Report #1
- Finalist Report as described above –Search Report #2
- Negotiated employment agreement between Town/Village and selected candidate, if desired
- List of Performance Goals for new Municipal Manger if desired

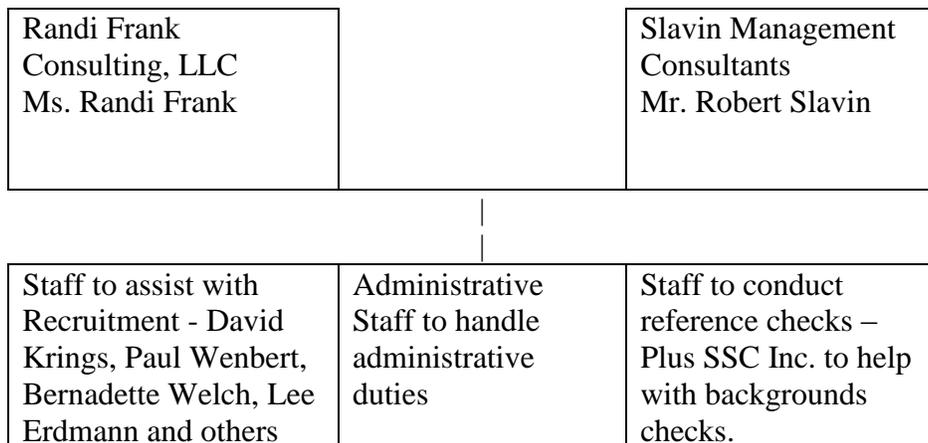
COMMITTED STAFF & PROJECT ORGANIZATION:

Both Ms. Randi Frank and Mr. Robert Slavin will be devoted to this project. Both will be actively involved in all aspects of the process as described above. Mr. Slavin's expertise with previous Municipal Manager Searches will be emphasized during the initial meetings to assist the Town/Village in defining their ideal candidate. Ms. Frank's

knowledge of New England government and recruiting experience will be used to identify candidates. Both consultants will assist with the development of the profile and review resumes providing two perspectives. Slavin Management has additional consultants who can assist with recruitment efforts if needed (David Krings and Paul Wenbert’s resumes are attached, other resumes are available if needed). Ms. Bernadette Welch and Lee Erdman will assist with all aspects of the recruitment process and may be available for meetings with the Town/Village since they are located in CT. Randi Frank Consulting also has three other CT sub-contractors available with over 25-30 years of Human Resources and Recruitment experience (resumes of Joyce Forte, Karen Levine and Georgian Lussier are available upon request). Mr. Slavin’s expertise will be used to negotiate a contract with the successful candidate. As you can see a team effort will be used to provide professional and personal hands on service to the Town of Essex/Village of Essex Junction, CT. If anything were to happen to Ms. Frank, Mr. Slavin could take over the complete project.

Slavin Management Consultants has staff in their office to handle administrative duties, advertisement placement, reference and background checks as well as additional recruiting services as needed. See organizational chart below.

**Town of Essex/Village of Essex Junction Executive Search
For
Municipal Manager**



Section 2

**BACKGROUND MATERIALS
ON
MS. RANDI FRANK
&
RANDI FRANK CONSULTING
CLIENT LIST/PROJECTS**

**Resume – Bernadette Welch
Resume – Lee Erdmann**

RESUME

Ms. Randi Frank

61 North Plains Industrial Road -Box 134, Wallingford, CT 06492

7700 Hoover Way, Louisville, KY 40219

203-213-3722

E-mail: randi@randifrank.com

EXPERIENCE:

RANDI FRANK CONSULTING, LLC – Wallingford, CT, From 7/00 – Present

Human Resource Projects: Classification & Compensation Studies, Salary Survey, Benefit Survey, Serve as Human Resource Manager/Consultant during vacancy, Review and Revise Personnel Rules, Develop HIPAA guidelines and documents, Executive Searches, National/State Recruiting, Comparison of Union Contracts, Sexual Harassment Training, Prepare Human Resource Procedure Manuals, Prepare Affirmative Action Plan, and develop job descriptions.

Risk Management Projects: Serve as Risk Manager during vacancy, develop return to work program, develop process for self-insurance program, prepare safety manual, develop safety-training program and conduct safety committee meetings.

Purchasing: Develop Bid/RFP Boiler Plate, Prepare Bid Specifications, Conduct Bid Process including recommending vendors, and Assist with interview process of bidders.

Management Projects: Develop contingency plan for Resource Recovery Plant, Review of Parks and School Grounds Operations, Review Plan of Development, Organizational Study, Review of Parks & Recreation Dept., Facilitation of Goal Setting Session with Town Council, Organizational review of Police Dept., Review of Public Works Operation, Staffing Review, Consolidation Study, and Organizational Review of Assessor's office

Clients: Town of Granby, Town of Rocky Hill, Town of Farmington, Town of Cheshire, Town of North Branford, Town of Stonington, Town of Mansfield, Town of Weston, Town of East Haddam, Town of Tolland, Town & BOE of Guilford, BOE of West Haven, BOE of Hartford, CRCOG, DTC Engineering, BRRFOC, Beth David Synagogue, Region 19, Region 8, Town of Plainville, Town of Enfield, Town of Glastonbury, Town of Hamden, Town of Bethany, Town of Brookfield, Town of Durham, Town of Middlefield, Town of Newington, Town of Wethersfield, City of Norwich, City of Waterbury, Town of Bloomfield, Town of Windham, Town of Branford, Town of Vernon, Town of East Hampton, Town of East Lyme, Town of Newtown, City of New London, Town of Sharon, Town of Colchester, Town of Westport, Westport Library, Town of New Milford, Town of New Canaan, Town of Westbrook, Town & City of Groton, City of Hartford, City of Bridgeport, City of New Haven, Town of South Windsor, Town of Trumbull, Town of Southbury, Town of Saybrook, Town of Old Lyme, Metropolitan District Commission, Regional Water Authority, CT State Treasurer's Office, UCONN, NVCOG, SRPEDD Town of Stockbridge, MA. City of Newburyport, MA; City of Worcester, MA; Town of Hamilton, MA; Town of Nahant, MA; New Castle County, DE; Newark, DE, Mansfield, MA, City of Newport, RI; Portsmouth, RI; Prince William County, VA; CIDRA Precision, Fernwood Manor, Champlin Company, McKinsey, Various small businesses.

Page 2, Resume - Ms. Randi Frank

ASSISTANT TO THE TOWN MANAGER Town Manager's Office, Cheshire, CT
From 11/92 To 7/00

Major responsibilities included: Assistant Personnel Director, Risk Manager, Grants Administrator, Recycling Coordinator, Training Officer, manage general bids, Special Projects Coordinator, Serve on Management Negotiating Team for Labor Relations

- Serve as ADA Coordinator, Sexual Harassment Trainer/Officer and Affirmative Action Administrator. Assist departments with all aspects of recruitment. Assist consultant with compensation studies.
- Prepared, received and administered Town grants for over \$1million dealing with: recycling, energy savings projects, recreation-open space, and affordable housing
- Organize training programs for employees on such topics as: employee benefits, employee policies, safety, computer software, health & wellness, and conduct some programs myself.
- Developed new Employee Orientation Program and administered all orientations.
- Special projects include: developing a computer local and wide area network for Town and Board of Education, serve as chair of employee and executive safety committee, develop a school composting program, Managed an Energy Management Seminar for local businesses, Recycling Fair, Energy Audit of Town Building

ASSISTANT TOWN MANAGER Town Manager's Office, Rocky Hill, CT From 1/87 To 6/92

Major responsibilities included: Purchasing Agent, Assistant Personnel Director, Risk Manager, Recycling Coordinator, Solid Waste Manager, Training Officer and served as Acting Town Manager in Manager's absence. Coordinate staff on special projects. Supervise 2 employees. Serve on Negotiating Team during labor negotiations.

- Implemented first recycling program for whole Town under new state mandate.
- Managed all aspects of bidding including: develop specifications, contract administration, analyze and make recommendations to Town Council for up to 60 procurements a year.
- Initiated a training program for all employees, which improved employee morale and cooperation.
- Prepared safety manual, created safety committee and initiated training to reduce accidents.

BUDGET ANALYST II Office of Budget Management, Prince William County, VA
From 9/84 To 1/87

BUDGET ANALYST Office of Budget & Research, Loudoun County, VA From 4/81 To 8/84

ADMINISTRATIVE ASSISTANT City Administration Office, Inglewood, CA From 7/80 To 1/81

Page 3, Resume - Ms. Randi Frank

LEGISLATIVE STAFF ASSISTANT League of California Cities, Sacramento, CA
From 1/80 To 6/80

PROGRAM ANALYST Dept. of Housing & Urban Development, Washington, DC
From 10/79 To 12/79

RESEARCH ASSOCIATE International City Management Assoc. Washington, DC
From 6/79 To 9/79

BUDGET\RESEARCH ASSISTANT Town Manager's Office, Barrington, RI From
1/79 To 5/79

CONSULTANT TO TOWN MANAGER Manager's Office, South Kingstown, RI
From 9/78 To 12/78

ASSISTANT TO THE CITY MANAGER City Manager's Office, Newport, RI From
1/78 To 9/78

EDUCATION:

- **University of Southern California** - Masters in Public Administration. (M.P.A.), 1981
- **University of Rhode Island** - B.A., 1979. Major: Urban Affairs.

AWARDS, ACTIVITIES AND MEMBERSHIPS:

2013-16 Steering Committee-Middlesex Businesswomen's Alliance (MBA)

2002-17 Certified Minority-Women Business Enterprise - CT

2000-17 Certified School Business Manager - CT

1997 A.R.M. – Risk Management Certification from Insurance Institute of America.

1992-97 President, Vice President, Secretary/Treasurer PRIMA (Risk Management Association).

1988 Board member, Connecticut Town & City Manager's Association (CTCMA).

1987-16 Member of PRIMA, CONPELRA (Personnel Association), IPMA (International Personnel Management Association) CTCMA, ASPA (American Society of Public Administrators).

1987-00 Member of PPAC (Purchasing Association)

1978-16 Member ICMA (International City/County Manager's Association), Conference Fellowship 1978.

1984-86 Subcommittee Chair & Member - ICMA Committee on Career Support for Minorities & Women.

1985 ICMA - PM Magazine wrote article: "Benefits of Internships to Managers and Interns".

1979 Profiled in "Public Management Women" - ICMA publication.

1977 Harry S. Truman Scholarship Recipient.

RANDI FRANK CONSULTING, LLC
CLIENT/PROJECT LIST

National Recruitment

Town of Glastonbury – Human Resource Director – Oct. 2001- May 2002
Town of Stratford – Human Resource Director – June 2002- Sept. 2002
Town of Hamden – Risk Manager – Feb 2002- July 2002
Bristol Resource Recovery Facility – Administrative Secretary – June 2003 – July 2003
Town of Stonington – Planning Director – June 2003- July 2003
Town of Plainville – Various Positions – Sept 2003- June 2004
Town of Tolland – 12 Various Position – July 2001- Jan. 2002
City of New London – Human Resources Director – Aug. 2004- Oct. 2004
City of New Britain – Human Resource Director – Feb 2005 – Oct. 2005
Town of Glastonbury – Human Resources Director – Jan 2004 – March 2005
University of CT – Two Architectural & Engineering Positions – 2007
City of Waterbury – Human Resources Director – October 2007
Town of East Hampton – Town Manager – 2008
State of CT Treasurers Office – Assistant Treasurer for Debt Mgmt. – 2007
City of Norwich – City Manager –2007
New Castle County, DE – Police Chief - 2007
City of Newark, DE – City Manager – 2008 & 2012
New Castle County, DE – General Manager-Land Use Department -2008
Town of Windham, CT –Town Manager – 2009
Town of Mansfield, MA- Town Manager – 2009
Bristol Resource Recovery Facility, CT – Bookkeeper – 2009
Town of Stratford, CT – Deputy Police Chief, Fire Chief, Deputy Fire Chief – 2009
Town of Enfield, CT- EMS Director, HR Director 2009
Town of Granby, CT – Police Captain – 2009
Town of Bloomfield, CT – HR Director, Finance Director, Police Chief – 2010 & 2011
City of Bridgeport, CT – Police Chief – 2010
Town of New Milford, CT – Police Chief -2010
Prince William County, VA – County Executive – 2010, HR Director 2011
University of CT – Director, Environmental Health & Safety – 2011
Bristol Resource Recovery Facility, CT – Executive Assistant – 2011
City of Hartford – Director of Development Services & HR Director – 2012
Metropolitan District Commission – Human Resources Manager -2012
City of Bridgeport – Assistant Chief of Police – 2012
City of New Haven – Deputy Director of Transportation, Traffic & Parking -2012
Town of Bloomfield – Town Manager 2013
City of Bridgeport – Airport Manager & Deputy Chief Administrative Officer -2013
Town of Trumbull- Police Chief – 2014
City of Worcester, MA – City Manager – 2014
Metropolitan Washington Council of Governments – Director of Transportation 2014
Naugatuck Valley Council of Governments – Executive Director – 2014
Quinebaug Valley Community College – Chief Academic Officer - 2015
City of Newport – City Manager 2015
Southeastern Regional Planning & Economic Dev. District – Executive Director -2015
Fort Myers, FL – Police Chief – 2016 & Fire Chief 2017
Town of Groton & Town of Granby – 2017 Town Manager Positions for each Town

RANDI FRANK CONSULTING, LLC
CLIENT/PROJECT LIST

HIPAA Policy Development and Training

Ten Towns in CT

Sexual Harassment Prevention Training

Six Town in CT and five businesses and one non-profit

Classification & Compensation Studies

Twenty-five towns in Connecticut and Massachusetts

Risk Management

Develop Risk Management Program & Procedures; Handle Safety Issues and Workers Comp;
Serve as Risk Manager Safety Chair during vacancy; Prepare Preferred Provider Network and OSHA
Report; Prepare a Safety Manual; Develop Return to Work Program

Human Resources

Town of Granby – Analyze police contracts for negotiations – July –Aug. 2001
Town of Tolland – Serve as Human Resource Manager – July 2001 – Jan 2002
Town of Cheshire – Handle Personnel Management – July 2000 – Dec 2000
Town of Granby – Revise Personnel Polices – April 2002 – Jan 2003
Town of Granby – Contract comparison of Town Hall employees – May – July 2002
Bristol Resource Recovery Facility – Review Personnel Policies – Oct 2002- July 2003
Hartford Board of Education – Prepare Human Resources Manual – July 2002- July 2003
Town of Glastonbury – Market Analysis of 130 position – April 2004-June 2004
City of New London – Serve as Human Resource Manager – Aug. 2004- Oct 2004
Town of Stonington – Administer Clerical Testing with IPMA Packet – May 2005
Town of Plainville – Serve as Human Resources Manager during vacancy – Sept.2003-June 2004
Bristol Resource Recovery Facility – Health Benefit Study -2007
Town of Glastonbury-Employee Benefits Survey – 2007-2008
Town of Vernon – Salary Survey & Affirmative Action Plan Development –2007
Town of Mansfield – Reclassification of various positions – 2007-2010
Town of Glastonbury – Comparison of Public Works Job Descriptions & Salaries – 2009
Town of South Windsor Police Union – Salary Survey – 2010
Town of Enfield Serve as Interim Human Resources Director (7 months) -2009-2010
Town of Weston – Public Works Job Descriptions & Library Director -2009-2010
Town of Granby – Staffing comparison for various departments -2011
Town of Weston – Revision of Personnel Policies -2011
Town of Colchester – Serve as HR & RM Consultant for one day a week – 2011-2012
Town of Westport – Serve as HR Consultant for 5-15 hours a week – 2012-2013
Westport Library – Revision of Personnel Policies – 2013
Town of Wethersfield – Assist with recruitment process for three positions – 2015
Town of Stonington – Review and rank and telephone interview for 7 positions 2011-15
Town of Southbury – Serve as HR Consultant for 6 months with a year extension-2015
Town of Nahant, MA – Revision of Employee Handbook – 2015
Town of Portsmouth, RI – All Job Description, Employee Handbook, HR Process 2016

BERNADETTE M. WELCH, SPHR, CLRP
2 Overlook Drive
North Branford, CT 06471

Cell Phone: 860-460-3108

BernadetteWelch@comcast.net

Accomplished management consultant, skilled in all areas of Human Resources as well as Employee and Labor Relations' Management, specializing in the following services:

- Management Training
- Policy/procedures development
- Organizational development & functional restructuring
- Contract administration and interpretation; grievance resolution; negotiation of collective bargaining agreements
- Position analysis and development, classification and compensation
- Performance evaluations: Development, training and implementation

PROFESSIONAL EXPERIENCE

CURRENT: **MANAGEMENT CONSULTANT:** Provide Human Resources and Employee/Labor Relations assistance to various CT municipal and corporate entities; management training for supervisors and specialized employee training.

2012-2014 -- CITY OF NEW LONDON: Provided professional services to the Chief Administrative Officer in the areas of labor relations, risk management functions, management and safety training, policy development, position analysis and classifications.

2004-2012 **CITY OF NEW LONDON, CT**

PERSONNEL COORDINATOR: Directed full-service Personnel Department, handling all human resource functions including merit system recruitment, labor relations, employee benefits, pensions, workers' compensation, etc. Served as Chief Spokesperson in negotiations; responsible for management training, policy development, organizational restructuring, OSHA compliance and safety programs.

1993-2004 **TOWN OF GREENWICH, CT**

DEPUTY DIRECTOR OF HR: Responsible for multifaceted Human Resource program for all Town and non-Certified Board of Education personnel including organizational development, staffing, contract administration, and grievance resolution; assisted Director with all contract negotiations. Directed recruitment and merit testing system; managed all classification, compensation, and salary administration. Responsible for H.R. Information Systems (ADP & MUNIS), worker's compensation, heart & hypertension, safety programs, town-wide training programs and development and administration of multi-million-dollar department budget.

1991-1993 TOWN OF GUILFORD, CT

PERSONNEL DIRECTOR: Responsible for overall personnel administration for all Town employees, including benefit administration, labor negotiations and contract administration.

1990-1991 TOWN OF HAMDEN, CT

ASST. PERSONNEL DIRECTOR; ACTING DIRECTOR OF PERSONNEL: Administered Civil Service program, compensation and benefits for all Town and non-Certified Board of Education employees. Responsibilities as Acting Director included oversight of all personnel functions including benefits administration, worker's compensation, grievance resolution, binding arbitration and contract negotiations.

1985-1990 TOWN OF EAST HAVEN, CT

CHIEF EXAMINER: Responsible for general personnel functions and contract administration; administered Civil Service System for Town and BOE.

1973-1975 CONNECTICUT RENAISSANCE, INC, Wauregan, CT

ASSISTANT TO THE DIRECTOR: Responsible for administrative functions related to operating a residential drug and alcohol treatment facility; provided skills training to residents; assisted with fund raising initiatives.

EDUCATION AND PROFESSIONAL AFFILIATIONS

Charter Oak State College, Farmington, CT; Business Administration
Pace University, White Plains, NY; Business Management Certificate Course
Cornell University, Institute of Labor Relations; Labor Relations Courses
Rhode Island School of Design, Providence, RI; Interior Design Certificate

National Public Employer Labor Relations Association (NPELRA); Past-President (2005-06); Board of Directors (1997-2007); development committee member and continuing instructor for the **NPELRA Labor Relations Academies (CLRP Certification program)**

Recognition: Award of Excellence (for management labor relations contributions); President's Award (for organization restructuring of NPELRA); and an Outstanding Service Award (for ten years of service as a Board Member and Executive Officer)

Connecticut Public Employer Labor Relations Association (ConnPELRA); Past-President (1995) Executive Board (1990-2010);

Recognition: Lifetime Achievement Award and honorary membership.

Society for Human Resource Management (SHRM): Certified Senior Professional In Human Resources (SPHR)

LEE C. ERDMANN
7 B Linden Place
Hartford, CT 06106-1730
(860) 293-1310 (home)
(860) 308-4832 (cell)
email: lerdmann49@gmail.com

PUBLIC SERVICE EXPERIENCE:

Consultant

January 2013 to Present

Consultant

Completed municipal consulting contracts for the City of New London and the Town of Simsbury.

City of Springfield, MA

January 2010 to January 2013

Chief Administrative and Financial Officer

City of Hartford, CT

January 2004 to July 2009

Chief Operating Officer

September 2002 to December 2003

City Manager

Town of Wethersfield, CT

January 1987 to August 2002

Town Manager

City of Hartford, CT

July 1985 to January 1987

Assistant City Manager – Administrative Services

May 1982 to July 1985

Assistant City Manager – Management and Budget

March 1979 to May 1982

Management and Budget Director

December 1974 to March 1979

Served in a variety of increasingly responsible positions, including Senior Administrative Analyst, Principal Administrative Analyst, Assistant to City Manager and Acting Management and Budget Director

City of Durham, NC

May 1972 to November 1974 – Administrative Assistant (Budget Analyst)

EDUCATION:

January 1984 to May 1984

University of Hartford, West Hartford, CT Certificate – Management Development Program

September 1971 to December 1975

University of North Carolina, Chapel Hill, NC, Masters of Public Administration

September 1967 to June 1971

University of Connecticut, Storrs, Ct, Bachelor of Arts in Political Science

TRAINING:

Assessment Center Assessor, Total Quality Management, New England Economic Development Course, ICMA Applied Knowledge Assessment, American Leadership Forum, Leadership Greater Hartford, CAFÉ Assessor

MILITARY SERVICE:

November 1973 to August 1986

United States Army

- Field Artillery Officer and USAR Instructor
- Executive Officer, Connecticut National Guard HQ Detachment
- Civil Affairs Officer and Individual Ready Reserve Captain

HONORS AND AWARDS:

- 2006, Community Leadership Association-Distinguished Leader Award
- 2004, Leadership Greater Hartford Polaris Award
- 1999, Wethersfield Business and Civic Association-Person of the Year
- 1983, Young Public Administrator Award, CT Chapter, American Society for Public Administration

PROFESSIONAL ASSOCIATIONS:

International City/County Management Association

Connecticut Town and City Management Association

- President for two terms

American Society for Public Administration

- President, Treasurer of Connecticut Chapter

COMMUNITY SERVICE:

Life Member, Alpha Phi Omega

Board of Directors:

- Burr McManus Trust
- Capital Workforce Partners
- Connecticut Coalition for Justice in Education Funding
- Capital Region Council of Governments Foundation
- Connecticut Landmarks
- Linden Condominium Association
- Curtis R. Vance Foundation, Inc.

Section 3

**BACKGROUND MATERIAL
ON
ROBERT SLAVIN
SLAVIN MANAGEMENT CONSULTANTS
RECENT TOWN/CITY MANAGER SEARCHES
CLIENT LIST**

EEO POLICIES/FORM & RECRUITMENTS

**Resume – David Krings
Resume – Paul Wenbert**

RESUME/BIO

Robert E. Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, Suit B-1
Norcross, Georgia 30071
770-449-4656 (phone)
slavin@bellsouth.net

Mr. Slavin is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning government management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates Incorporated. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofits and private sector business all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympics' Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classifications and compensations studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California

While at Beverley Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverley Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classifications and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, fire Marshall, Assessor's Office, Library System and Count Recorder's Office

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant of Management by the National Bureau of Certified Consultants.

Member of the following Organizations:

- International City Management Association
- American Society of Public Administration
- International Personnel Management Association
- Public Labor Relations Council

**SLAVIN MANAGEMENT CONSULTANTS
RECENT CHIEF EXECUTIVE SEARCHES**

April 2016

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Adams County, CO	451, 574	09/2013	County Manager	Yes	Slavin/ Wenbert	Mr. Bryan Ostler (720) 523-6071 Bostler@adcogov.org
Aiken, SC	30,000	03/2015	City Manager	Yes	Slavin/ Patton	Mayor Fred Cavanaugh 803-642-7654
Alleghany County, VA	13,000	04/2016	County Administrator	Yes	Slavin	Mr. Stephen Bennett (540) 863-6600 sbennett@co.alleghany.va.us
Aurora, CO	314,000	07/2010	City Manager	<u>Yes</u>	<u>Slavin/ Wenbert</u>	<u>Mr. Kin Shuman</u> <u>(303) 739-7225</u> Kshuman@auroragov.org
Bay City, MI	35,000	03/2014	City Manager	<u>Yes</u>	<u>Slavin</u>	<u>Lori Dufresne</u> <u>Commission President</u> <u>Phone: (989) 245-6869</u> <u>Email: ldufresne@baycitymi.org</u>
Branson, MO	6,000	04/2013	City Administrator	<u>Yes</u>	<u>Slavin</u>	<u>William Malinen</u> <u>(417) 337-8548</u> wmalinen@bransonmo.gov
<u>Corpus Christi,</u> <u>TX</u>	<u>285,000</u>	<u>08/2011</u>	<u>City Manager</u>	<u>Yes</u>	<u>Slavin/ Wenbert</u>	<u>Mayor Nelda Martinez</u> <u>(361) 826-3100</u> neldam@cctexas.com
Cary, NC	95,000	01/2009	Town Manager	<u>Yes</u>	<u>Slavin</u>	<u>Renee Poole</u> <u>Director - Human Resources</u> <u>(919) 469-4373</u> renee.poole@townofcary.org
Dunwoody, GA	40,000	09/2014	City Manager	<u>Yes</u>	<u>Slavin/ Trager</u>	<u>Mayor Ken Wright</u> <u>(678) 382-6700</u> ken.wrgh@t@dunwoodyga.gov
Franklin, TN	59,000	10/2008	City Administrator	<u>Yes</u>	<u>Slavin</u>	<u>Mayor Ken Moore</u> <u>(615) 791-3217</u> ken.moore@franklintn.gov
Fridley, MN	27,800	06/2013	City Manager	<u>Yes</u>	<u>Slavin/ Krigs</u>	<u>Mayor Scott Lund</u> <u>763-572-3500</u>
Georgetown, SC	10,000	02/2013	City Administrator	<u>Yes</u>	<u>Slavin</u>	<u>Mayor Jack M., Scoville, Jr.</u> <u>(843) 545-4001</u>
Glynn County, GA	78,000	06/2010	County Administrator	<u>Yes</u>	<u>Slavin</u>	<u>Mr. Alan Ours</u> <u>(912) 554-7401</u> aours@glenncountyga.gov
Greenville, NC	84,500	11/2012	City Manager	<u>Yes</u>	<u>Slavin</u>	<u>Mayor Allen Thomas</u> <u>(252) 329-4419</u> amthomas@greenvillenc.gov

**SLAVIN MANAGEMENT CONSULTANTS
RECENT CHIEF EXECUTIVE SEARCHES**

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Golden, CO	18,900	06/2015	City Manager	Yes	Slavin/ Krings	Ms. Teresa Reilly, SPHR (303) 384-8017 treilly@cityofgolden.net
Gulf Shores, AL	9,000	06/2013	City Administrato r	Yes	Slavin	Mayor Robert Craft (251) 968-1124 mayor@gulfshoresal.gov
Hardeeville, SC	5,000	2016	City Manager	Current	Slavin	Ms. Lori Pomarico, City Clerk Phone: (843) 784-2231 lpomarico@cityofhardeeville.com
Independence , KS	9,800	05/2010	City Manager	Yes	Slavin	Ms. Kelly Passauer (620) 332-2506 citymgr@comgen.com
Iowa City, IA	63,000	09/2010	City Manager	No, left in 2016 to take another position	Slavin/ Wenbert	Ms. Marian Karr (319) 356-5041 marian-karr@iowa-city.org
Kansas City, KS/ Wyandotte County	158,000	03/2014	County Manager	Yes	Slavin	Mayor Mark Holland Phone: 913-573-5010 mayorholland@wycokck.org
La Plata, MD	7,000	04/2007	Town Manager	Yes	Slavin	Ms. Paddy Mudd (301) 934-4804 pmudd@townofaplata.org
Longmont, CO	87,500	02/2012	City Manager	Yes	Slavin/ Wenbert	Mr. Harold Dominguez, City Manager (303) 651-8601 horald.dominguez@longmontcolorado.gov
Loveland, OH	12,200	07/14	City Manager	Yes	Slavin /Krings	Mayor Linda Cox (513) 683-0150 lcox@LovelandOH.com
Mansfield, MA	23,500	10/2009	Town Manager	Yes	Slavin/ Frank	Mr. Kevin Moran (508) 261-7372 selectmen@mansfieldma.com
Mount Dora, FL	12,500	04/15	City Manager	No	Slavin	Ms. Gwen Johns City Clerk Ph: (352) 735-7126 johnsq@cityofmountdora.com
Myrtle Beach, SC	30,000	12/14	City Manager	Yes	Slavin	Mayor John Rhodes (843) 918-1000 jrhodes@cityofmyrtlebeach.com
Newark, DE	29,000	08/2012	City Manager	Yes	Slavin/ Frank	Mayor Vance Funk (302) 368-2561 x12 vance3@funklawoffices.com
Norwich, CT	36,000	10/2007	City Manager	Retire 2015	Frank/ Slavin	Mr. Alan Bergren (860) 823-3751 ahbboss@yahoo.com

**SLAVIN MANAGEMENT CONSULTANTS
RECENT CHIEF EXECUTIVE SEARCHES**

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Oak Park, IL	51,878	01/2013	Village Manager	Yes	Slavin	Ms. Cara Pavlicek (708) 358-5770 cpavlicek@oak-park.us
Peoria County, IL	182,800	06/2011	County Administrato r	No	Slavin/ Krings	Chair Andrew Rand (309) 672-6056 arand@peoriacounty.org
Plantation, FL	85,000	05/15	Chief Adm Officer	Yes	Slavin	Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 dbendekovic@plantation.org
Portage, MI	47,000	12/2014	City Manager	Yes	Slavin/ Krings	Mr. Rob Boulis Director of Employee Relations (269) 329-4402 boulisr@portagemi.gov
Prince William County, VA	293,000	01/2010	County Executive	Yes	Slavin/ Frank	Ms. Melissa Peacor (703) 792-6720 mpeacor@pwcgov.org
Rock Hill, SC	67,400	09/2010	City Manager	Yes	Slavin	Mr. Doug Echols (803) 329-7011 cbell@ci.rock-hill.sc.us
Seminole County, FL	425,000	05/2011	County Manager & County Attorney	No	Slavin	Commissioner Bob Dallari Phone: (407) 665-7215 fmacdonald@seminolecountyfl.gov
Snellville, GA	18,200	06/2012	City Manager	Yes	Slavin	Mayor Tom Witts (770) 985-3544 twitts@snellville.org
Saint Joseph, MO	76,107	04/2011	City Manager	Yes	Slavin	Mayor Bill Falkner (816) 271-4640 bfalkner@ci.st-joseph.mo.us
Suwanee, GA	15,000	07/2007	City Manager	Yes	Slavin/ Trager	Ms. Elvira Rogers (770) 945-8996 erogers@suwanee.com
Tazewell County, IL	135,000	03/2012	County Administrato r	No Left in 2014	Slavin/ Krings	Chair David Zimmerman (309) 477-2272 dzimmerman@tazewell.com
Tipp City , OH	10,000	09/14	City Manager	Yes	Slavin/ Krings	Mayor Pat Hale (937) 669-8477 halep@tippcity.net
Urbandale, IA	38,000	04/2009	City Manager	Yes	Slavin/ Wenbert	Mayor Bob Andeweg (515) 283-3100 bandeweg@urbandale.org
Valdez, AK	4,000	09/2015	City Manager	Yes	Slavin/ Wenbert	Ms. Sheri Pierce, MMC City Clerk 907-834-3408 spierce@ci.valdez.ak.us

**SLAVIN MANAGEMENT CONSULTANTS
RECENT CHIEF EXECUTIVE SEARCHES**

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Venice, FL	21,500	03/2012	City Manager	Yes	Slavin	Alan Bullock Adm Serv Dir (941) 486-2626 abulloc@ci.venice.fl.us
Volusia County, FL	443,000	01/2006	County Manager	Yes	Slavin	Mr. James Dinneen (386) 636-5920 jdinneen@co.volusia.fl.us
Wichita, KS	360,000	11/2008	City Manager	Yes	Slavin/ Wenbert	Mayor Jeff Longwell (316) 268-4331 JLongwell@wichita.gov
Windham, CT	24,000	06/2009	Town Manager	Yes	Slavin/ Frank	Mayor Ernest Eldridge (860) 465-3000 eeldridge@windham.com
Winston- Salem, NC	186,000	07/2006	City Manager	Yes	Slavin	Mayor Allen Joines (336) 727-2058 allenj@cityofws.org

Slavin Management Consultants Selected Client List

The following list of client's present organizations for which our principal Consultants performed significant project work. This client list spans some twenty years of experience of SMC consultants. Therefore, many of these clients' project contacts have moved to other agencies or, in the case of elected officials, may not hold office today.

Please contact SMC if you desire to speak with the individuals who were our project contacts. We will gladly give you the project contact's current telephone number and/or address.

Adams County School District #14,
Commerce City, Colorado
Alameda County, California
Alameda-Contra Costa Transit District,
Oakland, California
American Public Works Association
Arapahoe County, Colorado
Arrowhead Regional Development,
Duluth, Minnesota
Association of County Commissioners Georgia
Bay Area Rapid Transit District,
Oakland, California
Beaufort County, South Carolina
Birmingham Public Library, Alabama
Borough of Bergenfield, New Jersey
Brown County, Wisconsin
Broward County, Florida
Buffalo County, Nebraska
California Housing Finance Agency
California State Government
Central Arkansas Library System
CDC Federal Credit Union, Atlanta, Georgia
Chaffee County, Colorado
Chesterfield County, Virginia
Children's Board of Hillsborough County,
Florida
City of Aiken, South Carolina
City of Albany, Georgia
City of Alpharetta, Georgia
City of Anaheim, California
City of Ann Arbor, Michigan
City of Arlington, Texas
City of Atlanta, Georgia
City of Atlantic Beach, Florida
City of Auburn, Maine
City of Aurora, Colorado
City of Austin, Texas
City of Bartelsville, Oklahoma
City of Bentonville, Arkansas
City of Berkeley, California
City of Beverly Hills, California
City of Birmingham, Alabama
City of Bisbee, Arizona
City of Bloomington, Illinois
City of Brea, California

City of Boynton Beach, Florida
City of Brownsville, Texas
City of Bryan, Texas
City of Burbank, California
City of Camarillo, California
City of Carson, California
City of Casper, Wyoming
City of Charlotte, North Carolina
City of Chesapeake, Virginia
City of Clearwater, Florida
City of Columbia, Missouri
City of Columbus, Georgia
City of Concord, New Hampshire
City of Corpus Christi, Texas
City of Corta Madera, California
City of Culver City, California
City of Dallas, Texas
City of Davenport, Iowa
City of Decatur, Georgia
City of Decatur, Illinois
City of Del Ray Beach, Florida
City of Del Rio, Texas
City of Denton, Texas
City of Destin, Florida
City of Dothan, Alabama
City of Dubuque, Iowa
City of Duluth, Georgia
City of Durham, North Carolina
City of Eagle Pass, Texas
City of Edmond, Oklahoma
City of Elgin, Illinois
City of Enfield, Connecticut
City of Escondido, California
City of Evanston, Illinois
City of Fort Lauderdale, Florida
City of Franklin, Virginia
City of Gainesville, Florida
City of Gainesville, Georgia
City of Galesburg, Illinois
City of Garden City, New York
City of Glendale, Arizona
City of Grand Rapids, Michigan
City of Greensboro, North Carolina
City of Gulfport, Florida
City of Hemet, California

Slavin Management Consultants Selected Client List (cont)

City of Hercules, California
City of Highland Park, Illinois
City of Hollywood, Florida
City of Homestead, Florida
City of Huntington Beach, California
City of Independence, Missouri
City of Jacksonville Beach, Florida
City of Kalamazoo, Michigan
City of Kansas City, Missouri
City of Lakewood, Colorado
City of Lapeer, Michigan
City of Laramie, Wyoming
City of Laredo, Texas
City of Lenexa, Kansas
City of Liberty, Missouri
City of Little Rock, Arkansas
City of Long Beach, California
City of Los Angeles, California
City of Manassas, Virginia
City of Miami Beach, Florida
City of Milwaukie, Oregon
City of Minneapolis, Minnesota
City of Miramar, Florida
City of Modesto, California
City of Muscatine, Iowa
City of New Smyrna Beach, Florida
City of Norfolk, Virginia
City of Norman, Oklahoma
City of North Las Vegas, Nevada
City of North Miami Beach, Florida
City of Northglenn, Colorado
City of Oberlin, Ohio
City of Ocean City, Maryland
City of Oceanside, California
City of Olathe, Kansas
City of Oklahoma City, Oklahoma
City of Oxnard, California
City of Palm Bay, Florida
City of Palm Beach Gardens, Florida
City of Palo Alto, California
City of Panama City, Florida
City of Park Ridge, Illinois
City of Pasadena, California
City of Peoria, Illinois
City of Phoenix, Arizona
City of Pittsburg, Kansas
City of Pompano Beach, Florida
City of Portage, Michigan
City of Pueblo, Colorado
City of Richmond, California
City of Richmond, Virginia
City of Riverside, California
City of Riverview, Michigan
City of Roanoke, Virginia
City of Rockville, Maryland
City of Sacramento, California
City of St. Louis Park, Minnesota
City of Salem, Oregon
City of San Diego, California
City of San Fernando, California
City and County of San Francisco, California
City of San Jose, California
City of San Juan Capistrano, California
City of Sandersville, Georgia
City of Santa Ana, California
City of Santa Monica, California
City of Sarasota, Florida
City of Shaker Heights, Ohio
City of Simi Valley, California
City of Sioux City, Iowa
City of Springfield, Missouri
City of Sunnyvale, California
City of Sunrise, Florida
City of Takoma Park, Maryland
City of Titusville, Florida
City of Thornton, Colorado
City of Traverse City, Michigan
City of Topeka, Kansas
City of Turlock, California
City of Upper Arlington, Ohio
City of Valdez, Alaska
City of Virginia Beach, Virginia
City of Waco, Texas
City of Washington, Illinois
City of West Des Moines, Iowa
City of West Hartford, Connecticut
City of West Hollywood, California
City of West Palm Beach, Florida
City of Wichita, Kansas
City of Winston-Salem, North Carolina
City of Winter Park, Florida
City of Worthington, Minnesota
City of Ypsilanti, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Columbia Development Corporation,
South Carolina
Columbus Water Works, Georgia
Dade County, Florida
Dallas Area Rapid Transit District, Dallas, Texas
Dallas Independent School District, Texas
District of Columbia
Eagle County, Colorado
East Brunswick Township, New Jersey
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California

Slavin Management Consultants Selected Client List (cont)

Fresno Economic Development
Commission, California
Fresno Employment and Training Comm. (CA)
Fresno Redevelopment Authority, California
Fulton County, Georgia
Georgia Municipal Association
Go Topeka, Inc.
Glynn County, Georgia
Gunnison County, Colorado
Hamilton County, Ohio
Hall County, Georgia
Hillsborough County, Florida
Hennepin County, Minnesota
Indian River County, Florida
International City Management Association
Jefferson County Housing Authority, Alabama
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
Lake Sumpter Community College, Florida
La Plata County, Colorado
Las Vegas Housing Authority
Lee County Port Authority, Florida
Leon County, Florida
Lexington Kentucky Library System
Lincoln County, North Carolina
Lincoln Road Development Corporation
Livingston County, Illinois
Local Government Insurance Trust (MD)
Los Angeles, California Community
Redevelopment Agency
Los Angeles County, California
Department of Community Public Health
Los Angeles Music Center Operating
Company
Los Angeles Olympics Organizing
Committee
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Memphis Housing Authority (TN)
Mendocino County, California
Mesa County, Colorado
Metropolitan Library System of Oklahoma
City/County
Metropolitan Sewer District of Greater Cincinnati
Mid-American Regional Council, Kansas City,
Missouri
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Ocala Housing Authority (FL)
Orange County, New York
Orange County, North Carolina
Palm Beach County, Florida
Parkland Hospital (TX)
Peoria County, Illinois
Peoria Housing Authority
Pinellas County, Florida
Polk County, Florida
Port Everglades Authority, Fort Lauderdale
Florida
Port of Sacramento, California
Prince William County, Virginia
Public Works Commission of Fayetteville,
North Carolina
Ramsey County, Minnesota
Rivanna Solid Waste Authority (Virginia)
Rivanna Water and Sewer Authority (Virginia)
Sacramento Municipal Utility District
California
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Francisco Bay Area Rapid Transit
District, California
San Luis Obispo County, California
San Mateo County, California
Sarasota/Manatee Airport Authority
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
South Brunswick Township, New Jersey
Southern California rapid Transit District,
California
Southwest Florida Regional Planning Council
Spartanburg Utility District (SC)
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Town of Blacksburg, Virginia
Town of Chapel Hill, North Carolina
Town of Frisco, Colorado
Town of Glastonbury, Connecticut
Town of Jupiter, Florida
Town of Stratford, Connecticut
Village of Arlington Heights, Illinois
Village of Glenn Ellyn, Illinois
Volusia County, Florida
Washtenaw County, Michigan
West Palm Beach Downtown Development
Authority, Florida
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

Slavin Management Consultants
Affirmative Action/Equal Employment Opportunity Policy

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough, and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

Slavin Management Consultants
Minority and Women Placements

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager Police Chief Assistant City Manager Human Resources Director	X X X X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor City Manager		X X	
	Police Chief			
BERKELEY, CA	City Manager	X		
	Public Works Director			
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director			
BOCA RATON, FL	City Manager		X	
	Asst. City Manager			
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
BOISE, ID	Chief Financial Officer		S	
BRYAN, TX	Municipal Court Judge		X	
	City Manager			
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		
COLUMBIA, MO	Police Chief	X		
CORINTH, TX	Economic Development Director	X		
CULVER CITY, CA	Finance Director			X

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURHAM, NC	City Manager City Manager Police Chief Public Works Director	X X X X	X X X X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager Chief of Police	X X		
FORT WORTH, TX	Police Chief	X		
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLENDALE VILLAGE, OH	Village Manager		X	
GLENWOOD SPRINGS, CO	City Manager		X	
GLASTONBURY, CT	Human Resources Director	X	X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager Public Works Director		X	X
KALAMAZOO, MI	City Manager Assistant City Manager		X X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator Human Resources Director	X	X	
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		
LONG BEACH, CA	Executive Director, Civil Service Commission		X	
LONGMONT, CO	City Manager			X
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager			
	Project Manager			
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues			X
METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS	PMO Director		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL PLANNING COMMISSION	Executive Director	X		
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
MONTGOMERY COUNTY DEVELOPMENTAL DISABILITIES BOARD	Executive Director		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer			
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA COUNTY, IL	County Administrator		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police		X	
PLANTATION, FL	Chief Administrative Officer	X		
POWDER SPRINGS, GA	City Manager		X	
PRINCE WILLIAM COUNTY, VA	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
	Deputy City Manager	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SUNNYVALE, CA	Public Information Officer City Clerk		X X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
TOPEKA, KS	City Manager	X		
	Police Chief	X		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager	X	X	
	Budget Director	X		
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OH	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X

David Krings, ICMA-CM, SMC MIDWEST REGIONAL MANAGER

Mr. Krings has 35 years' experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Wisconsin and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has a M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He is the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments. He has been on an advisory board of a company providing inmate telephone services (DC Telesystems). In 2009 he associated with the firm Good Energy to consult with local governments in the provision of cost saving electricity purchasing. He is also a managing consultant for Slavin Management Consultants.

Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

- Responsible for \$2.3 billion budget;
- Oversaw more than \$1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- *Governing Magazine* and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction;

Organizations

- ICMA—Past President and Board Member
- National Association of County Administrators (NACA)—Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration chapter Good Government Award
- Adjunct professor for University of Cincinnati and faculty member of University of Illinois, Community Information and Education Service

Paul Wenbert, SMC Western Regional Manager

Mr. Wenbert has more than thirty years of professional local government experience including twenty-four years of executive level experience with thirteen of those years as a city manager. Mr. Wenbert joined Slavin Management Consultants in 2007 as Western Regional Manager. He is headquartered in Mesa, Arizona. Most recently, Mr. Wenbert completed seven years of service as Deputy City Manager of Mesa. His career highlights include nine years as City Administrator for Newton, Iowa; four years as Village Manager for Villa Park, Illinois and four years as Assistant City Manager for Ames, Iowa. Early in his career Mr. Wenbert served as an administrative intern for Fort Wayne, Indiana and as an administrative assistant for Mesa, Arizona and Marion, Indiana.

Mr. Wenbert earned his Master's in Public Administration degree from Arizona State University and his Bachelor of Science Degree from Indiana University. He is also an ICMA Credentialed Manager.

His career highlights include:

- ! Chaired ***Keep Maytag In Newton Task Force*** which facilitated retention of more than 2,000 jobs and addition of 440 jobs and \$41 million of investment
- ! Instituted Productivity Improvement Programs in Newton, Iowa and Villa Park, Illinois resulting in more than \$3 million of savings
- ! Negotiated revised 28E agreement with twelve local governments for regional landfill operated by City of Newton and involved in many other intergovernmental relations activities in Newton, Villa Park and Mesa, Arizona
- ! Supervised city departments with \$470 million budget and 1,100 employees in Mesa, Arizona.
- ! Directed \$80 million five-year Capital Improvements Program budget in Ames
- ! Served as chief negotiator on collective bargaining team for police, fire and blue collar union negotiations in Ames
- ! Worked for the City of Mesa during the time period when it was the fastest growing community in the United States and was involved with many growth issues such as infrastructure planning and financing, freeway interchange decisions and allocating resources equitably to newly developed and existing areas of the community
- ! Designed and administered first personnel and wage classification system for City of Marion, Indiana
- ! In all positions, enhanced citizen connection to city government through various methods including citizen-based strategic planning, citizen focus groups, regular community attitude surveys, citizen academies and providing highlights of items on Council agenda

- ! In all positions, improved staff team-building through city-wide staff development and training and city-wide committee work assignments
- ! Served as Vice-President of International City/County Management Association
- ! Served as President of Iowa City/County Management Association
- ! Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- ! Received Greater Newton Area Chamber of Commerce Key Award for Chairing ***Keep Maytag In Newton Task Force***

Organizations

- < ICMA (Past Executive Board Member and Chair of the three ICMA Committees)
- < Iowa City/County Management Association (Past President)

**REFERENCE
&
SAMPLE PROFILES**

**REFERENCES FOR:
RANDI FRANK CONSULTING, LLC**
All Full Executive Searches unless noted

Town of Granby Executive Search of Town Manager First Selectman – Scott Kuhnly – 860-508-4981 Kuhnly@granby-ct.gov	2017
Town of Groton Executive Search of Town Manager HR Director – Robert Zagami 860-460-8782 rzagami@groton-ct.gov	2017
Southeastern Regional Planning & Economic Development District Executive Search of Executive Director Chair – Jonathan Henry – 508-245-9093 dpaiva@marionma.gov Or – Lori Miller – lormiller412@gmail.com	2016
Naugatuck Valley Council of Government Executive Search of Executive Director ededleson@charter.net Co-Chair, Past First Selectman Southbury - Ed Edelson-203-262-0647	2015
Town of Trumbull Executive Search of Police Chief James Haselkamp –HR Dir jhaselkamp@trumbull-ct.gov (203) 452-5040 Mayor/First Selectman –Timothy Herbst 203-452-5005	2015
Town of Stonington Recruitment of Various Positions Vincent Pacileo, Director of Administration Services 860-535-5000 - vpacileo@stonington-ct.gov	2014
City of Bridgeport, CT (Partner with Slavin Management Consultants) Exec. Search of Police Chief & Asst. Police Chief & Airport Mgr. David Dunn – HR Director- 203-576-7107 - david.dunn@bridgeportct.gov	2009-13
Town of Bloomfield (Partner with Slavin Management Consultants) Executive Search of Town Manager Mayor Sydney Schulman -860-558-5653 sschulman@bloomfieldct.org HR Director – Cindy Coville – 860-769-3544 ccoville@Bloomfieldct.org	2013
Town of New Milford Executive Search of Police Chief Past Human Resources Director – Alan Chapin achapin1124@gmail.com 203-312-3495	2010
City of Hartford, CT (Partner with Slavin Management Consultants) Recruitment of Director of Development Services & HR Director David Panagore – Past Chief Operating Officer City of Hartford dpanagore@mac.com (413) 636-7946	2011-12
Town of Windham (Partner with Slavin Management Consultants) Recruitment of Town Manager Mayor Ernest Eldridge -860-465-3009 eeldridge@windhamct.com	2009

**REFERENCES FOR:
RANDI FRANK CONSULTING, LLC (cont)**

City of Newark, DE (Partner with Slavin Management Consultants)
Recruitment of City Manager (\$110,000 - \$140,000) 2012
Past Mayor Vance Funk -302-368-2561 x12 vfunk@crosslink.net

City of Norwich, CT (RFC Contractor-Partner with Slavin Management Consultants)
Recruitment of City Manager (\$100,000 - \$125,000) 2008
Contact: Alan Bergren, Past City Manager 860-822-1160 ahbboss@yahoo.com

**References
Slavin Management Consultants**

Mr. Fernando Costa
Assistant City Manager
City of Fort Worth
1000 Throckmorton Street
Fort Worth, TX 76102
(817) 392-6122
City Auditor (2007)
Police Chief Search (2008)
Transportation Director Search (2009)
Police Chief Search (2015)
fernando.costa@fortworthgov.org

Ms. Margie Rose
City Manager
1201 Leopard St.
Corpus Christi, TX 78401
(361) 826-3220
Chief of Police Search (2016)
margier@cctexas.com

Mr. Jim Brown
Director of Human Resources
City of Glendale
5850 West Glendale Ave.
Glendale, AZ 85301
(623) 930-2277
City Manager Search (2015)
Fire Chief Search (2015)
jwbrown@glendaleaz.com

Mayor Dan Pope
City of Lubbock
P.O. Box 2000
Lubbock, TX 79457
(806) 775-2010
City Manager Search (2016)
dpope@mylubbock.us

References
Slavin Management Consultants

Mr. Dale Fisseler

City Manager
City of Waco
300 Austin Ave
Waco, TX 76702
(254) 750-5640
DaleF@wacotx.gov

Mr. Chuck Bean

Executive Director
Washington Metropolitan Council of Governments
777 North Capitol Street N.E. ; Suite 300
Washington, DC 20002
Phone: 202.962.3200
Director of Transportation Planning (MPO Director) Search (2014)
Program Management Office Director (2014)
cbean@mwcoq.org

Mr. Charles F. McMillan, Sr.

McMillan & Associates
Chatham County/Savannah Metropolitan Planning Agency Search Contact
100 Bull Street
Savannah, Georgia 31401
912.233.4343
Executive Director Search (Current)
CmcMillan@MSN.com

Wayne Evans, SPHR

Human Resources Director
Town of Ocean City, Maryland
Ph: 410-289-8778
City Manager Search (2016)
wevans@oceancitymd.gov

Mr. Tim Gilliland

Director of Finance & Administration
Miami Valley Regional Planning Commission
1 South Main Street #260
Dayton, OH 45402
(937) 223-6363
Executive Director (MPO Director) Search (2012)
tgilliland@mvrpc.org

See page 31-34 for additional references

**TIMETABLE
PROPOSAL COSTS
TOWN FORMS -APPLICATION FORM**

(Document below -available upon request)

SAMPLE INSURANCE CERTIFICATE

**DAS WOMEN OWNED BUSINESS
CERTIFICATION**

**MUNICIPAL MANAGER EXECUTIVE SEARCH
TIMETABLE**

The search process normally takes between 60-120 days (2-4 months) to complete and typically proceeds in the following pattern.

Steps	Days				
	1-30	30-60	60-90	90-120	120-360
Develop search process, recruitment profile & advertisement for Town/Village approval	X				
Community Meetings & Meetings with Staff & Officials, etc. – Prepare Profile	X				
Identify qualified candidates, review data base, network, receive and review resumes		X	X		
Screen & evaluate prospective candidates		X	X		
Progress reports via meeting, phone or email	X	X	X	X	
Meeting with Town/Village about Semi-finalist list			X		
Consultants interview and evaluate prospective finalist candidates -Background work			X		
Submit final report & assist in interviews & selection			X	X	
Site Visits with top Candidates if requested				X	
Assist & facilitate employment negotiations				X	
Establish evaluation criteria and follow-up if desired					X

The timetable is flexible and dependent on responses. For example, if we get applications quickly then we can start screening candidates sooner. If the Town Officials are unable to meet with the consultants because of other meetings, then the process can be delayed. Deadlines for deliverables will be set when the project is implemented and adjusted to meet everyone's calendar as needed.

Please note if candidate chosen is not in VT then there may be a need for more time for them to move their family. Most Town Managers like to give 4 weeks' notice to current employers.

PROPOSAL COST
Town of Essex/Village of Essex Junction
Executive Search – Municipal Manager

Fee: \$15,000 (Includes printing of Profile, Reports & reference checks for up to 8 candidates and all steps described)

Additional Expenses:

- Actual Travel expenses of consultants not to exceed 50 % of the fee or \$7,500. All efforts are made to find reasonable rates for travel expenses.
- Actual Cost of Advertising (\$1000-\$1500)
- One-on-one interview at candidate's location by SMC or RFC would be actual travel costs. These costs will be part of the \$7500 listed above unless there is a request for more than 3 candidate visits (then cost may be extra)
- Cost of Candidates Travel to Vermont

The set fee is listed above for the executive search services described in this proposal. Fee will not exceed amount listed even if we exceed estimated hours. Fee schedule payment – 30% at contract signing; 30 % second month, 30% third month and 10% when candidate starts position. Additional expenses are listed above and will be billed as needed.

Maximum cost would be **\$24,000** (\$15000 + \$1500 +\$7500) **with** one-on-one interviews at Candidates location if there are 3 candidates or less visits requested.

However, cost will be less if advertising is not as expensive or number of trips made by Bob Slavin are reduced.

Recommended Cost if Bob Slavin only makes one trip to VT at a cost of \$1300 and all other contact is via conference call. However, Bob Slavin will still be 100% involved in all aspect of the search. Ms. Frank's cost for 3 trips would be about \$3500 and the advertising is less than expected the maximum cost would be **\$20,685** (\$15,000 + \$885 advertisement + \$4,800 Travel) **without** one-on-one interviews at candidate's location.

Alternative Recommended Cost If Mr. Erdmann handles one trip for Ms. Frank then the cost could be **\$20,100**, **without** one-on-one interviews at candidate's location.

APPLICATION FORM

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

1	Firm Name	Randi Frank Consulting, LLC
	Address	7700 Hoover Way, Louisville, KY 40219 (branch office - 61 North Plains Industrial Rd Box 134 Wallingford, CT 06492)
	Telephone	203-213-3722
	Contact Person	Ms. Randi Frank
2	Please Provide a brief history of the firm, including the number of years in operation	<p>Randi Frank Consulting, LLC is a Connecticut and Federally Certified Small Women Owned Business since 2000 with offices in Wallingford, CT and home office in Louisville, KY. Ms. Randi Frank is the principal and owner and only employee. Ms. Frank has over 30 years of recruiting experience at the municipal level including para-professional, professionals, and department heads and over 16 years of executive search experience including Town/City Manager searches. Ms. Frank has also served as a subcontractor to Slavin Management Consultants in numerous recruiting projects for department heads and management personnel nationwide. Ms. Frank has conducted executive searches for Town/City/County Managers, Deputy & Police Chiefs, Finance Directors, Human Resource Directors, Development Directors, Airport Manager, etc. As you will see with the enclosed resume and client list, Ms. Frank has handled numerous recruitment projects. Listed below is a sample of executive searches completed by Randi Frank Consulting, LLC:</p> <ul style="list-style-type: none"> • CT Office of State Treasurer- Assistant Treasurer for Debt Management Position • University of Connecticut – Architectural and Engineering Services Department for the Director of Design, Engineering & Technical Support and the Director of Planning & Project Development, Director of Environmental Health & Safety • City of Hartford, CT -Human Resource Director & Director of Development 2012 • Finance Director – Town of Brookfield, CT and Town of Bloomfield, CT 2012 • Police Chief – Town of Bloomfield 2011, Town of Milford and City of Bridgeport, CT 2010, Town of Trumbull, 2014 • City Manager – City of Worcester, MA 2014(Bob Slavin assisted) • Naugatuck Valley Council of Governments – Executive Director – 2014 • Southeastern Regional Planning & Eco. Dev. District, MA– Executive Director -2015

	<p>East Coast Executive Searches – Assisted Bob Slavin</p> <ul style="list-style-type: none"> • City Manager – City of Newark, DE (Univ. of Delaware) 2009 & 2012 • Prince William County – County Executive & Human Resources Dir. 2010-11 • Police Chief 2016 & Fire Chief 2017– Fort Myers, FL (assisted Bob Slavin) <p>Town Manager Searches</p> <ul style="list-style-type: none"> • City of Norwich, CT – City Manager Position (Bob Slavin assisted) 2007 • Town of East Hampton, CT – Town Manager Position 2008 • Town of Windham, CT – Town Manager Position (Bob Slavin assisted) 2009 • Town of Mansfield, MA – Town Manager (assisted Bob Slavin) 2009 • Town of Bloomfield, CT – Town Manager Position (Bob Slavin assisted) 2013 • Town of Groton, CT – Town Manager Position (Bob Slavin is assisting) 2017 included separate subdivisions in Town – City of Groton & Groton Long Point • Town of Granby, CT – Town Manager Position – (Lee Erdman and Bob Slavin assisted) 2017 <p>Slavin Management Consultants is an independent management-consulting firm formed in 1986 and incorporated in the State of Georgia. They operate nationwide from the home office near Atlanta, Georgia. Mr. Robert E. Slavin is the principal and only stockholder of the firm and will serve as partner for this project in addition to Ms. Randi Frank. Slavin Management Consultants has three employees and six regional managers (independent consultants) who assist with projects on an as needed basis. Mr. Slavin has conducted or assisted in the conduct of more than 800 successful executive searches throughout his career, which started in 1967. Slavin Management Consultants provides exceptionally high-quality consulting services to state and local government, health care providers, transit authorities, utilities, special districts and private sector clients. Mr. Slavin specializes in the recruitment of Chief Executive Officers and high-level department heads. He has conducted more than 300 Town/City Manager recruitments over his career.</p> <p>In addition, the list below is a sample of recent City/Town/County Manager executive searches conducted by Slavin Management Consultants in recent years:</p>
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		<p>City Manager – City of Golden, CO 2015 City Manager – City of Mount Dora, FL 2015 Chief Administrative Officer – Plantation, FL 2015 City Manager – City of Powder Springs, GA 2015 City Manager - City of Dunwoody, GA 2014 City Manager - City of Myrtle Beach, South Carolina 2014 City Manager - City of Portage, Michigan 2014 City Manager - City of Loveland, Ohio 2014 City Manager -City of Englewood, Colorado 2014 County Administrator - Unified Gov. Wyandotte County / Kansas City, Kansas 2014 Deputy City Manager/Chief Operating Officer - City of Fort Collins, Colorado 2014 City Manager - Bay City, Michigan 2013 City Administrator - City of Branson, Missouri 2013 County Manager - Adams County, Colorado 2013 City Administrator - City of Carlisle, Iowa 2013</p> <p>Additional information about the firm can be found in the full proposal.</p>
3	Please list recent recruitments conducted and provide 3to 5 References	<p>Town of Granby Executive Search of Town Manager 2017 First Selectman – Scott Kuhnly – 860-508-4981 Kuhnly@granby-ct.gov</p> <p>Town of Groton Executive Search of Town Manager 2017 HR Director – Robert Zagami 860-460-8782 rzagami@groton-ct.gov</p> <p>Southeastern Regional Planning & Economic Development District Executive Search of Executive Director 2016 Chair – Jonathan Henry – 508-245-9093 dpaiva@marionma.gov Or – Lori Miller – lorrillmiller412@gmail.com</p> <p>Naugatuck Valley Council of Government Executive Search of Executive Director ededleson@charter.net 2015 Co-Chair, Past First Selectman Southbury - Ed Edelson- 203-262-0647</p> <p>Town of Trumbull Executive Search of Police Chief 2015 James Haselkamp –HR Dir jhaselkamp@trumbull-ct.gov</p>

		<p>(203) 452-5040 Mayor/First Selectman –Timothy Herbst 203-452-5005</p> <p>City of Bridgeport, CT (Partner with Slavin Management Consultants) Exec. Search of Police Chief & Asst. Police Chief & Airport Mgr. 2009-13 David Dunn – HR Director- 203-576-7107 - david.dunn@bridgeportct.gov</p> <p>Town of Bloomfield (Partner with Slavin Management Consultants) Executive Search of Town Manager 2013 Mayor Sydney Schulman -860-558-5653 SSchulman@bloomfieldct.org HR Director – Cindy Coville – 860-769-3544 ccoville@Bloomfieldct.org</p> <p>Town of New Milford Executive Search of Police Chief 2010 Past Human Resources Director – Alan Chapin achapin1124@gmail.com 203-312-3495</p> <p>Town of Windham (Partner with Slavin Management Consultants) Recruitment of Town Manager 2009 Mayor Ernest Eldridge -860-465-3009 eeldridge@windhamct.com</p> <p>City of Norwich, CT (RFC Contractor-Partner with Slavin Management Consultants) Recruitment of City Manager (\$100,000 - \$125,000) 2008 Contact: Alan Bergren, Past City Manager 860-822-1160 ahbboss@yahoo.com</p> <p>Additional references can be found in the full proposal.</p>
4	Please provide a detailed plan and schedule of how the firm will conduct the selection process	<p>WORK PLAN AND METHODOLOGIES:</p> <p>It is our understanding that the Town of Essex/Village of Essex Junction, CT is interested in identifying outstanding candidates to fill the Municipal Manager position due to the upcoming retirement of the long time municipal manager. Randi Frank Consulting, LLC and Slavin Management Consultants will assist the Town/Village in achieving this</p>

		<p>objective. We will accomplish this by:</p> <p>A. Assisting the Town Selectboard, Village Trustees, staff and stakeholders to produce a comprehensive position profile and reach agreement about the expectations and competencies concerning the ideal candidate. Including meeting with various staff and community groups to learn as much about the Town/Village as possible and their recommendations for the new Municipal Manager.</p> <p>B. Seeking out and encouraging top-level qualified people to apply who would otherwise be reluctant to respond to advertising.</p> <p>C. Saving the staff considerable time in establishing a position profile and job description and salary range if needed. The position profile is presented in a brochure form that can assist in recruiting high quality candidates while promoting the Town of Essex/Village of Essex Junction. See attached examples of position profiles.</p> <p>D. Reviewing resumes/applications to ensure candidates meet minimum qualifications.</p> <p>E. Complying with appropriate personnel regulations and guidelines.</p> <p>F. Independently and objectively assessing the qualifications and suitability of candidates for the position. This is done through various methods including telephone interviews, questionnaires, and one-on-one interviews as desired by the Town/Village. Conducting reference and background checks on top candidates</p> <p>G. Preserving the confidentiality of inquiries to the degree possible under regulations</p> <p>H. Assisting the Town Selectboard, Village Trustees and/or appointed contact with the various interview processes</p> <p>I. Assisting the Town Selectboard and Village Trustees in reaching a final decision and in negotiating a compensation package with the successful candidate.</p> <p>J. Assisting the Town/Village in establishing criteria for evaluating the new Municipal Manager’s performance.</p> <p>K. Keeping the Town Selectboard, Village Trustees, and stakeholders, as desired closely involved in key decisions and informed of our progress with the search.</p> <p>Please see full proposal for the Time Table</p>
5	Please identify the specific services that will be provided (i.e. candidate screening	<p>We recommend a five-step search process as follows:</p> <ol style="list-style-type: none"> 1. Define job qualifications and requirements for the positions through a “Recruitment Profile” 2. Identify and recruit qualified candidates 3. Evaluate prospective candidates

<p>process, background checks, reference checks, etc.</p>	<ol style="list-style-type: none"> 4. Make recommendations, help with selection & interview process and facilitate employment. 5. Establish evaluation criteria and follow-up. <p>Each step of this process is described below:</p> <p>1. <u>Define Position Profile</u></p> <p>We will meet with the Town Selectboard, Village Trustees, Administration, community groups, Boards and Commissions, appropriate staff, citizens and stakeholders as directed to learn the Town/Village’s needs, focus and requirements such as experience, education and training as well as preferred administrative style and personal traits. We gather this information from the appropriate parties listed above through one-on-one interviews, group interviews or focus groups. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process at the Town/Village offices to gather additional information about the Town of Essex/Village of Essex Junction and to learn the unique challenges of the job and the general environment within which the position functions. Some of the questions we will ask during this process will deal with the following issues:</p> <ul style="list-style-type: none"> • Organizational Characteristics – population served, services provided, budget, financial condition, bond rating, number of employees, labor organizations, issues/problems/opportunities • Position responsibilities and limitations • Issues and Opportunities for the new Municipal Manager • Candidate Qualifications – Amount and type of experience, education, areas of special expertise • Management Style with governing body, subordinates, other departments, media, etc. • Personal Characteristics • Pay and Benefits <p>Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Town Selectboard, Village Trustees or other appointed contact to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the State, Region, Town/Village, major issues to be faced, the position and the selection criteria established. The profile along with the advertisement will</p>
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provide the name of the consultant as the contact and place for resumes and letters of interest. Additional profiles can be found on our websites.

2. Identify Qualified Candidates

We will review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications; we do this only after we know your requirements. Although the above process is valuable, we will rely most heavily on our recruitment efforts through professional organizations and reaching out to similar Towns and the City/Town Management Associations in various states. We also reach out to various affiliate groups within the Municipal Management Community such as: Woman Leading Government (WLG), National Association of County Administrators (NACA), Engaging Local Government Leaders (ELGL), American Society of Public Administrators (ASPA), National Forum of Black Public Administrators (NFBPA), and International Hispanic Network (IHN) as appropriate and as directed by the Town/Village. Our contacts and experience in the field will lead us to promising candidates. In other words, through “networking” we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. We will also contact appropriate agencies, City/Town Managers and professional organizations (International City/County Management Association-ICMA) that may know of qualified candidates. Promoting your position to small County governments may be helpful since they also work closely on shared services with their Towns and Villages within the County government.

Based on discussion with the Town/Village, we will place advertisements if necessary in appropriate newspapers, web sites, and specialty publications to encourage applicants to apply. We recommend a minimum advertisement with ICMA and will notify at least the New England Chapters of ICMA such as New Hampshire, Vermont, Maine, Rhode Island Massachusetts and Connecticut which have active chapters (however we recommend searching nationwide and we usually contact all State ICMA Chapters). We also suggest advertising with the Massachusetts Municipal Association which has a very low cost for advertising in New England. We acknowledge all resumes received and thoroughly screen all potential candidates.

3. Evaluate Prospective Candidates

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile." It may include such items as education, technical knowledge, experience, accomplishments, administrative style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the "Recruitment Profile."

We request that all candidates who meet the minimum qualifications provide us, in writing, substantial information about their accomplishments and their administrative style. This information is gathered by having top candidates respond to a supplemental questionnaire about their administrative style, special issues as they relate to the Town of Essex/Village of Essex Junction, etc. In addition, we will speak by phone or skype with these qualified candidates to gather additional information that may be relevant to the Town of Essex/Village of Essex Junction. We interpret these instruments for the Town and develop a semifinalist candidate list.

We will then meet with the Town Selectboard and Village Trustees to provide a progress report (one of two search reports that we provide) on the semifinalist candidate list. This progress report will have all the information we have collected about each of the semifinalist candidates as indicated above. These individuals will be top prospects who clearly meet the Town's specifications for the position. With the guidance from the Town, we will narrow the semifinalist candidate group based on refined criteria. During this meeting, we will learn the Town's expectations concerning the interview process and interview questions that we will write as well as the candidate rating and scoring process. See below for the details of this process. The final list of candidates with details about their experience and background and our interviews will be in the final report (second of two search reports) along with the interview questions and interview process for the Town of Essex/Village of Essex Junction. The search reports will have resumes, cover letters, questionnaire responses, excel sheet

		<p>summary of all the candidates in the report, outline of information gathered during telephone/skype interviews, google search materials if desired, and reference and background information as requested. The Reports are similar to this Proposal in that it is a bound report.</p> <p style="text-align: center;">4. <u>Selection and Employment</u></p> <p>We will conduct a second telephone interview of those semifinalist candidates whom the Town/Village has the greatest interest in to determine proper “fit” which is as important as technical ability. We assess both. <u>If requested by and with Town/Village’s approval</u>, to better assess candidates’ administrative style and interpersonal characteristic, we will personally interview each candidate in his or her present work location. We will closely examine each candidate’s experience, qualifications, achievements, administrative style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements. As an alternative, we can assist the members of the Town Selectboard and Village Trustees with site visits of the top candidates as requested. We will present a minimum of five finalists.</p> <p>We conduct in-depth background checks on those individuals who continue to display their overall suitability for the position. Included are detailed and extensive reference checks, which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate’s job performance. We ask each candidate for many references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. These types of reference checks can also be conducted before and after interviews with the Town/Village to meet deadlines (however we recommend they be done before interview with the Town Selectboard and Village Trustees. We can do some of the reference work for the semi-finalist list also as time permits).</p> <p>As part of our evaluation/background check process we conduct: credit, civil and criminal history and driving record</p>
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	<p>checks in accordance with applicable laws (past 7 years) and we verify undergraduate or other college degrees. The Third-Party Firm used for backgrounds is up-to-date with all fair credit reporting regulations.</p> <p>We will then meet with the Town Selectboard and Village Trustees as required presenting a group of well-qualified finalist candidates for interviews. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the Town/Village Officials that should produce the final selection decision.</p> <p>Our final report will be presented in a meeting with the Town/Village. This written report is a comprehensive document. It contains our final list of candidate recommendations; details about the search; summary of all candidates listed (in excel format for quick reference), interview tips and interview questions; sample rating sheets, ranking forms and tabulations sheets; and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule and our recommendation concerning timing, sequencing, location, setting, format for conducting interviews. There are various formats for the interview process that can be offered for the Town/Village's approval (such as: group meetings, community meetings, staff meetings, meet & greet, one-on one with elected officials and full Town Selectboard and Village Trustees interviews). The report contains comprehensive information about each recommended candidate, an evaluation of the candidate's experience compared with the criteria established by the Town/Village (i.e. responses to questionnaire), a summary of references comments and background information received to date and a statement from the consultant based on the one-on-one interviews prepared about each finalist candidate if requested. Present compensation is also provided for each recommended candidate.</p> <p>We will arrange schedules for top candidate interviews with the Town/Village and will coordinate the entire process with the Town.</p> <p>We will provide information about trends in employment, compensation, employment contracts and agreements, relocation expenses, appropriate roles for spouses,</p>
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		<p>receptions, etc. Once a final candidate is selected we will assist with the employment negotiations if requested.</p> <p>We will properly handle all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working with the Town/Village and that any public statement would come from the Town/Village Officials directly. Under no conditions will we release information to the media unless specifically directed by the Town/Village to do so.</p> <p>Finally, we will notify all unsuccessful candidates who were not recommended for an interview with the Town/Village of the final decision reached. We will also notify unsuccessful candidates who did interview with the Town/Village.</p> <p>Randi Frank Consulting, LLC and Slavin Management Consulting are an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, age, religion, creed, color, sex, disability, sexual preference or national origin, in accordance with all appropriate laws. A sample of diverse candidates recruited can be found in Section 3.</p> <p style="text-align: center;">5. Evaluation Criteria</p> <p>Once the new Municipal Manager has been on board for 30-90 days or so, we will conduct a session with the Town Selectboard and Village Trustees and with the new Municipal Manager to establish mutual performance criteria and goals for the position, if desired</p> <p>We will follow-up with the Town/Village and the new Municipal Manager during the first year and assist in making any adjustments that may be necessary, if desired</p> <p>We will keep the Town Selectboard, Village Trustees and any staff appointed to assist with this project informed and involved in decisions and the search process at all times.</p>
6	Please provide information regarding the average tenure of past candidates placed by the firm, as well as	<p>Information regarding average tenure of past candidates – that would be from 5-10 years on the average – we have provided some examples of tenure on Page 31-34 of full proposal and can provide additional examples if needed.</p> <p>Information regarding replacement services is listed below: Guarantees</p>

	<p>information regarding replacement services</p>	<ul style="list-style-type: none"> • We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue the work until the Town/Village is satisfied with the candidates and a satisfactory candidate is selected and accepts employment • We guarantee our work and will redo the search if the position is vacated, for any reason, within one year of the employment date of a candidate selected by the Town through our efforts at no cost for consultant’s time, just expenses.
<p>7</p>	<p>Please Provide a detailed fee schedule disclosing any an all fees charged to the client during the course of the search</p>	<p style="text-align: center;"><u>PROPOSAL COST</u></p> <p style="text-align: center;"><u>Town of Essex/Village of Essex Junction</u></p> <p style="text-align: center;"><u>Executive Search – Municipal Manager</u></p> <p>Fee: \$15,000 (Includes printing of Profile, Reports & reference checks for up to 8 candidates and all steps described)</p> <p>Additional Expenses:</p> <ul style="list-style-type: none"> • Actual Travel expenses of consultants not to exceed 50 % of the fee or \$7,500. All efforts are made to find reasonable rates for travel expenses. • Actual Cost of Advertising (\$1000-\$1500) • One-on-one interview at candidate’s location by SMC or RFC would be actual travel costs. These costs will be part of the \$7500 listed above unless there is a request for more than 3 candidate visits (then cost may be extra) • Cost of Candidates Travel to Vermont <p>The set fee is listed above for the executive search services described in this proposal. Fee will not exceed amount listed even if we exceed estimated hours. Fee schedule payment – 30% at contract signing; 30 % second month, 30% third month and 10% when candidate starts position. Additional expenses are listed above and will be billed as needed.</p>

		<p>Maximum cost would be \$24,000 (\$15000 + \$1500 +\$7500) with one-on-one interviews at Candidates location if there are 3 candidates or less visits requested.</p> <p>However, cost will be less if advertising is not as expensive or number of trips made by Bob Slavin are reduced.</p> <p>Recommended Cost if Bob Slavin only makes one trip to VT at a cost of \$1300 and all other contact is via conference call. However, Bob Slavin will still be 100% involved in all aspect of the search. Ms. Frank’s cost for 3 trips would be about \$3500 and the advertising is less than expected the maximum cost would be \$20,685 (\$15,000 + \$885 advertisement + \$4,800 Travel) without one-on-one interviews at candidate’s location.</p> <p>Alternative Recommended Cost If Mr. Erdmann handles one trip for Ms. Frank then the cost could be \$20,100, without one-on-one interviews at candidate’s location.</p> <p>See page 55 of full proposal</p>
8	Please provide a statement of what qualifications distinguish your firm from other recruitment companies	<p>We will provide a process for the Town/Village and the New Manager to develop goals that can be used as a performance evaluation process. We do this about 30-90 days after initial start date of new manager.</p> <p>We also provide hands on service for every step of the process and have even drafted press releases about the new Municipal Manager.</p> <p>We spend a lot of time getting to know your community to find the right fit and we keep the Town officials informed of our efforts including number of contacts made as part of the recruitment process.</p> <p>We spend a lot of time getting to know each top candidate and keep them informed about the process and always describe the positives and negatives so they understand all aspects of the position in your community. We receive a number of thank you notes from candidate for our professionalism and information even if they were not chosen as the new manager.</p>
9	Please note any other information you feel is relevant to the process of	This full proposal in addition to the bid form show the high quality of our team, the extensive experience in municipal government and guarantee to continue until community is satisfied. We do not have a list of candidates waiting for your

	selecting a recruitment firm.	announcement, we start from scratch to understand your needs then recruit through our network to find the right fit and advertise and recruit with professional association, women and minority groups as needed. Please also not that we have never recruited for a municipal manager that worked for two boards but we did conduct a search of a Town Manager for the Town of Groton, CT which had subdivisions (City of Groton & Groton Long Point) which received budgeted funds from the Town. Therefore, we have an understanding of consolidated governments. We also conducted a Town Manager search for the Town of Windham which had a separate subdivision of Willimantic that provide full time Police & Fire, while State Police and Volunteer Fire provided services for the rest of the Town.
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**TOWN OF GROTON, CT
OUTSTANDING OPPORTUNITY
TO SERVE THE CITIZENS
AS THEIR NEXT TOWN MANAGER
“SUBMARINE CAPITAL OF THE WORLD”**

About Community & History

The Town of Groton lies on Fishers Island Sound between the Thames and Mystic Rivers where from times past its rugged hills and lush green woods have sloped down to sandy beaches and rocky shores. When Dutch explorer Adrian Block charted the coast in 1614, this was the stronghold of the Pequot Indians.

Groton was settled by Europeans as part of New London when John Winthrop, Jr., came from Massachusetts Bay in 1646 to find Pequot Plantation at the mouth of the Thames. By 1705 the population east of the river had increased sufficiently for the General Court to allow the inhabitants to incorporate as a separate town, which they named Groton in honor of the Winthrop estate in England.

Early settlers were primarily farmers, but they turned early to shipbuilding and the maritime trade to supplement their livelihood scratched from the rocky soil. Groton vessels traded with Boston and New York and soon found their way to the West Indies and across the Atlantic. Groton is mid-way between Boston and New York via train or highway.

During the American Revolution, the town was active against the tyranny of King George, sending out privateers to prey on British commerce. Perhaps in reprisal for their success, superior troops led by the traitor Benedict Arnold attacked Fort Griswold on Groton Heights Sept. 6, 1781. The one-sided battle ended with a dreadful massacre of the brave American defenders. The site is marked with a 134-foot monument and is now Fort Griswold Battlefield State Park.

After the war, shipping and commerce boomed and mill wheels turned on every stream. Groton seamen sailed to the ends of the earth hunting seals and whales. Major shipyards developed. At West Mystic, Maxson & Fish built clipper ships and the Civil War ironclad Galena. After the war, in 1868, a Navy Yard was established on the Thames River, which was officially commissioned as a submarine base during World War I.



About Community & History (Cont.)

Groton became known as the Submarine Capital of the World when the Electric Boat Division of General Dynamics delivered 74 diesel submarines to the Navy in World War II. This was followed in 1954 with the launch of the USS Nautilus, the world's first nuclear-powered submarine, now permanently berthed at Goss Cove near the Submarine Base. The Town of Groton just celebrated a "Connecticut's Submarines Century."

Today Groton is a regional center for commerce and industry in Southeast Connecticut while its shoreline location and its many historical sites have made the region a prime tourist attraction. Some of the more scenic areas and popular tourist attractions include:

- ◆ Historic Ship Nautilus and Submarine Force Museum;
- ◆ Fort Griswold Battlefield State Park;
- ◆ Mystic River Historical Society;
- ◆ Downtown Mystic Shopping District;
- ◆ Esker Point and Eastern Point Beaches;
- ◆ Bluff Point State Park & Coastal Reserve Trail (over 800 acres jutting out into Long Island Sound) & Haley Farm State Park;
- ◆ Project Oceanology (A year-round marine science education organization governed by local school districts in collaboration with universities and other educational institutions)
- ◆ Avery Point Campus of the University of Connecticut
- ◆ Jabez Smith House – 1783

Nearby sites include:

- ◆ Mystic Seaport
- ◆ Mystic Aquarium
- ◆ Coast Guard Academy
- ◆ Pequot and Mohegan Casino's



Form of Government

Since 1957, Groton has been governed by a Town Council-Town Manager-Representative Town Meeting (RTM) structure. This structure combines a modern professional approach with the traditional town meeting form.

The Town Council (a nine-member elected body) is responsible for determining policy and appointing the Town Manager to execute policies and administer the day to day affairs of the Town. The Council holds a public hearing on the budget and sets the property tax mill rate. One of the nine members is appointed Mayor by the Council to serve as chairman of the Council's meetings and act as the Town's representative at ceremonial functions. Council members are elected for two-year terms. Each party nominates a full slate and the nine candidates with the greatest number of votes are elected.

The Town Manager is appointed by and is directly responsible to the Council and serves for no definite term, but at the pleasure of the Council. The Manager has the power to appoint and dismiss staff, subject to the merit system. The Town Manager is responsible for preparation of the general government budget. He or she accepts the Board of Education budget and presents a combined proposal for expenditures to the Council. Before approving the budget the Council must hold a public hearing. Following approval, the Council sends the budget to the RTM (a forty-one-member elected body) for consideration and final approval.

In financial matters, the RTM must approve the budget before the Council sets the tax mill rate. The RTM must approve any items approved by the Town Council which have an effect of changing the budget by more than \$10,000. In most other matters, the RTM reviews the actions of the Council and has the power of initiative to institute legislation or force reconsideration of legislation already adopted. RTM members are elected by voting districts for two-year terms.

In addition to the Town Council and the RTM, Groton voters elect a Town Clerk for a four-year term and nine members of the Board of Education to four-year terms, as well as certain other officials.

The Town of Groton is unique in that it functions similar to a county government (even though there is no county government in Connecticut - only county lines). Many Connecticut and New England towns/cities have separate taxing/fire districts. However, the Town of Groton has a two political subdivisions with their own charters as well as six special districts that provide fire service and may also provide trash service and planning/zoning services.



Political Subdivisions

The City of Groton:

The City of Groton (changed from the Borough of Groton in 1964) was incorporated in 1903 to provide utilities, sewers, highways, fire and police protection. The City is governed by an elected Mayor, a six-member council, a City Clerk and a City Treasurer. The City Council and Mayor also serve as the Sewer Authority and they appoint members to the following: Zoning Board of Appeals, Planning and Zoning Commission, Utilities Commission, Conservation Commission, and Beach and Parks Commission. The City Council also appoints a City Attorney, a Director of Finance and heads of the police, fire, and public works departments. City Mayor is head of Groton Utilities.

The Groton Long Point Association:

The Groton Long Point Association was incorporated in 1921 to provide road maintenance and fire and police protection. The Association elects a President, Vice-President, Clerk, and five directors who compose their eight-member Board of Directors. Also elected are a Treasurer and other boards and commissions. The Board appoints several other public servants including the police chief and fire marshal.

Special Districts

The Mystic Fire District:

The Mystic Fire District was incorporated by the legislature in 1879 to provide fire protection. This, the first such special district created within the Town of Groton, includes the Village of Mystic situated in two towns – Groton and Stonington. This district has no full-time employees, but does operate a sanitation service on a contract basis and has a clerical assistant to provide services to Stonington residents.

The Noank Fire District:

The Noank Fire District was established in 1929 to provide fire protection. Voters elect a Clerk, Treasurer, and members of four governing committees. Other appointed officials are the paid members of the fire department, legal counsel, members of the Zoning Board of Appeals, and the Water Department personnel.

The Poquonnock Bridge Fire District:

The Poquonnock Bridge Fire District was established in 1943 and expanded in area in 1962, to provide fire protection. Voters elect a Clerk, Treasurer and a seven-member Executive Committee which then appoints the Fire Chief, Deputy Chief, Fire Marshall, Fire Inspector and twenty-seven full-time firefighters. There is no other governmental function of this division.

The Center Groton Fire District:

The Center Groton Fire District was organized in 1960. The voters elect a President, Vice-President, Secretary, Treasurer and a five-member Board of Directors. The President and the Board of Directors appoint five fire officials. There are no services provided other than fire protection.

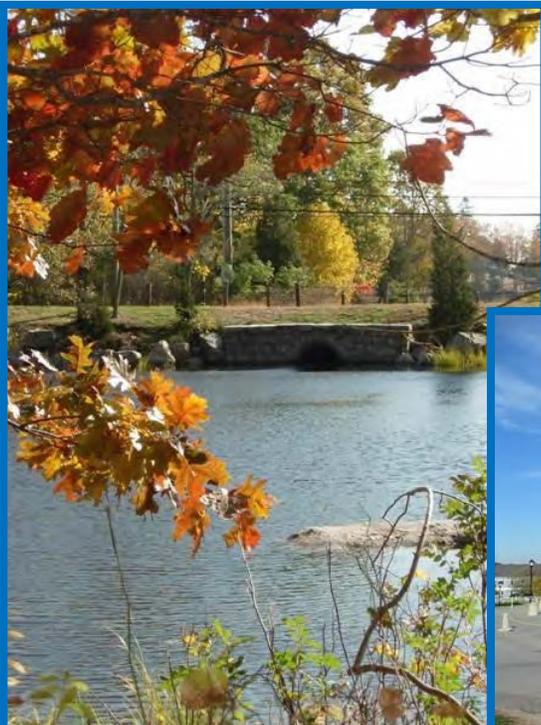
The Old Mystic Fire District:

The Old Mystic Fire District was established in 1961 and provides fire protection. The voters elect a President, Vice-President/Clerk, Treasurer and a twelve-member Board of Directors, six each from Groton and Stonington. The Directors appoint a Tax Collector and two fire marshals. Beginning in July, 1991, the Town of Groton began collecting taxes for those residents who reside on the Groton side of the Old Mystic Fire District.

The West Pleasant Valley Fire District:

The West Pleasant Valley Fire District was established in 1961 and elects a President, Vice President, Secretary, Treasurer and a five-member Board of Directors. There are no appointed committees or employees and the fire service is contracted from the City of Groton.

The Naval Submarine Base also functions as its own community (federal land-nontaxable) managed by the Captain of the Base. The Base provides its own fire, security, recreation, facility management, public works, and various other services required to operate the Base. The Naval Base is a cooperating partner with the Town of Groton and City of Groton in providing mutual aid for both police and fire services as needed.



Overview of Municipal Services for the Town of Groton

The Town Manager supervises all department heads listed below and also supervises the Manager of Information Technology and the Manager of Emergency Communications/Emergency Management Director (Police, Fire, Ambulance Dispatch and Emergency Management). A major function of the Town Manager is to prepare the Town Budget for the Town Council.

FY 2017 Adopted Budget

Town Operations	\$ 31,948,788
Education	\$ 76,468,239
Subdivisions	\$ 4,984,413
Capital/Debt Service	\$ 5,711,757
Outside Agencies	\$ 2,020,053
Contingency	\$ 425,000
Total	\$ 121,558,250

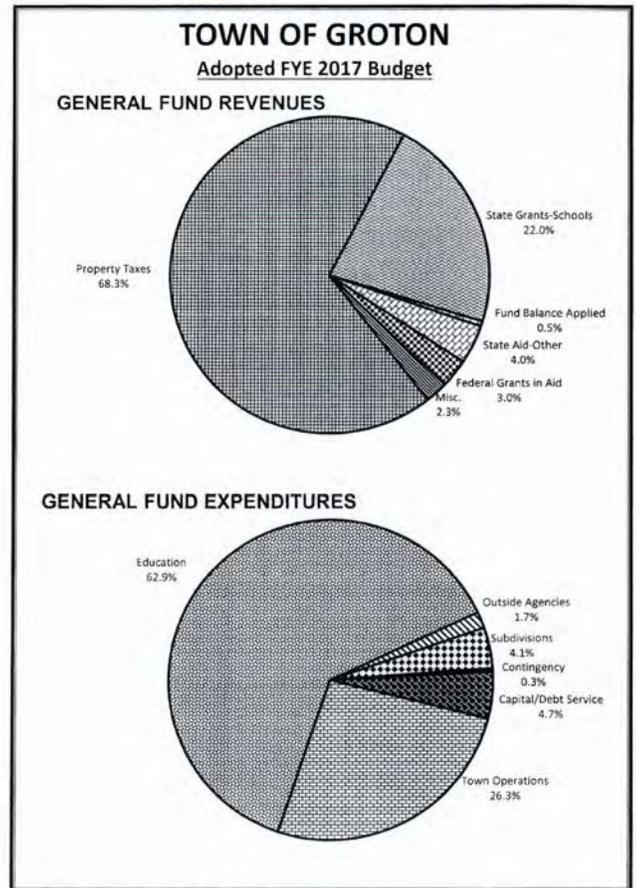
Director of Finance manages the accounting, purchasing, audit and budgetary services for the Town. Finance is also responsible for Assessment and Revenue Collection for the Town and all political subdivisions and special districts. The Town has an AA+ bond rating from Standard & Poor's

Director of Human Resources/Risk Management manages employment, training and development, benefit administration, risk management and labor relations for 261 FTE's (5 unions and 42 non-union positions).

The Director of Human Services manages three divisions; Groton Social Services, Youth and Family Services, Family Support Center. These services are provided to citizens of the Town of Groton and the political subdivisions.

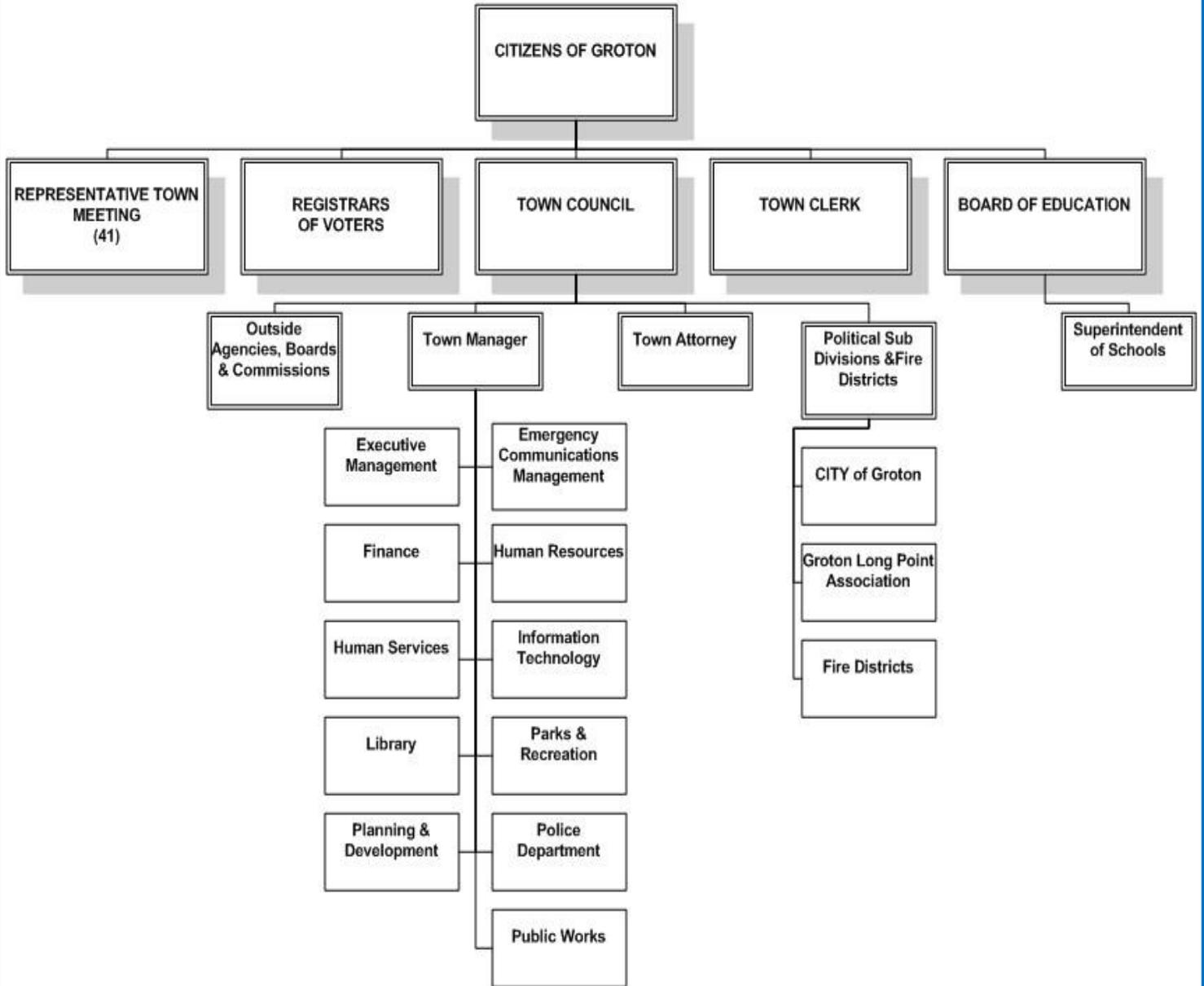
The Town Library, managed by the Director, is currently under renovations which will provide more room for a recently donated historical collection, upgrade the HVAC systems, and a computer lab. Citizens can use two other non-profit libraries located in the City of Groton and Mystic and any Library in the State with a Town of Groton Library Card.

The Director of Parks and Recreation manages four divisions – Recreation, Parks, the Senior Center and the Shennecossett Golf Course. See the Town's web site for the details of the robust programs provided by the department.



Town of Groton, Connecticut

Organization Chart



Municipal Services (Cont.)

The Director of Planning and Development manages the divisions of Planning/Zoning, Inspection Services and Economic and Community Development. The comprehensive plan of development was recently updated. The Town has also invested in new economic development efforts through a market analysis, branding efforts and citizen survey to develop an Economic Development Plan for the future.

The Police Chief oversees the Groton Police Department which is responsible for law enforcement, protection of property, animal control, marine safety, and school crossing guards. The department has four divisions- Records, Patrol, Detective and Special Services which covers training, community education (DARE), juvenile matters and crimes against the elderly. Legally the department has jurisdiction for the entire Town. It works closely with both the City of Groton and Groton Long Point Police Departments.

Municipal Services (Cont.)

The Director of Public Works manages seven divisions: Administration, Engineering, Public Buildings/Facilities, Roads/Streets, Waste Water Treatment (collection & treatment), Fleet Maintenance, Solid Waste (recycling, transfer station, contracting for resource recovery, certifies private contractors for trash collection). The department coordinates with the City of Groton and Groton Long Point Public Works departments.

Utilities are provided to the citizens as follows:

Electricity – Groton Utilities owned by the City of Groton or Eversource

Water – Groton Utilities owned by the City of Groton or Aquarion Water Company

Sewers – City of Groton or the Town of Groton Public Works Water Pollution Control

Economic Development Opportunities

Groton, a community of 41,000, is home to over a thousand businesses including the U.S. Naval Submarine Base, General Dynamic’s Electric Boat and a number of supplemental manufacturing companies that support the “Submarine Capital of the World.” Electric Boat just announced a \$1.5 billion expansion to build the Navy’s Virginia Class submarines over the next 10-20 years. This will bring 4,000 new jobs to Groton to supplement the existing 10,000 jobs already at Electric Boat.



Groton is also a major center for Biotech. Pfizer Company has its premier research and development facility in Groton. It covers 160 acres and has more than 3,000 employees plus an equal number of consultants.



Groton’s central seaside location opens up a wealth of possibilities. Surrounded by water on three sides (the Mystic River, Thames River and Long Island Sound), the community enjoys all the advantages that water access brings including close proximity to a deep-water port. The Town’s marine cluster includes a significant number of smaller support companies such as; marine surveyors, salvage experts, marine engineers and architects. Other science industries are supported by the Avery Point Campus of the University of Connecticut with an emphasis on marine sciences.



Economic Development Opportunities (Cont.)

Groton is ideally located for businesses. Both New York and Boston are under two hours away by train while Providence, Rhode Island, Hartford, and New Haven Connecticut are all within an hour's drive. Commuter trains provide easy access to nearby cities. More than one million people take advantage of these public transit options each year. Both I-95 and I-395 are easily accessible from Groton. Town. The Groton-New London Airport (located in Groton) accommodates both charter aircraft and general aviation.

Groton has over 500 acres of privately held industrial land including locations adjacent to I-95. Groton's Enterprise Zone encompasses 1,800 acres of land which is primarily zoned industrial and commercial. The Enterprise Zone program is a state/local partnership that provides a variety of tax incentives and state grants to firms that build, move or expand in the zone. The Town is also working on Tax Incentive Financing (TIF) to improve the downtown/retail district with mixed use development.

Some of Groton Assets and Demographics:

- * Available industrial land
- * Airport, rail, highway and port access
- * Low stable tax rate
- * Located midway between Boston and New York
- * Skilled work force
- * Quality education systems
- * Enterprise Zone
- * Median Age 32
- * Land Area 31 square miles
- * Town Property for Sale for new developments
- * Diverse population – 27% minority
- * Top five Grand List properties – Pfizer, Electric Boat, The Ledges (apartments), Groton Development Associates (retail shopping center), Exit 88 Hotel LLC (Marriott
- * Major employers – Pfizer, Electric Boat, Naval Submarine Base, Mystic Marriott Hotel & Spa, Naval Ambulatory Care Center.



Town Manager Responsibilities

The Town Manager is the Chief Executive Officer of the Town and is directly responsible to the Town Council for the administration of all departments, agencies and offices and personnel in accordance with the Charter. The Town Manager appoints and removes all Department Heads except for elected officers or elected department heads. Department heads when delegated such authority by the Town Manager shall appoint and may remove their department personnel in accordance with personnel regulations.



The Town Manager shall:

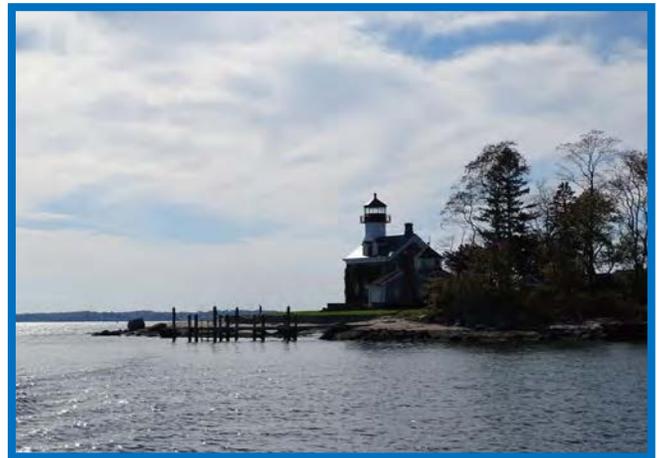
- ⇒ See that all laws and ordinances governing the Town are faithfully executed;
- ⇒ Shall make periodic reports to the Council and shall attend meetings with full right of participation in its discussion but without the right to vote;
- ⇒ Shall prepare and cause to be printed as soon as possible after the close of the fiscal year, an annual town report, which report shall include all the information required by the Connecticut General Statutes and such other information as the Town Manager deems advisable;
- ⇒ Shall recommend to the Council such measures as the Town Manager deems necessary or expedient
- ⇒ Shall keep the Council fully advised as to the financial condition of the Town;
- ⇒ Shall prepare and submit to the Council an annual budget;
- ⇒ Shall perform such duties as may be required of the Town Manager by ordinances or resolutions of the Council;
- ⇒ During emergencies, the Town Manager shall expend the necessary funds to assure the smooth operation of Town business and the health, safety and well-being of the Town and its residents.

Ideal Candidate will:

- Be a professional, strong and fair leader who holds the staff accountable
- Promote Town economic development efforts to grow the Grand List and revenues through grants and other methods
- Develop and implement efforts to consolidate services or find new and efficient ways to manage Town operations and reduce expenditures
- Be a team and consensus builder with staff and the Council as well as the Town's political subdivisions and regional agencies
- Be courageous enough to think outside the box with strategic and entrepreneurial thinking
- Have good organizational skills, including strong budgeting skills
- Be adept at public speaking and transparent in the dissemination of public information
- Take the lead in assisting the Town Council to develop quality policies, including providing thorough staff work and making sound recommendation
- Have an understanding and knowledge of how to implement the community's upcoming large capital projects for schools and information technology master plan
- Motivate and promote critical thinking in department heads and staff to provide effective and efficient services for the Town of Groton as one team
- Serve as facilitator and mediator with all the various intergovernmental agencies (i.e. political subdivisions, districts, council of governments, state government, etc.)
- Represent the Town with the small and large businesses and at community events
- Be a good communicator – have great listening skills, spread good news about the Town, be transparent about the government with citizens, departments and the Council
- Be a leader and manager that provides options, makes decisions, delegates work, builds a team and implements projects
- Able to successfully assist Electric Boat with their expansion with appropriate infrastructure improvements and land use assistance as needed.

Challenges and Opportunities

- ◆ Budget cuts have been made in the past couple of years partially due to the loss of a building on the Pfizer Campus which sent a wakeup call to the community to diversify its economy.
- ◆ Need to find creative ways to reduce costs and increase revenues sufficient to sustain the great services provided by the Town of Groton.
- ◆ Need to assess current operations and methods and develop improved and more efficient and effective ways of providing services. Possibly through consolidation efforts with the Board of Education various political subdivisions and/or neighboring communities. Develop options, recommendations, and implementation plans for these efforts.
- ◆ Market Analysis was completed by consultants for the Town which was supported by the Council to develop a strategy for the Town of Groton's growth and economic efforts such as: affordable housing for the new influx of Electric Boat workers; focus on small and medium businesses; selling excess Town properties and mixed use development in the downtown.
- ◆ Voters approved a \$184 million referendum to build a new middle school and renovate the two existing middle schools as elementary schools and decommissioning three old and inefficient elementary schools that are out of date and expensive. The new middle school will allow the expansion of the International Bachelorette Program from the high school to the middle school.
- ◆ Implementation of a multi-year, multi-initiative Enterprise Applications Master Plan to upgrade information technology hardware and software for the Town and Board of Education starting with \$1.5 million CIP to purchase Enterprise Information Management System.
- ◆ Need to promote Groton to businesses, developers and citizens to help move the community to the next level.



Qualifications for Town Manager

Minimum requirements for the position are a Bachelor's Degree in Public or Business Administration or similar with a preference for a Master's Degree combined with at least 10 years of government management experience preferably as a chief executive or full range assistant. Knowledge and experience with labor relations, economic development, role of technology in government, and large capital improvement projects required. Experience with a military community and experience working with various levels of government districts and regional agencies is a strong plus. Or any equivalent experience, education and knowledge. ICMA-CM preferred.

Compensation and Application Process

Open and competitive beginning salary DOQ's supplemented by an excellent fringe benefit package.

Benefits negotiable – similar to management employees

Moving expenses negotiable

ICMA Retirement Corporation Plans

Residency is required within 6-9 months of appointment per the Town Charter

For more information see the Town Web Site : <http://www.groton-ct.gov>

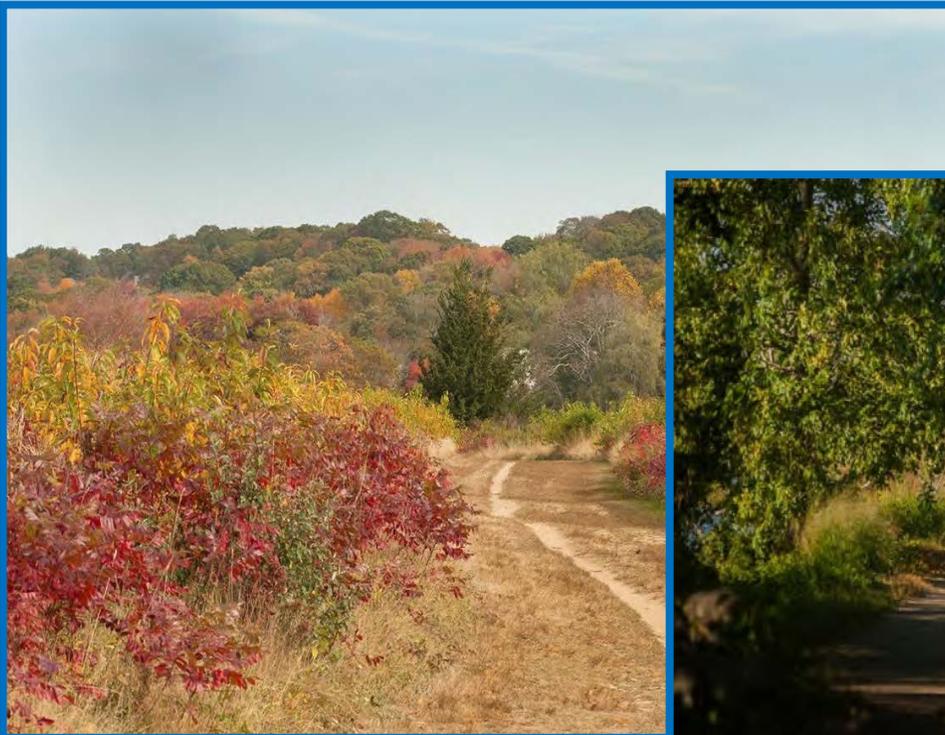
Town of Groton is Equal Employment Employer/AA

If you are interested and meet these qualifications and want to be considered for this exceptional career opportunity, please mail or email your resume and cover letter by March 3, 2017. If you have more questions about the Town of Groton operations, services, and/or challenges please call for more details. Top candidates will be asked to complete a questionnaire so early applicants will have more time to prepare responses

Send your materials or call for more information to:

Ms. Randi Frank
Randi Frank Consulting, LLC
7700 Hoover Way
Louisville, KY 40219
203-213-3722
randi@randifrank.com
www.randifrank.com

Robert Slavin
Slavin Management Consultants
770-449-4656
Fax 770-416-0848
slavin@bellsouth.net
www.slavinmanagementconsultants.com



THE TOWN OF WINDHAM CONNECTICUT INVITES CANDIDATES TO APPLY FOR THE:



FIRST TOWN MANAGER POSITION

COMMUNITY PROFILE AND HISTORY



Textile Museum

Mill converted to business offices



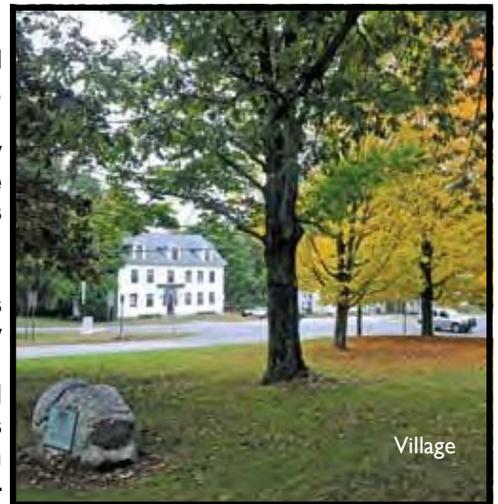
Founded in 1692, Windham is located at the confluence of three rivers. It was settled to take advantage of the water power for saw and grist mills. In the 1800's the town's Willimantic section became a thread and textile capital. Named "Thread City," Willimantic was home to the American Thread Co., the largest manufacturing plant in the world in the 1890s. The town was known worldwide as one of the finest manufacturers of thread outside England. During the past 300 years, the town of Windham has formed a unique mix of rural / urban living and governance. Willimantic outgrew the other sections of town in the early 1800's; it eventually became a separately incorporated borough in 1833 and ultimately a city of its own in 1893. Then, almost 100 years to the date in 1983, the city and town consolidated and became one town again.

Following consolidation, Windham was reconstituted with two taxing districts: (1) the Willimantic Service District, which has its own paid Police and Fire Departments serving the former City of Willimantic; and (2) the Windham First Taxing District, covering the three dis-

tinct villages – Windham Center, South Windham, and North Windham – each with its own volunteer fire department and post office, two with their own libraries and served by the state police. The Town of Windham also has one education budget and an overall Town budget, which makes the development and management of its finances relatively complex.

Located in the Northeastern part of the state, Windham is the center of Connecticut's "Quiet Corner". The town has a rural charm yet is within easy access of such metropolitan centers as Hartford, Providence, Boston, and New York City. Windham's rich history runs the gamut from its pre-Revolutionary War past to its time as a lively manufacturing hub of silk and thread to its fine collection of elegant Vic-

torian and Colonial homes. The town's diverse cultural heritage reflects the world community. Home to Eastern Connecticut State University and only 10 miles from the University of Connecticut, Windham enjoys a level of intellectual, artistic, and cultural activity not often found in a town of its size. New initiatives in Windham include the development of Willimantic's historic thread mills, and the emerging Willimantic Whitewater Partnership, which is planning a whitewater rafting park, walking trails, and other eco-friendly development in the downtown sector.



Village

Form of Government

The previous town government structure followed the traditional Board of Selectmen and the First Selectman as CEO. The town has recently adopted a Town Manager form of government. The successful candidate will be Windham's first town manager, and will lead the transition to provide new opportunities for efficient town operations while encouraging future growth and development. The Town Manager will be hired and supervised by an elected eleven member Town Council— 7 members from the Willimantic Service District, 3 members from Windham Service District and a separately elected Mayor.

About the Windham Community

People

Windham is an eclectic community of professionals, blue-collar workers, small business owners, artists, immigrants, first-time home owners, retirees, students, professors, and other residents. With a residential population exceeding 24,000, the town is the commercial and cultural center of Northeastern Connecticut. Windham is a wonderfully diverse community, with influences ranging from colonial New England to French Canadian, Polish, Irish, Puerto Rican, Central American, African-American, Eastern European and more. Eating establishments, town events, and other community activities all reflect the town's multicultural flavor.

Community Events

Numerous cultural events throughout the year serve to re-energize the town's residents, while also bringing visitors to town to enjoy the fun. The Third Thursday Street Fest; Riverfest; Frogfest; the Valentine's Day Chocolate Festival; the "Boom Box Parade" on July 4; the Victorian Homes Tour; and many other town events give Windham residents something to look forward to in every season.

The Arts

In addition to cultural events in town, several organizations exist to promote and support ongoing arts activities. These include the Windham Arts Collaborative, which offers artists' galleries, studios, and meeting and music performance space; Arts at the Capital Theater (the performing arts magnet school); Curbstone Press, an internationally recognized small press; and the Windham Art Space apartment complex.



A Vision for the Future

Windham's community leaders share a common vision for the town's future, which includes the continued development of the downtown as an art and entertainment center and a mecca for small businesses. Critical to any significant positive change is the redevelopment of Main Street as an attractive location for college students at Eastern Connecticut State University. The Willimantic Whitewater Partnership is another organization focused on revitalizing the downtown area, using the Willimantic River as the source of recreational and community development. The town's vision also recognizes the value of two universities (Eastern Connecticut State University in Willimantic and the University of Connecticut in Storrs) to the region's economic and intellectual growth. Preserving the town's architectural history, including an impressive collection of Victorian homes in the Historic Hill Section and businesses in the Main Street District in Willimantic and Historic District in Windham Center, are another important component of Windham's vision for the future, as is the revitalization of the town's historic thread mills (i.e. the Windham Mills project, a restoration of a 600,000-square-foot abandoned stone mill turned into a vertical industrial park). Based on a Revolutionary War tale, the town's appropriation of the frog as mascot and conversation piece has influenced everything from sculptures to most notable the "Frog Bridge" which provided better access into the downtown from the South, as well as becoming a tourist attraction with its four prominent bronze frog statues. Finally, the cultural diversity of Windham is considered a source of pride that must continue to be nurtured.



Characteristics of the Ideal Candidate

- Thorough knowledge and strong municipal management and public administration skills—ability to educate the community about the Town Manager form of government
- Thorough knowledge of municipal, state, and federal programs and decision-making processes –ability to work with regional agencies and educational institutions.
- Thorough knowledge of financial administration, debt financing, and financial reporting systems—understanding of district budgets
- Thorough knowledge of public personnel administration, labor relations, union negotiations, including the direction, supervision, and evaluation of staff
- Demonstrated experience in economic development, Main Street & revitalization projects
- Demonstrated experience in capital projects, including roads, drainage, public utilities, and bridges
- Enthusiastic and innovative team builder with internal and external groups
- Provide strong leadership for whole town – look at big picture – but understand the different needs of all segments of the community



Qualifications: The successful candidate must hold an undergraduate degree in public administration, political science, business administration or a closely related field. A Master's Degree in Public or Business Administration is preferred. ICMA Credentialed Manager preferred. Five to seven years of increasingly responsible experience in municipal government, including previous experience as Town Manager or Assistant Town Manager is preferred. Ability to speak Spanish a plus.



Challenges and Opportunities

- Develop a strategic plan—assist the Council to refine the Town mission & vision and develop a plan to achieve it.
- Promote the Transition from Board of Selectman form of government to a professional Town Manager/Town Council form of government.
- Carefully analyze community and develop suggestions and recommendations to enhance community—the pieces {Universities (Eastern & UCONN), airport, hospital, river sports, natural resources and beauty, civic & cultural organizations, a strong volunteer spirit} - are in place a manager is needed to help bring the dream to life.
- Communicate clearly to the community about services that are provided and their cost.
- Reach out to community to promote economic development—attract and retain businesses.
 - Ability to deal with social and economic challenges in a multicultural environment.
 - Opportunity to restructure Town Government, look at opportunities for consolidation of services with schools and neighboring towns.
 - The challenge to reorganize the Town Department structure which currently includes 18 department heads reporting to the Town Manager. The Town Departments and Functions currently include: Town Planner, Town Engineer, Building Official, Code Enforcement Officer, Human Services Director, Library Director, Recreation Director, Public Works Director, Controller, Assessor, Collector of Revenue, Town Clerk/Treasurer, Executive Administrator/Personnel Director, Police Chief-Willimantic District, Fire Chief-Willimantic District, Fire Marshal, and indirectly the Water Department Superintendent and Water Pollution Control Superintendent.



Compensation and Application Process

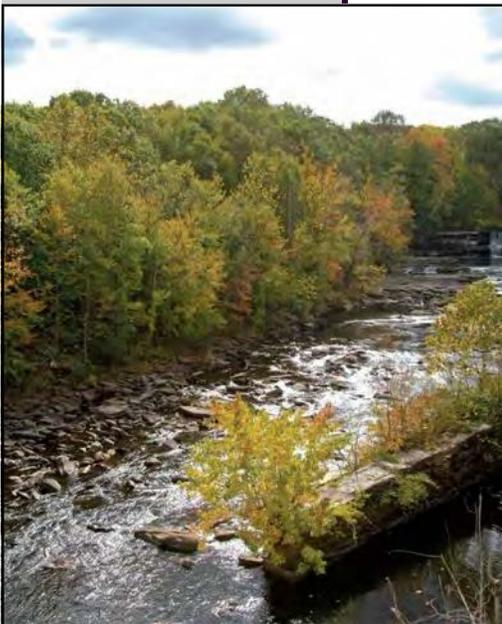
The starting salary for this position is negotiable depending on qualifications & experience - with an excellent benefits package which includes:

- Benefits negotiable - similar to management
- Moving expenses negotiable
- ICMA Retirement Corporation – Plan Options
- ICMA Membership
- A no residency clause in contract if requested by candidate.

For more information see the Town web site: www.windhamct.com

Windham is an EOE/AA/Equal Access Employer

If you meet these qualification and want to be considered for the challenges of the first Town Manager for the Town of Windham please mail or email your resume and cover letter immediately to:



Ms. Randi Frank or
 Randi Frank Consulting, LLC
 7 Promontory Drive
 Wallingford, CT 06492
rfrank05@snet.net
www.randifrank.com
 Phone 203-284-3707

Robert E. Slavin
 Slavin Management Consultants
 3040 Holcomb Bridge Road
 Suite A-1
 Norcross, Georgia 30071
slavin@bellsouth.net
www.slavinweb.com
 Phone 770-449-4656
 Fax 770-416-0848

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>	



Cromwell, CT 06416
(860) 632-3410

iv.

Claremont, NH

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

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

See **Appendix A** for additional references

4. Please provide a detailed plan and schedule of how the firm will conduct the selection process.

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.

In conducting recruitment and selection services, we endeavor to do more than merely match candidates to job openings:

- 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.



- 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.



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



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 or 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>	<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>	



Cromwell, CT 06416
(860) 632-3410

iv.

Claremont, NH

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

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

See **Appendix A** for additional references

4. Please provide a detailed plan and schedule of how the firm will conduct the selection process.

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.

In conducting recruitment and selection services, we endeavor to do more than merely match candidates to job openings:

- 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.



- 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.



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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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>
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9.	<p>Please note any other information you feel is relevant to the process of selecting a recruitment firm.</p>	

Submitted by:

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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	Springsted Waters
	Address	9229 Ward Parkway, Suite 104, Kansas City, Missouri 64114
	Telephone number	816-868-7042
	Contact person(s)	Art Davis, Senior Vice President
2.	Please provide a brief history of the firm, including the number of years in operation.	<p>Waters, Trego and Davis was originally founded in 1976 and was incorporated in 1988, in Texas, under the name of The Waters Consulting Group, Inc. In May 2014, the Executive Recruitment Division of Waters Consulting Group merged with Springsted, Incorporated forming Springsted Waters, a wholly owned subsidiary of Springsted, Incorporated, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Springsted Incorporated, our parent company, has been a Women Business Enterprise since 1993. Three employee-owners lead the Springsted group of firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Chicago, Illinois; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado.</p> <p>Since our firm’s beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products. In addition, S W is positioned as one of the largest privately-held executive recruitment firms in the nation with a focus on the public sector.</p> <p>S W has a team of seven recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the Town of Essex/Village of Essex Junction organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding</p>

		<p>services that exceed the Town/Village’s expectations. Since 2012 our combined consultant team has conducted more than 440 executive recruitments.</p> <p>The S W Recruitment Project Team will partner with the Town Selectboard, Village Trustees and designated Town/Village staff as your technical advisor to ensure that the recruitment process for your next Municipal Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.</p> <p>We have structured the S W Recruitment Project Team to draw upon S W’s and Springsted’s 50 plus years of service to the public sector and to leverage S W’s experience and capacity to focus nationwide to find the most qualified candidates.</p>
3.	<p>Please list recent recruitments conducted and provide 3 to 5 references.</p>	<p>City of Oldsmar, FL (Pop. 14,000) Position filled July 2017 Project: Full Service Recruitment – City Manager Mr. Dean O’Nale, Fire/EMS Chief Recruitment Project Leader for City of Oldsmar 225 Pine Avenue North Oldsmar, FL 34677 813-749-1200 donale@myoldsmar.com</p> <p>Township of Roxbury, NJ (Pop. 23,324) Position filled April 2017 Project: Full Service Recruitment – Township Manager Ms. Amy Rhead, Township Clerk 1715 Route 46 Ledgewood, NJ 07852 973-448-2001 rheada@roxburynj.us</p>

		<p>Town of Wallingford, CT (Pop. 45,135) Position filled May, 2017 Project: Full Service Recruitment – Director of Public Utilities Mr. Bob Beaumont, Chairman Wallingford Public Utilities Commission 45 South Main Street Wallingford, CT – 06492 203-631-2904 robert.n.beaumont@snet.net</p> <p>City of Frederick, MD (Pop. 66,893) Position filled January 2017 Project: Full Service Recruitment – Human Resources Director Ms. Saundra Nichols, City Attorney 101 North Court Street Frederick, MD 21701 301-600-1387 snickols@cityoffrederick.com</p> <p>Lancaster County, SC (Pop. 85,842) Positions filled: 1) May, 2017, 2) June, 2016 Project: 2 Full Service Recruitments – 1) County Engineer & 2) Director of Economic Development Mr. John L. Weaver, County Attorney 101 N. Main Street Lancaster, SC 29721 803-416-9426 (Work) jweaver@lancastercountysc.net</p> <p>Additional references provided in Statement of Qualifications</p>
4.	Please provide a detailed plan and schedule of how the firm will conduct the	Task I: Recruitment Brochure Development and Advertising

<p>selection process.</p>	<p>The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of Municipal Manager. The recruitment brochure will also have a profile that captures the essence of the Town/Village as a highly-attractive venue for the successful candidate to live and work.</p> <p>To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Town Selectboard, Village Trustees and designated staff to discuss the required background, professional experience and management and leadership characteristics for your Municipal Manager position. We meet individually (or collectively depending upon your preference) with the Town Selectboard and Village Trustees to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the Municipal Manager. [See example of a recruitment brochure in Appendix I.]</p> <p>The Recruitment Project Team will also work with the Town of Essex/Village of Essex Junction to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, S W has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the Town/Village's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.</p> <p>Task II: Execution of Recruitment Strategy and Identification of Quality Candidates</p> <hr/> <p>Utilizing the information developed in Task I, S W will identify and reach out to individuals who will be outstanding candidates for the position of Municipal Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.</p>
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These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the Municipal Manager position. This will provide the S|W Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the Town/Village such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Town Selectboard, Village Trustees and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

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

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

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Town Selectboard, Village Trustees and others

designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of your Town/Village.

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

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

When the Town Selectboard and Village Trustees approve of a group of finalists for on-site interviews, S|W will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, S|W will develop information on the candidates in the following areas:

- Consumer Credit • Bankruptcy • City/County Criminal • State District Superior Court Criminal
- City/County Civil Litigation • State District Superior Court Civil Litigation • Judgment/Tax Lien
- Federal District Criminal • Motor Vehicle • Federal District Civil Litigation • Educational Verification

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer

questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the Town/Village requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Town of Essex/Village of Essex Junction’s Municipal Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Springsted | Waters, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted | Waters is a WBE.

Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

TOWN OF ESSEX/VILLAGE OF ESSEX JUNCTION, VT

EXECUTIVE RECRUITMENT

PRELIMINARY TIMELINE

The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of XXX. Actual target dates will be developed in consultation with and approved by the Town Selectboard and Village Trustees.

Profile development, advertising and candidate outreach. XXX

- S|W completes on-site interviews to develop candidate profile and recruitment brochure; the Town/Village approves ad placement schedule and timeline.
- S|W sends draft recruitment brochure to the Town/Village.
- The Town/Village returns draft recruitment brochure (with edits) to S|W.
- S|W commences executive recruitment advertising and marketing.
- Online data collection and profile development.

Applicant screening and assessment and recommendation of semi-finalists. XXX

- S|W commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online.
- S|W completes formal review of applications and sends selected resumes and questionnaire responses to the Town/Village for review. Also candidates' recorded interviews are presented.
- Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed.
- S|W meets with the Town/Village and recommends semi-finalists; the Town/Village selects finalists for on-site interviews.

Comprehensive background check and reference checks completed for finalists. XXX

- S|W completes reference checks/background checks/ academic verification on finalists.

On-site Interviews with finalists. • S|W sends documentation for finalists to the Town/Village. XXX

- The Town/Village conducts on-site interviews with finalists.

Employment offer made / accepted. XXX

- The Town/Village extends employment offer to selected candidate.

5.	<p>Please identify the specific services that will be provided (i.e. candidate screening process, background checks, reference checks, etc.).</p>	<ol style="list-style-type: none"> 1. The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals. 2. The community/staff survey will yield valuable insights regarding the desired characteristics of the ideal candidate. 3. The recorded interviews will give additional insights, beyond “paper” qualifications and streamline the identification of finalists. 4. The Management Style Analysis will ensure proper “fit” of the selected candidate. 5. The process will involve highly experienced recruiters with public sector backgrounds. 6. The process will be conducted in an ethical and transparent manner, consistent with applicable employment law.
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>Our firm is pleased that most of the candidates selected for leadership positions remain in their role at least five years. Five years represents a good tenure for city administrators and exceeds the two-year threshold indicated in the International City/County Management Association’s Code of Ethics.</p>

<p>7.</p>	<p>Please provide a detailed fee schedule disclosing any and all fees charged to the client during the course of the search.</p>	<p>The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of S W and are handled directly by the client organization.</p> <p>The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.</p> <p>All questions regarding the professional fees and project-related expenses should be directed to Art Davis, Senior Vice President at adavis@springsted.com or via phone at 816-868-7042.</p> <p>Phase I Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader)</p> <p>Task 2 – Identify Quality Candidates</p> <p>Phase II Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications</p> <p>Phase III Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Project Team Leader)</p> <p>Conclusion Acceptance of offer by candidate</p>
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		<p>TOTAL ALL-INCLUSIVE PROFESSIONAL FEE \$24,500</p> <p>OPTIONAL SERVICES FOR CONSIDERATION</p> <p>At the Town/Village’s option, S W will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new Municipal Manager. This survey is completed by community leaders, citizens, and Town/Village employees and would alter the project timeline. \$1,650</p> <p>On rare occasions, S W is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the Town/Village. Additional work specifically requested by the Town/Village which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. S W will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services. \$220 per hour plus expenses</p>
8.	<p>Please provide a statement of what qualifications distinguish your firm from other recruitment companies.</p>	<p>What Distinguishes Springsted Waters from the Competition?</p> <hr/> <p>There are many reasons S W has distinguished itself from its peers in public sector executive recruitment.</p> <ul style="list-style-type: none"> • We are experienced and passionate about what we do. Springsted Waters executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities and counties. S W has recruited and placed nearly 500 executive-level positions within cities, counties and public and non-profit organizations since 2010. • We are focused on exceeding your expectations. We believe in local government and want to

assist you and your organization in building a great team. We want your organization to hire us again based on the success we achieve after the first time we work together.

- We believe that “ethical business practices” are a catalyst for success. These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality and professional services.
- We believe in diversity! Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. Springsted Incorporated, our parent company, is a WBE.
- We conduct a timely and high quality recruitment that is within budget. For an all-inclusive, not-to-exceed professional fee that includes the cost of professional services by the Recruitment Project Team Leader, the project support staff, and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks, and travel expenses for up to three on-site visits, we work with you to establish a timeline, respond to your organization’s needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for your organization.
- We utilize the latest technologies that uniquely sets us apart. Technology plays an important role in the Springsted | Waters search process. From our proprietary video interview system and our Management/Leadership Style Assessment Analysis to our proprietary on-line application system, we efficiently manage candidate information and provide the hiring entity with unique information about the candidate’s leadership / management style and ability to respond extemporaneously to video questions.
- We offer a “Triple Guarantee” that commits our company to your organization’s success.
 1. We remain focused to assist with your executive recruitment until you make an appointment!
 2. We guarantee your executive recruitment for 24 months against termination or resignation for any reason – or we come back to fill the position for no additional professional fee.
 3. We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization.

9.	<p>Please note any other information you feel is relevant to the process of selecting a recruitment firm.</p>	<p>Benefits to the Town/Village</p> <hr/> <p>Selecting S W to conduct your executive recruitment provides the Town of Essex/Village of Essex Junction with the following benefits:</p> <ul style="list-style-type: none"> • Comprehensive and Structured Process – Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates. • Transparency – S W comes to the Town of Essex/Village of Essex Junction without having any preconceived notions or expectations about the Town/Village and prospective candidates. The S W team works closely with the Town/Village to make sure the process is transparent. • Confidentiality – Prospective candidates know that their application will be kept confidential, allowing them to express interest in the position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the Town of Essex/Village of Essex Junction can count on maximizing the number of qualified candidates interested in the Municipal Manager position. • Candidate Recruitment – S W actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the Town/Village of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using S W. • Focused Use of Town/Village’s Time – S W’s comprehensive process incorporates the active participation of Town Selectboard and Village Trustees at key steps in the process. Our process keeps elected officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the search process or to put aside other pressing issues facing the Town/Village. • Minimize Staff Disruption – S W’s search process also minimizes disruptions to Town/Village staff, some of whom may have additional duties in this time of transition. Because conducting a thorough search can be time-consuming, S W’s involvement allows staff to stay focused on their primary and assigned functions.

- Thorough Evaluation of Candidates – The Town of Essex/Village Essex Junction seeks a Municipal Manager of sound professional and personal character. S|W’s process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

Recruitment Project Team

Mr. Rollie Waters, Executive Vice President
Direct Phone: (214) 466-2424
Email: rwaters@springsted.com

Recruitment Project Team Leader
Mr. Art Davis, Senior Vice President
Direct Phone: (816) 868-7042
Email: adavis@springsted.com

Ms. Anne Lewis, Senior Vice President
Direct Phone: (804) 726-9748
Email: alewis@springsted.com

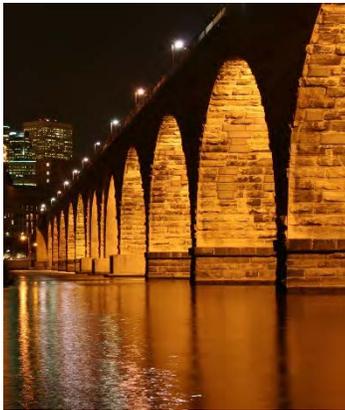
Mr. Chuck Anderson, Senior Vice President
Direct Phone: (817) 965-3911
Email: canderson@springsted.com

Mr. Chuck Rohre, Senior Vice President
Direct Phone: (214) 466-2436
Email: crohre@springsted.com

Ms. Jenelle Stapleton, Project Coordinator
Direct Phone: (214) 466-2445
Email: jstapleton@springsted.com

Resumes provided in Statement of Qualifications

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Statement of Qualifications

Town of Essex/Village of Essex Junction, VT

Statement of Qualifications to Provide Executive Search Services

August 4, 2017

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

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

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

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LETTER OF TRANSMITTAL

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- 3. PLEASE LIST RECENT RECRUITMENTS CONDUCTED AND PROVIDE 3 TO 5 REFERENCES. 4
- 4. PLEASE PROVIDE A DETAILED PLAN AND SCHEDULE OF HOW THE FIRM WILL CONDUCT THE SELECTION PROCESS. 5
- 5. PLEASE IDENTIFY THE SPECIFIC SERVICES THAT WILL BE PROVIDED. 10
- 6. PLEASE PROVIDE INFORMATION REGARDING THE AVERAGE TENURE OF PAST CANDIDATES PLACED BY THE FIRM, AS WELL AS INFORMATION REGARDING REPLACEMENT SERVICES..... 10
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- 9. PLEASE NOTE ANY OTHER INFORMATION YOU FEEL IS RELEVANT TO THE PROCESS OF SELECTING A RECRUITMENT FIRM. 12



Springsted Incorporated
9229 Ward Parkway, Suite 104
Kansas City, MO 64114

Tel: 816.333.7200

Fax: 816.333.7299

www.springsted.com

LETTER OF INTEREST

August 4, 2017

Mr. Travis Sabataseo
HR Coordinator/Administrative Assistant
Town Manager's Office
81 Main St
Essex Junction, VT 05452

Re: Request for Statement of Qualifications to Provide Executive Search Services

Dear Mr. Sabataseo,

I appreciate the opportunity to submit our statement of qualifications to provide executive recruitment services for the Town of Essex/Village of Essex Junction's next Municipal Manager. Our extensive experience in providing executive recruitment services to cities, counties and other public sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the Town of Essex/Village of Essex Junction.

We know that you have options for using other recruitment firms. However, we believe that our approach sets us apart from our competitors in the following unique ways:

- Springsted | Waters (S|W) will be aggressive and responsive to you - the client - and with prospective applicants using an approach of "*doing whatever it takes to get the job done right!*" Please notice our "Triple Guarantee" referenced in this Proposal;
- S|W recommends advertising and recruiting nationally, but would also focus on making contact with municipal management professionals currently working in Vermont and in some of the surrounding states, believing that a regional focus can sometimes bring in candidates more knowledgeable about the nuances of working in Vermont and the Northeast;
- S|W's project recruitment team is outstanding! This team is comprised of the original founder of S|W (then Waters Consulting) a firm that has had tremendous success working in the public and nonprofit sectors on executive recruitment and human resources related consulting for over 30 years, along with two former city managers/administrators. The result – a consultant team that possesses a thorough and detailed understanding of the leadership, experience, training and certifications required for this position which ultimately benefits the client with a more targeted and qualified pool of candidates;

- S|W will provide, if requested, Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management / leadership style profile for the ideal candidate;
- We will use a proprietary on-line video interview process to assist the Town Selectboard and Village Trustees in narrowing down semi-finalists to a smaller group for on-site interviews. This unique on-line video system will be made available to the Town Selectboard, Village Trustees and key management staff as part of the all-inclusive fee to better assist in screening candidates and can possibly reduce costs by eliminating unnecessary travel expenses for on-site interviews; and
- Utilization of a proprietary online application system exclusively licensed to S|W to facilitate talent management. The system has been designed by S|W to customize applicant flow and tracking. It allows ease of communication with applicants and the ability to conduct database inquiries for candidates based on characteristics important to the Town/Village such as geographic location and specific experience, expertise and qualifications.

The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at 816-868-7042 or by email at adavis@springsted.com. Our Team would consider it a professional privilege to provide these services to the Town of Essex/Village of Essex Junction.

Respectfully submitted,

A handwritten signature in blue ink that reads "Art Davis" with a small "sml" written above the end of the name.

Art Davis, Senior Vice President
Consultant

sml

Town of Essex/Village of Essex Junction, VT
Statement of Qualifications to Provide
Executive Search Services

1. Firm name, address, telephone number, and contact person(s).

Firm name, address, telephone number

Springsted | Waters
9229 Ward Parkway, Suite 104
Kansas City, Missouri 64114
Office: 816-333-7200
Fax: 816-333-7299

Contact Person

Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042
Email: adavis@springsted.com

2. Please provide a brief history of the firm, including the number of years in operation.

Waters, Trego and Davis was originally founded in 1976 and was incorporated in 1988, in Texas, under the name of The Waters Consulting Group, Inc. In May 2014, the Executive Recruitment Division of Waters Consulting Group merged with Springsted, Incorporated forming Springsted | Waters, a wholly owned subsidiary of Springsted, Incorporated, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Springsted Incorporated, our parent company, has been a Women Business Enterprise since 1993. Three employee-owners lead the Springsted group of firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Chicago, Illinois; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products. In addition, S|W is positioned as one of the largest privately-held executive recruitment firms in the nation with a focus on the public sector.

S|W has a team of seven recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the Town of Essex/Village of Essex Junction organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City's expectations. Since 2012 our combined consultant team has conducted more than 440 executive recruitments.

The S|W Recruitment Project Team will partner with the Town Selectboard, Village Trustees and designated Town/Village staff as your technical advisor to ensure that the recruitment process for your next Municipal Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the S|W Recruitment Project Team to draw upon S|W's and Springsted's 50-plus years of service to the public sector and to leverage S|W's experience and capacity to focus nationwide to find the most qualified candidates.

3. Please list recent recruitments conducted and provide 3 to 5 references.

Recently Conducted S|W Recruitments in the Northeast

2012	Ocean City	MD	Town Manager
2012	Rockville	MD	City Manager
2014	Hartford	CT	Chief Operations Officer
2014	Hartford	CT	Director of Finance
2014	Gaithersburg	MD	Director of Human Resources
2014	Luzerne County	PA	Budget and Finance Division Head
2014	Luzerne County	PA	Director of Information Technology
2014	Luzerne County	PA	Human Services Division Head
2014	Luzerne County	PA	Operational Services Division Head
2014	Narberth Borough	PA	Borough Manager
2014	Township of Lower Merion	PA	Township Manager
2015	Lower Allen Township	PA	Public Safety Director
2016	Frederick	MD	Human Resources Director
2017	Wallingford	CT	Director of Public Utilities
2017	Township of Roxbury	NJ	Township Manager

References

City of Oldsmar, FL (Pop. 14,000)

Position filled July 2017

Project: Full Service Recruitment – City Manager

Mr. Dean O'Nale, Fire/EMS Chief

Recruitment Project Leader for City of Oldsmar

225 Pine Avenue North

Oldsmar, FL 34677

813-749-1200

donale@myoldsmar.com

Lancaster County, SC (Pop. 85,842)

Positions filled: 1) May, 2017, 2) June, 2016

Project: 2 Full Service Recruitments – 1) County Engineer & 2) Director of Economic Development

Mr. John L. Weaver, County Attorney

101 N. Main Street

Lancaster, SC 29721

803-416-9426

jweaver@lancastercountysc.net

Township of Roxbury, NJ (Pop. 23,324)

Position filled April 2017

Project: Full Service Recruitment – Township Manager

Ms. Amy Rhead, Township Clerk

1715 Route 46

Ledgewood, NJ 07852

973-448-2001

rheada@roxburynj.us

Manatee County, FL (Pop. 342,106)

Position filled September, 2016 (Currently conducting Recruitment for new County Administrator)

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

Mr. Rodney D. Barnes, Human Resources Director

1112 Manatee Avenue West

Bradenton, FL 34205

941-748-4501 ext. 3813

Rodney.Barnes@mymanatee.org

City of El Dorado, KS (Pop. 13,000)

Position filled January, 2017

Project: Full Service Recruitment – City Manager

Mr. Vince Haines, Mayor

220 E. 1st Avenue
El Dorado, KS 67042
316-323-2535
vhaines@eldoks.com

City of Norwalk, IA (Pop. 10,000)

Position filled June, 2016

Project: Full Service Recruitment – City Manager

Mr. Tom Phillips, Mayor

705 North Avenue
Norwalk, IA 50211
515-771-8078
mayor@norwalk.iowa.gov

Town of Wallingford, CT (Pop. 45,135)

Position filled May, 2017

Project: Full Service Recruitment – Director of Public Utilities

Mr. Bob Beaumont, Chairman

Wallingford Public Utilities Commission
45 South Main Street
Wallingford, CT – 06492
203-631-2904
robert.n.beaumont@snet.net

Grand Rapids, MI (Pop. 210,000)

Position filled June, 2016

Project: Full Service Recruitment – Fire Chief

Ms. Mari Beth Jelks, Director of Admin. Services & HR Director

300 Monroe Avenue, 8th Floor
Grand Rapids, MI 49503
616-456-3166
mjelks@grand-rapids.mi.us

City of Frederick, MD (Pop. 66,893)

Position filled January 2017

Project: Full Service Recruitment – Human Resources Director

Ms. Sandra Nichols, City Attorney

101 North Court Street
Frederick, MD 21701
301-600-1387
snickols@cityoffrederick.com

4. Please provide a detailed plan and schedule of how the firm will conduct the selection process.

Task I: Recruitment Brochure Development and Advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of Municipal Manager. The recruitment brochure will also have a profile that captures the essence of the Town/Village as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Town Selectboard, Village Trustees and designated staff to discuss the required background, professional experience and management and leadership characteristics for your Municipal Manager position. We meet individually (or collectively depending upon your preference) with the Town Selectboard and Village Trustees to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the Municipal Manager. [See example of a recruitment brochure in Section 9]

The Recruitment Project Team will also work with the Town of Essex/Village of Essex Junction to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, S|W has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the Town/Village's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.

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

Utilizing the information developed in Task I, S|W will identify and reach out to individuals who will be outstanding candidates for the position of Municipal Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the Municipal Manager position. This will provide the S|W Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the Town/Village such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Town Selectboard, Village Trustees and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

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

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

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Town Selectboard, Village Trustees and others designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of your Town/Village.

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

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

When the Town Selectboard and Village Trustees approve of a group of finalists for on-site interviews, S|W will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, S|W will develop information on the candidates in the following areas:

- Consumer Credit
- City/County Criminal
- City/County Civil Litigation
- Judgment/Tax Lien
- Motor Vehicle
- Educational Verification
- Bankruptcy
- State District Superior Court Criminal
- State District Superior Court Civil Litigation
- Federal District Criminal
- Federal District Civil Litigation

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the Town/Village requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Town of Essex/Village of Essex Junction's Municipal Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Springsted | Waters, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted | Waters is a WBE.

Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

TOWN OF ESSEX/VILLAGE OF ESSEX JUNCTION, VT EXECUTIVE RECRUITMENT PRELIMINARY TIMELINE		
<p>The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of Thursday, September 14, 2017. <i>(Commencement of the project is contingent upon contract approval prior to the first consultant on-site visit.) Actual target dates will be developed in consultation with and approved by the Town Selectboard and Village Trustees.</i></p>		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> S W completes on-site interviews of elected officials and staff Thurs., Sept. 14 to develop candidate profile/brochure; Town/Village approves schedule and timeline. S W sends draft recruitment brochure to Town/Village. Town/Village returns draft brochure (with edits) to S W. S W begins executive recruitment advertising & marketing. Online data collection and profile development. 	Sept. 14 – Oct. 19
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> S W commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. S W completes formal review of applications and sends selected resumes and questionnaire responses to the Town/Village for review. Also candidates' recorded interviews are presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. S W meets with Town/Village on Nov. 13 and recommends 5 semi-finalists; Town/Village selects finalists for on-site interviews. 	Oct. 27 – Nov. 13
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> S W completes reference checks/background checks/academic verification on finalists. <i>(Minimum of 10 working days to conduct backgrounds)</i> S W sends documentation for finalists to the Town/Village. 	Nov. 14 – 29
On-site Interviews with finalists.	<ul style="list-style-type: none"> Town/Village conducts on-site interviews with finalists. 	Week of Dec. 4
Employment offer made / accepted.	<ul style="list-style-type: none"> Town/Village extends employment offer to selected candidate. 	Week of Dec. 11

5. Please identify the specific services that will be provided.

1. The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.
2. The community/staff survey will yield valuable insights regarding the desired characteristics of the ideal candidate.
3. The recorded interviews will give additional insights, beyond “paper” qualifications and streamline the identification of finalists.
4. The Management Style Analysis will ensure proper “fit” of the selected candidate.
5. The process will involve highly experienced recruiters with public sector backgrounds.
6. The process will be conducted in an ethical and transparent manner, consistent with applicable employment law.

6. Please provide information regarding the average tenure of past candidates placed by the firm, as well as information regarding replacement services.

Our firm is pleased that most of the candidates selected for leadership positions remain in their role at least five years. Five years represents a good tenure for city administrators and exceeds the two-year threshold indicated in the International City/County Management Association’s Code of Ethics.

7. Please provide a detailed fee schedule disclosing any and all fees charged to the client during the course of the search.

The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of S|W and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.

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

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 – Identify Quality Candidates	

Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500

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

Triple Guarantee

Our Triple Guarantee is defined as: (1) A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to make a selection from the initial group of finalists, S|W will work to identify a supplemental group until you find a candidate to hire. (2) Your executive recruitment is guaranteed for 24 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but only for project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws. (3) S|W will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

8. Please provide a statement of what qualifications distinguish your firm from other recruitment companies.

What Distinguishes Springsted | Waters from the Competition

There are many reasons S|W has distinguished itself from its peers in public sector executive recruitment.

- **We are experienced and passionate about what we do.** Springsted | Waters executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities and counties. S|W has recruited and placed nearly 500 executive-level positions within cities, counties and public and non-profit organizations since 2010.

- **We are focused on exceeding your expectations.** We believe in local government and want to assist you and your organization in building a great team. We want your organization to hire us again based on the success we achieve after the first time we work together.
- **We believe that “ethical business practices” are a catalyst for success.** These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality and professional services.
- **We believe in diversity!** Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. Springsted Incorporated, our parent company, is a WBE.
- **We conduct a timely and high quality recruitment that is within budget.** For an all-inclusive, not-to-exceed professional fee that includes the cost of professional services by the Recruitment Project Team Leader, the project support staff, and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks, and travel expenses for up to three on-site visits, we work with you to establish a timeline, respond to your organization’s needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for your organization.
- **We utilize the latest technologies that uniquely sets us apart.** Technology plays an important role in the Springsted | Waters search process. From our proprietary video interview system and our Management/Leadership Style Assessment Analysis to our proprietary on-line application system, we efficiently manage candidate information and provide the hiring entity with unique information about the candidate’s leadership / management style and ability to respond extemporaneously to video questions.
- **We offer a “Triple Guarantee” that commits our company to your organization’s success.**
 1. *We remain focused to assist with your executive recruitment until you make an appointment!*
 2. *We guarantee your executive recruitment for 24 months against termination or resignation for any reason – or we come back to fill the position for no additional professional fee.*
 3. *We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization.*

9. Please note any other information you feel is relevant to the process of selecting a recruitment firm.

Benefits to the Town/Village

Selecting S|W to conduct your executive recruitment provides the Town of Essex/Village of Essex Junction with the following benefits:

- **Comprehensive and Structured Process** – Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.

- **Transparency** – S|W comes to the Town of Essex/Village of Essex Junction without having any preconceived notions or expectations about the Town/Village and prospective candidates. The S|W team works closely with the Town/Village to make sure the process is transparent.
- **Confidentiality** – Prospective candidates know that their application will be kept confidential, allowing them to express interest in the position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the Town of Essex/Village of Essex Junction can count on maximizing the number of qualified candidates interested in the Municipal position.
- **Candidate Recruitment** – S|W actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the Town of Essex/Village of Essex Junction of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using S|W.
- **Focused Use of Town/Village's Time** – S|W's comprehensive process incorporates the active participation of Town Selectboard and Village Trustees at key steps in the process. Our process keeps elected officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the search process or to put aside other pressing issues facing the Town/Village.
- **Minimize Staff Disruption** – S|W's search process also minimizes disruptions to Town of Essex/Village of Essex Junction staff, some of whom may have additional duties in this time of transition. Because conducting a thorough search can be time-consuming, S|W's involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough Evaluation of Candidates** – The Town of Essex/Village of Essex Junction seeks a Municipal Manager of sound professional and personal character. S|W's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

Recruitment Project Team

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@springsted.com

Recruitment Project Team Leader

Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: adavis@springsted.com

Ms. Anne Lewis, Senior Vice President

Direct Phone: (804) 726-9748

Email: alewis@springsted.com

Mr. Chuck Rohre, Senior Vice President

Direct Phone: (214) 466-2436

Email: crohre@springsted.com

Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: canderson@springsted.com

Ms. Jenelle Stapleton, Project Coordinator

Direct Phone: (214) 466-2445

Email: jstapleton@springsted.com

Rollie Waters

Executive Vice President

Rollie Waters is an Executive Vice President with Springsted | Waters. Since 1976, Rollie has been a management consultant to private and public sector clients. He has consulted with national and international clients in the area of HR Management system design and strategic management. He has given various lectures and seminars for organizations in the areas of compensation as it relates to performance management. He is viewed on a national level as one of the foremost authorities in succession planning and performance management system design for the public sector. He has spoken before such organizations as the International City/County Managers Association, American Management Association, The Alliance for innovation, Southern Methodist University, the University of Maryland, National Forum of Black Public Administrators, California Institute of Technology, the Texas Municipal League (TML), the International Personnel Management Association (IPMA-HR), several international companies in Great Britain, and various other U.S. public and private sector agencies and organizations.

Rollie has been actively involved in the development of competency-based knowledge selection and development tools over the past twenty years. He has been instrumental in ensuring the proprietary profiles that he has designed attract the right candidates that fit the organization's needs. In addition, Rollie's extensive knowledge of performance management solidifies matching the management style most compatible with the organization's success. His research on succession planning has led him and his team to be able to help shape the future of organizations through their executive recruitment activities.

Rollie has been widely published in national journals and magazines focusing on human resource challenges. His publications include a research article in the Public Personnel Management Journal titled "The Impact of Behavioral Traits on Performance Appraisal." Prior to founding W&C, Rollie held an executive position with Dun & Bradstreet Co., Inc., and a management position with Owens Corning Fiberglass.

Areas of Expertise

- Executive Recruitment
- Web-Based Compensation Support
- Management Development
- Competency-based Systems and Development Systems
- Organizational Strategy
- Mentoring Programs
- Performance Management
- Succession Planning

Professional Accomplishments and Education

Rollie is a member of Mensa, a Strategic Partner with the International City/County Managers Association, International Management Consultants and Alliance for Innovation, a member of the National Corporation Advisory Council of the National Forum for Black Public Administrators, and numerous other professional groups. He has also appeared in several professional directories such as Who's Who in the World, Who's Who in Finance and History, and many others. Rollie has an extensive background in the behavioral sciences and strategic planning. He received his MBA at Pepperdine University and his Bachelor of Science degree in Psychology from the University of South Carolina. In addition, he is a Certified Management Consultant (CMC); CMC is a certification mark awarded by the Institute of Management Consultants USA and represents evidence of the highest standards in consulting and adherence to the ethical canons of the profession.

Arthur (Art) Davis

Senior Vice President and Consultant

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

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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

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

Anne Lewis

Senior Vice President and Consultant

Anne Lewis is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining W&C, Anne served as the Deputy City Manager for the City of Harrisonburg, Virginia as well as the Assistant City Manager for the City of Winchester, Virginia. Over the last 15 years, her experience in municipal government has also included positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority Executive Director, Housing Director, Transit Director and Convention & Visitors Bureau Executive Director.

Areas of Expertise

- Recruiting
- Emergency Management
- Human Resources Management
- Public Transportation
- Strategic Planning
- Planning and Community Development

Professional Accomplishments and Education

Anne received her Bachelor's degree in Business Administration and Management, her Master of Science in Organizational Leadership and Public Administration, as well as a Graduate Certificate in Public Management, all from Shenandoah University in Winchester, Virginia. She is also a Senior Executive Institute and LEAD graduate of the Weldon Cooper Center for Public Service at the University of Virginia. As a member of the International City/County Management Association (ICMA), she is a graduate of the 2008 class of Leadership ICMA and achieved the status of Credentialed Manager. She has been a part of the Task Force on Women in the Profession as well as the Task Force on Internship Guidelines. She is a member and served on the Executive Board of the Virginia Local Government Management Association (VLGMA).

Chuck Rohre

Senior Vice President and Consultant

Chuck Rohre a Senior Vice President and Consultant with Springsted | Waters. In this role, he is responsible for managing and conducting executive recruitment engagements for the firm to insure their integrity, timeliness and adherence to budget parameters. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as Police Chief and Director of Public Safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus. Prior to beginning his consulting career, Mr. Rohre served for three years as Police Chief of Plano, Texas.

Chuck joined the firm in January 2006 following a 13-year engagement with another nationally recognized public sector search firm where he managed the Texas and Southwestern operations. He has an extensive and successful track record of completed recruitment across the nation, especially in the Midwestern and Southwestern states. Among others, he has led recruitment processes for City and Assistant City Managers, Police Chiefs, Fire Chiefs, Library Directors, Chief Information Officers, City/County Attorneys, Parks & Recreation Directors, Finance Directors and Public Works Directors. The clients range from as small as 2,500 to as large as 700,000 in population. He has also conducted management consulting assignments in a number of areas including public safety, career development and strategic planning. He has written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees.

Areas of Expertise

- Executive Recruitment
- Background Investigations
- Assessment Centers
- Career Development
- Strategic Planning
- Organizational Assessment

Professional Accomplishments and Education

Chuck received his bachelor's degree in Career Development from the Dallas campus of Abilene Christian University and his Master's degree in Human Relations and Management from the same institution. He has completed advanced management training at the Institute for Law Enforcement Administration and now serves on its adjunct faculty and advisory board. Chuck completed the Federal Bureau of Investigation's prestigious LEEDS course at Quantico, Virginia. He is a veteran of the United States Army, serving in the United States and the Republic of Viet Nam.

Charles (Chuck) Anderson

Senior Vice President and Consultant

Charles (Chuck) S. Anderson is a Senior Vice President and Consultant with Springsted | Waters. Prior to joining S|W, Chuck worked for local governments and non-profit organizations, including City Manager for Dallas, Texas; Executive Director for the Dallas Area Rapid Transit (DART); and Executive Director for the Michigan Education Association.

Chuck also served as Director for Local Government Reform for the International City/County Association (ICMA), managing a U.S. government contract for the planning and delivery of technical assistance to local governments in Central and Eastern Europe. His last assignment in this role with ICMA was to recruit and supervise a team of technical consultants to assist in re-building local governments in Bosnia following agreement on the Dayton Accords.

During his service with the Michigan Education Association, Chuck also served as Senior Consultant for Urban Planning and Management for Michigan State University's Institute for Public Policy and Social Research.

Areas of Expertise

- Executive Recruitment
- Leadership/Management Development
- Organizational Design
- Organizational Development

Professional Accomplishments and Education

Chuck received a Bachelor of Arts degree in political science and human resources management and a Masters of Public Administration degree from the University of Kansas. He received the prestigious L.P. Cookingham Award for Development of Young Professionals from the International City/County Management Association (ICMA) and the Minority and Women Advancement Award from the American Public Transit Association (APTA). He was also recognized as Public Administrator of the Year by the American Society of Public Administration (ASPA) and Outstanding Management Innovator (Honorable Mention) by ICMA. Chuck was recognized in 2007 with the Lifetime Achievement Award from his Public Administration Alumni Association at the University of Kansas.

Jenelle Stapleton
Project Coordinator

Jenelle Stapleton is a Project Coordinator with Springsted | Waters. She is responsible for supporting the lead consultants throughout the entire scope of the recruiting process as well as providing administrative support to Executive Vice President, Rollie Waters.

In this role, Jenelle designs/develops recruitment brochures, coordinates communications with candidates, processes resumes and distributes candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistical issues. She assists the consultants in scheduling semifinalist interviews, submitting profiles for background checks and education verification, as well as notifying the finalists of project status. Her responsibilities extend to editing presentations, advertisement placements and general office administration.

Professional Accomplishments and Education

Jenelle is a very task oriented professional with over 13 years of experience in office administration – at least six of those years have been spent in executive level support and two have been spent in human resources administration. She also has over eight years of experience in sales and marketing including over seven years overseeing employees. The majority of this experience began in branch banking as a Financial Sales Supervisor where, in addition to managing day to day branch operations, she also took on the role of coordinating the branch’s business development. She went on to merchant services as the Client Relations Executive where she also filled the role of Commissions Analyst with the human resource department. This dual-position entailed managing client escalations, analyzing and adjusting pricing structures, contract negotiation, monitoring non-compete agreements, and the paying and reversal of commissions. Prior to joining S|W, Ms. Stapleton was involved in real estate investment as the Operations Manager. In this position, she managed the renovation and budgets of over 200 single family homes and provided administrative support once the properties were tenant occupied.

Jenelle has an Associates of Applied Sciences in Financial Operations and an Associates in Business Administration. She is currently pursuing her bachelor’s degree in General Business at Arlington Baptist College.



THE CITY OF OLDSMAR, FLORIDA

IS SEEKING ITS NEXT

CITY MANAGER



THE COMMUNITY

A charming and historic community of nearly 15,000 spread over 10 square miles, Oldsmar is uniquely located along the serene northern shoreline of Tampa Bay, between metropolitan Tampa and the famed west central Florida Gulf beaches. The water-front vistas mirror the “Old Florida” ambiance that can be visualized with Oldsmar’s landscaped boulevards, abundant parks, and a 300-acre wilderness preserve. With over 40% of the City dedicated to recreational parks and preserves, residents enjoy many scenic waterfront parks and eco-explore Oldsmar along a 10-mile trail connection. There are floating docks, natural beaches, small boat and kayak/canoe launches, plus an abundant number of amenities with 11 parks, a Senior Center, Public Library, and Recreation Center to provide non-stop activities year-round.

The City was founded in 1916 by Ransom Eli Olds, the inventor of Oldsmobile and REO cars. Oldsmar defies the age-old adage that bigger is always better, because it has managed to create a thriving business environment that is also widely recognized as a great place to live. In part, this is because Oldsmar residents, recreational enthusiasts, and those employed in the community are only 20 minutes from two international airports, shopping, dining, professional sports venues, universities, hospitals, golf resorts, and the Gulf coast. Oldsmar is also home to an outstanding outdoor multi-sport athletic complex, along with only one of four BMX Supercross Tracks in the country, where world class athletes train year-round in preparation for the Olympic Games. There are 55,000 vehicles traveling daily through Oldsmar that is home to 925 businesses, and a daytime population nearly double the resident population. Major employers include Nielsen Media Research, Lockheed Martin Tactical, and Osgood Industries, and United Health Care to name a few. The location of a CXS rail line through the city along with other significant long-term planning initiatives have provided significant opportunities for the community to prosper.





THE ORGANIZATION

CITY OF OLDSMAR—STRATEGIC VISION

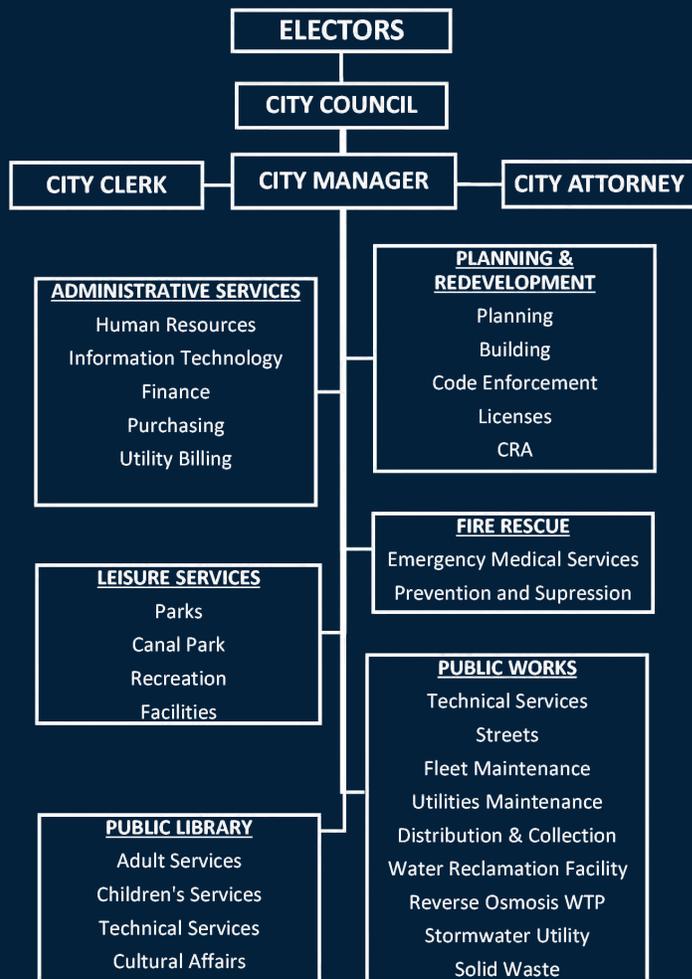
Partnering with families, businesses and visitors to make Oldsmar a creative, vibrant and thriving community.

The City of Oldsmar has a longstanding reputation of stable governance and for supporting and encouraging a professionally operated local government. The current City Manager is retiring after 30 years which has prompted this recruitment. The City is governed by a five-member City Council consisting of the mayor, vice-mayor and three councilmembers, all serving three year terms. The City Manager is one of three charter officials appointed by the City Council (includes City Attorney and City Clerk) and serves as the City's chief administrative officer carrying out the Council's policies and directives. The City Manager hires and supervises all department directors and is responsible for preparing and managing the City's annual budget process. The position also provides general oversight for Oldsmar's Community Redevelopment Agency (CRA) that is focused on the redevelopment of the Town Center area, including Olds Square and other downtown development. The City has 145 full-time employees throughout 7 departments offering a wide array of public services, including street construction and maintenance, water and sewer utilities, disaster preparedness, planning and redevelopment, parks and recreation, administrative services, and fire rescue that are all funded by a \$30.5 million combined funds budget. Law enforcement services are provided by the Pinellas County Sheriff's Office.

- A link to the City's Charter can be found by clicking: [Charter](#)
- A link to the 2016/2017 Budget can be found by clicking: [Fiscal Year 2016-2017 Budget](#)



CITY-WIDE ORGANIZATIONAL CHART



MISSION STATEMENT

To provide leadership, innovation, environmental stewardship and excellent services in partnership with the community.

THE POSITION

The City of Oldsmar is seeking a leader with vision, a record of transparency, and an individual of high integrity. The ideal candidate must be able to communicate effectively with residents, civic and business leaders, employees, and the City Council. Experience in municipal finance, budgeting, and economic development is a priority. Candidates should also be knowledgeable about use of technology in a local government context, and have knowledge or experience with measuring city services, assessing performance from a budget perspective, and have a strong record of developing future leadership in an organization. Learning about the history of Oldsmar, and getting to know the employees and elected officials will be an advantage when building upon the positive culture that currently exists within the organization.

A Bachelor's Degree in Business Administration or Public Administration and at least 5 years' experience at a senior level management position for a local government is required. A master's degree in public or business administration is preferred. A comparable amount of training or experience may be substituted for the minimum qualifications. The selected candidate will be required to live within the City of Oldsmar.



CANDIDATE PROFILE

Prepared in consultation with the Mayor and Members of the City Council, the following list of leadership attributes, personal characteristics and management expertise is desired in the ideal candidate:

- Outstanding personal leadership and management skills, with the confidence and ability to provide a vision for the organization.
- Strong experience and knowledge in the areas of municipal finance, budget, and economic development.
- Entrepreneurial approach toward municipal government operations.
- Knowledgeable about new technologies and willing to utilize in City operations.
- Record of transparency, stability, and high integrity.
- Ability to problem solve and represent the City in complex negotiations.
- Committed to professional development, both individually and organization-wide.
- Outstanding written, oral, and verbal presentation communication skills.
- Accessible and open in communicating with the Council, with a record of providing objective and substantive recommendations.
- Ability to effectively delegate assignments and responsibilities while maintaining appropriate levels of accountability and operational control.
- Possess the "people skills" necessary to effectively communicate and establish strong relations with residents, civic and business leaders, the Council and employees.
- Strong analytical and financial acumen.
- Ability to motivate and empower the leadership team to sustain and improve the City's reputation as a stable, high-performing organization.
- Willing to connect with the area in a meaningful way by learning about the history and culture of the City, both internal to the organization and community-wide.

Oldsmar is known as the
'Hub of Tampa Bay'

CITY COUNCIL 2017- 2018 PRIORITIES

- Upgrade and improve the city building and zoning permitting processes
- Project development within the Community Redevelopment Area (CRA) with emphasis on State Street, St. Petersburg Drive and Park Boulevard
- Review, approve and implement the Oldsmar Sports Complex (Canal Park) master plan
- Develop a city-wide long-range master multi-modal transportation plan with Tampa Road pedestrian overpass feature
- Create and staff a new position of Economic Development Director
- Research and develop technology and personnel strategies for implementation to create a Connected City
- Research funding strategies and implement the Harbor Palms infrastructure replacement plan

COMPENSATION AND BENEFITS

The starting salary, based on the successful candidate's qualifications and experience, will range up to \$170,000. There is also an assortment of outstanding benefits that include:

- City provided vehicle;
- 100% City paid premiums for employee medical, dental and life insurance;
- 4 weeks of vacation annually;
- Sick leave accrual at 8 hours per month;
- Annual physical;
- 10 paid holidays per year;
- \$100,000 in Life Insurance; and,
- A retirement plan that includes a City contribution of 8% annually, with employees becoming 50% vested after five years, and 100 percent vested after six years.

CURRENT AND HIGH-PRIORITY ISSUES FOR THE NEW CITY MANAGER

This list was developed in consultation with the Oldsmar City Council and is representative of what the new City Manager will encounter during the first six months on the job (not intended to be all-inclusive.)

- Implement the City Council 2017-2018 Priorities.
- Assess organizational operations and possible needs relating to:
 - ◇ Increased use of technology throughout organization;
 - ◇ Staffing levels and ability to support the City's current levels of service;
 - ◇ Capacity to better measure the effectiveness and quality of City services; and,
 - ◇ Structure necessary for supporting enhanced economic development services.
- Assess and develop a city-wide strategy to focus on and enhance customer service.
- Learn the history of Oldsmar. By understanding and knowing the residents and stakeholders in this community, the new City Manager will have an advantage when building upon the positive culture that currently exists.



APPLICATION AND SELECTION PROCESS

To apply for this exceptional opportunity, please visit our website at: <https://waters-company.recruitmenthome.com/postings/1427> to upload your resume and cover letter. This position is open until filled; however, prospective candidates are encouraged to submit their applications by **July 5, 2017**. Final interviews in Oldsmar will be offered to those candidates named as finalists by the City, with reference and background checks conducted after receiving candidates' permission. For more information, please contact Art Davis at adavis@springsted.com or 816.868.7042. For more information about the City of Oldsmar, please visit at www.myoldsmar.com.

The City of Oldsmar, Florida is an Equal Opportunity Employer and values diversity at all levels of its workforce!

Confidentiality: Under Florida's Public Records Act, information from your application is subject to public disclosure at any point in the recruitment process.

Springsted | Waters Executive Recruitment

14285 Midway Road, Suite 340 Addison, TX 75001
Phone: 972-481-1950
Fax: 972-481-1951

Springsted
380 Jackson Street, Suite 300 Saint Paul, MN 55101
Phone: 651-223-3000
Fax: 651-223-3002

Serving
**LOCAL GOVERNMENT
& ORGANIZATIONS**



APPLICATION FORM

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

1.	Firm name	Springsted Waters
	Address	9229 Ward Parkway, Suite 104, Kansas City, Missouri 64114
	Telephone number	816-868-7042
	Contact person(s)	Art Davis, Senior Vice President
2.	Please provide a brief history of the firm, including the number of years in operation.	<p>Waters, Trego and Davis was originally founded in 1976 and was incorporated in 1988, in Texas, under the name of The Waters Consulting Group, Inc. In May 2014, the Executive Recruitment Division of Waters Consulting Group merged with Springsted, Incorporated forming Springsted Waters, a wholly owned subsidiary of Springsted, Incorporated, establishing one of the largest public sector executive recruitment and human capital consulting firms in the United States. Springsted Incorporated, our parent company, has been a Women Business Enterprise since 1993. Three employee-owners lead the Springsted group of firms and their 70-member staff. Our corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Chicago, Illinois; Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado.</p> <p>Since our firm’s beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products. In addition, S W is positioned as one of the largest privately-held executive recruitment firms in the nation with a focus on the public sector.</p> <p>S W has a team of seven recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the Town of Essex/Village of Essex Junction organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding</p>

		<p>services that exceed the Town/Village’s expectations. Since 2012 our combined consultant team has conducted more than 440 executive recruitments.</p> <p>The S W Recruitment Project Team will partner with the Town Selectboard, Village Trustees and designated Town/Village staff as your technical advisor to ensure that the recruitment process for your next Municipal Manager is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.</p> <p>We have structured the S W Recruitment Project Team to draw upon S W’s and Springsted’s 50 plus years of service to the public sector and to leverage S W’s experience and capacity to focus nationwide to find the most qualified candidates.</p>
3.	<p>Please list recent recruitments conducted and provide 3 to 5 references.</p>	<p>City of Oldsmar, FL (Pop. 14,000) Position filled July 2017 Project: Full Service Recruitment – City Manager Mr. Dean O’Nale, Fire/EMS Chief Recruitment Project Leader for City of Oldsmar 225 Pine Avenue North Oldsmar, FL 34677 813-749-1200 donale@myoldsmar.com</p> <p>Township of Roxbury, NJ (Pop. 23,324) Position filled April 2017 Project: Full Service Recruitment – Township Manager Ms. Amy Rhead, Township Clerk 1715 Route 46 Ledgewood, NJ 07852 973-448-2001 rheada@roxburynj.us</p>

		<p>Town of Wallingford, CT (Pop. 45,135) Position filled May, 2017 Project: Full Service Recruitment – Director of Public Utilities Mr. Bob Beaumont, Chairman Wallingford Public Utilities Commission 45 South Main Street Wallingford, CT – 06492 203-631-2904 robert.n.beaumont@snet.net</p> <p>City of Frederick, MD (Pop. 66,893) Position filled January 2017 Project: Full Service Recruitment – Human Resources Director Ms. Saundra Nichols, City Attorney 101 North Court Street Frederick, MD 21701 301-600-1387 snickols@cityoffrederick.com</p> <p>Lancaster County, SC (Pop. 85,842) Positions filled: 1) May, 2017, 2) June, 2016 Project: 2 Full Service Recruitments – 1) County Engineer & 2) Director of Economic Development Mr. John L. Weaver, County Attorney 101 N. Main Street Lancaster, SC 29721 803-416-9426 (Work) jweaver@lancastercountysc.net</p> <p>Additional references provided in Statement of Qualifications</p>
4.	Please provide a detailed plan and schedule of how the firm will conduct the	Task I: Recruitment Brochure Development and Advertising

<p>selection process.</p>	<p>The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in the recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of Municipal Manager. The recruitment brochure will also have a profile that captures the essence of the Town/Village as a highly-attractive venue for the successful candidate to live and work.</p> <p>To prepare the recruitment brochure, the Recruitment Project Team Leader will come on site to meet with the Town Selectboard, Village Trustees and designated staff to discuss the required background, professional experience and management and leadership characteristics for your Municipal Manager position. We meet individually (or collectively depending upon your preference) with the Town Selectboard and Village Trustees to broaden our understanding of the position's leadership and management requirements, current issues, strategic priorities and to identify expectations for the Municipal Manager. [See example of a recruitment brochure in Appendix I.]</p> <p>The Recruitment Project Team will also work with the Town of Essex/Village of Essex Junction to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our Team will place ads in appropriate professional publications, websites and local print media, if required. Additionally, S W has a highly-accessed website that has a special location attracting many potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with the Town/Village's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public sector conferences, will be utilized to further promote the position.</p> <p>Task II: Execution of Recruitment Strategy and Identification of Quality Candidates</p> <hr/> <p>Utilizing the information developed in Task I, S W will identify and reach out to individuals who will be outstanding candidates for the position of Municipal Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.</p>
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These efforts will be supplemented by the creation of an appropriate database utilizing our extensive, interactive applicant database for the Municipal Manager position. This will provide the S|W Team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the Town/Village such as geographic location, particular experience, expertise and credentials.

During this part of the process the Recruitment Project Team will work with the Town Selectboard, Village Trustees and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute.

Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

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

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

The most promising applicants will receive a candidate essay questionnaire to complete that will provide additional information about the candidates' background and experience. We will then narrow the list to a group of 10-15 semifinalists for your review and to select finalists.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our Team to develop a more comprehensive understanding of the candidate's ability to think "on their feet" as well as their personal and professional demeanor. This virtual interview can be scored by individual selection team members as well as the consulting team for later review and comparison.

Our Team will provide an online link for the Town Selectboard, Village Trustees and others

designated, who have input into the hiring decision, allowing them to review and rate the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of your Town/Village.

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

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

When the Town Selectboard and Village Trustees approve of a group of finalists for on-site interviews, S|W will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

For the background checks, S|W will develop information on the candidates in the following areas:

- Consumer Credit • Bankruptcy • City/County Criminal • State District Superior Court Criminal
- City/County Civil Litigation • State District Superior Court Civil Litigation • Judgment/Tax Lien
- Federal District Criminal • Motor Vehicle • Federal District Civil Litigation • Educational Verification

To ensure that our quality standards are maintained, we require a minimum of ten business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Task V: Final Interview Process

Upon completion of Task IV, we will work with you to develop the final interview process. We will provide documentation on each of the finalists which will provide the highlights of their professional experience and leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The Recruitment Project Team Leader will be available during the final interview process to answer

questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, if the Town/Village requests the service, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Strategy for Recruitment of Diverse Candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Town of Essex/Village of Essex Junction’s Municipal Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Springsted | Waters, is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Springsted | Waters is a WBE.

Timeline

Below is an estimated Timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

TOWN OF ESSEX/VILLAGE OF ESSEX JUNCTION, VT

EXECUTIVE RECRUITMENT

PRELIMINARY TIMELINE

The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of XXX. Actual target dates will be developed in consultation with and approved by the Town Selectboard and Village Trustees.

Profile development, advertising and candidate outreach. XXX

- S|W completes on-site interviews to develop candidate profile and recruitment brochure; the Town/Village approves ad placement schedule and timeline.
- S|W sends draft recruitment brochure to the Town/Village.
- The Town/Village returns draft recruitment brochure (with edits) to S|W.
- S|W commences executive recruitment advertising and marketing.
- Online data collection and profile development.

Applicant screening and assessment and recommendation of semi-finalists. XXX

- S|W commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online.
- S|W completes formal review of applications and sends selected resumes and questionnaire responses to the Town/Village for review. Also candidates' recorded interviews are presented.
- Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed.
- S|W meets with the Town/Village and recommends semi-finalists; the Town/Village selects finalists for on-site interviews.

Comprehensive background check and reference checks completed for finalists. XXX

- S|W completes reference checks/background checks/ academic verification on finalists.

On-site Interviews with finalists. • S|W sends documentation for finalists to the Town/Village. XXX

- The Town/Village conducts on-site interviews with finalists.

Employment offer made / accepted. XXX

- The Town/Village extends employment offer to selected candidate.

5.	<p>Please identify the specific services that will be provided (i.e. candidate screening process, background checks, reference checks, etc.).</p>	<ol style="list-style-type: none"> 1. The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals. 2. The community/staff survey will yield valuable insights regarding the desired characteristics of the ideal candidate. 3. The recorded interviews will give additional insights, beyond “paper” qualifications and streamline the identification of finalists. 4. The Management Style Analysis will ensure proper “fit” of the selected candidate. 5. The process will involve highly experienced recruiters with public sector backgrounds. 6. The process will be conducted in an ethical and transparent manner, consistent with applicable employment law.
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>Our firm is pleased that most of the candidates selected for leadership positions remain in their role at least five years. Five years represents a good tenure for city administrators and exceeds the two-year threshold indicated in the International City/County Management Association’s Code of Ethics.</p>

<p>7.</p>	<p>Please provide a detailed fee schedule disclosing any and all fees charged to the client during the course of the search.</p>	<p>The all-inclusive professional fee to conduct the recruitment is provided below and includes the cost of professional services by the Recruitment Project Team Leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of S W and are handled directly by the client organization.</p> <p>The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate. We are open to negotiate an alternative payment schedule if selected for this recruitment.</p> <p>All questions regarding the professional fees and project-related expenses should be directed to Art Davis, Senior Vice President at adavis@springsted.com or via phone at 816-868-7042.</p> <p>Phase I Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader)</p> <p>Task 2 – Identify Quality Candidates</p> <p>Phase II Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications</p> <p>Phase III Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Recruitment Project Team Leader)</p> <p>Conclusion Acceptance of offer by candidate</p>
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		<p>TOTAL ALL-INCLUSIVE PROFESSIONAL FEE \$24,500</p> <p>OPTIONAL SERVICES FOR CONSIDERATION</p> <p>At the Town/Village’s option, S W will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new Municipal Manager. This survey is completed by community leaders, citizens, and Town/Village employees and would alter the project timeline. \$1,650</p> <p>On rare occasions, S W is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the Town/Village. Additional work specifically requested by the Town/Village which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. S W will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services. \$220 per hour plus expenses</p>
8.	<p>Please provide a statement of what qualifications distinguish your firm from other recruitment companies.</p>	<p>What Distinguishes Springsted Waters from the Competition?</p> <hr/> <p>There are many reasons S W has distinguished itself from its peers in public sector executive recruitment.</p> <ul style="list-style-type: none"> • We are experienced and passionate about what we do. Springsted Waters executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities and counties. S W has recruited and placed nearly 500 executive-level positions within cities, counties and public and non-profit organizations since 2010. • We are focused on exceeding your expectations. We believe in local government and want to

assist you and your organization in building a great team. We want your organization to hire us again based on the success we achieve after the first time we work together.

- We believe that “ethical business practices” are a catalyst for success. These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality and professional services.
- We believe in diversity! Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. Springsted Incorporated, our parent company, is a WBE.
- We conduct a timely and high quality recruitment that is within budget. For an all-inclusive, not-to-exceed professional fee that includes the cost of professional services by the Recruitment Project Team Leader, the project support staff, and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks, and travel expenses for up to three on-site visits, we work with you to establish a timeline, respond to your organization’s needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for your organization.
- We utilize the latest technologies that uniquely sets us apart. Technology plays an important role in the Springsted | Waters search process. From our proprietary video interview system and our Management/Leadership Style Assessment Analysis to our proprietary on-line application system, we efficiently manage candidate information and provide the hiring entity with unique information about the candidate’s leadership / management style and ability to respond extemporaneously to video questions.
- We offer a “Triple Guarantee” that commits our company to your organization’s success.
 1. We remain focused to assist with your executive recruitment until you make an appointment!
 2. We guarantee your executive recruitment for 24 months against termination or resignation for any reason – or we come back to fill the position for no additional professional fee.
 3. We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization.

9.	<p>Please note any other information you feel is relevant to the process of selecting a recruitment firm.</p>	<p>Benefits to the Town/Village</p> <hr/> <p>Selecting S W to conduct your executive recruitment provides the Town of Essex/Village of Essex Junction with the following benefits:</p> <ul style="list-style-type: none"> • Comprehensive and Structured Process – Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates. • Transparency – S W comes to the Town of Essex/Village of Essex Junction without having any preconceived notions or expectations about the Town/Village and prospective candidates. The S W team works closely with the Town/Village to make sure the process is transparent. • Confidentiality – Prospective candidates know that their application will be kept confidential, allowing them to express interest in the position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the Town of Essex/Village of Essex Junction can count on maximizing the number of qualified candidates interested in the Municipal Manager position. • Candidate Recruitment – S W actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the Town/Village of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using S W. • Focused Use of Town/Village’s Time – S W’s comprehensive process incorporates the active participation of Town Selectboard and Village Trustees at key steps in the process. Our process keeps elected officials fully advised and informed of all aspects of the process without requiring them to expend large amounts of time in the search process or to put aside other pressing issues facing the Town/Village. • Minimize Staff Disruption – S W’s search process also minimizes disruptions to Town/Village staff, some of whom may have additional duties in this time of transition. Because conducting a thorough search can be time-consuming, S W’s involvement allows staff to stay focused on their primary and assigned functions.

- Thorough Evaluation of Candidates – The Town of Essex/Village Essex Junction seeks a Municipal Manager of sound professional and personal character. S|W’s process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

Recruitment Project Team

Mr. Rollie Waters, Executive Vice President
Direct Phone: (214) 466-2424
Email: rwaters@springsted.com

Recruitment Project Team Leader
Mr. Art Davis, Senior Vice President
Direct Phone: (816) 868-7042
Email: adavis@springsted.com

Ms. Anne Lewis, Senior Vice President
Direct Phone: (804) 726-9748
Email: alewis@springsted.com

Mr. Chuck Anderson, Senior Vice President
Direct Phone: (817) 965-3911
Email: canderson@springsted.com

Mr. Chuck Rohre, Senior Vice President
Direct Phone: (214) 466-2436
Email: crohre@springsted.com

Ms. Jenelle Stapleton, Project Coordinator
Direct Phone: (214) 466-2445
Email: jstapleton@springsted.com

Resumes provided in Statement of Qualifications

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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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Marietta, Georgia 30664
770-425-1775
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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.
- **Cloudercroft, 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

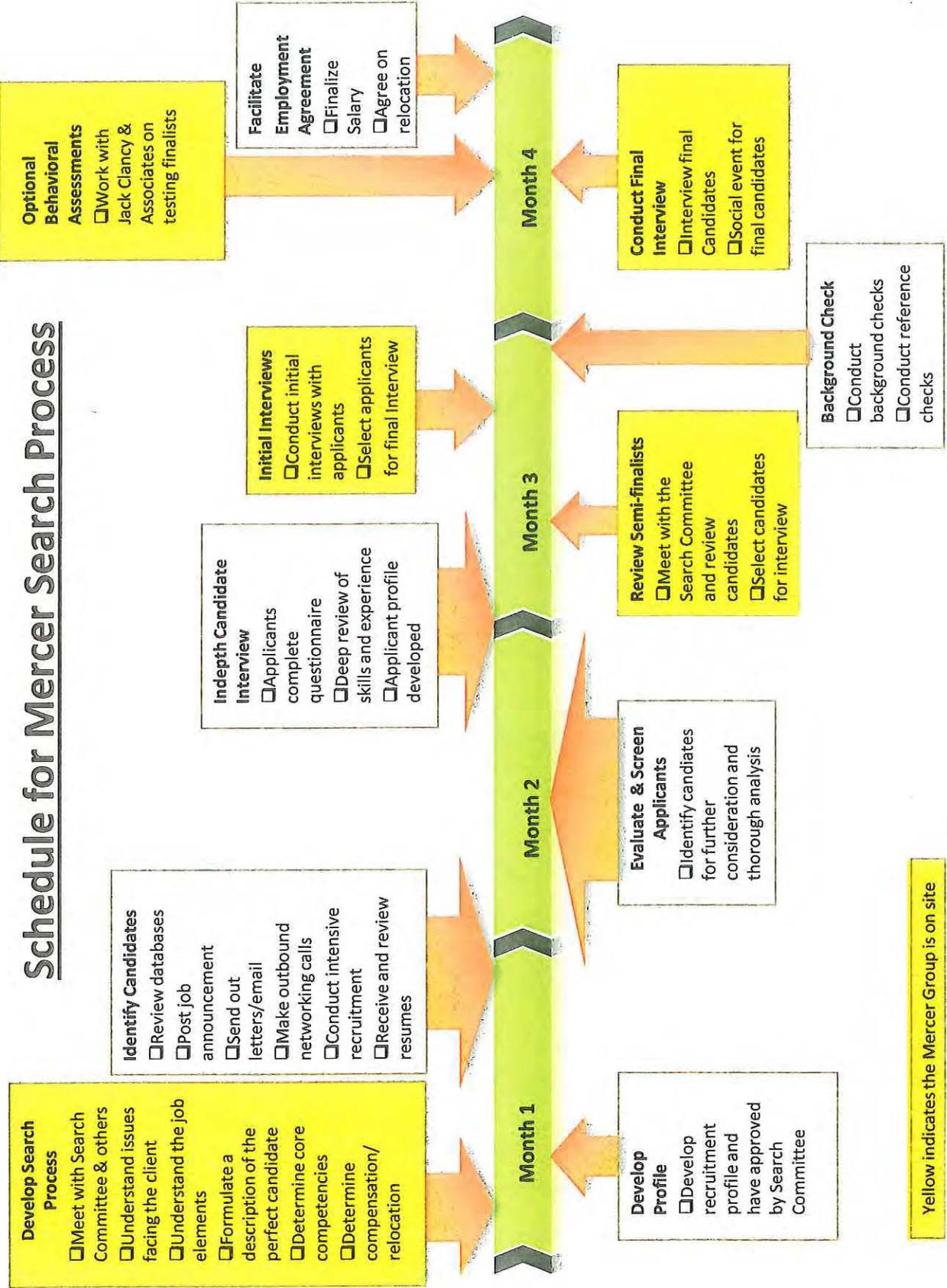
We recommend a seven-step search process as follows:

- 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

APPLICATION FORM

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

1.	Firm name Address Telephone number Contact person(s)	GovHR USA, LLC 630 Dundee Road, #130, Northbrook, IL 60062 847-380-3243 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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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 Address Telephone number Contact person(s)	GovHR USA, LLC 630 Dundee Road, #130, Northbrook, IL 60062 847-380-3243 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.



- 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.

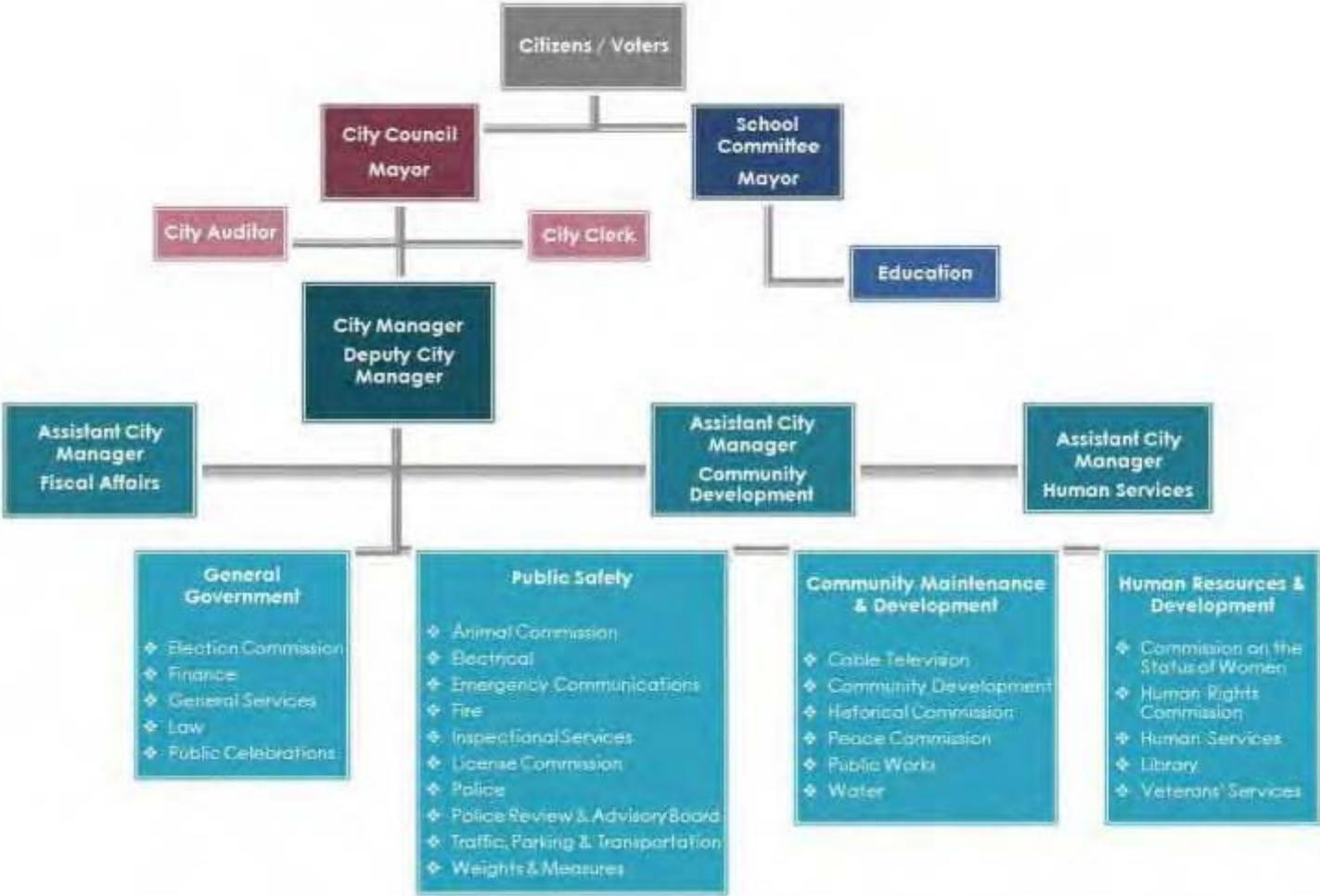
City Manager

- 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

ATTACHMENT to RFQ:

APPLICATION FORM

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

1.	Firm name	Strategic Government Resources
	Address	P.O. Box 1642 Keller, TX 76244
	Telephone number	817-337-0501
	Contact person(s)	Bon Holifield, CEO & Kristin Navarro, Recruitment Dir.
2.	Please provide a brief history of the firm, including the number of years in operation.	Please see Tab 2.
3.	Please list recent recruitments conducted and provide 3 to 5 references.	Please see Tabs 9 & 10.
4.	Please provide a detailed plan and schedule of how the firm will conduct the selection process.	Please see Tabs 5 & 6.

5. Please identify the specific services that will be provided (i.e. candidate screening process, background checks, reference checks, etc.).	Please see Tab 5.
6. Please provide information regarding the average tenure of past candidates placed by the firm, as well as information regarding replacement services.	Please see Tab 8.
7. Please provide a detailed fee schedule disclosing any and all fees charged to the client during the course of the search.	Please see Tab 7.
8. Please provide a statement of what qualifications distinguish your firm from other recruitment companies.	Please see Tab 3.
9. Please note any other information you feel is relevant to the process of selecting a recruitment firm.	

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

MUNICIPAL MANAGER TOWN OF ESSEX/VILLAGE OF ESSEX JUNCTION

August 2017

Strategic Government Resources

Ron Holifield, CEO
P.O. Box 1642
Keller, Texas 76244
214-676-1691

Ron@GovernmentResource.com





August 1, 2017

Travis Sabatasso, Town Manager
Town of Essex/Village of Essex Junction
81 Main Street
Essex Junction, VT 05452

Dear Mr. Sabatasso:

Thank you for the opportunity to submit this proposal to assist the Town of Essex/Village of Essex Junction in your search for a new Municipal Manager.

SGR is one of the top three local government executive recruitment firms in the nation and has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

I would like to draw your attention to a few key items that distinguish SGR from other recruitment firms:

- SGR has 67,000 email subscribers to my weekly “10 in 10 Update on Leadership and Innovation” e-newsletter.
- SGR will also send targeted emails to our database of over 4,100 city management officials.
- SGR’s website, where this position would be posted, receives over 36,000 local government official visitors each month, with over 75,000 page hits per month – more than any other local government search firm website in the nation.
- SGR’s job board (a separate website), where this position would also be posted, is the 2nd largest local government job board in the nation, with over 16,000 local government job seeker visitors each month, and over 1,800 jobs listed at any given time.
- SGR is the only search firm with a social media expert on staff, who provides a comprehensive social media marketing campaign that includes email, Facebook, Twitter, Instagram, and LinkedIn.

The simple fact is that no other firm can touch our reputation for being trusted by both clients and candidates, and for successful long term placements.

We are truly excited about the prospect of doing this recruitment for the Town of Essex/Village of Essex Junction. I look forward to discussing in more detail how we can help you select an

exceptional Municipal Manager and am available to visit in person with you at your convenience.

Respectfully submitted,

A handwritten signature in black ink that reads "Ron Holifield". The signature is written in a cursive style with a large, stylized initial "R".

Ron Holifield
Chief Executive Officer
Strategic Government Resources
Ron@GovernmentResource.com
Cell: 214-676-1691

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Company Contact Information

Strategic Government Resources

Contact Information for Binding Official / Primary Contact

Cindy Hanna, Managing Director of Finance

Address: P.O. Box 1642, Keller, TX 76244
Office: 817-337-8581
Fax: 817-796-1228
Email: CindyHanna@GovernmentResource.com
Website: www.governmentresource.com

Alternate Contacts

Kristin Navarro, Director of Recruitment

Address: P.O. Box 1642, Keller, TX 76244
Office: 817-337-8581
Fax: 817-796-1228
Email: KristinNavarro@GovernmentResource.com
Website: www.governmentresource.com

Ron Holifield, Chief Executive Officer

Address: P.O. Box 1642, Keller, TX 76244
Cell: 214-676-1691
Office: 817-337-8581
Fax: 817-796-1228
Email: Ron@GovernmentResource.com
Website: www.governmentresource.com



COMPANY PROFILE

Background

Strategic Government Resources (SGR) was founded in 1999 and is fully owned by former City Manager Ron Holifield. Ron spent two high-profile decades in city management, which included service as City Manager in several cities. He founded SGR for the express purpose of helping local governments be more successful by recruiting, assessing, and developing innovative, collaborative, authentic leaders. We specialize in executive recruitment, live training, online training, leadership development, assessments, consulting, and various other services geared to promote innovation in local governments.

Mission & Core Values

SGR's mission is to facilitate innovative leadership in local government. The simple fact is that in today's world of limited resources, local governments must innovate to survive. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR's core values are: Customer Service; Integrity; Philanthropy; Continuous Improvement; Flexibility; The Golden Rule; Collaboration; and, Protecting Relationships.

Office Locations

SGR's corporate headquarters is in Keller, Texas, in the Dallas/Fort Worth Metroplex. SGR also has virtual offices in:

Colorado	Florida	Massachusetts	Missouri	Oklahoma	Pennsylvania	Texas
<i>Denver</i>	<i>Kissimmee</i> <i>Lakeland</i>	<i>Boston</i>	<i>Gladstone</i>	<i>Stillwater</i>	<i>Philadelphia</i>	<i>Abilene</i> <i>Corpus Christi</i> <i>Dallas</i> <i>Granbury</i> <i>Greenville</i> <i>Lubbock</i> <i>Murchison</i> <i>Sugar Land</i>

Executive Recruitment Team

- Ron Holifield, Chief Executive Officer
- Melissa Valentine, Managing Director of Recruitment and Human Resources
- Kristin Navarro, Recruitment Director
- Katherine Lindley, Digital Communications Manager
- Becky Welch, Recruitment Coordinator
- Delena Franklin, Recruitment Coordinator
- Sherry Green, Recruitment Coordinator

Executive Recruitment Team (continued)

- Muriel Call, Research Manager
- Andra Henson, Research Specialist
- Barbara Heller, Senior Vice President
- Doug Thomas, Senior Vice President
- Bill Peterson, Senior Vice President - Executive Recruitment
- Bob Turner, Senior Vice President - Executive Recruitment
- Gary Holland, Senior Vice President - Executive Recruitment
- Katie Corder, Senior Vice President - Executive Recruitment
- Kirk Davis, Senior Vice President - Executive Recruitment
- Larry Boyd, Senior Vice President - Executive Recruitment
- Larry Gilley, Senior Vice President - Executive Recruitment
- Mike Tanner, Senior Vice President - Executive Recruitment
- Molly Deckert, Senior Vice President - Executive Recruitment
- Tommy Ingram, Senior Vice President - Executive Recruitment

UNIQUE QUALIFICATIONS

Marketing and Networking

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all recruitments conducted by SGR are announced, reaches 67,000 subscribers.
- SGR has an opt-in subscriber database of over 4,100 city management officials.
- SGR has formal collaborative partnerships with Maryland Municipal League, Ohio City/County Management Association, Missouri Municipal League, Oklahoma Municipal League, National Public Employers Labor Relations Association, Engaging Local Government Leaders, City Management Association of Oklahoma, and Texas Fire Chiefs Association.
- SGR trains approximately 800 local government employees each month in live training classes.
- SGR has almost 300 local government clients in over 40 states for our recruitment, training, and leadership development business lines combined.
- SGR hosted its 2017 Annual Conference on January 25-26, 2017. This conference is designed specifically for local government professionals and featured sessions carefully chosen to enhance leadership development and encourage networking, all. For more information and highlights visit: <https://www.governmentresource.com/SGR2017>.

Each executive recruiter has many years of experience in local government and a national network of relationships. The entire executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis, in both local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. Only SGR can work all of the relevant networks as a peer and insider, resulting in better recruitment, better investigation, better intelligence, better information, and better final decisions.

Comprehensive Needs Assessment

SGR's executive recruiting services are unequalled. Our role is to find the candidate who is the best match for your organization. SGR devotes a tremendous amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

Finding qualified candidates is not difficult; the hard part is finding qualified candidates who are the right fit for your organization. A leading edge candidate and a safe harbor candidate often look the same on paper, but will have profoundly different impacts on your organization.

Accessibility

Your executive recruiter is accessible at all times throughout the recruitment process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email.

Responsive to You

If a problem arises, or you have questions, you can count on SGR staff to be available, prepared, and prompt.

Trust of Candidates

SGR has a track record of remarkable confidentiality and providing wise counsel to candidates and next generation leaders; we have earned their trust. As a result, SGR is typically able to get exceptional prospects to become candidates, even if they have declined to become involved in other recruitment processes, because candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality.

Listening to Your Unique Needs

SGR is more interested in listening than in talking. Some firms depend on their tried and true stable of reliable candidates. These firms do not really need to listen to the client because the recruitment will result in the same list of finalists, no matter the type of information they receive from the client. SGR devotes tremendous energy to actively listening to your organization and helping you define and articulate your needs. SGR does not just go through the motions and then provide you with a list of qualified names from a stable of regulars. We work hard to conduct a comprehensive recruitment that is unique to you.

Recorded Online Interviews with Candidates

SGR's unique online recorded interview process allows the search committee to see candidates in an interview setting prior to the finalist stage of the recruitment process, and without having to pay travel expenses.

Comprehensive Media Reports

One of the worst things that can happen for your organization is to be surprised by undisclosed information about a finalist, especially if the surprise comes in the form of a newspaper article that is found by your critics. SGR produces a comprehensive media search report on each finalist candidate. Each Media Report is compiled from information gathered using our proprietary online search process. This is not an automated process, and produces far superior results than a standard Google search which is typically utilized by other recruitment firms. The report length may be as long as 350 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. No other firm provides such comprehensive media reports.

Comprehensive Background Investigation Reports

SGR provides the most comprehensive background investigations in the industry, and we are the only recruitment firm to use a licensed private investigation firm for these services.

Psychometric Assessments

SGR uses the DiSC Management Profile psychometric assessment to provide a detailed understanding of how candidates will lead and manage an organization. The DiSC assessment report also provides valuable information regarding candidates' strengths and weaknesses.

Equal Opportunity Commitment

SGR strongly believes in equal opportunity. SGR does not discriminate and is careful to follow both the letter and the spirit of laws regarding equal employment opportunities and non-discrimination. More importantly, however, SGR believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should, or will be, demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to include qualified women and minority candidates in the finalist pool. Although SGR obviously cannot, and would not, guarantee the makeup of the finalist group, SGR does have relationships and contacts nationwide to encourage the meaningful participation of women and minority candidates.

Value

For a variety of reasons that are detailed in this proposal, SGR will provide the most cost-effective executive recruitment for your organization. Some firms low ball their price, and make up for it by reducing the amount of time they commit, or charging extra for additional time required. SGR gives you a fixed price, and we are with you until the end of the process regardless of how many hours are required.

Emerging Leaders

SGR has a unique and unparalleled reputation of engaging and mentoring emerging leaders and young professionals. We will utilize our frequent personal interaction with emerging leaders, as well as our entire team's social media networks, to market this position and to identify potential applicants.

Five Way Guarantee

SGR provides the strongest guarantee in the industry.

1. Our price is our price. You will never be charged an additional fee because we need to come to another meeting or spend extra time.
2. You always have 24/7 cell phone and email access to the executive recruiter and SGR's CEO.
3. If you do not find the right candidate, we will start the process over with no additional professional fees.
4. If we place a candidate, who we have fully vetted through the SGR recruitment process, who stays less than 18 months, we will conduct the recruitment again with no additional professional fees. If the organization circumvents SGR's recruitment process and selects a candidate that did not participate in the full recruitment process, this guarantee is null and void.
5. If we place a candidate with you, we will not directly solicit them for another job.

KEY PERSONNEL FOR THIS RECRUITMENT

Doug Thomas, Senior Vice President

Doug Thomas joined SGR in 2015 and heads up SGR's Florida office, where he focuses on executive recruitment, leadership development, and training for local governments.

Prior to joining SGR, Doug served as City Manager for the City of Lakeland, Florida, where he has vast experience working with state and local government leaders, private partnerships, and is a charter member of Florida Business Watch. Doug is a regular presenter at national, state and local association conferences and meetings on topics ranging from electric utilities, park and recreational developments, legislative advocacy, strategic planning and budgeting, performance reviews for the Chief Executive, and other municipal programs and practices.

Doug served as City Manager for the City of Alma, Michigan, and Assistant City Manager for the City of Grand Haven Michigan. He also served with the Maryland cities of Rockville, and Landover Hills. Doug holds a Bachelor of Arts in Political Science and History from Bowling Green State University, and an MPA from The American University, Washington, D.C.

Barbara Heller, Senior Vice President

Barbara Heller joined SGR in 2017 as Senior Vice President and works out of SGR's Boston office. Barbara specializes in Servant Leadership Implementation, Strategic Planning, I-OPT Workshops, and Live Training.

Barbara is well known throughout the parks and recreation industry for her expertise in leadership, innovation, and best practices. She frequently appears at state and national conferences and has a reputation for delivering excellent content with passion and energy.

Barbara was director of two park districts in the Chicago area and worked for large park systems in Maryland, Virginia, Texas, and Illinois where she was renowned for her leadership qualities and successfully designing work cultures that created high performance. While with the Elk Grove Park District, Barbara won the Lincoln Award Commitment to Excellence, a Malcom Baldrige state quality award program.

Barbara holds a Master in Public Administration from the American University, Washington, D.C., and a Bachelor of Science in Recreation and Parks, from Pennsylvania State University.

Douglas B. Thomas
874 Summerfield Drive
Lakeland, Florida 33803
Cell (863) 860-9314

PROFESSIONAL EXPERIENCE

Senior Vice President (October 2015 to current) **Strategic Government Resources**

Based in Keller Texas, Strategic Government Resources (SGR) exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, Authentic Leaders.

Examples of experience:

Coordinate executive search functions for City Managers, City Attorneys, and Department Head positions for local governments across the country. Provide various services to clients including leadership development, assessments, governing body and senior leadership team retreats, community and organizational strategic visioning, and Priority-Based Budgeting, and other related services to promote innovation in local governments. Represent SGR as a regular presenter at national, state, and local association conferences and meetings on topics ranging from electric utilities, park & recreational developments, legislative advocacy, strategic planning, Priority-Based Budgeting, performance reviews for the Chief Executive, and other municipal programs.

City Manager (December 2003 to September 2015) **Lakeland, Florida**

Serve as Chief Executive Officer for the city which is centrally located along the I-4 corridor between Tampa and Orlando with a population of over 100,000. Lakeland offers its residents a full array of municipal services, including a municipal-owned electric generation and distribution utility that is ranked as the 3rd largest in the state and **among the top 25 nationwide. The organization's annual budget is approximately \$600 million and employs approximately 2,500 personnel.** The city is home to the Detroit Tigers during Major League Baseball's **Spring Training; the Experimental Aircraft Association's Annual Sun 'n Fun Fly-in, recognized as America's second largest** aviation event of its type, **Florida Southern College, which features the world's largest one-site** collection of buildings designed by the legendary architect, Frank Lloyd Wright and the **state's 12th** university, Florida Polytechnic University, which will start its inaugural class in the fall of 2014.

Examples of experience:

Financial:

Implementation of innovative and award winning Performance Budget that aligns the **city's Strategic Planning processes into the annual financial and operational document.** The approach involves a robust forward looking process, adoption of Actionable Items and tracking of Key Success Indicators to track progress on initiatives and benchmark services to comparable communities.

One of the first municipalities in the country to enact a Budget by Priorities fiscal model to ensure strategic resource allocation are made in areas that advance the Vision, Mission and Goals of the community. The innovative approach was presented in 2013 at an International City/County Management Association & Alliance for Innovation Priority Based Budgeting Conference "Summit of Leading Practices."

Developed fiscal and operational strategies to address an inherited wholesale power supply contract that failed to fully cover fuel costs which ultimately resulted in a \$92 million loss over its term. The multifaceted response involved negotiations to shorten the original term, coupled with utility-wide restructured operations; strategic short and long term maintenance and capital planning; a smaller and more efficient workforce; implementation of a quarterly fuel adjustment process and revisions to fuel hedging programs; creation of a Risk Oversight Committee; a new governance oversight structure involving representatives from all rate classes along with elected officials; and adoption of a formalized methodology for calculating the transfer of dividends to the host government. Collectively, these improvements positioned the electric utility from **being one of Florida's highest cost providers to the lowest cost provider across almost all rate classes.**

Restructured local municipal employee pension plans, including bifurcation of Police and Fire Plans from the General Employee Plan, in addition to being a frontrunner community to offer a hybrid defined benefit-defined contribution plan option to better meet the varying needs of employees in a fiscally sustainable manner.

Improved **City's** bond ratings through sound financial management and regular meetings with rating agencies, with City General Obligation currently rated AA by Fitch; Lakeland Electric at **AA with Standard & Poor's and AA-** by both **Fitch and Moody's**, and Water/Wastewater Utilities at AA+ with Fitch.

Successfully merged numerous stand-alone departments and divisions including Facilities, Fleet, Records Retention, Information Technology, Purchasing, and Civil Service/Retirement Services into more efficient consolidated operations

Public/Private Partnerships:

Partnered with private medical provider for the implementation of the City's HealthStat Employee Wellness Clinic, representing one of the first local government implemented in Florida, to address increasing costs in the **city's self-**insured medical plans. In 2013, the Clinic saved an estimated \$3.7 million on medical and Workers Compensation claims through provided services. The program has resulted in a 4-1 return on investment and is regularly used as a benchmark for many other communities and corporate wellness program start-ups.

Charter member of Florida Business Watch, which is an organization designed to connect private sector partners with local government officials to share knowledge, goals and opportunities for the betterment of our communities. It is a truly unique group designed to promote good public policy and opportunities across the State of Florida. I was pleased and honored to receive their inaugural "Essential Piece Award" in May, 2014.

Award winning Fleet partnership with NAPA resulting in cost avoidance of over \$200,000 per year in parts inventory, coupled with privatized tire services with GCR Tire Centers which yields annual savings of \$111,000. The Fleet Division was recognized in 2013 as **"100 Best Fleets"** by **Government Fleet Magazine** for **third straight year**.

Partnership with SunEdison, LLC for the development of solar photovoltaic generation facilities to leverage private capital financing and tax credits that would otherwise be unavailable to a municipal electric utility. The agreement involved privately financed, ownership and operation of up to 24 MW of ground and rooftop solar farms in return for a 25 year purchased power agreement with Lakeland Electric. The largest installation involved **a 5.3 MW facility on 45 acres at the city's airport which required special approval from the FAA** which was the first of its kind in the southeast region. As host of the facility, the airport received a discount on its electric bill enabling it to finance a variety of HVAC and lighting energy efficiency upgrades that further reduced energy costs.

Negotiation of innovative 30-year agreement with Tampa Electric Company (TECO), the **Southwest Florida Water Management District (SWFWMD) and Lakeland's Water Utilities Department for the use of reclaimed water from the city's wetland's facility involving the construction of \$65 million pumping station and 15 mile transmission pipeline to supply 5 MGD of alternative water supply to TECO's Polk Power Station for cooling purposes.** In conjunction with the agreement, Lakeland secured a 20-year water groundwater permit from SWFWMD and eliminated the need for ongoing NPDES permit costs and requirements for discharge from the wetlands into the Alafia River.

Economic Development:

Proven track record of economic development success with personal involvement in roughly 50 industrial and high tech projects resulting in 7 million square feet of new development, \$510 million in capital investment and approximately 5,000 new jobs. Projects include leading companies in the areas of high tech, health care, medical supplies and packaging, pharmaceuticals, aviation, call centers, brewing and wine/spirits, food processing, flavorings, warehousing/logistics, in addition to a diverse range of industrial operations.

Economic development approach has involved the configuration of a **"One Stop Shop"** consolidating all city utilities and permitting, coupled with a dedicated ombudsman to overcome any challenges and to ensure projects meet their desired development schedule with certainty.

Creative development approaches ranging from the negotiation of an economic development electric rate to secure a \$45 million air separation plant that became the **utility's 2nd largest customer** including locating the development on city-owned land adjacent to the power plant for reliability purposes and utilization of re-use water to crafting a proposed \$37 million baseball stadium improvement and associated training campus agreement in support of the Detroit Tigers Major League Baseball organization.

Innovation/Technology:

Development and implementation of new **"form-based"** zoning code which involves emphasis on physical design, building scale and neighborhood character in contrast to traditional zoning code approach.

Implementation of Lakeland Electric's \$35 million Smart Grid initiative to enable customers to view and control their energy consumption and costs with time of use rates through web-based portal, reduced distribution system operations and maintenance costs, and improved system reliability and outage management. Initiative was supported with a \$20 million federal grant for the installation of 124,000 smart meters, automated meter infrastructure and highly protected data management/security system.

Conversion of manual system to new weekly Pay-As-You-Throw EZ Can solid waste and recycling automated collection system. Program has become recognized as an industry leader by public and private waste management entities across the U.S. for driving best practices in full implementation and utilization of Radio Frequency Identification (RFID) technologies

Implementation of Rapid Process Improvement (RPI) Teams to assist departments in identifying potential projects and quickly develop low to no cost solutions to improve operational efficiencies. Process involves trained RPI employees working with key individuals involved in a project to break out the individual steps of process over the course of a week to eliminate bottlenecks and streamline operations.

Development of unique combined municipal and Aircraft Rescue Fire Fighting (ARFF) fire station **in support of the airport's FAA requirements coupled with cost effective method to improve the city's ISO rating in southwest Lakeland from class 10 to class 3.**

Development of Power Academies with the Polk County School Board to expose high school students to careers in the electric industry The innovative program has been featured in numerous state and national conferences as an industry model in response to the electric utility industry aging workforce challenges.

Intergovernmental Relations:

Member of the **Florida League of Cities 'Keys to the City" Task Force** which was comprised of 37 municipal officials from across the state to develop a state policy agenda that was presented to newly-elected Governor Rick Scott to remove barriers that prevent cities from prospering; developing policies that promote local self-governance; invest in the economic vitality of cities as incubators or progress and allow cities to **protect their community's quality of life.**

Outsourced **the City's utility bill and business tax processing operations** with the Polk County Tax Collector, resulting in one-time capital savings \$100,000 and elimination of \$200,000 in annual costs.

Extensive successful **federal and state advocacy to advance the City's Annual** Legislative Agenda, including a wide range of topics including passenger and freight rail, pension reform, local and intergovernmental revenues, municipal bonds, funding for local capital projects and initiatives, airport and convention operations, Major League Baseball Spring Training, red light camera programs in addition to general government and utility matters.

Regular presenter at various national, state and local association conferences and meetings on topics ranging from electric utilities, park & recreational developments, legislative advocacy, strategic planning and budgeting, performance reviews for the Chief Executive and other City of Lakeland programs and practices.

City Manager (June 1989 to November 2003)
Alma, Michigan

Served as Chief Executive Officer for a full service city centrally located in the State of Michigan. Alma is the core community within the **area where many of the county's** 42,000 residents work, **shop and rely upon the community's recreational, retail and cultural facilities.** The city is also home to Alma College, and is also known as "Scotland, USA" for hosting the annual Alma Highland Festival and Games, recognized as one of North America's most popular Scottish events.

Examples of experience:

Public/Private Partnerships:

Organized the city's **first Tax Increment Financing Authority that resulted in a public** investment of roughly \$1.2 million that leveraged over \$20 million in private funds and **maintained one of the city's largest industries and employers.**

Coordinated the investigation and strategy of establishing a competitive municipal electric utility estimated to save the community an estimated \$40 million over ten years. Project received **national attention and was one of the country's first municipal electric deregulation cases** before the Federal Energy Regulatory Commission (FERC). Issue involved direct testimony, extensive legislative monitoring and advocacy at both the federal and state level.

Secured a "Covenant not to Sue" from the State of Michigan to provide legal protection to both the city and a new industry as part of a project to redevelop a former ethanol plant to an asphalt emulsion production and distribution facility. Development resulted in **the conversion of a delinquent property tax reverted property into one of the city's top ten** taxpaying entities.

Negotiated a multi-year, multi-million dollar tax appeal involving a petroleum refinery that comprised 20% of the community's tax base. The settlement involved a uniquely **structured agreement that provided stability to the city's tax base, satisfied the company** and included a refund to cover all public defense costs associated with the appeal.

Served as a member of the Gratiot Technical Educational Center (GTEC) Development Committee which led to the development of a new job training and educational center to assist area businesses and industries attract and retain skilled personnel.

Negotiated the groundwork agreement to relocate a scrap yard operation from a site adjacent to a riverfront and the central business district to a former industrial **"brownfield" site** and facilitate the redevelopment of the former scrap yard property to a mixed-use commercial/office, and recreational area.

Intergovernmental Relations:

Played a leadership role in the consolidation of four separate jurisdictional public safety dispatch operations into a countywide E-911 Central Dispatch Center. Project involved union negotiations, equipment financing, development of an intergovernmental contribution formula and public information campaign.

Initiated and co-chaired a multi-jurisdictional committee to address traffic, safety and **development concerns along the city's busiest transportation corridor**. Process led to the establishment of a corridor master plan and subsequent construction of service drives, numerous roadway extensions, traffic signal installations and future design standards. Negotiated unique property acquisitions and development agreements to implement the plan.

Steering committee member of the Gratiot County Strategic Planning Committee and Co-Chaired the Intra-Intergovernmental Subcommittee. The effort has led to improved cooperative strategies between the various local governmental units within the county.

Negotiated Conditional Land Transfer Agreements with neighboring townships to enlarge the city by approximately 400 acres. One such agreement established the framework for the development of an Urban Growth Boundary to define the parameters for future land transfers to the city.

Nurtured the creation of the Mid-Michigan Area CATV Consortium that includes eleven communities served by a common cable operator in an effort to consolidate franchise negotiation strategies and costs, pool franchise fees to expand public access programming and resources, and implement common telecommunication ordinances and permit processes throughout the area.

Development of a proposed multi-jurisdictional recreational authority involving multiple public school systems and local governments within the county. Proposal involved the creation of an Interlocal Agreement and cost sharing financial model.

Financial:

Directed the conversion of the historical annual financial plan to a performance based Program Budget that is policy oriented for review by the City Commission and public in their oversight and analysis of the municipal operations. Document has consistently **received the "Distinguished Budget Presentation Award" from the Government Finance Officers Association**.

Management of financial and operational plan in response to the closure of the city's largest industry. Plan involved the development of an Early Retirement Incentive Program that allowed the city to reduce its workforce by approximately 11% without the need for layoffs, implementation of organization-wide restructuring plans and maintenance of subsequent budgets at historical millage levels.

Initiated annual strategic planning and budget goal setting sessions for the City Commission and department staff utilizing statistical trends and forecasts to support long-range visioning.

Participated in the financial and administrative analysis associated with the re-rating of the organization that resulted in an upgrade from Baa1 to A-, with bond interest rate proposals typically reflecting A rated entities.

Coordinated and oversaw the filing of various project applications which resulted in over \$7 million of federal, state and local grant supported projects for park improvements, infrastructure developments, housing rehabilitation programs, brownfield redevelopments, library automation and airport capital improvements.

Developed the organization's first Capital Improvement Plan which provides a five-year development and financial strategy associated with significant public improvements and equipment purchases.

Innovation/Technology:

Initiated the selection and development of computerization technology throughout the organization resulting in new hardware and software in every department, a municipal Local Area Network linking common data, a municipal website, an automated circulation and Internet access program for the library and the implementation of a geographical information system.

Coordinated the effort to eliminate fueling stations at both the municipal and public school maintenance garages which resulted in the development of a private automated attendant system that serves both entities in addition to a number of other area businesses.

Converted a limited bi-weekly residential recycling program to a weekly curbside program which includes an extensive list of eligible items, a multi-jurisdictional annual household hazardous waste program and a seasonal yard waste collection/disposal program.

Foundation Experience:

Grand Haven, Michigan:

- Assistant City Manager** (1986 to 1989)
- Administrative Assistant to the City Manager** (1984 to 1985)

Rockville, Maryland (1982 to 1984)

Landover Hills, Maryland (1982)

EDUCATION

M.P.A. The American University
Washington, D.C. (1983)
Concentration: Urban Affairs

B.A. Bowling Green State University
Bowling Green, Ohio (1981)
Majors: Political Science & History

PROFESSIONAL AFFILIATIONS & HONORS

International City/County Management Association 30-year member
Florida City & County Management Association 10-year member
 District VIII Director (2009 – 2012)
 Co-Chair Public Policy Committee (2010-2013)
 Technology & Public Information Committee (Co-Chair 2009-2010)
 Strategic Planning Committee (2008-2009)
Florida League of Cities
 Legislative Committee (2011)
 "Keys to the Cities" Task Force Member (2011)
 Finance & Taxation Committee (2007-2009)
 Home Rule Administration Council (2006)
Michigan Local Government Management Association (1984-2004)
 President (2000)
 Board of Directors (1995-1997)
 Chair, Winter Institute Planning Committee (1996)
 Public Policy Committee
 Nominating Committee
Michigan Municipal League (MML)
 Trustee (1997-2000)
 Public Policy Committee (1996-2003)
 Chair, Region IV (1992)
 Chair, Local Energy Aggregation Program (2000-2003)
National League of Cities (NLC)
 Energy & Technology Committee (2000-2003)
Greater Gratiot Development Incorporated Board of Directors, 1992- 2003
Chair, Gratiot County Central Dispatch Authority, 1993 - 2003
Executive Director, Alma Local Development Authority, 1989 to 2003

Community Service

Lakeland Area Chamber of Commerce
 Board Member (2003-present)
 Governmental Affairs Committee
Leadership Lakeland, Class XXII (2004-2005)
Lakeland Volunteers in Medicine (2007-present)
 Board Member
Mid-Michigan Industries Board of Directors, 1993-2003
Vice Chair, 1998; Treasurer, 1997
Gratiot Area Chamber of Commerce Board of Directors, 1995-2003
Alma Kiwanis Club, (1989-2003)
 President, 1992-1993

Special Honors

Michigan Municipal League's "Special Award of Merit"
Michigan Municipal League's "Excellence in Service Award"
Florida Business Watch "Essential Piece" Inaugural Award Winner



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SGR Senior Vice President 2017—Responsible for leadership development, facilitation of training, executive recruitment, operational assessments, and workshops for local government managers. Also involved in recruitment of senior leaders of local government organizations.

Heller and Heller Consulting, Inc. President 2010 to present--as owner and president of the company, involved in strategic planning, master planning, operational assessments, staffing and organizational structure and culture, change management, business planning, and service quality assessments. Also involved in the facilitation of public input processes and staff training.

Sasaki Associates, Inc. Director of Parks Planning 2015 to 2016—developed the firm’s park planning sub market and managed projects related to parks and recreation master planning, strategic planning, financial analysis, and operational studies.

PROS Consulting, LLC, Principal Consultant 2007-2010--responsible for strategic planning, master planning, operational and service quality assessments, marketing reviews, and recreation program analysis. Work included leading projects, facilitating public meetings, report writing and client relationships. Also involved in facilitation of staff training.

Naperville Park District, Naperville, IL Executive Director 2004-2007 – responsible for overall leadership of a park district for a community of 140,000, including a \$32 million budget, 105 full time staff and 2,500 acres of parkland. Duties included overseeing park and recreation services.

- Completed a recreation master plan, marketing plan, and strategic plan
- Implemented a resident Futures Committee
- Implemented employee cross functional teams, including Voice of the Customer

Elk Grove Park District, Elk Grove Village, IL Executive Director 1995-2004 – responsible for overall leadership of a park district. \$16 million budget, 70 full-time and 500 part-time staff. Duties included overseeing the recreation service delivery process, maintenance and planning for 44 parks, golf course operations, theme park, recreation centers, water park operations and managing financial and human resources.

- Developed organizational strategic, business, and master plans
- Winner of the Lincoln Award Commitment to Excellence, a Malcolm Baldrige state quality award program

- Successfully led two referendum campaigns
- Created an organizational service model including consumer advisory panels, focus groups, mystery shopping, and market research techniques

Arlington Parks and Recreation Department, Arlington, TX Assistant Director 1989-1995-- responsible for the successful management of widely diversified municipal programs, golf course operations, aquatics, athletics, recreation and senior centers for a community of 275,000. Managed 40 full-time and 500 part-time staff and a \$4.4 million budget.

Maryland National Capital Parks/Planning Commission, Montgomery County MD Assistant Division Chief 1988-1989-- responsible for facility management and maintenance of 50 park sites including a regional park, golf course, horse center, nature center, and numerous local and neighborhood parks. Managed 50 full-time staff and a \$3-million-dollar budget in a county operation of over 800,000 residents.

Prince William County Parks Authority, Manassas, VA 1976-1988

1984-1988 Recreation Superintendent-- responsible for facility management and recreation services for a county of 200,000. Responsible for parks, swimming pools, waterslides, marina operations, and centers. Involved in capital projects including pool renovations, design of a recreation center, concession buildings, golf course and park master plans.

1980-1984 Personnel Director – hired as a Personnel Specialist in 1980 and was promoted to Personnel Director in 1981. Responsible for all aspects of human resource management.

Education

Master Degree in Public Administration, the American University, Washington, D.C.
 Bachelor of Science, Recreation and Parks, the Pennsylvania State University, University Park, PA.

Professional Memberships and Affiliations

- National Recreation and Parks Association
- American Society for Quality, Association for Quality and Participation, and the Public Sector Network
- MA Recreation and Park Association
- Previously was an examiner for the Lincoln Award for Business Excellence, based on Malcolm Baldrige criteria
- Graduate of the Center for Creative Leadership program on Leadership Development
- Awarded Commitment to Excellence Award at the Elk Grove Park District from the Lincoln Foundation for Business Excellence, based on Malcolm Baldrige National Quality Award
- Speaker at a variety of national and state conferences, approximately 150 in number over the last two decades

PROJECT METHODOLOGY

SGR provides a comprehensive scope of executive recruitment services, and each executive recruitment service contract is tailored to meet the client's specific needs. However, a full-service recruitment typically entails the following:

- 1. Organizational Inquiry and Analysis**
 - Outline Project Plan and Timeline
 - Individual Interviews with Search Committee / Key Personnel / Community Leaders (if desired)
 - Development of Position Profile and Professional Production of Brochure
- 2. Advertising and Recruitment**
 - Ad Placement
 - Social Media and Marketing of Position
 - Ongoing Communication with Applicants and Prospects
- 3. Initial Screening and Review**
 - Management of Applications
 - Evaluation and Triage of Resumes
 - Search Committee Briefing to Facilitate Selection of Semifinalists
- 4. Evaluation of Semifinalist Candidates**
 - Personal Interaction with Semifinalist Candidates
 - Written Questionnaire
 - Recorded Online Interviews
 - Media Search Stage 1
 - Semifinalist Briefing Books
 - Search Committee Briefing to Facilitate Selection of Finalists
- 5. Evaluation of Finalist Candidates**
 - Comprehensive Media Search Stage 2
 - Comprehensive Background Investigation Report
 - DiSC Management Assessment
 - Finalist Briefing Books
 - Press Release (if desired)
 - Stakeholder Engagement (if desired)
- 6. Interview Process**
 - First Year Game Plan (if desired)
 - Conduct Interviews
 - Deliberations
 - Reference Checks
- 7. Negotiations and Hiring Process**
 - Determine the Terms of an Offer
 - Negotiate Terms and Conditions of Employment
 - Transition Strategy
- 8. Post-Hire Team Building Workshop (supplemental service, if desired)**
 - I-OPT Team Building Workshop

Step 1: Organizational Inquiry and Analysis

In the Organizational Inquiry and Analysis Stage, SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs.

Outline Project Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plans and timeline. At this time, SGR will also request that the client provide additional information about the community, organization, and position. Information requested will include general information and available resources about the community, school district, economic vitality, political leadership, organization, strategic plan, governing body goals and objectives, budget information, major projects, job description, salary range, benefits package, etc.

Individual Interviews with Search Committee and Key Personnel (if desired)

Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. SGR conducts individual interviews with the Search Committee, key staff, and/or direct reports to find out more about the position, special considerations, and the political environment. These interviews last approximately 30 minutes to one hour each and identify individual issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the Position Profile as we look for any significant staff issues or major disconnects that may not otherwise be apparent.

Development of Position Profile Brochure

Following the individual interviews and internal analysis, SGR will develop a draft Position Profile Brochure that is reviewed and revised in partnership with your organization until everyone agrees it accurately reflects the sought-after leadership and management characteristics. A sample brochure is included with this proposal document.

Step 2: Advertising and Recruitment

The Advertising and Recruitment stage includes ad placement, email distribution of the Position Profile, responding to inquiries about the position, and ongoing communication with applicants and prospects.

Ad Placement / Social Media and Marketing of Position

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. Ads are typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

SGR's preferred strategy is to rely on email distribution of the Position Profile Brochure to key opinion leaders and potential prospects across the country. The position will be announced in our "10 in 10" e-newsletter, which reaches 67,000 local government professionals, in addition to a targeted email announcement to specific professional categories and/or areas of the country.

By utilizing an email distribution strategy, these brochures tend to “get legs” of their own, resulting in a very high penetration rate at minimal cost.

SGR will utilize Facebook, Twitter, personal phone calls, personal emails, LinkedIn, Instagram, and Pinterest to promote the position. This communication is both to solicit high potential candidates and to encourage key local government professionals to share information within their professional circles.

Ongoing Communication with Applicants and Prospects

SGR communicates with all applicants on a frequent and ongoing basis to ensure applicants stay enthusiastic about the opportunity. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about organization, and it is an area in which SGR excels. SGR also utilizes Google Alerts for each client organization and provides updates to our Executive Recruiters and applicants of any references made regarding the client organization in various media outlets.

Step 3: Initial Screening and Review

This stage of the executive recruitment involves managing the flow of resumes, and screening and evaluating resumes.

Management of Applications

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries.

Evaluation and Triage of Resumes

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates’ applications fulfill the recruitment criteria outlined in the Position Profile.

Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of approximately 8-12 semifinalists. The presentation will include

summary information on the process so far, the candidate pool overall, and any trends or issues that have arisen, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 4: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual's personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR's responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding.

Personal Interaction with Semifinalist Candidates

SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up by phone when appropriate to ask any questions about underlying issues.

Written Questionnaire

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom-designed around the priorities identified by the Search Committee and usually includes about 20 questions focusing on 5-6 key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with the cover letters and resumes.

Recorded Online Interviews

SGR offers recorded online videos of candidates answering pre-recorded questions. This provides a very insightful, efficient and cost effective way to gain additional insights to utilize in selecting finalists you want to come in for live interviews. The online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Online interviews are emailed to the Search Committee for viewing prior to selection of finalist candidates.

Media Search Stage 1

Stage 1 of our media search involves a comprehensive review of all newspaper articles on the candidate in major news outlets within the previous two years. These media reports at the semifinalist stage have proven helpful by uncovering issues that were not previously disclosed by prospective candidates. The Executive Recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book will include written questionnaires, online interviews, and any additional information obtained about the candidate. The purpose of this briefing is to facilitate narrowing the list to 4-6 finalists who will be invited for personal interviews.

Step 5: Evaluation of Finalist Candidates

Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

Comprehensive Media Search Stage 2

These Stage 2 Media Reports are compiled by utilizing our proprietary media search process including variations of the candidates' names and states/cities in which they have lived or worked, and searches of local papers where the candidates have lived or worked. We also search social media sites. The Media Reports typically range from 20-300 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. The Media Reports are put into an easy-to-read format and recorded onto flash drives for the Search Committee. The candidate's name is highlighted each time it appears.

These media reports have proven helpful to Search Committees by uncovering issues that were not previously disclosed by candidates and that would likely not have been discovered through an automated search or Google search, typically used by other recruitment firms. The Media Reports also give the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of his/her career.

Comprehensive Background Investigation Reports

Through SGR's partnership with FirstCheck, a licensed private investigations company, we are able to provide our clients with comprehensive background screening reports that include detailed information such as:

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County criminal search (for every county in which candidate has lived or worked)
- County civil search (for every county in which the candidate has lived or worked)
- Education verification

A sample Background Investigation Report is included with this proposal document.

Assessments (DiSC Management Profile)

It is critical for you to know as much as you can about your new executive before hiring him/her. Historically, employers have depended upon resumes, references, and interviews as sources of information for making hiring decisions. In practice, these sources have often proved inadequate for consistently selecting successful employees. The use of assessments has become essential for employers who want to place the right people in the right positions.

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management Profile analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager.

Press Release (if desired)

Until you have "sealed the deal," you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Stakeholder Engagement (if desired)

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. Below is an array of options we have used in the past, but we will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Facilitating a Q&A series in the local newspaper with finalist candidates. This would run a week or two prior to the interviews;
- Utilize a citizen committee to conduct the early stage candidate screening and then turn over a semifinalist list to the City Council (if applicable);
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups during a multi-day interview process; and,
- Site visits by citizen committee members to the finalist candidates' communities to report back.

Step 6: Interview Process

Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

First Year Game Plan (if desired)

The “First Year Game Plan” is a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders, and candidates are given free rein to make contact with all of them in advance and use those insights to develop a “first year game plan” based on what they know so far. Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates’ written and interpersonal communication skills, as well as critical analysis skills.

Conduct Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics you need. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Deliberations

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or on whether to bring back one or more candidates for a second interview.

Reference Checks

Our reference checks are the most comprehensive in the industry. We place very little confidence on the references provided by the candidates since those can be expected to be biased. Instead, we will typically talk to as many as 20 professional contacts for a given candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, civic leaders, and media representatives. We always seek out the candidate’s greatest critics and greatest fans to ensure a complete, yet balanced, perspective and overview of each candidate.

Step 7: Negotiations and Hiring Process

Once the organization is ready to make an offer, SGR can provide additional assistance to the client in the following areas.

Determine the Terms of an Offer

Upon request, SGR will provide comparative data for selected organizations, appropriate employment agreement language, and other similar information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen

candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win-solutions to negotiation “log-jams.”

Transition Strategy

There are a variety of transition issues when hiring a new executive. SGR will brief the client on transition issues that need to be addressed and will provide a recommendation on what actions to take. Together, we will create a transition strategy that builds the foundation for a successful long-term relationship.

Step 8: Post-Hire Team Building Analysis (supplemental service)

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. The price is \$4,000 for a half-day onsite workshop, plus travel expenses, and \$150 per person for I-OPT reports (if not previously completed as part of the recruitment process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of \$50 per report.

TIMELINE (STANDARD RECRUITMENT)

Task	Weeks
<ul style="list-style-type: none"> Contract Executed Outline Project Plan, Timeline Individual Interviews with Search Committee / Key Personnel / Community Leaders (if desired) 	Week 1
<ul style="list-style-type: none"> Development of Position Profile Brochure Search Committee Reviews and Approves Brochure 	Weeks 2-3
<ul style="list-style-type: none"> Ad Placements Accept Applications Email Distribution and Marketing of Position Profile 	Weeks 4-7
<ul style="list-style-type: none"> Triage and Scoring of Resumes 	Week 8
<ul style="list-style-type: none"> Search Committee Briefing (Slide Presentation) / Select Semifinalists Candidates Complete Questionnaire and Online Interviews Stage 1 Media Searches 	Week 9
<ul style="list-style-type: none"> Deliverable: Semifinalist Briefing Books 	Week 10
<ul style="list-style-type: none"> Search Committee Briefing / Select Finalist Candidates 	Week 11
<ul style="list-style-type: none"> Comprehensive Media Search Stage 2 Comprehensive Background Screening Report Candidates Complete DiSC Management Assessment 	Weeks 12-13
<ul style="list-style-type: none"> Deliverable: Finalist Briefing Books 	Week 14
<ul style="list-style-type: none"> Stakeholder Engagement (if desired) Conduct Interviews Deliberations Reference Checks Negotiations Announcement / Press Release 	Week 15

**Each recruitment timeline is different based on the particular needs of the organization. SGR has completed searches in as little as 45 days, although this is not the recommended approach. We have also extended recruitment well beyond 15 weeks, based on the preference of the client.*

PROJECT COST

All-Inclusive Maximum Price

Professional Services Fee:	\$ 18,500
Expenses Not-to-Exceed:	\$ 8,500
All-Inclusive, Not-to-Exceed Maximum Price:	\$ 27,000*

Expenses Not-to Exceed

SGR does not bill the client for any expenses except for those explicitly detailed herein. Items included in the Expenses Not-to-Exceed include:

- Professional production of a high quality brochure. This brochure (typically 4 pages) is produced by SGR's graphic designer for a flat fee of \$1,500.
- Ad placement in appropriate professional publications, including trade journals and websites, and related advertising to announce the position. This is billed at actual cost, with no markup for overhead. (However, the costs of ad placements in newspapers are not part of the not-to-exceed ad placement costs.)
- Printing of documents and materials. Reproduction costs for reports and briefing books presented to the client at 26 cents per copy, plus the cost of binders/binding. Flash drives are billed at \$10 each.
- Online interviews. There is a cost of \$200 for each recorded online interview. SGR recommends conducting online interviews at the semifinalist stage (up to 12 semifinalists).
- Psychometric Assessments. There is a cost of \$150 per candidate for the DiSC Management Profile (up to 6 finalists).
- Comprehensive Media Reports – Stage 2. There is a cost of \$350 per candidate. SGR recommends conducting Stage 2 media searches on the finalist candidates (up to 6 finalists).
- Comprehensive Background Investigation Reports. There is a cost of \$300 per candidate for comprehensive background screening reports prepared by our licensed private investigations provider. SGR recommends conducting comprehensive background investigations on the finalist candidates (up to 6 finalists).
- Travel for the Executive Recruiter (incurred for the benefit of the client). Meals are billed at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Up to four (4) visits/trips by the Recruiter to the Organization. Any additional visits/trips by the Recruiter to the Organization will be billed over and above the not-to-exceed maximum price.

***Supplemental Services**

The supplemental services listed below are not included in the maximum price above. These supplemental services include:

- Candidate Travel. Candidates are typically reimbursed directly by the client for travel expenses. If the client prefers a different arrangement for candidate travel, SGR will be glad to accommodate the client's wishes.
- Post-Hire Team Building Analysis. A half-day onsite workshop is \$4,000, plus travel expenses, and \$150 per person for I-OPT reports (if reports were not previously completed as part of the recruitment process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of \$50 per report.
- Site Visits to Communities of Finalist Candidates. If desired, the Executive Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses.
- In the unexpected event the client shall request that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the client desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

Billing

Professional fees for the recruitment are billed in three equal installments during the course of the recruitment. The initial installment is billed after the Organizational Inquiry and Analysis is completed and the position profile has been created. The second installment is billed when semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expense (reimbursable) items and supplemental services will be billed with each of the three installments, as appropriate.

PROVISION OF SERVICE GUARANTEE

SGR guarantees that you will be satisfied with the results of the recruitment process, or we will repeat the entire process at no additional professional fee until you find a candidate that you desire. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process at no additional professional fee to the client. If the Organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

References

Jill Bissinger, Human Resources Manager
City of Beavercreek, Ohio (pop. 45,900)
Email: bissinger@beavercreekohio.gov
Phone: 937-320-7387
Project: Recruitment of a new City Manager.

Frank Klipsch, Mayor
City of Davenport, Iowa (pop. 101,300)
Email: fklipsch@ci.davenport.ia.us
Phone: 563-326-7701
Project: Recruitment of a new City Administrator.

Howard Klug, Mayor
City of Williston, North Dakota (pop. 13,000)
Email: howardklug@hotmail.com
Phone: 701-670-6321
Project: Recruitment of a new City Manager.

Ray Beck, County Commissioner
Kathy Larson, City Clerk
City of Craig, Colorado (pop. 9,300)
Email: rbeck@moffatcounty.net
Email: klarson@ci.craig.co.us
Phone: 970-824-9115 (Ray) or 970-826-2010 (Kathy)
Project: City Manager executive recruitment in 2016.

Paul Fetter, Council President
Town of Clarksville, Indiana (pop. 22,100)
Email: pfetter@townofclarksville.com
Phone: 502-777-4089
Project: Town Manager executive recruitment in 2016.

Nan Johnston, Mayor
City of Parkville, Missouri (pop. 5,500)
Email: njohnston@parkvillemo.gov
Phone: 816-741-7676
Project: Recruitment of a new City Administrator.

Missie Pusteovsky, Director of Human Resources
City of Waco, Texas (pop. 126,000)
Email: MissieP@wacotx.gov
Phone: 254-750-5740
Project: Various recruitments over the past couple of years.

- Assistant City Manager – 2015
- Director of Parks and Recreation – 2015
- Director of Utilities – 2015
- Deputy Director of Utilities – 2016
- Fire Chief - 2016

Recent City Management Executive Searches

2017

City/Town Manager or Administrator

- Bedford, Texas (pop. 49,000)
- Bozeman, Montana (pop. 41,600) – in process
- Brenham, Texas (pop. 16,300) – in process
- Colleyville, Texas (pop. 24,500)
- Jupiter, Florida (pop. 60,700) – in process
- Killeen, Texas (pop. 119,000)
- Midland, Michigan (pop. 40,800) – in process
- Parkville, Missouri (pop. 5,400)
- San Marcos, Texas (pop. 53,000)
- Stephenville, Texas (pop. 17,400)
- Topeka, Kansas (pop. 127,000) – in process
- Vail, Colorado (pop. 4,800) – in process

Deputy/Assistant City or Town Manager

- Hutto, Texas, ACM (pop. 1,800)
- Irving, Texas, ACM (pop. 232,500) – in process
- Waco, Texas, ACM (pop. 126,000)
- Wichita Falls, Texas, ACM (pop. 105,000) – in process
- Duncanville, Texas, ACM (pop. 36,000)*

2016

City/Town Manager or Administrator

- Amarillo, Texas (pop. 189,000)
- Angleton, Texas (pop. 19,000)
- Bastrop, Texas (pop. 8,400)
- Beavercreek, Ohio (pop. 45,000)
- Bethany, Oklahoma (pop. 19,500)
- Canadian, Texas (pop. 2,900)
- Carrollton, Texas (pop. 128,000)
- Choctaw, Oklahoma (pop. 11,500)
- Clarksville, Indiana (pop. 22,000)
- Craig, Colorado (pop. 9,300)
- Davenport, Iowa (pop. 101,000)
- Des Moines, Washington (pop. 29,000)
- Elgin, Texas (pop. 10,000)
- Gunnison, Colorado (pop. 5,500)
- Lake Dallas, Texas (pop. 8,000)
- Lake Worth, Texas (pop. 4,000)
- Palestine, Texas (pop. 18,000)
- Palm Beach Shores, Florida (pop. 1,500)*
- Piney Point Village, Texas (pop. 3,500)
- Raytown, Missouri (pop. 28,000)*
- Spokane Valley, Washington (pop. 90,600)
- Sweetwater, Texas (pop. 10,000)

- Valley Center, Kansas (pop. 5,000)
- Williston, North Dakota (pop. 13,000)

Deputy/Assistant City or Town Manager

- Addison, Texas, DCM (pop. 15,700)
- Chandler, Arizona ACM (pop. 255,000)

2015

City/Town Manager or Administrator

- Abilene, Texas (pop. 118,000)
- Altus, Oklahoma (pop. 19,000)
- Alvin, Texas (pop. 23,000)
- Arcadia, Florida (pop. 7,500)*
- Azle, Texas (pop. 11,500)
- Baytown, Texas (pop. 70,000)
- Ballwin, Missouri (pop. 30,000)
- Bridgeport, Texas (pop. 6,000)
- Casper, Wyoming (pop. 53,500)
- Forney, Texas (pop. 16,000)
- Georgetown, Texas (pop. 50,000)
- Granbury, Texas (pop. 6,800)
- Guthrie, Oklahoma (pop. 10,000)
- Hot Springs, Arkansas (39,000)
- Kaufman, Texas (pop. 8,900)
- Lamesa, Texas (pop. 9,300)
- Missouri City, Texas (pop. 74,500)
- Montgomery, Texas (pop. 600)
- Mount Pleasant, Tennessee (pop. 4,500)*
- Muskegon Heights, Michigan (pop. 11,500)
- Northglenn, Colorado (pop. 34,000)
- Port Lavaca, Texas (pop. 11,000)
- Sealy, Texas (pop. 6,000)
- St. Charles, Missouri (pop. 65,000)
- Stillwater, Oklahoma (pop. 46,000)

Deputy/Assistant City or Town Manager

- Bellevue, Washington, DCM (126,600)
- Fort Worth, Texas, ACM (pop. 790,000)
- Georgetown, Texas, ACM (pop. 50,000)
- Waco, Texas, ACM (pop. 129,000)

2014

City/Town Manager or Administrator

- Chapel Hill, Tennessee (pop. 1,500)*
- Converse, Texas (pop. 19,500)*
- Duncanville, Texas (pop. 36,400)
- Fate, Texas (pop. 7,000)
- Galveston, Texas (pop. 56,000)*
- Joshua, Texas (pop. 6,000)

- Kilgore, Texas (pop. 13,000)
- Kyle, Texas (pop. 30,500)
- Lindale, Texas (pop. 5,000)
- Miami, Oklahoma (pop. 13,500)
- Nolensville, Tennessee (pop. 3,100)*
- Port Arthur, Texas (pop. 56,700)
- Port Lavaca, Texas (pop. 11,000)*
- Stephenville, Texas (pop. 17,400)
- Tyler, Texas (pop. 98,800)

Deputy/Assistant City or Town Manager

- Addison, Texas, DCM (pop. 15,700)
- Denison, Texas, ACM (pop. 24,000)
- El Paso, Texas, DCM-Transportation and Public Works (672,000)*
- Manhattan, Kansas, ACM (pop. 56,000)*
- Plainview, Texas, ACM (pop. 3,200)*

2013

City/Town Manager or Administrator

- Bellaire, Texas (pop. 17,000)
- Big Spring, Texas (pop. 27,500)*
- Burien, Washington (pop. 49,000)
- Burkburnett, Texas (pop. 10,500)
- College Station, Texas (pop. 98,000)
- Delray Beach, Florida (pop. 62,000)*
- Fate, Texas (pop. 800)
- Ferris, Texas (pop. 2,500)
- Henderson, Texas (pop. 14,000)
- League City, Texas (pop. 88,000)
- Manhattan, Kansas (pop. 56,000)*
- Owasso, Oklahoma (pop. 31, 500)
- Pearland, Texas (pop. 96,000)
- San Marcos, Texas (pop. 50,000)
- Sikeston, Missouri (pop. 16,000)
- South Padre Island, Texas (pop. 3,000)
- Wills Point, Texas (pop. 3,500)

Deputy/Assistant City or Town Manager

- Amarillo, Texas, ACM- Development Services (pop. 195,000)
- Cape Girardeau, Missouri, ACM-Development Services (pop. 38,500)*
- Cape Girardeau, Missouri, ACM-Administrative Services (pop. 38,500)*
- McKinney, Texas, DCM (pop. 143,000)*
- Orange County, North Carolina, ACM (pop. 138,000)*

2012

City/Town Manager or Administrator

- Argyle, Texas (pop. 3,500)
- Bainbridge Island, Washington (pop. 23,000)
- Breckenridge, Texas (pop. 5,500)

- Burkburnett, Texas (pop. 11,000)
- Canton, Texas (pop. 3,500)
- Cleveland, Texas (pop. 7,600)
- Duncanville, Texas (pop. 39,000)
- Elk City, Oklahoma (pop. 12,000)
- Fate, Texas (pop. 7,500)
- Flower Mound, Texas (pop. 67,500)
- Guthrie, Oklahoma (pop. 10,500)*
- Hot Springs, Arkansas (pop. 35,000)
- Huntsville, Texas (pop. 39,500)
- Jacksboro, Texas (pop. 4,000)
- La Porte, Texas (pop. 34,500)
- Little Elm, Texas (pop. 28,500)
- Miami, Oklahoma (pop. 13,500)
- Paris, Texas (pop. 25,000)
- Piney Point Village, Texas (pop. 3,200)*
- Rockwall, Texas (pop. 39,000)
- San Angelo, Texas (pop. 95,500)
- Texarkana, Texas (pop. 37,000)
- Van Alstyne, Texas (pop. 3,000)
- Willow Park, Texas (pop. 4,000)

Deputy/Assistant City or Town Manager

- Brentwood, Tennessee, ACM (pop. 39,000)*
- Cedar Park, Texas, ACM (pop. 58,000)
- Corpus Christi, Texas, ACM (pop. 312,000)
- Victoria, Texas, ACM (pop. 64,000)*

2011

City Manager

- Breckenridge, Texas (pop. 5,500)
- College Station, Texas (pop. 98,000)*
- Gonzales, Texas (pop. 7,000)
- Kilgore, Texas (pop. 13,500)
- Van Alstyne, Texas (pop. 3,000)
- Yoakum, Texas (pop. 5,500)

2010

City Manager

- Amarillo, Texas (pop. 195,000)
- Burkburnett, Texas (pop. 10,500)
- Denison, Texas (pop. 23,000)

*Component based services include, but are not limited to, social media and marketing, application management, psychometric assessments, background investigation reports, media search reports, reference checks, and resume evaluations.

Population numbers are approximate. Resource: www.City-Data.com

Executive Recruitment Clients

Arizona

- Chandler

Arkansas

- Fort Smith
- Hot Springs

Colorado

- Commerce City
- Craig
- Durango
- Englewood
- Gunnison
- Northglenn
- Pitkin County
- Trinidad
- Vail
- Wheat Ridge

Florida

- Arcadia
- Charlotte County
- De Land
- Delray Beach
- Hallandale Beach
- Jupiter
- Lakeland
- Lee County
- Palm Beach Shores
- Plant City
- Sunny Isles Beach
- Tamarac

Georgia

- Albany

Indiana

- Clarksville

Iowa

- Davenport

Kansas

- Hutchinson
- Lenexa
- Manhattan
- Overland Park
- Topeka
- Valley Center
- Wyandotte County / Kansas City

Louisiana

- Shreveport

Michigan

- Kalamazoo County Consolidated Dispatch Authority (KCCDA)
- Midland
- Muskegon Heights

Mississippi

- Hancock County Port & Harbor Commission

Missouri

- Ballwin
- Cameron
- Cape Girardeau
- Parkville
- Raytown
- Sikeston
- Springfield
- St. Charles

Montana

- Bozeman

Nevada

- Las Vegas
- Washoe County

New Mexico

- Farmington

Executive Recruitment Clients

New Mexico, continued

- Four Corners Economic Development
- Los Lunas

North Carolina

- Orange County

North Dakota

- Mountrail Williams Electric Cooperative
- Williston

Ohio

- Beavercreek
- Franklin County

Oklahoma

- Altus
- Bethany
- Chickasha
- Choctaw
- Edmond
- Elk City
- Guthrie
- Lawton
- Miami
- Mustang
- Oklahoma Municipal League
- Owasso
- Stillwater

Tennessee

- Brentwood
- Chapel Hill
- Mount Pleasant
- Nolensville
- Thompson's Station

Texas

- Abilene
- Addison
- Alamo Heights

- Alice
- Allen
- Alvin
- Amarillo
- Angleton
- Anna
- Argyle
- Arlington
- Atlanta
- Austin
- Azle
- Bastrop
- Bay City
- Baytown
- Bedford
- Bellaire
- Big Spring
- Breckenridge
- Brenham
- Bridgeport
- Burkburnett
- Burleson
- Burnet
- Canadian
- Canton
- Carrollton
- Cedar Hill
- Cedar Park
- Cleveland
- College Station
- Colleyville
- Colorado River Municipal Water District
- Commerce
- Converse
- Copper Canyon
- Corpus Christi
- Dalhart
- Dalworthington Gardens
- Denison

Executive Recruitment Clients

Texas, continued

- Denton County Fresh Water Supply District 1-A
- Denton
- Duncanville
- El Paso MPO
- El Paso
- Elgin
- Fairview
- Farmers Branch
- Farmersville
- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Friendswood
- Gainesville
- Galveston
- Garland
- Georgetown
- Gonzales
- Granbury
- Grand Prairie
- Grapevine
- Greenville
- Gulf Coast Water Authority
- Harris County ESD No. 48
- Henderson
- Hewitt
- Highland Park
- Hudson Oaks
- Huntsville
- Hutto
- Hutto EDC
- Irving
- Jacksboro
- Jacksonville Development Corporation (JEDCO)
- Joshua
- Kaufman
- Keller
- Kilgore
- Killeen
- Kyle
- La Porte
- Lake Dallas
- Lakeway
- Lake Worth
- Lamesa
- Lancaster
- League City
- Leander
- Levelland
- Lewisville
- Lindale
- Little Elm
- Longview
- Lorena
- Lubbock
- Lufkin
- McKinney EDC
- McKinney
- Memorial Villages PD
- Midland
- Midlothian EDC
- Missouri City
- Montgomery
- Mount Pleasant
- Nederland
- North East Texas Regional Mobility Authority (NET RMA)
- North Richland Hills
- North Texas Emergency Communications Center (NTECC)
- Odessa
- Palestine
- Paris

Executive Recruitment Clients

Texas, continued

- Pearland
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Prosper
- Red Oak
- Richardson
- Richland Hills
- Riverbend Water District
- Rockwall
- Round Rock
- Rowlett
- Royse City
- Sachse
- San Angelo
- San Marcos
- San Marcos/Hays County EMS
- Seabrook
- Seagoville
- Sealy
- Socorro
- South Padre Island
- Southlake
- Stephenville
- Sugar Land
- Sweetwater
- Temple
- Terrell
- TexAmericas Center
- Texarkana
- The Woodlands
- Tomball
- Trophy Club
- Tyler
- Van Alstyne

- Victoria
- Waco
- Waxahachie
- Weatherford
- West Lake Hills
- Westlake
- Westworth Village
- Wichita Falls
- Willow Park
- Wills Point
- Yoakum

Washington

- Bainbridge Island
- Bellevue
- Burien
- Des Moines
- Richland
- Shoreline
- Spokane
- Spokane Valley
- Whitworth Water District #2

Wyoming

- Casper

Other Organizations

- Institute for Building Technology and Safety (IBTS)

Executive Recruitment Positions

Administration

- Assistant City Manager
- Assistant County Manager
- Chief Administrative Officer
- City Administrator/City Manager/Town Manager
- City Secretary
- Deputy City Manager
- Director of Administration
- Executive Director

Administrative Services/Internal Services

- Administrative Services Director
- Arts Director
- Assistant Police Director
- Chief Medical Examiner
- Event/Marketing Specialist
- Intergovernmental Services Manager
- Management Assistant
- Manager of Town Services

Animal Services/Environmental Health

- Animal Services Manager
- Animal Shelter Manager
- Animal Welfare Manager / Director
- Assistant Director of Code Compliance/Animal Welfare
- Director of Animal Care and Control
- Director of Regional Animal Services
- Environmental Health Director
- Executive Director of Animal Services

Development Services

- Assistant Property Management Director
- Building Official / Chief Building Official
- City Inspector
- Community Development Director/Manager
- Deputy Director of Development Services
- Development Services Director
- Municipal Services Director
- Neighborhood Services Director
- New Urbanist
- Planning & Community Development Director
- Property Management Director
- Redevelopment Project Manager

- Senior Building Inspector / Building Inspector
- Tourism and Community Development Director

Economic Development/CVB

- Assistant Economic Development Director
- CVB Executive Director
- Director of the Office of ED (County)
- Downtown Development Director
- Economic Development Corporation President/CEO
- Economic Development Director/Executive Director
- Economic Development Manager
- Executive Director of Port & Harbor Commission
- Redevelopment Project Director
- Vice President/Chief Econ Development Officer

Finance

- Accounting Services Supervisor
- Assistant Director of Finance
- Budget Director / Manager / Officer
- Capital Projects Budget Manager
- Chief Financial Officer
- Deputy Director of Finance
- Finance Controller / Auditor / Comptroller
- Finance Director/Finance Officer
- Finance Manager
- Purchasing Manager
- Senior Accountant
- Senior Budget Analyst
- Treasury Supervisor

Human Resources/Civil Services

- Assistant Human Resources Director
- Chief Performance Officer
- Director of Human Resources & Risk Management
- Human Resources/Civil Services Director

Information Technology

- Chief Information Officer
- Chief Technology Officer
- GIS Manager
- IT Assistant Director
- IT Developer / Director / Manager
- IT Manager (Police Department)
- Senior Software Developer

Executive Recruitment Positions

Innovation, Process Improvement & Sustainability

- Chief Knowledge Officer

Legal

- Assistant City Attorney
- City Attorney (Individual and Firm)
- Court Administrator
- Director of Municipal Court Services
- First Assistant City Attorney

Library

- Librarian
- Library Director
- Senior Librarian

Marketing and Community Engagement

- Community Relations Manager
- Community Services Administrator
- Community Services Director
- Director of Marketing and Community Engagement
- Public Information Officer
- Public Relations Coordinator

Metropolitan Planning Organization

- Director of Metropolitan Planning Organization

Museum

- Museum Director

Parks and Recreation

- Parks and Recreation Director
- Park Superintendent
- Program Area Manager (Parks)
- Recreation Superintendent

Public Safety/EMS/Emergency Management

- Assistant Fire Chief
- Assistant Police Chief
- Chief of Public Safety
- Deputy Director, Emergency Communications
- Emergency Dispatch Director
- Emergency Management Coordinator
- EMS Executive Director
- Executive Director, Emergency Communications

- Fire Chief
- Homeland Security and Emergency Management Director
- Lieutenant
- Police Chief
- Public Safety Director

Public Works/Utilities/Engineering

- Assistant City Engineer
- Assistant General Manager for Water District
- Assistant Utilities Director
- Chief Plant Operator
- City Engineer
- City Planner
- City Services Director
- Deputy Director of Public Works/City Engineer
- Deputy Director of Utilities
- Director of Engineering & Environmental Services
- Director of Projects & Engineering
- Director of Public Services
- Director of Utilities
- Electric Utility Director
- Engineering Project Manager
- Engineering Services Manager for Water District
- Planning & Engineering Director
- Planning Manager
- Public Works Assistant Director
- Public Works Director
- Public Works Director/City Engineer
- Water District Executive Director
- Water District General Manager

Transportation/Fleet Services

- Assistant Municipal Garage Superintendent
- Director of Operations and Maintenance
- Director of Street Operations
- Equipment Services Manager
- Facilities Services Manager
- Fixed-Base Operator Services
- Fleet Equipment Services Manager
- Senior Transportation Planner

UNSOLICITED FEEDBACK REGARDING SGR'S PERFORMANCE

Following are a few unsolicited quotes from emails we have received. This unsolicited feedback demonstrates that our practice of using the Golden Rule to determine how we treat everyone leaves no doubt in the minds of both clients and candidates that we are truly superior to the competition. We do not include names to avoid the suggestion of an endorsement, which is prohibited under the ICMA Code of Ethics.

May 2017: "Thanks so much for SGR's help. We had dozens of well qualified applicants, and most would probably not have been received without the support and expertise of SGR. The contacts and network that SGR brought to the process were invaluable. [Recruiter] was a joy to work with. He was extremely professional and knowledgeable. He guided us through the process and kept us on the preset timeline."

May 2017: "...I do appreciate your and you company's professionalism, but more importantly the thoughtfulness and personal attention you provide candidates, which I'm sure is equally provided to your client. That attention is often lacking in other municipal search firms and is a great attribute of SGR."

May 2017: "Thanks for the update. I have to admit, I've never received a status update note from a recruiter providing such an informative message about what is happening with the position. I really appreciate it and as a human resources professional, I'll tuck this thought away for future reference as a best practice."

May 2017: "Thank you so much for sharing the article. I haven't seen another executive recruitment firm be so proactive and engaged with job candidates. Very impressive."

April 2017: "Ron, I thought I would reinforce to you, how much I appreciate the way your staff, like [recruiter] and others, stay in touch with applicants throughout the process. You are unique in the current trends of electronic application systems but some are operated by people not functioning like "Servant leaders"! Your staff gets the concept and walks the walk! Thanks for your "Servant leadership" and its impact on the HR leadership."

February 2017: "[t]hank [recruiter] and Ron Holifield for your professionalism and timely attention to my inquiries and concerns...I sincerely appreciate the firm's commitment to its clients and the applicant pool."

January 2017: "Thanks to your company for all of the opportunities that they allowed me during my brief stint amongst the unemployed. You have amazing people working for you."

December 2016: "I truly value your level of communication in this process. I'd not realized my commitment to communication until being in a position where there is an extreme lack of communication and I have no way to foster. So thank you for being one of the few examples of how it can be done."

October 2016: "A special thank you to [recruiter]. He was very helpful during this process. I will definitely be recommending SGR to my professional colleagues."

August 2016: "Thank you very much for your continuous update on the status of my application for the [position] and I really appreciate the commitment by your team and yourself to make this a wonderful

experience. I admire your level of professionalism and hope that I get a chance to work among such a wonderful team in future.”

July 2016: “I also appreciate your engagement with me as a candidate during this process. It has been one of the most professional experiences with a recruiter I have had. You should be commended for your efforts to lead such an effort. In the future, if I ever need assistance to fill a position, I will surely keep you in mind.”

July 2016: “The more I deal with you, Ron, and the rest of your team, the more impressed I am with your level of professionalism and care. You are awesome.”

June 2016: “I have been very impressed with your selection process. This has been a very time consuming process for candidates like me but I see a great value for the employers. You have developed a great selection process. Honestly, when I compare it to what my colleagues and I have done at Big 4 firms, your process is more comprehensive and much better.”

May 2016: “I just wanted to take a moment of your time to thank you for your very professional demeanor while conducting the job search for the [city]. SGR is very thorough. I am impressed by the diligence of SGR. All interviews are a continuing learning process; I have learned from this experience, especially the video interview. You all are very kind; and, I wanted you to know that I appreciate having this experience and appreciated the interaction with everyone at SGR.”

April 2016: “I must say, this has been one of the most professional and well organized recruiting processes I have seen in a very long time. You and your team have kept the candidates abreast of the process completely along the way. Thank you kindly for going the extra mile to make this a very pleasant experience. You and your team represent the HR profession amazingly. Simply impressive.”

March 2016: “Thank you for the update. I wanted to let you know that I truly enjoyed your recruitment style. You are timely and informative. The information sent by yourself and [SGR staff] is relevant and a wonderful way to keep potential candidates ‘warm’ while you evaluate resumes.”

February 2016: “I just wanted to say how nice it is to get updates on the status of the search. I'm in the process of looking at several positions and it can be very frustrating to sometimes go months without knowing if the organization has chosen anyone. (Many places will not return calls or emails inquiring about status, either.) No matter the outcome, this is definitely one of the best run searches I have been a part of. Thanks again for keeping us all in the loop.”

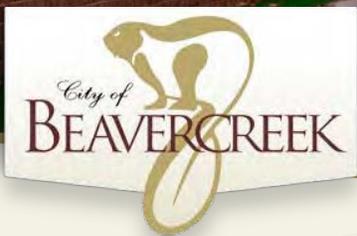
January 2016: “I would like to say that I really appreciate the level of communication from you and SGR regarding the status of the process in [city] and what the expected next steps were. I have dealt with a number of search firms over the last year and SGR has done an excellent job in communicating with applicants. Far too often I have heard nothing from the firm conducting a search and found out through other sources that the position had been filled. Again I really appreciate the level of communication.”

December 2015: “SGR really is a class act and I appreciate the personal nature of your communications – you must have an excellent staff. I have been through more than a few applications while transitioning from the military, and I will tell you that your company stands at the top.”

November 2015: “I sincerely believe your personal courtesy and agency is the most professional of any I have ever experienced.”

CITY OF BEAVERCREEK, OHIO

City Manager



The Community

The City of Beaver Creek is the second largest metropolitan suburb of Dayton, Ohio and the largest city in Greene County. Located on the eastern side of the metropolitan area, the City covers 27 square miles. U.S. 35 provides direct access to downtown Dayton and Dayton International Airport from Beaver Creek, with I-675 providing convenient access to nearby Cincinnati and Columbus. The City is characterized by a spacious, wooded environment with tracks of undeveloped land and room to grow. Considered to be among the most attractive, vibrant, and desirable locations in the area, this thriving community is one of Dayton's fastest-growing suburbs and offers all the advantages of a small town, with convenient access to the amenities of a major metro area.

Though Beaver Creek was originally settled in the 1800s, it wasn't incorporated until January 11, 1980, when it became the City of Beaver Creek. The City has experienced continuous economic development and population growth since incorporating, with the population swelling from 31,589 in 1980 to over 45,000 currently. Even with this significant growth, the City has maintained a high level of quality public services for its residents. The City's economic health is based upon a mixture of trends, some identical to those affecting the entire region and some unique to its particular location within the region. In 2015, Beaver Creek saw an overall growth in value of non-exempt property of \$75.4 million.

The City is adjacent to Wright-Patterson Air Force Base (WPAFB), which employs over 27,000 military, civilian, and contract employees and represents the largest single site employer in the state. Much of Beaver Creek's business developments are tied to the base, with many of its current and retired personnel residing in the community. Many defense contractors continue to locate and expand within the City because of its proximity to the base and the public and private amenities that are available to companies and their employees. The retail, restaurant, and hospitality industries have benefitted from the population increase as a result of the jobs created by this industry, especially in the northern part of the City near I-675. All industries and sectors of the private market have taken notice and have benefitted from each other's success.

In 2015, Beaver Creek saw 17 new commercial building applications representing 265,000 square feet of new commercial space. The largest addition of square footage is the Traditions of Beaver Creek, a multi-service assisted living facility. Additionally, a large arts and crafts retail establishment, several restaurants, and a handful of smaller projects were completed in 2015, and the City has seen a significant number of businesses moving into existing buildings as well. The redevelopment of older properties has spurred competition between established businesses, which has fueled more growth. Based on Greene County data, the overall economic value of commercially classified property in the City has increased consistently over the last several years, at a rate of about 2.4% annually.





The Community, continued

The City experienced sustained residential property value growth through the recession at a higher rate than the nation as a whole, with the value of residentially classified land in the City averaging \$66,600 per acre in January 2016. Reflecting its fiscally conservative population, Beaver Creek is the largest city in the state with no municipal income tax and is primarily funded through voter-approved property tax levies in staggered years. The City has an effective millage rate of 81.04. The estimated median income for Beaver Creek is \$78,512 and the estimated median home value is \$173,549.

Beaver Creek consistently earns awards and accolades for its livability. The City's high quality of life, economic vitality, diversity, safety, excellent schools, and affordable housing have been lauded by numerous publications over the years. It has been ranked one of the safest cities in Ohio, one of the best cities for Ohio families, and one of the top cities for Veterans. In 2015, Beaver Creek was named the "Happiest City in Ohio."

The City prides itself on its family-friendly atmosphere and offers a wide array of amenities for all ages. Residents and visitors enjoy the area's excellent dining and shopping offerings, unique historical points of interest, popular annual cultural events, and exceptional recreational opportunities. The 76-acre Beaver Creek Wetlands Nature Reserve features a 1.26 mile loop trail that leads hikers through habitats of floodplain woodlands, marsh, wet prairies, woodland pools, scrub shrub wetlands, and along Beaver Creek Waterway. The Beaver Creek Department of Parks, Recreation and Culture manages over 22 parks that offer adult softball and soccer and a variety of youth sports, including soccer, football, baseball, softball, wrestling, and lacrosse. In addition, the City provides a number of bikeways, multi-use paths, and other facilities, as well as a municipal golf course.

Beaver Creek residents have access to additional amenities in nearby Dayton, which is known for its outstanding performing arts community. Convenient access to Interstates 70, 75, 675, and 71 put cultural programs and entertainment in nearby Columbus and Cincinnati within easy distance.

Beaver Creek is served by the Beaver Creek City School District. The district consists of a high school, two middle schools, six elementary schools, and a preschool center and offers a variety of extra-curricular and co-curricular activities for all students. The district is considered one of the best in the state, and it consistently receives the highest rankings on the Ohio Department of Education's State Report Card. It is one of the few districts in the state to receive grants from Ohio's Straight A Fund for bold, innovative proposals designed to prepare students for college and the demands of the 21st century workplace. The relationship between the City and Public School District is excellent.

Those seeking higher education have many options in the area. The Air Force Institute of Technology, Wright State University, the University of Dayton, Antioch University, Wittenberg University, Central State University, Wilberforce University, Wilmington College, Cedarville College, Clark State Community College, and Sinclair Community College are within easy commuting distance of Beaver Creek.

Government & Organization

Beaver Creek has a Council-Manager form of government, with a seven-member Council, including the Mayor, elected at-large with rotating terms every four years. The City Manager is hired by and serves at the pleasure of the City Council and assists the Mayor and Council in the development and management of policies established by ordinances and resolutions approved by Council. The City Manager is the chief administrative officer of the City and exercises supervision over its general affairs, department heads, and employees.





Government & Organization, continued

The City government is made up of four departments: Public Administrative Services, Financial Administrative Services, Police, and Planning and Zoning. The City employs approximately 134 full-time employees, 7 part-time employees, and 75 seasonal employees on an annual basis.

City of Beavercreek staff delivers the following services to its citizens:

- Police Protection and Emergency Communications
- Traffic Engineering
- Street Maintenance
- Municipal Planning and Zoning
- Parks and Recreation
- Municipal Public Golf Course

The City also partners with nearby jurisdictions to provide other public services to achieve operational and financial efficiencies. For example, the City receives fire suppression and emergency medical services (EMS) through the Beavercreek Township Fire Department. Beavercreek's FY2016 budget is \$35.3 million.

Ideal Candidate

Following the retirement of the incumbent City Manager who has served the City since 2007, the Council seeks an innovative, creative, and outgoing City Manager who will build upon Beavercreek's current efforts and successes to take the community to the next level. The next City Manager will be a strategic planner who can work closely with Council to help craft and implement the City's vision and utilize best practices in all areas of governance to help Beavercreek achieve its goals. The chosen candidate must have the ability to foster productive, trusting relationships with City department heads and staff, surrounding governments, and community stakeholders in order to promote teamwork and a shared sense of purpose. The successful candidate will be confident and pragmatic, energetic and approachable, and will work as an advocate to protect and highlight quality of life issues in the City.

The ideal candidate will have extensive knowledge and experience in the following areas:

- **Municipal Governance and Leadership:** The next City Manager must possess strong leadership skills and should be able to establish and maintain harmonious working relationships with citizens, City officials, and employees. An open door policy is expected for citizens, Councilors, department heads, and employees to have easy access to the City Manager. The chosen candidate will have a thorough understanding of municipal government organization, procedures, and policy development and will be experienced in the management of City operations, including: budgeting and finance, planning and land use, public safety, emergency management, public works, personnel, and all other City departments and services. Knowledge of Ohio laws and regional regulatory codes related to municipal governance will be necessary in order to be successful in this position.
- **Council Relations:** The City Council is seeking a City Manager who can work effectively with them to facilitate and implement annual goal-setting and strategic planning. The Mayor and Council expect to have open, honest, and direct communication with the City Manager, with ongoing regular communication regarding the needs and affairs of the City and City department activities. The City Manager is expected to provide Council with complete information on policy options for matters requiring a decision in order to allow them to make informed decisions.





Ideal Candidate, continued

- Community Relations:** The City Council is looking for a candidate who can work on the City's behalf and be a highly visible partner with business and community stakeholders and residents. The City Manager will be the City's representative on a variety of local boards, exhibiting strong leadership and continually promoting the City as a destination. The City Manager should have a demonstrated track record of community involvement and will need to be an active participant in the community, encouraging community engagement and fostering a culture of volunteerism. The City Manager needs to be receptive to hearing input and concerns from citizens and committed to following through on solutions, while exercising the highest degree of tact, patience, and professional courtesy in contacts with the public, staff, and all elected and appointed officials to maintain the highest possible standards of public service. As the City Manager will be expected to talk with small and large groups on issues of importance to Beaver Creek and communicate with individuals of all educational levels and backgrounds, excellent written and verbal communication skills are essential. The City Manager is often the "face" of the organization, especially during community outreach for local levy elections.
- Collaboration:** Beaver Creek's next City Manager will participate in collaborative efforts to facilitate future growth and development for the City and strengthen partnerships throughout the region. One such effort, a consolidated Parks & Recreation operation between the City, Beaver Creek Township, and the Beaver Creek Township Recreation Authority, has been proposed and the City Manager will likely be involved in working through the potential consolidation of the operations and intergovernmental financing strategies for this project.
- Finance:** The successful candidate will have a demonstrated level of financial acumen and possess a working knowledge of Ohio's budget laws in order to deal creatively with tight revenues and limited resources. The City Manager needs to understand the components of successful economic and business development and should have proven capital planning and budgeting skills. A significant portion of Beaver Creek's operating and capital budgets is financed through voter-approved levies. Demonstrated experience with successful levy campaign strategies is strongly desired, as is experience in securing and administering state and federal grants. Given the reliance on property taxes, demonstrated experience in developing a diversified revenue stream for the organization is also desired. The City Manager also acts as the City's purchasing agent and should understand public purchasing and contracting requirements.
- Economic Development:** Knowledge of the principles, methods, and practices of development are essential for this position. An understanding of tax increment financing is also strongly desired. The City Manager acts as the City's business agent in matters relating to public-private partnerships, contracts and franchise agreements.
- Personnel and Human Resources:** The City Manager will provide broad direction and establish goals and objectives for various City department heads as they run their day-to-day operations. The City Manager should be a team leader who can hire the right people and develop a team that works effectively together, organizing projects and providing effective delegation and supervision to make sure budgets and timelines are met. The City Manager serves as the chief negotiator for the City's labor contracts with the Communications Workers of America (CWA) and the Fraternal Order of Police (FOP), and the selected candidate should be knowledgeable in federal and state employment laws and regulations, and have knowledge in collective bargaining practices.





Education & Experience

The selected candidate must hold a bachelor's degree from an accredited college or university in Public Administration, Business Administration, or related field and must have at least 7 years' progressively responsible experience in a similarly sized municipal government. Progressive management responsibilities would ideally include positions such as City Manager/Administrator, Assistant City Manager, Finance Director, Community Development Director, or other department head or equivalent. Any satisfactory combination of practical experience—beyond that required for initial qualification—and education will be considered if the candidate demonstrates the ability to satisfactorily perform job functions. A master's degree and chief administrative officer level municipal experience are preferred qualifications.

Residency within the City is preferred if the candidate is relocating to take the position.

Compensation & Benefits

The City of Beavercreek participates in the Ohio Public Employees Retirement System (OPERS) and offers a full range of benefits, annual leave, and voluntary supplemental retirement benefits programs.

Application Process

Please apply online at <http://bit.ly/SGRCurrentSearches>

For more information on the position, contact:

Doug Thomas, Regional Director
Strategic Government Resources
DouglasThomas@governmentresource.com
863-860-9314

The City of Beavercreek is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

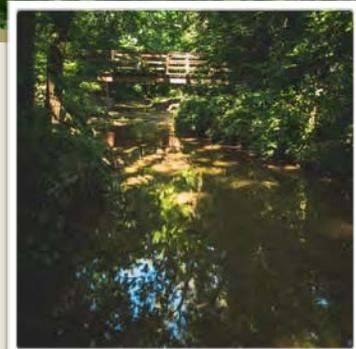
Resources

City of Beavercreek
<http://www.beavercreekohio.gov>

City of Beavercreek on Facebook
<https://www.facebook.com/beavercreekohiocityhall>

Beavercreek Chamber of Commerce
<http://www.beavercreekchamber.org>

Greene County Convention & Visitors Bureau
<http://www.greenecountyohio.org>





Background Screening Report

First Check
 PO BOX 92033
 Southlake, TX 76092
 Phone: 888-588-2525 / 888-588-2525
 Fax: 888-213-9341

FILE NUMBER	70100	REPORT DATE	04-02-2015
REPORT TO	STRATEGIC GOVERNMENT RESOURCES (20002) 1117 Bourland Rd Keller, TX 76248 Phone: 214-676-1691 Fax: -	ORDER DATE	04-02-2015 MELISSA VALENTINE
		TYPE	EXECUTIVE SEARCH - BACKGROUND CHECK

Application Information

APPLICANT	TESTCASE, JANET	SSN	XXX-XX-6789	DOB	10-05-1962
ADDRESS(ES)	19 FOREST DR	CITY / STATE / ZIP	BEDROCK, TX 75214		

Identity Development

Person Search - SSN TRACE/ ADDRESS VERIF

RESULTS	Records Found	SEARCH DATE	04-02-2015 1:48 PM MDT		
SSN SEARCHED	XXX-XX-6789	Applicant Information			
FULL NAME / SSN	DOB	ADDRESS	PHONE	REPORTED DATE(S)	
JANET TESTCASE		19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 2015-01-16 Last: 2015-04-02	
JANET LYNN TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO	(954)547-3984	First: 1995-02-13 Last: 2015-04-02	
JANET TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 1995-02-13 Last: 2015-04-02	
JANET L TESTCASE		7863 SLEEPING LILY DR LAS VEGAS, MO 89178 County: JACKSON	(702)812-1460	First: 1991-12-31 Last: 1996-05-23	

SSN Information

SSN	VALID	ISSUED LOCATION	ISSUED DATE RANGE
XXX-XX-6789	Y		1975-1976

WARNING: This search may not be used as the basis for an adverse action on an applicant. It should only be used to verify or correct an applicant's information, or as a tool to further research of public records or other verifications.

Credit

Credit Summary

TOTAL TRADELINES	0	30 DAYS LATE	0
CURRENTLY SATISFACTORY	0	60 DAYS LATE	0
CURRENTLY DELINQUENT	0	90 DAYS LATE	0
PREVIOUSLY DELINQUENT	0	NEWEST TRADE	
COLLECTION/CHR OFFS	0/0	OLDEST TRADE	
PUBLIC RECORDS	0	INQUIRIES	0

Financial Summary

	#	PAYMENT	TTL BALANCE	PAST DUE	UTILIZATION
MORTGAGE	0	\$0	\$0	\$0	
INSTALLMENT	0	\$0	\$0	\$0	
OPEN	0	\$0	\$0	\$0	
REVOLVING	0	\$0	\$0	\$0	
OTHER	0	\$0	\$0	\$0	
	0	\$0	\$0	\$0	

Warning: Use careful judgment the past due column of this financial summary may possibly combine amounts of an original creditor with amounts from a collection agency collecting for the original creditor. A single debt could be included as a trade amount and with the collection agency. In a few cases, this single debt can appear as a judgment in the public records section, as well.

Variations

Personal Information Comparison

	NAME	SOC SEC	DOB	AKA
APPLICANT	TESTCASE, JANET	XXX-XX-6789	10/05/1962	
TU	TESTCASE, JANET	MISMATCH		

Address Comparison

APPLICANT	ADDRESS	REPORTED
TU	19 FOREST DR , BEDROCK, TX 75214	04-02-2015

Employment Comparison

COMPANY	POSITION	REPORTED
NO EMPLOYERS DEVELOPED		

Credit Bureau Report

Credit History

CREDITOR	OPENING DATE MONTHS REVIEWED	REPORTED DATE DLA	HIGH CREDIT	BALANCE	PAST DUE AMOUNT	HISTORICAL TIMES PAST DUE			TYPE TERMS	PRESENT STATUS	E C O A
						30	60	90+			

NO TRADELINES DEVELOPED

ECOA KEY: B = BORROWER; C = CO-BORROWER; S = SHARED; J = JOINT; U = UNDESIGNATED; A = AUTHORIZED USER

Public Records

NO PUBLIC RECORDS DEVELOPED

Prior Inquiries

CREDITOR	INQUIRY TYPE	DATE	SRC	KIND OF BUSINESS	ECOA
	NO PRIOR INQUIRIES DEVELOPED				

Repository Remarks

TU High Risk Fraud Alert: Available and Clear (H01)
 TU A SUMMARY OF YOUR RIGHTS UNDER THE FAIR CREDIT REPORTING ACT

PARA INFORMACION EN ESPANOL, VISITE WWW.CONSUMERFINANCE.GOV/LEARNMORE O ESCRIBE A LA CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON, DC 20006.

THE FEDERAL FAIR CREDIT REPORTING ACT (FCRA) PROMOTES THE ACCURACY, FAIRNESS, AND PRIVACY OF INFORMATION IN THE FILES OF CONSUMER REPORTING AGENCIES. THERE ARE MANY TYPES OF CONSUMER REPORTING AGENCIES, INCLUDING CREDIT BUREAUS AND SPECIALTY AGENCIES (SUCH AS AGENCIES THAT SELL INFORMATION ABOUT CHECK WRITING HISTORIES, MEDICAL RECORDS, AND RENTAL HISTORY RECORDS). HERE IS A SUMMARY OF YOUR MAJOR RIGHTS UNDER THE FCRA. FOR MORE INFORMATION, INCLUDING INFORMATION ABOUT ADDITIONAL RIGHTS, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE, OR WRITE TO: CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON, DC 20006.

- YOU MUST BE TOLD IF INFORMATION IN YOUR FILE HAS BEEN USED AGAINST YOU. ANYONE WHO USES A CREDIT REPORT OR ANOTHER TYPE OF CONSUMER REPORT TO DENY YOUR APPLICATION FOR CREDIT, INSURANCE, OR EMPLOYMENT - OR TO TAKE ANOTHER ADVERSE ACTION AGAINST YOU - MUST TELL YOU, AND MUST GIVE YOU THE NAME, ADDRESS, AND PHONE NUMBER OF THE AGENCY THAT PROVIDED THE INFORMATION.

- YOU HAVE THE RIGHT TO KNOW WHAT IS IN YOUR FILE. YOU MAY REQUEST AND OBTAIN ALL THE INFORMATION ABOUT YOU IN THE FILES OF A CONSUMER REPORTING AGENCY (YOUR "FILE DISCLOSURE"). YOU WILL BE REQUIRED TO PROVIDE PROPER IDENTIFICATION, WHICH MAY INCLUDE YOUR SOCIAL SECURITY NUMBER. IN MANY CASES, THE DISCLOSURE WILL BE FREE. YOU ARE ENTITLED TO A FREE FILE DISCLOSURE IF:

- A PERSON HAS TAKEN ADVERSE ACTION AGAINST YOU BECAUSE OF INFORMATION IN YOUR CREDIT REPORT;
- YOU ARE THE VICTIM OF IDENTITY THEFT AND PLACE A FRAUD ALERT IN YOUR FILE;
- YOUR FILE CONTAINS INACCURATE INFORMATION AS A RESULT OF FRAUD;
- YOU ARE ON PUBLIC ASSISTANCE;
- YOU ARE UNEMPLOYED BUT EXPECT TO APPLY FOR EMPLOYMENT WITHIN 60 DAYS.

IN ADDITION, ALL CONSUMERS ARE ENTITLED TO ONE FREE DISCLOSURE EVERY 12 MONTHS UPON REQUEST FROM EACH NATIONWIDE CREDIT BUREAU AND FROM NATIONWIDE SPECIALTY CONSUMER REPORTING AGENCIES. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR MORE INFORMATION.

- YOU HAVE THE RIGHT TO ASK FOR A CREDIT SCORE. CREDIT SCORES ARE NUMERICAL SUMMARIES OF YOUR CREDIT-WORTHINESS BASED ON INFORMATION FROM CREDIT BUREAUS. YOU MAY REQUEST A CREDIT SCORE FROM CONSUMER REPORTING AGENCIES THAT CREATE SCORES OR DISTRIBUTE SCORES USED IN RESIDENTIAL REAL PROPERTY LOANS, BUT YOU WILL HAVE TO PAY FOR IT. IN SOME MORTGAGE TRANSACTIONS, YOU WILL RECEIVE CREDIT SCORE INFORMATION FOR FREE FROM THE MORTGAGE LENDER.

- YOU HAVE THE RIGHT TO DISPUTE INCOMPLETE OR INACCURATE INFORMATION. IF YOU IDENTIFY INFORMATION IN YOUR FILE THAT IS INCOMPLETE OR INACCURATE, AND REPORT IT TO THE CONSUMER REPORTING AGENCY, THE AGENCY MUST INVESTIGATE UNLESS YOUR DISPUTE IS FRIVOLOUS. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR AN EXPLANATION OF DISPUTE PROCEDURES.

- CONSUMER REPORTING AGENCIES MUST CORRECT OR DELETE INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION. INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION MUST BE REMOVED OR CORRECTED, USUALLY WITHIN 30 DAYS. HOWEVER A CONSUMER REPORTING AGENCY MAY CONTINUE TO REPORT INFORMATION IT HAS VERIFIED AS ACCURATE.

- CONSUMER REPORTING AGENCIES MAY NOT REPORT OUTDATED NEGATIVE INFORMATION. IN MOST CASES, A CONSUMER REPORTING AGENCY MAY NOT REPORT NEGATIVE INFORMATION THAT IS MORE THAN SEVEN YEARS OLD, OR BANKRUPTCIES THAT ARE MORE THAN 10 YEARS OLD.

- ACCESS TO YOUR FILE IS LIMITED. A CONSUMER REPORTING AGENCY MAY PROVIDE INFORMATION ABOUT YOU ONLY TO PEOPLE WITH A VALID NEED - USUALLY TO CONSIDER AN APPLICATION WITH A CREDITOR, INSURER, EMPLOYER, LANDLORD, OR OTHER BUSINESS. THE FCRA SPECIFIES THOSE WITH A VALID NEED FOR ACCESS.

- YOU MUST GIVE YOUR CONSENT FOR REPORTS TO BE PROVIDED TO EMPLOYERS. A CONSUMER REPORTING AGENCY MAY NOT GIVE OUT INFORMATION ABOUT YOU TO YOUR EMPLOYER, OR A POTENTIAL EMPLOYER, WITHOUT YOUR WRITTEN CONSENT GIVEN TO THE EMPLOYER. WRITTEN CONSENT GENERALLY IS NOT REQUIRED IN THE TRUCKING INDUSTRY. FOR MORE INFORMATION, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE.

- YOU MAY LIMIT "PRESCREENED" OFFERS OF CREDIT AND INSURANCE YOU GET BASED ON INFORMATION IN YOUR CREDIT REPORT. UNSOLICITED "PRESCREENED" OFFERS FOR CREDIT AND INSURANCE MUST INCLUDE A TOLL-FREE PHONE NUMBER YOU CAN CALL IF YOU CHOOSE TO REMOVE YOUR NAME AND ADDRESS FROM THE LISTS THESE OFFERS ARE BASED ON. YOU MAY OPT-OUT WITH THE NATIONWIDE CREDIT BUREAUS AT 1-888-567-8688 (888-5OPTOUT).

- YOU MAY SEEK DAMAGES FROM VIOLATORS. IF A CONSUMER REPORTING AGENCY, OR, IN SOME CASES, A USER OF CONSUMER REPORTS OR A FURNISHER OF INFORMATION TO A CONSUMER REPORTING AGENCY VIOLATES THE FCRA, YOU MAY BE ABLE TO SUE IN STATE OR FEDERAL COURT.

- IDENTITY THEFT VICTIMS AND ACTIVE DUTY MILITARY PERSONNEL HAVE ADDITIONAL RIGHTS. FOR MORE INFORMATION, VISIT WWW.CONSUMERFINANCE.GOV/LEARNMORE.

STATES MAY ENFORCE THE FCRA, AND MANY STATES HAVE THEIR OWN CONSUMER REPORTING LAWS. IN SOME CASES, YOU MAY HAVE MORE RIGHTS UNDER STATE LAW. FOR MORE INFORMATION, CONTACT YOUR STATE OR LOCAL CONSUMER PROTECTION AGENCY OR YOUR STATE ATTORNEY GENERAL. FOR INFORMATION ABOUT YOUR FEDERAL RIGHTS, CONTACT:

TYPE OF BUSINESS:	CONTACT:
1. a. BANKS, SAVINGS ASSOCIATIONS, AND CREDIT UNIONS WITH TOTAL ASSETS OF OVER \$10 BILLION AND THEIR AFFILIATES	BUREAU OF CONSUMER FINANCIAL PROTECTION 1700 G STREET NW WASHINGTON, DC 20006
b. SUCH AFFILIATES THAT ARE NOT BANKS, SAVINGS ASSOCIATIONS, OR CREDIT UNIONS ALSO SHOULD LIST, IN ADDITION TO THE BUREAU:	FEDERAL TRADE COMMISSION CONSUMER RESPONSE CENTER -FCRA WASHINGTON, DC 20580 1-877-382-4357
2. TO THE EXTENT NOT INCLUDED IN ITEM 1 ABOVE:	OFFICE OF THE COMPTROLLER OF THE CURRENCY
a. NATIONAL BANKS, FEDERAL SAVINGS ASSOCIATIONS, AND FEDERAL BRANCHES AND FEDERAL AGENCIES OF FOREIGN BANKS	CUSTOMER ASSISTANCE GROUP 1301 MCKINNEY STREET, SUITE 3450 HOUSTON, TX 77010-9050 1-800-613-6743
b. STATE MEMBER BANKS, BRANCHES AND AGENCIES OF FOREIGN BANKS (OTHER THAN FEDERAL BRANCHES, FEDERAL AGENCIES AND INSURED STATE BRANCHES OF FOREIGN BANKS), COMMERCIAL LENDING COMPANIES OWNED OR CONTROLLED BY FOREIGN BANKS, AND ORGANIZATIONS OPERATING UNDER SECTION 25 OR 25A OF THE FEDERAL RESERVE ACT	FEDERAL RESERVE CONSUMER HELP (FRCH) PO BOX 1200 MINNEAPOLIS, MN 55480 1-888-851-1920 WEBSITE ADDRESS: WWW.FEDERALRESERVECONSUMERHELP.GOV EMAIL ADDRESS: CONSUMERHELP@FEDERALRESERVE.GOV
c. NONMEMBER INSURED BANKS, INSURED STATE BRANCHES OF FOREIGN BANKS, AND INSURED STATE SAVINGS ASSOCIATIONS	FDIC CONSUMER RESPONSE CENTER 1100 WALNUT STREET BOX #11 KANSAS CITY, MO 64106
d. FEDERAL CREDIT UNIONS	NATIONAL CREDIT UNION ADMINISTRATION OFFICE OF CONSUMER PROTECTION (OCP) DIVISION OF CONSUMER COMPLIANCE AND OUTREACH (DCCO) 1775 DUKE STREET ALEXANDRIA, VA 22314 1-703-519-4600
3. AIR CARRIERS	ASST. GENERAL COUNSEL FOR AVIATION ENFORCEMENT & PROCEEDINGS DEPARTMENT OF TRANSPORTATION 400 SEVENTH STREET SW WASHINGTON, DC 20590 1-202-366-1306

- | | |
|---|--|
| 4. CREDITORS SUBJECT TO SURFACE
TRANSPORTATION BOARD | OFFICE OF PROCEEDINGS, SURFACE
TRANSPORTATION BOARD
DEPARTMENT OF TRANSPORTATION
1925 K STREET NW
WASHINGTON, DC 20423 |
| 5. CREDITORS SUBJECT TO PACKERS AND
STOCKYARDS ACT | NEAREST PACKERS AND STOCKYARDS
ADMINISTRATION AREA SUPERVISOR |
| 6. SMALL BUSINESS INVESTMENT COMPANIES | ASSOCIATE DEPUTY ADMINISTRATOR FOR
CAPITAL ACCESS
UNITED STATES SMALL BUSINESS
ADMINISTRATION
406 THIRD STREET, SW, 8TH FLOOR
WASHINGTON, DC 20416 |
| 7. BROKERS AND DEALERS | SECURITIES AND EXCHANGE COMMISSION
100 F ST NE
WASHINGTON, DC 20549 |
| 8. FEDERAL LAND BANKS, FEDERAL LAND
BANK ASSOCIATIONS, FEDERAL
INTERMEDIATE CREDIT BANKS, AND
PRODUCTION CREDIT ASSOCIATIONS | FARM CREDIT ADMINISTRATION
1501 FARM CREDIT DRIVE
McLEAN, VA 22102-5090 |
| 9. RETAILERS, FINANCE COMPANIES, AND
ALL OTHER CREDITORS NOT LISTED ABOVE | FTC REGIONAL OFFICE FOR REGION IN
WHICH THE CREDITOR OPERATES OR
FEDERAL TRADE COMMISSION: CONSUMER
RESPONSE CENTER- FCRA
WASHINGTON, DC 20580
1-877-382-4357 |

Source Information

Creditors

CREDITOR	SUB CODE	ADDRESS	PHONE
NO CREDITORS DEVELOPED			

Submission Results

APPLICANT	BUREAU	DATE	RESULT
APPLICANT	TRANSUNION	04-02-2015 02:39:39 PM	NO RECORD FOUND

Repository Referral

TransUnion Consumer Relations
www.transunion.com/myoptions
2 Baldwin Place
P.O. Box 1000
Chester, PA 19022
800-888-4213

Comments

*** End of Credit Report ***

Investigative

County Criminal Records Search

RESULTS	Records Found	SEARCH DATE	SEARCH SCOPE
NAME SEARCHED	TESTCASE, JANET	04-02-2015 1:50 PM MDT	
DOB SEARCHED	10-05-1962		10 years
JURISDICTION	TX-HIDALGO		

***** Abstract *****

NAME ON RECORD	JANET L TESTCASE	CASE NUMBER	CR- 1234565656
DOB ON RECORD	10/05/1962	COURT	DISTRICT
OTHER IDENTIFIERS		FILE DATE	03/04/2010
OTHER INFO			

Count-1

TYPE	MISD CLASS B	OFFENSE	DRIVING WHILE INTOXICATED
DISPOSITION	CONVICTED		
DISPOSITION DATE	10/01/2010	OFFENSE DATE	03/04/2010
SENTENCE	18 MOS PROBATION/ \$1000.00 FINE		
OTHER INFO	PROBATION EXPIRED: 04/06/2012		
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of

the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of criminal activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

COUNTY WANTS AND WARRANT

NO REPORTABLE RECORDS FOUND - DALLAS COUNTY
JANET TESTCASE

State Criminal Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:46 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Federal Criminal Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS NORTHERN		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

InstaCriminal National Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	NATIONWIDE		
JURISDICTION(S) SEARCHED			

The search you have selected is a search of our criminal database(s) and may not represent 100% coverage of all criminal records in all jurisdictions and/or sources. Coverage details available upon request.

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Global Homeland Security Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
SOURCES	Alabama Medicaid - Suspended Providers, America's Most Wanted Fugitive List, Australia Sex Offender Registry, Australian Dept of Foreign Affairs and Trade - Sanctions List, Australian Reserve Bank Sanctions List, Bank of England Sanctions List, California Medi-Cal - Suspended and Ineligible Providers, Connecticut Dept of Social Services - Admin Actions List, DEA Diversion Control Program - Admin Actions against Doctors, DEA Diversion Control Program - Cases against Doctors, Delaware Adult Abuse Registry, Directorate of Defense Trade Controls - Debarred Parties List, European Union Terrorism Sanctions List, FDA Office of Regulatory Affairs - Debarment List, FDA Office of Regulatory Affairs - Warning Letters, Federal Deposit Insurance Corporation (FDIC) - Failed Bank List, Federal Deposit Insurance Corporation (FDIC) - Enforcement Decisions and Orders, Federal Reserve Board - Enforcement Actions, FinCEN - Enforcement Actions, FINRA - Disciplinary Actions, Florida Medicaid - Sanctioned Providers, Fugitive List, Health Resources and Services Administration - Health Education Assistance Loan - Defaulted Borrowers, HM Treasury - Consolidated List of Financial Sanctions, HM Treasury - Investment Ban List, Hong Kong Securities and Futures Commission (SFC) - Enforcement Actions, HUD - Limited Denials of Participation List, Idaho Medicaid Provider - Exclusion List, Illinois Casino Exclusion List, Illinois Office of Inspector General - Sanctioned Providers, Immigration and Customs Enforcement (ICE) - Most Wanted, Interpol Most Wanted, Japan Ministry of Economy, Trade, and Industry (METI) - End User List, Kansas Dept of Health and Environment - Abuse Registry, Kentucky Medicaid - Excluded Providers, Maryland Medicaid - Exclusion List, MIPT Terrorism Knowledge Base, Mississippi Medicaid - Excluded Providers, Missouri Casino Exclusion List, Monetary Authority of Singapore - Enforcement Actions, National Credit Union Administration (NCUA) - Administrative Orders, Naval Criminal Investigative Service (NCIS) - Most Wanted Fugitives, Nevada Gaming Control Board - Excluded Person List, New Jersey Casino Exclusion List, New Jersey Dept of Treasury - Debarment List, New York Office of the Medicaid Inspector General - Exclusion List, New York Stock Exchange Regulation - Disciplinary Actions, Office of Foreign Assets Control (OFAC) - Specially Designated Nationals List, Office of Inspector General (OIG) - Health and Human Services Exclusion List, Office of Inspector General (OIG) - Most Wanted Health Care Fugitives, Office of Regulatory Affairs - Disqualified, Restricted and Assurances List for Clinical Investigators, Office of Research Integrity - Public Health Service - Administrative Actions List, Office of the Comptroller of Currency (OCC) - Enforcement Actions List, Office of the Superintendent of Financial Institutions (OSFI) - Canadian Sanctions List, Office of Thrift Supervision (OTS) - Enforcement Actions List, Ohio		

Medicaid - Sanctioned Providers, Ohio Medicaid - Suspended Providers, Palestinian Legislative Council List, Pennsylvania Medichcek - Precluded Providers List, Politically Exposed Persons List, SEC - Enforcement Actions, South Carolina Medicaid - Excluded Providers, Tennessee Dept of Health - Abuse Registry, Texas Employee Misconduct Registry, Texas Health and Human Services Commission Medicaid and Title XX Provider Exclusion List, TRICARE Sanctions List, UK Disqualified Directors List, United Nations Consolidated Sanctions List, US Commodity Futures Trading Commission (CFTC) - Disciplinary Actions, US Dept of Commerce - Denied Persons, Unverified, and Entity List, US Dept of Labor - Forced and Child Labor List, US Dept of State - Foreign Terrorist Organizations List, US Dept of State - Nonproliferation Sanctions, US Dept of State - Terrorist Exclusion List, US Dept of Treasury - Primary Money Laundering Concern List, US General Services Administration (GSA) - Excluded Parties List, World Bank Listing of Ineligible Individuals

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Sex Offender Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

County Civil Records Search

RESULTS	Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:42 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	7 years
JURISDICTION	MO-OSAGE		

*** Abstract ***

PLAINTIFF	JANET TESTCASE	CASE NUMBER	CV556566
DEFENDANT	CITY OF ROCKY ROAD	COURT NAME	COUNTY CT 456
FILE DATE	07/15/2011	JURISDICTION	
PLAINTIFF ATTORNEY	MARK A FISHER	CASE TYPE	CIVIL - HARASSMENT
DISPOSITION DATE	06/12/2012	DISPOSITION	JUDGMENT
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for civil history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of civil activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Credentials

Education Verification

RESPONSE RECEIVED	Yes		
INSTITUTION NAME	UNIVERSITY OF SYRACUSE	SEARCH DATE	04-02-2015 1:51 PM MDT
CITY, STATE	SYRACUSE, NY	CONTACT	WRITTEN/ SC
INSTITUTION PHONE	N/A	SUBJECT	JANET TESTCASE
INSTITUTION FAX			
INSTITUTION EMAIL			
SOCIAL SECURITY	SUBJECT-PROVIDED INFORMATION	INSTITUTION-PROVIDED INFORMATION	
DATES CLAIMED	MAY 2013	123-45-6789	
DEGREE(S) CLAIMED	MASTERS OF PUBLIC ADMIN	DATE AWARDED: 05/15/2013	
MAJOR(S) CLAIMED	PUBLIC ADMINISTRATION	MASTERS PUBLIC ADMIN	
GPA CLAIMED		PUBLIC ADMINISTRATION	
HONORS CLAIMED			
ATTENDING NAME			
COMMENTS			

Instant Driving Records

RESULTS	License Found
---------	----------------------

STATE OF ISSUE Texas
LICENSE NUMBER 09555186
SEARCH DATE 04-02-2015 1:37 PM MDT
License Number: 01234567
License State: TX
Full Name: TESTCASE, JANET
DOB: 1962-10-05
Address: 19 FOREST DRIVE BEDROCK, TX 79501

License Info

Status: CLEAR
Class: C
Class Description: Non-Comm. C - Single or comb veh , not in class A or B
Expiration Date: 2018-10-05
Original Issue Date: 1978-03-16

Other License Info

Report Message: NO ENTRIES FOUND FOR THIS PERSON
MVR Status: MVR found
MVR History Length: 3
MVR Score: A valid driver license (active, clear, eligible, valid, etc) with at least 3 years of history and a clear MVR. (0)

Messages

Alert: Requested last name(TESTCASE) did not match.
Commercial Driver License (CDL) Indicator: N
THIS TYPE OF RECORD WILL NOT REFLECT COMPLETION OF A DRIVING SAFETY COURSE.
THIS RECORD REFLECTS CONVICTIONS AND CRASH INVOLVEMENTS THAT ARE ALLOWED TO BE DISPLAYED BY LAW.

WARNING: Confidential Information - To Be Used As Per State And Federal Laws. Misuse May Result In A Criminal Prosecution.

COMPREHENSIVE REPORT

Subject Information: (Best Information for Subject)

Name: JANET L TESTCASE DOB: 10/05/1962

SSN: 123-45-xxxx issued in TEXAS between 01/01/1975 and 12/31/1976

Age: 31

Names Associated With Subject: 

JANET L TESTCASE LexID: 8071868866 DOB: 1962

JANET TESTCASE LexID: 8071868866 DOB: 10/05/1962
123-45-xxxx issued in TX**Others Associated With Subjects SSN:** (DOES NOT usually indicate any type of fraud or deception)
[None Found]**Comprehensive Report Summary:**

Names Associated With Subject:

2 Found

Others Associated With Subjects SSN:

None Found

 Address Summary:

2 Found

 Active Address(es):

1 Found

 Previous & Non-Verified Addr:

1 Found

 Possible Criminal Records:

None Found

 Sexual Offenses:

None Found

 Driver's License:

1 Found

 Motor Vehicles Registered:

1 Found

 Concealed Weapons Permit:

None Found

DEA Controlled Substances:

None Found

 Professional Licenses:

None Found

 Watercraft:

None Found

 Bankruptcies:

None Found

 Liens and Judgments:

None Found

 UCC Filings:

None Found

 Possible Properties Owned:

1 Found

 Possible Associates:

None Found

Address Summary: 19 FOREST DR , BEDROCK, TX 77469-1826, HIDALGO COUNTY (1995- Jan 2015)
12924 PECOS RD, KNOXVILLE TX 37934-0885, KNOX COUNTY (Feb 2002 - Jan 2015)
7404 TOWN CENTER BLVD APT 808, ROSENBERG TX 77471-6232, FORT BEND COUNTY (Apr 2011 - May 2014)**Utility Locator - Connect Date:** 4/28/2011 21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY (Jun 2007 - Oct 2013)

1611 LAUREL AVE APT 303, KNOXVILLE TN 37916-2078, KNOX COUNTY (Oct 2005)

135 WHITE DR APT -2, TALLAHASSEE FL 32304-3090, LEON COUNTY (May 2004 - Jun 2004)

1505 W THARPE ST APT 3632, TALLAHASSEE FL 32303-4575, LEON COUNTY (Sep 2002 - Jan 2004)

Active Address(es):  19 FOREST HILL DR, BEDROCK, TX 77406-6453, HIDALGO COUNTY**Name Associated with Address:**

JANET TESTCASE

Current Residents at Address:

DAVID TESTCASE

Property Ownership Information for this Address**Property:**

Parcel Number - 5121-06-001-0320-901

Owner Name: DAVID WTESTCASE LexID: 2561089892

Owner Name 2: JANET TESTCASE LexID: 2561096692

Property Address: - 19 FOREST HILL, BEDROCK TX 77406-6453, HILDAGO COUNTY

Owner Address: 21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY

Sale Date - 05/29/1995

Sale Price - \$325,850

Subdivision Name - LONG MEADOW

Total Market Value - \$467,230

Assessed Value - \$443,810

Land Value - \$89,250

Improvement Value - \$377,980

Land Size - 13,299 Square Feet
 Year Built - 2006
 Seller Name: HOUSTON VILLAGE BUILDERS INC
 Legal Description - LONG MEADOW FARMS SEC 6, BLOCK 1, LOT 32
 Loan Amount - \$245,000
 Lender Name - CITIMORTGAGE
 Data Source - A

Previous And Non-Verified Address(es):

1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY (2014 - Jan 2015)

Name Associated with Address:

DAVID TESTCASE

Current Residents at Address:

STEVEN FRYER

Property Ownership Information for this Address

Property:

Parcel Number - 6469-03-002-0010-901
 Owner Name: STEVEN FRYER LexID: 8071868866
 Property Address - 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
 Owner Address: 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
 Sale Date - 04/15/2014
 Seller Name: PULTE HOME OF TEXAS LP
 Loan Amount - \$149,168
 Loan Type - NEW CONVENTIONAL
 Data Source - B

1

Possible Criminal Records:

[None Found]

Sexual Offenses:

[None Found]

Driver's License Information:

Name: JANET L TESTCASE
 LexID: 80718688
 DL Number: xxxxxxxx
 State: Texas
 License Address: 19 FOREST DR, BEDROCK TX 77469-1826, FORT BEND COUNTY
 DOB: 10/05/1962
 Potential SSN : 123-45-xxxx
 Issue Date: 05/09/2014
 Data Source: Governmental

Motor Vehicles Registered To Subject:

Vehicle:

Description: Gray Silver 2006 Toyota Camry - Sedan 4 Door
 VIN: 4T1BE30K26U67
 State Of Origin: TEXAS
 Engine: 4 Cylinder 144 Cubic Inch
 Anti Lock Brakes: 4 wheel standard
 Air Conditioning: Standard
 Daytime Running Lights: Standard
 Power Steering: Standard
 Power Brakes: Standard
 Power Windows: Standard
 Security System: Immobilizer and Alarm
 Roof: None / not available
 Price: 20375
 Radio: AM/FM CD
 Front Wheel Drive: Yes
 Four Wheel Drive: No
 Tilt Wheel: Unknown
 Data Source: Governmental

Registrant(s)

Record Type: CURRENT
 Name: JANET L TESTCASE
 LexID: 8071868866
 Potential SSN  123-45-xxxx
 Address: 19 FOREST HILL, BEDROCK TX 77469-1826, FORT BEND COUNTY
 DOB: 10/05/1962
 Sex: FEMALE

Tag Number: BD9B1
 License State: TX
 Earliest Registration Date: 10/1/2014
 Latest Registration Date: 10/1/2014
 Expiration Date: 9/30/2015
 License Plate Type: Private

Concealed Weapons Permit:

[None Found]

DEA Controlled Substances:

[None Found]

Professional License(s):

[None Found]

Watercraft:

[None Found]

 **Bankruptcies:** 

[None Found]

 **Liens and Judgments:** 

[None Found]

 **UCC Filings:** 

[None Found]

 **Possible Properties Owned by Subject:** 

Property:

Parcel Number - 6469-03-002-0010-901
Owner Name: JANET L TESTCASE LexID: 8071868866
Property Address - 19 FOREST DR, BEDROCK TX 77469-1826, HIDALGO COUNTY

Sale Date - 04/15/2014
Seller Name: PULTE HOME OF TEXAS LP
Loan Amount - \$149,168
Loan Type - NEW CONVENTIONAL
Data Source - B

 **Possible Associates:** 

NONE FOUND

Disclaimer

This report is furnished to you pursuant to the Agreement for Service between the parties and in compliance with the Fair Credit Reporting Act. This report is furnished based upon your certification that you have a permissible purpose to obtain the report. The information contained herein was obtained in good faith from sources deemed reliable, but the completeness or accuracy is not guaranteed.

***** End Of Report *****

ATTACHMENT to RFQ:

APPLICATION FORM

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

1.	Firm name	Strategic Government Resources
	Address	P.O. Box 1642 Keller, TX 76244
	Telephone number	817-337-0501
	Contact person(s)	Bon Holifield, CEO & Kristin Navarro, Recruitment Dir.
2.	Please provide a brief history of the firm, including the number of years in operation.	Please see Tab 2.
3.	Please list recent recruitments conducted and provide 3 to 5 references.	Please see Tabs 9 & 10.
4.	Please provide a detailed plan and schedule of how the firm will conduct the selection process.	Please see Tabs 5 & 6.

5. Please identify the specific services that will be provided (i.e. candidate screening process, background checks, reference checks, etc.).	Please see Tab 5.
6. Please provide information regarding the average tenure of past candidates placed by the firm, as well as information regarding replacement services.	Please see Tab 8.
7. Please provide a detailed fee schedule disclosing any and all fees charged to the client during the course of the search.	Please see Tab 7.
8. Please provide a statement of what qualifications distinguish your firm from other recruitment companies.	Please see Tab 3.
9. Please note any other information you feel is relevant to the process of selecting a recruitment firm.	

Memorandum

To: Board of Trustees; Selectboard; Patrick C. Scheidel, Municipal Manager

CC: Travis Sabatano, HR Coordinator/Administrative Assistant

From: Greg Duggan, Deputy Town Manager *GSD*

Re: Selection of executive recruitment firm

Date: August 4, 2017

Issue

The issue is providing the Selectboard and Trustees with responses to the RFQ seeking a municipal manager recruitment firm, along with materials to evaluate those responses and select firm(s) to pursue further.

Discussion

A Request for Qualifications was issued in July seeking recruitment firms qualified to conduct the municipal manager search for the Town of Essex and Village of Essex Junction. The deadline for submissions was 4:30 p.m. on Friday, August 4.

To help the Selectboard and Trustees choose a firm, staff has compiled a checklist for board members to take notes as they review the responses to the RFQ, and a scoring matrix to help rank each response.

Cost

The boards budgeted up to \$30,000 for the manager recruitment process.

Recommendation

It is recommended that the Selectboard and Trustees jointly choose firm(s) to interview before making a final selection.

Municipal Manager Recruitment

Selection of a recruitment firm

Category	RFQ Proposal Requirement	Evaluation criteria
Complete application (1-9, especially 1-3)	1-9 (especially 1-3)	Did the firm provide all required information (name, address, phone number, contact person, history of firm, list of recent recruitments, 3-5 references)
Relevant experience	2, 3	Quality of the firm's history; years in operation; experience with municipal manager recruitments, particularly in the Northeast; and feedback from references.
Plan	4	Is the recruitment and selection process based on a detailed plan?
Schedule	4	Is the firm proposing a reasonable recruitment schedule? (RFQ required a minimum of 5 qualified candidates within 60 days of when the firm signs a contract with the Selectboard and Trustees)
Services provided	5	Quality and extent of services to be provided (e.g. candidate screening process, background checks, reference checks, etc.)
Tenure & Replacement services	6	Tenure of past candidates placed by firm, and information regarding replacement services
Fees	7	Is the fee schedule reasonable and complete? (The Selectboard and Trustees have each budgeted \$15,000 for the search process)
Distinguishing qualifications	8	Does the firm have qualifications to distinguish it from other recruitment companies?
Miscellaneous	9	Did the firm enlighten us about any information we had not considered for the selection of a recruitment firm?

Use the adjoining Score Sheet to rank each category on a scale of 1 (poor) to 5 (excellent).

The attached Municipal Manager RFQ - Evaluation Guidelines may be helpful in determining a score for each category.

FIRM NAME: GovHR USA

Municipal Manager RFQ – Evaluation Guidelines

This form contains a checklist to help board members review and take notes on each executive recruitment firm that responded to the RFQ. The checklist should be used to inform rankings on the accompanying Municipal Manager Recruitment Score Sheet.

1. Contact Information

- Proposal contains Firm Name.
- Proposal contains Firm address and telephone number.
- Proposal contains appropriate contact person(s).

Comments:

2. Proposal History

- Proposal contains a brief history of the firm and its operations.
- Proposal discusses the number of years in operation.
- Proposal discusses experience conducting municipal recruitments.

Comments:

3. Recent Recruitments

- Proposal discusses recent recruitments completed.
- Proposal discusses recent municipal recruitments completed.
- Proposal contains the requested 3 to 5 references.

Comments:

4. Selection Process Details

- Proposal presents a specific timeline for recruitment process.
- Proposal identifies all other aspects of recruitment plan.

Comments:

5. Identification of Services Provided

- Proposal clearly identifies the services provided by the firm.
- Proposal describes firm's candidate screening process.
- Proposal describes firm's candidate background check process.
- Proposal describes firm's candidate reference checking process.

Comments:

6. Track Record and Replacement Services

- Proposal provides information regarding the average tenure of past candidates placed by firm.
- Proposal offers and provides information regarding replacement services.

Comments:

FIRM NAME: GovHR USA

7. Fee Schedule

- Proposal includes a detailed fee schedule.
- Proposal's total recruitment costs are within \$30,000 budget.

Comments:

8. Distinguishing Qualifications

- Proposal shows and elaborates on firm's distinguishing qualifications.
- Proposal is well articulated and stands out.

Comments:

9. Miscellaneous

- Proposal contains information not considered or required by the RFQ.

Comments:

FIRM NAME: Mercer Group

Municipal Manager RFQ – Evaluation Guidelines

This form contains a checklist to help board members review and take notes on each executive recruitment firm that responded to the RFQ. The checklist should be used to inform rankings on the accompanying Municipal Manager Recruitment Score Sheet.

1. Contact Information

- Proposal contains Firm Name.
- Proposal contains Firm address and telephone number.
- Proposal contains appropriate contact person(s).

Comments:

2. Proposal History

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- Proposal discusses the number of years in operation.
- Proposal discusses experience conducting municipal recruitments.

Comments:

3. Recent Recruitments

- Proposal discusses recent recruitments completed.
- Proposal discusses recent municipal recruitments completed.
- Proposal contains the requested 3 to 5 references.

Comments:

FIRM NAME: Mercer Group

4. Selection Process Details

- Proposal presents a specific timeline for recruitment process.
- Proposal identifies all other aspects of recruitment plan.

Comments:

5. Identification of Services Provided

- Proposal clearly identifies the services provided by the firm.
- Proposal describes firm's candidate screening process.
- Proposal describes firm's candidate background check process.
- Proposal describes firm's candidate reference checking process.

Comments:

6. Track Record and Replacement Services

- Proposal provides information regarding the average tenure of past candidates placed by firm.
- Proposal offers and provides information regarding replacement services.

Comments:

FIRM NAME: Mercer Group

7. Fee Schedule

- Proposal includes a detailed fee schedule.
- Proposal's total recruitment costs are within \$30,000 budget.

Comments:

8. Distinguishing Qualifications

- Proposal shows and elaborates on firm's distinguishing qualifications.
- Proposal is well articulated and stands out.

Comments:

9. Miscellaneous

- Proposal contains information not considered or required by the RFQ.

Comments:

FIRM NAME: Municipal Resources

Municipal Manager RFQ – Evaluation Guidelines

This form contains a checklist to help board members review and take notes on each executive recruitment firm that responded to the RFQ. The checklist should be used to inform rankings on the accompanying Municipal Manager Recruitment Score Sheet.

1. Contact Information

- Proposal contains Firm Name.
- Proposal contains Firm address and telephone number.
- Proposal contains appropriate contact person(s).

Comments:

2. Proposal History

- Proposal contains a brief history of the firm and its operations.
- Proposal discusses the number of years in operation.
- Proposal discusses experience conducting municipal recruitments.

Comments:

3. Recent Recruitments

- Proposal discusses recent recruitments completed.
- Proposal discusses recent municipal recruitments completed.
- Proposal contains the requested 3 to 5 references.

Comments:

FIRM NAME: Municipal Resources

4. Selection Process Details

- Proposal presents a specific timeline for recruitment process.
- Proposal identifies all other aspects of recruitment plan.

Comments:

5. Identification of Services Provided

- Proposal clearly identifies the services provided by the firm.
- Proposal describes firm's candidate screening process.
- Proposal describes firm's candidate background check process.
- Proposal describes firm's candidate reference checking process.

Comments:

6. Track Record and Replacement Services

- Proposal provides information regarding the average tenure of past candidates placed by firm.
- Proposal offers and provides information regarding replacement services.

Comments:

FIRM NAME: Municipal Resources

7. Fee Schedule

- Proposal includes a detailed fee schedule.
- Proposal's total recruitment costs are within \$30,000 budget.

Comments:

8. Distinguishing Qualifications

- Proposal shows and elaborates on firm's distinguishing qualifications.
- Proposal is well articulated and stands out.

Comments:

9. Miscellaneous

- Proposal contains information not considered or required by the RFQ.

Comments:

FIRM NAME: Randi Frank Consulting, LLC

Municipal Manager RFQ – Evaluation Guidelines

This form contains a checklist to help board members review and take notes on each executive recruitment firm that responded to the RFQ. The checklist should be used to inform rankings on the accompanying Municipal Manager Recruitment Score Sheet.

1. Contact Information

- Proposal contains Firm Name.
- Proposal contains Firm address and telephone number.
- Proposal contains appropriate contact person(s).

Comments:

2. Proposal History

- Proposal contains a brief history of the firm and its operations.
- Proposal discusses the number of years in operation.
- Proposal discusses experience conducting municipal recruitments.

Comments:

3. Recent Recruitments

- Proposal discusses recent recruitments completed.
- Proposal discusses recent municipal recruitments completed.
- Proposal contains the requested 3 to 5 references.

Comments:

FIRM NAME: Randi Frank Consulting, LLC

4. Selection Process Details

- Proposal presents a specific timeline for recruitment process.
- Proposal identifies all other aspects of recruitment plan.

Comments:

5. Identification of Services Provided

- Proposal clearly identifies the services provided by the firm.
- Proposal describes firm's candidate screening process.
- Proposal describes firm's candidate background check process.
- Proposal describes firm's candidate reference checking process.

Comments:

6. Track Record and Replacement Services

- Proposal provides information regarding the average tenure of past candidates placed by firm.
- Proposal offers and provides information regarding replacement services.

Comments:

FIRM NAME: Randi Frank Consulting, LLC

7. Fee Schedule

- Proposal includes a detailed fee schedule.
- Proposal's total recruitment costs are within \$30,000 budget.

Comments:

8. Distinguishing Qualifications

- Proposal shows and elaborates on firm's distinguishing qualifications.
- Proposal is well articulated and stands out.

Comments:

9. Miscellaneous

- Proposal contains information not considered or required by the RFQ.

Comments:

FIRM NAME: Springsted | Waters

Municipal Manager RFQ – Evaluation Guidelines

This form contains a checklist to help board members review and take notes on each executive recruitment firm that responded to the RFQ. The checklist should be used to inform rankings on the accompanying Municipal Manager Recruitment Score Sheet.

1. Contact Information

- Proposal contains Firm Name.
- Proposal contains Firm address and telephone number.
- Proposal contains appropriate contact person(s).

Comments:

2. Proposal History

- Proposal contains a brief history of the firm and its operations.
- Proposal discusses the number of years in operation.
- Proposal discusses experience conducting municipal recruitments.

Comments:

3. Recent Recruitments

- Proposal discusses recent recruitments completed.
- Proposal discusses recent municipal recruitments completed.
- Proposal contains the requested 3 to 5 references.

Comments:

4. Selection Process Details

- Proposal presents a specific timeline for recruitment process.
- Proposal identifies all other aspects of recruitment plan.

Comments:

5. Identification of Services Provided

- Proposal clearly identifies the services provided by the firm.
- Proposal describes firm's candidate screening process.
- Proposal describes firm's candidate background check process.
- Proposal describes firm's candidate reference checking process.

Comments:

6. Track Record and Replacement Services

- Proposal provides information regarding the average tenure of past candidates placed by firm.
- Proposal offers and provides information regarding replacement services.

Comments:

7. Fee Schedule

- Proposal includes a detailed fee schedule.
- Proposal's total recruitment costs are within \$30,000 budget.

Comments:

8. Distinguishing Qualifications

- Proposal shows and elaborates on firm's distinguishing qualifications.
- Proposal is well articulated and stands out.

Comments:

9. Miscellaneous

- Proposal contains information not considered or required by the RFQ.

Comments:

FIRM NAME: Strategic Government Resource

Municipal Manager RFQ – Evaluation Guidelines

This form contains a checklist to help board members review and take notes on each executive recruitment firm that responded to the RFQ. The checklist should be used to inform rankings on the accompanying Municipal Manager Recruitment Score Sheet.

1. Contact Information

- Proposal contains Firm Name.
- Proposal contains Firm address and telephone number.
- Proposal contains appropriate contact person(s).

Comments:

2. Proposal History

- Proposal contains a brief history of the firm and its operations.
- Proposal discusses the number of years in operation.
- Proposal discusses experience conducting municipal recruitments.

Comments:

3. Recent Recruitments

- Proposal discusses recent recruitments completed.
- Proposal discusses recent municipal recruitments completed.
- Proposal contains the requested 3 to 5 references.

Comments:

FIRM NAME: Strategic Government Resource

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- Proposal is well articulated and stands out.

Comments:

9. Miscellaneous

- Proposal contains information not considered or required by the RFQ.

Comments:

MEMORANDUM

TO: Selectboard and Trustees
FROM: Patrick C. Scheidel, Municipal Manager 
DATE: July 5, 2017
SUBJECT: Joint Meetings

Issue

The issue is whether or not to have prescheduled joint meetings.

Discussion

In view of the upcoming Manager search and other joint initiatives, the Trustees are requesting several joint meetings at alternating locations. It is proposed that the legislative bodies consider the following joint meeting schedule at regularly scheduled meetings:

Aug. 7, 2017 at 7 PM - 81 Main Street
Sept. 12, 2017 at 6:30 PM – 2 Lincoln Street
Oct. 2, 2017 at 7 PM – 81 Main Street
Nov. 14, 2017 at 6:30 PM – 2 Lincoln Street
Dec. 4, 2017 at 7 PM – 81 Main Street
Feb. 13, 2018 at 6:30 PM – 2 Lincoln Street

The frequency of meetings lessens the number of topics for each agenda so more focus on a single item can occur.

Cost

There is no cost associated with this issue.

Recommendation

It is recommended that the Selectboard and Trustees adopt the above joint meeting schedule.

Memorandum

To: Board of Trustees; Selectboard; Patrick C. Scheidel, Municipal Manager

From: Greg Duggan, Deputy Town Manager *GSD*

Re: Topics for joint meetings of Selectboard and Trustees

Date: August 3, 2017

Issue

The issue is identifying and scheduling topics the Board of Trustees and Selectboard would like to discuss at future joint meetings.

Discussion

Beginning on August 7 and continuing into 2018, the Selectboard and Trustees plan to have a series of joint meetings. In addition to the topics being discussed on August 7, the boards have identified the following issues for joint meetings:

- Finalizing contract with manager recruitment firm
- Governance
- Follow-up from Thoughtful Growth in Action
- Assessment and evaluation metrics of consolidation, including Public Works
- Charter changes (for consolidation)
- Voting in Essex
- Lessons learned from Recreation Governance and Union Municipal District

The joint meeting on August 7 is meant to be a time to schedule future meetings and decide on agenda topics for those meetings. The boards may want to identify other topics than those listed above.

Cost

None.

Recommendation

It is recommended that the Board of Trustees and Selectboard agree on joint meeting topics and assign them to dates of joint meetings.

August 2, 2017

Dear Essex Selectboard and Village President and Trustees:

For the past several years, my retirement plan has vacillated between "need to" and "want to." Personal reasons defined the "need" while love of the government organizations, the community and the consolidation work combined to formulate the basis of my "want" to leave. The intersection of need and want has been reached.

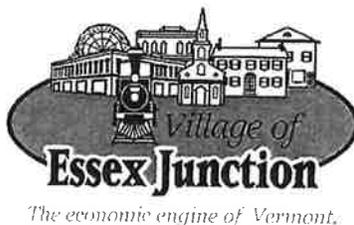
My love of the employees, elected officials, appointed volunteers and the residents of this wonderful community/State has always been why I have stayed. It is therefore with mixed emotions that I tender my letter of retirement effective April 1, 2018.

The depth of my appreciation for the opportunity to serve the Essex community is immeasurable.

Thank you all,

A handwritten signature in blue ink, appearing to read 'Patrick C. Scheidel', with a long horizontal flourish extending to the right.

Patrick C. Scheidel



2 Lincoln Street
Essex Junction, VT 05452
www.essexjunction.org

MEMORANDUM

TO: Village Trustees and Patrick Scheidel, Village Manager
FROM: Lauren Morriseau, Finance Director/Assistant Manager 
DATE: August 7, 2017
SUBJECT: Correction to 2017 Grand List

Issue

The issue is to explain a change in the Grand List value from the value used to set the tax rate.

Discussion

The Grand List used to set the Village tax rate did not contain the exemption for personal property for Mountain Cable. Cable is taxed for education but not for municipal taxes. The correction to the grand list has decreased the grand list from \$10,969,957 to \$10,960,423. Instead of a 1.04% increase in the grand list there is actually a .96% increase in the grand list. Due to this correction to the grand list the Village will collect \$3,076 less in taxes than expected when the tax rate was set. This amount represents less than .1% of the amount to be raised. Due to the small amount of reduced tax revenue staff has not recommended revising the tax rate.

Cost

The cost to the Village is the foregoing of \$3,076 in anticipated tax revenue

Recommendation

The memo is informational only. No action is necessary from the Board.



Vermont Land Trust

CONSERVING LAND FOR THE FUTURE OF VERMONT

RECEIVED

AUG 02 2017

Village of Essex Junction

8 Bailey Avenue
Montpelier, VT 05602
(802) 223-5234
(802) 223-4223 fax
info@vlt.org
vlt.org

REGIONAL OFFICES

Central Vermont
8 Bailey Avenue
Montpelier, VT 05602
(802) 223-5234

Champlain Valley
P.O. Box 850
Richmond, VT 05477
(802) 434-3079

Northeast Kingdom
171 Scott Farm Road
Newport, VT 05855
(802) 748-6089

Southeast Vermont
and Mountain Valley
54 Linden Street
Brattleboro, VT 05301
(802) 251-6008

Southwest Vermont
and Mettowee Valley
10 Furnace Grove Road
Bennington, VT 05201
(802) 442-4915

August 2017

Dear Friends,

As a supporter of the future of our community and Vermont farms, we thought you'd like to get involved in this once-in-a-lifetime opportunity to support an excellent farm business. Right now the Vermont Land Trust is working with the community to protect 400 acres of the Whitcomb family farmland in Essex Junction. Conserving this property will support three local farm families and keep the land available for agricultural use for future farmers.

This conservation effort will protect high quality farmland and water quality as well as ensure affordability to future farmers. The Whitcomb farm has some of the best soil in Vermont and 13,000 feet of frontage on the Winooski River. The new conservation requirements will protect the river banks to improve water quality and minimize erosion.

Many organizations have already contributed to the conservation of the well-respected Whitcomb family farm. The Vermont Housing & Conservation Board, the USDA Natural Resource Conservation Service, and the Village of Essex Junction have each made a generous grant.

**We have already raised about 95% of the \$700,000 required to conserve the farm!
Now we need to raise just \$40,000 in private donations by September 15, 2017!
Please consider a gift today.**

Gratefully,

Al Karnatz, Champlain Valley Regional Director, Vermont Land Trust

Give \$100 or more by August 31, 2017 to be entered in a drawing to win a Vermont local foods basket!

If you are able to give a more generous gift over two calendar years, **we can accept multi-year pledges!**

The Whitcomb farm is the last remaining significant property in the Village that has productive farmland and native habitat. Permanently protecting it will ensure it continues to contribute to our community's rich diversity.

—George Tyler

President, Essex Junction Board of Trustees





Let's protect an
important dairy
farm in the Village!



These days Essex Junction is better known for computer chips than dairy farms. But, the Whitcombs were a fixture in the community long before computers were invented. The family began farming in 1867; now the sixth generation is in the business, with each generation continuing to innovate and adapt.

The Vermont Land Trust has been working with the Whitcomb family to permanently conserve 410 acres.

The sale of conservation restrictions means that the land will remain undeveloped and available for farming for generations to come.

“The Whitcomb farm is the last remaining significant property in the Village that has productive farmland and native habitat. Permanently protecting it will ensure it continues to contribute to our community’s rich diversity.”

—George Tyler,
President, Essex Junction
Board of Trustees

The Whitcombs raise about 200 young livestock at the Essex farm and milk 300 cows on their Williston farm. They are often at the forefront of agricultural innovation. Recently they installed robotic milkers, and in 2001, they were named Vermont Dairy Farmers of the Year. The Whitcomb Farm has also been recognized as a Dairy of Distinction and for Winooski River Conservation.

Because of the farm’s size and unique location, the project was divided into two phases. A 271-acre portion was conserved in 2014; now we are working to protect 139 acres by September 2017.

However, we can't do this without help from the community. Please consider a donation today!

What Makes this Farm Special?

The farm has some of the state's best soil and nearly 2.5 miles of Winooski River frontage. Conservation of the 139-acre parcel will result in a 50-foot-buffer of natural vegetation along the river; this area will meander with the river.

Good Neighbors with Town Support

The Whitcombs have worked with the village to be good ambassadors for agriculture. They apply all of Essex Junction's bio-solids to their fields with a high-tech injector system that helps prevent nutrient run-off. About half the Village stormwater runoff passes through a culvert and ditching network on the farm that was paid for by the Village. This undeveloped land is an important resource for the community and for farming.

You Can Help Permanently Protect this Land!

Grants from Vermont Housing & Conservation Board, the Village of Essex Junction, and others account for 90% of the amount needed to protect this land. The family is taking \$255,000 less than the assessed value of the conservation restrictions. **We need to raise \$40,000 by September 15.**

Tax deductible gifts and pledges must be mailed by September 15, 2017 to:

Vermont Land Trust
8 Bailey Avenue
Montpelier, VT 05602

Contact the Vermont Land Trust to learn more:

Al Karnatz: allen@vlt.org or (802) 861-6402
Elise Annes: elise@vlt.org or (802) 262-1206

Project Map



Vermont Land Trust

CONSERVING LAND FOR THE FUTURE OF VERMONT

www.vlt.org



Vermont Land Trust

CONSERVING LAND FOR THE FUTURE OF VERMONT

8 Bailey Avenue
Montpelier, VT 05602



Help save the last dairy farm
in Essex Junction

Village of Essex Jct
2 Lincoln St
Essex Jct VT 05452-3685

2575 12 12

**AUTO



Save the Last Dairy in Essex Junction

Yes,

I will help save the Whitcomb Family Farm
with the enclosed gift.

**Please include your name and contact
information below:**

Name: _____

Address: _____

City, State, Zip: _____

Email: _____

Phone: _____

Please choose a gift amount

- \$50
- \$100
- \$250
- \$500
- \$1,000
- Other \$ _____



Vermont Land Trust

CONSERVING LAND FOR THE FUTURE OF VERMONT