

City of Scottsbluff, Nebraska

Monday, February 3, 2020

Regular Meeting

Item Bids1

Council to discuss and consider action on naming an Executive Search Firm to assist in the appointment of a new City Manager.

Staff Contact: City Council

Company	Timeline	Costs	Notes
Slavin Management Consultants	60-90 days	\$24,355	
CPS HR	98-112 days (14 -16 weeks)	\$25,000	
GovHR	90 days (11-12 weeks)	\$23,500	Additional fees for optional services
Colin Baenzinger & Associates	60-90 days	\$26,500	
The Novak Consulting Group	60-90 days (3/2 - 5/25)	\$23,000	Does not include advertising or background checks
Management Partners	63 - 98 days (9-14 weeks)	\$22,500	Does not include advertising or background checks
Ralph Andersen & Associates	75-90 days	\$26,500	Additional fees for optional services
Baker Tilly	60-90 days	\$24,500	Additional fees for optional services

THE CITY OF SCOTTSBLUFF, NEBRASKA

Request for Proposals for Executive Search

Services for

City Manager

Prepared by Robert E. Slavin on January 22, 2020



3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail: slavin@bellsouth.net
www.slavinweb.com

With affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ



January 22, 2020

City of Scottsbluff
2525 Circle Drive
Scottsbluff, Nebraska 69361

Via: njohnson@scottsbluff.org

Re: Request for Proposals for Executive Search for City Manager

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next City Manager of Scottsbluff. The purpose of this project is to help the Scottsbluff City Council to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the City Council, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a City Manager search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. Over the years we have recruited more than 900 local government executives including some in Nebraska.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage and serve as the primary consultant for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. I have a strong and proven commitment to providing exceptional recruitment services to public agencies and have received many accolades supporting this work. *I have the authority to bind the corporation.* Dave Krings and Ms. Randi Frank will assist with the project. Both have served in executive level local government positions and both are highly experienced human resources consultants. I have the authority to bind SMC to a contract with the City of Scottsbluff.

Thank you for the opportunity to submit this proposal. We look forward to working with the City of Scottsbluff on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

TABLE OF CONTENTS

Cover Letter

STATEMENT OF QUALIFICATIONS	1
About the City of Scottsbluff	1
About Slavin Management Consultants	1
Professional Background of Assigned Staff	2
Robert E. Slavin, President	3
David Krings, ICMA-CM (Retired), SMC Midwest Regional Manager	3
Randi Frank, Managing Consultant	4
METHODOLOGY	5
Develop Position Profile	5
Identify Qualified Candidates	5
Evaluate Prospective Candidates	5
Preliminary Screening and Progress Report	5
Selection and Employment	6
In-depth Screening and Final Report	6
Establish Evaluation Criteria	6
Follow-up	6
Reporting	7
Deliverables	7
Recent SMC Chief Executive Placements and References	7
Proposed Time Line	8
Guarantees	8
PRICING PROPOSAL	9
Professional Fees	9
Expenses (Not-to-Exceed)	9
AGREEMENT FOR SERVICES	11

EXHIBITS

Sample Recruitment Profile
Pro Forma Invoice
Client List
EEO Statement
Minority and Female Placements

STATEMENT OF QUALIFICATIONS

About the City of Scottsbluff

The City of Scottsbluff, Nebraska is located in the Great Plains region of the United States and has a population of just over 15,000 residents. Scottsbluff is the largest city in the Nebraska Panhandle and the 13th largest city in Nebraska. The City shares its borders with the City of Gering, and the City of Terrytown for a total population base of just under 24,000 residents. Scottsbluff is the retail hub of western Nebraska and eastern Wyoming offering abundant lodging, dining and shopping experiences.

Scottsbluff is a safe, welcoming community with a vibrant downtown, wide variety of housing opportunities and a large selection of retail shopping choices from small boutiques to large brand name stores. The community offers many ethnic as well as traditional restaurants, sure to please the palate. Monument Valley Pathway winds along the beautiful North Platte River, through the Riverside Discovery Center and connects to the trail at the Scotts Bluff National Monument. The pathway allows biking, walking, jogging, roller skates/boards/blades and is handicap accessible.

Scottsbluff is home to the main campus of Western Nebraska Community College where job training and career education is provided in a wide variety of subjects. Scottsbluff High School is a state of the art career academy offering students the opportunity to earn college credits in many of the courses and careers available.

Regional West Health Services is a premier regional hospital and the area's largest employer. RWHS was recently named one of the Top 10 Rural & Community Hospitals in the United States and the only hospital in Nebraska to be named in the top 10 percent of the nation for patient safety and a five-star recipient for treatment of pulmonary embolism and pneumonia.

Scottsbluff operates under the council-manager form of government and employs approximately 140 full-time employees. The City is served by five council members elected at-large to four-year terms. The Mayor is selected by his/her colleagues. Departments include: Administration, Development Services, Fire, Police, Emergency Management, Library, Parks, Recreation, Streets, Cemetery, Economic Development, Environmental Services, Wastewater, Water, Central Garage and GIS. The FY19-20 all funds budget is approximately \$45.5 million with approximately \$30 million allocated to operating expenditures.

About Slavin Management Consultants

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office located near Atlanta at 3040 Holcomb Bridge Road, A1, Norcross, Georgia 30071. Phone: (770) 449-4656; fax: (770) 416-0848 and email: slavin@bellsouth.net.

SMC is a Georgia corporation. The principal and only stockholder of the firm is Robert E. Slavin. Paul D. Blackstone is Corporate Secretary. He and Mr. Slavin are the only officers of SMC.

Mr. Slavin has extensive experience as a local government executive and as a management consultant. SMC has affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ. Over the years SMC has placed more than 850 local government executives.

SMC provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best

prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the City is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Scottsbluff. It will honor the interests of candidates to the extent possible under Nebraska law.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the City:

- We are results oriented. Once the recruitment profile is approved, we “lock” into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client’s positions for more than five years.
- According to the International City/County Management Association, the average tenure of a city/county manager is approximately five years. The average tenure of local government chief executives placed by Slavin Management Consultants exceeds seven years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.
- SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, sexual orientation, disability or national origin.

Professional Background of Assigned Staff

Mr. Slavin, will manage and serve as the primary consultant for the project. He is the owner and president of SMC and is among the most experienced recruiters of governmental managers in the nation. He has the authority to bind the corporation. Dave Krings and Ms. Randi Frank will assist with the project. Both have served in executive level local government positions and both are highly experienced human resources consultants. All members of our team are professional public human resources practitioners with significant direct management experience. Also, all team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

Under Mr. Slavin’s leadership, SMC has completed more than 850 successful executive searches for local governments and nonprofit agencies located in approximately forty-five states.

Robert E. Slavin, President

Mr. Slavin is a pioneer in a public sector and nonprofit executive search. He 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 governmental 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, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation 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 Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly 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, classification 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 County 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 to Management by the National Bureau of Certified Consultants.

Organizations

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- ICMA - Human Relations Commission
- ICMA - Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

David Krings, ICMA-CM (Retired), SMC Midwest Regional Manager

Mr. Krings has more than 45 years of experience at the top levels of State, County, and Municipal Governments. In more recent years he has served local governments throughout the United States in a consulting capacity. He is internationally recognized as a state and local government management practitioner and consultant. Dave has been on the professional staff of governors in both Wisconsin and Arkansas. He served as County Administrator for Peoria County (Peoria) Illinois and Hamilton County (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative, quality management during Dave's tenure. He also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

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 Midwest Regional Director of Slavin Management Consultants, specializing in local

government management searches.

He has served as an adjunct Public Administration instructor for the University of Cincinnati and on the faculty of the University of Illinois, Community Information and Education Service.

His peers recognized his leadership by selecting him as the first person to be both the President of the International City-County Management Association (ICMA) and the President of the National Association of County Administrators (NACA). He continues to serve both organizations as an advocate for professional training and ethical behavior. He also is a former president of County Administrators Associations in Illinois and Ohio.

Dave has an 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.

He is a recipient of an American Society for Public Administration chapter Good Government Award and is recognized by International City/County Management Association (ICMA) as a retired credentialed manager.

Randi Frank, Managing Consultant

Ms. Randi Frank is an independent local government human resources consultant based in Louisville, KY. She has additional offices in Connecticut and is a long time affiliate of Slavin Management Consultants. Her varied background includes more than thirty-five years of experience working with and for governments. She now has seventeen (17) years of executive search consulting experience combined with thirteen (13) years of experience working directly for government. Ms. Frank's experience includes federal, county, and municipal assignments.

As an Assistant Town Manager, Ms. Frank oversaw human resources, risk management, purchasing, grants and project management. Earlier, she served as a budget/management analyst, a research associate and as a consultant to governments located in the Northeast, Mid-Atlantic and the Western regions of the United States.

Ms. Frank holds a Master's degree in Public Administration from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. She is certified as a professional risk manager by the Insurance Institute of America and owns a certified woman owned business in Connecticut and is working on becoming certified in Kentucky.

Ms. Frank's offers first hand experience and in-depth knowledge in a wide-variety of fields and expertise in several areas including risk management, grantsmanship, recycling, general management and purchasing.

Within the last five years, Ms. Frank has placed and/or assisted in placing municipal chief executives in Norwich, CT; Groton, CT; Granby, CT; Bloomfield, CT; Worcester, MA; Mansfield, MA; Windham, CT; Newark, DE and Prince William County, VA. During this time she has also placed police chiefs, fire chiefs, finance directors, human resources directors, development directors, engineering managers, executive directors of regional authorities, and an airport manager.

Ms. Frank's areas of expertise include:

- | | |
|---|----------------------------|
| • Executive Recruitment | • Human Resources Policies |
| • Compensation and Classification | • Grantsmanship |
| • Collective Bargaining | • Safety and Training |
| • AA/EEO, Sexual Harassment, Workplace Violence | • Purchasing |
| • Employee Wellness Programs | • Risk Management |
| • Drug free Work Place Programs | • Workers' Compensation |
| • ADA | • Budgeting |
| | • Recycling |

Organizations

- International City Management Association – Member & Conference Fellow
- Kentucky City & County Managers Association - KCCMA
- Connecticut Town & City Manager's Association – Member & Past Board Member

- International Personnel Management Association -KY Chapter, Past CT Chapter
- NPELRA -National Public Employers Labor Relations Association
- Kentucky Public Human Resources Association - KPHRA
- CT PRIMA (Public Risk & Insurance Management Assoc.) - Past President, Secretary-Treasurer
- Truman Scholar & Member of Truman Scholarship Association

METHODOLOGY

We recommend a five-step process as follows:

- Define job qualifications and requirements for the City Manager position — the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

We will meet with each City Council member individually and, with the Council's approval, with staff and community leaders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Scottsbluff to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the region, the City of Scottsbluff, the City government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

Once we know and understand the City's criteria and expectations we will develop a targeted marketing program specifically designed to meet those expectations. SMC's recruitment methodologies are state-of-the-art and include placing advertising in professional publications and on professional websites, outreach networking using professional association and social media websites and the use of SMC's large resume data base. SMC will acknowledge all resumes received and will carefully screen all applicants.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They will include such items as education, technical knowledge, experience, accomplishments, management 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 ask well-qualified candidates to complete a comprehensive supplemental questionnaire that is specifically tailored to the City's profile. Through this written instrument, candidates provide substantial information about their career interests and accomplishments, their leadership and management philosophy and style, reasons for job changes, their future career aspirations, etc.

We will meet with the City Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting

we will determine the City Council's expectations relative to the components and scheduling of the final candidate interview process.

D. Selection and Employment

In-depth Screening and Final Report

At this point, we will interview those semifinalist candidates whom the City Council has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to best assess candidates' management style and interpersonal characteristics, we personally interview each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate 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 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. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct internet and criminal, civil and driving court records checks. At the City's option, we can psychological (or similar) testing of the candidates. This optional item will result in extra cost.

We will then meet with the City Council to present a group of well-qualified finalist candidates for interviews in Scottsbluff. 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 City Council that should produce the final selection decision.

Our final report will be presented in a meeting with the City Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the City, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the City and we will coordinate the entire process.

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 City of Scottsbluff and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the City until a suitable candidate is recruited and hired by the City.

E. Establish Evaluation Criteria

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the City Council and with the new City Manager to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the City Council and the new City Manager during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the City informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the City.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the City and the selected candidate.

SMC is an equal opportunity employer and recruiter and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, sexual orientation, disability or national origin.

I. Recent SMC Chief Executive Placements and References

CLIENT	POPULATION	SEARCH FOR	YEAR	CONTACT INFORMATION
Bothell, WA	46,000	City Manager	2016	Mayor Andy Rheume (206) 999-8835 andy.rheume@bothellwa.gov
Brookfield, IL	19,085	Village Manager	2018	Kit P. Ketchmark, Village President (708) 485-1400 kketchmark@brookfieldil.gov
Buncombe County, NC	259,103	County Manager	2019	Brownie Newman, Board Chairman (828) 243-0107 newman@buncombecounty.org
Corinth, TX	20,600	City Manager	2016	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com
Corpus Christi, TX	326,723	City Manager	2019	Mayor Joe Mc Comb (361) 826-3105 joe.mccomb@cctexas.com
Dothan, AL	68,468	City Manager	2019	Mayor Mark Saliba (334) 615-3110 mayor@dothan.org
Evans, CO	21,400	City Manager	2017	Mayor John Morris (970) 475-2209 jmorris@evanscolorado.gov
Georgetown, SC	9,024	City Administrator	2019	Mayor Brendon Barber (843) 545-4002 bbarber@cogsc.com
Great Bend, KS	15,535	City Manager	2018	Randy Keasling Director of Human Resources (620)793-4111, ext. 234 rkeasling@greatbendks.net
Greenville, NC	84,500	City Manager	2017	Mayor P.J. Connelly (252) 329-4422 pjconnelly@greenvillenc.gov
Lubbock, TX	340,000	City Manager	2016	Mayor Dan Pope (806) 775-2010 dpope@mylubbock.us

CLIENT	POPULATION	SEARCH FOR	YEAR	CONTACT INFORMATION
Menominee, MI	8,600	City Manager	2017	Mr. Robb Jamo, City Attorney (906) 839-0102 rjamo@cityofmenominee.net
Portage, MI	47,000	City Manager	2019	Mr. Rob Boulis Director of Employee Relations (269) 329-4402 boulisr@portagemi.gov
Shelton, WA	9,980	City Manager	2018	Mayor Bob Rogers (360) 490-6394 bobrogers@sheltonwa.gov
Urbana, IL	42,014	Chief Administrative Officer	2017	Mayor Diane Martin (217) 384-2456 dmartin@urbana.illinois.us

J. Proposed Time Line

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

		DAYS			
STEPS		1-30	30-45	45-60	60-360
1.	DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR City APPROVAL	✓			
2.	IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3.	SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4.	PROGRESS MEETING AND REPORT		✓		
5.	INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6.	SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7.	ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the City at the progress meetings. Generally, about five finalist candidates are presented for interviews with the City Council.

K. Guarantees

SMC provides a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City 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 two years of the employment date of a candidate selected by the City through our efforts.
- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

PRICING PROPOSAL

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare Advertising	32		32	85	\$2,720
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	85	\$2,720
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	85	\$1,020
		8	8	35	\$280
4. Progress Report to City/Reduce Candidate Pool	8		8	85	\$680
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi finalist candidates)	36		36	85	\$3,060
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	85	\$340
7. Prepare Final Report with Interview Questions and Selection Criteria	10		10	85	\$850
		12	12	35	\$420
8. Present Final Report and Attend Interviews	12		12	85	\$1,020
9. Assist in Employee Selection	2		2	85	\$170
10. Negotiate Employment Agreement	6		6	85	\$510
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	164	79	243		
TOTAL PROFESSIONAL FEE					\$15,855

Expenses (Not-to-Exceed)

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Consultant travel, classified advertising and office costs to support the executive search project described in this proposal will not exceed \$8,500.00. Therefore, the total cost to the City for the proposed work will not

exceed **\$24,355.00**.

The costs for final candidates to travel to Scottsbluff for interviews are not covered by this proposal. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the City on a reimbursement basis, directly to the candidates, and controlled through the City's prior approval of the finalist candidates.

Should the City's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services. SMC does not provide discounts.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our 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 this 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.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Nebraska.

AGREEMENT FOR SERVICES

This proposal is presented for Slavin Management Consultants by:

SIGNATURE: Robert E. Slavin

NAME: Robert E. Slavin

TITLE: President

DATE: January 22, 2020

This proposal is accepted for the City of Scottsbluff, Nebraska by:

SIGNATURE: _____

NAME: _____

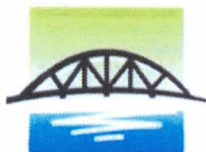
TITLE: _____

DATE: _____

EXHIBITS



**OUTSTANDING OPPORTUNITY TO
SERVE THE CITIZENS OF
BOTHELL, WASHINGTON
AS THEIR NEXT
CITY MANAGER**



City of Bothell™

THE COMMUNITY

Located just 5 miles from Seattle's north end near beautiful Lake Washington, Bothell has evolved from an isolated logging village to a multi-faceted, full-service city with a resident population of approximately 44,000. It is a strong employment center providing a home for many world-renowned high-tech and bio-tech companies that employ approximately 25,000. Bothell straddles both King and Snohomish Counties.

The City serves a diverse customer base including residential communities, commercial enterprises, two major business parks and two college campuses. The City's historic downtown features restaurants, fine shops and galleries, and is in close proximity to the high-tech corridor at North Creek and Canyon Park.

Bothell is a combination of loosely woven and increasingly diverse neighborhoods where residents and visitors enjoy the many outdoor activities Bothell offers including water sports such as kayaking, boating and fishing. Many enjoy biking the Sammamish River Trail which connects to the 27 mile long Burke-Gilman Trail. Nature enthusiasts enjoy Bothell's many parks including the 58 acres of protected wetlands for birdwatching located on the co-located cam-



pus of Cascadia College and the University of Washington/Bothell.

Major annual events throughout the year in Bothell include: The City of Bothell Fourth of July celebration and parade; the Music in the Park concert series every Friday in July and August; Harvest Festival and Pumpkin Carving at Country Village; Tree Lighting and Santa Arrival; the annual Bothell Beer Festival and downtown Wine Walks.

Bothell is known for its strong schools within the top-rated Northshore School District and also offers many private school options, including parochial and Montessori. The co-located campuses of Cascadia College and University of Washington Bothell provide convenient local access to higher education for a growing 9,000 student population. Nearby Bastyr University offers weekend seminars and is an internationally recognized leader in natural medicine, health, and wellness.

Right now, Bothell is in an exciting growth period. The City has broken ground on more than \$150 million in vital capital projects. According to economic studies, this public investment will leverage \$650 million in private investment over the next 25 years. However, the City is proud to boast that already over \$300 million in private investment is in the development pipeline or under construction today as a result of the City's strategic actions.

Bothell is home to the largest publically-led downtown revitalization in the State. Centered on a 104- year-old historic Main Street, this exciting urban revitalization has energized not just the downtown, but the whole Bothell community. Led by City management, Bothell started its revitalization in 2005 when residents, businesses, schools, and government came together to develop a fresh new vision for the City's future. This vision of a reimagined downtown has led to an intense City focus and strategic actions to fulfill the community's dream of transforming Bothell's Downtown to a vibrant mixed-use community, creating a sense of place

and commons for family and friends to enjoy and business to prosper.

In the center of Downtown, a new City Hall has been constructed that consolidates department staff previously housed in several geographically dispersed buildings and features a Town Hall Room and a large public plaza. This project also includes onsite commercial uses including two Marriott hotels to be built in 2017.

The City is accessed by major interstates and is centrally located for businesses, visitors and all residents of the greater Seattle area to come discover what the Bothell has to offer.

Governance and Services

Incorporated on April 14, 1909, the City of Bothell utilizes the Council/Manager form of government. Bothell covers 14.1 square miles.

The Bothell City Council is comprised of seven members elected at-large to overlapping four-year terms. The Mayor is elected by the Council and serves a two-year term. The next City Council election is November 2017 and four City Council seats will be on that ballot. Bothell's recent City Manager, Bob Stowe, served as Bothell City Manager more than eleven years.



Bothell is financially strong and boasts a history of conservative financial policies. The City's Property tax base is healthy mix of residential, commercial, and industrial properties. The municipal government enjoys an outstanding reputation in the region for its excellent municipal government. Bothell's Citywide 2015-2016 biennial budget is \$219,764,485, which includes an \$87,689,520 appropriation for General Fund operations. The City employs 313 employees and provides a full range of municipal services. Most non-exempt City employees are represented by unions. Sound management strategy and diversified revenues largely buffered the City from the worst effects of the Great Recession. The City's bond rating is AA+ and it has earned clean audits for years.

The "Bothell Road Map"

Vision (Looking forward 20 years)

"Bothell has balanced both growth management/economic development and environmental protection/neighborhood livability. Bothell is first a community of quality residential neighborhoods with an active downtown, a vibrant college campus, the Canyon Park business center, and light industrial park areas. Because of its strong, diverse, commercial/light industrial economy, Bothell services are high quality and comparatively affordable. Bothell's streets are walkable, multi-modal, with local and regional transit availability. Bothell is "green" with active parks and recreation available City-wide and with open spaces preserved and protected. Bothell is a mid-sized city with a 'small town' feel."

Strategies

- Quality of Life/Livability
- Connected/Involved and Informed Community
- Community Events and Activities
- Safe and Secure
- Quality and Affordable City Services
- Financial Stability
- Diverse Economy and Local Jobs Options
- Technologically "Smart" City
- Diverse Housing for All
- Involved/Engaged City Workforce



Values

- Respect for All and Differing Viewpoints
- Welcoming, Open and Transparent Government
- Integrity and Honesty as Foundation of Trust
- Professional Pride in Serving the Public Interest
- Involved and Engaged City Workforce Teams

City Council 2017-2018 Goals

- Safe Streets and Sidewalks
- Main Street Enhancements
- Heroin Addiction Action Plan
- City-Wide Technology Strategy
- Fire and E.M.S. Training & Equipment
- Community Events & Activities
- Canyon Park Master Planning
- Complete Downtown Redevelopment
- Affordable Housing Strategy
- Wayne Golf Course Plan and Purchase
- Parks & Recreation/Open Space Partnership
- City-Wide Teambuilding, Training, & Organizational Development

NOTE: Goals are not prioritized.

The City Manager

The City Council is seeking a talented City Manager with an unquestionable sense of integrity and professionalism who has the ability to build consensus and forge strategic partnerships, both internally and externally.



Under Bothell's Council-Manager form of government, the City Council performs legislative and policy functions, sets the overall policy in matters concerning the operation of the City's affairs, and appoints the City Manager to oversee the day-to-day operations of the organization. The City Manager administers the City's operating and capital budgets.

As chief administrative officer, the City Manager coordinates all of the City's municipal services and business affairs; carries out the policies established by the City Council and sees that all City department duties are performed efficiently and economically.

The City Manager makes, or initiates, studies on a multitude of issues. He/she presents to the City Council thoroughly researched recommendations with alternative solutions. Bothell is known for being an active and innovative community and the City Manager is expected to take an active role in community affairs.

This position includes the opportunity to work with a high quality, professional management team and a supportive City Council. This is one of the best municipal career opportunities in the Puget Sound area.

BOTHELL CITY COUNCIL	
Andy Rheaume	Mayor
Davina Duerr	Deputy Mayor
Joshua Freed	Council Member
Del Spivey	Council Member
James McNeal	Council Member
Tris Samberg	Council Member
Tom Agnew	Council Member

Issues, Opportunities and Challenges (not prioritized)

- The City is currently in great condition, with excellent department heads, stable finances, well-maintained infrastructure, a cohesive Council and a strong economy.
- Bothell seeks to both manage growth and economic development and to protect the environment while enhancing neighborhood livability.
- The Council wants to be more involved in visioning and policy development. The Council strongly supports the "Bothell Road Map" (see page 3).

- Council members want regular, frequent, thorough and timely information from the City Manager.
- There is a community-wide interest in the City providing more of a "whole community approach" including greater engagement with neighborhoods with ability to balance interests of newer residents with long-term residents
- Economic Development: (1) completion of downtown revitalization projects and beginning the redevelopment of the Canyon Park Regional Growth Center which is the predominate biomed manufacturing hub for Washington; (2) there is interest in adding more residential and commercial development to complement the manufacturing center already in place in addition to facilitating more manufacturing development.
- While there is some potential for Bothell to annex additional land, the primary future growth in Bothell is expected to be infill development.
- Open space preservation and recreation needs are immensely important to the community.
- Financial management—recognize opportunities to create increased efficiency and effectiveness in service provision without diminishing strong passion for providing outstanding customer service which is already engrained in the culture of the City organization
- Technology—funds are expected to be provided in the 2017 budget to replace the existing finance and human resources hardware and software which will provide capability for additional technology applications such as offering online utility bill payments.
- A few performance issues in some departments, although currently being addressed, need to be resolved.

Position Requirements

Education and Experience

Requirements for the position include a bachelor's degree (with a Master's preferred) in public or business administration, finance, planning or a related field combined with significant executive level, full-service local government management experience. Candidates' experience must show a high level of understanding of municipal operations and community economic drivers. Must have an interest in and have successful experience in a range of areas including: strategic planning, financial management and budgeting, delivering high quality services efficiently, organizational analysis, labor negotiations, team building, redevelopment and revitalization, working with

and understanding the needs of existing large and small businesses, working effectively with a variety of community-based groups and building Council and community consensus. A progressive record of strong professional, administrative leadership and developing high performance organizations is an important consideration.

Past Performance

Administrative Ability

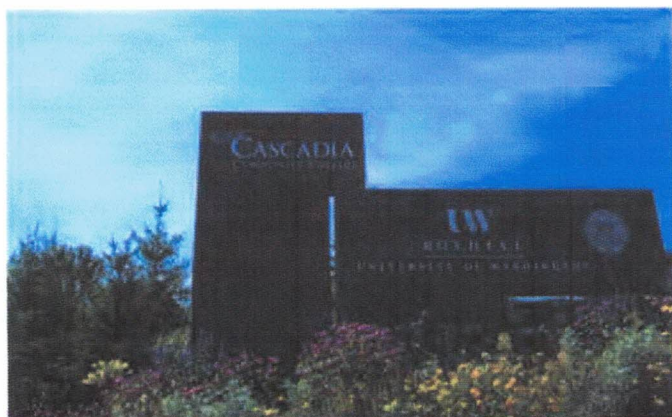
Must be able to effectively delegate responsibilities for day-to-day operations and direct and hold accountable well-qualified and motivated department heads that have a clear record of outstanding performance. Must have demonstrated past performance in developing accountability measures and must have effective time management skills. Exceptional communication skills are a must, including the ability to listen to and communicate with a wide range of individuals and all segments of the community.

City Manager/Council/ Intradepartmental Relations

Must have demonstrated an excellent working relationship with his or her current and former governing body (ies) which includes the ability to work with the City Council members on a wide range of complex and potentially controversial issues while relaying information to Council members in an effective and timely manner. The Manager must be open and honest with the governing body and provide an unbiased and balanced assessment of all issues.

Budget and Finance

Must have demonstrated prior experience in successfully managing a municipal budget with a level of complexity and scope similar to Bothell's current budget with emphasis on efficient utilization of available resources. Must recognize the value of and protect Bothell's bond rating while being able to develop a budget which is "transparent" and well understood to elected officials, staff and citizens and targets the use of scarce resources in a well thought-out and prioritized manner.



Community Relations

Understands the importance of being visible with staff and the community while balancing the City Council member's role as elected officials. The City Manager will present a confident image of the City to the public and be an active participant in the community.

Technology

Must embrace the use of technology in providing a higher level of access to staff and community and have demonstrated success in achieving a higher level of technological proficiency within the organization he or she now serves.

Intergovernmental Relations

Must be able to build, maintain and enhance partnerships with Bothell's critical stakeholders to include educational institutions, county governments, neighboring local governments, community organizations and State and Federal agencies.

Professional Skills and Management Style Characteristics of the Ideal Candidate

With the Council

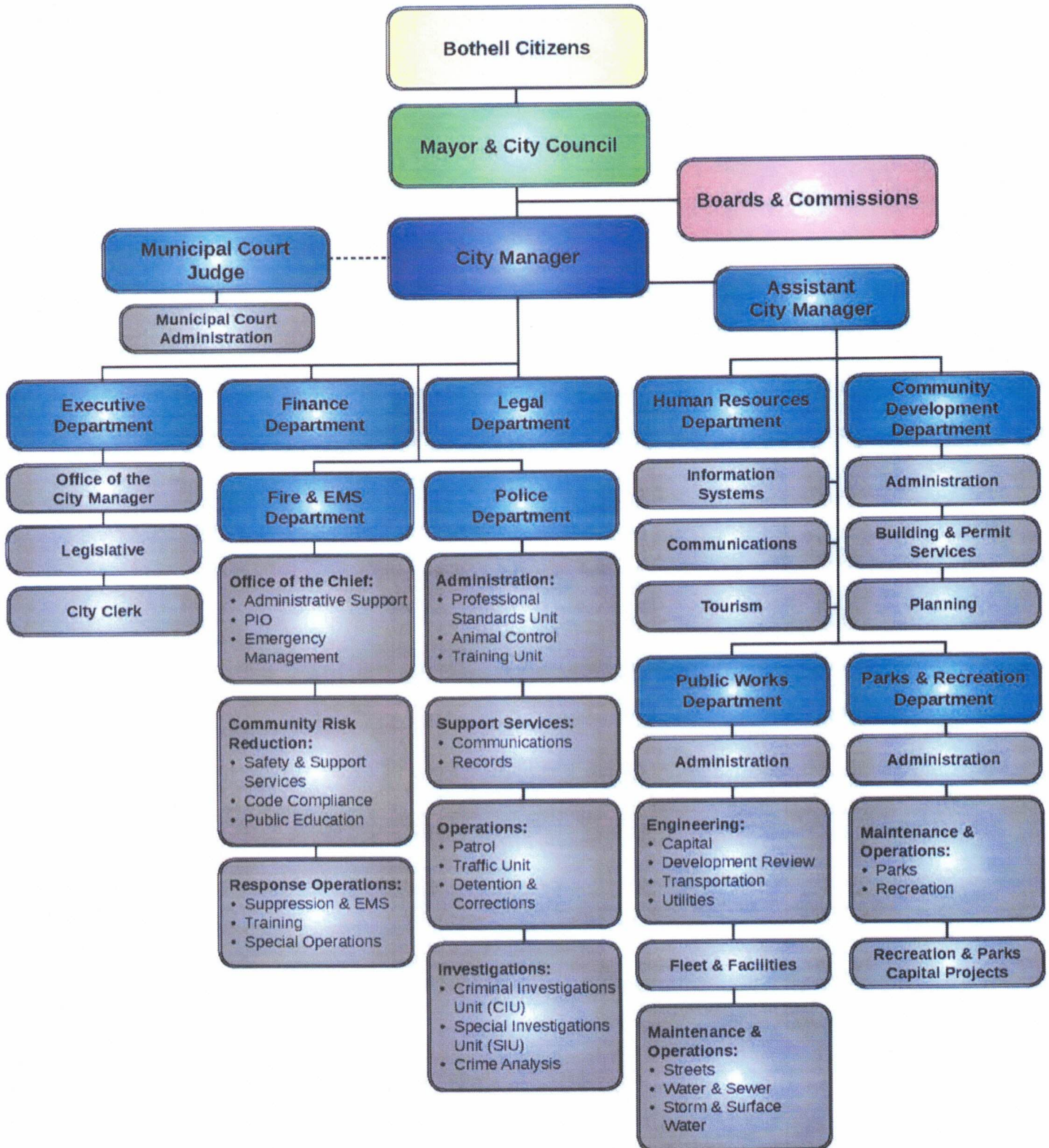
- Clearly understands, respects and honors the unique roles of the Mayor, the Council, the City Manager and the department heads and embraces the City Manager's responsibility to be the liaison between them.
- Assists the Council to make good policy decisions by providing thorough information, well-researched professional recommendations and alternatives and then implements Council decisions without regard for original staff recommendations.
- Responds to Mayor and Council member requests and questions and in a timely manner - excellent at follow through.
- Treats all Council members equally; understands that he/she works for the full Council and is not inappropriately swayed by individual members.
- Is personally engaged in working with Council committees.

With Staff

- Is a trend-setter and team builder who mentors and reinforces the strengths of directors, mid-managers and staff.
- Provides staff with clear directions and needed resources.
- Delegates effectively; stays informed, evaluates performance and holds individuals accountable.
- Not a micro manager but will take charge when needed.
- Provides regular and frequent feedback, coaching and performance evaluations to staff.

CITY OF BOTHELL, WASHINGTON

Organizational Chart



- Remains visible, accessible and available to department heads -- connects with them.
- Holds regular staff meetings.
- Regularly gets out of the office to visit City work locations and work sites.

In General

- Is a strong 'servant' leader able to excite staff and the citizens, comfortable working in a team-oriented environment, self-confident, tactful, discreet and diplomatic.
- Is accessible and approachable and comfortable with a wide range of personalities.
- Personally works hard and sets a high and strong work ethic standard for the organization.
- Is self-confident without being an egotist.
- Passionate about his/her role in local government and the City of Bothell.
- Is a consensus builder and collaborative.
- Is well-organized with excellent planning skills - manages time effectively.
- Skilled at multiple task management with the flexibility to adjust quickly to changing situations.
- Is decisive and makes even tough decisions in a timely manner.
- Willing to stand up for what is right even if under pressure to do otherwise.
- Is proactive in dealing with issues.
- Has common sense and uses good judgement.
- Is a "big picture" person by nature but remains sufficiently on top of details to effectively manage the organization.
- Is ethical with high moral standards, honest, trustworthy, open and candid and conducts his or her personal life in a manner which is compatible with the nature, visibility and overall requirements of the job.
- Willing to make a long-term commitment to Bothell.
- Must have strong management skills, particularly in the area of public finance, and understand the importance of balance and creativity to achieve the community's financial objectives.
- Ability to identify areas where efficiencies can be gained and successfully implement structural changes to the organization where warranted.
- Ability to analyze, understand and successfully manage a complex organization with numerous interrelated "moving parts".

- Strong and enthusiastic in presenting ideas while being respectful of others.
- Ability to craft a position of "what is possible" - serving as a visionary for the Council and staff with the ability to take reasonable risks while employing creative and innovative thinking to forge solutions to problems before making recommendations.
- Ability to take complex issues and break them down into understandable terms.
- Collaborative and comfortable in dealing with others in developing shared solutions.
- People person who understands a wide variety of different personalities and enjoys working with them while being respectful of the opinions of all citizens.
- Fair in approach to decision making; fair, consistent and firm in application of policies and procedures.
- Ability to manage with confidence and have the courage to "present the good news with the bad" and do what is right, even in the face of criticism and conflict.
- Must lead staff and set a positive tone even during difficult periods while holding himself/herself and appropriate staff accountable for the City's actions and direction.
- Demonstrated regional leadership.

Personal Traits

- An active listener, responsive to Council and community concerns with appropriate follow up.
- Is compassionate in dealing with problems while caring about outcomes.
- Is personable with a sense of humor.
- Is a consensus builder.
- Apolitical in all dealings.



Compensation and Benefits

The salary for the position is negotiable, based on qualifications and experience. Benefits include:

- ◇ Full-family Medical, Dental/Orthodontia, and Vision Plans
- ◇ Short-Term & Long-Term Disability
- ◇ Life Insurance and Accidental Death & Dismemberment
- ◇ Section 125 Flexible Spending Account
- ◇ Public Employees Retirement System (PERS)
- ◇ Employee Assistance Program
- ◇ Vacation and Management Leave
- ◇ Sick Leave
- ◇ 12 Paid Holidays
- ◇ Bereavement Leave
- ◇ 457 Deferred Compensation Program

Residency within the City of Bothell is required within six months of employment. The City will provide relocation assistance.

Application and Selection Process

The deadline for receipt of application materials is Thursday, September 22, 2016 and review of résumés will start immediately. To apply please send a letter of application, detailed résumé, salary history and five (5) work-related references to:

Robert E. Slavin or Paul Wenbert

SLAVIN MANAGEMENT CONSULTANTS

3040 Holcomb Bridge Road, Suite A-1

Norcross, Georgia 30071



Phone: (770) 449-4656

Fax: (770) 416-0848

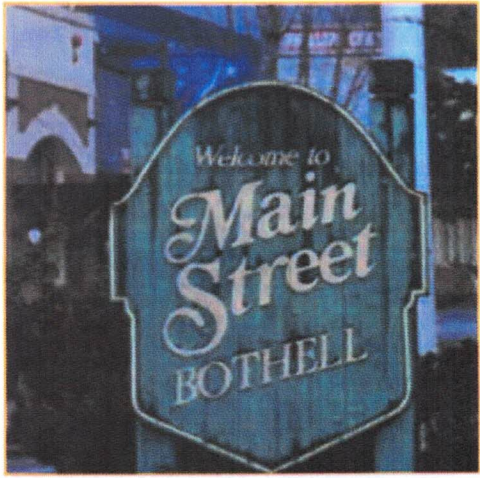
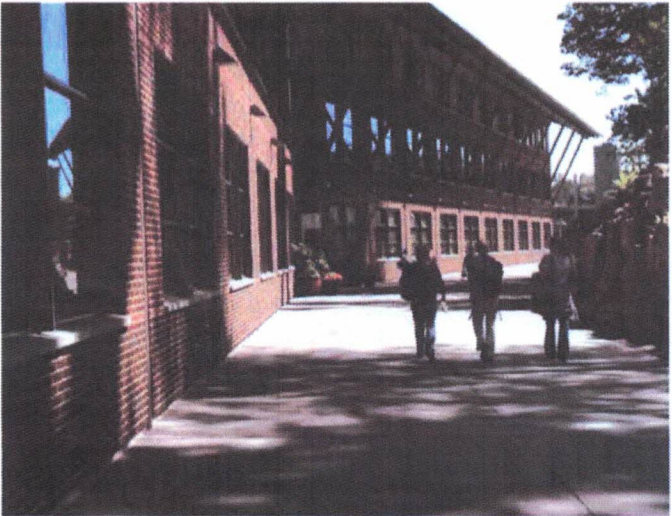
e-mail: slavin@bellsouth.net

www.slavinweb.com



Electronic submissions are preferred

The City of Bothell, Washington is an Equal Opportunity Employer and Values Diversity Throughout the Government



PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

\$XXXX.XX

(Invoice __ of __)

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses \$XXXX.XX

TOTAL INVOICE **\$XXXX.XX**

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Corinth, TX
Albany, Georgia	Creedmoor, North Carolina
Alpharetta, Georgia	Culver City, California
Anaheim, California	Dallas, Texas
Ann Arbor, Michigan	Davenport, Iowa
Arlington, Texas	Davie, Florida
Arlington Heights, Illinois	Dayton, Ohio
Arvada, Colorado	Decatur, Georgia
Atlanta, Georgia	Decatur, Illinois
Atlantic Beach, Florida	Delray Beach, Florida
Asheville, North Carolina	Del Rio, Texas
Auburn, Maine	Denton, Texas
Aurora, Colorado	Destin, Florida
Austin, Texas	Dothan, Alabama
Bartlesville, Oklahoma	Dubuque, Iowa
Bentonville, Arkansas	Duluth, Georgia
Bergenfield, New Jersey	Dunedin, Florida
Berkeley, California	Durham, North Carolina
Beverly Hills, California	Eagle Pass, Texas
Birmingham, Alabama	East Brunswick Township, New Jersey
Bisbee, Arizona	Edmond, Oklahoma
Blacksburg, Virginia	Elgin, Illinois
Bloomington, Illinois	Enfield, Connecticut
Bothell, WA	Englewood, Colorado
Boynton Beach, Florida	Escondido, California
Branson, Missouri	Evanston, Illinois
Brea, California	Firestone, Colorado
Bridgeport, Connecticut	Fort Collins, Colorado
Broken Arrow, Oklahoma	Fort Lauderdale, Florida
Brownsville, Texas	Fort Smith, AR
Bryan, Texas	Fort Worth, Texas
Burbank, California	Frankfort, Kentucky
Camarillo, California	Franklin, Tennessee
Carson, California	Frisco, Colorado
Cary, North Carolina	Gainesville, Florida
Casper, Wyoming	Gainesville, Georgia
Chapel Hill, North Carolina	Galesburg, Illinois
Charlotte, North Carolina	Garden City, New York
Cherry Hills Village, Colorado	Georgetown, South Carolina
Chesapeake, Virginia	Glastonbury, Connecticut
Clearwater, Florida	Glendale, Arizona
Cleveland, OH	Glen Ellyn, Illinois
Columbia, Missouri	Golden, Colorado
Columbus, Georgia	Grand Rapids, Michigan
Concord, New Hampshire	Greensboro, North Carolina
Coral Springs, Florida	Greenville, North Carolina
Corpus Christi, Texas	Gulfport, Florida
Corta Madera, California	Hardeeville, SC

Hemet, California
 Hercules, California
 Highland Park, Illinois
 Hollywood, Florida
 Homestead, Florida
 Huntington Beach, California
 Independence, Missouri
 Independence, Kansas
 Iowa City, Iowa
 Jacksonville Beach, Florida
 Jupiter, Florida
 Kalamazoo, Michigan
 Kansas City, Missouri
 Lake Worth, Florida
 Lakewood, Colorado
 Lapeer, Michigan
 Laramie, Wyoming
 Laredo, Texas
 Lenexa, Kansas
 Liberty, Missouri
 Lillburn, Georgia
 Little Rock, Arkansas
 Long Beach, California
 Longmont, CO
 Lubbock, Texas
 Manassas, Virginia
 Mansfield, Massachusetts
 Marshfield, MO
 Miami Beach, Florida
 Milwaukie, Oregon
 Minneapolis, Minnesota
 Miramar, Florida
 Modesto, California
 Mount Dora, Florida
 Muscatine, Iowa
 Neptune Beach, Florida
 Newark, Delaware
 New Smyrna Beach, Florida
 Norfolk, Virginia
 Norman, Oklahoma
 North Las Vegas, Nevada
 North Miami Beach, Florida
 Northglenn, Colorado
 North Port, Florida
 Norwich, Connecticut
 Oberlin, Ohio
 Ocean City, Maryland
 Oceanside, California
 Olathe, Kansas
 Oklahoma City, Oklahoma
 Oxnard, California
 Palm Bay, Florida
 Palm Beach Gardens, Florida
 Palo Alto, California
 Panama City, Florida
 Park Ridge, Illinois
 Pasadena, California
 Peoria, Illinois

Phoenix, Arizona
 Pittsburg, Kansas
 Pompano Beach, Florida
 Portage, Michigan
 Pueblo, Colorado
 Richmond, California
 Richmond, Virginia
 Riverside, California
 Riverview, Michigan
 Roanoke, Virginia
 Rock Hill, South Carolina
 Rockville, Maryland
 Sacramento, California
 St. Louis Park, Minnesota
 Salem, Oregon
 San Diego, California
 San Fernando, California
 San Francisco, California
 San Jose, California
 San Juan Capistrano, California
 Sandersville, Georgia
 Santa Ana, California
 Santa Monica, California
 Sarasota, Florida
 Shaker Heights, Ohio
 Simi Valley, California
 Sioux City, Iowa
 Snellville, Georgia
 South Brunswick Township, New Jersey
 Springfield, Missouri
 Steamboat Springs, Colorado
 Stratford, Connecticut
 Stockbridge, GA
 Storm Lake, Iowa
 Sunnyvale, California
 Sunrise, Florida
 Takoma Park, Maryland
 Topeka, Kansas
 Titusville, Florida
 Thornton, Colorado
 Traverse City, Michigan
 Topeka, Kansas
 Turlock, California
 Upper Arlington, Ohio
 Urbana, IL
 Urbandale, Iowa
 Valdez, Alaska
 Venice, FL
 Virginia Beach, Virginia
 Waco, Texas
 Warrensburg, Missouri
 Washington, Illinois
 West Des Moines, Iowa
 West Hartford, Connecticut
 West Hollywood, California
 West Palm Beach, Florida
 Wichita, Kansas
 Windham, Connecticut

Winston-Salem, North Carolina
Winter Park, Florida
Worthington, Minnesota

Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Buncombe County, North Carolina
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Dane County, Wisconsin
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Johnson County, Kansas
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California

Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Oklahoma
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth,
Minnesota
Columbia Development Corporation, South
Carolina
Fresno Economic Development Commission,
California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami

Beach, FL
Los Angeles, California, Community
Redevelopment Agency
Mid-American Regional Council, Kansas City,
Missouri
West Palm Beach Downtown Development
Authority, Florida

Housing Authorities

California Housing Finance Agency

Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health
Los Angeles, California
Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
MetroPlan Orlando
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utility Districts

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati, Ohio
Greater Peoria Sanitation District
Gulf Shores Utilities (Alabama)
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

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.

MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor		X	
	City Manager		X	
	Police Chief			X
DAYTON, OH	Director of Human			
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BOTHELL, WA	City Manager		X	
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		X	
BUNCOMBE COUNTY, NC	County Manager	X	X	
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	Director of Economic Development	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
CULVER CITY, CA	Finance Director			X
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DANE COUNTY, WI	Exec Dir - Dept of Human Services		X	
DAYTON, OH	Executive Director - Human Relations Council		X	
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURHAM, NC	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
FRANKFORT, KY	City Manager		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT COLLINS, CO	City Attorney		X	
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
	Police Chief	X		
FORT WORTH, TX	Auditor General		X	
	Police Chief	X		
FRANKLIN, TN	Director of Community Development		X	
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLASTONBURY, CT	Human Resources Director	X	X	
GLENWOOD SPRINGS, CO	City Manager		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		X	
	Public Works Director			X

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	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		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X	X	
	Executive Director, Civil Service Commission			
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
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	
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 TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
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 (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			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		
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	
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		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
STOCKBRIDGE, GA	City Manager	X		
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		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	
	City Attorney			X
TOPEKA, KS	City Manager	X		
	Police Chief	X		
URBANA, IL	City Administrator		X	
VALDEZ, AK	City Manager	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			
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	
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	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
	City Manager	X		
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X

PROPOSAL

City of Scottsbluff

Executive Recruitment Services for City Manager

DUE DATE: January 29, 2020

12:00 P.M. MST

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting

2450 Del Paso Road, Suite 220

Sacramento, CA 95834

P: 916-471-3358

masher@cpshr.us

Tax ID: 68-0067209

www.cpshr.us



Your Path to Performance

January 29, 2020

Mr. Nathan Johnson, City Manager
City of Scottsbluff
1818 Ave A
Scottsbluff, NE 69361

Submitted via email to: njohnson@scottsbluff.org

Subject: Executive Recruitment for City Manager

Dear Mr. Johnson:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist City of Scottsbluff (City) with the recruitment of a new City Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact Melissa Asher at masher@cpshr.us or (916) 471-3358.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

Table of Contents

Organizational Structure	1
Organization Identification Table	2
Recruitment Experts	3
Our Approach.....	5
Key Stakeholder Involvement	5
City's Needs.....	5
Commitment to Communication	5
Aggressive, Proactive, and Robust Recruitment.....	5
Methodology and Scope of Work	6
Phase I - Develop Candidate Profile and Recruitment Strategy	6
Phase II – Aggressive, Proactive, and Robust Recruitment.....	7
Phase III – Selection	9
Timeline.....	11
Our Executive Recruiting Team.....	12
Team Resumes	12
References	16
Cost Proposal and Fee Schedule	18
Professional Services.....	18
Reimbursable Expenses	18
One-Year Service Guarantee.....	18
Appendix A: Sample Brochure	20

About CPS HR Consulting

CPS HR Consulting (CPS HR) has been assisting organizations with their talent management needs for 34 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America.

CPS HR's core competency is its knowledge of and expertise in the public sector. As a public agency, we understand the challenges and issues facing our client base. As a self-supporting public entity, we also understand the need for innovative yet practical results. CPS HR can provide expertise that is unique because we share with our clients a common perspective. There is no competitor in the industry that can make this claim.

CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR is a public agency governed by regulations and public sector concerns. We understand what it is to work with and within government. Unlike other public sector organizations, CPS HR is self-supporting. We employ the strategy, innovation, and flexibility found in the private sector to the client's advantage. CPS HR's unique position in the public arena attracts professionals from both public and private sectors who are driven to help the client reach its organization's vision and mission. We work collaboratively with the client to generate solutions that are creative yet practical, to meet the organization "where it is" while also moving it to the next level.

With more than 120 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Austin, TX; Littleton, CO; and Orange County, CA.

Organizational Structure

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority (JPA), whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, and Non-Profit organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private

sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

CPS HR is based in Sacramento, California. Our Chief Executive Officer (CEO) reports to a Board of Directors representing diverse public sector agencies across the nation. The following executive staff report to our CEO: Information Systems Director, Chief Financial Officer, Human Resources, Products and Services Managers, Marketing and Business Development Director, and Senior Practice Leaders.

Organization Identification Table

ORGANIZATION IDENTIFICATION INFORMATION	
Legal Name and DBA	Cooperative Personnel Services dba CPS HR Consulting
Main Office	Physical: 2450 Del Paso Road, Suite 220, Sacramento, CA 95834 Mailing: 2450 Del Paso Road, Suite 160, Sacramento, CA 95834 <i>*Primary location from which services will be provided.</i>
Regional Offices	100 Congress Avenue, Suite 2000, Austin, TX 78701 4 West Dry Creek Circle, Suite 100, Littleton, CO 80120 1968 S. Coast Hwy # 961, Laguna Beach, CA 92651
Phone	Main: (800) 822-4277; FAX (916) 263-3613
Years in Business	Established 1985
Type of Organization	Joint Powers Authority (Public Agency)
State/County Registration #s	As a California JPA with federal income tax exemption under IRS Code Section 115, CPS HR is exempt from most Local and State taxes.
Federal Tax ID#/TIN/EIN	68-0067209
Dunn and Bradstreet	12-851-2480
Website	www.cpshr.us
POINTS OF CONTACT	
Proposal Contact	Melissa Asher, Senior Leader (916) 471-3358 masher@cpshr.us
Authorized Contract Representative	Jan Nishikawa, Contracts Manager (916) 471-3112 jnishikawa@cpshr.us

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 17 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship. *aced minority and female candidates for a variety of executive-level positions.*
- **Partial list of recruitments.** Below is a brief listing of recent recruitments to show our experience – 91% of our placements are still on the job after three years.

Agency	Title	Year Completed
City of Clayton (CA)	City Manager	2019
City of Columbia (MO)	City Manager	2019
City of Union City (CA)	City Manager	2019
City of Carson (CA)	City Manager	2019
City of Bell Gardens (CA)	City Manager	2019
Town of Paradise Valley (AZ)	Town Manager	2019
City of East Palo Alto (CA)	City Manager	2019
City of Woodland Park (CO)	City Manager	2018
City of Modesto (CA)	City Manager	2018
Churchill County (NV)	County Manager	2018
City of Sacramento (CA)	Assistant City Manager	2018
County of San Luis Obispo (CA)	City Manager	2018
City of Glendale (CA)	City Manager	2018
City of Goodyear (AZ)	City Manager	2018
County of Imperial (CA)	County Executive Officer	2018
Town of Oro Valley (AZ)	Town Manager	2017
Town of Los Gatos (CA)	Assistant Town Manager	2017
City of San Marino (CA)	City Manager	2017
City of Santa Ana (CA)	City Manager	2017
City of Avalon (CA)	City Manager	2016
City of Albany (OR)	City Manager	2016
City of Boulder (CO)	Deputy City Manager	2016
City of Anaheim (CA)	City Manager	2015
City of Garden Grove (CA)	City Manager	2015

Our Executive Search Team is comprised of seven recruiters with a wealth of experience in local government executive recruitments. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, CA. We have regional offices in **Littleton, CO** and Austin, TX.

Our Approach

Key Stakeholder Involvement

The City Council on behalf of the City of Scottsbluff must be intimately involved in the search for a new City Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the City Council, other key stakeholders may also be invited to provide input for the development of the candidate profile.

City's Needs

A critical first step in a successful executive search is for the City Council to define the professional and personal qualities required of the City Manager. CPS HR has developed a very effective process that will permit the City Council to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the City Council wishes to establish with the City Manager; and ultimately, the professional and personal qualities required of the City Manager.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new City Manager. We will contact the City Council and the newly appointed City Manager within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new City Manager uniquely suited to the City's needs.



Phase I: Our consultant will meet with the City Council to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

Phase II: The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the City. CPS HR will work with the City Council to determine the process best suited to the City of Scottsbluff.

Phase I - Develop Candidate Profile and Recruitment Strategy

- Task 1 - Review and Finalize Executive Search Process and Schedule
- Task 2 - Key Stakeholder Meetings
- Task 3 - Candidate Profile and Recruitment Strategy Development
- Task 4 – Develop Recruitment Brochure

The first step in this engagement is a thorough review of the City's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new City Manager. Activities will include:

- Identifying key priorities for the new City Manager and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the City Council wishes to establish with the City Manager.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new City Manager in light of the discussions above.

- Discussing recruitment and selection strategies for the City Council's consideration to best produce the intended results.

CPS HR will provide a summary to the City stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 – Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 – Resume Review and Screening Interviews

Task 4 –City Council Selects Finalists

The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
<ul style="list-style-type: none">• City's website• CPS HR website• ICMA• LinkedIn• National League of Cities	<ul style="list-style-type: none">• League of Nebraska Municipalities• National Forum for Black Public Administrators• Local Government Hispanic Network• League of Women in Government

Within the past three years, more than 40% of our executive level placements have been minority and/or female candidates.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the City Manager brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the City or continuing to ensure the public confidence in the integrity of the City.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the City Council. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the City Council to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

- Task 1 - Design Selection Process
- Task 2 - Administer Selection Process
- Task 3 – Final Preparation for Appointment
- Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the City with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the City wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.
- **Conduct Background Checks:** We will arrange for a background check of a candidate's records on driving, criminal and civil court, and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the City for further review.

- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new City Manager can be completed in 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/ Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates										➤						
Interviews													➤			
Reference/ Background Checks														➤		
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. The specific project manager will be determined based on our ability to meet all your customer service needs in a timely and effective manner.

We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. **We will not utilize subcontractors for these services. Key staff will not be changed without approval of the City.** Their resumes follow.

Role/Project Assignment	Name	Phone	Email
Executive Recruiter	Josh Jones	916-471-3301	jjones@cpshr.us
Executive Recruiter	Andrew Nelson	916-471-3329	anelson@cpshr.us

Team Resumes

Josh Jones, Executive Recruiter

Josh Jones brings nearly ten years of public sector experience to his role as Executive Recruiter at CPS HR Consulting. He holds a Master's degree in Public Administration from the University of Kansas and has worked with both cities and counties in such high-level roles as City Manager and Deputy CAO. With this direct professional experience, Mr. Jones brings a practitioner's touch to recruitments and understands the unique needs of clients whether they are elected officials or management staff. Combining this knowledge with a sincere interest in the client's success, he ensures an exceptional level of service and satisfaction.

Utilizing his extensive professional network and data-driven recruiting techniques, Mr. Jones successfully sources high-quality candidates for both urban and rural clients in a wide variety of public sector fields including city and county management, housing, transit, social services, emergency communications, public safety, utilities, finance, municipal law, and more. He fosters genuine relationships and enjoys enriching the professional lives of clients and candidates alike through his recruitment services.

Employment History

- Executive Recruiter, CPS HR Consulting
- City Manager, Parowan City, Utah
- Deputy County Administrative Officer, County of Lake, Lakeport, California
- Assistant City Manager, City of Xenia, Ohio



- Assistant to the Village Manager, Village of Oak Lawn, Illinois

Professional Experience

- Manages daily operations and strategic planning for full-service municipality with responsibility for areas in Human Resources including safety and risk management, training programs, compensation studies, and performance evaluations.
- Recruited for several difficult to fill niche positions and realized employer savings and employee gains through effective benefits administration.
- Developed the City's first HRIS database that was crucial to the budget development process and ongoing employee management.
- Assisted in the general administration of and budget analysis for half of the County's 24 departments, in addition to management of programs and personnel in the Administrative Office.
- Acted as the County's Purchasing Agent, assisting departments in application of County Code and served as Procurement Manager in a presidentially declared wildfire disaster.
- Optimized County operations through compensation and classification recommendations and assisted in recruitment and selection panels.
- In conjunction with the City Manager, provided strategic and operational oversight and supervision for nearly 200 employees. Served as Acting City Manager.
- Managed the citywide budget and five-year capital improvement plan processes, identifying operational efficiencies and strategic opportunities with department heads.
- Served on the city's management team for labor negotiations, accomplishing conflict resolution, and assisted in carrying out an employment exam.
- Represented the Village to outside agencies and businesses, including hiring consultants and building partnerships.
- Managed the recruitment process for the Village's new Police Chief.

Education

- Master of Public Administration, University of Kansas, Lawrence, Kansas
- Bachelor of Integrated Studies with Honors, Weber State University, Ogden, Utah

Andrew Nelson, Executive Recruiter

Andrew Nelson brings an extensive background in government service to his role as Executive Recruiter at CPS HR Consulting through city administration, transportation planning, and court management as well as professional recruiter training from the U.S. military.

Mr. Nelson started his career in public service with the City of Casper, Wyoming under the tutelage of **former Scottsbluff City Manager Linda Witko**. Prior to joining CPS HR Consulting, Mr. Nelson served as City Administrator for the City of Kemmerer, WY and as director of the Casper Area Metropolitan Planning Organization. This hands-on experience gives Mr. Nelson perspective to the mindset and needs of senior public officials recruiting open positions. He has significant experience with recruitments of professional and management positions for the public sector and intimately understands the opportunities, lifestyle, complexities and nuances of attracting talent to the Wyobarska region

Beyond recruitment, his duties included comprehensive administration of their human resources policies. This consisted of assessing job performance, approving job descriptions and their associated revisions, revising employee policies, leading collective bargaining negotiations for the city, assessing and investigating risk management claims, and continuing training for all employees.

Additionally, Mr. Nelson currently serves the United States Coast Guard as an Auxiliary Recruiter. His role is to provide a local presence in Las Vegas for the regional office in Phoenix. He received formal training in recruitment, including sales, marketing, and interviewing skills at the Coast Guard Training Center Cape May (New Jersey) and has received an Auxiliary Sustained Service award and a Coast Guard Meritorious Team Commendation as a direct result of his recruiting efforts.

Employment History

- Executive Recruiter, CPS HR Consulting
- Military Recruiter, United States Coast Guard Auxiliary
- Chief Administrative Officer, Kemmerer, Wyoming
- Transportation Program Manager, Casper Area Metropolitan Planning Organization, Casper, Wyoming

Professional Experience

- Performed remote recruiting activities for Recruiting Office – Denver in Wyoming.
- Recipient of a Coast Guard Meritorious Team Commendation and Auxiliary Sustained Service Award (2)
- Developed performance qualification standards (PQS) for Auxiliary recruiters for implementation throughout the nation.

- Developed policies and procedures for organization-wide and program-specific implementation that led to a 7% decrease in operational expenditures and eliminated a structural budget deficit.
- Directed the preparation of the annual budget, working with department directors to design justifiable expenditures based on strategic goals established by the City Council.
- Determined appropriate staffing levels for all departments, and met frequently with Department Directors to control expenditures and design procurement packages.
- Analyzed data, reports, and expenditures to forecast future revenue and policy implications to programs.
- Planned and executed meetings of the governing body, staff, contractors, and union negotiations.
- Directed the operations of the transportation planning office, which included budgeting, planning, procurement, contract administration, data analysis, and program management for U.S. Department of Transportation programs in the Casper metro area.
- In FY14, streamlined the billing reimbursement process, increasing available cash flow by 10%.
- Redesigned the MPO's procurement process, resulting in the standardization of pre-award timelines, formal advertising, and federal acquisition regulations. Changes in procurement policies saved the MPO \$125,000 in direct expenses in the first six months alone.
- In FY16, led contract and budget negotiations between the transit operator and the City of Casper to reach consensus on cutting services to cover a \$94,000 operating budget deficit. At the same time, received approximately \$775,000 in additional grant funding to complete a capital investment which replaced 30% of the vehicle fleet.
- Led the MPO Policy Committee (governing body of elected officials) through a strategic planning process to most effectively leverage federal grants to meet local transportation needs. Provided legislative and technical expertise to the MPO Policy Committee on transportation planning issues.

Education

- Master of Public Administration, Brigham Young University, Provo, Utah
- B.A. Political Science, Brigham Young University, Provo, Utah

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITIONS	CONTACT(S)
City of Columbia 701 E. Broadway, 5th Floor Columbia, MO 65201	Margrace Buckler, Human Resources Director (573) 874-7677 Margrace.buckler@como.gov

City Manager (2019)

CPS HR completed a full recruitment (Phases I – III) for the City Manager role. The City Council desired input from residents and stakeholders. Over the course of one week, our team met with over 75 community stakeholders and groups identified by the City Council, held two public meetings, and issued a public survey on the recruitment that obtained over 450 responses. This information was compiled into a comprehensive report and presented to the City Council. This information was used to create marketing materials and informed our creation of appropriate applicant screening processes, resulting in a successful recruitment.

City of Union City 34009 Alvarado-Niles Road Union City, CA 94587	Kristopher J. Kokotaylo, City Attorney (510) 808-2000 kkokotaylo@meyersnave.com
--	---

City Manager (2019)

CPS HR completed a full recruitment (Phases I – III) for the City Manager role. This City Council wanted to conduct a simpler process without public outreach, so a group workshop was held to gather input from the Council and this was applied in our marketing and screening efforts, resulting in another successful recruitment.

City of East Palo Alto 2415 University Avenue East Palo Alto, CA 94303	Lisa Gauthier, Mayor (650) 387-4584 lgauthier@cityofepa.org
---	---

City Manager (2018)

CPS HR completed a full recruitment (Phases I – III) for the City Manager role. This City Council desired a very open process with stakeholder engagement interviews at the beginning of the process and multiple interview panels, including one made up of citizens, towards the end. Thorough background checks were performed

CLIENT/POSITIONS	CONTACT(S)
Town of Paradise Valley 6401 E Lincoln Drive Paradise Valley, AZ 85253	Jerry Bien-Willner, Vice Mayor (480) 442-3532 jbienwillner@paradisevalleyaz.gov
<p>Town Manager (2018)</p> <p>CPS HR completed a full recruitment (Phases I – III) for the Town Manager role. Paradise Valley is made up of \$1M+ estate homes and Arizona’s poshest resorts – some call it the Beverly Hills of Phoenix. As such, attention to detail was of utmost importance and great care was given to every step from candidate communication to the presentation quality of the various onsite interview venues. Our work resulted in the placement of a very high-quality candidate.</p>	
City of Woodland Park 220 W. South Avenue Woodland Park, CO 80863	Neil Levy, Mayor (719) 332-6338 nlevy@city-woodlandpark.org
<p>City Manager (2018)</p> <p>CPS HR completed a full recruitment (Phases I – III) for the City Manager role. This Council played a very hands-on role through all phases and we developed a strong working relationship with them. As part of the interview process, we hosted an evening reception with Council, department heads, and candidates that provided another angle into the candidates’ personalities. This was another successful search by CPS HR Consulting.</p>	

Cost Proposal and Fee Schedule

Professional Services

Our professional fixed fee covers all CPS HR services associated with **Phases I, II, and III** of the recruitment process, including the necessary field visits (up to three) to develop the candidate profile and recruitment strategy, assist the City with finalist selection, and facilitate candidate interviews.

Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and ***we will work proactively with the City to ensure that dollars being spent for expenses are in keeping with the City's expectations.*** Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range. The listed reimbursable expenses range includes a background check on the selected finalist candidate.

Professional Fixed Fee & Reimbursable Expenses*	
Professional Services Full Recruitment (Fixed Flat Fee)	\$18,000
Reimbursable Expenses <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none">■ Brochure Design (\$1,200)■ Printing/Shipping (\$500)■ Advertising (\$3,500)■ Background check for one candidates (\$500)■ Consultant travel/miscellaneous (\$1,300)	\$7,000
Not-to-Exceed Total	\$25,000

*Professional fees and reimbursable expenses would be billed and paid monthly.

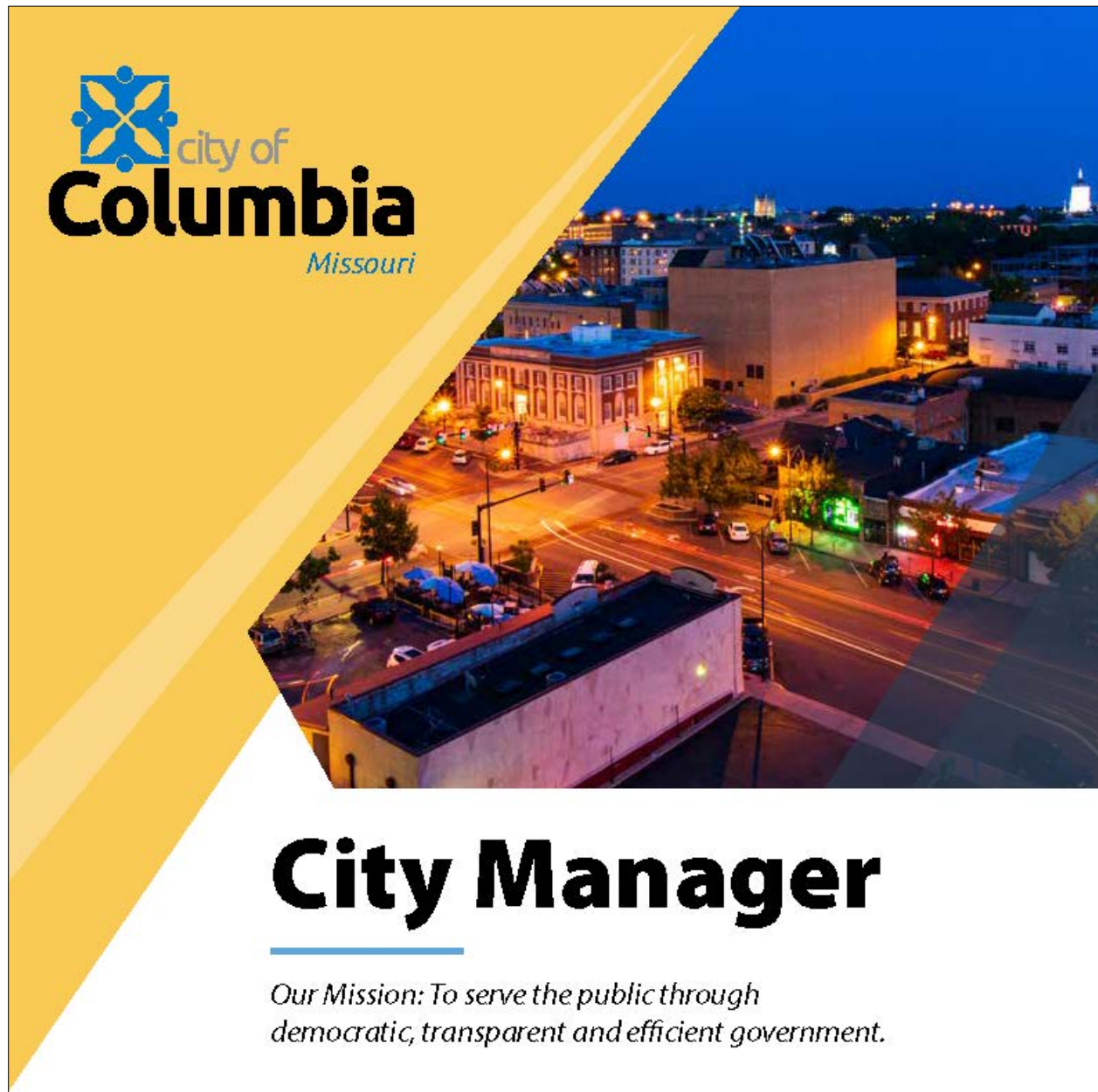
One-Year Service Guarantee

If the employment of the candidate selected and appointed by the City as a result of a full executive recruitment (*Phases I, II, and III*) comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for reimbursable expenses. ***This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.*** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City of Scottsbluff in this important endeavor.

Appendix A: Sample Brochure



Become Part of a Community

Often described as vibrant, diverse, innovative and progressive, the City of Columbia is centrally located in the heart of Missouri. Columbia is the county seat of Boone County and is 120 miles from both St. Louis and Kansas City. The state capital of Jefferson City is just 30 miles to the south. Founded in 1821, Columbia is now Missouri's fourth largest and fastest growing city, with a population of approximately 122,000, plus an influx of non-resident students.

Originally an agricultural town, today the city is known for its vitality and high quality of life. The city enjoys an active economy powered by education, healthcare and financial services. As the hub of Missouri higher education, Columbia is home to the second-oldest women's college in the country - Stephens College (1833), the state's flagship higher education institution - the University of Missouri (1839), as well as Columbia College (1851). Several large companies have headquarters in Columbia including Shelter Insurance, Veterans United Home Loans (No. 23 in Fortune Magazine's 100 Best Companies to Work For) and WFAA Oil. There is also a strong presence of entrepreneurs and small businesses that thrive in the community. Columbia is a regional healthcare powerhouse driving medical innovation through the University of Missouri Health Care system, Boone Hospital Center, and Harry S. Truman Memorial Veterans Hospital. Columbia's strong economic base, community-oriented environment, and college town atmosphere continues to attract new residents and new investment.

Columbia's downtown, called "The District," offers an exciting mix of unique restaurants, specialty stores, art galleries and coffee shops. The District has over 70 restaurants and bars to choose from and boasts over 45 live performances every week in an eclectic mix of venues, from the Historic Missouri Theatre, the Blue Note and casual venues, aromatic coffee houses to state-of-the-art clubs as well as its beautiful historical architecture, sidewalk cafes and street musicians.

Vision

Columbia is the best place for everyone to live, work, learn and play.



Outdoor activities are plentiful and important to the residents of Columbia. The award-winning Columbia Parks and Recreation Department maintains over 42 parks and recreation facilities on more than 2,400 acres, along with numerous county, state and federal parklands located close by. All three higher education institutions have athletics programs, including the University of Missouri, which is part of the Division I Southeastern Conference (SEC). Columbia is also home to the internationally-recognized True/False documentary film festival, the Rootsh Blues music festival and Unbound book festival which attract artists and visitors from across the country.

Columbia Public Schools is the seventh largest district in the state. It includes 21 elementary schools, six middle schools, four high schools and the Columbia Area Career Center, as well as an early childhood program, with an enrollment of 18,552 students. 80 to 90 percent of Columbia students extend their education beyond high school. Columbia Public Schools is nationally recognized as a District of Distinction by District Administration magazine. There are also several highly-regarded private schools: Christian Fellowship School, Columbia Independent School, Heritage Academy, Christian Chapel Academy and Father Augustine Tolton Regional Catholic High School.

To learn more go to: www.como.gov

City Government

The City of Columbia's current government was established by a home rule charter adopted by voters on March 29, 1949, which established a Council-Manager form of government. The City Council is made up of seven members, including six members elected by each of Columbia's six single-member wards, plus an at-large Mayor, who is elected by all city voters. They are elected to staggered three-year terms.

Columbia is a full-service city that, in addition to typical municipal services, also provides all utility services including electric, water, solid waste, sewer and stormwater. Plus, the City provides public health and human services, public transportation and manages a growing municipal airport. The fiscal year 2019 budget is approximately \$431.9 million for all service lines and includes 1,507 permanent full-time employees.

To view the proposed budget [click here](#) or visit CoMo.gov and search "2019 budget"



Core Values

- » **Service:** We exist to provide the best possible service to all.
- » **Communication:** We listen and respond with clear, compassionate and timely communication.
- » **Continuous Improvement:** We value excellence through planning, learning and innovative practices.
- » **Integrity:** Our employees are ethical, fair, honest and responsible.
- » **Teamwork:** We achieve results by valuing diversity and partnerships within our own organization and the community.
- » **Stewardship:** We are responsible with the resources the community entrusts to us.

City Manager

Appointed by and serving at the pleasure of the City Council, the City Manager acts as the chief executive officer for the City of Columbia's government. S/he provides strategic guidance and leadership for all City functions and services. The City Manager will:

- » Plan, manage, and assign initiatives, tasks, and activities of major City departments, providing supervision and executive guidance to department heads as needed.
- » Oversee the development of strategic goals and policies for the expansion and improvement of City services.
- » Coordinate the evaluation of City programs and provide feedback.
- » Direct the preparation and execution of the City budget and make budgetary recommendations to the City Council.
- » Prepare annual reports on the progress and development of City programs and projects.
- » Coordinate City functions and communications with other local and state government agencies.
- » Communicate with the general public and other governmental organizations in a robust print and broadcast media market.

During a series of discussions with the Mayor, City Council, community and business leaders, and open community forums, a portrait of the City's Ideal Candidate emerged – the descriptors included:



Opportunities

- » While the next City Manager will inherit a knowledgeable, seasoned staff to assist in guiding their transition into this role, there will also be opportunities to attract and accentuate this dedicated team of staff members.
- » Many large businesses are locating in Columbia and creating more jobs. The University of Missouri Research Reactor Center is the largest research reactor in the United States and produces radioisotopes used in nuclear medicine. This led Northwest Isotopes LLC to bring their radioisotope production facility to Columbia, which will include new jobs. Additionally, large employers like Aurora Organic Dairy and American Outdoor Brands are actively hiring.
- » After years of tremendous growth in users and service, Columbia Regional Airport is about to embark on a new, voter-approved replacement of the Airport Terminal. This expansion is one of the City Council's highest priorities.
- » The City Council is currently in the final year of their 2016-2019 Strategic Plan and it represented the City's effort toward the common cause of making Columbia a place where all families cannot only live... but thrive. The next City Manager will figure greatly in the City's next planning effort.

Ideal Candidate

The City of Columbia is seeking an experienced and visionary leader who values and engenders transparency, equity and inclusion, and open and honest communication. The successful candidate will lead the City's commitment to cultural, racial and social equity as well as economic and educational diversity. The ideal candidate will bring experience in a diverse mid-to-large-size city that offers an array of municipal services and has embraced innovative strategies to continue to provide those services while dealing with the realities of municipal budget constraints. This fiscally savvy, business-minded individual will be dedicated to the improvement of City services across all sectors of the population. Additionally, the successful candidate will be a bridge builder who embraces collaborative partnerships, and will use these relationships to improve services and create efficiencies through the implementation of strategic objectives. The new City Manager will possess the emotional intelligence necessary to effectively lead and manage a diverse, high-performing staff, and the political aptitude to anticipate and plan for issues of concern. Exceptional communication skills and a leadership presence, both within the organization and in the community, supported by tangible accomplishments, are expected.

Additional characteristics/experience identified as providing value:

- » Experience with and embrace of Community Oriented Policing.
- » An approachable demeanor and engagement with an involved citizenry.
- » Significant experience in media relations, messaging, and strategy as well as the ability to communicate transparently in an active print and broadcast media market.
- » Dedicated to the promise of realizing economic prosperity for the entire community and addressing social inequities.
- » Experience collaborating with a major college or university.
- » A background in fast-growing communities balancing development with smart-growth principals.
- » Believes the City Manager is a visible community member and values civic participation.
- » Possess practical business acumen combined with an awareness of the progressive nature of Columbia politics.

Columbia seeks an experienced and visionary leader who values and engenders transparency, equity and inclusion, and open, honest communication.

Education and Experience

The ideal candidate will possess no less than 10 years of increasingly responsible experience performing complex budgetary, financial, policy and organizational analysis duties. Experience working directly with an elected council or board in a comparably sized organization is preferred. A Bachelor's degree in business, public administration or a related field is desirable with a Master's degree preferred.

Compensation

Compensation and benefit package will be competitive and negotiable depending on the experience and qualifications of the chosen candidate.



Accolades

- » Human Rights Campaign's Municipal Equality Index: In 2018, the City of Columbia earned an all-star rating and a perfect score of 100 points on the Human Rights Campaign's Municipal Equality Index. The Index scores the support the City and community provide to the LGBTQ community.
- » Health Rankings: Columbia/Boone County continues to rank as one of the healthiest counties in the state in the annual County Health Rankings study, which rates counties in terms of residents' overall health and illustrates just how much a person's health is determined outside their doctor's office, by both their behaviors and their environment. In 2018, Boone County ranked No. 9 in health outcomes and No. 3 in health factors.
- » Top 100 Best Places to Live: In 2018, Livability selected Columbia as No. 21 in their list of Top 100 Best Places to Live. Columbia was chosen due to quality of life features like a strong healthcare system, thriving downtown and expansive trail system.
- » Top 10 Cities for Career Opportunities: In 2017, SmartAsset listed Columbia as the 9th best U.S. city for career opportunities. Columbia is a good place to find work. The unemployment rate is only 2.9%, a top 25 rate among the 355 cities analyzed.
- » The 20 Best College Towns in America: Business Insider listed Columbia as 9th on their 2017 list of "The 20 Best College Towns in America."
- » Best Places for Working Women: Columbia landed the No. 3 spot on SmartAsset's 2017 list of Best Places for Working Women. It was the second year in a row that Columbia was listed in the top three.





Application and Selection Procedure

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references (two supervisors, two direct reports and two colleagues) by the first resume review date of **Friday, April 5, 2019**. Resume should reflect years **and** months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application: <https://secure.cpshr.us/escandidate/JobDetail?ID=437>



For further information contact:

Pam Derby

Andrew Nelson

CPS HR Consulting

(916) 263-1401

E-mail: pderby@cpshr.us

E-mail: anelson@cpshr.us

Website: www.cpshr.us

Resume will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be referred to the City. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.

January 28, 2020

Mr. Nathan D. Johnson
City Manager
City of Scottsbluff
2525 Circle Drive
Scottsbluff, NE 69361

Dear Mr. Johnson:

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City of Scottsbluff. 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. We have 11 full time and 8 part time employees and 27 project consultants. 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 29 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 video 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.
- The firm has a total of twenty-seven 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.

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, 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 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
847.380.3240 | GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

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, IL. Ms. Cademartori 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. Cademartori 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.

GovHR consultants have conducted more than 140 top manager-level recruitments (City Manager, County Administrator, etc.) since the firm's inception in 2009. A list of the past top manager recruitments and a list of our current recruitments is included with this proposal.

Consultant Assigned

GovHR Senior Vice President Charlene Stevens will be responsible for your recruitment and selection process. Her biography is attached to this Proposal and her contact information is:

Charlene Stevens
Senior Vice President
GovHR USA LLC
Telephone: 320-262-0303
Facsimile 866.401.3100
Cstevens@govhrusa.com

Ms. Stevens recently joined the firm after serving in local government for twenty-two years. Prior to joining GovHR, Ms. Stevens spent several years in local government in Minnesota as the City Administrator in Cottage Grove and in Willmar. She is currently working on several executive recruitments, including the City Administrator of Windsor Heights, Iowa, the Executive Director of the Centre Region Council of Governments in Pennsylvania, and the Stormwater Superintendent of Wichita, Kansas. Ms. Stevens will be assisted by a home office Recruitment Coordinator and a Reference Specialist.

References

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

Windsor Heights, Iowa (City Administrator, In Progress) – Charlene Stevens

Mark Arentsen
Interim City Administrator
City of Windsor Heights
1145 66th St Suite 1 Windsor Heights, IA 50324
515-645-6808
marentsen@windsorheights.org

Centre Region Council of Governments, PA (Executive Director, In Progress) – Joellen Cademartori and Charlene Stevens

James Steff, Executive Director
2643 Gateway Drive
State College, PA 16801
814-231-3077
jsteff@crcog.net

Baraboo, WI (City Administrator, 2019) - Charlene Stevens & Lee Szymborski Mayor Mike Palm

City of Baraboo
101 South Blvd.
Baraboo, WI 53913
608-355-2715
mpalm@cityofbaraboo.com

Dunn County, WI
(Human Resources Director, 2019) - Charlene Stevens
(County Manager, 2016) – Karl Nollenberger

Joann Olson
Human Resources Director
800 Wilson Avenue, Room 103
Menomonie, WI 54751
715-232-2429
jolson@co.dunn.wi.us

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 City Manager search. 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 or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize dedicated email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next City Manager. We will work closely with you on the format that best meets your needs.
- 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 City 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 the City, 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 video 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 City Manager. We will ask follow up questions and probe specific areas. By utilizing video interviews 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 City's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR 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 City, the schedule will incorporate a tour of Scottsbluff's facilities and interviews with senior staff, if the City so desires.
- 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.

Citizen Involvement in the Recruitment Process

GovHR has entered into an exclusive strategic partnership with Polco. Polco provides the tools for municipalities to collect citizens' views. Community responses are validated using the local voter database to verify the responses. Civic engagement is enhanced by using websites, widgets, and apps to meet the citizens where they are. Citizens become more active and informed participants in the process by voicing their views to municipal leaders and other citizens. Polco makes voicing opinions accessible, easy and convenient. It is an excellent tool that can be used to solicit input during the recruitment process and can be used in the future for a wide variety of purposes related to civic engagement. This is an optional service. Pricing available upon request.

Leadership/Personality Assessments

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

One-Way Video Interviews

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded for an additional fee. The Council can then review these interviews at your convenience prior to make a decision on which candidates to invite for interview.

Optional 360° Evaluation

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

Recruitment Schedule

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

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of City 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 to the City of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by the City; 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; recommendation of final candidate; negotiation, offer, acceptance and appointment

Total Cost of Recruitment	\$23,500**
----------------------------------	-------------------

**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 on four consultant visits to the City; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client's needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required);

the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the City will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Payment for Fees and Services

Professional fees 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 (invoice sent following the recommendation of candidates).

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

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Philosophy

Executive search is an important decision-making process for an organization and our primary goal is to provide our client with the information to make the best hiring 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.

Tracking Tenure

A recent review of the top Managers we had placed from 2010 to 2018 indicated that 89% of our placements were still in the position they were hired to. For the 11% no longer in the position, the average tenure was 3.3 years.

Fewer than 1% of our clients have invoked the Guarantee we offer to conduct a repeat recruitment in the event the successful candidate leaves for any reason within a certain amount of time (see Guarantee section below.)

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 City 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 Scottsbluff beyond the planned four visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 12 months of appointment, we will, if desired, conduct one additional recruitment 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?

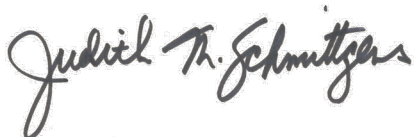
We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 29 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 Local Government 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 video interviewed them, 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,



Judith Schmittgens
Corporate Secretary and Compliance Manager
GovHR USA

Attachment: Consultant Biograph

ACCEPTED BY THE CITY OF SCOTTSBLUFF, NEBRASKA

BY: _____

TITLE: _____

DATE: _____

CONSULTANT BIOGRAPHY

Charlene Stevens **Senior Vice President**

Charlene Stevens has over twenty years of experience in municipal management, most recently serving as Administrator for Cottage Grove, Minnesota, a suburb of St. Paul. Ms. Stevens also served as Assistant County Manager for Sedgwick County, Kansas and spent ten years in Pennsylvania serving as an Assistant Township Manager for two Philadelphia suburbs. In addition to serving in both city and county government, Charlene's career covers work in urban, suburban and rural communities.

Ms. Stevens had held many leadership positions in local government, serving as Regional Vice President for ICMA and serving on the League of Minnesota Cities' Board of Directors and the Coalition of Greater Minnesota Cities' Board of Directors as well.

Ms. Stevens has expertise in community and civic engagement, having started her career as a neighborhood assistant with the City of Wichita, Kansas. She has led two community wide visioning and strategic planning efforts for two different communities. Her strength is her ability to develop strong partnerships with multiple and diverse stakeholders. Through those partnerships, Charlene helps communities develop consensus and achievable plans.

Charlene's results-oriented management has included projects that have expanded parks and preserved greenspace in rapidly developing communities, developed a workforce training center for a large urban county and developed downtown development plans for two communities.

Ms. Stevens has developed women's professional mentoring programs in three different communities, as well as working to develop internal programs for staff development in each of the communities where she served as administrator.

Since joining GovHR USA, Ms. Stevens has focused on executive recruitment, class and compensation studies and organizational assessments.

Professional Training, Education and Instruction

Master of Public Administration, University of Kansas – Lawrence, Kansas
Bachelor of Arts, International Relations, Pomona College – Claremont, California
Leadership Wichita Graduate
Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program
Instructor, ICMA Mid-Career Institute

Memberships and Affiliations

International City and County Management Association (ICMA) – Current Member
ICMA Task Force on Welcoming New Members – Chair – 2009 - 2015
ICMA Task Force on Women in the Profession – 2012-2014, Member
ICMA Regional Vice President – ICMA Executive Board Member – 2003-2006
ICMA Committee of Professional Conduct – 2006 – Chair
ICMA Conference Host Committee -2002 – Co Chair
ICMA Conference Planning Committee – 2001 and 2002 - Member
ICMA Task Force on Small Communities – 1999-2001 – Member
League of Minnesota Cities (LMC) - Board Member – 2013-2015
Coalition of Greater Minnesota Cities (CGMC) - Board Member – 2011-2015
Minnesota City and County Management Association (MCMA) – Current Member

MCMA Task Force on Women in the Profession – Current Member
YMCA of Woodbury Community Board – Board Chair, 2019-2020
KUCIMAT President – University of Kansas – 2013 - 2014
Willmar Area Rotary, 2011 - 2015
Kansas Association of City and County Managers (KACM) – Member, 2006 – 2011
Association of Pennsylvania Municipal Managers (APMM) – Member, 1997-2006

Local Government Background

22 Years of Local Government Leadership and Management Experience

City Administrator, Cottage Grove, MN – 2015-2018
City Administrator, Willmar, MN – 2011 – 2015
Assistant County Manager, Sedgwick County, KS – 2006-2011
Assistant Township Manager, Lower Gwynedd, PA – 1999 – 2006
Assistant Township Manager, Buckingham, PA – 1997-1999
Neighborhood Assistant, City of Wichita, KS – 1995-1996

Top Manager Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
Alaska	Bethel	City Manager	6,500	2019
	Seward	City Manager	2,693	2019
	Unalaska	City Manager	4,768	2017
Arizona	Central Arizona Regional Economic Development Fc	Executive Director	Multi	2012
Colorado	Eagle	Town Manager	6,739	2017
	Englewood	City Manager	34,957	2019
	San Miguel Authority for Regional Transportation	Executive Administrator	26,000	2017
Connecticut	Cheshire	Town Manager	29,261	2017
	East Hampton	Town Manager	13,000	2019
	Enfield	Town Manager	45,246	2015
	Meriden	City Manager	60,838	2018
Delaware	Newark	City Manager	33,398	2018
District of C	International City/County Management Association	Executive Director	Multi	2015
Georgia	Decatur	City Manager	24,000	2018
Illinois	Algonquin	Village Manager	30,046	2012
	Arlington Heights	Village Manager	75,100	2014
	Barrington	Village Manager	10,455	2018
	Bensenville	Village Manager	20,703	2015
	Bloomington	City Manager	78,005	2018
	Buffalo Grove	Village Manager	42,909	2010
	Carbondale	City Manager	25,092	2011
	Cary	Village Administrator	18,713	2011
	Chicago Metropolitan Agency for Planning	Executive Director	Multi	2015
				2019
	Clarendon Hills	Village Administrator	8,572	2014
		Village Manager	8,572	2010
	Crest Hill	City Administrator	20,837	2015
	Decatur	City Manager	76,178	2014
			73,814	2018
	DeKalb	City Manager	44,862	2013
			43,849	2018
	Dixon	City Manager	15,333	2015
	East Moline	City Administrator	21,300	2011
				2016
	East Peoria	City Administrator	23,503	2016
	Effingham	City Administrator	12,384	2010
			12,577	2018
	Elmhurst	City Manager	43,300	2010
	Family Service Center	Executive Director	Multi	2011
	Firemen's Annuity & Benefit Fund of Chicago	Executive Director	Multi	2016
	Fox Lake	Village Administrator	10,550	2013
	Fox Valley Park District	Executive Director	200,000	2010
	Freeport	City Manager	25,000	2017
	Galesburg	City Manager	33,706	2010
	Glen Ellyn	Village Manager	27,000	2010
	Glencoe	Village Manager	8,723	2013
	Glencoe Park District	Executive Director	9,000	2012
	Glenview Park District	Executive Director	56,000	2014
	Government Finance Officers Association	Executive Director	Multi	2016
	Greater Freeport Partnership IL	Executive Director	25,000	2019
	Hanover Park	Village Manager	37,973	2012
	Highland Park	City Manager	31,365	2011
	Hinsdale	Village Manager	16,816	2013
	Homer Glen	Village Manager	24,220	2011

630 Dundee Road, Suite 130 Northbrook, IL 60062
847.380.3240 Fax: 866.401-3100 GovHRusa.com

Top Manager Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
Illinois	Illinois Fire Safety Alliance	Executive Director	Multi	2013
	Illinois Metropolitan Investment Fund	Executive Director	Multi	2016
	Intergovernmental Risk Management Agency	Executive Director	Multi	2013
	Inverness	Village Administrator	7,400	2013
	Joliet	City Manager	147,500	2013
				2017
	Joliet City Center Partnership	Executive Director	Multi	2012
	Kenilworth	Village Manager	2,562	2012
	Knox County Area Partnership for Community & Economic Development	Executive Director	Multi	2014
	La Grange	Village Manager	15,732	2017
	Lake County Forest Preserve District	Executive Director	700,000	2012
	Lake Forest	City Manager	19,375	2018
	Lake Villa	Village Administrator	8,774	2013
	Lake Zurich	Village Manager	19,631	2015
	Libertyville	Village Manager	20,431	2016
	Lincoln	City Administrator	14,500	2014
	Lincolnshire	Village Manager	7,500	2012
	Lindenhurst	Village Administrator	14,468	2017
	Lombard	Village Manager	43,165	2013
	Lyons Township Area Communications Center	Executive Director	Multi	2014
				2018
	Macon County Conservation District	Executive Director	Multi	2015
	Marengo	City Administrator	7,614	2011
	Mokena	Village Administrator	19,042	2015
	Moline	City Administrator	43,100	2017
	Monmouth	City Administrator	9,444	2014
	Morton Grove	Village Administrator	23,500	2011
	Morton Grove Park District	Executive Director	23,500	2015
	Mt. Prospect	Village Manager	54,771	2015
	Mundelein	Village Administrator	31,385	2019
	New Lenox	Village Administrator	25,000	2011
	NIPSTA	Executive Director	Multi	2014
	NORCOMM Public Safety Communications, Inc.	Executive Director	Multi	2015
	Normal	City Manager	54,264	2017
	Northbrook Park District	Executive Director	37,000	2016
	Northwest Water Commission	Executive Director	Multi	2015
	Oak Brook	Village Manager	7,883	2014
	Orland Park	Village Manager	60,000	2016
				2019
	Park District of Oak Park	Executive Director	Multi	2011
	Pekin	City Manager	33,223	2016
	Princeton	City Manager	7,700	2011
	Princeton	City Manager	7,700	2019
	Rock Island	City Manager	39,684	2011
	Schiller Park	Village Manager	11,870	2015
	Shorewood	Village Administrator	17,495	2018
	Skokie	Village Manager	65,000	2013
	Solid Waste Agency of Northern Cook County	Executive Director	Multi	2011
	South Suburban Mayors and Managers Association	Executive Director	Multi	2016
	Techny Towers Conference & Retreat Center	Executive Director	Multi	2012
	Tinley Park	Village Manager	58,000	2013
	Tri County Regional Planning Commission	Executive Director	Multi	2014
	Volo	Village Administrator	3,300	2013
	Washington	City Administrator	15,700	2015

630 Dundee Road, Suite 130 Northbrook, IL 60062
847.380.3240 Fax: 866.401-3100 GovHRUSA.com

Top Manager Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
Illinois	Wauconda	Village Administrator	13,603	2013
			13,896	2017
	West Central Consolidated Communications	Executive Director	Multi	2016
	West Suburban Consolidated Dispatch Center	Executive Director	Multi	2012
	West Suburban Special Recreation Association	Executive Director	Multi	2011
	Willowbrook	Village Administrator	8,967	2019
	Woodridge	Village Administrator	32,971	2017
Indiana	Munster	Town Manager	23,603	2014
Iowa	Bondurant	City Administrator	5,493	2017
	Burlington	City Manager	25,663	2011
	Newton	City Administrator	15,000	2016
	Washington	City Administrator	7,266	2011
	Webster City	City Manager	8,000	2016
	West Liberty	City Manager	3,736	2013
Maryland	Greenbelt	City Manager	23,753	2016
	Hagerstown	City Administrator	40,612	2015
	Sykesville	Town Manager	3,941	2019
Massachusetts	Cambridge	City Manager	110,000	2016
	Eastham	Town Administrator	4,956	2016
	Provincetown	Town Manager	2,990	2015
	Williamstown	Town Manager	8,400	2015
Michigan	Adrian	City Administrator	20,676	2018
	Albion	City Manager	8,337	2018
	Alpena	City Manager	10,410	2012
	Caro	City Manager	4,208	2012
	Delta Charter Township	Township Manager	32,400	2014
	Eastpointe	City Manager	32,673	2019
	Ferndale	City Manager	20,428	2019
	Ferndale Downtown Development Authority	Executive Director	20,428	2019
	Hamtramck	City Manager	21,752	2017
	Kalamazoo	City Manager	75,000	2013
	Oakland Township	Township Manager	16,779	2013
			19,132	2018
	Rochester	City Manager	13,000	2015
	Royal Oak	City Manager	59,112	2019
	Tri-County Regional Planning Commission	Executive Director	464,034	2018
Missouri	Troy	City Manager	83,813	2018
	Ferguson	City Manager	21,111	2015
	Maryland Heights	City Administrator	27,436	2015
	Missouri Parks and Recreation Association (MPRA)	Executive Director	Multi	2018
	Republic	City Administrator	15,590	2016
	South Lyon	City Manager	11,327	2018
	St. Louis County Municipal League	Executive Director	Multi	2015
	University City	City Manager	35,115	2017
	Wildwood	City Administrator	35,517	2014
		City Manager	35,524	2019
New Hamps	Portsmouth	City Manager	21,796	2019
New York	Mamaroneck	Village Manager	19,426	2018
Ohio	Oberlin	City Manager	8,390	2016
Pennsylvania	Ferguson Township	Township Manager	18,300	2017
	South Fayette Township	Township Manager	14,416	2018
Rhode Island	North Kingston	Town Manager	26,326	2015
Texas	Burleson	City Manager	36,990	2011
			43,960	2018

630 Dundee Road, Suite 130 Northbrook, IL 60062
847.380.3240 Fax: 866.401-3100 GovHRusa.com

Top Manager Recruitments

STATE	CLIENT	POSITION	POPULATION	YEAR
Virginia	Chesapeake	City Manager	245,000	2019
	Salem	City Manager	25,643	2019
Washington	Snohomish County	Executive Director	772,501	2017
West Virgin	Bridgeport	City Manager	8,582	2019
	Morgantown	City Manager	31,000	2016
Wisconsin	Baraboo	City Administrator	12,048	2019
	Bellevue	Village Administrator	15,524	2018
	Beloit	City Manager	36,966	2015
	Beloit (Town)	Town Administrator	7,083	2016
	Brown Deer	Village Manager	12,061	2012
	Burlington	City Administrator	10,511	2014
	Cedarburg	Town Administrator	11,475	2015
	Dunn County	County Manager	44,122	2016
	Fon du Lac	City Manager	43,021	2012
	Fort Atkinson	City Manager	12,300	2012
	Glendale	City Administrator	12,920	2016
	Hartford	City Administrator	14,251	2015
	Hobart	Village Administrator	8,500	2016
	Janesville	City Manager	63,480	2013
	Lake Geneva	City Administrator	7,710	2015
	Lisbon	Town Administrator/Clerk	2,521	2014
	Luxembourg American Cultural Society (LACS)	Executive Director	Multi	2019
	Oak Creek	City Administrator	35,243	2016
	Prairie du Chien	City Administrator	5,900	2017
	Princeton	City Administrator	1,504	2010
	Racine	City Administrator	78,200	2016
	Rhineland	City Administrator	7,800	2018
	Richfield	Village Administrator	11,500	2009
	Rome	Town Administrator	2,720	2016
	Shorewood	Village Manager	13,331	2017
	Waukesha	City Administrator	71,000	2012
				2014
	West Bend	City Administrator	31,000	2016
	Whitewater	City Manager	14,300	2012

CURRENT EXECUTIVE RECRUITMENTS - January 2020

Arlington, TX Library Director	Multnomah County, OR Director of Animal Services
Ballwin, MO City Administrator	Mundelein, IL Village Administrator
Barrington, IL Fire Chief	Oakland County, MI Diversity & Equity Director
Beloit, WI Fire Chief	Racine, WI Human Resources Director
Bethel, AK City Manager	Roanoke, VA Police Chief
Bethel, AK City Attorney	Royal Oak, MI City Manager
Bozeman, MT Supt of Water Reclamation	Salem, VA City Manager
Brookline, MA Public Works Commissioner	San Jose CA Director of Gaming
Buffalo Grove, IL Finance Director	Sault Ste Marie, MI City Engineer
Centralia, IL City Manager	Sault Ste Marie, MI Director of PW
Centre Region Council of Govt Exec Director	South Norwalk Electric & Water, CT General Manager
Cleveland Heights, OH Asst PW Director	Tacoma Metro Parks, WA Deputy Director
Cleveland Heights, OH Finance Director	Tri-Com Central Dispatch, IL Exec Director
Effingham County Regional Growth Alliance President/CEO	Villa Park, IL Director of PW
Elmhurst, IL HR Director	Virginia Beach, VA City Manager
Evansville, WI Police Chief	Waukesha, WI Police Chief
Franklin Park, IL Building Director	West Dundee, IL Fire Chief
GASB Board Chair	Wichita, KS Stormwater Superintendent
Grafton, WI Police Chief	Windsor Heights, IA City Administrator
Grand Rapids, MI Systems Administrator	Winnetka, IL Assistant Village Manager
Greater Freeport Partnership, IL Exec Director	Woodbury, MN Community Development Director
Green Mountain Transit, VT General Manager	Worcester Public Library, MA Executive Director
ICMA Director of Advocacy	
Lake County, IL County Administrator	
Lake County, IL Director of Communications	
Lake County, IL HR Director	
Lancaster, PA Public Works Director	
Lincoln Park, MI City Manager	
Lisle, IL Police Chief	
McKinney, TX Asst City Manager	
Menomonee Falls WI Fire Chief	
Middleton, WI Police Chief	
Midland, MI Police Chief	
Moline, IL City Administrator	
Monroe, WI City Administrator	

630 Dundee Road, Suite 130, Northbrook, IL 60062
847.380.3240 | GovHRusa.com

EXECUTIVE RECRUITMENT INTERIM STAFFING MANAGEMENT AND HUMAN RESOURCE CONSULTING



WINDSOR
HEIGHTS
the heart of it all

CITY ADMINISTRATOR



CITY OF WINDSOR HEIGHTS, IOWA



EXECUTIVE RECRUITMENT

CITY ADMINISTRATOR CITY OF WINDSOR HEIGHTS, IOWA

The Community

Windsor Heights, (pop. 4,990) is a full-service city located within the Des Moines Metropolitan Area. The Des Moines region is one of the fastest growing metropolitan regions in the Midwest. The region offers numerous recreational and cultural amenities, affordable living, high quality schools and access to higher education through institutions such as Des Moines Area Community College, Grand View College, Simpson College, Drake University and Iowa State University.

With its strategic location minutes from downtown Des Moines, Windsor Heights offers a high quality of life, excellent schools and easy access to all the region's amenities. The City has a distinctive niche as a quality small community in the heart of the larger metropolitan area. The location offers affordable housing, business opportunities and a strong sense of community. Windsor Heights residents are active and engaged in the community. The City has convenient shopping, great school and beautiful parks. The City also has one of the busiest stops for the Des Moines Area Regional Transit Authority (DART), the largest public transit agency in Iowa.

Windsor Heights creates community-centric events and strong volunteer support. The Windsor Heights Community and Events Center, located in Colby Park hosts special events such as Movies in the Park, July 4th Celebration, Oktoberfest and Windsor Wonderland. The park also includes tennis courts, a baseball diamond and playground designed by kids.

Windsor Heights Facts and Numbers:

Median Age: 41.1
Median Household Income: \$59,148
Median Property Value: \$182,500
Square Miles: 1.41

The Position in Brief

The City Administrator carries out the City's daily operations and the policies as adopted by the Mayor and City Council. Additionally, the City Administrator advises the Mayor and Council on the financial condition of the City, supervises the preparation of the annual budget, supervises city employees and makes personnel recommendations and provides overall direction and guidance to the organization. The City Administrator has four direct reports: Public Safety, Finance, City Clerk and Public Works.

The Organization

The City of Windsor Heights operates under a home rule charter that establishes a mayor-council form of government. The Mayor is the Chief Executive Officer of the City and is responsible for policy administration, with the assistance of an appointed professional City Administrator. The four Council Members and Mayor are elected at large for staggered four-year terms.

Windsor Heights has a general fund budget of \$3.2 M with all funds totaling approximately \$11.5 M and has 30 FTEs. The City recently approved a Local Options Sales Tax which will be used to provide property tax relief and to fund capital infrastructure projects.

CITY ADMINISTRATOR



Expectations and Projects

The next City Administrator be expected to:

- Work with the Communications Manager to develop a pro-active communications strategy and support for the 2020 Capital Projects which include four major street reconstructions;
- Develop short- and long-term strategies for improved community engagement and communications.
- Develop a plan to manage aging infrastructure including funding mechanisms;
- Leverage regional funding opportunities for local projects;
- Assess opportunities for shared service delivery models with neighboring communities;
- Develop a plan for employee recruitment, retention and development to ensure continued high-quality public services;
- Work with the business community, including the Chamber of Commerce to identify opportunities for development and redevelopment of commercial areas in the City;
- Provide guidance to the Mayor and Council in developing an economic development strategy including the use of potential business incentives.

The Ideal Candidate

Candidate Must Haves

- A Bachelor's Degree in public administration, public policy or related field; MPA preferred;
- Highly developed interpersonal and communication skills;
- A minimum of three to five years of experience in a senior management role;
- Experience developing and administering budgets, including capital budgets;
- The ability to mentor, lead and develop staff;
- Previous experience with economic development, particularly redevelopment.

The Ideal Candidate Will Be

- A collaborative leader willing to engage in the community and the region with demonstrated ability to build and maintain partnerships;
- A diplomatic and tactful leader; able to manage stakeholder expectations;
- An innovative manager able to maximize sometimes limited resources;
- An ethical and professional manager able to lead, mentor and develop staff;
- A strategic thinker able to anticipate challenges and adapt to change;
- A proactive communicator with the Mayor and Council, city staff and the community at large.

Compensation, Benefits and the Organization's Culture

The City of Windsor Heights has an excellent team of relatively new department directors who are committed to teamwork and to strengthening the Windsor Heights organization and community. The next City Administrator should be committed to working collaboratively and to developing and mentoring staff.

The starting salary range is \$100,000 – \$115,000+/-DOQ. The City provides an excellent benefit package.

How to Apply

The recruitment for this position is being handled by GovHR USA. Candidates should apply by January 10, 2020 with resume, cover letter and contact information for five work-related references to www.GovHRjobs.com to the attention of Charlene Stevens, Senior Vice President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240 or cstevens@govhrusa.com.





**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES
FOR CITY MANAGER FOR SCOTTSBLUFF, NE**

Volume I: Proposal

Colin Baenziger & Associates

Project Manager and Contact Person:

Colin Baenziger (561) 707-3537
Colin Baenziger & Associates
2055 South Atlantic Avenue • Suite 504
Daytona Beach Shores, FL 32118
e-mail: Colin@cb-asso.com
Fax: (888) 635-2430

...Serving Our Clients with a Personal Touch...

PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

TABLE OF CONTENTS

SECTION		<u>PAGE</u>
	LETTER OF INTEREST	
II.	QUALIFICATIONS AND EXPERIENCE OF THE FIRM	3
	The Firm	
	Technical Capabilities and Organizational Structure	
	Completion of Projects within Budget	
	Completion of Projects on Schedule	
	Diversity	
	Prior Names and Litigation	
	Insurance	
	Overall Executive Search Experience	
III.	REFERENCES	17
IV.	PROPOSED WORK PLAN	21
	Search Methodology	
	The City's Obligations	
	Project Schedule	
V.	SPECIAL SERVICES TO BE PROVIDED	29
VI.	PLACEMENT INFORMATION AND WARRANTY	31
VII.	FEE	33
VIII.	PROPOSED PROJECT TEAM	35
	Project Team and Involvement	
	Resumes of Key Staff	
VOLUME II		
	APPENDIX A: ALL GOVERNMENTAL SEARCH ASSIGNMENTS	A-1
	APPENDIX B: SAMPLE RECRUITMENT BROCHURE	B-1
	APPENDIX C: SAMPLE CANDIDATE REPORT	C-1
	APPENDIX D: SAMPLE SURVEY	D-1
	APPENDIX E: RESOLUTION OF ST. JOHNS COUNTY, FL	E-1
	APPENDIX F: COMMENTS ON CB&A'S VETTING PROCESS	F-1

January 28, 2020

The Honorable Mayor Raymond Gonzales, Vice President Jeanne McKerrigan, and
Councilmembers Nathan Green, Terry Schaub, and Scott Shaver
Attn: Nathan Johnson, City Manager
City of Scottsbluff
2525 Circle Drive
Scottsbluff, Nebraska 69361

Mayor Gonzales, Vice President McKerrigan, and Councilmembers Green, Schaub, and Shaver:

Colin Baenziger & Associates (CB&A) would like to take this opportunity to submit a proposal to assist in finding your next City Manager. While selecting key personnel is never easy, CB&A has developed a problem-free process that has been tested nationwide and found to be extremely effective.

CB&A is a municipal recruiting firm with a national reach. We have conducted assignments from Florida to Alaska and Maine to California. We pride ourselves on providing not just high-quality results, but, equally important, providing a great deal of personal attention to each of our local government clients. To conduct a proper recruitment, we feel the project manager must do more than just drop by occasionally. He/she must get to know the appropriate government officials and the community firsthand. That effort takes time, but it is the only way to ensure the candidates we recommend are well qualified and a good fit for your community. As a result, we only take a few clients at a time and focus on getting the job done properly. Further, we routinely complete our work in sixty to ninety days. This timeframe includes preparation of recruitment and advertising materials, candidate outreach, candidate screening, finalist interviewing, and manager selection. We also offer one of the better warranties in the industry.

Not only do we offer unparalleled service at a reasonable price, we focus on finding just the right people for your organization. We say people, and not person, because our goal is to bring you five finalists who are so good that you will have a difficult time choosing among them. The proof is in the fact that six of our local government clients have passed resolutions thanking us for our outstanding efforts in finding their key staff. We do not know how often you have passed a resolution thanking a consulting firm for its efforts, but we have rarely seen it happen. Our goal, in fact, would be for you to be our next client to pass such a resolution.

DAYTONA BEACH SHORES, FL

REDMOND, WA

Among our many City Manager searches are: Savannah, GA; Ankeny, IA; Bellevue, WA; Fayetteville, NC; Greensboro, NC; Key Biscayne, FL; Portland, ME; Roanoke, VA; Scottsdale, AZ; Tacoma, WA; and Winchester, VA. We have also sought the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia), County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

Some of our current searches include a City Manager for Cape Coral, FL, a City Attorney for Lawton, OK, a Finance Director for Gainesville, FL, an Executive Director for the Emerald Coast Utilities Authority (Pensacola, FL), Public Works Administrator for Renton, WA, and a General Manager for the Des Moines (IA) Water Works.

Those authorized to bind the company are myself, Colin Baenziger, and Lynelle Klein, Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact me at (561) 707-3537.

Sincerely,



Colin Baenziger
Principal / Owner

...Serving Our Clients with a Personal Touch...

DAYTONA BEACH SHORES, FL

REDMOND, WA

II. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with offices in Redmond, WA. As a sole proprietorship, we are not registered with any states as a corporation, foreign or otherwise.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. When we do so, we do not ask for more than the originally quoted price. Rather, we accept these situations as part of our cost of doing business. We are your experts and once a contract is signed we have an obligation to fulfill its requirements with excellence, on time, and within budget, regardless of the circumstances.

Since beginning our search practice in 1998, we have conducted searches and other related work for clients in thirty-two states. Overall our staff has performed over 170 City, County, and Special District Manager searches and approximately 300 local government searches. The basic approach outlined herein has been refined over the years to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 22 years. The model has proven to be extremely effective in wherever we have applied it. In fact, we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately eighteen people.

Most staff members are independent contractors and are given assignments on a task order basis. Consequently, we can pay well while having a great deal of flexibility without the overhead of many firms.

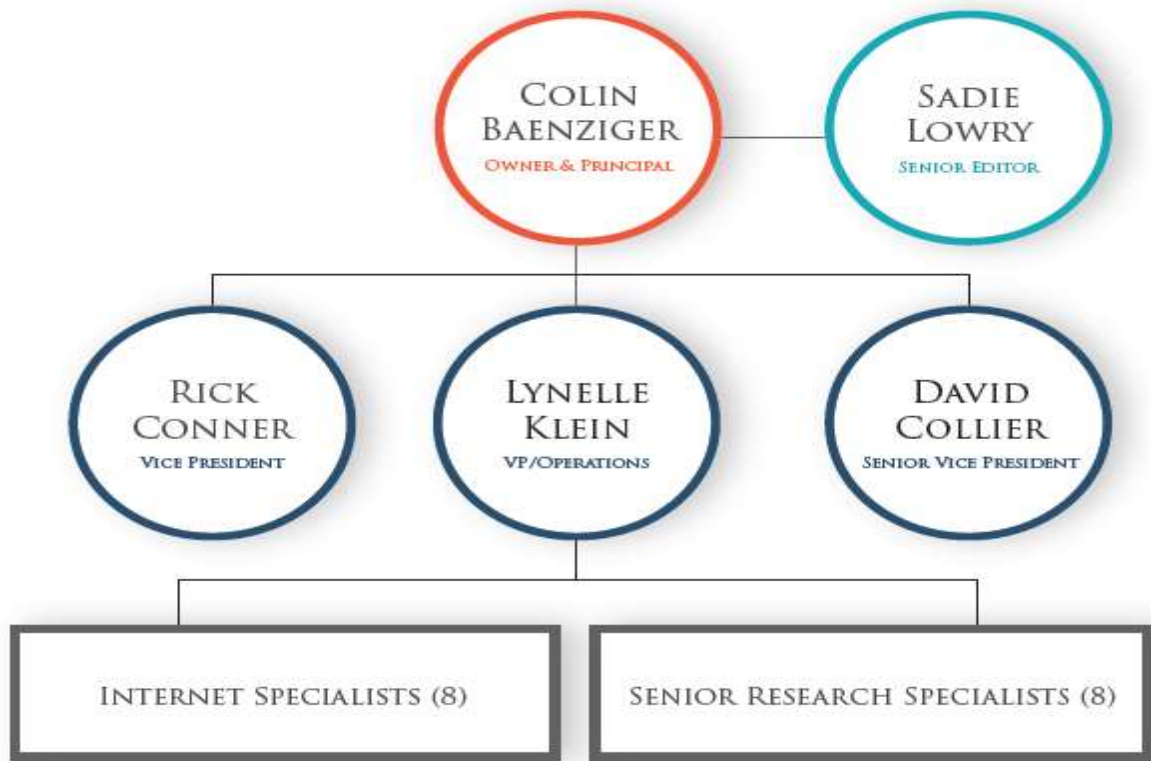
Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. ***We have never requested anything beyond the originally quoted price, even when we were probably entitled to do so.***

Completion of Projects on Schedule

Colin Baenziger & Associates routinely completes its assignments in sixty to ninety days. Further, since CB&A began performing recruitments, ***it has never missed a project milestone.***

II. Qualifications and Experience of the Firm (continued)



Diversity

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that from the beginning of 2009, 29% of our placements have been females and/or minorities with the high in any given year being 47%.

Prior Names and Litigation

Colin Baenziger & Associates has always operated under its current name and has never been involved in any litigation, except to testify as an expert witness on behalf of one of the parties. Our performance has never been questioned nor have we or any of our clients been involved in any legal action as a result of our work.

Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$1 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) automobile liability insurance of \$1 million per accident, and (3) professional liability insurance of \$1 million per occurrence. As a small firm, predominantly utilizing independent contractors, we are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

II. Qualifications and Experience of the Firm *(continued)*

Overall Executive Search Experience

CB&A started its executive search business in 1998 from scratch. As a single father, he needed to stay nearby and so his goal was to become Florida's preeminent recruiter. In 2007 with his children mature, he branched out into other states. His firm has now worked in 32 states, from Maine to California and Florida to Alaska. See the map below.



A complete list of our searches can be supplied upon request.

II. Qualifications and Experience of the Firm (continued)

City / County Manager Searches for the past Five Years

2019 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	County Manager	Clay County, FL	212,230	Howard Wanamaker	614
2	City Manager	Clewiston, FL	7,943	Randy Martin	94 FT / 39 PT
3	City Manager	Deerfield Beach, FL	80,863	Dave Santucci	673
4	City Manager	Gainesville, FL	133,857	Lee Feldman	1,300
5	City Manager	Opa-locka, FL	16,426	John Pate	152
6	City Manager	Panama City Beach, FL	14,338	Tony O'Rourke	300 FT / 29 PT
7	City Manager	St. Pete Beach, FL	9,647	Alex Rey	139
8	City Manager	Sammamish, WA	64,548	Rick Rudometkin	101
9	City Manager	Vero Beach, FL	16,919	Monte Falls	209

II. Qualifications and Experience of the Firm (continued)

2019 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Clay County, FL	Mike Cella	Commissioner	(904) 269-6394	mike.cella@claycountygov.com
2	Clewiston, FL	Mali Gardner	Mayor	(863) 983-1484	mali.gardner@clewiston-fl.gov
3	Deerfield Beach, FL	Bill Ganz	Mayor	(954) 816-1936	web.commission@Deerfield-Beach.com
4	Gainesville, FL	Lauren Poe	Mayor	(352) 334-5000	poelb@cityofgainesville.org
5	Opa-locka, FL	Matthew Pigatt	Mayor	(305) 953-2868	mpigatt@opalockafl.gov
6	Panama City Beach, FL	Mike Thomas	Mayor	(850) 233-5100	mthomas@pcb.gov.com
7	St. Pete Beach, FL	Alan Johnson	Mayor	(727) 543.2794	ajohnson@stpetebeach.org
8	Sammamish, WA	Ramiro Valderrama	Councilmember	(206) 247-4519	RValderrama-Aramayo@sammamish.us
9	Vero Beach, FL	Val Zudans	Mayor	(772) 978-4700	VZudans@covb.org

II. Qualifications and Experience of the Firm (continued)

2018 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Aventura, FL	37,724	Ronald Wasson	198
2	City Administrator	Dickinson, ND	22,186	Joseph Gaa	220
3	City Manager	Groveland, FL	12,493	Mike Hein	121
4	City Manager	Jacksonville Beach, FL	23,518	Mike Staffopoulos	343 FT / 134 PT
5	City Administrator	Lake Forest Park, WA	13,059	Phillip Hill	66
6	City Manager	Naples, FL	21,845	Charles Chapman	478.1
7	City Manager	North Topsail Beach, NC	734	Bryan Chadwick	34
8	City Manager	Sebastian, FL	24,772	Paul Carlisle	150
9	Township Manager	Spring Garden Township, FL	12,840	Marcy Krum-Tinsley	44
10	City Manager	Sunnyside, WA	16,407	Martin Casey	107

II. Qualifications and Experience of the Firm (continued)

2018 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Aventura, FL	Enid Weisman	Mayor	(305) 466-8900	eweisman@cityofaventura.com
2	Dickinson, ND	Scott Decker	Mayor	(701) 483-8620	Scott_Decker@ndsupernet.com
3	Groveland, FL	Mike Radzik	Council Member/Vice Mayor	(352) 557-3066	Mike.Radzik@groveland-fl.gov
4	Jacksonville Beach, FL	Charlie Latham	Mayor	(904) 247-6100	CLatham@jaxbchfl.net
5	Lake Forest Park, WA	Jeff Johnson	Mayor	(206) 368-5440	jjohnson@ci.lake-forest-park.wa.us
6	Naples, FL	Bill Barnett	Mayor	(239) 213-1000	mayorbill@naplesgov.com
7	North Topsail Beach, NC	Daniel Tuman	Mayor	(910) 328-2424	ntopsail@gmail.com
8	Sebastian, FL	Jim Hill	Mayor	(727) 224-5246	jhill@cityofsebastian.org
9	Spring Garden Township, PA	Thomas Warman	President	(717) 848-2858	twarman@sgtwp.org
10	Sunnyside, WA	Julia Hart	Mayor	(509) 836-6305	jhart@sunnyside-wa.gov

II. Qualifications and Experience of the Firm *(continued)*

2017 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Auburn, AL	58,582	James Buston	788
2	City Manager	Aventura, FL	37,724	Susan Grant	182 FT / 16 PT
3	City Manager	Burien, WA	50,500	Brian Wilson	63 FT / 8 PT
4	City Manager	Carnation, WA	1,873	Amy Arrington	12
5	City Manager	Doraville, GA	10,896	Regina Williams-Gates	97 FT / 14 PT
6	City Manager	Fairborn, OH	33,452	Robert Anderson	250
7	City Manager	Parkland, FL	28,200	Robert Payton	80 FT / 74 PT
8	City Manager	Petersburg, VA	32,123	Aretha Ferrell	511
9	City Manager	Roanoke, VA	98,465	Bob Cowell	1,700
10	City Manager	Stuart, FL	16,462	David Ross	282
11	City Manager	Tacoma, WA	205,200	Elizabeth Pauli	2,100
12	City Manager	Treasure Island, FL	6,783	Garrison Brumback	99
13	City Manager	Winter Haven, FL	36,500	Michael Herr	486

II. Qualifications and Experience of the Firm (continued)

2017 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Auburn, AL	Bill Ham	Mayor	(334) 559-8804	bham@auburnalabama.org
2	Aventura, FL	Enid Weisman	Mayor	(305) 466-8900	eweisman@cityofaventura.com
3	Burien, WA	Lucy Krakowiak	Mayor	(206) 244-1952	lucyk@burienwa.gov
4	Carnation, WA	Jim Berger	Mayor	(425) 333-4192	jim.berger@carnationwa.gov
5	Doraville, GA	Donna Pittman	Mayor	(770) 451-8745	donna.pittman@doravillega.us
6	Fairborn, OH	Dan Kirkpatrick	Mayor	(937) 673-4178	dan.kirkpatrick@ci.fairborn.oh.us
7	Parkland, FL	Christine Hunschofsky	Mayor	(954) 993-3009	chunschofsky@cityofparkland.org
8	Petersburg, VA	Samuel Parham	Mayor	(804) 586-5528	sparham@petersburg-va.org
9	Roanoke, VA	Sherman Lea	Mayor	(540) 853-2444	sherman.lea@roanokeva.gov
10	Stuart, FL	Troy McDonald	Mayor	(772) 288-5300	TMcdonald@ci.stuart.fl.us
11	Tacoma, WA	Marilyn Strickland	Mayor	(253) 468-2518	marilyn.strickland@cityoftacoma.org
12	Treasure Island, FL	Robert “Bob” Minning	Mayor	(727) 415-8883	rminning@mytreasureisland.org
13	Winter Haven, FL	Steven Hunnicutt	Mayor	(863) 289-9971	smhunnicutt@mywinterhaven.com

II. Qualifications and Experience of the Firm (continued)

2016 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Cocoa Beach, FL	11,200	James McKnight	250
2	City Manager	Covington, VA	5,961	Richard Douglas	100
3	City Manager	Danville, VA	42,900	Ken Larking	1,100
4	Chief Administrator	El Paso, County, TX	827,700	Betsy Keller	480 under the Administrator
5	City Manager	Fort Myers, FL	70,918	Saeed Kazemi	944
6	City Administrator	Fort Smith, AR	87,350	Carl Geffkin	937
7	City Manager	Gainesville, FL	117,000	Anthony Lyons	1,300
8	City Manager	Mountlake Terrace	20,200	Scott Hugill	150
9	City Manager	Norwich, CT	40,500	John Salomone	430
10	City Manager	Orange City, FL	11,600	Dale Arrington	100
11	City Manager	Port St. Lucie, FL	178,590	Russ Blackburn	1,000
12	City Administrator	Prosser, WA	5,845	David Stockdale	50
13	City Manager	Savannah, GA	144,350	Roberto Hernandez	2,610
14	Township Manager	Springettsbury Township, PA	26,700	Benjamin Marchant	100

II. Qualifications and Experience of the Firm (continued)

2016 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
2	Covington, VA	Thomas Sibold	Mayor	(540) 958-8983	tomsibold@yahoo.com
3	Danville, VA	Sherman Saunders	Mayor	(434) 489-8738	sherman.saunders@danvilleva.gov
4	El Paso County, TX	Carlos Leon	Commissioner	(915) 546-2014	mmejia@epcounty.com
5	Fort Myers, FL	Randall Henderson	Mayor	(239) 321-7020	gpack@cityftmyers.com
6	Fort Smith, AR	Sandy Sanders	Mayor	(479) 784-2204	Mayor@fortsmithar.gov
7	Gainesville, FL	Todd Chase	Council Member	(352) 514-0168	chasetn@cityofgainesville.org
8	Mountlake Terrace, WA	Rick Ryan	Mayor Pro Tem	(206) 940-0108	RRyan@ci.mlt.wa.us
9	Norwich, CT	Deberey Hinchey	Mayor	(860) 823-3743	DHinchey@cityofnorwich.org
10	Orange City, FL	Tom Laputka	Mayor	(386) 775-5403	tlaputka@ourorangecity.com
11	Port St. Lucie, FL	Greg Orevac	Mayor	(772) 342-6072	mayor@cityofpsl.com
12	Prosser, WA	Randy Taylor	Mayor	(509) 875-4367	RTaylor@ci.prosser.wa.us
13	Savannah, GA	Eddie DeLoach	Mayor	(912) 210-1722	edeloach@savannahga.gov
14	Springettsbury Township, PA	Mark Swomley	Board Chair	(717) 805-3093	mark.swomley@springettsbury.com

II. Qualifications and Experience of the Firm (continued)

2015 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Cocoa Beach, FL	11,200	Ron McLemore	249
2	Village Manager	Esterro, FL	23,100	Steve Sarkozy	6
3	City Manager	Fernandina Beach, FL	12,000	Dale Martin	268
4	County Manager ⁽¹⁾	Fulton County, GA	984,300	Richard Anderson	6,500
5	City Manager	Indianola, IA	14,800	Ryan Waller	92
6	City Manager	Mill Creek, WA	18,800	Rebecca Polizotto	62
7	City Manager	Normandy Park, WA	6,600	Mark Hoppen	27
8	City Manager	Ocala, FL	56,600	John Zobler	940
9	City Manager	Palm Bay, FL	105,000	Greg Lynk	748
10	City Manager	Seminole, FL	17,800	Ann Deal	159
11	City Manager	Sequim, WA	6,670	Charlie Bush	73
12	County Administrator	York County, VA	66,300	Neil Morgan	721

- (1) Partial Search. We performed background checks for two candidates, coordinated the interviews and negotiated the employment contract. We did not search for candidates.

II. Qualifications and Experience of the Firm (continued)

2015 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
2	Estero, FL	Nick Batos	Mayor	(239) 292-2909	batos@estero-fl.gov
3	Fernandina Beach, FL	Ed Boner	Mayor	(904) 556-7554	eboner@fbfl.org
4	Fulton County, GA	Mark Massey	Clerk to the Commission	(404) 219-0451	Mark.Massey@fultoncountyga.gov
5	Indianola, IA	Kelly Shaw	Mayor	(515) 962-5300	lkshaw@cityofindianola.com
6	Mill Creek, WA	Pam Pruitt	Mayor	(425) 338-7158	ppruitt@cityofmillcreek.com
7	Normandy Park, WA	Susan West	Mayor	(206) 248-7603	Susan.West@ci.normandy-park.wa.us
8	Ocala, FL	Kent Guinn	Mayor	(352) 572-0312	kguinn@ocalafl.org
9	Palm Bay, FL	William Capote	Mayor	(321) 292-0382	Mayor@PalmBayFlorida.org
10	Seminole, FL	Leslie Waters	Mayor	(727) 430-7553	lwaters2@myseminole.com
11	Sequim, WA	Candace Pratt	Mayor	(360) 582-0114	cpratt@sequimwe.gov
12	York County, VA	Thomas Shepperd, Jr.	Chairman	(757) 868-8591	shepperd@yorkcounty.gov

III. References

City Manager, Cottonwood Heights, UT (population 35,400)

Contact: Former Mayor Kelvyn Cullimore at (801) 568-7000, or
Kelvyn@dynatron.com

Cottonwood Heights incorporated in November 2004 and is a suburb of Salt Lake City. The City needed a **City Manager** immediately and requested that Colin Baenziger and Associates have a field of candidates ready to interview on December 3rd and 4th. The City had already begun advertising with a closing date of November 22, 2004. Not impressed with the applications, we promptly recruited several more applicants, two of whom the City Council rated in their top three finalists after the interviews. The process was complicated by the Thanksgiving holiday. Nonetheless, we completed our work including background checks and conducted interviews so that the City did hire its manager on December 7, 2004. Lianne Stillman was selected and she remained with the City until she retired in 2012.



City Administrator, Dickinson, ND (population 20,800)

Contact: Mayor Scott Decker at 701-483-8620, or
Scott.Decker@dickinsongov.com

Dickinson is a beautiful city located in Southwestern North Dakota, and boasts a variety of home-grown industry. The City is in excellent financial condition and its facilities are state-of-the-art. We were asked to find a City Administrator. We began work in June of 2018. It was a difficult recruitment because many are skeptical about moving to and living in North Dakota. We employed some innovative approaches in marketing the position, and presented a number of excellent candidates. In October 2018, the City selected *Joseph Gaa, then City Manager for Chariton, IA*. **We also assisted the City in finding their Deputy City Administrator over finance.** Mr. Gaa remains with the City.



City Manager, Doraville, GA (population 8,500)

Contact: Mayor Donna Pittman at (678) 328-9181, or
Donna.Pittman@Doravillega.us

Doraville changed its charter in 2012 to become a city manager form of government. Although contracted to do just the **City Manager** search, we also assisted the City in preparing the implementing ordinances. Our work included scouring the nation to find the right person for the position, interviewing the candidates, conducting thorough background checks, and recommending finalists for the city to interview. *Mr. Shawn Gillen, City Administrator for Grand Rapids, MN*, was selected on January 14, 2013. Mr. Gillen became the City Manager for Tybee Island, GA in June of 2017. Our firm was hired to find his replacement. *Ms. Regina Williams-Gates* (pictured) was hired in July of 2017.



III. References (Continued)

City Manager, Indianola, IA (population 14,800)

Contact: Mayor Kelly Shaw at (515) 962-5300, or
KShaw@CityOfIndianola.com

CB&A was hired in mid-September, 2015, to find the City's next **City Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the county to interview. Through extensive outreach efforts, CB & A fielded an excellent group of candidates for the position. The City selected *Ryan Waller, formerly Assistant County Administrator with Lake County, IL* on December 5th. Mr. Waller remains with the City.



County Administrator, James City County, VA (population 70,500)

Contact: Board Chair Michael Hipple at 757-634-9895 or
michael.hipple@jamescitycountyva.gov

James City County has a long and storied history and is home to colonial Williamsburg, VA. CB&A was hired in March 2014 to find the County's next County Administrator. We were asked to search for someone knowledgeable of local government but who specifically knew how to maximize operational efficiency and effectiveness. Our work involved searching the nation for just the right candidate. When we did not find just the right candidate after our first search effort, we restarted the process. Beyond seeking the best candidates, our work involved candidate screening, complete and thorough background checks, and coordinating the interviews and selection process as well as providing advice concerning the contract. On July 29th, the County Board of Supervisors selected *Mr. Bryan Hill, then Deputy County Administrator for Beaufort County, SC*. Mr. Hill was appointed County Manager for Fairfax County, VA in 2018.



City Administrator, Lake Forest Park, WA (population 13,266)

Contact: Mayor Jeff Johnson at 206-368-5440, or jjohnson@ci.lake-forest-park.wa.us
Councilmember John Resha at 206-368-5440, or
jresha@ci.lake-forest-park.wa.us

CB&A was hired on July 14, 2017 to find Lake Forrest Park's next **City Administrator**. Per the City's request, we did not post the job until November of 2017. Our work included extensive interviews with the City Council, preparation of a recruitment profile, searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the City to interview. We also oversaw the interview and selection processes. While negotiations were not successful with the top rated candidate, the City was very impressed with three of the other finalists. After further deliberation, it selected *Phillip Hill, Assistant City Manager for Midvale, UT* in February of 2018. Mr. Hill remains with the City, and they are extremely pleased with his performance.



III. References (Continued)

Village Manager, Pinecrest, FL (population 19,400)

Contact: Former Mayor Cindy Lerner at (305) 992-3433, of
mayorlerner@gmail.com

City Clerk Guido Inganzo at (305) 234-2121,

or

clerk@pinecrest-fl.gov

In late April 2011, CB&A was hired to assist Pinecrest in finding its next Village Manager. We worked with a Citizen's Advisory Committee and sought out candidates from around the nation while, due to the Council's desire, focusing on candidates from Florida. The process included a public reception which was extremely well received by the elected officials and the public. Interviews were held on July 17th and 18th with *Ms. Yocelyn Galiano Gomez* being selected as the Village Manager on the 18th. Ms. Gomez was an internal candidate and the Assistant Village Manager. Ms. Gomez remains with the City.



City Manager, Seminole, FL (17,800)

Contact: Mayor Leslie Waters at ((727) 430-7553, or
lwaters2@myseminole.com

Colin Baenziger & Associates was asked to conduct Seminole's **City Manager Search** in early April 2015. Our work included recruiting and advertising for candidates, conducting background checks, selecting the most qualified, recommending them for interviews, coordinating the interview process, and assisting in the contract negotiations. Interviews took place on June 25th and 26th. On June 30th, *Ann Toney-Deal*, a past City Manager of Haines City, FL, was selected. Ms. Toney-Deal remains with the City.



City Manager, City of West Park, FL (population 13,700)

Contact: Former Mayor Eric Jones at (954) 410-8139

West Park is a relatively new city in Broward County, FL. CB&A began meeting with the City's elected officials on January 13, 2010 to find its next **City Administrator**. It was critical to the Council that the finalists all understand the character of the community and be able to function well in an urban environment. The City also wanted a panel of local City Managers to review the finalists and to make recommendations concerning CB&A's finalists (which elongated the process slightly). Interviews were conducted on April 16th and 17th with *Ajibola Balogun*, formerly the City Manager of South Miami being selected on April 21st 2010. Mr. Balogun remains with the City.



III. References (Continued)

Candidate References

While it is important to deliver what the City or County expects, it is also important to keep candidates informed and to treat them with respect and dignity. Accordingly, we have provided references from four of those candidates.

Placement	Formerly	Recruited To Be	Contact at
Dale Martin	City Manager Winchester, CT	City Manager Fernandina Beach, FL Appointed September 2015	(904) 557-5047 dmartin@fbfl.org
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014	(540) 667-1815 citymanager@ winchesterva.gov
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014 Hired as the County Executive for Fairfax County, VA in January 2018	(843) 368-7458
John Salomone	Town Manager Newington, CT	City Manager Norwich, CT Appointed January 2016	(860) 539-8906 cmoffice@cityofnorwich.org
Tony O'Rourke	City Manager, Canon City, CO	City Manager Panama City Beach, FL Appointed December 2019	(719) 792-9515

IV. Proposed Work Plan

The following search methodology has been refined over the past twenty-two years and now is virtually foolproof. We will integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision.

Phase I: Information Gathering and Needs Assessment

Task One: Needs Assessment

An important part of the recruiter's work is selling the community to the very best candidates (including those that are not actively looking for the next job) while also providing an accurate portrayal of the community and the opportunity. In order to do this, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Compile background information from the jurisdiction's website and other sources.
- Interview the Council, other key parties (such as City staff) and stakeholders (such as community groups, business owners, residents, government officials and property owners). Our goal is to develop a strong sense of your organization, its leadership, its short and long term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will likely include experience, longevity, education, personality, demeanor, and achievements as well as other items the Council Members and stakeholders consider important), and
- Determine a reasonable compensation package.

Our searches generally take 60 to 90 days. At this point in the process, we will also finalize the timeline with the City so candidates can mark their calendars well in advance and will be available when the City wishes to conduct the interviews.

If the City wishes, we routinely incorporate meetings with other stakeholders (such as the business community, the non-profit community, City staff and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey. These forums and surveys are valuable as they provide additional perspectives and a better understanding of the environment and the wants/needs of the community that the employee will be working in. An example of an online survey is included as Appendix D.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will next develop a comprehensive recruitment profile. We will provide our draft for your review and comment. We will then meet with the Council Members to discuss the results of our interviews and the resulting recruitment profile. Your suggestions will be incorporated, and the final document prepared. A sample of our work is included as Appendix B. Other samples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

IV. Proposed Work Plan (Continued)

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for this position. We say people, and not person, because our goal is to bring you six to ten excellent semi-finalists, all of whom will do the job extraordinarily well and who are so good you will have a difficult time choosing among them. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

- ***Networking:*** The best approach is diligent outreach. We will network with our colleagues and consult our data base. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers. When we approach them, their credentials are enhanced rather than diminished. We also use LinkedIn as a source of candidates.
- ***Advertising:*** While we will seek out the best, we will not ignore the trade press which sometimes yields strong candidates. We would contact the members of organizations such as the International City/County Management Association, Nebraska City/County Management Association, etc. We will also post it on our Website, www.cb-asso.com. We do not use local, newspapers, national newspapers or generic websites because while they produce large numbers of applications, they generally do not produce the type of candidates we are seeking. If the City wants to have ads placed in local newspapers, national newspapers and/or generic websites, it will need to bear the cost.
- ***Email:*** We will also e-mail the recruitment profile to our listserv of over thirteen thousand managers and professionals who are interested in local government management. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward the recruitment profile to someone else who may be interested.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from sixty to one hundred applicants. We will narrow the field as described above and present information on candidates to the Council. This process requires a mixture of in-depth research and subjective evaluation. Our process is as follows.

It should be noted that selecting strong candidates is more an art than a science. While we consider standard ranking factors and the elements of the job, ultimately the most important factor is who we believe will be a good fit with the City and the community. Typically, forty percent of our finalists are women and/or minorities.

IV. Proposed Work Plan (Continued)

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will evaluate all resumes and identify the eight to fifteen high quality candidates.

Step Two. Screening Interview. Our lead recruiter, and possibly other senior representatives of the firm, will interview each of these candidates. Using what we learned in Phase I and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.

Step Three. Prepare a Report. We will prepare a written report summarizing the Results of the Recruitment and the top seven to ten candidates. We will forward our report to the Council.

Step Four. Evaluate the Best Candidates. We will develop materials and background investigations for the to five to six candidates. For those that remain in consideration, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We will ask the candidates to prepare a written introduction to themselves as part of their preliminary background checks. This is done for several reasons. First, it allows the candidates to tell their own story and balance the negativity that is so often characteristic of the press. It also allows the City to evaluate the candidates written and communicative skills.
- **Candidate Disclosure Statement:** We will ask candidates if there is anything controversial in their background that we should be made aware of prior to further consideration. While it is unlikely that we find anything not previously publicized in the press, we believe redundant checks offer superior security for our client.
- **Interviews of References:** We tell the candidate with whom we wish to speak. These include current and former Council Members, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to ten people and prepare a written summary of each conversation.
- **Legal Checks:** Through our third party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state and national level; civil records for any litigation at the county and federal level; and bankruptcy and credit.

Search the Internet and Newspaper Archives: Virtually every local newspaper has an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the

IV. Proposed Work Plan (Continued)

governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation. This step is conducted in order to quickly discover candidates with problems in their backgrounds and eliminate them.

- **Verification of Education:** We also verify claimed educational degrees to assure the candidate is being totally forthright.
- **Verification of Work History:** We verify employment for the past fifteen years.

The goal in conducting these checks is to develop a clear picture of the candidates and to determine which best meet the criteria established in Phase I. Each of the avenues we pursue adds a piece of the puzzle. We will crosscheck sources, search for discrepancies, and resolve them when we find them. When sensitive or potentially embarrassing items are discovered, they are thoroughly researched. If we conclude the situation is damaging or even questionable, the situation reported to the City, with the City's concurrence, the candidate will be dropped from further consideration.

Note: We firmly believe that all background work we have outlined above should be completed early in the process. That way the client knows the individuals to be interviewed are all top performers and do not have anything embarrassing in their pasts that might come to light after selection. It also means that once our client has made a selection, it can move forward promptly, negotiate a contract and make an announcement.

Task Five: Preparation and Presentation of Candidate Materials

For the selected candidates, CB&A will compile the information we have developed into a complete written report for each recommended candidate. Specifically, this information will include: the candidates' resumes, introductions, references, background checks and internet / newspaper archive search results. A complete sample candidate report is included as Appendix C. We will also provide some advice on interviewing, a series of questions the elected officials may wish to ask (as well as some areas that it is not wise to get into), and some logistical information. The preceding information will be forwarded to you *electronically*.

Task Six: Finalist Selection

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and make a final determination concerning who will be invited to interview. The City will then select four to six candidates to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the finalists by telephone and give them the opportunity to ask additional questions. We will also provide them with information concerning the interviews and travel if necessary.

CB&A will inform those not selected of their status. Part of the notification will include advice concerning the candidates' resume and/or cover letter so, even though they were not selected to go forward, they will have gained something valuable from participating in the process.

IV. Proposed Work Plan (Continued)

Phase IV: Coordinate the Interview Process and City Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an interview/assessment process for the City's review including means to evaluate the candidates' communication skills, interpersonal skills, and decision-making skills. As part of the process, we will recommend the City Council observe the finalists in a number of settings. We will also recommend you invite the finalists' spouses, so they can spend time in and evaluate your community.

Day #1: The finalists are given a tour of the community by a knowledgeable staff member or resident.

Later, that evening, the Council hosts a reception for the candidates. The purpose is to observe how the finalists respond to a social situation. Your next City Manager will, after all, represent your local government in numerous venues. It is thus important to know how the individual will respond in a social setting. The reception also serves as an ice-breaker whereby the Council Members and the candidates get to know one another informally.

Day #2: Beginning at approximately 8:00 a.m., the Council as a group will interview each candidate one at a time for approximately an hour. Part of the interviews may include a PowerPoint presentation, so the Council can observe the candidates' presentational skills.

At approximately 1:30 p.m., each candidate will interview individually with each elected official for approximately 30 minutes. These meetings provide the Council Members with an opportunity to assess how the candidates might interact with them on an individual basis. It is very important to know if good chemistry exists. Ultimately, Managers succeed and fail based on their interaction with the Council and the one-on-one interviews are an excellent way to test that interaction.

Task Nine: Debriefing and Selection

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to the desired outcome.

Once the selection has been made, CB&A will immediately notify the finalists of their status via a telephone call. Candidates are eager to know, and we feel it is important to keep them informed.

IV. Proposed Work Plan (Continued)

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

We will then assist in the employment agreement negotiations. Generally, a member of the elected body and the attorney conduct the actual negotiations while we provide advice and assistance concerning the compensation package and contract. We can also take the lead role in the negotiations if desired. We have a standard contract you are welcome to use. Your attorney, of course, will prepare the final contract. Since the basic parameters will have been discussed with the candidates and the candidates have been thoroughly vetted, we expect a relatively prompt agreement.

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new City Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. In fact, at your request, we will conduct a team-building workshop, at no charge, to resolve any difficulties. We simply feel it is part of our job to assure a successful relationship.

Communications: We will provide weekly reports about the status of the search, in writing or by phone, depending upon your preference. At significant milestones we will make the reports in person. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We want to be responsive and to assist in any way we can.

The City's Obligations

The City will be responsible for providing the facilities for the interview process, coordinating lodging for candidates from outside the area, and making arrangements for the reception. The City will also be responsible for reimbursing the candidates for all expenses associated with their travel, meals, and incidentals for the interview weekend.

The City should also plan to provide the following information, if it is not available on the City's website, to each of the finalists: the current year budget, an organizational chart, the latest completed audit and management letter, any current strategic and long range plans, a copy of the City Charter, any job descriptions and other materials defining the role and duties of the City Manager, and any evaluations of the organization completed in the last year.

IV. Proposed Work Plan (Continued)

Proposed Project Schedule

The following is the project schedule we suggest for this recruitment and one we could use for this recruitment. We realize the schedule may need to be adjusted to accommodate the Mayor and Council Members' availability.

Phase I: Needs Assessment / Information Gathering

- February 19th: CB&A begins meeting with the Council Members and, if suggested, other stake holders to understand the job and its challenges.
- February 25th: CB&A submits the draft of the full recruitment profile to the City for its review.
- March 3rd: City provides comments on the recruitment profile.

Phase II: Recruiting

- March 6th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 13,800 local government professionals.
- March 27th: Closing date for submission of applications.
- April 3rd: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- April 27th: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' resumes and introduction as well as the results of our reference, background and Internet/newspaper archives checks.
- May 4th: City selects / confirms the finalists for interviews.

Phase IV: Interview Process Coordination and City Manager Selection

- May 14th: City holds reception for the finalists.
- May 15th: One-on-one and full Council interviews and decision.

Phase V: Negotiation, Warranty & Continuing Assistance

- Post-Selection: CB&A works with City representatives and the selected candidate on an employment agreement.

Some of CB&A Clients...



City of Albany, GA
City Manager



City of Ankeny, IA
City Manager



City of Indianola, IA
City Manager



City of Mount Pleasant
City Manager

V. Special Services to be Provided

What Sets Us Apart

While all the recruiting firms follow fairly similar recruiting processes, there are some important nuances you should be aware of when comparing prices.

- Over the last 20 years, we have refined our approach so it is problem free.
- Potential candidates tell us we are the best in the industry at describing the opportunity and what characteristics the City is actually looking for in their next manager.
- We actually recruit the best candidates while some firms rely solely on advertising.
- Our background checks are the most thorough in the industry and are completed prior to presenting any candidates for the City's consideration. That is important because you are guaranteed that you are interviewing only high performers with clean backgrounds and you will be able to immediately make an offer to the selected candidate. See Appendix F for a testimonial.
- Our candidate pools are diverse. Typically, 40% of our finalists are female and/or minorities.
- We are always on time – we have never missed a major project milestone.
- We are always on budget – we have never asked a client for more than we initially bid.
- We are extremely customer and candidate focused. We will communicate regularly and you will have Colin Baenziger's cell phone number. He is always available as is his assistant. Further our candidates tell us we are the best in the industry when it comes to keeping them informed.
- We work extremely well with the Press, if you would like us to be your representative to them. We are quite content not to do so but it is a skill we have.
- The quality of our effort is unmatched!

The preceding is what separates us from our competitors and it is what has led to our success in finding and producing the best candidates for your position!

More CB&A Clients...



City of Ashland, KY
City Manager



City of Covington, VA
City Manager



City of Orange Park, FL
City Manager



City of Sequim, WA
City Manager

VI. Placement Information and Warranty

Placement History

See Appendix A for a list of our placements. All have been successful in terms of making the placement. The average number of years of a placement is difficult to calculate - many of our placements remain in the jobs we placed them years ago so there is no definitive end date to their tenures. In other words, until they leave their current position and our firm ceases to make placements, we cannot provide an exact answer to the average number of years our top candidates have remained on the job. Further our philosophy is somewhat different than that of most firms. Specifically, we do not believe it is generally good for our client or our placement if the candidate you select stays more than about 10 years. Based on observation, many candidates become stale in the job after that timeframe and defensive of what they have created. They often fail to recognize problems that may be developing (colloquially, it is described as “failing to see the spots on the wall”). The result is progress is inhibited and the city either moves forward more slowly than it should or ceases to move forward at all. Thus, our ideal placement will stay five to ten years and the vast majority of our top candidates stay that long.

Our success is based on the fact that we are extremely successful in finding the best talent for our clients. Two examples are:

- In September, 2011, we placed then San Antonio Assistant City Manager T.C. Broadnax, as the City Manager of Tacoma, WA (population 211,000). While there, he righted the City's finances, implemented a wide variety of successful programs, and became a well-respected presence in the community. Five years later, he was recruited and was selected to be the City Manager of Dallas, TX (population 1,318,000).
- In August 2014, we placed then Beaufort County, SC, Deputy County Manager Bryan Hill in James City County (population 73,000). He calmed the political waters, was able to balance the financial desires of a very fiscally conservative board with the service demands of the residents, and move the County forward in terms of economic development. In December 2017, his talents were recognized by Fairfax County, VA, (population 1,142,000) and he was hired as their County Executive (a.k.a., county manager).

Warranty

Colin Baenziger & Associates offers one of the best warranties in the industry. We can offer it because we have confidence in our work. Provided the City instructs us with conducting a full search (Phases I-V) and assuming it selects from among the candidates we recommend, we warrant the following:

- 1) We will not approach the selected candidate for any other position as long as the individual is employed by the City.
- 2) If the selected individual leaves for any reason other than an Act of God (such as total incapacitation or death) within the first year, CB&A will repeat the search for the reimbursement of our expenses only.
- 3) If you are not satisfied with the candidates we present, CB&A will repeat the search until you are satisfied.
- 4) Our price is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.

VII. Fee

Fee

CB&A offers a firm, fixed price of \$26,500, which includes all expenses, except the costs associated with bringing the finalists to interview with the city (travel, meals, hotel etc.), and those associated with all consultant travel, meals, and lodging. Bills (including travel costs) will be rendered as the search progresses and due at the end of each Phase as indicated below:

We will bill the fee as the phases are completed and according to the following schedule:

Requested Services	
Phase I: Needs Analysis / Information Gathering	\$ 3,000
Phase II: Recruiting	11,000
Phase III: Screening	10,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Continuing Assistance	1,000
Firm, Fixed Fee Total*	\$26,500

If the City asks us to perform work that is clearly beyond the scope of this proposal, it will be billed at a rate of \$150 per hour. No such work will be performed without your written authorization. Please note, as previously stated, that we have neither billed nor requested additional funds beyond our originally quoted fee even when we have been entitled to it.

More CB&A Clients...



City of Cape Coral, FL

***City Manager
Fire Chief
Human Resources Director
Parks and Recreation Director***



Matanuska-Susitna Borough, AK

Borough Manager



City of Petersburg, VA

***City Manager
Finance Director
Police Chief***



Town of Surfside, FL

Town Manager

VIII. Proposed Project Team

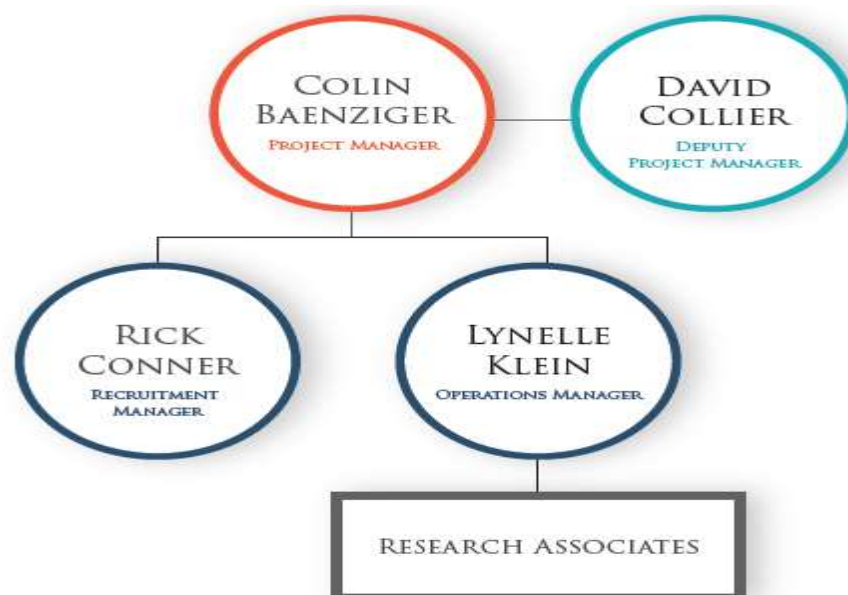
Project Team and Involvement

Colin Baenziger & Associates is an experienced recruiting firm which strongly believes that the majority of the search work should be conducted by one knowledgeable person. Colin Baenziger will be that person—he will serve as your project manager. He will conduct the interviews with the elected officials, search for strong candidates, discuss the position with those candidates, recruit them, conduct the interviews with the candidates, conduct the background investigations, oversee the interview process, and assist with the contract negotiations. In addition to twenty-two years as a consultant, Mr. Baenziger spent ten years in government as a senior manager. Overall, he has been the firm's Project Manager for more than one hundred and twenty-five city and county manager searches. Prior to starting CB&A, he spent over 20 years hiring key staff.

David Collier, senior vice president, will be the Deputy Project Manager and support for Mr. Baenziger. Mr. Collier will assist in virtually every aspect of the search effort but will focus on the search for strong candidates and candidate evaluation. Before joining CB&A as a recruiting in 2006, he had over 30 years of experience as a senior level local government manager in several states and in that capacity hired many key staff. He earned his Bachelor of Arts degree in economics and his Master's degree in public administration from the American University in Washington, D.C. He is a past president of the Maryland City Managers Association and the Florida Association of County Administrators.

Rick Conner, vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. He has over 30 years of in local government and in executive recruiting. He earned Bachelors of Science Degrees in Business Administration and Engineering from the University of Missouri. In his spare time, he invents scuba diving equipment and accessories.

Lynelle Klein, vice president for operations, will be responsible for coordinating the advertising and production of the materials we will present to you as described in the Recruitment Approach.



VIII. Proposed Project Team *(continued)*

Colin Baenziger, M.P.A.

Principal

Colin Baenziger is a student of local government and responsible for the executive recruitment functions at Colin Baenziger & Associates. Over the years, he has worked with many cities and counties on recruitments and on management, operational, and organizational issues. As a former manager and elected official, he understands what it takes to do the manager's job effectively. Furthermore, because he is active in a number of professional associations, he knows many of the nation's top managers on a first-name basis.



Some of Mr. Baenziger's searches for local governments include:

- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Bellevue, WA (population 122,400)
- City Manager, Fayetteville, NC (population 208,000)
- Village Manager, Key Biscayne, FL (population 11,000)
- Economic Development Director, Loudoun County, VA (population 326,000)
- Community Development Director, Miami, FL (population 373,000)
- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000)
- City Manager, Mount Dora, FL (population 12,000)
- Town Manager, North Topsail Beach, NC (population 734)
- County Manager, Clackamas County, OR (population 380,000)
- City Manager, Palm Coast, FL (population 51,000)
- City Manager, Portland, ME (population 65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, Tacoma, WA (population 200,000)
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million)
- County Manager, Union County, NC (population 290,000)

Other recent efforts include a strategic planning session for the Florida Association of Special Districts, an operational review of Tamarac's water utility, a business practices review for a division of Martin County government, an operational reconciliation for Palm Beach County Water, development of an automated system to pay royalties to featured recording artists for the Recording Industry Association of America, and a review of financial procedures for a division of the Marriott Corporation.

Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association.

VIII. Proposed Project Team (continued)

Dave Collier, M.P.A.

Senior Vice President

Before joining CB&A in 2006, Dave Collier spent over 30 years of management experience in county and city government. Since there is not much that he has not seen previously, Dave quickly produces efficient and effective solutions to problems for his clients.

One of Dave's specialties is executive search. With his many years of experience, he can quickly separate the wheat from the chaff and find the right person to join your senior staff or be your department head. He has successfully conducted organizational reviews, team building sessions, and strategic planning workshops. Equally important in this day and age of the pressure to reduce taxes, he has developed strategies and action plans for coping with the tough financial problems that local government often experience.



Dave has worked on most of our searches, some of the more prominent being:

- County Manager, Brevard County, FL (population 536,000),
- City Manager, Coral Gables, FL (population 42,000),
- City Manager, Cape Canaveral, FL (population 10,200),
- City Manager, Dania Beach, FL (population 28,000),
- County Administrator, El Paso County, TX (827,700),
- City Manager, North Miami, FL (population 62,000),
- City Manager, Parkland, FL (population 30,177),
- City Manager, Scottsdale, AZ (population 217,400) in 2013
- City Manager, West Park, FL (population 12,000)
- Finance Director for Tamarac, FL (population 55,000), and
- Environmental Resources Director for St. Lucie County, FL.

While serving as City Manager of Stuart, Florida for 14 years, he improved the professionalism of City Department Heads and staff through an emphasis on professional development and team building. He also used his hands-on management style to emphasize the need for effective project management and maintaining tight timelines in order to show citizens that the city government was effectively managed and had a strong commitment to its customers. Prior serving in Stuart, Dave was a County Manager in Florida, Kansas and Michigan. He also has extensive experience in local government consulting.

Mr. Collier earned his Bachelor of Arts degree in Economics and his Master's degree in Public Administration from the American University in Washington, D.C. He was a member of the International City/ County Management for over thirty years, served as President of the Maryland City Managers Association and the Florida Association of County Administrators. Mr. Collier is involved in his community as a member of the City of Stuart's CRA Advisory Board and as a Director of Stuart's Main Street Association.

VIII. Proposed Project Team (continued)

Rick Conner, P.E.

Vice President

Rick Conner is a recent addition to CB&A's strong cadre of municipal operations experts. With over 30 years of management experience in local government, he has seen it all and done most of it. He possesses keen analytical skills and the ability to slice through critical issues. As a result, he is another outstanding weapon in the firm's arsenal of experts. His years in local government and his many licenses and certifications help him to judge talent quickly and effectively.



In addition to his experience as a City Manager, Rick's previous positions such as a Public Works Director, gives him an excellent perspective of the needs of local government operations and staffing.

Prior to joining Colin Baenziger & Associates in 2012, some of the top leadership positions that Rick has held include:

- City Manager of Sunny Isles Beach, FL,
- City Manager of Portland, TX,
- City Manager of Marble Falls, TX,
- Public Works Director of Nashville/Davidson County, TN, and
- Public Works Director of Bryan, TX.

While serving in these positions, Rick received national recognition for his Customer Service programs. Over his career, Mr. Conner has been involved in a variety of recruitments. Some of these include:

- City Manager, Cocoa Beach, FL (population 11,200),
- City Manager, Fayetteville, NC (population 208,000),
- City Manager, Gainesville, FL (population 117,000)
- City Manager, Sarasota, FL (population 55,000),
- City Manager, Treasure Island, FL (population 6,900),
- City Manager, Winter Haven, FL (population 37,900),
- Executive Director, Bartow (FL) Airport Authority,
- Chief Executive Officer/General Manager, Des Moines (IA) Water Works,
- General Manager, Island Water Authority, Sanibel, FL, and
- Utility Director, Panama City, FL (population 28,300)

Rick holds a Bachelor of Science in Business Administration and a Bachelor of Science in Civil Engineering from University of Missouri. He also worked towards Masters Degrees in both Math and Civil Engineering before joining the work force. He is a Registered Land Surveyor and a Professional Engineer in Missouri, as well as a Professional Engineer in Florida, Tennessee and Texas. In his spare time, Mr. Connor invents scuba diving equipment.

VIII. Proposed Project Team (continued)

Lynelle Klein

Vice President for Operations

Ms. Klein is a skilled professional with a wealth of public and private sector experience. Her particular expertise is in special projects, compensation surveys, and background checks for our executive search candidates. She feels that each client must be properly served, and that can only be done by devoting her utmost attention to their particular concerns and by finding creative ways to solve their problems. In her book, the client comes first.



Since beginning her working relationship with Colin Baenziger & Associates in 2010, Ms. Klein has been involved in virtually every executive search the firm has conducted.

Some of the more notable searches in which she has played a key role include:

- City Manager, Delray Beach, FL (64,100),
- City Manager, Doraville, GA (population 8,500),
- City Manager, Indianola, IA (population 14,800),
- Police Chief, Farmington, NM (population 45,000),
- City Manager, Leesburg, FL (population 21,000),
- City Manager, Mill Creek, WA (population 18,800),
- City Manager, Miramar, FL (population 122,000),
- City Manager, Norwich, CT (population 40,300),
- City Manager, Seminole, FL (17,800),
- City Manager and Finance Director Sunnyside, WA (population 16,000),
- City Manager, Winchester, VA (population 16,000),
- County Manager, Alachua County, FL (population 253,500),
- County Administrator, Clackamas County, OR (population 383,900),
- County Administrator, James City County, VA (population 70,500),
- County Manager, St. Lucie County, FL (population 283,900),
- County Administrator, York County, VA (population 66,300),
- County Attorney, Fulton County, GA (population 992,000),
- Director, Growth Management, Collier County, FL (population 340,000), and
- Solid Waste Director City of Tampa, FL (population 347,000).

Ms. Klein's prior employment was primarily in the private sector. For over 15 years she provided contract financial and administrative services to companies who did not require full time office staff. Some of her clientele included TLC Cabulance, Clear and Clean Pool Service, Elizabeth Fountain Interiors, a published author and a landscaping company. Ms. Klein has an Associate's Degree from Brigham Young University in Rexburg, Idaho. She currently resides in King County, WA.



**PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES
FOR CITY MANAGER FOR SCOTTSBLUFF, NE**

Volume II: Appendices

Colin Baenziger & Associates

Project Manager and Contact Person:

Colin Baenziger (561) 707-3537
Colin Baenziger & Associates
2055 South Atlantic Avenue • Suite 504
Daytona Beach Shores, FL 32118
e-mail: Colin@cb-asso.com
Fax: (888) 635-2430

...Serving Our Clients with a Personal Touch...

PROPOSAL TO BE THE CITY'S EXECUTIVE RECRUITING FIRM

TABLE OF CONTENTS

	<u>PAGE</u>
APPENDIX A: ALL GOVERNMENTAL SEARCH ASSIGNMENTS	A-1
APPENDIX B: SAMPLE RECRUITMENT BROCHURE	B-1
APPENDIX C: SAMPLE CANDIDATE REPORT	C-1
APPENDIX D: SAMPLE SURVEY	D-1
APPENDIX E: RESOLUTION OF ST. JOHNS COUNTY, FL	E-1
APPENDIX F: CB&A'S VETTING PROCESS FROM DALE MARTIN	F-1

Appendix A

*Searches by
Colin Baenziger & Associate' Staff*

Governmental Search Assignments

Current Searches

City Manager, Cape Coral, FL (population 179,804)

City Attorney, Lawton, OK (population 94,653)

Finance Director, Gainesville, FL (population 133,857)

Public Works Administrator, Renton, WA (population 100,953)

General Manager, Des Moines (IA) Water Works (serves a population of over 500,000)

Executive Director, Emerald Coast Utilities Authority, Pensacola, FL

Searches Completed in 2020

City Manager, Crescent City, FL (population 1,542)

Governmental Search Assignments (continued)

Completed Searches Prior to 2020

City/Town/Village Manager/Administrator

City Manager, Albany, GA (population 75,600) in 2011
City Manager, Ankeny, IA (population 45,600) in 2013
City Manager, Ashland, KY (population 21,000) in 2013
City Manager, Auburn, AL (population 58,582) in 2017
City Manager, Aventura, FL (population 37,724) in 2017 and 2018
Village Manager, Bal Harbour, FL (population 3,300) in 2013
City Manager, Bartow, FL (population 16,000) in 2007 in 2017
Town Manager, Bay Harbor Islands, FL (population 5,200) in 2003 and 2007
City Manager, Bellevue, WA (population 122,400) in 2014
Town Manager, Buckeye, AZ (population 32,000) in 2006
City Manager, Burien, WA (population 55,188) in 2017
City Manager, Cape Canaveral, FL (population 10,200) in 2010
City Manager, Cape Coral, FL (population 154,300) in 2012
City Manager, Carnation, WA (population 1,873) in 2017
City Manager, Casselberry, FL (population 25,000), in 2005
City Manager, Chamblee, GA (population 17,000) in 2011
City Manager, Clewiston, FL (population 7,270) in 2019
City Manager, Cocoa Beach, FL (population 11,200) in 2012, 2015 and 2016
City Administrator, Connell, WA (population 4,200) in 2014
City Manager, Cooper City, FL (population 32,000) in 2008
City Manager, Coral Gables, FL (population 43,000) in 2009
City Manager, Cottonwood Heights, UT (population 34,000) in 2004
City Manager, Covington, VA (population 5,802) in 2016
Town Manager, Cutler Bay, FL (population 35,000) in 2006
City Manager, Dania Beach, FL (population 28,000) in 2009
City Manager, Danville, VA (population 43,000) in 2016
City Manager, Deerfield Beach, FL (population 78,000) in 2019
City Manager, Delray Beach, FL (population 64,100) in 2014
City Manager, Deltona, FL (population 83,000) in 2006 and 2008
City Manager, Destin, FL (population 12,000) in 2003 and 2011
City Administrator, Dickinson, ND (population 22,300) in 2018
City Manager, Doral, FL (population 24,000), in 2004
City Manager, Doraville, GA (population 10,896) in 2013 and 2017
Town Manager, Dundee, FL (population 3,000) in 2006 and 2009
City Manager, Ellensburg, WA (population 18,350) in 2014
City Manager, Elmira, NY (population 29,200) in 2014
Village Manager, Estero, FL (population 26,600) in 2015
City Manager, Fairborn, OH (population 33,200) in 2017
City Manager, Fayetteville, NC (population 208,000) in 2012
City Manager, Fernandina Beach, FL (population 11,000) in 2006 and 2015
City Manager, Fife, WA (population 8,700) in 2010 in 2017

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, Fort Myers, FL (population 68,190) in 2016
Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008
City Manager, Fort Pierce, FL (population 41,900) in 2012
City Manager, Fort Smith, AR (population 87,650) in 2016
City Manager, Fruitland Park, FL (population 4,100) in 2013
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005
City Manager, Gainesville, FL (population 133,857) in 2016 and 2019
City Manager, Greensboro, NC (population 259,000) in 2009
City Manager, Groveland, FL (population 12,493) in 2018
City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012
City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)
City Manager, Homestead, FL (population 62,000) in 2010
City Manager, Indianola, IA (population 15,108) in 2015
City Manager, Jacksonville Beach, FL (population 23,387) in 2018
Town Manager, Juno Beach, FL (population 3,600) in 2005
Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011
City Manager, Key West, FL (population 24,600) in 2012
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
Town Manager, Lantana, FL (population 9,600) in 2000
City Administrator, Lake Forest Park, WA (population 13,059) in 2018
City Manager, Lake Worth, FL (population 37,000) in 2003 and 2007
City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002
City Manager, Leesburg, FL (population 20,390) in 2013
City Manager, Madeira Beach, FL (population 12,300) in 2011
Town Manager, Mangonia Park, FL (population 1,400) in 2001
City Manager, Marathon, FL (population 11,500 in 2002 and 2004
City Manager, Marco Island, FL (population 15,000) in 2014
City Manager, Medina, WA (population 3,000) in 2013
City Manager, Melbourne, FL (population 72,500) in 2012
City Manager, Miami Gardens, FL (population 101,000) in 2004
City Manager, Mill Creek, WA (18,828) in 2015
City Manager, Miramar, FL (population 122,000) in 2013
City Manager, Monroe, NC (population 33,500) in 2013
Town Manager, Mooresville, NC (population 41,995) in 2019
City Manager, Mount Dora, FL (population 12,000) in 2005
City Manager, Mount Pleasant, MI (population 26,000) in 2014
City Manager, Mountlake Terrace, WA (population 20,700) in 2014 and 2016
City Manager, Naples, FL (population 21,800) in 2018
City Manager, New Smyrna Beach, FL (population 23,000) in 2009
City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015
City Manager, North Miami, FL (population 62,000) in 2010 and 2014
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012
City Manager, North Port, FL (population 55,800) in 2011

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

Town Manager, North Topsail Beach, NC (population 734) in 2018
City Manager, Norwich, CT (population 40,500) in 2016
City Manager, Oakland Park, FL (population 42,800) in 2014
City Manager, Ocala, FL (population 52,000) in 2008 and 2015
City Manager, Opa-Locka, FL (population 2,180) in 2019
City Manager, Orange City, FL (population 10,000) in 2010 and 2016
City Manager, Orange Park, FL (population 9,100) in 2010
City Manager, Oviedo, FL (population 33,000) in 2008
City Manager, Palm Bay, FL (current population 101,000) in 2002 and 2015
City Manager, Palm Coast, FL (population 71,000) in 2006
Village Manager, Palmetto Bay, FL (population 24,000) in 2003
City Manager, Panama City Beach, FL (population 12,776) in 2012 and 2019
City Manager, Parkland, FL (population 30,177) in 2017
City Manager, Petersburg, VA (population 32,701) in 2017
Village Manager, Pinecrest, FL (population 19,300) in 2011
City Manager, Pompano Beach, FL (population 101,000) in 2007
City Manager, Port St. Lucie, FL (population 174,100) in 2016
City Manager, Portland, ME (population 65,000) in 2011
City Manager, Prosser, WA (population 5,802) in 2016
City Manager, Riviera Beach, FL (population 37,000) in 2009
City Manager, Roanoke, VA (population 98,465) in 2009 and 2017
City Manager, Sammamish, WA (population 64,548) in 2019
City Manager, Sarasota, FL (population 55,000) in 2012
City Manager, Satellite Beach, FL (population 10,100) in 2013
City Manager, Savannah, GA (population 142,800) in 2016
City Manager, Scottsdale, AZ (population 217,400) in 2013
City Manager, Sebastian, FL (population 24,772) in 2018
City Manager, Seminole, FL (population 17,800) in 2015
City Manager, Sequim, WA (population 6,700) in 2015
Town Manager, Sewall's Point, FL (population 2,000) in 2006
Township Manager, Spring Garden Township, PA (population 12,963) in 2018
Township Manager, Springettsbury Township, PA (population 26,700) in 2014 and 2016
City Manager, St. Pete Beach, FL (population 10,000) in 2014 and 2019
City Manager, Stuart, FL (population 17,000) in 2006 and 2017
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011
City Manager, Sunrise, FL (population 84,400) in 2012
City Manager, Sunnyside, WA (population 15,860) in 2013 and 2018
Town Manager, Surfside, FL (population 6,000) in 2014
City Manager, Tacoma, WA (population 200,000) in 2011 and 2017
City Administrator, Tavares, FL (population 11,000) in 2006
City Manager, Titusville, FL (population 43,940) in 2014
City Manager, Treasure Island, FL (population 6,937) in 2017
City Manager, Vero Beach, FL (population 16,751) in 2019

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, West Melbourne, FL (population 15,000) in 2009
City Manager, West Park, FL (population 12,000) in 2005 and 2010
City Manager, Weston, FL (population 70,015) in 2019
City Manager, Winchester, VA (population 26,000) in 2014
City Manager, Winter Haven, FL (population 37,900) in 2017
City Manager, Yakima, WA (population 91,000) in 2011 and 2012

County Administrator / Manager - Completed Searches

County Manager, Alachua County, FL (population 251,400) in 2014
County Manager, Baker County, FL (population 27,000) in 2006
County Administrator, Bay County, FL (population 158,000) in 2005
County Manager, Brevard County, FL (population 536,000) in 2009
County Administrator, Broward County, FL (population 1,800,000) in 2006
County Administrator, Clackamas County, OR (population 383,900) in 2013
County Manager, Clay County, FL (population 212,230) in 2005, 2011 and 2019
Chief Administrator, El Paso County, TX (population 827,700) in 2014 and 2016
County Administrator, Emmet County, MI (population 32,900) in 2014
County Manager, Flagler County, FL (population 83,000) in 2007
County Manager, Fulton County, GA, (partial search) in 2015 (population 894,300) in 2015
County Administrator, Hernando County, FL (population 172,800) in 2012
County Administrator, Highlands County, FL (population 98,000) in 2008
County Administrator, James City County, VA (population 69,000) in 2014
County Manager, Lee County, FL (population 600,000) in 2009
County Administrator, Martin County, FL (population 140,000) in 2005
Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011
County Administrator, Monroe County, FL (population 80,000) in 2004
County Administrator, Nassau County, FL (population 60,000) in 2004
County Administrator, Okaloosa County, FL (population 183,500) in 2013
County Administrator, Okeechobee County, FL (population 39,000) in 2008
County Manager, Osceola County, FL (population 235,000) in 2003 and 2007
County Administrator, Polk County, IA (population 400,000) in 2007 and 2011
County Manager, Seminole County, FL (population 410,000) in 2006
County Administrator, St. Johns County, FL (population 162,000) in 2007
County Administrator, St. Lucie County, FL (population 284,000) in 2014
County Manager, Union County, NC (population 198,600) in 2010
County Administrator, York County, VA (population 66,269) in 2015

Completed Searches – Other Municipal CEO

Executive Director, Bartow Municipal Airport Development Authority, Bartow, FL in 2017
Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900)
in 2016

Governmental Search Assignments (continued)

Completed Searches – Other Municipal CEO (continued)

General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016
General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
General Manager, Island Water Association, Sanibel, FL in 2018
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003
Executive Director, South Correctional Entity (SCORE), Des Moines, WA (population served 406,000) in 2018

Community Association CEOs and Assistant CEOs

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016
Executive Director, Lakewood Ranch Inter-District Authority, Manatee County, FL (population 15,000) in 2011 (The Executive Director also managed five community associations.)
Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017
Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017
Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001

Completed Searches – Assistant/Deputy Managers

Assistant City Manager / Operations, Corpus Christi, TX (population 308,000) in 2013
Assistant City Manager / Utilities, Corpus Christi, TX (population 308,000) in 2014
Deputy City Manager, Danville, VA (43,000) in 2016
Deputy City Administrator, Dickinson, ND (population 22,300) in 2016
Deputy City Manager for Community Building, Durham, NC (population 220,000) in 2009
Assistant Town Manager, Jupiter Island, FL (population 654) in 2010
Assistant Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1998
Assistant City Manager, Lake Worth, FL (population 37,000) in 2004
Assistant County Administrator, Martin County, FL (population 140,000) in 2006
Deputy City Manager, Sammamish, WA (60,000) in 2016
Assistant City Manager, Tamarac, FL (population 55,500) in 2001
Assistant City Manager, West Palm Beach, FL (population 101,000) in 2004 and 2013

Completed Searches – City or County Attorneys

County Attorney, Clay County, FL (population 196,400) in 2016
City Attorney, Daytona Beach, FL (62,300) in 2016
City Attorney, Fort Lauderdale, FL (population 178,752) in 2018

Governmental Search Assignments (continued)

Completed Searches – City or County Attorneys (continued)

City Attorney, Fort Pierce, FL (population 41,590) in 2016 and 2018
County Attorney, Fulton County, GA (population 996,319) in 2015
Chief Labor Negotiator, Orlando, FL (population 270,934) in 2018
City Attorney, Port St. Lucie, FL (population 185,132) in 2016 and 2019
County Attorney, Prince William County, VA (population 438,580) in 2015
City Attorney, Roanoke, VA (population 96,000) in 2012
Fire District Attorney, St. Lucie County Fire District, FL (population 298,600) in 2017
City Attorney, Vero Beach, FL (population 16,751) in 2019
City Attorney, West Melbourne, FL (population 15,000) in 2008

Completed Searches – Community Development/Growth Management/Planning

Growth Management Director, Collier County, FL (population 357,305) in 2015 and 2017
Community Development Director, Danville, VA (population 43,000) in 2016
Director, Building and Development, Loudoun County, VA (population 336,900) in 2014
Community Development Director, Miami, FL (population 408,000) in 2008
Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012
General Manager, North Sarasota Redevelopment District, Sarasota, FL (population 53,000) in 2008
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005
Community Development Director, Tamarac, FL (population 55,500) in 2007
Growth Management Manager, Wellington, FL (population 55,000) in 2009

Completed Searches – Economic Development / Redevelopment

Executive Director, Camden County (GA) Joint Development Authority (pop. 51,400) in 2014
Economic Development Director, Collier County, FL (population 328,000) in 2012
Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009
Economic Development Director, Concord, NH (population 42,444) in 2017
Economic Development Director, Roanoke, VA (population 96,000) in 2012
Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009
Economic Development Director, Loudoun County, VA (population 326,000) in 2010
Economic Development Director, St. Johns County, FL (population 162,000) in 2011

Completed Searches – Engineers

City Engineer, Gulfport, MS (population 90,000) in 2008
Director/Engineering/Public Works /Utilities, Hallandale Beach, FL (population 39,000) 2013
Deputy County Engineer, Martin County, FL (population 140,000) in 2006
Assistant City Engineer, Melbourne, FL (population 75,000) in 2008
City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006
Staff Engineer, Wellington, FL (population 55,000) in 2009

Governmental Search Assignments (continued)

Completed Searches – Facilities Management

Director, Performing Arts & Convention Center, Federal Way, WA (population 92,700) in 2015
Director, Landscaping, Weston, FL (population 65,300) in 2013

Completed Searches – Finance and Budget

Finance Director, Altus, OK (population 19,800) (background check) in 2012
Finance Director, College Park, MD (population 32,256) in 2016
Procurement Director, Collier County, FL (population 357,305) in 2016
Finance Director, Danville, VA (population 43,000) in 2014
Finance Director, Daytona Beach, FL (population 31,860) in 2012
Finance Director, DeLand, FL (population 28,230) in 2016
Finance Director, Escambia County (FL) Housing Authority (population served: 302,700), 2014
Finance Director, Fort Walton Beach, FL (population 20,000) in 2006
Finance Director, Groveland, FL (population 12,493) in 2018
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010
Finance Director, Lauderdale Lakes, FL (population 32,000) in 1998
Finance Director, Miami, FL (population 408,000) in 2013
Finance Director, Miramar, FL (population 130,300) in 2016
Treasurer, Miami, FL (population 408,000) in 2013
Finance Director, Oregon City, OR (population 31,860) in 2012
Finance Director, Petersburg, VA (population 32,701) in 2017
Finance Director, Roanoke, VA (population 99,000) in 2014
Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014
Revenue Operations Director, Savannah, GA (population 142,800) in 2017
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Finance Director, St. Petersburg, FL (population 248,000) in 2010
Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010
Finance Director, Surfside, FL (population 5,700) in 2012
Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009
Finance Director, West Palm Beach, FL (population 101,000) in 2007

Completed Searches – Fire/EMS/Dispatch

Fire Chief, Cape Coral, FL (population 154,300) in 2013
Fire Chief, Lauderdale Lakes, FL (population 32,000) in 1999
Executive Director, South Sound 911 (serves a population of 808,000), Tacoma, WA, in 2013
Fire Chief, St. Lucie County Fire District, FL (population 298,600) in 2018
Fire Chief, West Palm Beach, FL (population 101,000) in 2005

Completed Searches – General Services / Administration

General Services Director, Loudoun County, VA (population 349,700) in 2015

Governmental Search Assignments (continued)

Completed Searches – Housing/Building

Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Official, Sewall's Point, FL (population 2,000) in 2006
Building Official, Tamarac, FL (population 55,000) in 2008

Completed Searches – Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Human Resources Director, Cape Coral, FL (population 154,300) in 2013
Director, Human Resources, Gainesville, FL (population 125,000) in 2014
Director of Personnel, Fulton County, GA (population 992,000) in 2010
Director, Human Resources, Hillsborough County, FL (population 1,292,000) in 2015
Human Resources Office, Loudoun County, VA (population 326,000) in 2011
Human Resources Administrator, Martin County, FL (population 140,000) in 2007
Personnel Director, North Miami, FL (population 56,000) in 2001
Director, Human Resources, Sunrise, FL (population 88,800) in 2015
Director, Human Resources, Roanoke, VA (population 99,000) in 2014
Personnel Director, Vero Beach, FL (population 17,900) in 2003
Human Resources Director, West Palm Beach, FL (101,900) in 2013 and 2014

Completed Searches – Health and Human Services

Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010

Completed Searches – Information Technology

Information Services Director, Cooper City, FL (population 33,382) in 2017
Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998
Information Services Director, Palm Beach County Tax Collector (population 1,300,000), Palm Beach County, FL in 2012 (partial search)
Chief Information Officer, Weston, FL (population 65,300) in 2015

Completed Searches – Parks/Recreation/Libraries

Parks and Recreation Director, Cape Coral, FL (population 179,804) in 2018
Parks and Recreation Director, Deerfield Beach, FL (population 78,041) in 2017 and 2019
Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,292,000) in 2015
Director, Parks and Recreation, Hobbs, NM (population 35,000) in 2014
Libraries and Information Services Director, Newport News, VA (population 183,000) in 2017
District Manager, Holiday Park Recreation District, Palm Bay, FL (population 1,400) in 2007
Library Services Director, St. Johns County, FL (population 162,000) in 2007
Parks and Recreation Director, West Palm Beach, FL (population 101,000) in 2006
Parks and Recreation Director, Weston, FL (population 70,015) in 2019

Governmental Search Assignments (continued)

Completed Searches – Police

Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Farmington, NM (population 45,900) in 2014
Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
Chief of Police, Mooresville, NC (population 35,300) in 2016
Police Chief, Petersburg, VA (population 32,701) in 2017
Director of Administration – Public Safety, Ocean Reef Community Association, Key Largo, FL
in 2016
Police Chief, Sewall's Point, FL (population 2,000) in 2007
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012
Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010
Police Chief, Winchester, VA (population 27,216) in 2017

Completed Searches – Public Works

Public Works Director, Aventura, FL (population 37,200) in 2016
Public Works Director, Camden County, GA (population 53,044) in 2019
Solid Waste Director, Camden County, GA (population 53,044) in 2018
Public Works Director, Chandler, AZ (population 250,000) in 2007
General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461) in 2016
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL
(population 200,000) in 2003
Vice President, Public Works & Operations, Ocean Reef Community Association (population
2,000), Key Largo, FL, in 2001
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Public Works Director, Sammamish, WA (60,000) in 2016
Director/Capital Projects Manager/City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007
Assistant Public Works Director, Sumter County, FL (107,000) in 2015
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
Public Works Director, Tamarac, FL (population 55,500) in 2003
Solid Waste Director, Tampa, FL (population 335,700) in 2014
Director, Landscaping, Weston, FL (population 65,300) in 2013

Completed Searches – Transportation

Chief Executive Officer, Chatham Area Transit, Savannah, GA (population served 286,900)
in 2016

Governmental Search Assignments (continued)

Completed Searches – Utilities

Water Resources Director, Asheville, NC (population 87,200) in 2015
Utility Director, Danville, VA (population 43,000) in 2015
Power & Light Division Director, Danville, VA (population 43,000) in 2015
Water and Gas Director, Danville, VA (population 43,000) in 2016
Utilities Manager, Deerfield Beach, FL (population 78,041) in 2017
Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011 and 2013
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
Utilities Director, Lake Worth, FL (population 37,000) in 2009
Waterworks Director, Newport News, VA (population 183,000) in 2017
Executive Director, Onslow Water & Sewer Authority, Jacksonville, NC, (pop. 160,000) in 2009
Utilities Director, Palm Bay, FL (population 101,000) in 2005
Utilities Director, Panama City, FL (population 38,286) in 2017
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Executive Director, Sewerage and Water Board of New Orleans, LA (population 369,000)
Director, South Martin Regional Utilities, FL (population 22,000) in 2013
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
General Manager, Tampa Bay Water, FL (population served 2,400,000) in 2008

Completed Searches – Work Force Management

Director, Office of Economic & Workforce Development, Durham, NC (pop. on 220,000), 2009

Completed Searches – Other

Chief Operating Officer, Amelia Island Plantation Community Association, FL (population 3,000) in 2016
City Clerk, Lauderdale Lakes, FL (population 32,000) in 1998
Clerk to the County Commission, Fulton County, GA (population 1.02 million) in 2018
Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009
Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015 and 2017
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998
Vice President for Administration, Ocean Reef Communication Association, Key Largo, FL in 2017

Appendix B

Sample Brochure: City Manager Search Indianola, IA



Welcome to the City of Indianola

City Manager Position Open - Apply by October 21, 2015



Population: 15,305

Midwestern values. Friendly people. Excellent schools. Safe. Near a major city. Great City Council and staff! A city with tremendous potential that is seeking a city manager! Those are but a few words that describe this outstanding opportunity.

Indianola is an undiscovered treasure. It is a smaller city with a historic downtown. It is also the county seat for Warren County and the County Courthouse sits in the middle of a square surrounded by an eclectic array of local businesses, shops and restaurants. The sundries store with a classic soda fountain sits on the corner.

It is a place that offers both culture and adventure. The Des Moines Metropolitan Opera (DMMO) calls Indianola home and is the state's largest performing arts organization annually producing over 100 performances throughout the region.

B-1

Its summer season features performances in Indianola. Other significant attractions include Simpson College's Farnham Gallery, the U.S. Hot Air Balloon Museum, and the U.S. Ballooning Hall of Fame.

The City prides itself on its events. Late July/early August brings the nine day National Balloon Classic and approximately 100 hot air balloons in both classic and unusual shapes from all over the world. The Classic is second only to the annual hot air balloon festival in Albuquerque, NM. The third Friday of every month from April through September brings "Bike Down to I Town" where the City closes its downtown to regular traffic and 5,000 to 6,000 motorcyclists converge on the downtown square. Indianola is probably the only smaller city in America where one can purchase motorcycles made by nine of the eleven manufacturers. The City also hosts regional baseball and softball tournaments virtually every weekend.

Indianola is known for its excellent access to outdoor activities. A nice trail system, five major parks and two golf courses (one public and one private) lie within the City's boundaries. The City's Parks and Recreation Department is first rate and offers extensive organized programs for all ages. It also has a huge, new YMCA and a foundation (started by former major league baseball star Casey Blake) has donated one million dollars to the school district to build athletic, academic and fine arts programs. Nearby Lake Ahquabi State Park features a 115 acre reservoir for swimmers, anglers, boaters, kayakers and paddle boarders. Covering 770 acres, the park also offers 141 camp sites and an adjoining shooting range. Public and private hunting and fishing sites are common in the area.

Iowa's thriving state capital, Des Moines, is 25 minutes away and has much to offer. For someone who likes to travel, Indianola is ideal. It is located in the center of the Midwest. It is two



City Manager | City of Indianola, Iowa

2

B-2

hours to Omaha, three to Kansas City, four to Minneapolis, five to Chicago and a bit further to St. Louis. Des Moines International Airport is 15 to 20 minutes away and offers easy access to anywhere in the world.

Indianola Community Schools is a community-based district dedicated to providing every child with a safe, educationally enhanced learning experience. It offers modern learning facilities in its four elementary schools, a middle school and a high school. All provide a first class education. When students graduate, they do not need to travel far. Highly regarded Simpson College lies just west of downtown and has been ranked by U.S. News and World Report as one of the nation's best comprehensive colleges. The Great Value Colleges website ranked it seventh in providing the best value in the Midwest. Founded in 1860, it offers a wide variety of majors to approximately 1,400 students. Its most famous graduate is George Washington Carver.

Local medical care is very good. Three major medical providers maintain clinics in Indianola and much more extensive care can be obtained in Des Moines. Housing is relatively inexpensive with a typical value of \$155,000 and the City's cost of living is about 9% lower than the U.S. average. The City has four excellent facilities for senior housing.

All in all, Indianola is a great place for you and your family. Outdoors or indoors, action or art, the spectator and participant alike will find this region of almost 600,000 people to be alive with everything you want nearby. So dust off your resume and forward it to us.

History

Inhabited by the Sac and Fox Indians, the lands of Iowa were ceded to the U.S. Government by treaty following the Louisiana Purchase of 1803. The Iowa territory was admitted as a state in 1846 and divided into counties following the Virginia form of organization. In 1849 it was decided each county seat should be located in the center of the county and on April 1, 1864 the City of Indianola was officially incorporated and became the county seat of Warren County. Around 1887 the Rock Island Railroad

came to the City and shortly after Indianola became one of the first cities to have a municipal electric plant.

Indianola has grown slowly but steadily (see Table I) since the Civil War. For most of its life, it has been the hub of a prosperous farming community. Lately, however, its location has led it to become a city of choice for those who commute to Des Moines. In fact, 64% of the resident workforce drives to Des Moines for their jobs.

Table I: Indianola Population Growth

Census	Population
1860	836
1890	2,254
1900	3,261
1920	3,628
1940	4,123
1960	7,062
1980	10,843
2000	12,998
2015	15,305

Source: U.S. Census Bureau

Demographics

Indianola's 2010 population of 14,782 was comprised of 39% age 25 and younger while 18% are from ages 25 to 40, 23% 40 to 60 and 20% age 60 and over. The median age is 34, a little lower than that national median age of 36.8. 97% of the population is classified as Caucasian, 0.5% African American, 0.2% American Indian and 0.7% Asian. 1.5% self-identifies as Hispanic or Latino of any race. Owner-occupied housing units make up 67% of the housing. The average household size is 2.42 persons and the average family size is 2.98 persons. Of those persons 25 and older 96% have a high school diploma and 29% have a Bachelor's degree or higher. The average family income is \$65,703 with 9.4% of all families falling below the poverty level.

City Manager | City of Indianola, Iowa

Table II: Climate Data for Indianola

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average High °F	31	36	48	63	73	82	87	85	77	66	49	36
Average Low °F	12	16	27	40	50	60	64	62	54	42	29	17
Precipitation Inches	1.1	1.2	2.0	3.3	4.4	4.8	3.7	3.8	3.7	2.4	1.8	1.3

Source: Weatherbase

Climate

Indianola's climate has four truly enjoyable seasons. Summers are warm to hot (often humid) while winters are mild to cold. Precipitation totals 33.5 inches per year with the summer months being the heaviest. Snowfall is more frequent than rain in the winter. See Table II.

Geography

Indianola covers 11.25 square miles. It is close to the geographic center of Iowa. It sits on gently rolling terrain in the shallow valley of the Des Moines River surrounded by corn and soybean fields. Its northern boundary is only six miles from Des Moines.

Commerce

Primary employment in Indianola is concentrated in education, healthcare and services. Principal employers include Harvest Innovation (grain processing), Cemen Tech (concrete mixers), Herschel Corporation (tractor parts), Simpson College, Indianola Schools and Mercy Clinics.

The Government

Indianola utilizes the Mayor/Council form of government with an elected legislative body and an appointed City Manager. The Mayor and two Council Members are elected at large while the other four represent the four quadrants of the city. All are elected to staggered four year terms. The Mayor presides over meetings but can only vote in the case of a tie in budgetary and a few other limited areas. The elected officials are collegial and respectful of one another. They generally agree on matters but when they do not, they will debate the matter, vote on it and move on to the next

item. They do not revisit prior decisions. The staff is very strong and led by very capable department heads. The City Council recognizes that fact. It holds the staff members in very high regard and respects their abilities.

The City Manager is appointed by the Council and oversees the City's daily operations. The Council also appoints a Treasurer and City Clerk. The City offers the following functions: community development, fire, parks and recreation, police, public works and sewer/wastewater treatment. Indianola Municipal Utilities provides water, electric and telecommunications services. It operates under a Council appointed Board of Trustees.

The total city budget including utilities is \$34.1 million and the General Fund \$2.4 million. Approximately 44% of the general fund budget is supported by the property tax. The City has approximately 92 FTEs. The City's Police and Clerical, Parks, Sewer and Streets workers are represented by two separate units of the Municipal Laborers Local #353.

The City is emphasizing business and residential growth in its strategic plan. Among its primary goals are the addition of high-end single family homes, increasing the medical presence in the community, and growing its restaurant and retail sector. The City envisions a growing and prosperous community that values education, cultural diversity and a healthy lifestyle. At the same time, it recognizes the vital importance of protecting its current small town character.

The Challenges and Opportunities

The first and foremost challenge/opportunity is to bring high quality economic development to the City. Historically, the Des Moines area's growth has been to the north and west. With its proximity, however, Indianola is



ideally situated to absorb some of the region's future growth. Importantly, managed growth has the support of both the City's leadership and the residents. As noted above, at the same time, residents want to protect the character of their community. In the long run, the key will be balancing the two. In the short run, the challenge is to initiate high quality, residential development in the City. That will require making developers fully aware of the opportunity that exists in Indianola.

Another task will be to work with landowners to encourage them to make the land available. Finally, electricity is expensive in Indianola. Hence, working with Indianola Municipal Utilities will be critical. Some bright spots are that the City has both a residential and a commercial TIF. A new hotel and a fifth senior living facility are coming to the City. Further, the medical facilities at the north end of the City are ripe for expansion.

Over the past few years, the City has made a great deal of progress. Financially, resources are tight but adequate. Two years ago, 63% of the budget went to paying off debt. Prior councils had been aggressive in providing new facilities and services and, with a limited tax base, balancing the budget reserves and bonds. The election in 2013 brought a different philosophy and the City has lived within its income ever since. The adjustment was not easy but the staff has rallied around the Council's mandate and together they have brought expenditures in line with revenues. Fortunately, the longest bond term was 10 years so within a few years, the debt will be more manageable. Still money will need to be managed carefully.

The third challenge is the City's infrastructure and the most significant item is constructing a new wastewater treatment plant. 35 years old and with growth on the horizon, the current plant needs to be replaced. The

new facility's cost will be just under \$28 million and the Council is working diligently to determine a strategy to finance the new plant. With design and permitting yet to be completed, it is felt that some of the funding will likely come from bonds. Another portion will come from a one cent increase in the form of a local option sales tax. That proposal will be put before the voters in March 2016. Getting it passed is a related issue. Other infrastructure items will be addressed in the longer term and likely be necessitated by growth. These include a new public safety building and the renovation of city hall once public safety leaves.

Finally, Indianola works with a number of other entities and coordination can be a challenge. For example, several agencies in the area support economic development but their efforts are not always well coordinated. Then there are the other governmental units, including the County and State. Further, Simpson College is key player in the community and working together could produce significant benefits for both parties.

The Ideal Candidate

The City is seeking a strong, dynamic leader and manager to partner with the Council to continue Indianola's momentum toward becoming one of Iowa's premier cities. Much has been accomplished but much remains to be done. The Council has a vision and will provide the road map. The manager will "build the road" while providing options and strategies for the elected officials to consider. He/she should expect considered debate and to contribute as appropriate. Once the decision is made, the individual will rally the staff to execute that decision.

The ideal candidate will be intelligent and energetic. The individual will also be patient – it can take time to work through issues and process – but also have a sense of urgency. In other words, he/she will take the time necessary to build relationships, get the permits, and fulfill the requirements of the law but will do so as expeditiously as possible. With much to be done, he/she will not dilly dally.

Quality of life is very important in Indianola and the

manager must understand all the elements that contribute to it. The individual will support with these elements (including recreational, cultural and leisure activities) and the role they play in creating a great community.

The next manager will be a person who enjoys people and will spend time in the community. Many of the issues will require public support and the manager will be constantly seeking ways and venues to inform the public. The opportunity to speak to a community organization will be one the manager seizes. With outstanding communications skills, he/she will work diligently to be sure the City's message is heard. The individual will be a master at translating technical information into something the average person can understand and be equally comfortable speaking to university professors and laborers. At the same time, he/she will realize that key to effective communication is listening. The individual will also recognize the importance of having a sense of humor.

The manager will be open minded and respectful of others and their opinions. Customer service will be important to the next manager. Indianola has a tradition of responsiveness and quality in serving the public and the manager will encourage its continuation. The individual will be analytical and progressive, constantly seeking ways to make the operation more efficient and effective. He/she will encourage automation and improved information systems that enhance productivity and the information available to the staff, the elected officials and the public.

The individual will be a "we" person and a team builder. Consensus will be important to the manager but he/she will also be comfortable making a tough decision when time is limited. The ideal candidate will be strategic, have a plan and carry out the plan. He/she will set high (but realistic) expectations for staff, provide the necessary resources and support but then step back and allow them to do their jobs. The city staff is very capable and the next manager will take advantage of that fact to move the City forward. While he/she will recognize the importance of the details and of being informed, the individual will not be a micromanager. Rather the manager will expect results and hold people accountable. He/she will hire good people, be a mentor and encourage staff development.



The manager will be a cheerleader for the City and passionate about promoting it. As such, the individual will be comfortable in a public relations role. The ideal candidate will work diligently to bring new development to Indianola in a managed, sensible way. He/she will have a track record of building partnerships with local businesses and landowners and in bringing homes to his/her community. At the same time, he/she will value Indianola's charm and character and recognize the need to protect it. In other words, the City wants the right growth, not any and all growth. Knowledge of tax increment financing and its application will be important.

The ideal candidate will have at least a Bachelor's Degree in business or public administration or an area related to city management. A Master's Degree is preferred. The individual will also have at least five years of experience as a city manager or assistant and expertise in local government finance.

The selected candidate will view this position as a destination and not a stepping stone. The City hopes the next manager will stay at least seven years so he/she can provide stability and a steady hand in guiding it to its future. Being fiscally conservative with expertise in finance and budgeting is important. Skill in intergovernmental relations is critical. The individual will need to work with the Schools, College, the County, the State and the Utility if he/she is to be truly effective. Experience in a similar community, ideally in Iowa, and knowledge of Iowa law are pluses.

Compensation

The salary range is \$110,000 to \$150,000 and the salary will depend on qualifications and experience. Benefits are excellent. The City Manager will be part of the Iowa Public Employees Retirement System unless he/she chooses to opt out.

The Most Recent City Manager

The most recent City Manager left after three years with the City for a position near St. Louis. We do not anticipate any internal candidates.

City Manager | City of Indianola, Iowa

Residency

Residency within the City limits is required within 30 days of becoming the City Manager.

How to Apply

E-mail your resume to Recruit24@cb-asso.com by October 21st. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858.

The Process

Applications will be screened between October 22nd and November 23rd. Finalists will be selected on November 24th. A reception and interviews will be held on December 4th and 5th. A selection will be made shortly thereafter.

Other Important Information

The City of Indianola is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

Additional Information

For additional information about Indianola visit: <http://www.indianolaiowa.gov/>

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING



Appendix C

Sample Candidate Report

Sample Candidate Report

[Note: The following materials are provided with the permission of the candidate.]

TABLE OF CONTENTS

	<u>PAGE</u>
RESUME	1
CANDIDATE INTRODUCTION	7
BACKGROUND CHECKS	15
CB&A REFERENCE NOTES	19
INTERNET SEARCH	35

Resume

Roberto Hernandez

8641 Northwest 80th Street, Tamarac, Florida 33321 | 954-590-8290 | robhernandez@comcast.net

PROFESSIONAL PROFILE

Proven, resourceful, and results-focused public administrator with more than twenty-five years of progressive and responsible local government management experience. ICMA-Credentialed Manager known for leadership, professionalism, and organizational abilities. U.S. Army Reserves (retired) with extensive background in civil-military operations. Focus areas include:

- Budget development
- Fiscal stewardship
- Organizational effectiveness
- Complex operations
- Economic development
- Municipal-level services
- Public safety
- Emergency management
- Regional service delivery

RELEVANT EXPERIENCE

Deputy County Administrator **2013 to Present**
Broward County Board of County Commissioners; Fort Lauderdale, Florida

Part of the Miami-Fort Lauderdale metropolitan area, Broward County is the second most populous county in Florida and 17th in the United States (pop. 1.9 million). It provides mandated, regional, contracted, and municipal-level services, in addition to operating the 24th busiest airport, and a cruise/cargo port ranked among the top ten nationally.

Key duties and responsibilities:

- Maintain positive and effective relationships with a nine-member board of county commissioners.
- Provide executive level leadership by assisting the county administrator in directing the operations of a large, diverse, urban county with 5,989 employees and a total budget of \$4.2 billion.
- Provide direct oversight of Public Works, Human Services, Environmental Protection and Growth Management departments; Parks and Recreation, Libraries, Cultural divisions; and Economic and Small Business Development, Public Communications, Intergovernmental Affairs, and Medical Examiner and Trauma Services agencies (3,003 FTEs and \$537.4 M operating budget (FY16)).
- Serve as the acting county administrator during the county administrator's absence.

Accomplishments:

- Served as team leader during negotiations ultimately retaining a major league sports team.
- Participated in the establishment of new five-year strategic priorities and agency business plans.
- Coordinated a study of living wage policies leading to the expansion of such policies at the County's international airport.
- Overseeing the reimagining of a county-owned sports and entertainment facility into a mixed use economic and cultural destination.

Deputy City Manager **2011 to 2013**
City of Coral Springs, Florida

Served as one of two deputy city managers in a full-service municipality consisting of 24 square miles, population of 121,096, 767 FTEs, and \$152M total budget, located in southeastern Florida.

Key duties and responsibilities:

- Worked closely and collaboratively with the city manager and a five-member city commission on a variety of projects, issues and business plan initiatives.
- Assisted the city manager in providing operational oversight of municipal departments.
- Functioned as the de facto director of the Coral Springs Community Redevelopment Agency (a dependent special district) charged with the redevelopment of the city's downtown area.
- Contract administrator between the City and its charter school and economic development agency.

Accomplishments:

- Led the City's efforts to build a new municipal complex including working with the public, Urban Land Institute, city commission, key stakeholders, and others.
- Performed a comprehensive assessment of the City's code enforcement agency leading to operational changes targeting efficiency and program effectiveness.
- Created a five-year capital improvement plan and reinstituted a marketing/branding program for the City's downtown redevelopment agency.
- Spearheaded the creation of an economic development strategic plan, ten-year update of the City's downtown redevelopment plan, downtown storm water study, and downtown parking study.
- Provided initial project leadership and oversight for a \$4.4 million project consisting of "Complete Streets" elements and development of an "Art Walk" as a link between the new municipal complex and adjacent dining and shopping areas.

Deputy County Manager**2008 to 2011*****Fulton County Board of County Commissioners; Atlanta, Georgia***

Fulton County is the center of the Atlanta metropolitan area and the state's capital county (pop. 1.1 million, 5,557 FTEs (FY11) and FY11 total budget of \$1.09 B). Served as deputy county manager principally responsible for unincorporated area services, public safety, public works, and coordination with judicial agencies.

Key duties and responsibilities:

- Interacted with a seven-member board of county commissioners.
- Provided strategic leadership and direction for various county services, including: animal services, code enforcement, planning, permitting, zoning, economic development, emergency communications/911, emergency management, fire and emergency medical services, parks and recreation, police, and public works (including water and sewer).
- Directly responsible for overseeing municipal-level services within the unincorporated area known as South Fulton, an annual operating budget of \$208 million (FY11, all funds) and 751 full-time employees (all funds).
- Coordinated activities among the County Manager's Office and the County's 12 constitutional and judicial agencies.
- Acted as the county manager during the county manager's absence.

Accomplishments:

- Established an economic development program for unincorporated areas of Fulton County focused on business retention and redevelopment of commercial corridors.
- Guided the adoption of a redevelopment plan for the Fulton Industrial District, resulting in the reinvigoration of one of the largest industrial, warehousing and distribution areas east of the Mississippi River.
- Implemented a multi-faceted approach to crime reduction in unincorporated communities leading to a 33% reduction in serious crimes (2008 thru 2010).
- Led a comprehensive review and reorganization of the county's emergency communications services.
- Planned and implemented infrastructure improvements including replacement and renovated fire stations, parks and recreation facilities, fleet replacement, new satellite government service center, courthouse security upgrades, and other improvements to county-owned facilities.
- Provided strategic direction to the Office of the Child Attorney leading to the termination of a federal consent decree relating to legal services provided to abused and neglected children.

- Coordinated the Office of the County Manager's efforts to comply with, and emerge from, a federal consent decree relating to jail crowding by participating in initiatives designed to improve the criminal justice system's performance, expand jail staffing, reduce criminal case processing time, replace the criminal justice information system, and complete extensive jail modernization and improvement projects.

Assistant to the County Administrator**2003-2008*****Broward County Board of Commissioners, Fort Lauderdale, Florida***

Served in an executive level position assisting the county administrator in managing the operations of the 14th largest county (1.8 million residents, \$3.1 billion total budget (FY08) and 7,000 employees (FY08)).

Key Responsibilities or Accomplishments:

- Assisted in implementing the policies of a nine-member board of commissioners.
- Facilitated, tracked, and monitored the implementation of key policies, projects and initiatives in assigned agencies, including Aviation, Community Services, Emergency Management, Environmental Protection, Port Everglades, Public Works and Transportation (\$857M FY08 operating budget and 3,124 employees).
- Completed special projects to improve services, efficiency or organizational performance, including a seaport physical security program upgrade and organizational improvements in emergency management operations.
- Chaired or served on organization-wide task forces on cost efficiencies in environmental protection, transportation, and public works services.
- Directed an internal investigative unit investigating complaints of misconduct by employees or contractors.

Various Positions**1994-2003*****Broward County Board of Commissioners; Fort Lauderdale, Florida***

Executive level or management positions assisting in directing the operations of two departments including human services and public safety, and coordinating the county's activities in affordable housing and economic development.

Accomplishments:

- Co-authored strategic plan for regional fire rescue services which secured \$18 million in capital funding, \$16 million in additional operating funds and \$33 million for regional public safety communications.
- Negotiated five intergovernmental agreements for fire and emergency medical services with a combined value of more than \$40 million including the expansion of contracted fire rescue services and the consolidation of municipal and county fire departments.
- Assisted in the placement, funding, and construction of a 200-bed full service homeless assistance center.
- Coordinated special projects and citizen advisory boards, such as the Homeless Initiative Partnership, Fire Rescue Advisory Board, and Affordable Housing Advisory Committee.
- Administered more than \$7 million in affordable housing financing, construction and rehabilitation programs for Broward County and four contract cities under the State Housing Initiative Partnership.
- Produced or preserved 320 affordable housing units with a total value of \$24.5 million.
- Attracted \$15.2 million in private funding for affordable housing units.

Commercial Revitalization Coordinator
*City of Homestead, Florida***1994**

Program management position in the city's Community Development Department responsible for reconstructing commercial and residential areas damaged during Hurricane Andrew.

- Implemented a \$650,000 Commercial Building Rehabilitation Assistance Program consisting of facade renovations, correction of code violations and compliance with ADA requirements.
- Supervised contracting and performance of contractors, engineers and architects on building renovation projects.
- Assembled cost estimates for land acquisition, relocation, demolition, and public improvements.
- Managed grants and prepared grant management reports as required by state and federal grants.

Executive Director
*Hispanic Unity of Florida, Inc., Hollywood, Florida***1992-1994**

Chief executive officer responsible for directing the operation of a nonprofit, community-based social services agency providing family literacy, community health, citizenship development, case management, and employment assistance services. Reported directly to a board of directors, supervised full-time staff of 12 and responsible for administration, financial management, programmatic planning, fundraising, and coordinating agency activities. Key achievements include:

- Increased agency's grant funding by 94% within a one-year period.
- Secured funding from public and private sources for the purchase and renovation of the agency's first owned facility.
- Expanded agency programs to include health services, HIV/AIDS case management, and citizenship examinations.

Civil Affairs Specialist/Instructor/Course Writer
*United States Army Reserve***1983-2008**

Functioned as a Civil Affairs Soldier, Team Sergeant, Detachment Sergeant, Instructor, and Chief Instructor in support of conventional and special operations forces. Identified critical requirements needed by local citizens in combat or crisis situations. Located civilian resources to support military operations, mitigate non-combatant injury, or minimize civilian interference with military operations. Established and maintained communication with civilian aid agencies and organizations. Notable accomplishments while on Active Duty include:

- Supported operations Enduring Freedom and Iraqi Freedom by training deploying forces to perform civil military operations, which involve establishing, maintaining and influencing relations between military forces, governmental and nongovernmental civilian organizations, and the civilian populace in order to facilitate military operations and achieve U.S. objectives.
- Following Hurricane Andrew, provided humanitarian assistance to civilians, and provided short-term support to stabilization and reconstruction efforts in the city of Homestead, Florida.
- Assisted in the reception, housing and relocation of Cuban migrants during Operation Safe Haven in the Republic of Panama.
- Provided technical expertise, advice, and assistance in restoring local government services and facilities in the Republic of Panama during Operation Just Cause, including public safety, jail facilities, refuse collection, restoration of freight rail service, repair of local housing stock, and the re-establishment of the national government.

EDUCATION

Essentials of Firefighting

Broward Fire Academy, Fort Lauderdale, Florida

Master of Public Administration

Nova Southeastern University, Fort Lauderdale, Florida

Army Instructor Training Course

U.S. Army John F. Kennedy Special Warfare Center and School, Fort Bragg, North Carolina

Bachelor of Public Administration

Florida International University, Miami, Florida

Civil Affairs Course (Civil-Military Operations)

U.S. Army John F. Kennedy Special Warfare Center and School, Fort Bragg, North Carolina

PROFESSIONAL AFFILIATIONS

International City / County Management Association (ICMA) – Credentialed Manager

Broward City / County Management Association

Urban Land Institute (ULI)

International Economic Development Council (IEDC)

Florida Redevelopment Association, past member

City of Tamarac, Florida Firefighters Pension Board of Trustees

Florida Public Pension Trustees Association

Candidate Introduction

Roberto “Rob” Hernandez

EDUCATION

- Master of Public Administration: Nova Southeastern University; Fort Lauderdale, Florida
- Army Instructor Training Course: U. S. Army John F. Kennedy Special Warfare Center and School; Fort Bragg, North Carolina
- Bachelor of Public Administration: Florida International University, Miami, Florida
- Essentials of Firefighting: Broward Fire Academy; Fort Lauderdale, Florida
- Civil Affairs Course (Civil-Military Operations): U. S. Army John F. Kennedy Special Warfare Center and School; Fort Bragg, North Carolina

EXPERIENCE

Deputy County Administrator; Broward County, FL	2013 – Present
Deputy City Manager; Coral Springs, FL	2011 – 2013
Deputy County Manager; Fulton County, GA	2008 – 2011
Broward County, FL	1994 – 2008
Assistant to the County Administrator (five years), Assistant to Department Director (seven years), and Urban Affairs Specialist / Housing Resource Coordinator (two years)	
Commercial Revitalization Coordinator, Homestead, FL	1994
Civil Affairs Specialist /Instructor/Course Writer, United States Army Reserve	1983 – 2008

BACKGROUND

Broward County, Florida is a large, urban county located in southeast Florida. With a population just shy of 1.9 million residents, it is the second most populous county in the state, and the 18th most populous in the United States. The county consists of more than 1,000 square miles; however, two thirds of the county are conservation areas of the Florida Everglades. The remaining 435 square miles is home to 31 municipalities and unincorporated neighborhoods. The county’s governing body consists of nine members elected from single-member districts, and provides services ranging from animal care to zoning, buses to butterflies. Operating under a Commission/Manager form of government, Broward County government, excluding the constitutional officers, employs 5,989 full-time employees.

As the deputy county administrator, I assist in overseeing 29 of 57 business units. Directly under my supervision are ten agency directors (Human Services, Public Works, Environmental Protection and Growth Management, Parks and Recreation, Libraries, Cultural, Medical Examiner and Trauma Services, Public Communications, Intergovernmental Affairs and Professional Standards, and Economic and Small Business Development), one administrative assistant, and one part-time special projects coordinator. The County’s current general fund budget is more than \$1.1 billion, or \$4.2 billion in total.

Roberto “Rob” Hernandez

The three most important issues facing my current organization at this time are:

1. Expanding transportation options and improving mobility
2. Diversifying the economy beyond tourism and services
3. Ensuring housing is affordable.

Broward County is the center of the Miami-Fort Lauderdale-West Palm Beach Metropolitan Statistical Area (MSA). With 5.8 million residents, this MSA is the most densely populated urban area outside of the northeastern United States. The region is the state’s economic hub and is a gateway to both tourism and international trade. Since the 1970s, Broward County has experienced explosive population growth. The county is now largely built-out with very few tracts of large undeveloped parcels of land remaining. Despite the lack of available raw land, the population continues to grow, fueled in part by the weather, 25 miles of beaches, geographic proximity to Central and South America, and favorable tax climate.

This consistent growth has resulted in worsening traffic congestion within the region. Almost all of the county’s major arterial roadways have been widened to their maximum available widths, yet operate at beyond-maximum capacities. In order to sustain continued population growth, economic prosperity and redevelopment, it is important that the county not strangle itself on its success. Broward County cannot operate a sufficient public transportation system without a dedicated source of funding and is contemplating a 2016 ballot measure that would increase the sales tax rate from five percent to six percent to pay for transit and transportation improvements.

Economic diversification is the second most important public policy issue facing Broward County government. Broward County is fortunate to be among the leaders in the state and nationally in job creation and has had historically low unemployment rates. According to the Florida Chamber of Commerce, Broward will add another 144,700 working-age residents to its population by 2030. This means that in order to maintain an unemployment rate of 4.3 percent, the county must create almost 77,000 new jobs. The tourism, hospitality and service sectors are major employment generators. However important to the region’s and state’s economies, these sectors typically pay below average wages. Working with private sector parties, the County’s long-term strategy is to attract higher paying jobs in targeted industries such as aerospace, manufacturing, health, financial services, international trade, and corporate headquarters.

Lastly, housing affordability is the third major issue facing Broward County. The combination of lower wage service sector jobs, high development costs, and lack of available land have led to rapidly escalating home sale prices and rents. Housing costs in Broward County are now among the highest in the nation. Recent studies show that the average home in Broward is unaffordable. In fact, a family needs to earn \$63,048 to afford the median-priced home costing \$286,000. Also, a 2014 study by the Metropolitan Center at Florida International University found that almost 50 percent of households in the county are cost-burdened, meaning their housing-related costs exceed 30 percent of their income. We know that housing demand and labor markets are linked. Without

Roberto “Rob” Hernandez

an affordable and diverse housing stock, this county will not succeed in creating a diversified and balanced economy.

GENERAL MANAGEMENT STYLE AND EXPERIENCE

I have been a public servant since graduating from high school. I have been fortunate to work for several outstanding and highly-regarded governments in executive capacities. My ultimate goal is to become a city or county manager in a community of excellence. Throughout my professional career, I’ve resisted the temptation to “chase” city manager positions solely for the sake of becoming a city manager at any cost. Instead, I’ve judiciously and patiently served in deputy roles in great organizations and exceptional communities. This opportunity as a city manager fits perfectly into my career plan. I am prepared for the challenge and look forward to it.

As I mentioned earlier, I currently serve as the deputy county administrator for a well-regarded, county government. Prior to that, I served as a deputy city manager responsible for operations, economic development and redevelopment for the City of Coral Springs, Florida. Previously, I served as a deputy county manager in Georgia’s largest county – Fulton County. In that capacity, I directly oversaw several departments including Police, Fire Rescue, Development Services, Emergency Management, Animal Control, Public Works, 911 and others. I also served as the county manager’s direct liaison with our judicial agencies.

Prior to working for Fulton County, I held various positions within Broward County (Florida) government where I assisted in troubleshooting issues and program management. During my tenure in Broward County, I obtained my certification from the State of Florida in Firefighting. In addition, I am proud of the 23 years I served in the United States Army Reserves, where I finished my military career as a senior instructor. During my military career I assisted in re-establishing local government services in Panama following Operation Just Cause, building health clinics and schools in various nations, and assisting in reconstruction activities in the City of Homestead, Florida, following Hurricane Andrew in 1992. I was later hired by the City to help oversee reconstruction of its downtown business district.

I do not subscribe to any specific “style” of management. For me, it is purely situational. However, I prefer to refer to it as leadership rather than management. I often say that many can manage, but few can lead. When time, resources, and skills permit, my leadership style is participatory and collaborative. In other circumstances, it must be directive. However, my inclination is toward participation. I attribute this to my service in the U.S. military. The Army taught me and gave me numerous opportunities to lead teams and groups, since military operations seldom involve individuals operating in vacuums. The concept of teamwork has been instilled in me since sitting in the barber’s chair at Fort Jackson, South Carolina, at the ripe age of 17.

I make it a point to focus on teamwork and my military background because throughout my career I have had to work with, or for, managers that could not lead their colleagues or subordinates.

Roberto “Rob” Hernandez

Although they could “manage”, they had a hard time relating to or motivating others, including their superiors. Many maintained a “my way is best” or “because I said so” approach. Often times they felt the organization revolved around them resulting in employees that were not motivated nor empowered to act. They failed to teach, mentor or guide the organization and demonstrated a “do as I say” rather than “do as I do” approach. This approach does much to harm an organization in the long-term. For that reason, I am grateful to having had the intensive training and experience in group/team leadership and the opportunity to apply those skills effectively.

Additionally, during my career, I have been active, energetic and involved. While not a micromanager, I am an engaged one. After all, one cannot lead from behind a desk. Therefore, I prefer to spend time with employees in “the field” and have spent countless hours working with public works crews, animal control, fire and police.

I am confident that others (staff and elected officials) would describe me as professional, thorough, hard-working and even-tempered. A strength they would also point to is my ability to make strategic decisions and think one step ahead. Further, I am proud of my proclivity to take on difficult projects or disorganized operations and help bring organization and focus. My military background has taught me to be disciplined, focused, methodical, and organized.

In terms of weaknesses, I’ve learned to become less rigid over time. I have also learned to juggle multiple demands and competing interests. This at times makes me appear to be rushed. I am also known to be direct and to the point.

Regarding performance metrics, it all starts at the top with the governing body establishing a clear strategic vision for the organization, and cascades downward. Once five or so key strategic objectives are defined by the governing board, it’s the manager’s job to help develop strategies to meet those strategic objectives. Business units then must identify those operational efforts and measures that are aligned with the strategies and long-term objectives. Those help form the basis for developing individual performance measures that are included in performance reviews.

As for achievements, I am most proud of my working in economic development and redeveloping a crime-ridden industrial area known as the Fulton Industrial District. This area had become overrun with prostitution and crime. I created and led an intensive initiative to clean the area, invest public resources, retain existing businesses and attract new ones. This initiative led to the closure of budget motels overtaken by drug dealers and prostitutes. Working with the business community we established the equivalent of a business improvement district. Finally, I helped create a satellite government center in the heart of the district. We re-established the District as a safe place for business in the Metro Atlanta area.

Early in my career I learned that it pays to be prepared and self-reliant. While working on a controversial issue related to fire rescue consolidation, I was required to make presentations before various city commissions. I faced a less than friendly audience in one community where I was required to present after midnight. I was not allowed to use their computer, projectors or electric

Roberto “Rob” Hernandez

cords. From that point forward, I learned to be fully self-sufficient and prepared for contingencies.

In terms of embarrassing situations, while in college I did not pay a campus ticket for failure to wear my seatbelt. I mistakenly thought it would go on my college tuition bill at the University of Houston and, when I went to register, I would pay the fine. I realized later that a warrant had been issued for failing to pay. A lesson hard learned.

As for employee terminations, I’ve had to dismiss numerous employees throughout my career. While it is never an encounter that brings pleasure or satisfaction, these separations should not be a surprise to the affected individual. The individual should have been counseled and made well aware of performance deficiencies, corrective actions required, and the consequences of not meeting the performance standards. Regardless, in each of these situations, I believe that the employee should be treated with respect and dignity.

The issues and challenges facing Savannah for its next city manager are:

- ***Addressing Crime and Public Safety.*** My limited research and knowledge of Savannah indicates a serious problem with violent crime in the City. For a city of about 150,000 residents, the number of gun-related deaths in excess of 54 deaths is staggering. Throughout the internet, there are accounts from residents warning of crime and violence. While the growing number is positive, the perception of violent crime could impact the City’s reputation. It certainly appears to be impacted, at least in the eyes of residents and business leaders. The City’s next city manager must be someone with a background in public safety and with strong knowledge of the criminal justice system.
- ***Upgrading Infrastructure.*** As an older, low-lying coastal community, Savannah must continue to invest in its stormwater management, flood control and transportation infrastructure. The city is prone to flooding and its infrastructure is aging. The cost of upgrading and replacing these systems in light of rising sea levels and climate change will undoubtedly be staggering for a city of its size. Nevertheless, significant investments in infrastructure to address the City’s needs for the next 50 to 100 years is vital.
- ***Investing in its People.*** Savannah seems to experience many of the ills which affect larger urban areas. Crime, poverty, affordable housing, homelessness, economic disparity, and scarce higher-wage employment for its residents. Despite its southern charm, the city appears to suffer from decades, and perhaps generations, of disinvestment in its people. Median family income is \$36,410, and more than 40 percent of area residents are housing cost-burdened. The poverty rate appears to be at just below 20 percent. In a Coast Georgia Indicators Coalition survey, respondents identified crime, and increasing educational attainment and job training as the top two most important issues facing the community. These issues are beyond the City’s ability to solve and requires a city manager with the ability to work with other actors to address these issues in a systematic way.

Roberto “Rob” Hernandez

If selected for the position, during my first six months I will:

- Listen and observe to grasp issues, challenges and desires of all stakeholders. This includes meeting with elected officials from all levels, department directors, neighborhood groups, business community, education representatives, the local media, and others;
- Reach out to department directors and learn about their challenges, priorities and programs;
- Meet as many employees as possible by conducting several “town hall” sessions;
- Establish trust and credibility with elected officials, and the workforce;
- Become more familiar with the community and its culture; and
- Review goals and objectives for the organization with the Mayor and City Council;
- Forge a close relationship with the City Council and Mayor by meeting with each on a regular basis.

As for media relations, I appreciate the work the media does. The media can be a great asset if managed properly and cultivated. Being open and honest with them is important. Integrity is an essential part of the relationship with the media.

Social media is an effective tool in keeping the public informed and is changing how government communicates with its various constituencies. I have used social media, primarily twitter, to keep interested individuals informed with short briefs on an issue. This helped us shape our story and put us in leading the community conversation rather than delegating that role to media. I’ve used social media to help sustain interest on an issue and to keep the public informed on upcoming discussions or significant events. During workshops or regular meetings of my elected body, we would “tweet” aspects of the discussion. Unfortunately, given Florida’s strict public records laws, my use of social media has for the most part been in one direction – that is, pushing information rather than engaging in back and forth communication.

There is “no dirt” on me. I live a clean, simple life, prefer to tell things as I see it, and sleep well at night. I also treat people with professionalism and respect. I am honestly not aware of anything in my professional or personal lives that could be viewed negatively.

My personal interests include the outdoors and pursuing home improvement projects.

ADJECTIVES OR PHRASES THAT DESCRIBE ME:

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> Driven | <input checked="" type="checkbox"/> Professional | <input checked="" type="checkbox"/> Focused |
| <input checked="" type="checkbox"/> Disciplined | <input checked="" type="checkbox"/> Organized | <input checked="" type="checkbox"/> Thorough |

Roberto “Rob” Hernandez

REASONS FOR CONSIDERING LEAVING CURRENT POSITION:

I am considering opportunities beyond Broward County because I believe that I can have a greater impact on an organization and a community by serving in the top leadership role.

CURRENT SALARY

\$210,000 plus \$5,000 auto allowance

CB&A Background Checks

Background Check Summary for ROBERTO HERNANDEZ

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Broward County, FL	No Records Found
Fulton County, GA	No Records Found
State	
Florida	No Records Found
Georgia	No Records Found

Civil Records Checks:

County	
Broward County, FL	No Records Found
Fulton County, GA	No Records Found
Federal	
Florida	No Records Found
Georgia	No Records Found

Motor Vehicle

Florida	No Records Found
---------	------------------

Credit	Excellent
--------	-----------

Bankruptcy	No Records Found
------------	------------------

Education	Confirmed
-----------	-----------

Employment	Confirmed
------------	-----------

CB&A Reference Notes

Reference Notes Roberto “Rob” Hernandez

Elizabeth Taschereau – Former CRA Coordinator, Coral Springs, FL 954-292-8281

Ms. Taschereau has known Mr. Hernandez since 2011 when he was hired as the Deputy City Manager. He was the CRA (Community Redevelopment Agency) Liaison.

Every project currently underway in Coral Springs is a very direct result of Mr. Hernandez’s work. He was very innovative, very driven and very conscientious. He was publicly praised on several occasions for thoroughly researching a topic before bringing ideas forward. He was so thorough that his suggestions were never questioned. He made decisions based on what was right for the community.

Mr. Hernandez developed a Capital Improvement Plan which had not been done for several years prior. This document was very well done and became the master plan for the city. He has an incredible ability to produce results. He has much experience in development and redevelopment, something Coral Springs really needed.

One of Mr. Hernandez’s strongest attributes is his understanding of employees’ strengths. He strategically placed them in teams where they could move projects forward. Employees had input and buy-in. He lightens up tense situations. He can step in and make decisions to move things forward when needed. He brought new ideas to the city and really changed the dynamics and the direction it was headed.

As Deputy City Manager, Mr. Hernandez was accountable for at least half of the operations in the city. He managed economic development, community redevelopment, public works, and other organizations. He oversaw 400 – 500 employees. A selection committee is used when hiring employees and selecting vendors, he sat on those committees.

Mr. Hernandez was very driven in moving the economic development processes forward, which had been stalled for a number of years because of the recession. He was very committed to helping Coral Springs thrive from every perspective, even parks and recreation. He gave a thorough presentation to help the Commissioners and the public embrace the concept of building a new city hall. He is very aggressive in moving forward to achieve an amazing end result. He did a great deal of community outreach for various projects. His public presentations provided information so that projects could receive the support needed to move forward. Those listening felt that he cared about the community and wanted the best for the residents.

Coral Springs has a number of A rated schools. Mr. Hernandez understands how important education is and attended meetings related to education. He also attended chamber and corporate meetings related to economic development. He is very dynamic and easy to speak with. He shows an interest in residents and is well liked. When he left they held a going away party that was well attended by staff, commissioners and residents. Everyone tried to talk him into staying and praised his performance.

Reference Notes

Roberto “Rob” Hernandez

Mr. Hernandez was the liaison between Ms. Taschereau and the elected officials. He kept everyone aware of items that need to be on the agenda or were of concern. He also did well communicating information from the Board.

Mr. Hernandez drove around the city with employees to see what parts of the community needed attention. He encouraged input to hear different perspectives. Staff found his management style refreshing because they were including in identifying and resolving issues.

The downtown area was run down. Mr. Hernandez held a meeting to determine what could be done to enhance the aesthetics of the area. Employees from various departments gave their perspective. He implemented several of their ideas and is very inclusive.

City hall has very limited parking in the front. Many employees were given permission to use the front parking lot, which meant customers had to park in the back. Mr. Hernandez immediately recognized that he was walking into city hall with customers. He explained to employees why they needed to park in back, thus reserving the front parking lot for customers. Everyone followed the policy from that time forward. When residents called him regarding permit delays, he reviewed the process to determine why the delay occurred. If a process was not serving the customer, he adjusted it.

Mr. Hernandez is very good with finances. He conducted budget reviews and was very involved in the process during budget season. He was also involved in police, fire and pension negotiations. He is very timely in completing tasks unless the item needed more research. He is very conscientious about providing a quality product and being responsive, and he has the same expectation of staff.

Nothing controversial will be found in Mr. Hernandez’s professional or personal history. He has a military background and integrity is always at the top of his list. He left Coral Springs for a better opportunity. Everyone in the community speaks very highly of him. Commissioners and community leaders still call him when they need advice.

Ms. Taschereau would hire Mr. Hernandez and would work for him again. The city of Coral Springs would re-hire him if given the opportunity. When he left projects and activity slowed down. He set goals that were reachable while moving projects forward. He is very results oriented and will be a great Manager.

Words or phrases used to describe Roberto Hernandez:

- Leader,
- Innovative,
- Collaborative,
- Inclusive,
- Decisive leader,
- Influential.

Reference Notes Roberto “Rob” Hernandez

Strengths: Very collaborative; very decisive, very professional; very approachable; very intelligent; very innovative; very well liked; great leader.

Weaknesses: He is very high functioning and he trusts employees to work at the same level. He does not micro manage but at times people need to be micro managed.

Erdal Donmez – City Manager, City of Coral Springs, FL 954-344-5906

Mr. Hernandez reported to Mr. Donmez from 2011 – 2013. They had frequent interactions as their offices were near each other. Because of his military background Mr. Hernandez is very organized. He kept time tables for each project and assignment, and stayed within that timetable. He relayed both good news and bad news, and kept everyone very well informed.

Mr. Hernandez’s job performance is excellent. When given an assignment he is very thorough in researching the idea and providing updates as needed. He is very hard working, rarely says no to an assignment and does an excellent job from start to finish. He is a superb individual and employee.

Hiring decisions are made by hiring panels in Coral Springs. Mr. Hernandez was part of several hiring panels and did very well. He was confident in challenging his subordinates and peers by asking questions about procedures that had been in place for years, but he did so in such a way that he gained the respect of everyone in the organization.

Mr. Hernandez maintains the organization at a high level of performance and can be a change agent when necessary. He is often out in the community and attends community functions. His public interactions are excellent.

Every Friday afternoon Mr. Hernandez drove some of the Directors to project sites and to review other parts of the community. He also rode with police officers and employees from code enforcement. He made sure everyone was aware of the issues and sought input from multiple departments. He is very dynamic, hardworking, mature and friendly.

The Code Enforcement Division was in terrible shape and received complaints from staff and residents. Mr. Hernandez organized meetings with the entire staff to discuss the issues and how they could improve. He met with every employee as a group and individually to make sure they were on board. He involved staff from other departments. He gave regular updates and wrote an assessment report, which became the basis for the reorganization of the division. This report is still used as a model for other departments and functions.

Mr. Hernandez had good financial skills and does well preparing the budget. He is not an expert in finance and cannot give advice on whether the city should use a bank loan or a bond issue. He is always timely in completing tasks and if he is unable to complete it within the time frame given, he is upfront to avoid surprises.

Reference Notes

Roberto “Rob” Hernandez

Coral Springs has a very informal environment. Staff generally calls the commissioners by their first name. Mr. Hernandez has a military background and called them Mr. Commissioner or Ms. Commissioner. His style is unique and while the elected officials did encourage him to use their first name, they appreciated the respect he showed them.

Nothing negative has been written about Mr. Hernandez in the newspaper. His background is clear of any item that might embarrass an employer.

Before hiring Mr. Hernandez, Mr. Donmez called his former boss in Broward County to ask what she thought of him. She replied that none of his accomplishments were exaggerated and she would hire him in a heartbeat. She eventually had an open position within the County and offered it to Mr. Hernandez, which he accepted.

Mr. Hernandez is at the top of Mr. Donmez’ list of individuals to recommend or hire. He is very well rounded, mature, hardworking, friendly and highly ethical. He speaks Spanish, which is beneficial in South Florida. Mr. Donmez gives Mr. Hernandez the highest reference possible.

Words or phrases used to describe Roberto Hernandez:

- Disciplined,
- Organized,
- Professional
- Listener, and
- Formal as needed.

Strengths: Very organized and thorough; keeps everyone in the loop; does an excellent job with every assignment.

Weaknesses: His only weakness is longevity. He worked in Coral Springs for less than two years and left for an opportunity with the County.

Skye Patrick – Former Director of Libraries, Broward County, FL 562-940-8400

Ms. Patrick has known Mr. Hernandez since 2014. She really enjoyed working with him and learned much from him.

Public Administration is Mr. Hernandez’s strong suit. He is thoughtful and he understands County policy and procedures very well, which means he can navigate in a way that is very helpful to his department. He did not know much about the library system when he was hired but he studied and learned about how they operate and he now has a good understanding.

Reference Notes

Roberto “Rob” Hernandez

The Directors hired by Mr. Hernandez were very good selections. He sat on the panel that hired the Finance and Business Administrator, and helped with the searches for the Aviation Director and Human Services. When making decisions in general he is very thoughtful and takes the time to gather information.

In general, Mr. Hernandez maintains the organization at a high level and has learned from his department heads to be innovative and creative. They had a monthly meeting where Mr. Hernandez provided information on organizational changes. Ms. Patrick headed a very large organization with many issues. He was always available and responsive.

Some community members were very aggressive. Mr. Hernandez took the time to attend both scheduled and off the cuff meetings with individuals who had concerns about an issue. His openness and willingness to address an issue immediately, without any delay, was impressive.

In his capacity Mr. Hernandez really tried to lead the organization, and was creative and thoughtful in meeting goals. He worked very well with the Board, which consisted of nine voices with sometimes conflicting concerns. He protected the department heads when necessary and did a great job balancing the administration and the politics, which is no small feat.

Several major personnel issues involving union members were escalated to upper management. Mr. Hernandez was not required to attend the meetings but he came to help negotiations. The union had between 500 and 600 members. He helped navigate the very rocky road between the union relationship and County protocol. He showed great initiative in addressing problems that existing prior to his arrival. He helped resolve long standing issues in only 2 to 3 meetings.

Mr. Hernandez was given directives to create a business plan for the new Panther Stadium. The process took several months and he worked with several departments to create the business model. He also worked on a new transportation plan which is very complex. The process has spanned for several years and involves 15 of the 31 cities in Broward County.

They were short 800k in a capital budget of \$5 million dollars. Mr. Hernandez worked with the staff to review the overall budget and prioritize projects. Several of the big ticket items related to technology were prioritized, and he found a way to upgrade their enterprise software.

They have only known each other for a few years but Ms. Patrick does not know anything controversial that involves Mr. Hernandez.

Broward County has a \$6.5 million dollar budget with 31 cities plus some incorporated areas. Ms. Patrick would hire Mr. Hernandez and feels he is well suited to run a community the size of Broward County or slightly larger. Every department head he worked with has a positive opinion of his management and leadership qualities. Employees are comfortable working with him and felt very supported by him. He ensured that Ms. Patrick had the financial resources she needed. She confidently recommends him for an Administrator position.

Reference Notes Roberto “Rob” Hernandez

Words or phrases used to describe Roberto Hernandez:

- Extremely thoughtful,
- Very intelligent,
- Incredible business mind,
- Perfectly capable administrator,
- Incredible leadership qualities, and
- Shows initiative and foresight to present quantifiable outcomes.

Strengths: Thoughtful; understands policy and procedures; public administration; learns what he needs to know.

Weaknesses: He could have a greater understanding of the different lines of work that each department head is responsible for.

Claudette Bruck – Former Commissioner, City of Coral Springs, FL 954-562-2526

Ms. Bruck has known Mr. Hernandez since 2011. He was their City Manager for all too short of a time. They were sad to see him leave and would love to have him back.

Mr. Hernandez is extremely bright, very diligent and focused. When he first came to the city he first stood back and analyzed the organization. When it was his turn to speak, he impressed everyone. His presentations are flawless but factual. Everything he says is entirely trustworthy, he does not present information he cannot stand behind.

Their interactions were all professional. Mr. Hernandez is very respectful. He listens and is prompt in responding to inquiries. His decisions when hiring personnel are very good. He is innovative and operates at a high performance level. He listens, assesses a situation and then comes forward with an excellent recommendation. He is very experienced and innovative.

Mr. Hernandez frequently gave presentations at workshops, commission meetings and community meetings and always did an excellent job. He has a good rapport with the audience and a demeanor that invites trust.

Mr. Hernandez kept the Commissioners informed as appropriate. The Manager’s office operates independently of the Commission. Rather than reporting in on a daily basis, they do so at special meetings or as needed.

Mr. Hernandez did not have the opportunity to work one-on-one with residents, but he did present information about projects to the community. He is always prepared and can answer questions on the spot.

Reference Notes

Roberto “Rob” Hernandez

The Commission receives much information from varying sources and the information is not always accurate. They felt very fortunate to have Mr. Hernandez on staff and trusted his accuracy. He led the organization well because he earned the trust of employees.

Mr. Hernandez played a significant role in pension discussions. He responded to questions at community and commission meetings. He follows through and is customer service oriented. He always does what he says he will do. He was not directly involved in the finance department or the creation of the budget, but has a good understanding of the numbers.

Ms. Bruck is unaware of any controversy involving Mr. Hernandez. She would hire him and feels he would be a great manager. He is knowledgeable, experienced, task oriented, focused, and can always be trusted. His departure was a tremendous loss to Coral Springs.

Words or phrases used to describe Roberto Hernandez:

- Trustworthy,
- Bright,
- Quick study,
- Serious about his position,
- Honorable, and
- Innovative.

Strengths: Very thorough; brings an idea forward only after it has been thorough researched; good at identifying problems and determining solutions.

Weaknesses: None identified.

Zachary Williams – Former Fulton County Manager, GA 404-990-6545 404-371-2881

Mr. Williams has known Mr. Hernandez since 1994. They worked closely from 2008 to 2011, Mr. Hernandez was the Deputy County Manager. He did an excellent job. His work performance, personality, and interactions are outstanding. He was handpicked from South Florida to come and work for Mr. Williams.

Mr. Hernandez has an excellent work relationship with his elected officials. They trust that what he says has been well researched. He earned their respect and represented Mr. Williams very well.

Once he has been given a problem to solve, Mr. Hernandez is tenacious. He marshals resources and focuses them through team building to get the job done. He does not shy away from challenges. He can be patient when it is warranted; however, it does not come naturally to him.

Reference Notes

Roberto “Rob” Hernandez

Mr. Hernandez prefers face to face interactions whenever possible. If meeting a person directly is not an option, then he uses the phone. He is an excellent writer and could be successful using email; however, he has developed respect from his subordinates by meeting with them personally, listening to their issues, and explaining his thoughts.

Depending on the nature of the decision that needs to be made, Mr. Hernandez will respond quickly. Circumstances which require fact gathering may take him longer. He is not indecisive but rather takes the appropriate amount of time to gather the information and opinions he needs to make good decisions.

Mr. Hernandez hires good employees. In some instances where a hire did not work out, he did all he could to work with them. He goes through exhausted hiring practices involving many stakeholders. He is analytical and uses that to his advantage in the hiring process.

Mr. Hernandez is innovative but does not try to change things just for the sake of change. He is mature enough to leave a process alone when it works well. He has improved existing processes in Fulton County.

Mr. Williams is proud of the redevelopment which was carried out on Fulton Industrial Boulevard. Under Mr. Hernandez’s leadership an area known for drugs, prostitution, and crime has reversed its negative direction and become an area where businesses want to locate. Mr. Hernandez created momentum in this large container warehousing district. He acquired State funding and formed a commercial improvement district.

There are very few tasks in public service which Mr. Hernandez could not do well. He is ready to take the helm of an organization and become a Manager. Mr. Williams gives him his full and complete endorsement and support. Mr. Hernandez is one of the best public servants Mr. Williams has ever worked with.

Words or phrases used to describe Roberto Hernandez:

- Embodies what public service should be,
- True believer in the mission to make other people’s lives better,
- Tenacious,
- Analytical,
- Hardworking, and
- Professional.

Strengths: Problem solving; tenacity; marshaling resources; and team building.

Weaknesses: He can be patient when it is warranted; however, it does not come naturally to him.

Reference Notes
Roberto “Rob” Hernandez

Dele Lowman – Former Assistant to the County Manager, Fulton County, GA (404) 612-8331

Ms. Lowman works with Mr. Hernandez in the Fulton County Manager’s Office and has known him since 2003 where they worked together in Broward County. They have a good working relationship. He is very diligent and mission focused.

When Mr. Hernandez first arrived in the Administrative Office in Broward she was working as a graduate being mentored by the County Administrator. She was told to watch Mr. Hernandez and learn from how he took a task, broke it into small parts and organized people to get the job done. If there was something he did not know he studied to become more effective.

Mr. Hernandez and Ms. Lowman have philosophical differences yet get along quite well. His military background has shaped his personality and makes him the driven person he is. He works well with elected officials. He spends most of his time with the commissioner over the unincorporated areas, and though their interests are not always the same, they work well together. He has the respect of the commissioners.

Mr. Hernandez values loyalty. His greatest strengths are diligence and follow through. No matter how difficult a situation may become, he does what he must for the best interest of the community.

Laser focus is both strength and a weakness for Mr. Hernandez. In his current role as second in command he does what he is asked without stepping back to see if there is another way. If he was the final decision maker perhaps that would be different.

Unlike many managers, Mr. Hernandez does not have an aversion to staff meetings. He likes to speak with people face to face. He is more than capable of interacting via telephone and email but favors the personal approach when dealing with direct reports.

Mr. Hernandez is a great public speaker. He has a teaching background in the military. He interacts well with the public and deals with residents often in the unincorporated area.

One recent task Mr. Hernandez was asked to take on was building the first amphitheater on the south side of the county. It was an overwhelming project with an unreasonable timeline and difficult budget. He did an outstanding job and followed it through to opening day.

There are certain people Ms. Lowman has worked with that she would hand pick to be on her team and Mr. Hernandez is one of them. She highly recommends hiring him.

Reference Notes Roberto “Rob” Hernandez

Words or phrases used to describe Roberto Hernandez:

- Focused,
- Reliable,
- Diligent,
- You can trust him to do what he says,
- Professional and,
- Hard working.

Strengths: Diligence; follow through; loyalty.

Weaknesses: Laser focus, however he may step back if he were the manager.

Omatayo (Tayo) Alli – Juvenile Court Administrator, Fulton County, Florida (404) 613-4681

Ms. Alli is an attorney and the Juvenile Court Administrator in Fulton County. Mr. Hernandez was Deputy Director over the courts and her direct supervisor from 2008 -2011. He is phenomenal in every area. He is dedicated, dependable and loyal to his employees.

Mr. Hernandez is very supportive of his employees. He is extremely knowledgeable and articulate. He approves spending requests and is very responsible with the budget. If he says no he is still willing to listen to Ms. Alli’s appeal.

In terms of strengths, Mr. Hernandez was a great listener and always multitasking. He was called upon to do many things at the same time yet makes it look easy. Ms. Alli was consistently impressed with his management during a crisis. He was responsible for a number of departments and he showed the same level of professionalism and understanding with each of them.

Ms. Alli wanted to speak with Mr. Hernandez recently and did not have an appointment. She saw him at a meeting but it had run late and her ride was waiting for her. He offered to walk her to the car so she could speak with him on the way. He got back to his office and emailed her his response. There have been other times she sent him an email after midnight and he responds on his blackberry. These are just a few examples of how wonderful he is to work with.

Mr. Hernandez dealt with the public on many occasions including Town Hall meetings. No matter what subject or question was brought up, he seemed to have knowledge in the area and a well thought out response. There were instances where she would have told someone to sit down and be quiet but Mr. Hernandez responds calmly and professionally.

Out of all the executives Ms. Alli has worked with, Mr. Hernandez is her favorite. She was devastated when he left Fulton County but she would never want to stop him from progressing in

Reference Notes Roberto “Rob” Hernandez

his career. She would hire him without a moment’s hesitation. He is an all-around exceptional person.

Words or phrases used to describe Roberto Hernandez:

- Articulate,
- Extremely bright,
- Go to person,
- Professional,
- Dedicated and,
- Dependable.

Strengths: Great listener; always multitasking; intelligent and supportive.

Weaknesses: None identified.

Dan Daley – Commissioner, Coral Springs, FL 954-778-3304 954-344-5911

Mr. Hernandez was the Deputy City Manager when Mr. Daley ran for office and was elected as a City Commissioner. They have known each other since 2011. Mr. Daley has the highest regard for Mr. Hernandez. Mr. Daley rarely provides references and when he does, he means what he says. Mr. Hernandez is at the top of his list.

Mr. Hernandez’s job performance is incredible. The city had rampant issues in the code enforcement and building departments. He spearheaded an internal review which caused a complete 180-degree turnaround. By the end of the investigation and audit, the individuals in charge sought early retirement and the departments were headed in the right direction.

In terms of hiring personnel Mr. Hernandez helped put together a winning team but because the Commissioners are not involved in hiring decisions Mr. Daley does not know the role that Mr. Hernandez played. His decisions in general are good.

The way Mr. Hernandez handled himself as a Deputy City Manager showed his innovation. He undertook the downtown development project and really wanted to transform the downtown area into a vibrant place. He is not set in his ways, he is open to new thoughts and processes to achieve the goals.

Mr. Hernandez attended community meetings on a frequent basis. He has tremendous experience working with the public and can break down a complex issue for residents with ease. He is down to earth and works very well with the public.

Reference Notes

Roberto “Rob” Hernandez

Because of Mr. Hernandez’s military background, communication and transparency was a significant part of how he operated. He stated the facts that the elected officials needed to know. He provided recommendations and then left the decisions to the Commissioners.

Mr. Hernandez rallied employees around the vision of the elected officials. He was customer service oriented. He worked with the CRA to establish and budget the downtown project. His work was completed in a timely manner.

Mr. Daley never felt uneasy with Mr. Hernandez both in terms of his personality and when he was relaying bad news. Mr. Daley felt confident that Mr. Hernandez was not hiding any facts or skewing the numbers. If Mr. Daley knew of anything in Mr. Hernandez’s background that was controversial, he would not have provided this reference. Mr. Hernandez left Coral Springs to be the Deputy County Administrator for Broward County.

Mr. Daley would hire Mr. Hernandez. He would be a great city or county manager. He has an excellent reputation in Coral Springs and Broward County.

Words or phrases used to describe Roberto Hernandez:

- Leadership,
- Trust,
- Gets the job done,
- Detail oriented,
- Standup guy, and
- Straight shooter.

Strengths: Leadership; task oriented; gets things done; works through complex issues.

Weaknesses: None identified.

John Hearn – City Attorney, Coral Springs, FL 954-344-5977

Mr. Hearn has known Mr. Hernandez since 2011. In terms of job performance Mr. Hernandez is very energetic and a go-getter. He really moves projects along and stays on top of them. He is a change agent.

City Hall is in an office that was built by General Electric for selling homes. The City has been trying to build a City Hall since 1993. Mr. Hernandez really energized those involved and the new City Hall is finally under construction.

Mr. Hernandez was always very involved in the community and he attended community meetings. He had a very good relationship with the public. He was customer service oriented.

Reference Notes Roberto “Rob” Hernandez

Mr. Hernandez leads staff to fulfill the vision of the Board. Employees did not have much appetite for moving forward with the downtown development which included the new City Hall. He took the bull by the horns and did a very detailed PowerPoint presentation showing all the issues that their current City Hall had. He demonstrated how having a vibrant downtown area would benefit the City and residents. He did a nice job leading the project.

Mr. Hearn is not directly involved with the budget and finances but in the course of their conversations he came to believe that Mr. Hernandez has good financial skills. He completes tasks by the deadline given.

Mr. Hernandez has not been involved in anything personally or professionally controversial. He left Fulton County because his family wanted to return to Florida. When an opportunity opened up on Broward County, he embraced it. He moves forward when doing so makes sense.

Mr. Hearn would hire Mr. Hernandez and had a positive experience working with him. He would be a good city or county manager. The five Commissioners and City Manager in Coral Springs loved working with Mr. Hernandez.

Words or phrases used to describe Roberto Hernandez:

- Energetic,
- Outgoing,
- Positive,
- Change agent,
- Engaged, and
- Active.

Strengths: Energetic; very much wants to make decisions; can shepherd a project from A to Z very well.

Weaknesses: People’s greatest strengths are often their greatest weaknesses. Because he moves projects along so well Mr. Hearn, as City Attorney, had to slow him down a little and occasionally remind him of a step that needed to be taken in the process.

Dale Pazdra – Human Resources Director, Coral Springs, FL 954-344-1150

Mr. Pazdra has known Mr. Hernandez since 2011. They were peers within the organization.

Mr. Hernandez did an excellent job during the time he was with Coral Springs. His decisions are good because he is very detailed. He gathers the data necessary to get to the bottom of an issue and is very well informed when he makes decisions.

Reference Notes

Roberto “Rob” Hernandez

Mr. Hernandez can be characterized as a change agent. He is very good at communicating with others in the organization. He represented the city frequently at public meetings and was always visible in the community.

One of Mr. Hernandez’s strengths is project management. He led an assessment team to determine how effective the code compliance division was organized, how they managed the workload, and the leadership of the department. Mr. Hernandez and his team did a very thorough job and suggested several changes that were implemented to improve operations.

In terms of customer service Mr. Hernandez does well. From a fiscal perspective he is very good with numbers and analysis, but they did not interact on more detailed financial tasks. He is very smart and accomplishes tasks by the deadline.

Mr. Hernandez was not involved in anything controversial during his time in Coral Springs. Mr. Hernandez had retired from military duty and was well respected by those he worked with. Mr. Pazdra found nothing of concern in his background when they hired him in Coral Springs.

Mr. Hernandez was very well-liked by the elected officials in Coral Springs and they wished they could have kept him longer. He was given an opportunity to work at the County and accepted the position, but he left Coral Springs on good terms.

Mr. Hernandez is a good candidate for any position that will challenge him and keep him moving forward. He is a very innovative person and sometimes government environments are not conducive to that level of improvement.

Mr. Hernandez held a very responsible position in Georgia before he was hired in Coral Springs and has much experience as an Assistant or Deputy Manager. He is a very forthright and honest person. He is very punctual and focused. He gives his all because he cares about his work.

Words or phrases used to describe Roberto Hernandez:

- Thorough,
- Accurate,
- Probing,
- Honest,
- Proactive, and
- Dedicated.

Reference Notes
Roberto “Rob” Hernandez

Strengths: Very good at project management and allocating resources; handles investigations; very detailed; very thorough, not afraid to ask questions and challenge the status quo.

Weaknesses: He is very confident and capable, but is not always easy to read or get to know.

Prepared by: Lynelle Klein
Colin Baenziger & Associates

CB&A Internet Research

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Tribune Content Agency News Service (USA)
May 20, 2016

Is Broward ready for a hurricane hit? Drill shows how rescue would work

Author: David Fleshler, Sun Sentinel Tribune Content Agency

May 20--After raking the Florida Keys and Miami-Dade County, Hurricane Kimo reached Miramar as a lethal Category 3 storm, with sustained winds of 129 mph, and tore a diagonal corridor to Deerfield Beach.

The slow-moving storm bore into the county for seven hours. A tornado struck Pembroke Pines, Cooper City, Davie and Fort Lauderdale. An eight-foot storm surge trapped people on barrier islands. With cell towers damaged, many smart phones became useless.

This was the scenario Thursday as Broward County conducted a full-scale hurricane drill at the Emergency Operations Center in Plantation to prepare for the June 1 opening of hurricane season. About 300 people gathered on the operations center's vast open second floor to practice receiving calls for help, coordinating responses and dealing with the countless challenges of a natural disaster.

"We've got to get it right the first time," **Rob Hernandez**, deputy county administrator, told the group. "The public expects that we'll get it right the first time. We can't offer them excuses. There are no alibis, there are no mulligans."

The scenario began seven hours after the all-clear, as the county lay damaged, darkened by power outages and full of a untold crises, with fatalities reported, residents trapped by floodwaters and many situations requiring immediate attention.

Like much of contemporary life, the response to the crisis would be coordinated largely through a computer software program, in this case WebEOC 8.0, a crisis-management system developed by Intermedix Corp. of Fort Lauderdale.

As calls for help and reports of problems such as power outages came in, it was up to those in the room to route them to the right agency or issue the correct orders to deal with them. The group included representatives of law enforcement agencies, fire departments, the county government, Florida Power & Light Co., city governments, the Red Cross and many other organizations. A call to rescue four people trapped on a roof in Oakland Park was routed to the Broward Sheriff's Office, said Major Kevin Shults, who headed the Sheriff's Office group at the emergency operations center. But the law enforcement agency's helicopters didn't have the sort of basket-and-line system required for such an endeavor. They asked the Coast Guard to do it instead.

A call for water came from Pompano Beach, where the storm damaged the treatment plant, reducing its output by half. Alan Garcia, director of the county's division of water and

Internet Research Roberto Hernandez

(Note: This research will be presented in reverse chronological order)

wastewater services, ordered emergency interconnects from a county water plant that would temporarily provide the city with sufficient water.

In the pressroom, public communications specialist Cindy Malin scrawled occasional updates on a white board: "Flooding and tornado damage throughout county. Exact location TBD." "Drones being used to assess damage."

As the various reports, crises and calls for help came in, evaluators in green vests observed the work in each area. They will prepare written reports.

The Red Cross, which operates shelters, faced a crisis when 2,500 people showed up at a Coconut Creek shelter that was already full. The issue was "escalated" to a high-ranking group of decision-makers, who authorized the opening of an additional shelter.

"The exercise is to test our abilities to collaborate, communicate and respond," said Roberto Baltodano, the Red Cross' regional communications manager. "These are things that could happen during a real hurricane. We've had these hurricane scenarios."

The county has not seen a direct hit from a hurricane since Wilma in 2005.

"It's been 11 years since we had one," County Mayor Marty Kiar said to the group before the drill began. "Hopefully this will be another year that we're hurricane-free. But eventually we're going to get hit."

dfleshler@sunsentinel.com, 954-356-4535

**Internet Research
Roberto Hernandez****(Note: This research will be presented in reverse chronological order)**

South Florida Sun Sentinel

Deal helps Panthers, helps Broward more

Dec 8, 2015

The Broward County Commission should approve a new agreement today with the Florida Panthers because the deal would better protect the public's investment in the BB&T Center. One can argue persuasively the county was wrong to make that investment of tourist tax revenue 20 years ago, when the Panthers wanted out of the old Miami Arena. A National Hockey League team draws fewer tourists than Broward's beaches and the convention center. The county, however, can't back out of that commitment. With that in mind, county administrators make their more persuasive case for the front-loaded \$86 million deal that would run through 2028.

One argument against the deal is the public shouldn't subsidize the rich owners of the Panthers. Deputy County Administrator **Roberto Hernandez** responds that the money -- none of it property tax revenue -- would go toward the arena, not the Panthers.

The team owners also run the company that manages the BB&T Center. They would have to spend the \$86 million on improving, operating and promoting the arena, of which the team is the main tenant. The county would have to sign off on the improvements. The team also would continue to pay \$5.3 million per year toward the arena's debt, which will be paid off in 2028. So the county's investment would go to the county's facility.

The other main argument against the deal is the county should spend the money on projects that better play to Broward's tourism strengths -- such as beaches. Two other key priorities are an expanded convention center and a convention center hotel. The arena is far from the county's major tourism hubs. **Hernandez** acknowledged, "We are very sensitive to that." He believes, however, the county can "meet all of our obligations" regarding tourism promotion, especially beach renourishment. County officials, **Hernandez** said, routinely have made conservative estimates of 3 percent for increases in tourist tax revenue. In fact, annual increases have been more like 5 percent.

The county has put much of that balance in reserve, **Hernandez** said. A recent study of the tourist tax questioned the amount of money held in reserve. Doing so, **Hernandez** said, means the county can use that money for one-time projects like beach renourishment and still pay the recurring expenses of the Panthers deal. Part of this story is the coming debate over raising the tourist tax from 5 percent to 6 percent, even though none of that potential revenue is part of the Panthers deal. It is generally agreed money from the sixth cent would go toward convention center expansion.

Hernandez said the county is waiting for bids on the expansion. When administrators have an idea of the cost, the county will start discussions on raising the tax. Miami-Dade and Palm Beach counties have raised their tourist taxes to 6 percent. +The deal would cut the county in for a share of profits if the money-losing Panthers became big winners on the ice and financially. The arena

**Internet Research
Roberto Hernandez****(Note: This research will be presented in reverse chronological order)**

would have a better chance of getting an all-star game, and the team would continue to help youth hockey in Broward.

All are nice points, but the focus of the deal, correctly, would remain on the BB&T Center. The healthier it is, the better for the county. Losing the Panthers would mean losing 40 dates, and the BB&T Center has lots of regional competitors. So the arena is healthier with the Panthers, and with the team having a better chance to succeed.

Having studied the financials, **Hernandez** said, "We came to the conclusion that it would cost the county almost as much if the team stayed as if the team left. It's almost an economic wash. So if we would pay with or without them, it's better to have them."

The deal would allow the Panthers to leave after eight years, but the team would have to repay the \$72 million in tourist tax revenue it had received. If the team left after eight years, the county would have enough money to repay the arena debt. As long as the Panthers stay, **Hernandez** said, "We transfer a lot of the responsibility to the team." The county also would get development rights to land around the arena.

One other point in the deal is worth noting. Two decades ago, the county committed to spending two cents of tourist tax revenue on the arena. The county hasn't met that obligation. Under the deal, **Hernandez** said, the Panthers would drop all claims to any unspent money.

There might be emotional reasons to reject the Panthers deal. There are better business reasons to approve it.

**Internet Research
Roberto Hernandez****(Note: This research will be presented in reverse chronological order)**

National Mortgage News (USA)
April 21, 2014

Property-Tax Collections Rising at Fastest Pace Since Housing Crash

Author: Staff

Property-tax collections are rising at the fastest pace since the U.S. housing market crash sent government revenue plunging, helping end an era of local budget cuts. In cities including San Jose, California, Nashville, Tennessee, Houston and Washington, revenue from real-estate levies has set records, or is poised to.

Local governments are using the money to hire police, increase salaries and pave roads after the decline in property values and 18-month recession that ended in 2009 forced them to eliminate about 600,000 workers and pushed Detroit, Central Falls, Rhode Island, and three California cities into bankruptcy. “The money is flowing back, but it’s not like an open spigot,” said **Rob Hernandez**, deputy administrator of Broward County, Florida, where property-tax revenue is set to rise 7 percent this fiscal year, though it remains below earlier peaks. “It’s trickling in.”

Some localities that were hit hardest in the real-estate collapse, such as Clark County, Nevada, haven’t yet rebounded but forecast improvement in the next fiscal year. Property-tax collections nationally rose to \$182.8 billion during the last three months of 2013, when much of the money is due, according to a U.S. Census estimate last month. That topped the previous peak four years earlier, before the decline in housing values reduced revenue.

“With cities having increased real-estate tax collections, it will really improve their bottom lines,” said Brooks Rainwater, a director of research for the National League of Cities in Washington.

The financial recovery is easing the risk of credit-rating cuts for local governments, which could increase prices by pushing down yields as a result of less risk. Bonds from local government issuers have gained 5.34 percent this year through April 16, outpacing the broad market’s 4.86 percent advance, Bank of America Merrill Lynch data show. It would be the first time since 2008 that debt from cities, counties and townships have outpaced all securities in the \$3.7 trillion market. Property taxes have taken longer to rebound than other types of levies, prolonging the effects of the 18-month recession that ended in 2009. It can take more than a year for tax bills to catch up with changes in home values. Some state laws limit annual property-tax increases.

In Nashville and Davidson County, Tennessee, property tax revenue rose 13 percent in the 2013 budget year compared with 2012. With revenue hitting \$891 million, the government rebuilt fire stations and started work on a police station.

In Houston, where property tax collections are up more than \$100 million from the 2011 low, the city is putting more into its libraries and parks and has begun adding to its workforce. “We’re clearly headed in the right direction,” said Houston Controller Ronald Green.

**Internet Research
Roberto Hernandez****(Note: This research will be presented in reverse chronological order)**

In Washington, property-tax collections in the year that ended in September rose about 5 percent from the year before to \$1.9 billion. The city is spending more on schools and affordable housing. San Jose, in the heart of Silicon Valley, is using the extra cash mostly to cover rising costs for employee health care and pensions. Property-tax collections are set to rise 8.1 percent for the year ending in June to about \$222 million, above the previous peak of \$210 million in 2009. “We were able to stop the bleeding,” said San Jose Mayor Chuck Reed. “The real-estate market will help us not have to cut services, but it is not strong enough to give us enough revenues to overcome these increasing costs.”

Local governments remain hesitant to hire after cutting jobs from mid-2008 through March 2013, according to the U.S. Labor Department. Since then, local governments, which employ about 14 million people, have added 57,000 workers. “Property values are rebounding to a degree and fairly robustly in some locations, but the effect of that on the fiscal circumstances in many cities is not as salutary as we would like,” said Steven Kreisberg, the director of collective bargaining for the American Federation of State, County and Municipal Employees, which represents more than 1.6 million government workers and retirees.

Since March 2013, property values have risen by more than 10 percent each month from a year before, according the S&P/Case-Shiller index of property values in 20 U.S. cities. Nevada’s Clark County has a backlog of projects awaiting funding, said Commissioner Steve Sisolak. The county’s property-tax collections during the year beginning in July are forecast to rise for the first time since 2009, though gains will be limited by state caps on how much they can increase. “The county’s turning a corner,” Sisolak said. “You fall off a cliff fairly quickly, and it takes you a while to climb back out.”

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Broward New Times
March 18, 2014

Florida Panthers Asking for Public Money, but Proposal Seems to Benefit Only the Team
Author: Chris Joseph

Looks like the Florida Panthers' latest proposal to Broward County has altered language that would basically screw over the county while they make the big dough, according to a rundown of the proposal by the Sun Sentinel. The first proposal the Panthers made at the beginning of the year had asked the county for something around \$70 million, claiming that they had been losing \$20 million and that they need public funds to keep from being dissolved from the NHL. This latest proposal asks for \$80 million or more.

The Panthers also want to develop 22 acres north of the BB&T Center for a casino-hotel that the county is also supposed to pay for. The Panthers turned over the 57-page proposal to Broward County commissioners and, according to the Sentinel's findings, it boils down to more money for the team while the county gets the shaft.

Those wishes are not far off from when the team asked for county money originally back in January. The team's original proposal included taking \$4.5 million of its annual payment off the books and having it picked up by Broward County. The team also asked the county to contribute \$500,000 a year toward maintenance.

The latest proposal says the Panthers need a hotel-tax subsidy package worth \$80 million over the next 14 years to keep them from losing money. But the overall deal would seem to benefit only the Panthers. "As currently written in their proposal," Deputy County Administrator **Rob Hernandez** told the Sun-Sentinel, "it would definitely have an impact on our ability to share in any of the profits."

County officials say they won't support the proposal without a better return for Broward's taxpayers. Back in September, the Panthers were bought for \$240 million by Cliff Viner and Sunrise Sports & Entertainment to a group led by New York businessman Vincent Viola. The Panthers have had an operating loss of \$12 million for the 2011-12 season and were worth \$170 million, according to Forbes. As for Panther and hockey fans' reaction to this, they took to Twitter with the usual vitriol.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

US Fed News (USA)
August 11, 2013

BROWARD COUNTY NAMES NEW DEPUTY COUNTY ADMINISTRATOR

Author: Staff

Broward County has issued the following news release:

Broward County Administrator Bertha Henry has announced the appointment of **Roberto "Rob" Hernandez** as the new Deputy County Administrator. **Hernandez** is an experienced public servant who served as deputy county manager for Fulton County, Georgia, and most recently as deputy city manager for Coral Springs in Broward County. He is returning to County Government, where he first began serving the County in 1994 and most recently served as an assistant to the county administrator from 2003 to 2008.

As deputy county administrator, **Hernandez** will assist the administrator in managing the day-to-day operations of the County, and oversee the activities of several large departments, including Public Works, Human Services and Environmental Protection and Growth Management, as well as the Parks and Recreation, Libraries and Cultural divisions. Also reporting to **Hernandez** will be the Office of Economic and Small Business Development, Office of Public Communications, Office of Intergovernmental Affairs and Professional Standards, and the Office of the Medical Examiner and Trauma Services.

Henry said, "We are excited to have **Rob** back with Broward County. He has dedicated much of his professional life to public service and has a keen understanding of how county government programs and services help meet the needs of our residents, businesses and visitors. He will be a valuable asset to the County and the community."

Hernandez has a bachelor's degree in public administration from Florida International University, and a master's degree in public administration from Nova Southeastern University. He is a graduate of the Broward Fire Academy and the U.S. Army John F. Kennedy Special Warfare Center and School. He retired from the U.S. Army Reserves in 2008 after a 23-year career, most recently serving as a senior instructor in civil-military operations.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

McClatchy-Tribune Regional News (USA)
February 6, 2013

BRIEF: Coral Springs offers incentive to company

Author: Lisa J. Huriash

Feb. 06--CORAL SPRINGS -- -- Taxpayers will be handing over cash to a new business considering coming to town, although they don't know yet who is getting the check. City officials said the business, described as a "pharmaceutical manufacturing, research and development" company, is a coup for the city. The company is expected to bring 108 jobs and a new source of tax revenue to the city.

Dubbed "Project Rock Solid," the business will receive \$540,000 in state, county and city money in incentives through the state's qualified target industry tax refund program. In addition to the city's portion of \$54,000, city commissioners agreed Tuesday to allow \$825,000 in credits that would normally be paid for fees such as building permits.

"The bottom line is if we don't offer incentives, somebody else will," said **Rob Hernandez**, deputy city manager. "It's the cost of doing business." The company is allowed by state law to remain unknown to the public while it's in this process of receiving incentive money. **Hernandez** said the company asked to remain anonymous for competitive reasons.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

McClatchy-Tribune Regional News (USA)
December 13, 2012

Coral Springs to consider building new city hall

Author: Lisa J. Huriash

Dec. 13--CORAL SPRINGS -- City commissioners said Tuesday they were open to the idea of spending millions of dollars to construct a brand new City Hall. "To me, the short answer is yes," said Commissioner Claudette Bruck. "We should proceed and we should proceed now."

City leaders must now decide if they really want the new building, where it will go and how to pay for the estimated \$25 million cost. It will eventually be a "financial decision," said Vice Mayor Tom Powers. "There's way too many questions." For about a year, former Mayor Roy Gold had proposed closing both City Hall buildings on the north and south sides of Sample Road to construct one large facility.

But while some commissioners had previously said the project could become unwieldy and too expensive and they doubted there would be public support, the majority now seem open to at least further discussion. Deputy City Manager **Rob Hernandez** said the 45-year-old building was "outdated and functionally obsolete." "You can go anywhere and hear conversations in the next office," he said. And, the current building is "not a source of civic pride."

"That's depressing," Bruck said.

Hernandez also said the current building is expensive to keep up, with \$1 million alone needed to retrofit the building to accommodate a new telephone system.

"If we're pouring money into a facility that is no longer worth pouring money into," the commission should consider a new building, said Commissioner Dan Daley. City Manager Erdal Donmez said the city staff will come back with "more refined numbers" in late January with the projected costs to build a new City Hall at various spots, which include the current location, Mullins Park, and the area envisioned to be built as a downtown.

Several South Florida cities have recently built new City Hall complexes. Doral earlier this year spent \$22 million on its new building and Wellington built its new building last year for \$10.5 million. In Coral Springs, officials said municipal bonds would be the best way to cover the expense Commissioner Larry Vignola said he has always opposed the plan and still does. "Is it a top priority to spend more than \$20 million on? Not in my opinion, and not in the opinion of the majority of our residents. I don't why we're still talking about this. I don't think now is the time for a project like that."

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)
November 4, 2011

**Southside: Deputy manager leaves Fulton for Florida post
South Fulton, Clayton, Fayette, Henry**

Author: Johnny Edwards

Rob Hernandez, deputy county manager over unincorporated south Fulton's special services district, has resigned. He has taken a job as deputy city manager for Coral Springs, Fla., and his last day in Fulton will be today. **Hernandez** worked in Fulton for three years and previously worked with County Manager Zachary Williams in Broward County, Fla., where Coral Springs is. He was instrumental in the opening of the Wolf Creek Amphitheater, upgrading courthouse security and the reorganization of emergency services, among other things.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)
May 25, 2011

ILLEGAL DUMPING**Putting the brakes on tire dumping**

It's no easy task as illegal activity stealthily spreads across state.

Author: *Ernie Suggs*

Over 10 days last fall, someone made three trips to the Arts Exchange and dumped more than 1,000 old, dirty tires onto the property. The location was ideal. Easy access off I-20 in southeast Atlanta. A dead-end road. A wide-open space. Across Georgia, there are hundreds of examples of illegal tire dumping such as this, on public and private lands, creating a problem that is as much health hazard as it is eyesore. Of 10 million scrap tires generated in the state annually, an estimated 1.5 million are discarded illegally, the Georgia Environmental Protection Division said.

And Atlanta finds itself at the center of this rubberized abandonment, with its city council compelled this week to form a separate tire commission to combat the violators. The city annually deals with 450,000 scrap tires, nearly 70,000 of them dumped illegally, said Winthrop Brown, Georgia EPD program manager.

Not surprisingly, money is at the heart of this problem: Tire salvagers get paid to collect tires but many of them won't pay for recycling. So they dump the tires. Everywhere they can. "It is a very significant problem in the state, because of the expense and because these tires are breeding spots for mosquitoes and vectors," said Brown, noting that Newton County last year collected 67,000 dumped tires. "Dumping is bad in metro Atlanta because of the population, but dumping is increasing in rural areas because of the distance they have to travel to get rid of tires."

As part of his job, the EPD's Brown regulates how tires are disposed from car dealerships and tire shops, among others. Businesses must pay for a carrier to pick up truckloads of old tires. Otherwise, there is little concentrated enforcement. Tire dumping is a felony, but there are just five criminal cases currently pursued by the state, though several people previously have served prison time for this offense, Brown said. "If nobody calls it in, we have a hard time prosecuting," Brown said, adding there are only a few local jurisdictions, such as Columbus and Macon, that have their own laws on the books, though state regulations exist.

In April, Atlanta Councilwoman Joyce Sheperd, who pushed for the tire commission, led a clean-up in District 12 in which 2,000 tossed tires were collected. In southeast Atlanta, she has overseen the retrieval of 4,711 tires this year, and more than 10,000 over the past five years.

Fulton County Deputy Manager **Rob Hernandez** said south Fulton has the same problem as Atlanta with illegal tire dumping and no ready solution. The county has considered putting a deposit price on used tires, similar to glass bottles, to encourage residents to take them to a landfill. "It's difficult to prosecute offenders unless they're caught in the act," **Hernandez** said,

**Internet Research
Roberto Hernandez****(Note: This research will be presented in reverse chronological order)**

"and Fulton lacks the staff to try to trace tires back to suppliers and find out who they were sold to."

Last summer, the Fulton County health department spent \$23,000 on a tire drive that netted 2,100 tires. The public works department pays \$50,000 per year to dispose of old tires. "This has been a real problem for us," said Cheryl Odeleye of the Arts Exchange, surveying the endless and unwanted black mountain left near the center. "It is a health hazard. And it is a morale downer for someone to come in and be so disrespectful to us."

Piles of old tires don't necessarily present toxic health issues, rather they serve as nesting places for rats, snakes and mosquitoes, little consolation to those left with this mess. Across metro Atlanta, jurisdictions vary in how to deal with dump sites. DeKalb County officials said they defer to state law in dealing with tire dumping. In Clayton County, illegal dumping can land someone in jail for six months. Cobb County claimed it hasn't had much of an issue with discarded tires, outside of a few isolated incidents. "What a lot of people don't understand is that there are a lot of expenses involved in tire disposal," Dewey Grantham of Liberty Tire Recycling said.

If operating lawfully, a carrier takes used tires to a recycler, where in Georgia there is a 90 percent chance these tires will be converted to fuel. A carrier typically charges \$2 per tire, but has to pay the recycler \$1 for each, cutting into the profit. An illegal carrier might charge \$1.50 per tire on pick-ups, bypass the recycler and leave the tires at an isolated place like the Arts Exchange. There also have been cases in which people have rented trucks and abandoned them filled with old tires. Bolder criminals have stocked empty warehouses with worn tires. The state lacks funding to properly monitor tire disposal. For every new tire larger than 12 inches and sold in Georgia, a consumer pays a \$1 fee, which was supposed to go to a solid waste fund. Yet for two years, state lawmakers have diverted the funds elsewhere, covering other needs. Limited state spending also has resulted in fewer inspectors, making it harder to monitor and clean up tire dump sites.

The Arts Exchange, even with more than 1,000 tires, had what was considered a small clean-up. Liberty Tire Recycling volunteered to remove the tires, employing four workers. The tires were loaded in less than two hours. Grantham said his company processes 25,000 tires daily. "What is unfortunate is that illegal tire dumping gives tire recycling a bad name," Grantham said.

Tire disposal

Number of scrap tires generated in Georgia annually: 10 million

Number of those that are disposed of illegally: 1.5 million

Fulton public works department's expense each year for tire disposal: \$50,000

State fee charged on each new tire larger than 12 inches that is supposed to fund a solid waste fund, but has been diverted for the past two years for other purposes: \$1

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

May 16, 2011

YOUR TAX DOLLARS**Grumbling greets amphitheater****Supporters see boon for south Fulton; opponents question use of funds.**

Author: *Johnny Edwards*

South Fulton has a lot to brag about these days. After last week's announcement that Porsche would leave Sandy Springs to build its North American headquarters near Hapeville, Fulton County officials will open the new 5,200-seat Wolf Creek Amphitheater. Supporters are counting on the venue becoming another Chastain Park, a regional draw where picnicking music fans take in classy, intimate concerts.

Fulton County Commissioner William "Bill" Edwards, who has championed the \$6.1 million project for the past decade, predicts it will draw the spending power of concertgoers from throughout the metro area to nearby stores and restaurants, bolstering a local economy hit hard by the recession.

But the amphitheater is a sore subject for north Fulton residents who say it's another case of the county government using their tax money for projects that don't benefit them. State Rep. Lynne Riley, R-Johns Creek, who opposed the amphitheater when she was a Fulton commissioner, said the \$6.1 million shouldn't have come from the county's general fund. "Every citizen of Fulton County, regardless of where they live, top to bottom, is underwriting the cost of operating that facility," she said, "whether it's a gain or a loss."

Edwards said south Fulton residents pay county taxes, too. "South Fulton needs to be able to live, work and play right where they are," he said. Business owners between the amphitheater, which is off Camp Creek Parkway, and I-285 expect a boost. Anwar Noorali, owner of Camp Creek World of Beverage, predicts a 15 percent to 20 percent increase in business on concert days from wine shoppers. "Any economic activity, and concerts that bring in a lot of people, will definitely be good for the local economy," Noorali said.

But some point to the location -- in the flight path of the world's busiest airport -- as an issue. Michael Fitzgerald, a Johns Creek resident and member of the Milton County Legislative Advisory Committee, said he can't fathom making a 45-mile drive to attend a show there, not with the constant roar of jet planes overhead. "One of the problems with Fulton County is it's too big, and that's a long way," he said.

The Wolf Creek Amphitheater has stirred tensions along the way. When the construction contract was approved in 2008, Riley and Commissioner Tom Lowe were outvoted 4-2. Riley contended that figures from a 2005 feasibility study -- which predicted the amphitheater would be profitable after three years -- needed to be updated. Edwards fired back that she and Lowe were trying to sabotage a revenue-generating project that south Fulton wanted.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Edwards also brought up that the county spent \$1 million on Alpharetta's Verizon Wireless Amphitheatre, which was privately built. The county's contribution came through a trade-off for north Fulton not having garbage service at the time.

Gary Bongiovanni, editor-in-chief of Pollstar Magazine, said a 5,200-seat venue will have a tough time up against the 6,500-seat Chastain Park in Buckhead, the 12,000-seat Verizon amphitheater, and the 19,000-seat Aaron's Amphitheatre at Lakewood in southeast Atlanta. The proximity to Hartsfield-Jackson International Airport won't help, Bongiovanni said. "Especially if you're talking about doing any acoustic acts," he said.

Fulton County Arts Council interim Director Michael Simanga, whose department will run the amphitheater, said he isn't worried about planes. Before construction began, the county held free concerts at the site, including Atlanta Symphony Orchestra performances. "You can't really hear it, once the music is playing," Simanga said. Grammy-winning soul/R&B singer India Arie will perform a free concert June 4 for the grand opening. No shows have been booked after that, he said, though he's in negotiations for some. Riley questions whether Wolf Creek will cover its operating costs.

The county doesn't have a detailed operating budget yet. Deputy County Manager **Rob Hernandez** said planners didn't expect the facility to be finished this soon, so the upcoming concert season will be something of a trial run, with 10 shows at the most. The plan is to recoup costs through concert bookings, and the County Commission has approved a fee schedule. Expenses should be limited to electricity, water, janitorial maintenance and groundskeeping, like any public park, **Hernandez** said.

Wolf Creek was the shooting venue for the 1996 Olympics, and it currently houses a police training center. A new library is in the works, and other plans include a sports complex, walking trails, horse trails, and an arts, cultural and events center, which also could generate revenue through bookings, Edwards said.

Alre Alston, owner of the Ultimate Bar and Grille in Camp Creek Pointe shopping center, expects the amphitheater to bring him customers before and after shows. "I think it will be a good thing, as long as they bring in the quality clientele, not the rough clientele," he said.

Edwards said the county won't allow hard-core rap acts. He's looking for shows that appeal to south Fulton residents, citing performers that played free concerts -- R&B groups such as the Manhattans, the Spinners, the Dells and the O'Jays. However, he said, north Fulton residents are welcome to book shows, too. The amphitheater also can be used for church functions and graduations. On a recent visit, Edwards showed off the massive stage, the pristine dressing rooms for stars and the 4 feet of legroom between the rows of seats. He said he has no doubt the project will pay for itself. "It isn't about being sustaining," Edwards said. "Let me tell you what we want to pay: lights and water. This is for the people, for people to come out here and have a good time."

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

January 22, 2011

Fulton hikes club fees despite suit

Judge declared adult ordinance invalid after free speech dispute.

Strip joints' attorneys debating next step.

Author: *Johnny Edwards, Staff*

Fulton County will raise fees on strip clubs by hundreds of dollars this year and double them for nude dancers, even though the county remains locked in litigation over the fees after a federal judge recently declared the adult entertainment ordinance unconstitutional.

With no discussion, the commission voted 5-1 this week to raise a list of fees on businesses and residents in unincorporated south Fulton expected to generate an extra \$303,601 per year. Amid new and increased rates for false alarms, fire safety inspections, escort services and door-to-door salesmen were several license and permit hikes on the county's three nude bars off Fulton Industrial Boulevard.

Attorneys for the clubs say they are considering what to do: whether to seek an injunction or pay the fees and hope to recoup them as damages.

"I don't know what right they have to increase them when the case is still being litigated," said Jim Cline, who represents Riley's Showbar. "I guess they can do whatever they want. I guess we can argue about it when we get to the end."

Rob Hernandez, the deputy county manager for the South Fulton Special Services District, said the county attorney advised officials that since the lawsuit is still pending, Fulton is justified in raising the fees. If a club refuses to pay, it could have its license revoked and would face closure, he said.

"There was an injunction ordered on certain aspects of the ordinance, but not all aspects of the ordinance," **Hernandez** said.

County Attorney R. David Ware did not return messages from The Atlanta Journal-Constitution inquiring about the issue.

The judge's ruling arose from a First Amendment lawsuit filed by a group of clubs in 2001 that challenged the county's revved-up regulation of nude dancing as a prior restraint on free speech, part of a larger battle being waged throughout metro in both state and federal courts. The clubs won the 2001 case in U.S. District Court. It was reversed on appeal, and then it was sent back to District Court.

In November 2010, Senior U.S. District Judge Robert Vining ruled that the code illegally put the clubs through a bureaucratic wringer, making them wait indefinitely for approval from police,

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

fire and building departments. While Vining withheld judgment on whether the fees were too high, he did say that if sections of the ordinance don't hold up, none of it can stand.

"Judge Vining has said that we don't have an ordinance," Cline said. "Unless they appeal, then there's no ordinance unless they go back and pass one."

But starting Feb. 1, the county will raise the cost of an adult entertainment license from \$6,000 to \$6,400 and annual license renewal from \$4,000 to \$4,300. Employee permits will rise from \$300 to \$325, permit renewals from \$50 to \$100, employee background checks from \$50 to \$55 and fire inspections from \$30 to \$75. The increases are expected to generate an additional \$11,590 per year.

Cary Wiggins, an attorney for Fannie's Cabaret, said that since nude dancing is protected speech, a county's licensing fees can be no more than the cost of regulation. He said there is no evidence that nude bars cause any more problems for police than regular bars, and he doesn't see how Fulton can charge \$4,000 to renew a license, much less \$4,300.

"I'm just unaware of any evidence justifying a rate hike," Wiggins said.

The third club off Fulton Industrial, Club Babe's, isn't taking part in the lawsuit. Managers at all three declined interview requests. Wiggins also represents two Sandy Springs clubs that, while no longer in unincorporated Fulton, are seeking back compensation from the period before Sandy Springs became a city.

As with the state government and other local jurisdictions, the Fulton fee hikes are part of a strategy to make up for declining revenue without burdening property-tax payers. **Hernandez** said he is also trying to recover costs and adjust an array of charges, many of which haven't changed in five years, for inflation.

North Fulton Commissioner Liz Hausmann cast the sole dissenting vote Wednesday. She told the AJC that she opposes raising any fees or taxes in this economy without reducing spending. She said she wasn't aware of the strip club issue.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

May 17, 2010

County targets image change**Campaign is to clean up Fulton Industrial.****Code enforcers, police start out cracking down on boulevard's motels.**

Author: *Steve Visse, Staff*

Fulton County has an image problem with its huge warehouse district: Its legitimate economic opportunities sometimes have been overshadowed by its undesirable qualities. This has caused companies to bypass it and take their business across the Chattahoochee River to Cobb and Douglas counties, or get out of Fulton and relocate.

"We have had tenants who have been there for years and years and who decided to move across the river," said Tom Flanigan, ING Clarion asset manager. "I don't think it was taxes."

To attract new business and keep what it has, Fulton is pushing a campaign designed to clean up what it says is the 10 percent of Fulton Industrial Boulevard that gives the rest of it a bad name. For starters, code enforcers and police have targeted motels that allegedly were centers for sex and drug trades; three were closed for health and safety violations, and a fourth was sold to a new owner, who refurbished the property and secured a Days Inn franchise.

The new motel has posted rules in the lobby banning unregistered guests from rooms and requiring identification to reserve a room as a customer.

"We got rid of a hub of criminal activity," said Tom Phillips, county code enforcement administrator. "You can walk in there now and say, 'I can stay here.' Two years ago you wouldn't have said that. You might not even have walked in there."

At its last meeting, the County Commission banned truck drivers from parking their big rigs in vacant lots off the boulevard and using them as unofficial truck stops. "Truck stops, as you know, have a link to prostitution," Phillips said.

Even strip clubs such as Fannies' Cabaret are seeking a more orderly boulevard. Fannies' is trying to distance itself from prostitution, specifically the hookers who regularly have solicited the club's clientele when arriving and leaving. The club hired security to run them off.

"It didn't used to be this way 15 years ago," said Thomas Madden, Fannies' Cabaret general manager.

Police have cracked down, making 107 prostitution arrests in the past two years compared to 41 in the three previous years, according to county statistics. The county is committed to restoring a clean-cut image to the boulevard's seven-mile roadway that runs from Fulton County Airport at Charlie Brown Field to Campbellton Road in south Fulton, according to Deputy County Manager

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Rob Hernandez.

The area has 89 million square feet of warehouse and commercial space but a county study released in March showed that several buildings and warehouses, developed in the 1960s and 1970s, are practically unusable. Seven properties are listed on the Georgia Hazardous Site Inventory, including five for the presence of cancer-causing vinyl chloride.

Noting its potential, the study described the boulevard as potentially one of the largest and most prestigious warehousing and transportation hubs east of the Mississippi River. "Today it may still be the largest, but it has lost much of its prestige," the report concluded.

Last month, the county used the area blight and vacant warehouses to have the district reclassified as an opportunity zone urban redevelopment area. That allows it to borrow \$26 million from a federal bond program and give employers a \$3,500 tax credit for each new job for 10 years. **Hernandez** said the county wants to use the bond money to install crime surveillance cameras in the area. A \$100,000 federal grant already was secured to increase police patrols and hire seven officers specific for south Fulton.

"We're serious about this," **Hernandez** said. "We have put together everything we have available in our tool box to assist Fulton Industrial."

Satellite offices for county services and commissioners Emma Darnell and Bill Edwards have been set up to show the county is committed to improving the area. People have noticed. Companies recently either bought or leased separate industrial properties that cover a combined 260,000 square feet.

With upgrades, the area should be able to sell itself. It is located in the center of a metro area that promotes itself as a national transportation hub. Fulton Industrial offers a regional airport and is close to Hartsfield-Jackson International Airport. I-20 is located nearby, as is the Norfolk Southern Intermodal container shipping yard in Austell, an industrial area crisscrossed by railroad tracks.

A next step would be to develop a Community Improvement District, which has happened elsewhere in Fulton and in Cobb, DeKalb and Gwinnett counties. CIDs require commercial property owners to tax themselves to pay for development plans, transportation alternatives and security.

Boulevard activists so far have been unable to obtain 51 percent approval of the property owners to install a CID, which increases tax bills by 3 or 4 mills. Yet one man on board with this idea is Madden, the strip club manager, who recognizes that even the adult entertainment business needs better security. "We have to keep it clean here," he said.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

October 9, 2008

Fulton begins taking steps to aid 911 center

Author: *D.L. BENNETT, Staff*

Fulton County has begun making changes that officials hope will improve a 911 center beset by chronic understaffing and dangerous operator errors. By filling 12 vacancies and promising reforms to reduce job-related stress, county officials say they should be able to boost both work quality and employee retention. "We are adamant when we say we are going to solve the problems in the center," said **Roberto Hernandez**, deputy county manager. "Once we know all the facts, we will address it immediately. We will fix it."

Problems at the center that takes emergency calls and dispatches aid were discovered in August when an operator mistakenly sent help to the wrong location for a Johns Creek woman who later died. An Atlanta Journal-Constitution investigation found more than 1,000 write-ups of employees during the past five years for everything from fighting, dispatching mistakes and chronic tardiness to falling asleep on the job. Current and former employees complained that understaffing leads to workers being routinely forced to work 12- and 16-hour days, straining family life and causing conflicts in the center, dispatching and call-taking errors. The inquiry found mistakes that endangered not only callers seeking help but the emergency crews sent to provide aid.

Fulton also has launched three of its own investigations -- one by an outside consultant reviewing center operations, another by police of the incident on Aug. 2 and a third by **Hernandez** and others looking at employee satisfaction issues. Rather than wait for those all to be complete, County Manager Zachary Williams has filled 12 of 33 openings for communications officers and supervisors by reassigning operators who previously provided service for the city of Milton under contract. Milton dispatching is now handled by Alpharetta.

"This definitely should add value and reduce stress on the staff," said Commissioner Lynne Riley, who represents the city of Johns Creek, where Darlene Dukes died Aug. 2.

Fulton also has in process two classes of trainees who should be able to fill all the remaining spots, a move he hopes will cut down on stress at the center and reduce conflict and mistakes. Everyone should be on the job within six months, **Hernandez** said.

"We remain committed to excellence in all public safety services, and recognize that 911 operators are the first link in the chain of emergency response," said Williams. "These men and women save lives each day." The auditor's report is now due Nov. 10. The internal probe by police should wrap up this week. **Hernandez** said the committee's work on employee issues is ongoing and its plans address issues like child care for employees who work odd hours and stress management.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Atlanta Journal-Constitution, The (GA)

October 5, 2008

Not enough workers and a lot of slack

Author: *HEATHER VOGELL, D.L. BENNETT, Staff*

A supervisor told 911 worker JoLynn Griffin she didn't have any days left for vacation. The Fulton County emergency center had barely enough workers to cover shifts. But Griffin went on a cruise anyway. She returned to find her job waiting, her personnel file shows, just as it had been when she'd missed work before.

Chronic absenteeism and tardiness are among the center's most vexing problems, records and interviews suggest, accounting for roughly a quarter of all personnel infractions and aggravating a staffing shortage that can mean marathon shifts for the dispatchers who do show up. Griffin is one of scores of Fulton 911 employees who racked up roughly 280 sanctions for arriving late or not at all -- often on multiple days -- a database of personnel actions since January 2004 reveals. The problem is likely worse; officials say their data is not comprehensive.

No-shows were counseled, warned and occasionally suspended. But they were rarely fired, data show. Some workers accumulated long disciplinary histories that included 911 call errors as well as absences, and they weren't terminated, according to personnel files. "It appears that certain violations of performance were tolerated or forgiven, for lack of a better word, in order to maintain the staffing required to operate the center," said Lynne Riley, a Fulton commissioner.

Losing trained employees wasn't an attractive option for the 911 center. In recent weeks, as many as a third of the center's total positions have sat vacant. Deputy County Manager **Rob Hernandez** said staffing shortages are common at 911 centers, but Fulton's center needs to train more new workers and improve retention. A county consultant should address discipline problems such as absenteeism, he said. "In general, discipline was used like a tool -- a management tool -- rather than as a last resort," he said. "It may have lost its intended effect."

Data show at least eight 911 workers have been sanctioned 10 or more times for playing hooky or walking in late since 2004. Migraines, oversleeping and not feeling well were regular excuses, files say. Employees also blamed a pet illness, panic attack, traffic, getting back in town late, driving a child to school, car problems and a broken toilet. Even current center director Crystal Williams has filed her share of tardy slips, records show, citing late starts, trouble finding parking, feeling ill and, on at least three days, alarm clock malfunctions. Reached by phone, she declined to comment. Former 911 center employees said chronic tardiness and absenteeism led to feuding among staffers. Cassandra Eloi said that during her year at the center it was common to be held over for extra work because others failed to show. Those who did come in often worked 12 to 16 hours straight, she said. "You are running a 911 center on minimal staffing every day," said Eloi, who was fired for being rude to callers. "You have calls holding. You have calls dropping, every day."

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Griffin left without permission for the cruise and two other short vacations between September 2003 and March 2004 -- in addition to taking dozens of sick days and showing up late at least 14 times, records show. Alfred "Rocky" Moore, the center's director at the time, wrote in a March 2004 letter that he was considering dismissing her. "Your personal vacation [cruise] did not justify an emergency vacation," he wrote. But Griffin hung on, volunteering for a demotion instead. Her tardiness continued. One night in January 2006, the call center sent a Fulton sheriff's car to pick her up for work because she had car trouble, records show. Later that year, she was suspended after supervisors said an error she made delayed response to a fire call. She took disability retirement in mid-2007.

Griffin, a 23-year center veteran who was called "an excellent supervisor" in a 1995 job review, said in an interview she disputes that she caused a delay on the fire call, or that her unpaid leave resulted in a staffing shortage that couldn't be covered. She said she was singled out for infractions that others -- including supervisors -- also committed. She felt Moore had a grudge against her. "There was no reason to deny me," Griffin said of her vacation requests. "It's not like I didn't do my share of covering for people, either."

Other workers also complained discipline was not handed out evenly. "There are subjects who manage to be sick every payday weekend and never receive any type of discipline from your same staff," communications officer Francesca Pearson wrote in an April memo to Moore. Pearson could not be reached for comment for this article. Morale was low. After a supervisor threatened one employee with suspension for tardiness, she responded: "go ahead and suspend me that's one less day that I have to work here," a note in her personnel file said. Moore, who was reassigned, did not return three phone messages seeking comment.

The 911 center hasn't lacked the money to fill vacancies. For the past three years, the center -- funded by fees tacked onto phone bills -- has ended the year with excess cash in its salary account, records show. In 2007, it finished nearly \$1 million richer than it started. Instead, **Hernandez** said the center appears unable to keep up with attrition. Some drop out during the intense six-month training period. Others start but find the pressure and night shifts unworkable. Child care and worries about job security as some cities encroach on Fulton's call territory are also factors, he said. He said he does not want to second-guess center managers on their handling of absent employees. But it is a serious problem. "I know my boss would consider that to be job abandonment," he said.

Data analysts John Perry and Megan Clarke and staff writer Cameron McWhirter contributed to this article.

32 emergency calls delayed. Six of those calls were delayed more than 20 minutes.* 23 instances of employees being orally abusive, fighting, being unprofessional or disruptive in the call center. 34 write-ups for poor customer service. 9 instances of dispatchers sleeping on duty. 280 write-ups of not showing up to work or showing up late. 147 write-ups for not meeting monthly standards for speed and safety by the department.

* Numbers based on a review of the incomplete database of disciplinary actions against employees at Fulton County's 911 center.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Sun Sentinel - Fort Lauderdale
April 29, 1997

CONDITIONS FOR PLANNED SHELTER DON'T ALLAY FEARS

Author: ROBIN BENEDICK

No matter how many conditions the city puts on the proposed homeless shelter on West Sunrise Boulevard, they won't appease nearby property owners who worry about transients congregating near their homes, businesses and public parks. "Those conditions won't keep vagrants from wandering around the neighborhoods," said Fort Lauderdale Vice Mayor Tim Smith, who is among the shelter's harshest critics. "Unless there are incredibly stringent rules that you can only go in by vehicle and leave by bus, that neighborhood is going to be overrun."

Smith and neighborhood leaders are hoping to derail Broward County's plans for a \$7.7 million shelter at 600 W. Sunrise Blvd. Their first chance comes at a special meeting of the city Planning and Zoning Board at 6:30 p.m. Wednesday at City Hall, 100 N. Andrews Ave. The board's recommendation goes to city commissioners for hearings. One of the conditions the city wants to put on the proposed 200-bed homeless assistance center is that it accept no walk-ins - only tenants who are referred there by an agency or police. That means homeless people now accustomed to staying the night at Tent City, the dingy open-air camp in a downtown parking lot, won't get into the new shelter without referrals.

Opponents are pushing the planning board to delay approval until Broward hires a not-for-profit group to run the center and community leaders raise \$3 million in private donations for the project. The shelter is expected to be completed in 18 months once city approvals are granted. Broward County's architect, Edward Seymour, has designed a two-story shelter patterned after one in Miami. The building would face Sunrise Boulevard, but entrances and parking would be at Northwest Sixth and Seventh avenues.

The fenced campus would have separate men's and women's dormitories with room for families, classrooms, a medical clinic, day-care center, dining hall and courtyard.

City planners are recommending approval with these conditions:

- Availability: Center must give priority to Fort Lauderdale's homeless who are within two miles of the center.
- Security: Center must pay for 24-hour security inside and outside the campus.
- Curfew: Center must require tenants to be inside from 8 p.m. to 7 a.m. daily. Exceptions would be made for school or work.
- No walk-ins: Center must not accept people without a referral. Center also must establish a no-loitering policy on the property and post signs.
- Citizen board: Center must set up a neighborhood advisory board.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

County officials said they were designing a shelter that wouldn't be a magnet for uninvited homeless people.

"The word will quickly get out among the homeless that this facility does not accept walk-ins," said **Rob Hernandez**, Broward County's assistant director of Human Services.

With more than 5,000 homeless people in Broward, the shelter is billed as the first of several to address a growing problem that could get worse under new federal and state welfare reforms.

Homeless advocates worry that police will enforce trespassing and other city laws too eagerly to chase transients from public places. "Being homeless is not a crime and it shouldn't be that they go to jail for that," said Dianne Sepielli, a member of the county's homeless advisory board.

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Sun Sentinel - Fort Lauderdale

March 13, 1994

NEW REFUGEES LIKE BROWARD CUBAN IMMIGRANTS FIND MORE OPPORTUNITIES, LESS CONGESTION

Author: LYDA LONGA

When Geovanny Montes de Oca and 11 of his friends set sail from Havana for the United States aboard a rubber raft in October, Montes de Oca's friends couldn't stop talking about Miami. But after the men were rescued by the U.S. Coast Guard and taken to Key West, Montes de Oca set his sights on a different place: Broward County.

His relatives had described Broward as an area where plenty of opportunities could be found. "I like Miami, but up here, there's less congestion and life is more relaxed," Montes de Oca said in Spanish. "I love it here because I'm learning English, I have a job and I even got a car," he said. Montes de Oca works at the Fort Lauderdale-Hollywood International Airport's catering service. Montes de Oca, who lives with friends in west Hollywood, is not alone. In the past six months, a colony of about 50 or 60 Cuban rafters has taken root in Hollywood and Fort Lauderdale.

The reason is simple: The rafters believe that employment and housing are easier to get in Broward than in Dade County. Historically, rafters have flocked to Dade County because they felt more comfortable among their Cuban countrymen, said **Roberto Hernandez**, executive director of Hispanic Unity of Florida. But that's changing. "Lately, the rafters have learned that in Broward there is less congestion and a better chance of finding a job," **Hernandez** said. "Many of them also have friends and family in the area who have told them that Broward County has less Hispanics and less competition for work."

According to the 1990 U.S. Census, there were roughly 109,000 Hispanics in Broward County compared to almost 1 million in Dade. Of those, there were 24,000 Cubans in Broward and almost 570,000 Cubans in Dade. Hector Nodarse, 29, heard about Broward County when he was still in Havana earlier this year. Nodarse was a sound technician with El Ballet Nacional de Cuba - the Cuban National Ballet. "I like the hustle and bustle of Miami because it reminds me of Havana, but I already have a job here {in Broward}," Nodarse said. "Broward is a little too quiet for me, but I'll get used to it."

Brothers Roberto and Raydel Rivera of Dania are two more Cuban rafters who ended up in Broward. The Riveras arrived in Miami aboard a rubber raft in December; they came from the Cuban port town of Mariel. Both are learning English at a night school in Hollywood. "I lived in Miami for about a month before I came to Dania, and I tell you life is better here," Roberto Rivera, 22, said in Spanish. "I'm learning English, I just got my driver's license and soon, I know I'll have a job. Once I get that I'll get my own apartment. Life is good here."

**Internet Research
Roberto Hernandez**

(Note: This research will be presented in reverse chronological order)

Sun Sentinel - Fort Lauderdale
February 22, 1994

PLANNED CENTER MAY HELP ELDERLY HISPANICS

Author: LYDA LONGA

Inez Carrascillo is an elderly Hispanic woman who wants somebody to talk to. When you're 76 and the only language you speak is Spanish, it's hard to make friends in a neighborhood filled mostly with young working Anglos. Soon, Carrascillo, who is Cuban, and other elderly Hispanics in Broward County could have a place to spend time together, working on arts and crafts and chatting in Spanish.

Roberto Hernandez, director of Hispanic Unity of Broward, said he hopes to open the county's first senior center for Hispanics in the next few months. The proposed center, which would be in Hollywood, would provide activities, meals, transportation and companionship for Broward Hispanics over 60. The 1990 U.S. Census estimated there were 11,891 elderly Hispanics in the county. "There is no single place in Broward County where elderly Hispanic people can go just to talk and relax with their peers," **Hernandez** said. "When you reach a certain age, you want to be with other people who share a similar culture and can understand you."

Hernandez, 27, has applied for a \$100,000 county grant that would pay for four full-time employees for the planned center. Last year he purchased a 7,000-square-foot building at 5840 Johnson St. for the center with the help of a grant from the city of Hollywood. Edith Lederberg, executive director of the Area Agency on Aging, said she has promised **Hernandez** that her organization would provide meals for the center once it opens.

Although there are a handful of senior centers scattered throughout the county, Lederberg and other social service officials agree that none cater specifically to Broward's Hispanic elderly. "We have several senior centers throughout the county, but elderly Hispanic people won't go there because they feel uncomfortable and out of place," Lederberg said.

That feeling is not limited to elderly Hispanic people. Gema Hernandez, a sociologist and associate professor at Nova University's School of Business, said the sentiment is shared by most elderly people of varying ethnic backgrounds. "As we age, most of us have a need to return to our ethnic roots," Hernandez said. Carrascillo, who stays alone during the day in her west Hollywood home while her daughter and grandchildren go to work and school, said she needs someone to interact with during those long hours.

Research Compiled by: Sadie Lowry
Colin Baenziger & Associates

Appendix D

Sample Survey *Savannah City Manager Quality Survey*

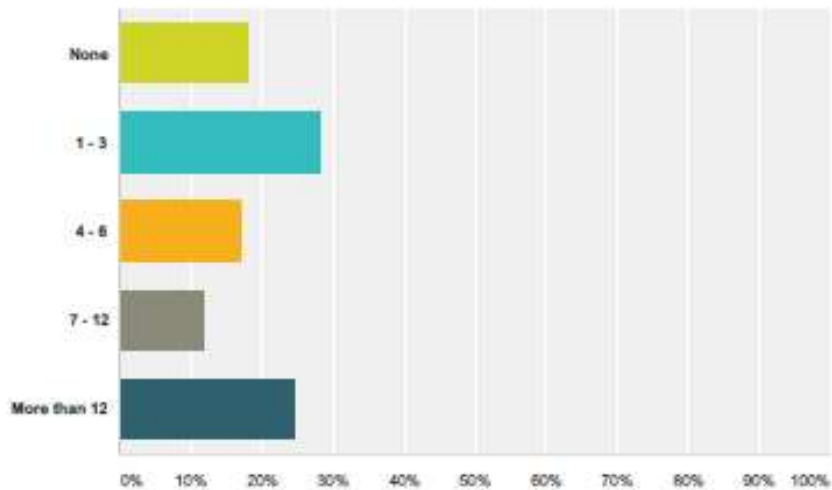
Sample City Manager Quality Survey

Savannah City Manager Quality Survey

SurveyMonkey

Q1 During the past three years, how often have you attended or viewed a city council or city commission meeting (select only one)

Answered: 449 Skipped: 1



Answer Choices	Responses
None	18.26% 82
1 - 3	28.29% 127
4 - 6	16.93% 76
7 - 12	11.80% 53
More than 12	24.72% 111
Total	449

D-1

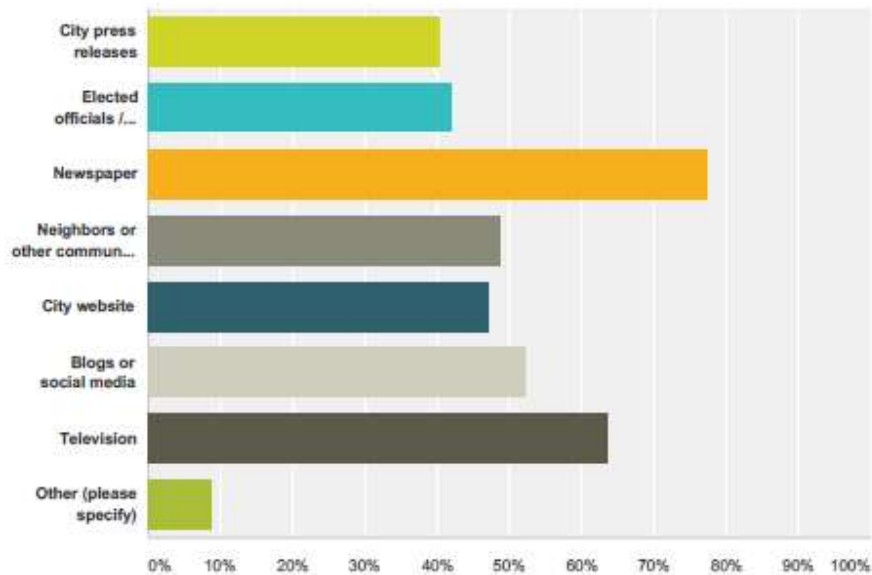
Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q2 How do you keep informed of City issues and concerns (select all that apply)

Answered: 450 Skipped: 0



Answer Choices	Responses	
City press releases	40.22%	181
Elected officials / city staff	42.00%	189
Newspaper	77.56%	349
Neighbors or other community members	48.67%	219
City website	47.11%	212
Blogs or social media	52.22%	235
Television	63.78%	287
Other (please specify)	8.67%	39
Total Respondents: 450		

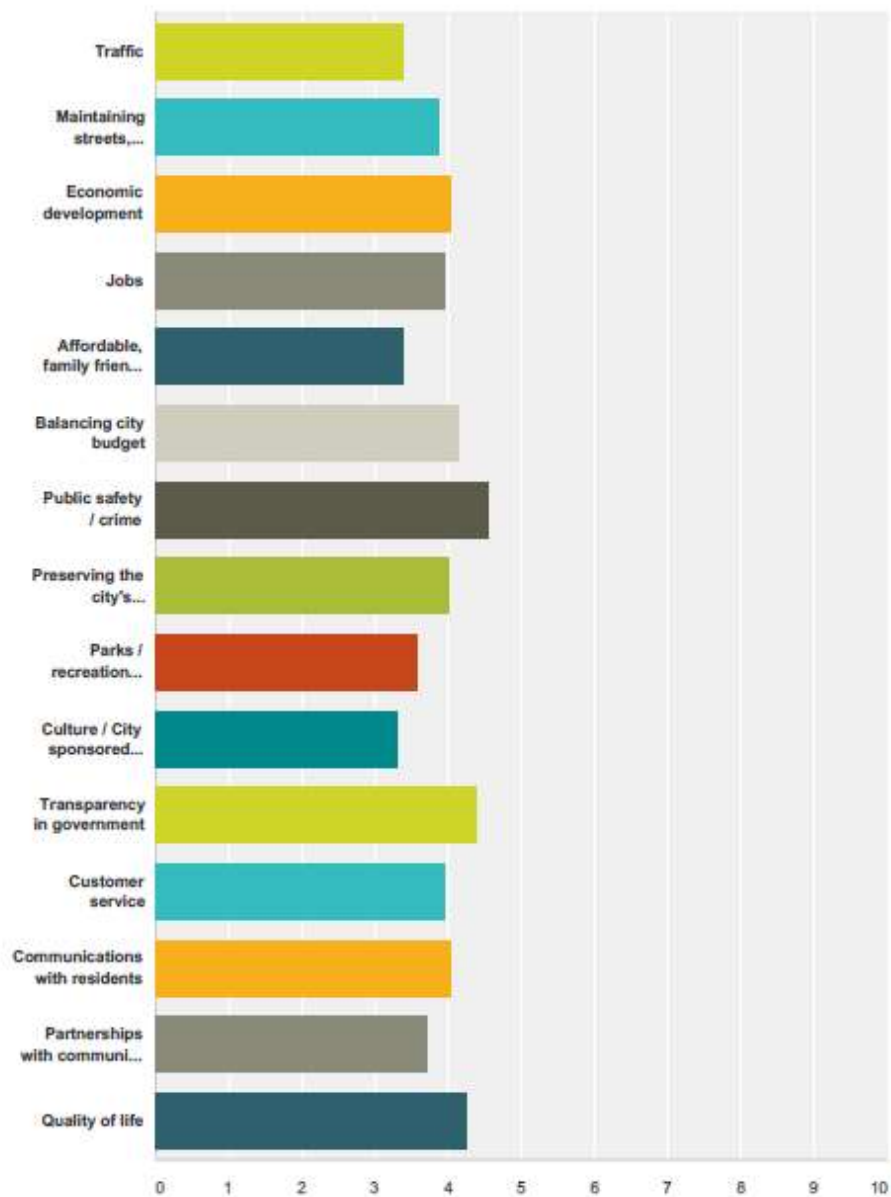
Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q3 Please rank each of the following issues that the City Manager should address (5 being the most important and 1 as not important)

Answered: 448 Skipped: 2



D-3

Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey							SurveyMonkey	
Traffic	6.59% 28	12.47% 53	35.06% 149	24.00% 102	21.41% 91	0.47% 2	425	3.41
Maintaining streets, buildings, and other public facilities	2.30% 10	7.36% 32	23.22% 101	33.79% 147	32.64% 142	0.69% 3	435	3.68
Economic development	6.19% 27	6.42% 28	13.76% 60	22.25% 97	48.85% 213	2.52% 11	436	4.04
Jobs	5.61% 24	7.71% 33	16.82% 72	22.68% 97	44.86% 192	2.34% 10	426	3.96
Affordable, family friendly housing	10.39% 45	13.39% 58	28.41% 123	19.40% 84	27.48% 119	0.92% 4	433	3.41
Balancing city budget	3.63% 16	5.22% 23	13.83% 61	27.89% 123	47.62% 210	1.81% 8	441	4.13
Public safety / crime	3.83% 17	2.03% 9	5.63% 25	10.36% 46	74.77% 332	3.38% 15	444	4.55
Preserving the city's character	5.68% 25	5.68% 25	17.50% 77	23.41% 103	46.36% 204	1.36% 6	440	4.00
Parks / recreation programs	3.90% 17	7.57% 33	33.94% 148	32.11% 140	21.56% 94	0.92% 4	436	3.60
Culture / City sponsored events	7.74% 34	12.98% 57	35.99% 156	28.02% 123	14.81% 65	0.46% 2	439	3.29
Transparency in government	3.61% 16	2.71% 12	10.84% 48	14.67% 65	65.24% 289	2.93% 13	443	4.39
Customer service	4.52% 20	6.79% 30	20.59% 91	24.89% 110	42.31% 187	0.90% 4	442	3.95
Communications with residents	4.31% 19	4.76% 21	18.37% 81	26.53% 117	44.90% 198	1.13% 5	441	4.04
Partnerships with community / schools / business	8.18% 36	8.41% 37	22.50% 99	24.32% 107	35.68% 157	0.91% 4	440	3.72
Quality of life	4.56% 20	2.98% 13	12.07% 53	20.96% 92	56.72% 249	2.73% 12	439	4.26

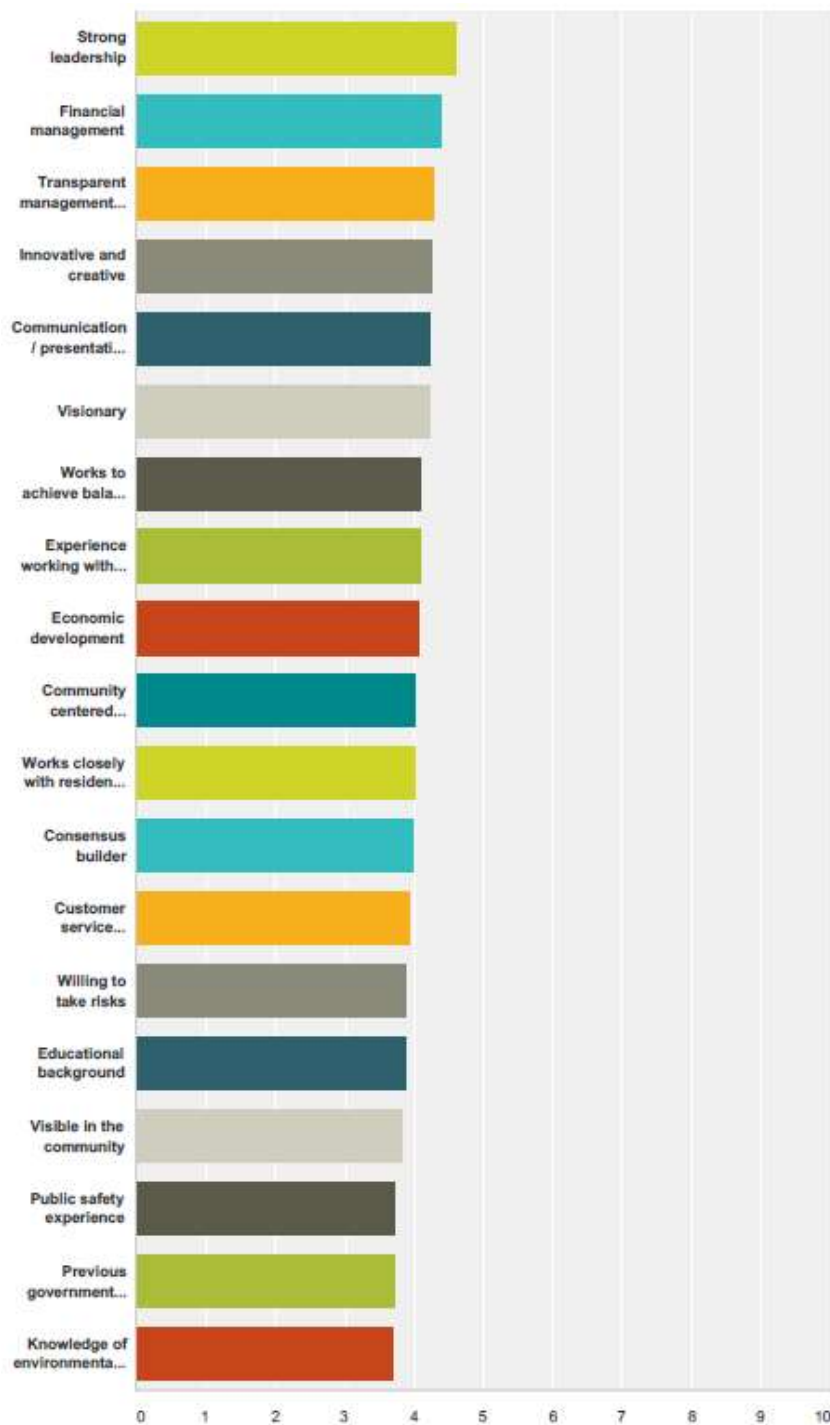
Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

Q4 Please rank each of the following skills the next City Manager should have (5 being the most important and 1 as not important)

Answered: 449 Skipped: 1



D-5

Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

	1	2	3	4	5	N/A	Total	Weighted Average
Strong leadership	4.51% 20	1.13% 5	3.39% 15	10.61% 47	79.01% 350	1.35% 6	443	4.61
Financial management	3.38% 15	3.15% 14	8.33% 37	20.72% 92	63.06% 280	1.35% 6	444	4.39
Transparent management style	3.83% 17	2.25% 10	13.06% 58	20.50% 91	58.78% 261	1.58% 7	444	4.30
Innovative and creative	4.10% 18	2.28% 10	14.81% 65	20.27% 89	57.86% 254	0.68% 3	439	4.26
Communication / presentation skills	3.62% 16	3.39% 15	13.12% 58	25.57% 113	53.62% 237	0.68% 3	442	4.23
Visionary	5.22% 23	2.95% 13	12.70% 56	20.63% 91	57.37% 253	1.13% 5	441	4.23
Works to achieve balance among all community interests: residents, businesses and developers	2.95% 13	6.35% 28	15.19% 67	26.98% 119	47.39% 209	1.13% 5	441	4.11
Experience working with diverse communities	6.07% 27	5.39% 24	14.16% 63	21.12% 94	52.36% 233	0.90% 4	445	4.09
Economic development	4.57% 20	5.25% 23	14.16% 62	28.54% 125	45.89% 201	1.60% 7	438	4.08
Community centered approach	4.78% 21	5.01% 22	17.31% 76	27.56% 121	44.65% 196	0.68% 3	439	4.03
Works closely with residents and seeks their viewpoint	4.08% 18	4.31% 19	17.46% 77	31.75% 140	41.72% 184	0.68% 3	441	4.03
Consensus builder	4.31% 19	6.12% 27	20.63% 91	24.04% 106	43.54% 192	1.36% 6	441	3.98
Customer service orientation	5.24% 23	5.92% 26	18.00% 79	28.93% 127	41.00% 180	0.91% 4	439	3.95
Willing to take risks	5.25% 23	5.02% 22	23.74% 104	26.26% 115	38.81% 170	0.91% 4	438	3.89
Educational background	3.64% 16	7.05% 31	22.95% 101	27.05% 119	37.27% 164	2.05% 9	440	3.89
Visible in the community	4.58% 20	7.09% 31	24.71% 108	26.32% 115	36.61% 160	0.69% 3	437	3.84
Public safety experience	4.49% 20	8.31% 37	26.97% 120	27.42% 122	31.69% 141	1.12% 5	445	3.74
Previous government experience	8.07% 36	7.17% 32	24.22% 106	23.54% 105	35.43% 158	1.57% 7	446	3.72
Knowledge of environmental issues	7.06% 31	8.43% 37	25.28% 111	24.83% 109	33.26% 146	1.14% 5	439	3.70

Sample City Manager Quality Survey (continued)

Savannah City Manager Quality Survey

SurveyMonkey

**Q5 Is there anything else you want to share
about what you would like to see in our next
City Manager?**

Answered: 230 Skipped: 220

Put the NEEDS of residents of the City of Savannah FIRST! Before the tourists, the business developers, etc.
A dedication to addressing the gun violence in our city.
More visibility to the community as a whole including the unincorporated areas, not just to specific groups.
Interest in building a bike and pedestrian friendly city.
A major interest in the environment and sustainability of it.
A familiarity with and support for Complete Streets.
Good working relationship with citizens and police. Ability to work to preserve neighborhoods. Savannah is not just for tourists!
Highly ethical business practices. High moral values and integrity. Verifiable track record of previous accomplishments in government or business.
Increasing mobility using plans like "Complete Streets". Making public transportation available for all in getting around the city (shuttles); making it safe for biking; better recycling agenda (they're composting in San Francisco these days).
I'd like to see the City Manager riding his bike to work or walking to work and incorporate a plan to always include sidewalks and bike paths in infrastructure for existing and especially for new development.
Someone who will place traffic calming and safe streets as a top priority. We have virtually no traffic enforcement (60 mph on E 52nd, my street, is not uncommon and there is NO police enforcement).
We need to start making Savannah A Bike City friendly and make better changes for cyclists safety , so that we won't have another horrible accident like on BRAG again.
Commitment to transportation issues in traffic calming through downtown for pedestrians, bicycles, cars (speeding) and public transportation. Too many accidents, by any of these modes of transportation, are completely avoidable or at least able to be lessened by enforcement of existing laws or the development of prevention measures.
Focus on the planning, development and maintenance of complete streets.
Previous experience in a city with similar challenges would be ideal, along with a demonstrated ability to manage large public projects from start to finish.
He or she must be someone the city staff will respect and find good to work for. I guess this is having the skills that most employees like to see in their employer. The new City Manager should also have skills in delegating responsibility and giving credit to others for their successes.

*16 samples responses from the 230 received.

D-7

Appendix E

St. Johns County, FL Resolution Thanking CB&A for Its Outstanding Service

RESOLUTION NO. 2007-23/

**A RESOLUTION OF THE COUNTY COMMISSION
OF ST. JOHNS COUNTY, FLORIDA, THANKING
COLIN BAENZIGER & ASSOCIATES FOR ITS
OUTSTANDING EFFORTS IN CONDUCTING THE
EXECUTIVE SEARCH FOR THE COUNTY'S NEW
ADMINISTRATOR; AND PROVIDING AN
EFFECTIVE DATE.**

WHEREAS, St. Johns County retained Colin Baenziger & Associates (CB&A) to identify and recommend strong candidates to be the County Administrator;

WHEREAS, CB&A's staff worked diligently to find and produce excellent candidates, and then provided the County Commission with comprehensive materials concerning the candidates' aptitude, experience, background, complete and thorough interviews, references, extensive checks of criminal, civil and financial history, verification of employment and education, and exhaustive reviews of Internet and newspaper archives of these candidates; and

WHEREAS, CB&A's process was completely open, fair and unbiased and was extremely well received by the County Commission, county staff, the press, and the public; and

WHEREAS, the County Commission wishes to express its gratitude to Colin Baenziger & Associates for its efforts on behalf of the county;

**NOW BE IT THEREFORE RESOLVED BY THE COUNTY COMMISSION OF
ST. JOHNS COUNTY, FLORIDA AS FOLLOWS:**

Section 1: Recitals. The preceding recitals are true and correct and are incorporated herein by this reference.

Section 2: Acknowledgement. The County Commission wishes to express its sincere appreciation and gratitude to Colin Baenziger & Associates for its outstanding work and effort in assisting the county in finding its County Administrator.

Section 3: Effective Date. This resolution shall take effect immediately upon adoption.

PASSED AND ADOPTED by the Board of County Commissioners of St. Johns County, Florida, this 21 day of August, 2007.

ATTEST: Cheryl Strickland, Clerk

**BOARD OF COUNTY COMMISSIONERS
ST. JOHNS COUNTY, FLORIDA**

By: 
Deputy Clerk

By: 
Ben Rich, Chairman

Rendition Date: 8/23/07



Appendix F

Comments from Dale Martin on CB&A's Vetting Process

Weekly comments from Dale Martin

By Dale Martin, City Manager, City of Fernandina Beach

March 18, 2016 1:00 a.m.

The vetting process employed by Mr. Colin Baenziger following my application to the City of Fernandina Beach was the most thorough review of my career, credentials, and references that I have ever experienced. In the months leading to my appointment here, I was interviewed in several other communities for similar City Manager positions. Despite getting to the interview stage in those communities, none of my references ever indicated to me that they had been contacted. As part of the selection process here, I was required to provide an exhaustive list of references, some very specific, such as my current Town Attorney, auditor, Chamber of Commerce, etc. To the best of my knowledge, every single reference provided was contacted.

The historic information provided to the City Commission for each candidate was extensive. Reading through the older newspaper articles rekindled so many memories- the personalities and issues from earlier days illustrate some peaks and valleys over the past twenty years. It has been a wonderful ride.

Note: Mr. Martin reminisces about his career for the remainder of the article. The full article can be found at:

<http://fernandinaobserver.com/2016/03/18/weekly-comments-from-dale-martin-5/#more-65218>

City of Scottsbluff, Nebraska

Executive Search Services City Manager

January 29, 2020



A PART OF





January 29, 2020

Nathan Johnson, City Manager
City of Scottsbluff
2525 Circle Drive
Scottsbluff, NE 69361

Dear Mr. Johnson:

The mission of The Novak Consulting Group, now a part of Raftelis Financial Consultants, is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local governments and nonprofit organizations across the country. The firm was originally established as Public Management Partners in 2001, a firm specializing in local government consulting and executive search services in the Midwest. Since then, we have been providing our clients across the country with the best thinking and execution in executive search and management consulting.

We are pleased to submit this proposal for Executive Search Services for the City Manager recruitment. Our project team for the City of Scottsbluff comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 160 searches and has had significant success working with organizations to identify and retain ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization.

Our firm has the necessary staff, expertise, resources, and abilities to conduct this recruitment and provide exceptional service to the City. We are a national firm with employees who have served as leaders in some of the best local governments across the country. Our clients receive personal service from our consultants. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the City of Scottsbluff. Please contact Catherine Tuck Parrish, our executive search practice leader, at (240) 832-1778 or ctuckparrish@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
Executive Vice President

Table of Contents

Introduction to The Novak Consulting Group.....1

Executive Search Strategy2

Experience.....3

Recruitment Team.....5

Work Plan9
 Recruitment Timeline..... 11

Cost for Services12
 Service Guarantee..... 12

Attachment A – Recruitment Timeline

Introduction to The Novak Consulting Group

The Novak Consulting Group is composed of local government practitioners focused on strengthening organizations for the communities they serve and the people who work in them.

The Novak Consulting Group and Raftelis have always shared a focus on delivering lasting solutions for public-sector agencies. In January 2020, The Novak Consulting Group joined Raftelis. Today we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of government agencies. Our clients now have the expertise of nearly 120 of the country's leading public sector consultants. We know that our combined capabilities and resources will provide added value to our clients, and we're looking forward to what we can accomplish together. The Novak Consulting Group is located in Cincinnati, Ohio.

For more than ten years, The Novak Consulting Group, staffed by consultants with decades of local government experience, has built a reputation for innovation and results. We have partnered with more than 300 local governments in all areas, including public works, public safety, human resources, finance, planning, IT, and more. We provide our clients with the best thinking and execution in organizational design, development, and improvement through these services:

- Organizational Assessment
- Strategic Planning
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local governments and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice with the personal attention you expect.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of senior-level consultants and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to director of management information systems.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

*The Novak Consulting Group
Strengthening organizations from the inside out.*

Executive Search Strategy

When organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. The Novak Consulting Group's approach to our executive search services comprises three key phases.

1. Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements, as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

2. Candidate Search and Evaluation

To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target minorities and women, including the National Forum of Black Public Administrators (NFBPA) and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. In our recruitments, highly-qualified women and minorities earn placement, with 37% of our searches resulting in female hires and 21% resulting in minority hires. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

3. Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role, as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Our executive recruitment and management consulting experiences have allowed us to work with public and nonprofit organizations across the country and provided us with a wide national network. Through our connections, we can identify a broad diversity of qualified candidates in terms of race and ethnicity, gender, jurisdiction size, complexity of organization, and region of the country.

*The Novak Consulting Group
Strengthening organizations from the inside out.*

Experience

The Novak Consulting Group is uniquely positioned to perform this recruitment because of our knowledge of local government and extensive network across the nation. Included with this proposal is a list of all our executive recruitment clients. The following table lists a few comparable recruitments we have conducted and references for each of them.

Jurisdiction	Contact Information
City of Louisville, Colorado <ul style="list-style-type: none"> City Manager (2017) Parks, Recreation, and Open Space Director (2018) Planning and Building Safety Director (2016) 	<p>Bob Muckle, Mayor (303) 981-0697 BobM@Louisvilleco.gov</p> <p>Kathleen Hix, Human Resources Director (303) 335-4720 KathleenH@Louisvilleco.gov</p> <p>749 Main Street Louisville, CO 80027</p>
City of Clayton, Missouri <ul style="list-style-type: none"> City Manager (2019) 	<p>Michelle Harris, Mayor 10 North Bemiston Avenue Clayton, MO 63105 (314) 290-8470 mharris@claytonmo.gov</p>
City of Cottonwood, Arizona <ul style="list-style-type: none"> City Manager (2018) 	<p>Tim Elinski, Mayor (928) 340-2727 telinski@cottonwoodaz.gov</p> <p>Ron Corbin, City Manager (928) 340-2731 rcorbin@cottonwoodaz.gov</p> <p>Amanda Wilber, Human Resources/Risk Manager (928) 340-2713 awilber@cottonwoodaz.gov</p> <p>816 N. Main Street Cottonwood, AZ 86326</p>
City of Batavia, New York <ul style="list-style-type: none"> City Manager (2018) 	<p>Dawn Fairbanks, HR Director One Batavia City Centre Batavia, NY 14020 (585) 345-6340 Fairbank@BataviaNewYork.com</p>

The Novak Consulting Group
Strengthening organizations from the inside out.

Jurisdiction	Contact Information
City of Fairfax, Virginia <ul style="list-style-type: none">• City Manager (2018)• Police Chief (2018)	Robert Stalzer, City Manager (703) 385-7850 rob.stalzer@fairfaxva.gov Sara Greer, Personnel Director (703) 385-7993 Sara.greer@fairfaxva.gov 10455 Armstrong Street Fairfax, VA 22030

The Novak Consulting Group
Strengthening organizations from the inside out.

Recruitment Team

Executive Search Practice Leader Catherine Tuck Parrish – Catherine has more than 25 years of experience serving local governments, in direct service or as a consultant. Catherine leads our search practice and has conducted over 160 searches for city manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country. Catherine was the deputy city manager in Rockville, Maryland, where she oversaw approximately half of the City's 500+ employees. She is also familiar with large organizations since she worked in the County Executive's Office in Fairfax County, Virginia, and previously served as ICMA's Ethics Advisor.

Senior Associate Jenn Reichelt – Jenn joined The Novak Consulting Group in 2016 following 16 years of direct service to local governments in Glendale, Arizona, and Great Falls, Montana. Jenn brings extensive experience in the areas of human resources management, employee and community engagement, tourism and branding, and public information. In her roles, she has overseen several municipal operations, including a human resources department, City Clerk's Office, Civic Center, performing arts center, visitor center, Convention and Visitors Bureau, and animal shelter. As deputy city manager, she was directly involved in the selecting, hiring, and onboarding of key personnel, including department directors and also oversaw collective bargaining, mediation, conflict resolution, employee counseling, and discipline issues. Jenn assists with both the organizational assessment and executive search practice areas of the firm. She has supported or led national searches for city managers, fire and police chiefs, and department directors.

Recruitment Specialist Morgan Daniel – Morgan serves The Novak Consulting Group as a Recruitment Specialist. In this role, she develops content for recruitment materials, strategizes targeted outreach, conducts research, and analyzes data. Prior to coming to The Novak Consulting Group, she was an intern to the assistant city manager in Miamisburg, Ohio, where she had the opportunity to work directly with several city departments. Morgan has a bachelor's degree in crime and justice studies from Wright State University and is working on her master's in public administration.

Their complete resumes follow.

*The Novak Consulting Group
Strengthening organizations from the inside out.*

Catherine Tuck Parrish, Executive Search Practice Leader

Catherine has over 25 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads The Novak Consulting Group's executive search practice. She has conducted over 160 searches for manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Prior to joining the City of Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine also served as ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she worked for the cities of Denton and University Park, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resource topics, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and the MCCMA.

EDUCATION

- Master of Public Administration, University of Kansas
- Bachelor of Arts, University of Kansas

INDUSTRY TENURE

- 28 years
- Consulting, 9 years
- Local Government, 19 years

The Novak Consulting Group
Strengthening organizations from the inside out.

Jenn Reichelt, Senior Associate

Jenn has 18 years of management experience in local government and is currently a senior associate with The Novak Consulting Group. She joined the firm in 2016 and works in both the organizational assessment and executive search practice areas.

Jenn has assisted with 14 organizational and department reviews. While the assessments often examine all core services, Jenn's areas of expertise include analysis of organizational structure, human resources, tourism/special events, and community development. Notable projects include a GoTriangle organizational assessment; a feasibility study for DuPage County that looked at combining the Election Commission and County Clerk's Office; and a review of the Lee's Summit Human Resources Department.

Jenn is actively involved in the firm's executive search practice area. She has conducted searches for city manager/administrator; police chief; directors of public works, finance, human resources, planning, economic development, and human services; and many other key positions in local governments across the country.

She has a background in community engagement, public outreach, and media relations, as well as crisis and emergency management. Jenn has experience working with diverse stakeholders and helping groups reach consensus. Throughout her career, she has developed and implemented successful citizen outreach and communication plans for several community-wide initiatives.

Jenn has a wealth of knowledge in the areas of human resources management, employee counseling, conflict resolution, and labor relations. She is adept in collective bargaining, mediation, fact-finding, and arbitration processes.

Before joining The Novak Consulting Group in 2016, she served as deputy city manager for the City of Great Falls, Montana, where she oversaw all human resources activities, including labor relations. She served as the City's primary public information officer and managed the City's five Tax Increment Financing Districts.

Prior to her tenure in Great Falls, she worked in Glendale, Arizona, where she served as the deputy marketing and communications director. She led the City's downtown redevelopment efforts, helped create the City's first Convention and Visitor's Bureau, and assisted in the development of Glendale's Sports and Entertainment District. Jenn served as a city spokesperson and oversaw the City's tourism, sports marketing, and branding campaigns.

Jenn earned a bachelor's degree in business administration and a master's degree in public administration from Northern Arizona University. She is an International City/County Management Association (ICMA) Credentialed Local Government Manager and a graduate of Leadership ICMA and the Weldon Cooper Center for Public Service Senior Executive Institute.

EDUCATION

- Master of Public Administration, Northern Arizona University
- Bachelor of Science, Northern Arizona University

PROFESSIONAL CERTIFICATIONS

- Certified Professional Manager, International City/County Management Association
- Lean Certification

INDUSTRY TENURE

- 18 years
- Consulting, 2 years
- Local Government, 16 years

The Novak Consulting Group
Strengthening organizations from the inside out.

Morgan Daniel, Recruitment Specialist

Morgan joined The Novak Consulting Group as a Recruitment Specialist in 2018. In this role, she develops content for recruitment materials, strategizes targeted outreach, conducts research, and analyzes data. Morgan also interacts directly with potential candidates and reviews applications for minimum and preferred qualifications.

Before coming to The Novak Consulting Group, she was an intern to the assistant city manager in Miamisburg, Ohio, where she had the opportunity to work directly with several city departments.

In Miamisburg, one of her main projects was to update the city's website content to ensure that it was up-to-date and that citizens could easily find information. She also redesigned the city's volunteer application form and eliminated unnecessary questions. Morgan researched and organized information for the city's upcoming Charter Review Committee and helped prepare benefit materials for new employees.

Morgan has a bachelor's degree in crime and justice studies from Wright State University. She is pursuing a master's degree in public administration from the University of Nebraska and is an active member of ICMA.

EDUCATION

- Bachelor of Arts, Crime & Justice Studies, Wright State University
- Master of Public Administration, University of Nebraska (in progress)

INDUSTRY TENURE

- 1 year
- Local Government, 1 year

The Novak Consulting Group
Strengthening organizations from the inside out.

Work Plan

The following provides a detailed description of our work plan for the City Manager recruitment.

Activity 1 – Develop Candidate Profile

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for City Manager. We will begin by speaking with the Mayor and Council. We will also talk to leadership team, City Attorney, and any other key stakeholders as determined by the City Council. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Nebraska and the nation. We will prepare a position profile that is unique to the City of Scottsbluff. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the City has thought about what they want the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan as soon as he or she starts. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the Mayor and Council. Modifications will be made as necessary before recruitment begins.

Activity 1 Deliverables: Detailed recruitment process documents, including recruitment plan, position profile, and first-year goals.

Activity 2 – Conduct Active Recruitment and Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. The Novak Consulting Group will prepare and place advertisements in state and national publications and online sites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

We will place job postings with networks such as International City/County Management Association (ICMA), League of Women in Government, League of Nebraska Municipalities, Engaging Local Government Leaders (ELGL), state and regional municipal organizations, and other places as identified in the recruitment plan.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Scottsbluff.

*The Novak Consulting Group
Strengthening organizations from the inside out.*

We will reach out to the applicants in our extensive database, as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on Scottsbluff's unique needs. Our outreach includes seeking well-qualified women and minorities and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. The Novak Consulting Group will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or Skype with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the City. We will then meet with the Mayor and Council to review the entire list (if desired), as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the Mayor and Council's direction, we will finalize a list of four to six candidates to invite for in-person interviews.

Activity 2 Deliverables: Placement of ads and job postings, targeted outreach to passive candidates, and candidate review materials including screening results and internet search

Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by The Novak Consulting Group. We will plan and facilitate a multi-step interview process specific to the City Manager position. The process could include writing exercises, presentations, panel interviews, tours, department director or key staff meet-and-greet, and/or a community reception. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

We will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a City contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the City.

The City will select the top candidate. The Novak Consulting Group can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

The Novak Consulting Group also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary history. We will keep candidates apprised of their status and release them at the appropriate time.

Activity 3 Deliverables: Interview book materials including references and background checks

*The Novak Consulting Group
Strengthening organizations from the inside out.*

Recruitment Timeline

Included as Attachment A is a draft timeline. We expect to review this with the Mayor and Council during Activity 1 and adjust it as necessary as we develop the recruitment plan.

Cost for Services

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$23,000. This includes all professional fees and expenses for The Novak Consulting Group.

We estimate the following additional costs to the City, which would be billed at cost.

- Approximately \$1,000-\$1,500 for advertising
- Background checks for the top finalists estimated at \$175-\$500/finalist
- Travel for finalists' interviews will also be borne and reimbursed directly to the finalists by the City.

The fixed fee would be invoiced as follows:

- One-third upon contract execution
- One-third after the candidate review meeting
- One-third after the interviews

Advertising and background checks will be invoiced as completed.

Service Guarantee

On average, candidates remain on the job for five years after placement. If the selected candidate leaves the position for any reason within one year of hire, The Novak Consulting Group will conduct a new search for no professional fee. We would only bill the City for direct expenses.

The Novak Consulting Group
Strengthening organizations from the inside out.

Attachment A – Recruitment Timeline

Schedule																
Scottsbluff, Nebraska																
City Manager Recruitment		START	2	3	4	5	6	7	8	9	10	11	12	13		
		3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25		
Activity 1 - Develop Candidate Profile																
1.1	Meet with the Mayor and Council to develop a comprehensive candidate profile; discuss timeline and process															
1.2	Meet with leadership team, City Attorney, and other key stakeholders, as determined to be appropriate by the City Council, to develop candidate profile and discuss process															
1.3	Identify first-year goals and position profile and complete a salary survey with recommendations for the position															
1.4	Develop recruitment materials and recruitment strategy															
1.5	Present recruitment plan, ideal candidate profile, recruitment brochure, and first-year goals to the City															
Activity 2 Conduct Active Recruitment and Screening		3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25		
2.1	Develop and place ads															
2.2	Cultivate candidates and conduct direct outreach															
2.3	Receive application materials and communicate with candidates															
2.4	Conduct pre-screening of applicants - review applications materials; conduct phone interviews and internet vetting															
2.5	Develop candidate review binders for the City															
2.6	Review top applicants with the City															
Activity 3 Support Interviews and Selection		3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	5/25		
3.1	Develop interview schedule and interview materials; communicate with candidates															
3.2	Conduct reference and background checks															
3.3	Facilitate interview process															
3.4	Assist in crafting initial employment offer; provide guidance regarding salary, benefits, relocation, and employment packages															
3.5	Serve as a liaison between City and the successful candidate; assist with negotiations and employment offer as desired															
3.6	Inform all applicants of final outcome															

The Novak Consulting Group
Strengthening organizations from the inside out.



strengthening organizations from the inside out

Our mission is to strengthen organizations, for those they serve and those who work in them. We are local government professionals, and we provide services tailored to local governments:

- *Facilitation & Strategic Planning*
- *Executive Search*
- *Organizational Assessment & Optimization*



See how we can help you solve your organization's challenges.

Visit TheNovakConsultingGroup.com or call 513-221-0500 today.



We offer our clients innovative thinking that strengthens organizations from the inside out. Our management consulting services combine the personal attention and flexibility of a small firm with the sophistication and senior-level expertise of a large firm.

Facilitation & Strategic Planning

Leading planning sessions for successful outcomes.

Managing group processes is equal parts art and skill. We've facilitated countless group exercises including staff retreats and goal setting conversations with governing bodies. We excel at navigating complex interpersonal dynamics within an organization to ensure its employees are aligned to carry out its vision.

Executive Search

Finding and developing strong leaders.

The quality of an organization's leaders is critical to its health and long-term success. Executive search can be an invaluable service for both elected bodies hiring executive staff and CEOs filling high-level positions. Executive coaching develops leaders within an organization, not only enhancing their performance, but helping it retain talent throughout its ranks

Organizational Assessment & Optimization

Maximizing efficiency and productivity.

Assessing and optimizing organizational performance is one of our core services. We evaluate operations at every level, from a single department to the organization as a whole.



1 develop candidate profile



Discuss needed skills
and organizational
culture



Develop recruitment
plan and position
profile



Develop
12-month goals

2 conduct aggressive recruitment



Identify target
individuals and
jurisdictions



Prepare and place
advertisements



Leverage
networks



Identify qualified
candidates for
assessment



3 support selection



Screen each
applicant



Prepare
candidate
summaries



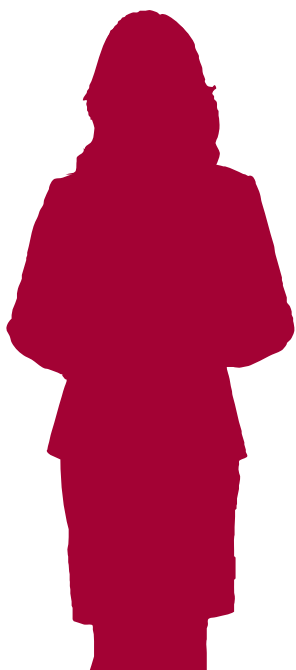
Develop
interview
process



Finalize
candidate
list



Facilitate
interview and
selection



successful candidate

executive search solutions



*When you peel away the processes, products and services, what makes an institution last? Meaningful goals built off strong ideals — supported by **the right people**.*

But goals and ideals are easily derailed if new employees aren't properly prepared for success. Because in the end, finding great employees is one thing, but making the most of their abilities is another entirely.

*At The Novak Consulting Group, we apply a holistic approach to Executive Search that focuses on long-term performance rather than short-term placement. **Not only will we support your organization by finding the right people when you need them most — our diligent work and ongoing guidance will ensure their contributions are significant from day one.***

Learn how your organization can benefit from a focused, forward-thinking Executive Search. Visit TheNovakConsultingGroup.com or call 513-221-0500 today.



a better executive search process



1 ASSESS NEEDS

gather information from key players to identify specific performance goals for the position

2 FIND THE RIGHT CANDIDATES

identify, assess and recruit the best person to accomplish goals

3 DEVELOP PLAN FOR SUCCESS

create work model for goals to be met in the first six to twelve months

In the end, we aren't just looking for a successful professional, we are finding the right employee to be successful in their new position long after they're hired.

FILLING KEY POSITIONS, SUCH AS:

- City and County Manager
- General Manager
- Chief Executive Officer
- Chief Administrative Officer
- Executive Director
- Assistant/Deputy Manager
- Department Head
- Key Staff Members
- Technical Staff

IN AREAS THAT INCLUDE:

- Executive Leadership
- Finance and Administration
- Information Technology
- Human Resources
- Communication and Public Relations
- Human and Social Services
- Public Works
- Police, Fire and Public Safety
- Planning and Community Development
- Program Managers
- and others

When governing bodies and nonprofit organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success.

Selection and Retention Process

1 INQUIRING, UNDERSTANDING & DEFINING Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We'll identify qualifications and requirements, as well as map out the new hire's six to twelve month goals, so both our client and the employee remain on the same track for success. We'll build an accurate position profile, thus ensuring we attract the right people to the position.

2 CANDIDATE SEARCH & EVALUATION To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

3 SUPPORTING SUCCESS We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. Six to eight weeks after their placement, we follow up and conduct a job review to ensure continued progress, productivity and satisfaction for the employee and our client.

The Novak Consulting Group Difference

Our consultants not only have experience in Executive Search, they've also had prior careers in many of the fields where we search for candidates. This combined expertise allows our team to deliver the best and brightest prospects through a goals-based approach. By looking beyond the hiring process, we take a holistic view that ensures each candidate will fit the role, as well as the organization. In the end, we aren't just looking for a successful professional, we are finding the right employee to be successful in their new position long after they're hired.

TheNovakConsultingGroup.com

EXECUTIVE SEARCH

ARIZONA

Clarkdale	Town Manager
Cottonwood	City Manager
Peoria	Human Resources Director
Yuma	City Administrator

COLORADO

Boulder	Human Resources Director
Lafayette	City Administrator
Louisville	City Manager
	Director of Parks and Recreation
	Director of Planning and Building Safety
Loveland	Budget Manager*
	Chief Financial Officer*
	Economic Development Director*

CONNECTICUT

Greenwich	Town Administrator
Mansfield	Town Manager
Meriden	City Manager
Windsor	Police Chief

DELAWARE

Kent County	County Engineer/ Public Works Director
Lewes	Municipal Planning and Development Officer
Milford	City Manager
Milton	Town Manager
Rehoboth Beach	City Manager

ILLINOIS

Peoria County	Director, Animal Protection Services
---------------	--------------------------------------

INDIANA

Bloomington	Traffic and Transportation Engineer
-------------	-------------------------------------

KANSAS

Baldwin City	City Administrative Officer
Edgerton	Building Inspector
	Community Development Director
Johnson County	Human Resources Director
Merriam	Finance Director
Tonganoxie	City Manager

MARYLAND

Aberdeen	Director of APG Privatization
	Police Chief
	Public Works Director
Berwyn Heights	Code Supervisor
	Town Administrator
Cambridge	City Manager
Charles County	Director of Community Services*
	Engineer IV*
Gaithersburg	Director of Finance and Administration
	Engineering Services Division Chief
	Public Works Director
Garrett Park	Town Manager
La Plata	Planning Director
	Police Chief
	Town Manager
	Town Treasurer
Mount Rainier	City Manager
New Carrollton	City Administrative Officer
	General Manager
	Town Manager
	City Manager
	Community Planning and Development Services Director
	Town Manager
Sykesville	

MICHIGAN

Novi	Assistant City Manager
	Finance Director
Rochester Hills	Chief Financial Officer

MISSOURI

Chesterfield	City Administrator
Clayton	City Manager
Lee's Summit	Human Resources Director

MONTANA

Helena	City Manager
--------	--------------

NEW HAMPSHIRE

Keene	City Manager
-------	--------------

NEW YORK

Batavia	City Manager
Oneonta	City Manager

OHIO

Centerville	City Manager
Cleveland Heights	City Manager
	Finance Director
Dublin	City Manager
	Director of Public Service
	Village Manager
Granville	City Manager
Hilliard	City Manager
Hudson	City Manager
Jackson Township	Township Administrator
Miami Township	Township Administrator
Moraine	City Manager
Oberlin	Fire Chief
	Police Chief
Portsmouth	City Manager
Prairie Township	Township Administrator
Sandusky	City Manager

* candidate sourcing/screening

EXECUTIVE SEARCH

OH (Continued)

Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
Union County	County Administrator
Upper Arlington	Assistant City Manager* Police Chief
Washington Township	Township Administrator
West Chester Township	Township Administrator
Westerville	Deputy Director of Planning and Development Finance Director
Worthington	Assistant Fire Chief

OREGON

Lane County	Public Works Director
-------------	-----------------------

PENNSYLVANIA

Carlisle Borough	Police Chief
------------------	--------------

TEXAS

Lancaster	Assistant City Manager Finance Director
University Park	Human Resources Director

VIRGINIA

Alexandria	Controller
Arlington County	Central Library Services Division Chief*
Ashland	Town Manager
Bedford County	County Administrator Deputy Fire Chief* Finance Director
Fairfax	City Manager Police Chief
Fairfax County	County Executive Deputy County Executive

VA (Continued)

Harrisonburg	City Manager Police Chief
Loudoun County	Animal Services Director Assistant County Administrator Assistant Director of Human Resources County Attorney Economic Development Director Family Services Director Finance Director Mapping and Geographic Information Director Mental Health, Substance Abuse, and Developmental Services Director Parks, Recreation, and Community Services Director Planning and Zoning Director Systemwide Fire Chief
Warrenton	Town Manager

WASHINGTON

Shoreline	Administrative Services Director City Manager Human Resources and Organizational Development Director
-----------	---

WISCONSIN

Central Brown County Water Authority	Manager
Mequon	City Administrator

* candidate sourcing/screening



TRUSTED ADVISORS TRANSFORMING COMMUNITIES

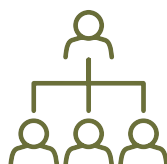
ORGANIZATIONAL ASSESSMENT

EXECUTIVE SEARCH

STRATEGIC PLANNING/FACILITATION



300+
COMMUNITIES
SERVED



600+
TOTAL
ENGAGEMENTS



220
ORGANIZATIONAL
ASSESSMENTS



150+
EXECUTIVE
SEARCHES



300+
STRATEGIC PLANS/
FACILITATIONS &
TRAINING



37%
COMMUNITIES THAT
HAVE HIRED US MORE
THAN ONCE

ARIZONA

Alliance for Innovation			SPF
Central Arizona Project			SPF
Clarkdale		ES	
Cottonwood		ES	
Goodyear			SPF
Peoria		ES	
Sierra Vista			SPF
Yuma		ES	

CALIFORNIA

Gilroy	OA		
Hanford			SPF
Hayward			SPF
Hollister	OA		
Huntington Beach	OA		
Long Beach Transit Authority	OA		
Manhattan Beach			SPF
Palo Alto			SPF
Placer County			SPF
San Luis Obispo			SPF
San Marino			SPF
Santa Barbara	OA		SPF
Yountville			SPF

COLORADO

Adams County			SPF
Aspen	OA		
Aurora	OA		SPF
Boulder	OA	ES	SPF
Boulder County	OA		
Brighton			SPF
Centennial	OA		SPF
Erie			SPF
Evans			SPF
Fort Collins	OA		SPF
Greeley	OA		
La Plata County	OA		
Lafayette		ES	SPF
Louisville		ES	SPF
Loveland		ES	

CO (continued)

Routt County			SPF
Westminster			SPF
Windsor	OA		SPF

CONNECTICUT

Connecticut Town and City Management Association	OA		
Enfield	OA		
Greenwich		ES	
Groton	OA		
Manchester	OA		SPF
Mansfield	OA	ES	
Meriden		ES	
Windsor		ES	

DELAWARE

Kent County		ES	
Lewes		ES	
Milford		ES	
Milton		ES	
Rehoboth Beach		ES	

FLORIDA

Palmetto Bay			SPF
--------------	--	--	-----

GEORGIA

Decatur			SPF
Roswell			SPF

ILLINOIS

Carbondale	OA		
DuPage County	OA		
Evanston	OA		
Geneva			SPF
Gurnee			SPF
Lisle			SPF
Peoria County		ES	
Schaumburg	OA		
Warrenville	OA		
Woodridge			SPF

INDIANA

Bloomington	OA	ES	
Indianapolis	OA		
Monroe County	OA		

IN (continued)

Bloomington	OA	ES	
Indianapolis	OA		
Monroe County	OA		
Munster	OA		SPF

KANSAS

Baldwin City		ES	SPF
Bonner Springs	OA		
Edgerton		ES	
Edwardsville			SPF
Eudora			SPF
Garden City	OA		
Gardner			SPF
Johnson County		ES	SPF
Lawrence			SPF
Merriam		ES	
Olathe			SPF
Roeland Park			SPF
Shawnee	OA		SPF
Tonganoxie		ES	SPF
Unified Government of Wyandotte County/Kansas City, KS			SPF

KENTUCKY

Lexington-Fayette Urban County Government	OA		
Paducah			SPF

LOUISIANA

New Orleans	OA		
Orleans Parish School Board		ES	

MARYLAND

Aberdeen	OA	ES	SPF
Berwyn Heights		ES	
Cambridge		ES	
Charles County		ES	
College Park	OA		SPF
Gaithersburg		ES	
Garrett Park		ES	
Greenbelt			SPF
La Plata		ES	SPF

MD (Continued)

Maryland Municipal League	OA		
Maryland State Judiciary			SPF
Mount Rainier	OA	ES	
New Carrollton		ES	
Ocean City			SPF
Ocean Pines Association		ES	
Riverdale Park		ES	
Rockville	OA	ES	SPF
Sykesville		ES	
University Park			SPF
Westminster			SPF
Worcester County			SPF

MASSACHUSETTS

Franklin County	OA		
Lexington			SPF
Nantucket	OA		SPF
Pioneer Valley Planning Commission	OA		
Sherborn	OA		
Westborough			SPF

MICHIGAN

Ada			SPF
Ann Arbor			SPF
Ann Arbor Transportation Authority			SPF
Ferndale			SPF
Holland	OA		
Jackson County			SPF
Midland			SPF
Midland Community Foundation			SPF
Novi		ES	
Rochester Hills	OA	ES	
Saline	OA		
Three Rivers	OA		

MINNESOTA

Cloquet	OA		
Edina	OA		

MN (Continued)

Minnesota Municipal League			
Northfield			
MISSOURI			
Chesterfield			
Clayton			
Lee's Summit			
Maryville			
Missouri Municipal League			
North Kansas City			
Parkville			
Platte City			
Sikeston			
St. Joseph			
St. Louis County			
University City			

MONTANA

Helena			
--------	--	--	--

NEBRASKA

Hastings			
La Vista			

NEVADA

Reno			
------	--	--	--

NEW HAMPSHIRE

Keene			
-------	--	--	--

NEW YORK

Batavia			
Edgemont			
Ithaca			
Oneonta			
Rochester			
Wainscott			

NEW JERSEY

New Jersey Health Initiative			
------------------------------	--	--	--

NORTH CAROLINA

Albemarle			
Asheville			
Brevard			
Cary			

NC (Continued)

GoTriangle Transit	OA		SPF
Greensboro	OA		
Raftelis			SPF
Raleigh	OA		SPF
Swansboro			SPF
Wake County	OA		
Wilmington	OA		

OHIO

Beavercreek Township	OA		
Blendon Township			SPF
Blue Ash	OA		SPF
Centerville		ES	
Cincinnati	OA		SPF
Clearcreek Township	OA		SPF
Cleveland Heights	OA	ES	SPF
Delaware	OA		
Delaware County			SPF
Delaware County EMS			SPF
Dublin	OA	ES	SPF
Gahanna	OA		SPF
Granville		ES	
Hilliard		ES	
Hudson		ES	
Jackson Township		ES	
Miami Township		ES	
Miami University	OA		
Miami Valley Risk Management Authority			SPF
Moraine		ES	
National Association of State and Local Equity Funds			SPF
Oberlin	OA	ES	SPF
Ohio City/County Management Association	OA		SPF
Owens-Corning			SPF
Portsmouth		ES	
Powell			SPF
Prairie Township		ES	
Sandusky		ES	

OH (Continued)

Sharonville
Solid Waste Authority
of Central Ohio
(SWACO)
Solon
Toledo
Troy
Union County
Upper Arlington
Washington Township
West Chester Township
Westerville
Worthington

OA	ES	SPF
		SPF
OA	ES	
OA		
OA		SPF
OA		
	ES	
	ES	SPF
OA	ES	SPF
	ES	
	ES	
OA	ES	SPF

OKLAHOMA

Norman

OA		
----	--	--

OREGON

Bend
Gresham
Hillsboro
Lane County
Salem
Wilsonville

		SPF
		SPF
		SPF
	ES	
OA		SPF
OA		SPF

PENNSYLVANIA

Allentown
Carlisle Borough
Duquesne
East Buffalo
East Whiteland
Township
Exeter Township
Farrell
Ford City Borough
Harrisburg
Hazleton
Lancaster County
Lewisburg

OA		
	ES	
OA		
OA		
OA		
OA		
OA		
OA		
OA		
OA		
OA		

PA (Continued)

Nanticoke
Reading
St. Marys
State College

RHODE ISLAND

Westerly

SOUTH CAROLINA

Charleston
Hilton Head

TENNESSEE

Farragut

TEXAS

Allen
Cedar Hill
Dallas
Lancaster
League City
Pearland
Plano
Prosper
Temple
The Woodlands
University Park

UTAH

Murray
South Jordan

VERMONT

Montpelier

VIRGINIA

Alexandria
Arlington County
Ashland
Bedford County
Charlottesville
Fairfax
Fairfax County

OA ES SPF

OA		
OA		
OA		
		SPF

OA		
----	--	--

OA		
		SPF

		SPF
--	--	-----

		SPF
		SPF
		SPF
	ES	SPF
OA		SPF
		SPF
		SPF
		SPF
OA		SPF
	ES	SPF

		SPF
		SPF

		SPF
--	--	-----

	ES	
	ES	
	ES	
	ES	
OA		
	ES	
	ES	

VA (Continued)

Fredericksburg
Hampton
Harrisonburg
Loudoun County
Purcellville
Vienna
Warrenton

OA ES SPF

OA		
		SPF
	ES	
OA	ES	
OA		
		SPF
OA	ES	

WASHINGTON

Bellevue
Mercer Island
Sequim
Shoreline

OA		SPF
		SPF
OA		SPF
OA	ES	

WASHINGTON D.C.

International City/
County Management
Association
National League
of Cities
USAID - Moldova

OA		SPF
OA		
OA		

WEST VIRGINIA

Monongalia County
Morgantown

		SPF
		SPF

WISCONSIN

Central Brown County
Water Authority
Eau Claire
Mequon
Oak Creek
Washington County

	ES	
		SPF
	ES	
		SPF
		SPF

19Q4



Recruitment Announcement for the City of Cottonwood

CITY MANAGER



City Manager – City of Cottonwood, Arizona



How to Apply

Applications will be accepted electronically by The Novak Consulting Group at thenovakconsultinggroup.com/jobs. Applicants first complete a brief online form and then are prompted to provide one document (Word or PDF) that contains a cover letter and resume with salary history. Open until filled with first review of applications October 5, 2018.

Compensation

The salary range for this position is \$129,307 - \$190,551 depending on qualifications, with an excellent benefits package.

Please direct questions to Jenn Reichelt at apply@thenovakconsultinggroup.com or at 513-221-0500.

The Position

Cottonwood's next City Manager will have the opportunity to lead a team of talented staff in one of Arizona's finest communities. Situated near several national forests and state parks in the scenic Verde Valley, Cottonwood provides residents with a truly superb quality of life.

Appointed by the Mayor and City Council, the City Manager serves as the chief administrative officer and is responsible for the oversight of the City's daily operations. The City Manager works collaboratively with key staff members to implement policies set forth by the City Council and provides organizational leadership for department directors and employees. City operations include the following departments: Administration, Airport, Community Development, Cottonwood Area Transit, Economic Development, Finance, Fire, Human Resources, Information Technology, Library, Parks and Recreation, Police, Public Works, Purchasing, and Utilities.

The City Manager has 11 direct reports including the Deputy City Manager, Community Development Director, Natural Resources Administrator, Economic Development Director, Fire Chief, Police Chief, Community Services General Manager, Airport and Special Projects Director, Public Works Director, Utilities Director, and the Assistant to the City Manager. The previous City Manager is retiring after eleven years of service.

Experience & Education

Requirements for this position are a bachelor's degree in public administration, political science, business management, finance or a closely related field and at least five (5) years of progressively responsible experience in a local government or an equivalent position in an organization of comparable complexity.

Preferred qualifications include a master's degree in public administration or related field, ICMA-Credentialed Manager designation, strong financial management and budgeting skills, and a track record of success in economic development, business and civic engagement, and intergovernmental relations.

The Ideal Candidate

The City of Cottonwood's next City Manager is an experienced and knowledgeable local government professional with a collaborative management style and strong communication skills. The ideal candidate is politically astute, assertive, and has demonstrated success in improving community outreach and fostering relationships with intergovernmental partners.

The successful candidate will have strong organizational leadership skills, can create an environment of trust, and is skilled in implementing organizational and cultural change. He or she is knowledgeable in developing and employing performance measures and department workplans, as well as modeling consistent and fair behavior, and holding staff accountable.

The next City Manager is a relationship builder who can effectively engage with a variety of audiences including residents, business owners, community groups, and City staff. The ideal candidate is an individual who develops strong relationships with his or her peers throughout the Verde Valley and is approachable and visible throughout the community, region, and organization.

The successful individual will work to identify proactive financial strategies, ensure continued growth within the City, and advise the Council on issues of importance. The City Manager will be positive and focused on solving problems creatively and will demonstrate exceptional decision-making skills.

This person will fully appreciate the community's history and small-town appeal and will have the ability to lead the organization and advise the Council on how to balance its identity and future growth. The ideal candidate is highly-motivated and fully invested in Cottonwood's continued success.

The Organization

The City of Cottonwood was incorporated in 1960 and operates under the council-manager form of government. Cottonwood's City Council serves as the community's governing body, providing policy direction through the appointment of a City Manager and enacting ordinances and policies to protect citizens' rights. The City Manager is responsible for the general administrative operations of the various departments within the City.

The Council consists of the Mayor, Vice-Mayor, and five councilors. All members of the City Council, including the Mayor, are directly elected to serve staggered four-year terms. The Vice-Mayor is internally selected by the City Council and serves at the pleasure of the governing body.

The City of Cottonwood is mandated by the State of Arizona to provide a variety of services including law enforcement and other public safety needs. Other support services include road maintenance, park services,

regulation of building and zoning codes, animal control, and a public library. City utilities include a water distribution system, sewer system, cemetery, and municipal airport.

Cottonwood employs 209 full-time employees and the City's proposed FY2019 budget is \$69,528,685.

Mission Statement

Inspiring a vibrant community

Vision Statement

- The City of Cottonwood strives to maintain a uniquely desirable and sustainable community.
- We are unique because of our people, our grand natural resources, public amenities, leadership, diversity, and home town atmosphere.
- We will continue to conserve, preserve, and manage our precious resources, including the Verde River and its unique riparian habitat.
- We will enhance our position as the economic center for the Verde Valley, providing retail, medical, education, transportation, recreation, and tourism.
- The City of Cottonwood provides leadership and solutions to ensure a prosperous community where a diversity of people and nature thrive.

Council Strategic Directives

1. Community engagement
2. Promote a vibrant, healthy, and educated community
3. Marketing Cottonwood
4. Manage future growth
5. Develop, support, and maintain infrastructure



APPLY ONLINE:

thenovakconsultinggroup.com/jobs

QUESTIONS?

apply@thenovakconsultinggroup.com



The Community

Quick Facts:

- Population: 12,023 individuals
- Median Age: 46 years
- Median Household Income: \$33,371

The ethnic makeup of the community is 85% White, 22.5% Hispanic or Latino, 1.8% Black, 1.2% Native American or Alaskan Native, 0.2% Asian, and 3.5% identify as two or more races.

Cottonwood, the “Heart of Arizona Wine Country,” is a captivating and diverse community that offers the amenities of a large city and the inclusivity and appeal of a small town. The City is situated in central Arizona and is the retail and services center for the picturesque Verde Valley. The community was established in 1879 as the Town of Cottonwood and incorporated in 1960. Cottonwood is surrounded by six state parks and is near the geographic center of the state of Arizona, approximately 100 miles north of Phoenix and 50 miles south of Flagstaff, with major access from I-17 by way of State Route 260.

With its location in the Verde Valley, Cottonwood has a plethora of enticing attractions, historic sites, and unlimited opportunities for outdoor recreation. Coconino National Forest and Prescott National Forest are both easily accessible from Cottonwood, with the former located eight miles from the City’s center and the latter just under 50 miles to the west.

The City is located adjacent to the Verde River at elevations ranging from 3,300 feet to 3,900 feet above sea level and is generally sunny with pleasant year-round temperatures. The mild temperatures and proximity to nearby attractions like the Grand Canyon, Sedona, Dead Horse Ranch State Park, Tuzigoot National Monument, and the historic mining communities of Clarkdale and Jerome attract a steady number of tourists year-round.

The City’s downtown district, known as Old Town Cottonwood, is home to an abundance of eclectic cafes and restaurants, five wine and spirit tasting rooms, several antique stores, art galleries, and various other small businesses. Most children living in Cottonwood are enrolled in Cottonwood-Oak Creek School District, which operates five schools, including four K-8 schools and one K-12 school.

People began to settle the area around present-day Cottonwood in the late 1800s to take advantage of opportunities for agriculture and trade to serve the growing mining activities in Jerome and later with Clarkdale. Early on, Cottonwood became the market center for the Verde Valley region. Over time, the City’s role as the retail and service center of the Verde Valley has grown. The medical and senior living community has a major presence in the form of the Verde Valley Medical Center campus and surrounding commercial buildings, doctors’ offices, laboratories, and related medical and clinical services. Today, the City’s main industries are tourism, government services, retail, and education.

The Verde Valley

The Verde Valley region occupies over 715 square miles. The area is unsurpassed in its variety of physical beauty with the red rocks and Mogollon Rim to the north and east and the Black Hills and Mingus Mountain dominating the western and southern portions of the valley. The Verde Valley region includes five incorporated municipalities, numerous unincorporated communities, parts of two counties, two National Forests, five State Park facilities, three National Monument facilities, a large amount of State Trust Land, Native American lands, mountains, canyons, and the Verde River with its equally impressive tributaries. Almost half the population of the Verde Valley lives in incorporated cities and towns with the rest living in unincorporated portions of Yavapai County and in Coconino County near Sedona. The five incorporated communities include City of Cottonwood, Town of Clarkdale, Town of Camp Verde, Town of Jerome, and City of Sedona.

APPLY ONLINE:

thenovakconsultinggroup.com/jobs

QUESTIONS?

apply@thenovakconsultinggroup.com



RECRUITMENT
ANNOUNCEMENT
CITY MANAGER

City Manager – Clayton, Missouri



How to Apply

Applications will be accepted electronically by The Novak Consulting Group at www.thenovakconsultinggroup.com. Applicants complete a brief online form and are prompted to provide a cover letter and resume with salary history. Open until filled with first review of applications on October 7, 2019.

Compensation

The expected hiring range for this position is \$175,000–\$198,000, depending on qualifications. The City of Clayton offers an excellent benefits package. Relocation and housing assistance will be part of the consideration of total compensation.

Please direct questions to Catherine Tuck Parrish at apply@thenovakconsultinggroup.com or 513-221-0500.

The Position

Clayton, Missouri, nationally recognized as one of the best places to live in the country and a leader in the St. Louis metropolitan area, is looking for its next City Manager. Through a united effort on the part of its residents, business community, and City government, a unique balance between a vibrant business community and premier residential living is sustained in the City of Clayton. The City serves as a second downtown to the St. Louis area, has exceptional schools, and is a truly special place to live and work. The City has a long history of good government, and has had highly capable, stable, political, and administrative leadership.

Serving at the pleasure of the Mayor and Board of Aldermen, the City Manager oversees the day-to-day operations of the organization, provides policy support to elected officials, manages the work of City personnel, and exercises budgetary and contractual control over the City's revenue and expenses. The City Manager currently has ten direct reports, which includes the City Clerk, City Attorney, Director of Economic Development, Director of Finance and Administration, Director of Planning and Development, Police Chief, Fire Chief, Director of Public Works, Director of Parks and Recreation, and the Assistant to the City Manager.

The Organization

Operating under the council-manager form of government, the City of Clayton is governed by a Mayor and Board of Aldermen comprised of six Aldermen. The Mayor is elected on an at-large basis for a three-year term and the six Aldermen are elected from the City's three wards to serve staggered, three-year terms. A City Manager is appointed by the Board of Aldermen to carry out the administration of the City's day-to-day affairs.

The City's FY 2019 all funds budget is \$49.4 million, which consists of a general fund budget of \$28.4 million and a capital improvement project (CIP) budget of \$17.8 million. City staff includes 177.5 full-time and approximately 180 part-time employees divided amongst the City's six departments—Administrative Services, Planning and Development Services, Police, Fire, Public Works, and Parks and Recreation.

The Mission of Clayton city government is to foster a vital, balanced community composed of outstanding neighborhoods, quality businesses, commercial and government centers, premier educational institutions, and a healthy, natural environment through an open, accessible, and fiscally responsible government.

In the 2019 community survey, residents expressed satisfaction with city services. A few standout ratings include the following:

- **91%** of residents surveyed were very satisfied or satisfied with the city's overall quality of life.
- **92%** of residents surveyed were very satisfied or satisfied with the quality of services provided by the city.
- **94%** of residents surveyed were very satisfied or satisfied with the city's image.
- **78%** of residents surveyed were very satisfied or satisfied with the value received for city tax dollars and fees.

The Ideal Candidate

Clayton's City Manager will be a skilled local government professional who is a strong, proactive leader, an excellent communicator, and is committed to providing exceptional services and sound financial management. The City Manager will have high ethical standards and provide the Board with candid advice that is grounded in data and best practices that can be implemented in Clayton to address difficult issues. The ideal candidate will be involved in the community, accessible to residents and business leaders, and foster relationships with other governments and educational institutions. This person will provide vision, inspire staff, and foster leadership and excellence throughout the organization, and will utilize collaboration and teamwork for problem-solving and decision-making.

The ideal candidate will be open and honest, thoughtful and articulate, and able to both listen and engage with well-educated residents, business owners and CEOs, elected officials, and City employees at all levels of the organization. This person will be able to skillfully balance day-to-day operational needs and high customer expectations while helping the Board and organization stay focused on long-term strategic objectives. The ideal candidate will recognize the special place that Clayton is, be fully engaged in the community and the organization, and will earn the trust of the residents, businesses, City staff, and key stakeholders.

The City Manager will be able to guide the elected officials and staff on articulating and implementing the Board's strategic plan while ensuring the City's processes and systems follow best business practices that support exceptional service delivery. The ideal candidate will have experience working in a community with a vibrant downtown and active, mixed-use redevelopment, in addition to experience working with a well-educated, involved citizen base, and large institutions. The City Manager will partner with the Board and executive team to accomplish both short and long-term goals, promote economic resiliency, and be a leader in the region.

The ideal City Manager will be an approachable, collaborative leader and work well to build partnerships. The City Manager will help the organization to continuously improve and help employees grow and develop so they can best serve the residents and businesses in Clayton. The ideal candidate will have strong skills in all aspects

of local government management, including budgeting, human resources, planning and economic development, and community and intergovernmental relations.

Experience and Education

The minimum qualifications for this position are a bachelor's degree and at least ten years of local government experience with demonstrated leadership as a manager, assistant manager, or department director, and experience working in a council-manager form of government. Preferred qualifications include a master's degree, ICMA-CM, and demonstrated success in economic development and redevelopment, building strong intergovernmental partnerships, strategic planning and implementation, effective use of data to drive decision-making, and working in a community with excellence in customer service and community engagement. Experience working in a jurisdiction with a university, large daytime population, and sophisticated constituency is also preferred.



APPLY ONLINE:

thenovakconsultinggroup.com

QUESTIONS?

apply@thenovakconsultinggroup.com



Residency

Residency within a reasonable period after appointment is required.

The Community

QUICK FACTS

- Population: 16,826
- Average Household Income: \$169,307
- Average Home Sale Price: \$767,350
- Median Age: 31.2 years
- Total Area: 2.48 square miles

Clayton, Missouri is a premier St. Louis suburb that sets the regional standard in service delivery and overall quality of life. Exceptional community services, ample parks and greenspace, and award-winning public schools, only further contribute to the City's appeal. The safe, suburban community just west of St. Louis offers exceptional residential neighborhoods within walking distance of business districts, offices, restaurants, galleries, and specialty boutiques and shops.

Known for its impressive cityscape, Clayton's business community includes over seven million square feet of office space and boasts one of the highest commercial occupancy rates in the region. Notable businesses headquartered in Clayton include Caleres, Centene Corporation, Enterprise Rent-A-Car, Commerce Bank, Barry-Wehmiller Companies, Olin Corporation, Apex Oil, and Graybar. Clayton's daytime population triples to approximately 46,000, thanks, in part, to the City's thriving business district.

While the City maintains a flourishing business district, it has also devoted over 70 acres to passive and active park areas. More than 80 percent of Clayton's land is dedicated to residential or park use. Shaw Park is home to an ice rink, aquatic center, tennis center, multiple gardens, and the Center of Clayton community recreation center—which offers state-of-the-art facilities and programs.

Cultural and culinary amenities abound in Clayton. With events such as the nationally recognized Saint Louis Art Fair, Parties in the Park, the Music and Wine Festival, and the Taste of Clayton food festival, entertainment is never out of reach. World-class public art adds to the City's cultural amenities with works by Pierre Auguste Renoir, Carl Milles, Ernest Trova, Fernando Botero, Howard Ben Tre, and Alice Aycock.

With its central location and accessibility via several major thoroughfares, convenience is one of Clayton's main attractions. This convenience is enhanced by MetroLink's light rail route, with two passenger stations facilitating travel to and from Clayton. Additionally, St. Louis Lambert International Airport is located only 12 minutes from Clayton. The St. Louis area's finest attractions, including the iconic Gateway Arch, are within a 15-minute drive of the City.

The School District of Clayton is amongst the top public-school districts in the entire country, having won numerous national and state-level awards. Three higher education institutions—Fontbonne University, Concordia Seminary, and portions of Washington University—also call Clayton home. Residents are very well-educated, with 78.9% of Clayton's adult population having obtained a bachelor's degree or higher.

RACIAL AND ETHNIC DEMOGRAPHICS ARE AS FOLLOWS:

- 76.7% White
- 8.4% Black or African American
- 1.8% Asian
- 3.5% Hispanic or Latino
- 2.7% Other

APPLY ONLINE:
thenovakconsultinggroup.com

QUESTIONS?
apply@thenovakconsultinggroup.com



January 29, 2020

Mr. Nathan Johnson
City Manager
City of Scottsbluff
2525 Circle Drive
Scottsbluff, Nebraska 69361

Dear Mr. Johnson:

The City of Scottsbluff provides full services for its 15,000+ residents in line with its mission “To promote a safe, healthy environment for its citizens, visitors, and business community; by providing essential services and infrastructure as well as opportunities for growth in a fair, fiscally responsible manner.” The City requested assistance in its search for a new City Manager that will possess the skills needed to lead Scottsbluff.

Management Partners is pleased to submit this proposal to assist with the recruitment, selection and hiring of a qualified candidate to fill the position of City Manager. We are local government experts who have worked with leaders for 25 years to help them improve the way their governments function. We are focused on results and have a bias for action. Each project is customized to the unique circumstances of the agency and incorporates the informed perspective of line employees who deliver service to residents on a daily basis.

Our team is excited about the potential of working with the City on this recruitment and we look forward to discussing our approach and qualifications with you in more detail. Please let me know if there is any other information we can provide.

WHO WE ARE

Management Partners helps local governments across the U.S. to work more effectively and run more efficiently.

Founded: 1994

Offices: 1730 Madison Road, Cincinnati, Ohio; also in San Jose and Costa Mesa, California

Associates: 100+, including 23 former City Managers

Clients to date: 900+ local governments in 42 states

Projects completed: More than 1,700

Services offered:

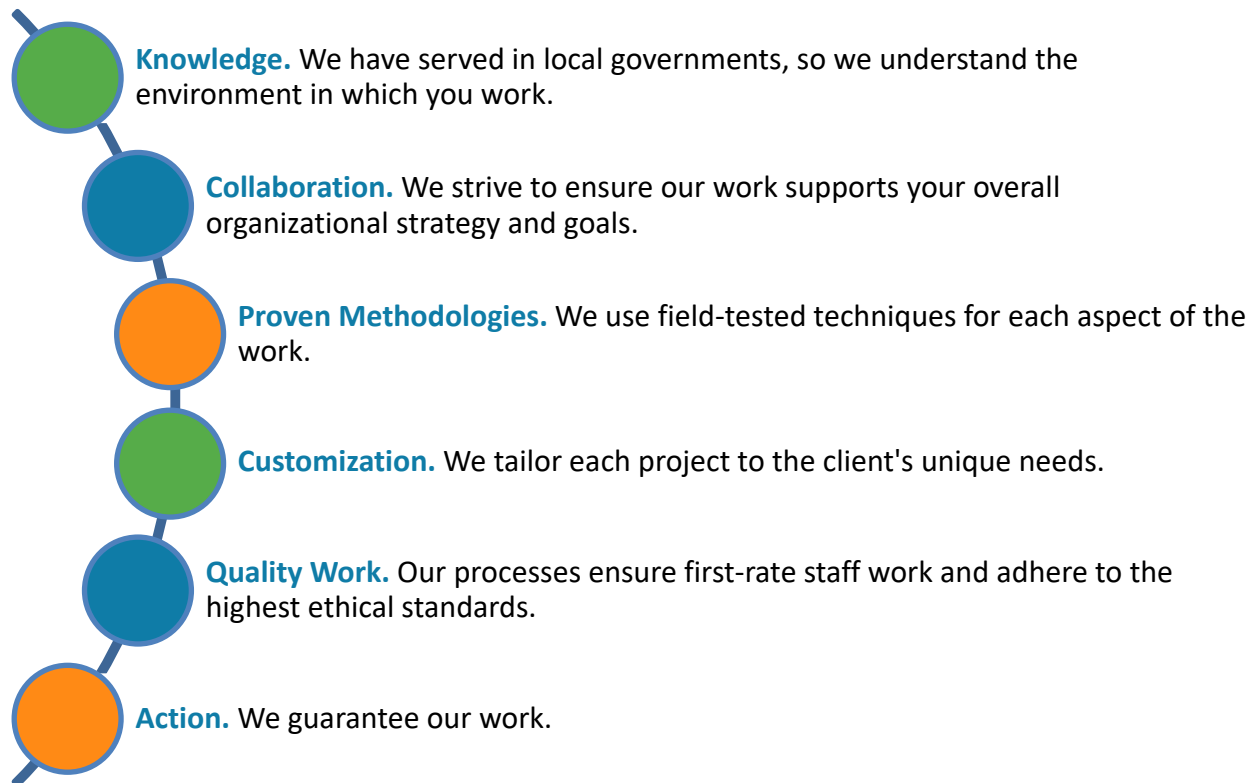
- Executive Recruitment
- Organization Assessments
- Organization Development
- Performance Management
- Process Improvement
- Strategic and Business Planning
- Service Sharing and Service Consolidation
- Management Services
- Financial Planning, Budgeting and Analysis

1730 MADISON ROAD • CINCINNATI, OH 45206 • 513 861 5400 • FAX 513 861 3480 MANAGEMENTPARTNERS.COM

2107 NORTH FIRST STREET, SUITE 470 • SAN JOSE, CALIFORNIA 95131 • 408 437 5400 • FAX 408 453 6191

3152 RED HILL AVENUE, SUITE 210 • COSTA MESA, CALIFORNIA 92626 • 949 222 1082 • FAX 408 453 6191

Our many repeat clients tell us they choose us because of the principles on which our work is built:



EXPERIENCE AND TECHNICAL COMPETENCE

We help cities across the U.S. Our projects are delivered on time and on budget with quality results.

In addition to the experience and references below, our website, managementpartners.com, has information about our past clients, which includes hundreds of jurisdictions in 42 states. You are welcome to contact any of them about our performance. We believe our track record completing similar projects on time and on budget, with quality deliverables specifically designed to be implemented, makes Management Partners well qualified to successfully complete this work for Scottsbluff.

REFERENCES

We have provided three detailed project references for Management Partners Executive Recruitment engagements for small to midsized jurisdictions.

Minerva, Ohio ⇒ Village Administrator Executive Recruitment

Project: Management Partners assisted the Mayor and Council of the Village of Minerva, Ohio, with an executive recruitment to replace their 30-plus year Village Administrator. By design, the recruitment included extensive personal outreach to current and former Ohio managers and listing of the position announcement on state, regional and national websites. We screened all applicants, interviewed the most highly qualified applicants and narrowed the list to four finalists and two alternates. Background and personal reference checks were performed after the Mayor and Council interviewed the initial four



candidates. The preferred candidate was invited for a second interview. We assisted with contract negotiations for the preferred candidate and facilitated the process to a successful contract award. The new administrator began his duties in September 2019.

Contact: Mayor James Waller
209 North Market Street, Minerva, OH 44657
(330) 868-7705
brendaa@ci.minerva.oh.us

Forest Park, Ohio ⇒ City Manager Executive Recruitment

Management Partners assisted the Mayor and Council of the City of Forest Park with an executive recruitment to replace their retiring city manager. The recruitment included direct personal outreach and listing the position on nationally recognized websites. We conducted the original screening of applicants, pre-interviewed the most highly qualified applicants, performed background and personal reference checks, provided a short-list of candidates and facilitated the interview process with the Mayor and Council.

Contact: Mr. Andrew Levandusky, Director of Human Resources
1201 West Kemper Road, Forest Park, OH 45240
(513) 595-5204
ALevandusky@forestpark.org

Independence, Missouri ⇒ City Manager Executive Recruitment

Management Partners assisted the Mayor and Council of the City of Independence, Missouri with an executive recruitment to replace the retiring city manager. The recruitment included direct personal outreach and advertising on nationally recognized websites. We conducted the initial screening of candidates, pre-interviewed the most highly qualified applicants, performed background checks, provided at short list of candidates and facilitated the interview process with the Mayor and Council. The new city manager was appointed effective October 1, 2016.

Contact: Mayor Eileen Weir
111 E Maple Avenue, Independence, MO 64050
(816) 325-7027
EWeir@indepmo.org

Our Experience Conducting Executive Recruitment

Management Partners specializes in assisting local government organizations and provides quality executive recruitment for higher level local government professionals, including City Managers. While our range of services covers everything that local governments need to understand and manage the organization. We will be happy to provide contact information for any of our past clients, including the list below of recent executive recruitment engagements. Jurisdictions in **bold** indicate city manager or deputy city manager searches. Numbers in parenthesis () indicate multiple recruitments.

- Alliance for Innovation, Arizona
- Belmont, California
- Boynton Beach, Florida
- **Brookville, Ohio (2)**
- **Contra Costa Transportation Authority, California (6)**
- **Dayton, Ohio**
- Emeryville, California



- First 5 Santa Clara County, California
- **Forest Park, Ohio**
- Fresno, California
- Gilroy, California
- Hayward Area Recreation & Park District, California (4)
- **Independence, Missouri** (2)
- Long Beach, California
- Los Angeles, California (3)
- Los Altos Hills, California
- Midpeninsula Regional Open Space District, California (3)
- **Milford, Ohio**
- Milpitas, California
- **Minerva, Ohio**
- **Montgomery, Ohio**
- New Concord, Ohio
- **North Coast County Water District, California**
- Oakland, California (4)
- **Springdale, Ohio** (5)
- Transbay Joint Powers Authority (TJPA), California
- West Contra Costa Transportation Advisory Committee (WCCTAC)
- Westerville, Ohio
- Worthington, Ohio

OUR PHILOSOPHY ABOUT EXECUTIVE HIRING SUPPORT

This proposal offers a proven process that consistently identifies excellent individuals for key positions in special districts and local governments across the nation. Our work is characterized by the following four qualities:

- *High Ethical Standards.* We conduct each search with integrity, respecting the confidentiality of the client's decision-making process and the confidentiality of the candidate's interest in the position.
- *Extensive Depth and Reach.* Management Partners seeks the best professionals for the position by speaking with knowledgeable people to identify superb candidates. We then seek to interest those individuals in considering the position. In addition, we carefully choose online publications, and other media where appropriate, to encourage all qualified persons to apply.
- *Quality Client Representation.* Management Partners is the agent of the client in conducting an executive search and we recognize the responsibility to present the client in the most positive manner. Moreover, throughout the selection process we assist the client in presenting the employment situation in the most positive of terms.
- *Well-planned and Executed Hiring Support.* Management Partners provides advice and support throughout the hiring process. Candidates are treated with respect and we help complete the hiring process in a way designed to launch the appointee's new relationship with the organization positively and productively.

Our approach is designed to ensure high quality performance so that you have an excellent pool from which to choose. The approach is individually planned and executed to make certain your needs are met with a budget and schedule that works for you. We work with you to articulate the core values of the organization and the key issues to be addressed when recruiting a new person.

- **We recruit aggressively.** Our work as a firm gives us a national presence through the clients we serve and the skills and contacts of our staff. This perspective is a particular strength as we work to bring best practices as well as highly qualified candidates to your organization. We believe



that aggressive outreach is the key to success in executive recruitment rather than to simply hope that the right person will respond to a passive advertisement.

- **We get results.** We will complete a search to your satisfaction regardless of the time and effort required.
- **We guarantee our work.** If the person you hire does not work out within a year, we will reopen the search and assist you in replacing the person for no additional professional fee. Should this unlikely situation occur, we would expect to be reimbursed for out-of-pocket expenses for advertising and related costs.

Our services include:

- A calendar that includes regular progress reports and concludes on schedule with the successful selection of the professional you choose.
- An attractive and informative brochure that includes a profile of your organization's history and leadership patterns as well as the current and prospective philosophy and needs of the City.
- A custom-designed recruitment strategy that relies on our ability and commitment to aggressively recruit highly qualified individuals.
- A diverse pool of vetted professionals.
- Personal guidance evaluating candidates and negotiating with the person you select.

The following provides the details of our approach to recruiting and the results of a successful search.

APPROACH

We would be pleased to refine the following framework and schedule to address your specific interests.

Based on our experience and our understanding of the needs of Scottsbluff as outlined in the RFP, we have prepared the following detailed plan of work.

Activity 1 – Develop Candidate Profile

Management Partners begins each search by asking the question, "How would you know in a year, or five years from now, that you had hired the right person?" We need to understand both the explicit and implicit standards of the organization.

To answer this important question, we will meet with the appropriate City and department leaders, key staff, and other stakeholders recommended by the City to understand the duties and responsibilities of the position, minimum qualifications, evaluation criteria and other important qualities and characteristics essential to success in the position.

We want to understand the culture and the strategic goals that the organization has for the new City Manager. Our team is led by recruitment specialist, Mike Casey who is knowledgeable about the operating environment, offering a unique combination of skills and perspective.

At the conclusion of these interviews and meetings, we will prepare a comprehensive and visually appealing position brochure for your review, modification, and agreement prior to beginning the search. This profile will identify the organization's needs, the strategic challenges of the position as well as the personal and professional characteristics of the ideal candidate. This document drives the recruitment and enables us to focus our efforts on candidates who will be most able to do the job.



Activity 2 – Develop Search Strategy

During this activity, Management Partners identifies how we will contact individuals who could best meet the requirements established in the position profile. We start with the premise that we want to attract the best people in the field, regardless of whether they are looking for a new job.

The strategy will identify target networks and organizations as well as communication methods for reaching those who would be outstanding candidates and those who could recommend professionals we should contact for the position. We use a wide variety of sources, including professional association networks, websites and industry publications, resources from past consulting assignments, and targeted networking, including through LinkedIn. As with all our recruitments, the strategy includes specific organizations and networks for reaching women and minority candidates who would be outstanding individuals for the position.

Activity 3 – Conduct an Aggressive Recruitment Campaign

We will canvass our networks to identify candidates who will be most able to do the job and distribute the brochure to qualified professionals and those who could refer qualified individuals to us. We will supplement these methodologies by placing targeted advertisements and electronic postings in appropriate media. And, we will make direct, personal contact with those we believe would be a best fit for your position. We will use the written profile and other materials that describe the opportunity to help us persuade those most qualified to consider the position.

Activity 4 – Acknowledge Resumes and Screen Prospective Candidates

As your representative to those involved in the recruitment process, we take steps to ensure that your reputation is preserved by ensuring courtesy and confidentiality in our communications throughout. We will screen the resumes of all candidates, looking for the experience and skill sets that most closely meet the requirements of the position. Those who appear to be the most highly qualified and the best fit will be selected for personal interviews and reference checks. Internal candidates (current employees) will be screened using the same standards by which external candidates are evaluated.

Activity 5 – Conduct Preliminary Interviews and Check References

Management Partners will conduct preliminary interviews through video or telephone with the most qualified candidates. Through these interviews we learn the individual's reason for being interested in your position, whether they have encountered challenges similar to those in your organization and what the candidate believes they would bring to your position. We also obtain compensation history and reference information.

We use a competitive assessment process which consists of evaluating each candidate against the field in terms of their ability to meet the challenges of the position. We place each individual in one of three groups: (A) those we believe to be best qualified to be successful in the position; (B) those we believe could be successful in the position, but are not as strong as those in the first group; and (C) the balance of the field.

For the top candidates, we then talk with professional references with whom they have worked (including those they have supervised and those who have supervised them).

Activity 6 – Support Interview and Selection Process

We will meet with the City to discuss the candidates recommended for further consideration. During the meeting we will review the resumes, discuss the results of our preliminary interviews, and determine which individuals you are interested in inviting for interviews.



We will prepare an interview book that contains information about each of the persons to be interviewed. We will be prepared to support the interview process to the extent you desire, including sample questions for the interview panel or department director to ask candidates. This will often include structuring an out-of-town candidate's visit to enable him or her to gain more comfort with the attractions and challenges in your community and to give you a second and deeper chance to examine the candidate.

We will also conduct education, certification, credit and criminal background checks (each going back at least five to seven years) to confirm the strength of their credentials for the position through a contractor with the technical ability and legal authority to conduct these investigations.

After the candidate has been offered and accepted the position, we will assist the candidate through the City's application process.

OUR TEAM

Our core team of associates assigned to this project all possess relevant experience, including many years of public service, consulting expertise and recruiting experience.

Mike Casey will serve as lead recruiter and will be supported by Suzanne Martin who will be involved with screening and preliminary interviews. Their qualifications are summarized below.

Mike Casey, Partner

- **More than 35 years of experience** in local government management.
- Has served as a **city or county manager** in Oregon, Colorado and Virginia, and has held other management positions in Missouri, North Carolina and Iowa.
- Over the span of his career, has assisted public and private organizations in developing strategic business plans, recruiting senior managers, **creating and managing operating and capital budgets**, improving project management capacity, analyzing organizational performance and **evaluating service consolidation options**.
- Served as a regional vice president for the International City/County Management Association.
- Mike Casey has been the lead recruiter in the following communities:

● Barron County, Wisconsin	● Independence, Missouri
● Blue Springs, Missouri	● Jacksonville, North Carolina
● Branson, Missouri	● Miami Beach, Florida
● Brentwood, Tennessee	● Northglenn, Colorado
● Brooklyn Park, Minnesota	● Olathe, Kansas
● The Columbia Corporation, Maryland	● The Woodlands Corporation, Texas



Suzanne Martin, Management Advisor

- Brings expertise in conducting **qualitative and quantitative research**.
- Performs **benchmarking analyses, organizational assessments and analytical research** for a wide variety of projects, including user fee assessments, service consolidation studies, and budget stabilization projects.
- Received her master's degree in public administration from San Francisco State University in December 2009.
- Spent two years as a graduate student intern at the California Public Utilities Commission, where she conducted **business services-related program evaluation and policy analysis**.
- Member of Pi Alpha Alpha.



PROPOSED SCHEDULE AND COST

Based on the work plan described above, the project will cost \$22,500 including all expenses, except for advertising and background checks, which will be billed separately to the City. We are prepared, have the availability, and are qualified to conduct this recruitment for the City. We can begin the recruitment within one week of receiving the signed contract.

Proposed Schedule

Activity	Schedule
1 – Develop Candidate Profile	Weeks 1-3
2 – Develop Search Strategy	Weeks 2-3
3 – Conduct an Aggressive Recruitment Campaign	Weeks 2-4
4 – Acknowledge Resumes and Screen Prospective Candidates	Weeks 5-6
5 – Conduct Preliminary Interviews and Check References	Weeks 7-10
6 – Support Interview and Selection Process	Weeks 9-14

CONCLUSION

We appreciate the opportunity to be of assistance to the City of Scottsbluff. Please feel free to contact me at (513) 861-5400 if you have any questions about this proposal. Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this project for the City of Scottsbluff. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

Sincerely,

Jerry Newfarmer
President and CEO

Accepted for the City of Scottsbluff by:

Name: _____

Title: _____

Date: _____





5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

January 29, 2020

Mayor Raymond Gonzales
and Members of the City Council
City of Scottsbluff
2525 Circle Drive
Scottsbluff, Nebraska 69361

Via Email: njohnson@scottsbluff.org

RE: City Manager Recruitment

Dear Mayor Gonzales and Members of the City Council:

Ralph Andersen & Associates would be honored to assist the City Council in identifying the next City Manager to lead the City of Scottsbluff on your behalf. We are formally submitting a proposal to provide executive search services.

The City of Scottsbluff would have Mr. Fred Wilson, Senior Consultant of Ralph Andersen & Associates, as the Project Director and lead consultant on this search engagement. As a prior city manager, Mr. Wilson brings extensive knowledge and more than 35 years of hands-on experience working with city councils and hiring top quality staff. He fully understands both the demands and expectations of the position as well as the professional demeanor required.

We feel strongly that our past client relationships will attest to the professionalism of our services. Additionally, we are proud of how we market and represent our clients; all of the design, graphics, and printing of our marketing material is produced in-house so that we can control the quality and production timing. We have enclosed two sample brochures for the City of La Palma City Manager recruitment and the City of Pomona City Manager recruitment for your reference.

Thank you very much for your consideration of this Proposal. Mr. Wilson may be reached at (916) 630-4900 or via email (fred@ralphandersen.com).

Respectfully Submitted,

Heather Renschler
President/CEO

www.ralphandersen.com

Experience / Qualifications

Executive Summary

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

Ralph Andersen & Associates is a California Corporation and is not a subsidiary nor does it have any subsidiaries. Contact information for the Corporate Office is 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; telephone: (916) 630-4900; fax: (916) 630-4911; website: www.ralphandersen.com; email: info@ralphandersen.com. Ralph Andersen & Associates has more than 48 years of experience conducting executive recruitments for a variety of public sector agencies. The firm currently has 22 employees.

Ms. Heather Renschler, President/CEO, and Mr. Robert Burg, Executive Vice President, are both stockholders in the firm and, as such, are able to bind the firm.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the area of Sacramento (Rocklin), California. Through its network of professionals associated with the firm, Ralph Andersen & Associates also provides services to municipal clients throughout the United States.

Our staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior executives all have personal, hands-on executive experience in the operation of public agencies and private businesses.

Range of Services Offered

Ralph Andersen & Associates specializes in the following primary service areas: executive search, management consulting, and human resources consulting.

- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you get our team's collective support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for city manager and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen carefully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach.

- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. The types of services provided by the firm include management and performance audits, organizational analyses, productivity improvement analyses, agency and service consolidation assessments, specialized financial management including debt restructuring and organizational problem solving. In addition to providing these services to entire organizations, the firm often conducts management consulting engagements that are focused in a specific service area such as public safety, city management, finance, public works, community development, and other major service areas. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.
- **Human Resources Consulting** – The firm provides a full range of contemporary human resources consulting including classification studies, compensation studies, benefits analysis, pay plan development, executive pay, and pay for performance. Key staff have proven success in working with labor groups and elected officials in identifying solutions and solving challenging problems. Services also include expert witness services for mediation and arbitration hearings. Our approach to consulting services is characterized by proven methods, extensive data collection, accurate analysis, and effective communication and messaging.

Why Choose Ralph Andersen & Associates?

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

Our substantial background and understanding of cities make us ideally suited to represent the interests of the City of Scottsbluff.

We take a multi-disciplinary approach to executive search and the entire process. This is where Ralph Andersen & Associates sets itself apart:

- There's always an **entire team** behind every assignment;
- We take a multi-disciplinary approach to meeting our client's needs; and
- We keep commitments, performing at a level that exceeds our client's expectations.

Our national staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior staff all have personal, hands-on executive experience in the operation of public agencies and private businesses.

Our Professional Competency in Local Government

Ralph Andersen & Associates has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 48 years. As a national search firm, our client list includes a wide range of municipalities including some of the largest and fastest growing cities in the country. Our firm has significant recruiting and

consulting experience for public sector agencies across the nation. As a highly qualified and experienced executive search firm, Ralph Andersen & Associates brings an extensive network of contacts in the area of local government that will prove invaluable in quickly identifying a pool of outstanding candidates for the City of Scottsbluff.

Relative Recruitments

The following recent city manager related recruitments have been conducted by Ralph Andersen & Associates (2010 to Present):

- Alexandria, VA – City Manager (2011)
- Allen, TX – City Manager (2019)
- Apple Valley, CA – Town Manager (2018)
- Auburn, CA – City Manager (2017)
- Austin, TX
 - Assistant City Manager for Economic Opportunity & Affordability (2018)
 - Assistant City Manager for Health & Environment / Culture & Lifelong Learning (2018)
 - Assistant City Manager for Mobility (2019)
 - Assistant City Manager for Safety (2019)
 - Deputy City Manager (2019)
- Belvedere, CA – City Manager (2017)
- Beverly Hills, CA
 - City Manager (2010 and 2015)
 - Deputy City Manager (2019)
- Bishop, CA – City Administrator (2018 & 2020)
- Brownsville, TX – City Manager (2018)
- Buellton, CA – City Manager (2019)
- Calabasas, CA – City Manager (2018)
- Carlsbad, CA – City Manager (2014)
- Carmel-by-the-Sea, CA
 - Assistant City Administrator (2017)
 - City Administrator (Backgrounds) (2016)
- Carson City, NV – City Manager (2014)
- Charlotte, NC – City Manager (2016)
- Cincinnati, OH – City Manager (2014)
- Colma, CA – City Manager (2013 & 2017)
- Corona, CA – City Manager (2019)
- Costa Mesa, CA – City Manager (2019)
- Cupertino, CA – City Manager (2019)

- Davis, CA – City Manager (2014)
- Delray Beach, FL – City Manager (2019)
- Denton, TX – Assistant City Manager (2019)
- Dublin, OH – City Manager (2014)
- El Campo, TX – City Manager (2010)
- Fountain Valley, CA – City Manager (2013 & 2017)
- Goleta, CA – Deputy City Manager (2017 & 2019)
- Greensboro, NC – City Manager (2012)
- Henderson, NV – City Manager (2015)
- Huntington Beach, CA – Assistant City Manager (2013)
- Indio, CA – City Manager (2010)
- Irvine, CA
 - Assistant City Manager (2016)
 - City Manager (2018)
- Kingsburg, CA – City Manager (2013)
- La Palma, CA – City Manager (Current Search) – **Brochure Attached**
- La Quinta, CA – City Manager (2019)
- Laguna Niguel, CA – City Manager (2017)
- Lake Forest, CA – City Manager (2017)
- Lathrop, CA – City Manager (2012)
- Lawrence, KS – City Manager (2016 & 2019)
- Lincoln, CA – City Manager (2014)
- Loomis, CA – Town Manager (2017)
- Los Banos, CA – City Manager (2016)
- Manhattan Beach, CA – City Manager (2010)
- McKinney, TX
 - Assistant City Manager (2017)
 - City Manager (2016)
- Mill Valley, CA – City Manager (Recently Awarded)
- Modesto, CA – Deputy City Managers (2018)
- Monterey, CA – City Manager (2018)
- Monterey Park, CA – Assistant City Manager (Current Search)
- Moorpark, CA – City Manager (2018)
- Morgan Hill, CA – City Manager (2013)
- Morro Bay, CA – City Manager (2017)
- Norfolk, VA – City Manager (2017)

- Ocean Reef Community Association, FL – President (2019)
- Oakland, CA – City Administrator (2011 & Current Search)
- Pacific Grove, CA – City Manager (2016)
- Palm Desert, CA
 - Assistant City Manager (2019)
 - City Manager (2016)
- Paso Robles, CA – Assistant City Manager (2019)
- Pomona, CA – City Manager (2019) – **Brochure Attached**
- Portola Valley, CA – Town Manager (2012)
- Powell, OH – City Manager (Current Search)
- Redlands, CA – City Manager (2019)
- Reno, NV – City Manager (2017)
- Rialto, CA – City Administrator (2019)
- Riverside, CA – City Manager (2015)
- Rocklin, CA – City Manager (2010)
- Ross, CA – Town Manager (2012)
- Sacramento, CA
 - Assistant City Manager (Backgrounds) (2016)
 - Assistant City Manager – Public Safety (2018)
 - Assistant City Manager – Municipal Services (2019)
 - City Manager (2017)
- San Bruno, CA – City Manager (2018)
- San Juan Capistrano, CA – City Manager (2015)
- Sanger, CA – City Manager (2015)
- Santa Barbara, CA
 - City Administrator (2015)
 - Assistant City Administrator (2015)
- Santa Rosa, CA
 - City Manager (2014)
 - Deputy City Manager (2015)
- Simi Valley, CA – City Manager (2013)
- Solana Beach, CA – City Manager (2015)
- South Lake Tahoe, CA – City Manager (Background) (2012)
- South Jordan, UT – Assistant City Manager (2016)
- South Padre Island, TX – City Manager (2016 & 2019)
- Sugar Land, TX – City Manager (2019)

- Suisun City, CA – City Manager (2019)
- Sun City West, AZ – General Manager (2019)
- The Woodlands Township, TX – President and General Manager (Current Search)
- Tiburon, CA – Town Manager (2015)
- Upper Arlington, OH – City Manager (2011 & 2019)
- Watsonville, CA – City Manager (2015)
- Waxhaw, NC – Town Manager (2015 & 2017)
- Westlake Village, CA – City Manager (2019)
- Windsor, CA – Town Manager (2012)
- Yorba Linda, CA – City Manager (2013)

References

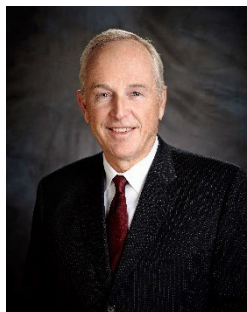
At Ralph Andersen & Associates, we feel strongly that our past client relationships will attest to the professionalism of our services. We would be pleased to provide additional references upon the City's request.

- **City of Pomona**
Tim Sandoval, Mayor
(909) 620-2053
Recruitment: City Manager
Staffing: Fred Wilson
- **City of La Palma**
Peter Kim, Mayor
(714) 690-3334
Recruitment: City Manager
Staffing: Fred Wilson
- **City of Buellton**
Holly Sierra, Mayor
(805) 688-5177
Recruitment: City Manager
Staffing: Fred Wilson and Heather Renschler
- **City of Laguna Beach**
Sue Kempf, Council Member
(949) 439-3001
Recruitment: Director of Community Development
Staffing: Fred Wilson
- **City of San Bernardino**
Teri Ledoux, City Manager
(909) 384-5122
Recruitment: Director of Public Works
Staffing: Fred Wilson

Key Personnel Qualifications

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and

experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf. **The City of Scottsbluff will have Mr. Fred Wilson as the Project Director and lead consultant on this engagement, with the assistance of Ms. Christen Sanchez, Recruitment Coordinator.** Ms. Sanchez will provide and coordinate support staff assistance to the Search Team on this recruitment.



Mr. Fred Wilson, Project Director

Mr. Wilson, Senior Consultant with Ralph Andersen & Associates, brings more than 35 years of experience as a local government executive, including 21 years serving as City Manager of Huntington Beach and San Bernardino. In his most recent position as City Manager of Huntington Beach, he was responsible for the City's \$374 million budget and staff of 1,000 employees.

As a full service city, Mr. Wilson oversaw all aspects of city operations including City Finance, Human Resources, IT, Community Development, Police, and Fire services. Mr. Wilson has recruited and hired Department Directors in all of these key departments. His skills in identifying, recruiting, and retaining high quality employees, and talent management, coupled with succession planning have contributed significantly to the successes of those organizations.

Under Mr. Wilson's leadership, in 2018 Wallethub ranked Huntington Beach #1 in "Quality of Services" and 14th of 150 "Best-Run Cities in America."

As a long-tenured City Manager, Mr. Wilson has extensive experience in all aspects of governance including organizational development, succession planning, municipal finance, community development, and general city management. His experience includes working in cities with different governance structures ranging from the Council/Manager form, Council/City Administrator form, Strong Mayor form, and both district and at-large elected City Council Members.

Mr. Wilson is an active member of the International City/County Management Association, has served on various League of California Cities Policy Committees, as well as on the advisory board in the School of Public Administration at California State University, San Bernardino. He is past president of the Orange County City Managers' Association and has been active on various advisory boards throughout his career.

Mr. Wilson holds a Bachelor of Science degree in Urban Planning from Cal Poly Pomona, and a Master's degree in Public Administration from California State University, Northridge.



Ms. Christen Sanchez, Recruitment Coordinator

Ms. Christen Sanchez joined Ralph Andersen & Associates as a Recruitment Coordinator and provides administrative support services to the Executive Search team. Prior to joining Ralph Andersen & Associates, Ms. Sanchez provided administrative services as a Scheduling Coordinator for applied behavioral analysis services provided to children with developmental disabilities across the Central Valley and the Greater Sacramento area. Ms. Sanchez holds a Bachelor of Arts degree in English from California State University, Stanislaus.

Paraprofessional and Support Staff

Other paraprofessional, graphics, and support staff will provide administrative support to the search team on recruitment assignments. These may include: Ms. Diana Haussmann, Ms. Hannah Jones, Ms. Blanche Velazquez, Ms. Teresa Heple, Ms. Karen AllGood, Ms. Tina Keller, and Ms. Katrina Wilson.

Project Approach / Methodology

Our Understanding of the Assignment

The City Council desires assistance in the identification and recruitment of a highly qualified group of candidates for the position of City Manager. In particular, the City Council will want a firm with the professional experience to clearly assess the City's needs and formulate a strategy to deliver quality results.

At Ralph Andersen & Associates we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical soft skills related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's fit with the organization.

We begin each search by working closely with the City Council, staff, and, when appropriate, the community to ensure a complete picture of the desired candidate pool is developed. Our team-oriented approach matched with this 360-degree perspective means we ensure that a complete understanding of the organization's mission and culture translates into those specific traits and characteristics necessary to ensure the selected candidate is successful in the position.

We anticipate that the City Council will expect aggressive, personalized outreach to identify a diverse and highly qualified applicant pool and a selection process that includes comprehensive candidate reports based on thorough reference and background checks. We will begin with fully detailed profiles of the desired candidate's characteristics and build a recruitment strategy that is tailored to meet the City's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a diverse and highly qualified group of candidates.

Our Approach to the Recruitment Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. Our approach includes:

- Extensive **personal outreach**, in-person and via telephone, to qualified candidates within Nebraska, the Midwestern Region, and the nation.
- A **marketing strategy** that uses selected advertising to supplement the extensive candidate identification process using the Internet and using the firm's vast network of professional contacts.
- A **screening process that narrows the field of candidates** to those who most closely match the needs of the City and is based on **preliminary research and telephone interviews** with the top candidates.
- **Delivering a product in the form of a search report that recommends the top group** of candidates and provides the City Council with detailed information about their backgrounds and experiences.
- Assistance during the final interview and the selection process that will be held in closed session.
- Being available, as needed, to assist with the negotiation and development of an employment agreement during the final stages of the process.

Search Work Plan

We approach every search with a sense of excitement and urgency and we always “hit the ground running.” That means that when the City gives us notice to proceed, we kickoff the process immediately – working closely with the City Council, and others as requested, to identify the key characteristics and professional experience desired in the candidate pool. We believe strongly in providing timely client communications and, while we will deliver regular status reports at each stage of the search, our consultants pride themselves in being highly accessible and responsive to all client requests and inquiries.

Task 1 – Review Project Management Approach

The Project Director, Mr. Wilson, will begin work on this project within 10 days (or sooner) after the City provides a contract or, alternatively, an official notice to proceed. The first task will include meeting with the Mayor and City Council and others, as appropriate, to finalize the recruiting and selection process. This will include discussion of the project management for this search, review of the work plan, confirmation of timing, and communication methods. Working collaboratively with the Mayor and City Council and key City staff, this task will result in a more definitive timetable.

As part of our overall approach to this project, the Project Director will deliver regular status reports at each stage of the search. In addition, Mr. Wilson will be highly accessible and responsive to client requests and inquiries.

Task 2 – Develop Position Profile

The position profile for the City Manager is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

Mr. Wilson will meet with the Mayor and City Council and others, as appropriate, to gain an understanding of the experience and professional background requirements desired in the City Manager. Oftentimes, key staff, community leaders, and other stakeholders are interviewed to help create a broader understanding of the unique aspects of the position. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the City of Scottsbluff.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the City Manager. The criteria should reflect the goals and priorities of the Mayor and City Council. Mr. Wilson will meet with key staff in the City and others, as appropriate, to facilitate the identification and articulation of that criteria.

Optional Services – The City Council may desire obtaining input from the Community on the qualities they would like to see in the new City Manager. To facilitate Community input, the Project Director can conduct a public meeting as well as offer the ability to submit comments through an on-line survey instrument. Additionally, our process can allow for email comments to Ralph Andersen & Associates relative to the desired qualities in the next City Manager.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by the Project Director. The brochure will be reviewed by the City in draft format, revised as appropriate, and published for use throughout the search.

Task 3 – Outreach and Recruiting

This task is among the most important of the entire search. It is the focus of the activities of the Project Director and includes specific outreach and recruiting activities briefly described below.

Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as the National League of Cities, League of Nebraska Municipalities, International City/County Management Association (ICMA), and other professional resources. Specific Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria set by the City. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

Task 4 – Candidate Evaluation

This task will be conducted following the application closing date. It includes the following specific activities:

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience and size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Research and Internet Review

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the most qualified as a result of the screening process. This level of research will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

Preliminary Interviews

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using video technology or via telephone. No consultant travel for preliminary in-person interviews has been included in this proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately five to ten individuals. Those individuals will be reviewed with the Mayor and City Council prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, Mr. Wilson will prepare a detailed Search Report in binder format and deliver it via FedEx to the City. Mr. Wilson will conduct a conference call or Skype or Zoom meeting with the Mayor and City Council or other designated representative to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed in-person by the City; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include resumes for candidates in both the highly qualified and qualified groups. The results of preliminary research and interviews will be provided in writing to the City. This meeting will result in a confirmed group of top candidates for the City to further consider.

The results of the Search Report will be a confirmed group of finalist candidates (typically 4 to 5) that the Mayor and City Council will interview in-person.

Task 6 – Selection

The final selection process will vary depending upon the desires of the Mayor and City Council. Typical services provided by Ralph Andersen & Associates in the selection process are described briefly below:

- Mr. Wilson will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the Mayor and City Council.
- Ralph Andersen & Associates will prepare an interview booklet that includes the resumes and candidate report (with interview comments, preliminary research, and other relevant information about the candidates). In addition, the booklet will contain suggested questions and areas for discussion based upon the recruitment criteria. Copies of the interview booklet will be provided in advance of the candidate interviews.
- Mr. Wilson will attend the interviews to assist the Mayor and City Council through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.
- Additionally, verifications will be made on the top two candidates and will include education verifications, Department of Motor Vehicle check, and credit check. Due to Nebraska Legislative Bill 907 (2014), criminal checks (“Ban the Box”) are only permissible when a contingent offer of employment is made. The results of these verifications will be discussed with the City at the appropriate time.
- Reference checks will only be conducted on the top two candidates. For each top candidate, former co-workers and supervisors will be identified and contacted. The results of these reference checks will be discussed with the City at the appropriate time. Should the City require additional reference checks on more than the top two candidates, an additional fee will be added.
- As needed, Mr. Wilson is available to provide assistance to the Mayor and City Council in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

Task 7 – Negotiation

Mr. Wilson is available to assist the Mayor and City Council in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

Additionally, Ralph Andersen & Associates will prepare a draft employment agreement and work with the Mayor and City Council on the finalization of this document.

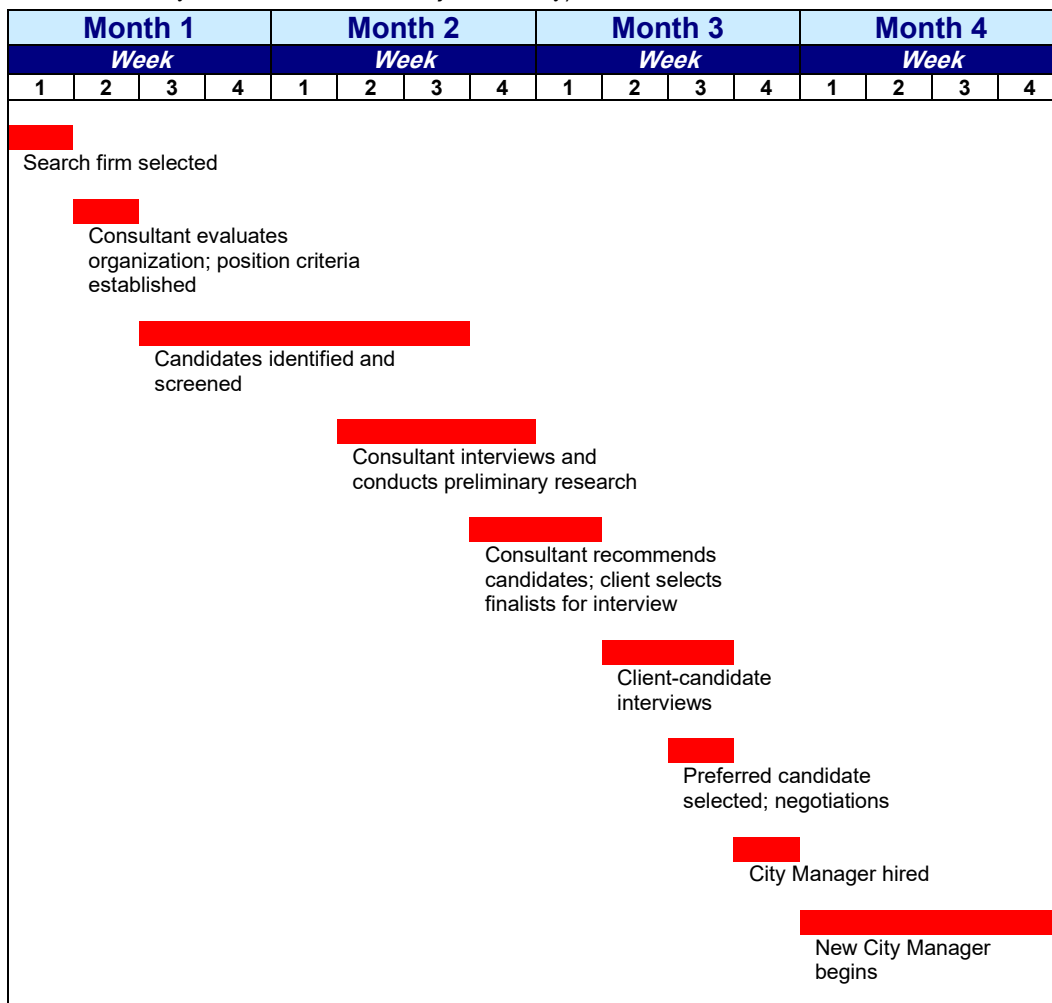
Task 8 – Close Out

After the Mayor and City Council has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

Project Timeline

Ralph Andersen & Associates will complete the search within 75 to 90 days from the execution of the agreement to the presentation of candidates.

A brief overview of a typical recruitment schedule is presented on below (schedule does not include transition time by Selected Candidate to join the City).



**Timeframe for the City Manager to transition to the City is dependent upon the selected candidate's notification to his or her current employer.*

Project Cost

The recruitment effort for a new City Manager will be a comprehensive search process giving the City the ability to select from a broad field of qualified candidates. ***The fee to perform this search will be a fixed fee of \$26,500 for professional services and all related expenses.***

Expenses included in the fixed fee include such items as advertising, consultant trips (up to 2 trips to the City for the project kickoff and finalist interviews; review of resumes will be conducted via telephone or video technology), clerical, graphic design, research, printing and binding, postage and delivery, and long-distance telephone charges. Additional trips requested by the City Council will be billed at the daily rate of \$2,500 plus incurred expenses.

This pricing structure assumes the following:

- **Verifications and Backgrounds** on the top two candidates including reference checks. Should the City desire to conduct verifications on more than two candidates, professional costs and expenses will be billed in addition to the above stated amount.
- **Brochure** – A full color brochure similar to the submitted samples will be developed for the City of Scottsbluff. All pictures will be the responsibility of the City.

Optional Services (Community Meeting/Forum) – Should the City choose to conduct community meetings or a public forum to solicit additional information about the “ideal candidate,” a daily rate of \$2,500 will be charged plus incurred travel and related expenses. All announcements, advertisements, and publication of community meetings/forums would be at the City’s expense.

Optional Services (Community Survey) – Should the City choose to conduct an internet survey with summarized results, this would be conducted for an additional \$950.

Ralph Andersen & Associates will bill the City in four installment payments as follows:

- Following kick-off and finalization of recruitment brochure - \$7,950
- After the closing date - \$7,950
- After finalist interviews - \$7,950
- Upon placement - \$2,650

Progress payments will be due upon receipt.

The City will be responsible for all candidate expenses related to on-site interviews.

Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our search services. If within a one-year period after appointment, the City Manager resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The City would be expected to pay for the reimbursement of all incurred expenses.

Should the initial outreach efforts not result in a successful placement, Ralph Andersen & Associates will continue the outreach efforts until the ideal candidate is found. The City will be responsible for expenses based on actual receipts.



- ◇ Assisting in the implementation of a strategy to address local homelessness challenges, which complements the City's overall housing policies, that are currently being refined and supported with appropriate ordinances;
- ◇ Addressing challenges related to increased pension costs and developing options to reduce the City's unfunded pension liability;
- ◇ Creating an Economic Development Plan to help drive business retention and attraction including the creation of business improvement districts and opportunity zones; and
- ◇ Embracing technology upgrades and help develop a vision for a smart city development.

The Ideal Candidate

The successful candidate must be a professional with integrity, outstanding judgment, and proven management skills. The City Manager will be comfortable with a variety of municipal functions. The key focus of this position will be continuing to build the financial strength of the City through careful financial management and promotion of economic development as a way to enhance revenues. The ideal candidate will also need to be energetic, self-confident, and have an open, approachable personal style. He or she must be able to provide leadership that will inspire, motivate, and empower staff and department heads to achieve the Mayor's and City Council's goals for the City. This position requires an individual who is politically astute, yet apolitical in carrying out his/her duties, consistently helping all Council to achieve their goals, and having a comfort with, and a strong desire for, interacting with active elected officials, local and regional government entities, business leaders, residents, and diverse stakeholders.

Education and Experience

Minimum qualifications for the position of City Manager include:

Education: A Bachelor's degree in Public Administration, Business Administration, or related field from an accredited university. A Master's degree is preferred.

Experience: Ten years of progressively responsible experience in city management. A successful track

record as a City Manager in a comparable city, with exposure to a full slate of city services, is preferred.

The Council wishes to continue the City's tradition of stability and is hopeful that the candidate selected will make a long-term commitment to the community and the organization.

Compensation

The successful candidate will receive a highly competitive compensation package that considers the candidate's qualifications and track record of career success. The City Council will negotiate a mutually beneficial employment agreement with the selected candidate.

Executive level benefits will be appropriately matched with the level of responsibilities and duties outlined. Public Employees' Retirement System (CALPERS), 2% @ 60 for classic members and 2% at 62 for new members is offered. The City does not participate in Social Security.

The Recruitment Process

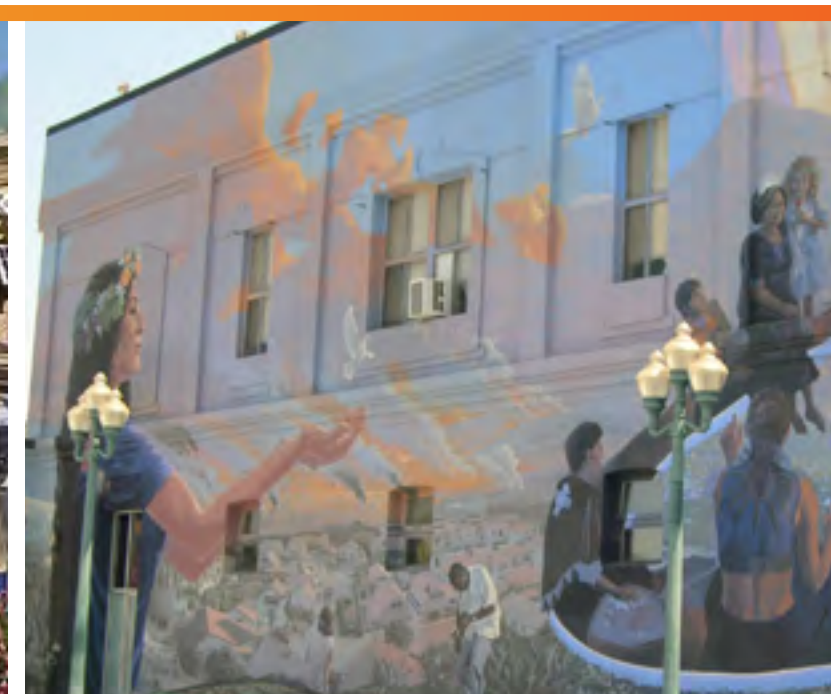
This is a confidential recruitment and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references will not be contacted until mutual interest has been established. Candidates are encouraged to **apply immediately**. The review of resumes by Ralph Andersen & Associates will begin following the closing date. Electronic submittals are strongly preferred. Please submit all application materials to apply@ralphandersen.com. A complete application packet will include a compelling cover letter, comprehensive resume, and five professional references. Confidential inquiries welcomed to Mr. Fred Wilson at (916) 630-4900.



City of Pomona City Manager



RECRUITMENT SERVICES PROVIDED BY RALPH ANDERSEN & ASSOCIATES



The City of Pomona is an Equal Opportunity Employer



Outstanding Opportunity

The City of Pomona is conducting a nationwide search for a dynamic and experienced City Manager. The recruitment follows the announced retirement of Linda Lowry who has served 12 years in the role. Offering many unique and exciting opportunities and challenges, the City of Pomona is seeking a high-level professional with excellent leadership skills. The ideal candidate will be a skilled public administrator, eager to contribute his/her creative and insightful leadership to help shape the future of a city with outstanding opportunities.

The Community

The City of Pomona was founded in 1887, incorporated in 1888 and became a charter city in 1911. It is a highly diverse and multi-cultural community of approximately 150,000 residents. Pomona has the seventh largest population in Los Angeles County and spans approximately 23 square miles. Pomona is located at the eastern edge of LA County near the 10, 57, and 60 freeways. This centralized location to Los Angeles, Orange, San Bernardino, and Riverside Counties gives Pomona excellent access to qualified labor, jobs, and cultural activities. With a reputation as a well-run city, the community boasts many amenities that provide a high quality of life for its residents and visitors. The City has 26 neighborhood and community parks including sports fields, basketball courts, playgrounds, skateboard park, nine Community Centers, and two swimming pools.

Pomona is the home of Fairplex, which hosts the annual Los Angeles County Fair as well as NHRA Auto Club Raceway which hosts Winternationals drag racing competition and numerous other events.

Top employers are Pomona Valley Hospital Medical Center (3,230), Pomona Unified School District (3,034), California State Polytechnic University, Pomona (2,440), Fairplex (1,071), and Casa Colina Rehabilitation Center (1,021).

Pomona is currently considering several exciting projects that will further define the City including partnering with Fuller Theological Seminary on the development of a new downtown campus, the redevelopment of Holt Avenue, a public-private partnership with California State Polytechnic University on an innovative 287 acre vibrant mixed-use development and in partnership with Fairplex, creating a plan for the long-term development of the County Fairgrounds and adjacent areas. Coupled with the City's desire to preserve its historic character and rich history through preservation of the many historic buildings, it is little wonder that Pomona's vision of achieving economic prosperity while promoting harmonious diversity and a high quality of life for its residents will be achieved.

City Government

Pomona is a Charter City that operates under a council-manager form of government. The elective officers of the City consist of six City Council members elected by district and a Mayor who is elected city-wide. All elected officials serve 4-year staggered terms.

The City Council serves as the City's primary policy-making and legislative body of the City. The City Council adopts the City's annual operating budget and capital improvement program. The City has a total budget of \$241.4 million with 564 full-time employees. The major City Departments consist of: Police; Fire (under contract with LA County); Library; Public Works; Water Resources; Finance; Human Resources/Risk Management; Information Technology; Development Services; Neighborhood Services, which includes Community Services, Housing Services, Housing Authority; and City Clerk.

Additional information about the City of Pomona, including the City's budget, organizational chart, and staffing levels, is available on Ralph Andersen & Associates' website at www.ralphandersen.com.

Mission, Vision, and Values

Mission Statement: The City of Pomona improves the quality of life for our diverse community.

Vision Statement: Pomona will be recognized as a vibrant, safe, and beautiful community that is a fun and exciting destination and the home of arts and artists, students and scholars, business and industry.

Core Values:

- ◇ Cultural diversity
- ◇ Fiscal responsibility
- ◇ Focusing on the Future
- ◇ Excellent Customer Service
- ◇ Leadership
- ◇ Quality of life
- ◇ Clear and Open Communication

City Council Priorities and Goals

Priority 1: Fiscal and Operational Responsibility

Take actions to ensure the fiscal sustainability of the City and make operational decisions that align with the City's core values and priorities.

Priority 2: Economic Development

Foster economic prosperity through strategic and thoughtful commercial and residential development that aligns with the long-term vision of the City and encourages investment by other public and private entities.

Priority 3: Safe and Clean Community

Invest in public safety, community programming, and maintenance of properties and infrastructure to ensure residents, businesses, visitors, and employees feel safe, neighborhoods reflect the beauty of Pomona, and the community feels a sense of pride and ownership of the City.

Priority 4: Infrastructure

Invest resources in streets, sidewalks, parks, landscaping, water systems, and public facilities to enhance the economic development, public safety, accessibility, and beauty of the City.

The Position

The City of Pomona is looking for an experienced City Manager to be responsible for the efficient administration of all affairs of the City. The at-will position is appointed by the City Council and serves as Chief Executive Officer of the City. The ideal candidate will be a responsive and service-minded individual with strong interpersonal and communication skills, and a proven track record of consensus building. The City will benefit from a candidate with a proven, successful history and background in planning, economic development, and experience dealing with culturally, ethnically, and economically diverse communities. Strong interpersonal skills and unquestioned integrity will be highly valued. Additionally, the City Manager will be a forward-thinking person, able to develop and promote strategic initiatives for the Council's discussion and consideration, while also incorporating best practices in local government.

An individual capable of handling economic and commercial development while ensuring the long-term financial stability of the City is desirable.

Opportunities and Challenges

Pomona is a unique, and diverse community. The City Manager will play a key role in continuously improving and evolving the organization to improve efficiencies. Key areas of experience required for this role are excellent financial planning skills and budget management skills. In addition to day-to-day operations, other major issues and challenges include:

- ◇ Continuing to build the financial strength of City. A recently passed sales tax increase has significantly improved the City's financial outlook. The next City Manager will lead the effort to develop a fiscal sustainability plan that balances the need to address critical funding needs with the ability to plan for the City's future in a responsible and fiscally prudent manner so the citizens recognize the value of their decision to support the measure.
- ◇ Working with regional agencies on the extension of the Gold Line to Pomona and opportunities for high quality transit-oriented development adjacent to the station;



Outstanding Opportunity

The City of Pomona is conducting a nationwide search for a dynamic and experienced City Manager. The recruitment follows the announced retirement of Linda Lowry who has served 12 years in the role. Offering many unique and exciting opportunities and challenges, the City of Pomona is seeking a high-level professional with excellent leadership skills. The ideal candidate will be a skilled public administrator, eager to contribute his/her creative and insightful leadership to help shape the future of a city with outstanding opportunities.

The Community

The City of Pomona was founded in 1887, incorporated in 1888 and became a charter city in 1911. It is a highly diverse and multi-cultural community of approximately 150,000 residents. Pomona has the seventh largest population in Los Angeles County and spans approximately 23 square miles. Pomona is located at the eastern edge of LA County near the 10, 57, and 60 freeways. This centralized location to Los Angeles, Orange, San Bernardino, and Riverside Counties gives Pomona excellent access to qualified labor, jobs, and cultural activities. With a reputation as a well-run city, the community boasts many amenities that provide a high quality of life for its residents and visitors. The City has 26 neighborhood and community parks including sports fields, basketball courts, playgrounds, skateboard park, nine Community Centers, and two swimming pools.

Pomona is the home of Fairplex, which hosts the annual Los Angeles County Fair as well as NHRA Auto Club Raceway which hosts Winternationals drag racing competition and numerous other events.

Top employers are Pomona Valley Hospital Medical Center (3,230), Pomona Unified School District (3,034), California State Polytechnic University, Pomona (2,440), Fairplex (1,071), and Casa Colina Rehabilitation Center (1,021).

Pomona is currently considering several exciting projects that will further define the City including partnering with Fuller Theological Seminary on the development of a new downtown campus, the redevelopment of Holt Avenue, a public-private partnership with California State Polytechnic University on an innovative 287 acre vibrant mixed-use development and in partnership with Fairplex, creating a plan for the long-term development of the County Fairgrounds and adjacent areas. Coupled with the City's desire to preserve its historic character and rich history through preservation of the many historic buildings, it is little wonder that Pomona's vision of achieving economic prosperity while promoting harmonious diversity and a high quality of life for its residents will be achieved.

City Government

Pomona is a Charter City that operates under a council-manager form of government. The elective officers of the City consist of six City Council members elected by district and a Mayor who is elected city-wide. All elected officials serve 4-year staggered terms.

The City Council serves as the City's primary policy-making and legislative body of the City. The City Council adopts the City's annual operating budget and capital improvement program. The City has a total budget of \$241.4 million with 564 full-time employees. The major City Departments consist of: Police; Fire (under contract with LA County); Library; Public Works; Water Resources; Finance; Human Resources/Risk Management; Information Technology; Development Services; Neighborhood Services, which includes Community Services, Housing Services, Housing Authority; and City Clerk.

Additional information about the City of Pomona, including the City's budget, organizational chart, and staffing levels, is available on Ralph Andersen & Associates' website at www.ralphandersen.com.

Mission, Vision, and Values

Mission Statement: The City of Pomona improves the quality of life for our diverse community.

Vision Statement: Pomona will be recognized as a vibrant, safe, and beautiful community that is a fun and exciting destination and the home of arts and artists, students and scholars, business and industry.

Core Values:

- ◇ Cultural diversity
- ◇ Fiscal responsibility
- ◇ Focusing on the Future
- ◇ Excellent Customer Service
- ◇ Leadership
- ◇ Quality of life
- ◇ Clear and Open Communication

City Council Priorities and Goals

Priority 1: Fiscal and Operational Responsibility

Take actions to ensure the fiscal sustainability of the City and make operational decisions that align with the City's core values and priorities.

Priority 2: Economic Development

Foster economic prosperity through strategic and thoughtful commercial and residential development that aligns with the long-term vision of the City and encourages investment by other public and private entities.

Priority 3: Safe and Clean Community

Invest in public safety, community programming, and maintenance of properties and infrastructure to ensure residents, businesses, visitors, and employees feel safe, neighborhoods reflect the beauty of Pomona, and the community feels a sense of pride and ownership of the City.

Priority 4: Infrastructure

Invest resources in streets, sidewalks, parks, landscaping, water systems, and public facilities to enhance the economic development, public safety, accessibility, and beauty of the City.

The Position

The City of Pomona is looking for an experienced City Manager to be responsible for the efficient administration of all affairs of the City. The at-will position is appointed by the City Council and serves as Chief Executive Officer of the City. The ideal candidate will be a responsive and service-minded individual with strong interpersonal and communication skills, and a proven track record of consensus building. The City will benefit from a candidate with a proven, successful history and background in planning, economic development, and experience dealing with culturally, ethnically, and economically diverse communities. Strong interpersonal skills and unquestioned integrity will be highly valued. Additionally, the City Manager will be a forward-thinking person, able to develop and promote strategic initiatives for the Council's discussion and consideration, while also incorporating best practices in local government.

An individual capable of handling economic and commercial development while ensuring the long-term financial stability of the City is desirable.

Opportunities and Challenges

Pomona is a unique, and diverse community. The City Manager will play a key role in continuously improving and evolving the organization to improve efficiencies. Key areas of experience required for this role are excellent financial planning skills and budget management skills. In addition to day-to-day operations, other major issues and challenges include:

- ◇ Continuing to build the financial strength of City. A recently passed sales tax increase has significantly improved the City's financial outlook. The next City Manager will lead the effort to develop a fiscal sustainability plan that balances the need to address critical funding needs with the ability to plan for the City's future in a responsible and fiscally prudent manner so the citizens recognize the value of their decision to support the measure.
- ◇ Working with regional agencies on the extension of the Gold Line to Pomona and opportunities for high quality transit-oriented development adjacent to the station;

www.ci.pomona.ca.us



- ◇ Assisting in the implementation of a strategy to address local homelessness challenges, which complements the City's overall housing policies, that are currently being refined and supported with appropriate ordinances;
- ◇ Addressing challenges related to increased pension costs and developing options to reduce the City's unfunded pension liability;
- ◇ Creating an Economic Development Plan to help drive business retention and attraction including the creation of business improvement districts and opportunity zones; and
- ◇ Embracing technology upgrades and help develop a vision for a smart city development.

The Ideal Candidate

The successful candidate must be a professional with integrity, outstanding judgment, and proven management skills. The City Manager will be comfortable with a variety of municipal functions. The key focus of this position will be continuing to build the financial strength of the City through careful financial management and promotion of economic development as a way to enhance revenues. The ideal candidate will also need to be energetic, self-confident, and have an open, approachable personal style. He or she must be able to provide leadership that will inspire, motivate, and empower staff and department heads to achieve the Mayor's and City Council's goals for the City. This position requires an individual who is politically astute, yet apolitical in carrying out his/her duties, consistently helping all Council to achieve their goals, and having a comfort with, and a strong desire for, interacting with active elected officials, local and regional government entities, business leaders, residents, and diverse stakeholders.

Education and Experience

Minimum qualifications for the position of City Manager include:

Education: A Bachelor's degree in Public Administration, Business Administration, or related field from an accredited university. A Master's degree is preferred.

Experience: Ten years of progressively responsible experience in city management. A successful track

record as a City Manager in a comparable city, with exposure to a full slate of city services, is preferred.

The Council wishes to continue the City's tradition of stability and is hopeful that the candidate selected will make a long-term commitment to the community and the organization.

Compensation

The successful candidate will receive a highly competitive compensation package that considers the candidate's qualifications and track record of career success. The City Council will negotiate a mutually beneficial employment agreement with the selected candidate.

Executive level benefits will be appropriately matched with the level of responsibilities and duties outlined. Public Employees' Retirement System (CALPERS), 2% @ 60 for classic members and 2% at 62 for new members is offered. The City does not participate in Social Security.

The Recruitment Process

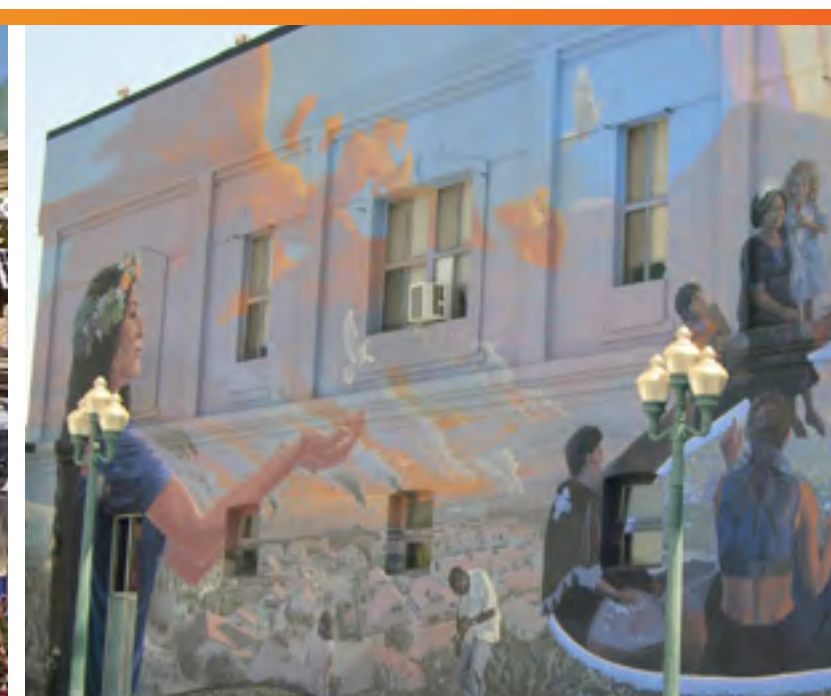
This is a confidential recruitment and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references will not be contacted until mutual interest has been established. Candidates are encouraged to **apply immediately**. The review of resumes by Ralph Andersen & Associates will begin following the closing date. Electronic submittals are strongly preferred. Please submit all application materials to apply@ralphandersen.com. A complete application packet will include a compelling cover letter, comprehensive resume, and five professional references. Confidential inquiries welcomed to Mr. Fred Wilson at (916) 630-4900.



City of Pomona City Manager



RECRUITMENT SERVICES PROVIDED BY RALPH ANDERSEN & ASSOCIATES



The City of Pomona is an Equal Opportunity Employer

- ◆ Continuing to work closely with 11 other North Orange County cities to build two navigation centers, one in Buena Park and another in Placentia, to help address the region's growing homelessness crisis.
- ◆ Evaluating and developing recommendations to optimize the delivery of services to reflect best practices, recognizing that resources are somewhat limited.
- ◆ As with most California cities, CalPERS projected pension increases over the coming years will have a direct impact on the availability of revenue for City services. The next City Manager will develop and implement strategies to address these increases.

Experience and Education

The full City Council will be actively involved with Ralph Andersen & Associates in the initial screening and evaluation of resumes to determine the appropriate match of professional experience and education.

Experience: This is an ideal position for an energetic and high-energy mid-career professional to assume the top position in a municipal organization. Candidates with applicable experience in a comparable size organization are encouraged to apply. Experience working with an engaged elected body is strongly desired. All highly qualified candidates from existing city manager to aspiring professional are strongly encouraged to apply. The City Council will consider a broad spectrum of talented individuals with a preference for municipal service in California.

Education: A Bachelor's degree in planning, public or business administration, or a closely related field is required. An advanced degree is preferred.

WWW.CITYOFLAPALMA.ORG

Compensation and Benefits

The salary for the position is negotiable, and the City Council is committed to setting compensation at a level that is locally competitive and consistent with the high quality candidate it looks to recruit. The retiring City Manager's salary is \$178,231 with a scheduled 3% increase effective July 1, 2020, to \$183,578.

The full compensation package will be commensurate with the experience and qualifications of the selected candidate. In addition, the City of La Palma offers a competitive benefit package to employees. Qualified employees receive enrollment in CalPERS retirement (2% @ 60), a City contribution to medical insurance, City-paid dental, auto allowance, deferred compensation and a 38-hour work week. Other benefits include life insurance, LTD, paid holidays, vacation, and sick leave.

Candidates should be aware that the City **does not** participate in Social Security. Further details on benefits can be obtained through discussions with Ralph Andersen & Associates.

To Be Considered

This is a confidential recruitment and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references will not be contacted until mutual interest has been established. Candidates are encouraged to apply immediately, with the recruitment closing on **December 23, 2019**. Electronic submittals are strongly preferred via email to apply@ralphandersen.com, and should include a compelling cover letter, comprehensive resume, and five professional references. Ralph Andersen & Associates will work in concert with the City to conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. Confidential inquiries welcomed to Mr. Fred Wilson, Ralph Andersen & Associates, at (916) 630-4900.

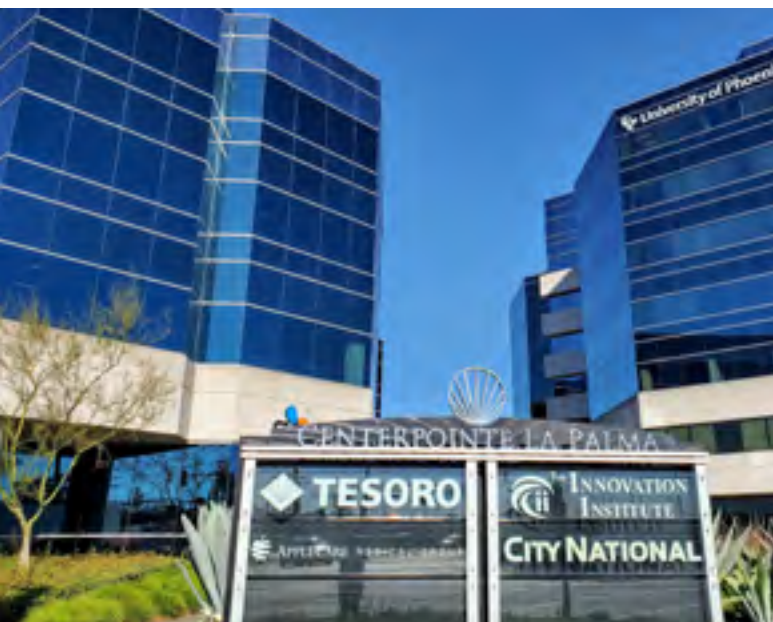


CITY OF LA PALMA

is accepting applications for the position of

CITY MANAGER

Recruitment Services Provided By Ralph Andersen & Associates



THE CITY OF LA PALMA IS AN EQUAL OPPORTUNITY EMPLOYER.



The Opportunity

The City Council of La Palma in Orange County, is seeking an energetic and enthusiastic professional to join this financially healthy and well-managed organization. This talented professional will be an effective hands-on manager for a staff of 53 and a combined budget of \$28.6 million (General Fund budget of \$12.9 million). This career opportunity is the result of an upcoming retirement, a position held by the incumbent for 4 years. Ideally, the top candidate will be a generalist with emphasis on planning and community development, complemented by a strong working knowledge of finance, revenue generation, and quality customer service.

The Community

The City of La Palma is one of Orange County's smallest cities and is situated on the northern edge of the Orange/Los Angeles County line. This City of 1.79 square miles is home to approximately 16,000 residents who enjoy its small-town character and strong sense of community. La Palma residents also enjoy convenient access to several freeways and major entertainment venues. La Palma's Central Park is the heart of recreational activities that emphasize community and family togetherness, and the City's residents readily engage in community and civic events. Community volunteers passionately work with staff to put on events such as our Memorial Day Ceremony, Concerts in the Park, and Holiday Tree Lighting. La Palma residents take pride in their high property values due to excellent area schools and regular maintenance and renovation of their homes. In addition, a community survey was conducted this past winter, which found that 9 out of 10 residents rated La Palma as a good or excellent place to raise a family, and 9 out of 10 residents rated the overall quality of life in La Palma as good or excellent. More information about the survey is available on the City's website.

Today, La Palma is a well-balanced City that prides itself on a responsive municipal government and a strong sense of community. The City's small-town character allows residents to live in quiet and friendly neighborhoods. With one of the lowest crime rates in Orange County, La Palma is a place where residents can rest easy and enjoy hometown living. For more information about the City of La Palma, please visit their website at www.cityoflapalma.org.

Governing Structure and Organization

The City of La Palma has operated under a Council-Manager form of government since 1955. Policymaking and legislative authority are vested in a City Council consisting of the Mayor and four other Council Members. The City Council is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the City Manager. The City Manager is responsible for carrying out the policies and the ordinances of the City Council, for overseeing the day-to-day operations of the City, and for appointing the heads of the various departments. The City Council is elected on a non-partisan basis serving four-year staggered terms. The Mayor serves a one-year term and is selected for the position annually by the City Council as a whole.

The City of La Palma provides a range of municipal services through in-house City staff and contracts for fire and library services.

In addition to the City Manager's Office, the City has the following departments:

- ♦ Administrative Services
- ♦ Police Department
- ♦ Community Services (Public Works, Water, and Recreation)
- ♦ Community Development
- ♦ City Attorney (Contract Law Firm)

The City has a total 2019-20 budget of approximately \$28.6 million (\$12.9 million in General Fund operating expenses with an approximate \$5.2 million Capital Improvement Program), and a full-time staff of 53 along with 30 part-time staff. The largest share of the General Fund operating costs totaling \$5.2 million are attributed to police services representing 40% of the total budget. The City is financially stable with over \$5.1 million in general fund reserves and \$6.1 million in unrestricted Capital Improvement Program reserves.

Fire services are provided by the Orange County Fire Authority, and library services are provided through the Orange County Library District.

The City of La Palma is a well-balanced full-service City and prides itself on having a responsive municipal government to match its strong sense of community. City employees work as a team in delivering high quality customer service to its citizens, and hands-on involvement from supervisors and managers ensure excellence for its residents and businesses.

The Position

This outstanding opportunity is available due to the retirement of Laurie Murray who has served as City Manager since 2015 and was previously the City's Administrative Services Manager and then Director since 2006. Discussions with the City Council have identified a number of desirable attributes and characteristics for the new City Manager.

The ideal candidate will be a generalist with local governmental experience. Technical strengths for the new City Manager will be best served in the areas of planning and community development. A well-rounded candidate would also bring other skills including knowledge of finance, revenue generation, customer service, and intergovernmental relations. The new City Manager will also embrace the culture of the organization and continue to promote the values held by the community for highly ethical, responsive, and efficient delivery of services. Approachability, attention to detail, patience, responsiveness, and follow-through are essential keys to success in this community.

The City Manager will also possess outstanding communication, listening, and interpersonal skills. It is expected that the individual selected will be a strategic and proactive thinker, able to articulate a vision, and foster creativity. The City Manager will also have proven intergovernmental relation skills and will enjoy working with community partners throughout the region. La Palma's City Manager needs to also be approachable and inclusive. It is expected that the City Manager will be excited to engage the community to participate in civic affairs and will enthusiastically reach out to local businesses.

The top candidate will be an outgoing leader with a hands-on management style who will actively involve the small team of Department Directors in support of the City Council's goals. Additionally, the selected candidate will take a collaborative approach and work to gain consensus while remaining apolitical. Presenting all options for consideration to the elected body will also be important and supported by well-documented and completed staff work.

Above all, the individual selected will possess impeccable integrity as well as a respect and understanding of the nature of a family-oriented community.

Challenges and Opportunities

The next City Manager will provide strong leadership and be primarily involved in:

- ♦ Engaging in proactive economic development. Negotiating a Master Development Agreement for an exciting 100-acre mixed use project which could include a major hotel development, a new multi-family residential component, new retail, and entertainment uses will be a priority for the new City Manager.
- ♦ Addressing the need for financing and repair of City infrastructure (streets, community center, City Hall, police station, sidewalks, and parks).
- ♦ The City of La Palma is almost completely built-out. As such there is very little available space for new economic development; therefore, redevelopment is an important on-going priority. Creating an environment that encourages the attraction, retention, and expansion of all sizes and types of businesses.





The Opportunity

The City Council of La Palma in Orange County, is seeking an energetic and enthusiastic professional to join this financially healthy and well-managed organization. This talented professional will be an effective hands-on manager for a staff of 53 and a combined budget of \$28.6 million (General Fund budget of \$12.9 million). This career opportunity is the result of an upcoming retirement, a position held by the incumbent for 4 years. Ideally, the top candidate will be a generalist with emphasis on planning and community development, complemented by a strong working knowledge of finance, revenue generation, and quality customer service.

The Community

The City of La Palma is one of Orange County's smallest cities and is situated on the northern edge of the Orange/Los Angeles County line. This City of 1.79 square miles is home to approximately 16,000 residents who enjoy its small-town character and strong sense of community. La Palma residents also enjoy convenient access to several freeways and major entertainment venues. La Palma's Central Park is the heart of recreational activities that emphasize community and family togetherness, and the City's residents readily engage in community and civic events. Community volunteers passionately work with staff to put on events such as our Memorial Day Ceremony, Concerts in the Park, and Holiday Tree Lighting. La Palma residents take pride in their high property values due to excellent area schools and regular maintenance and renovation of their homes. In addition, a community survey was conducted this past winter, which found that 9 out of 10 residents rated La Palma as a good or excellent place to raise a family, and 9 out of 10 residents rated the overall quality of life in La Palma as good or excellent. More information about the survey is available on the City's website.

Today, La Palma is a well-balanced City that prides itself on a responsive municipal government and a strong sense of community. The City's small-town character allows residents to live in quiet and friendly neighborhoods. With one of the lowest crime rates in Orange County, La Palma is a place where residents can rest easy and enjoy hometown living. For more information about the City of La Palma, please visit their website at www.cityoflapalma.org.

Governing Structure and Organization

The City of La Palma has operated under a Council-Manager form of government since 1955. Policymaking and legislative authority are vested in a City Council consisting of the Mayor and four other Council Members. The City Council is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the City Manager. The City Manager is responsible for carrying out the policies and the ordinances of the City Council, for overseeing the day-to-day operations of the City, and for appointing the heads of the various departments. The City Council is elected on a non-partisan basis serving four-year staggered terms. The Mayor serves a one-year term and is selected for the position annually by the City Council as a whole.

The City of La Palma provides a range of municipal services through in-house City staff and contracts for fire and library services.

In addition to the City Manager's Office, the City has the following departments:

- ♦ Administrative Services
- ♦ Police Department
- ♦ Community Services (Public Works, Water, and Recreation)
- ♦ Community Development
- ♦ City Attorney (Contract Law Firm)

The City has a total 2019-20 budget of approximately \$28.6 million (\$12.9 million in General Fund operating expenses with an approximate \$5.2 million Capital Improvement Program), and a full-time staff of 53 along with 30 part-time staff. The largest share of the General Fund operating costs totaling \$5.2 million are attributed to police services representing 40% of the total budget. The City is financially stable with over \$5.1 million in general fund reserves and \$6.1 million in unrestricted Capital Improvement Program reserves.

Fire services are provided by the Orange County Fire Authority, and library services are provided through the Orange County Library District.

The City of La Palma is a well-balanced full-service City and prides itself on having a responsive municipal government to match its strong sense of community. City employees work as a team in delivering high quality customer service to its citizens, and hands-on involvement from supervisors and managers ensure excellence for its residents and businesses.

The Position

This outstanding opportunity is available due to the retirement of Laurie Murray who has served as City Manager since 2015 and was previously the City's Administrative Services Manager and then Director since 2006. Discussions with the City Council have identified a number of desirable attributes and characteristics for the new City Manager.

The ideal candidate will be a generalist with local governmental experience. Technical strengths for the new City Manager will be best served in the areas of planning and community development. A well-rounded candidate would also bring other skills including knowledge of finance, revenue generation, customer service, and intergovernmental relations. The new City Manager will also embrace the culture of the organization and continue to promote the values held by the community for highly ethical, responsive, and efficient delivery of services. Approachability, attention to detail, patience, responsiveness, and follow-through are essential keys to success in this community.

The City Manager will also possess outstanding communication, listening, and interpersonal skills. It is expected that the individual selected will be a strategic and proactive thinker, able to articulate a vision, and foster creativity. The City Manager will also have proven intergovernmental relation skills and will enjoy working with community partners throughout the region. La Palma's City Manager needs to also be approachable and inclusive. It is expected that the City Manager will be excited to engage the community to participate in civic affairs and will enthusiastically reach out to local businesses.

The top candidate will be an outgoing leader with a hands-on management style who will actively involve the small team of Department Directors in support of the City Council's goals. Additionally, the selected candidate will take a collaborative approach and work to gain consensus while remaining apolitical. Presenting all options for consideration to the elected body will also be important and supported by well-documented and completed staff work.

Above all, the individual selected will possess impeccable integrity as well as a respect and understanding of the nature of a family-oriented community.

Challenges and Opportunities

The next City Manager will provide strong leadership and be primarily involved in:

- ♦ Engaging in proactive economic development. Negotiating a Master Development Agreement for an exciting 100-acre mixed use project which could include a major hotel development, a new multi-family residential component, new retail, and entertainment uses will be a priority for the new City Manager.
- ♦ Addressing the need for financing and repair of City infrastructure (streets, community center, City Hall, police station, sidewalks, and parks).
- ♦ The City of La Palma is almost completely built-out. As such there is very little available space for new economic development; therefore, redevelopment is an important on-going priority. Creating an environment that encourages the attraction, retention, and expansion of all sizes and types of businesses.



- ◆ Continuing to work closely with 11 other North Orange County cities to build two navigation centers, one in Buena Park and another in Placentia, to help address the region's growing homelessness crisis.
- ◆ Evaluating and developing recommendations to optimize the delivery of services to reflect best practices, recognizing that resources are somewhat limited.
- ◆ As with most California cities, CalPERS projected pension increases over the coming years will have a direct impact on the availability of revenue for City services. The next City Manager will develop and implement strategies to address these increases.

Experience and Education

The full City Council will be actively involved with Ralph Andersen & Associates in the initial screening and evaluation of resumes to determine the appropriate match of professional experience and education.

Experience: This is an ideal position for an energetic and high-energy mid-career professional to assume the top position in a municipal organization. Candidates with applicable experience in a comparable size organization are encouraged to apply. Experience working with an engaged elected body is strongly desired. All highly qualified candidates from existing city manager to aspiring professional are strongly encouraged to apply. The City Council will consider a broad spectrum of talented individuals with a preference for municipal service in California.

Education: A Bachelor's degree in planning, public or business administration, or a closely related field is required. An advanced degree is preferred.

WWW.CITYOFLAPALMA.ORG

Compensation and Benefits

The salary for the position is negotiable, and the City Council is committed to setting compensation at a level that is locally competitive and consistent with the high quality candidate it looks to recruit. The retiring City Manager's salary is \$178,231 with a scheduled 3% increase effective July 1, 2020, to \$183,578.

The full compensation package will be commensurate with the experience and qualifications of the selected candidate. In addition, the City of La Palma offers a competitive benefit package to employees. Qualified employees receive enrollment in CalPERS retirement (2% @ 60), a City contribution to medical insurance, City-paid dental, auto allowance, deferred compensation and a 38-hour work week. Other benefits include life insurance, LTD, paid holidays, vacation, and sick leave.

Candidates should be aware that the City **does not** participate in Social Security. Further details on benefits can be obtained through discussions with Ralph Andersen & Associates.

To Be Considered

This is a confidential recruitment and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references will not be contacted until mutual interest has been established. Candidates are encouraged to apply immediately, with the recruitment closing on **December 23, 2019**. Electronic submittals are strongly preferred via email to apply@ralphandersen.com, and should include a compelling cover letter, comprehensive resume, and five professional references. Ralph Andersen & Associates will work in concert with the City to conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. Confidential inquiries welcomed to Mr. Fred Wilson, Ralph Andersen & Associates, at (916) 630-4900.



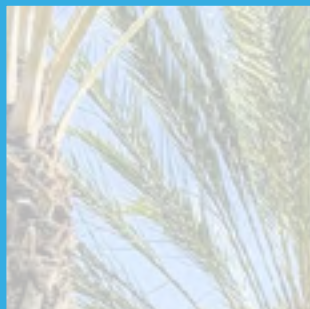
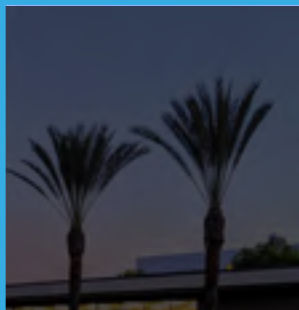
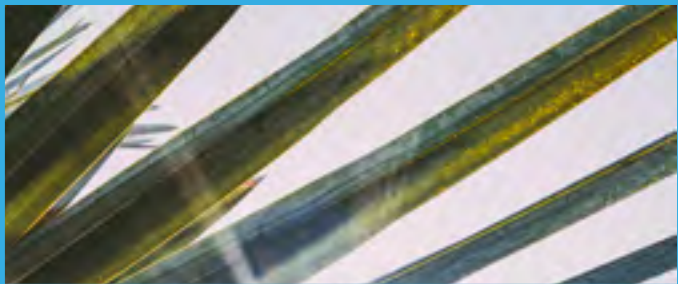
CITY OF LA PALMA

is accepting applications for the position of

CITY MANAGER

Recruitment Services Provided By Ralph Andersen & Associates

THE CITY OF LA PALMA IS AN EQUAL OPPORTUNITY EMPLOYER.

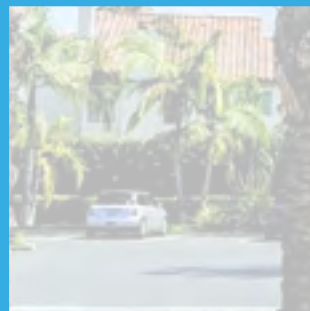


***2019-2020
Budget of
\$28.6 million***

***\$83, 760
Median
Household
Income***



***1.79
Square
Miles***



***3
City
Parks***



***21
Sworn Police
Officers***

***16,000
Residents***





2019 City Council Adopted Goals

- Negotiate a Master Development Agreement with Eight88 Hospitality.
- Investigate new redevelopment rules and develop a comprehensive plan to improve neighborhood shopping areas
- Encourage and/or facilitate enhanced architecture design and/or niche shopping areas within current strip mall locations
- Develop a Business Engagement Plan through a Business Engagement Ad Hoc Committee
- Develop a Concept Plan for the Brookside Apartments complex
- Identify funding and phasing for rehabilitation of medians throughout the City
- Review funding options for the Civic Center Replacement Fund to ensure ability to rebuild in 20 years
- Develop a City International Day Signature Event for April 2020 that includes a parade component





now joined with
Springsted and Umbaugh

City of Scottsbluff, NE

City Manager Recruitment

January 29, 2020

January 29, 2020

Mr. Nathan D. Johnson, MPA
City Manager
City of Scottsbluff
2525 Circle Drive
Scottsbluff, NE 69361

Dear Mr. Johnson:

Baker Tilly Virchow Krause, LLP (Baker Tilly) appreciates the opportunity to submit the following proposal for executive recruitment services to the City of Scottsbluff to help you identify your next City Manager. We believe that our record of successfully placing qualified and very accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public-sector organizations nationwide, will be beneficial for your recruitment and will allow us to find the candidate who has the traits, skills, experience and overall competence you desire for your organization.

We know that you have options when it comes to selecting a recruitment firm. However, we believe that our unique approach, highly regarded customer service practices, and our record of identifying and recruiting top level executives in similar roles, sets us apart from our competitors. Additionally, we offer the following unique features:

- **Customized profile development:** working with the members of the City Council and designated staff, we develop a customized candidate profile based on the required, desired and preferred qualifications, traits and attributes you seek in the individual you interview or hire for your next City Manager. We strive to understand how the City's current and anticipated needs and organizational priorities will shape your recruiting and selection requirements; then we partner with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach has proven to effectively allow us to identify, attract and recruit highly qualified candidates for your review.
- **Proprietary management/leadership assessment:** relying on exclusively licensed predictive analytics tools (using data to determine patterns and forecast future outcomes and trends), we administer assessments to selected applicants to help us identify human potential in each of the candidates we present to you. Results are "Real," "Impactful," and "Powerful." Furthermore, these results can provide you with more profound insights into the candidate's management traits and leadership styles based on scientific data.
- **Recorded video interviews:** we ask selected candidates (semi-finalists) to complete a recorded, one-way video interview, using questions developed from your "candidate profile," which gives your review team an additional tool to evaluate the semi-finalists before inviting them to a face-to-face interview.
- **Proprietary online application management:** our exclusively licensed, proprietary online application system enables us to efficiently manage applicant flow, classification and allows us to quickly and effectively communicate with each applicant. We communicate in real time with applicants, thereby engaging and informing them of each step, search related assignment and corresponding timelines throughout each process. Our system also allows us to access, review and evaluate thousands of prior applicants or individuals who have manifested interest in similar positions. Generally, these are individuals who may not be actively seeking a job, but who may be open to "the right opportunity." This is another benefit and advantage we provide to our clients, which enables us to access a larger number of active and passive job seekers.

This proposal details about our approach, expertise, references and pricing for this executive recruitment. Our team would consider it a professional privilege to provide these services to the City of Scottsbluff.

Very truly yours,

BAKER TILLY VIRCHOW KRAUSE, LLP



Chuck Rohre
Firm Director

M: +1 (214) 608 7477

E: chuck.rohre@bakertilly.com



Patty Heminover
Director

T: +1 (651) 223 3058

E: patty.heminover@bakertilly.com

Contents

1. FIRM INFORMATION	1
FIRM NAME	1
PROJECT CONTACTS AND LOCATIONS	1
2. FIRM HISTORY	2
RECRUITMENT PROJECT TEAM EXPERIENCE	2
3. RECENT RECRUITMENTS	2
4. PLAN AND SCHEDULE	4
OUR UNDERSTANDING OF SCOTTSBLUFF'S NEEDS	4
PROPOSED SOLUTION TO MEET SCOTTSBLUFF'S NEEDS	5
TIMELINE	6
WHY BAKER TILLY IS IDEALLY SUITED TO SERVE SCOTTSBLUFF	7
BENEFITS TO SCOTTSBLUFF	8
5. SERVICES TO BE PROVIDED	9
RECRUITMENT APPROACH	9
OUR STRATEGY FOR RECRUITMENT OF DIVERSE CANDIDATES	12
6. CANDIDATE TENURE	14
TRIPLE GUARANTEE	14
7. PROPOSED FEES	15
APPENDIX I: SAMPLE BROCHURE	I
APPENDIX II: SAMPLE EXCERPT OF TTI REPORT	VI



Baker Tilly Virchow Krause, LLP is an independently owned and managed member of Baker Tilly International. The name Baker Tilly and its associated logo are used under license from Baker Tilly International Limited.

now joined with
Springsted and Umbaugh

1. Firm information

Firm name

Baker Tilly Virchow Krause, LLP

www.bakertilly.com

Project contacts and locations

Chuck Rohre, Firm Director

14285 Midway Road, Suite 340
Addison, TX 75001

T: +1 (972) 481 1950

M: +1 (214) 608 7477

F: +1 (972) 481 1951

E: chuck.rohre@bakertilly.com

Patty Heminover, Director

380 Jackson Street, Suite 300
Saint Paul, MN 55101

T: +1 (651) 223 3058

T: +1 (651) 968 7841

F: +1 (651) 223 3046

E: patty.heminover@bakertilly.com

2. Firm history

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country. For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with the City as we seek to become your Valued Business Advisor.

In early 2019, we expanded our state and local government practice by combining with Springsted Incorporated and H.J. Umbaugh and Associates, Certified Public Accountants, LLP in early 2019. Executive recruitment for public and non-profit clients was part of Springsted's portfolio of services for 30 years. Service delivery includes the experience, record of accomplishment and professionalism that successfully established Waters Consulting, (1996) Waters-Oldani (2000) Springsted-Waters (2014) and now Baker Tilly, as one of the most established, reputable and successful public sector executive recruiting firms in the nation.

Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with villages, cities, counties, special districts and school districts and the many different disciplines that comprise the City of Scottsbluff 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 your expectations. Our combined consultant team has conducted more than 1,500 executive searches.

The Baker Tilly project team will collaborate with the City Council and the City's designated staff as your technical advisor to ensure that the recruitment process for your next City Manager is conducted in a thorough and professional manner consistent with "best practices" in the public sector executive recruitment space. Our objective is to generate highly qualified candidates and assist you with the screening and evaluation of these candidates.

We have structured the Baker Tilly project team to draw upon our 60-plus years of collective service to the public sector and to leverage Baker Tilly's experience and capacity to find the most qualified candidates.

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 that drives our internal standard for delivering only outstanding services and leading-edge products.

Recruitment project team experience

The Baker Tilly project team is designed specifically for the City of Scottsbluff.

The project team represents experienced professionals who will be working on this City Manager recruitment. Our service team is selected to meet four very specific objectives for the City: 1) it represents the staff who will be directly responsible for your projects; 2) it provides a range of expertise to cover the range of service requirements; 3) it provides a national perspective of experience and institutional knowledge to achieve your future objectives; and 4) it represents the commitment to take personal and professional responsibility for the services and outcomes for the City of Scottsbluff.

Project team leader

Patricia Heminover, Director

T: +1 (651) 223 3058

E: patty.heminover@bakertilly.com

Additional project team members

Chuck Rohre, Firm Director

T: +1 (214) 466 2436

E: chuck.rohre@bakertilly.com

Art Davis, Director

T: +1 (816) 868 7042

E: art.davis@bakertilly.com

Sharon Klumpp, Director

T: +1 (651) 223 3053

E: sharon.klumpp@bakertilly.com

Edward G. Williams, Ph.D., Director

T: +1 (214) 842 6478

E: edward.williams@bakertilly.com

Michelle Lopez, Recruiting Coordinator

T: +1 (651) 223 3061

E: michelle.lopez@bakertilly.com



Our engagement team
has completed more
than 100 successful city
administration searches
since 2014

Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.



Baker Tilly Virchow Krause, LLP
Director

380 Jackson Street
Suite 300
Saint Paul, MN 55101
United States

T +1 (651) 223 3058

M +1 (651) 968 7841

patty.heminover@bakertilly.com

bakertilly.com

Education

Master of Education, Administration
Minnesota State University – Mankato

Mini MBA Program, Human Resources Management
University of Saint Thomas (Saint Paul, Minnesota)

Bachelor of Science, Consumer Science, Business
Administration
Minnesota State University – Mankato

Patty has been with the firm since 2010. Prior to joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources, and director of finance. Patty brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Specific experience

- Executive recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, assistant superintendent of schools, director of human resources and director of finance, for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

Industry involvement

- Minnesota Association of School Administrators
- American Association of School Administrators
- Minnesota Association of School Business Officials
- River Heights Chamber of Commerce, Member
- State Negotiators Association Minnesota School Board Association
- Received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

Continuing professional education

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

Charles A. Rohre

Chuck Rohre, a firm director at Baker Tilly, has more than 35 years of experience managing and consulting in both the private and public sectors.



Baker Tilly Virchow Krause, LLP
Firm Director

14285 Midway Road
Suite 340
Addison, Texas 75001
United States

T +1 (214) 466 2436

M +1 (214) 608 7477

chuck.rohre@bakertilly.com
bakertilly.com

Education

Master's Degree, Human Relations and Management
Abilene Christian University (Dallas, Texas)

Bachelor of Science, Career Development
Abilene Christian University (Dallas, Texas)

Chuck is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service goals are met.

Specific experience

- Manager of the executive recruitment practice
- Extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states
- Has led more than 400 recruitment engagements in 27 states for key executives such as 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, as well as executive directors of not-for-profit and quasigovernmental organizations
- Conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning
- Written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees
- Prior to beginning his consulting career, served as police chief and director of public safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus

Continuing professional education

- Certified Behavior Analyst by TTI, Inc.
- Advanced management training at the Institute for Law Enforcement Administration
- Federal Bureau of Investigation, LEEDS course
- Annual participation in the International City/County Management Association Conference
- Annual participation in state and municipal league conference

Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion to improve local government and create great communities for more than 30 years.



Baker Tilly Virchow Krause, LLP
Director
9229 Ward Parkway
Suite 104
Kansas City, MO 64114-3311
United States

T +1 (816) 912 2036
M +1 (816) 868 7042
art.davis@bakertilly.com
bakertilly.com

Education
Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
and Public Administration
William Jewell College (Liberty, Missouri)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- Nearly 15 years' experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years 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
- Coordinate and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- 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

Industry involvement

- International City/County Management (ICMA), member since 1984

Sharon G. Klumpp

Sharon Klumpp, a director with Baker Tilly, has worked on behalf of local governments for more than 35 years and partnered with them to build strong organizations.



Baker Tilly Virchow Krause, LLP
Director
380 Jackson Street
Suite 300
Saint Paul, MN 55101
United States

T +1 (651) 223 3053
M +1 (651) 270 6856
sharon.klumpp@bakertilly.com
bakertilly.com

Education

Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
Miami University (Oxford, Ohio)

Sharon specializes in providing executive recruitment, organizational management and facilitation services to local governments and nonprofits.

Specific experience

- More than 15 years' experience in executive search and organizational management consulting
- Served as associate executive director for the League of Minnesota Cities
- Appointed executive director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area
- Served as city administrator in Oakdale, Minnesota and assistant city manager for St. Louis Park Minnesota and Saginaw, Michigan
- Private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm
- Served as an adjunct instructor at Walden University, teaching public administration and organizational change in the University's School of Management

Industry involvement

- International City/County Management Association (ICMA)

Edward G. Williams, Ph.D.

Edward Williams recently joined Baker Tilly as a director on our executive recruitment practice group.



Baker Tilly Virchow Krause, LLP

Director

14285 Midway Road
Suite 340
Addison, TX 75001
United States

T +1 (214) 842 6478

M +1 (214) 608 6363

edward.williams@bakertilly.com

bakertilly.com

Languages

English
Spanish

Education

Ph.D., Educational Leadership and Policy Analysis
University of Missouri (Columbia, Missouri)

Master of Higher Education Administration
University of Missouri (Kansas City, Missouri)

Bachelor of Arts, Education
University of Missouri (Kansas City, Missouri)

Edward has more than 20 years of collective experience in human resources and organizational development at various levels, and across various disciplines including, state and local government, community and educational institutions.

Specific experience

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

- Directors Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

Continuing professional education

- Institute for Management Studies - Houston
- International Personnel Management Association

Michelle Lopez

Michelle Lopez, a recruiting coordinator at Baker Tilly, has been with the firm since 2017.



Baker Tilly Virchow Krause, LLP
Recruiting Coordinator
380 Jackson Street
Suite 300
Saint Paul, MN 55101
United States

T +1 (651) 223 3061
michelle.lopez@bakertilly.com
bakertilly.com

Education

Currently pursuing Bachelor of Science, Project
Management
Colorado State University – Global Campus

Associate in Arts, Liberal Arts
Minneapolis Community College (Minneapolis, Minnesota)

Michelle assists in the organizational management of the executive recruitment process. Along with coordinating internal workflow, she also works with clients and candidates to ensure objectives are met throughout the process.

Specific experience

- More than 10 years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

3. Recent recruitments

The following is a list of executive recruitments recently conducted by members of the Baker Tilly team.

List of relevant executive recruitments: 2017 to present

Year	Client	St	Recruitment	Contact	Phone	Email
2017	Berthoud	CO	Town Administrator	Hart, Mike	970-532-2643	mhart@berthoud.org
2017	Christiansburg	VA	Town Manager	Barber, Michael	540-381-0060	mbarber@christiansburg.org
2017	Cloquet	MN	City Administrator	Barclay, James	218-879-3347	jbarclay@ci.cloquet.mn.us
2017	Dickinson	TX	City Administrator	Masters, Julie	281-337-6202	mayor@ci.dickinson.tx.us
2017	El Dorado	KS	City Manager	Haines, Vince	316-321-9100	vhaines@eldoks.com
2017	Glenview	IL	Village Manager	Kuechler, Sarah	847-904-4370	jpatterson@glenview.il.us
2017	Lake Havasu City	AZ	City Manager	Palbicki, Shirlee	928-453-4143	palbickis@lhcaz.gov
2017	Littleton	CO	City Manager	Bruski, Ruth	303-795-3902	ewonsavage@littlegov.org
2017	Manassas Park	VA	City Manager	Crowhurst, Dean	703-335-8800	MPCityAttorney@verizon.net
2017	Morehead City	NC	City Manager	Jones, Gerald	252-726-6848	mayorjones@bizec.rr.com
2017	Mounds View	MN	City Administrator	Ericson, Jim	763-717-4001	Jim.Ericson@ci.mounds-view.mn.us
2017	Oldsmar	FL	City Manager	Haddock, Bruce	813-749-1102	bhaddock@myoldsmar.com
2017	Orono	MN	City Administrator	Walsh, Dennis	612-414-5055	dwalsh2@ci.orono.mn.us
2017	Riviera Beach	FL	City Manager	Davis, Bruce	561-840-4874	bdavis@rivierabch.com
2017	Rochester	MN	City Manager	Hillenbrand, Linda	507-328-2555	lhillenbrand@rochestermn.gov
2017	Twnshp of Roxbury	NJ	Township Manager	Rhead, Amy	973-448-2001	rheada@roxburynj.us
2018	Addison	TX	City Manager	Hayes, Passion	972-450-2819	phayes@addisontx.gov
2018	Asheville	NC	City Manager	Joyner, Jaime	828-259-5469	jjoyner@ashevillenc.gov
2018	Ashland	OR	City Administrator	Gray, Tina	541-488-6002	grayt@ashland.or.us
2018	Avondale	AZ	City Manager	Penilla, Charlene	623-333-2218	cpenilla@avondale.org
2018	Belle Plaine	MN	City Administrator	Meyer, Dawn	952-873-5553	dmeyer@ci.belleplaine.mn.us
2018	Billings	MT	City Administrator	Zoeller, Andy	406-657-8209	zoellera@ci.billings.mt.us
2018	Burnsville	MN	City Manager	Hansen, Jill	952-895-4471	jill.hansen@ci.burnsville.mn.us
2018	Christiansburg	VA	Town Manager	Barber, Michael	540-381-0060	mbarber@christiansburg.org
2018	Grand Rapids	MI	City Manager	Hitchcock, Anita	616-456-3849	ahitchco@grand-rapids.mi.us
2018	Herington	KS	City Manager	Jones, Dave	785-258-2271	
2018	Kingman	AZ	City Manager	Walker, Jackie	928-753-5561	jwalker@cityofkingman.gov
2018	Maricopa	AZ	City Manager	Bueras, Vanessa	520-316-3971	vbueras@maricopa-az.gov
2018	Middleburg	VA	Town Administrator	Davis, Danny	540-687-5152	ddavis@middleburgva.gov
2018	Mora	MN	City Admin/Public Utilities GM	Crawford, Lindy		

3. Recent recruitments

List of relevant executive recruitments: 2017 to present

Year	Client	St	Recruitment	Contact	Phone	Email
2018	Salina	KS	City Manager			
2018	Shawnee	KS	City Manager	Distler, Michelle	913-631-2500	mdistler@cityofshawnee.org
2018	York	PA	Business Admin	Quintero, Ricardo	717-849-2221	rquintero@yorkcity.org
2019	Hobbs	NM	City Manager	Goulet, Nicholas	575-397-9229	
2019	Lake Lotawana	MO	City Administrator			
2019	Norman	OK	City Manager	Crumrine, Jackie	405-366-5484	Jackie.Crumrine@NormanOK.gov
2019	Park City	KS	City Administrator	Mann, Ray	316-744-2026	

4. Plan and schedule

The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.

Our understanding of Scottsbluff's needs

We understand the City is looking for a timely, effective, efficient, responsive, well-managed and thorough search processes to recruit and identify highly qualified managers and directors.

Baker Tilly will work with the City to understand desired qualities and professional capabilities that are most important to your organization for this recruitment. This information helps us present the City of Scottsbluff and the vacancy to well-regarded candidates, emphasizing the opportunities for leadership and professional growth as well as presenting the City of Scottsbluff as a vibrant and thriving community in which to live.

We recognize that there is significant competition for experienced local government managers today. For this reason, we work with you to develop a recruitment strategy that includes an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful managers who may not necessarily be in search of new employment opportunities. Thus, we use existing resources to inform and encourage qualified professionals to apply for opportunities with your organization. We believe that these efforts are critical to ensuring that the City receives a good candidate pool.

Baker Tilly manages and tracks applicant information and provides regular communications, updating the applicants on the status of the recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide the City Council with comprehensive information about each candidate we present, expanding beyond applications and resumes, to better understand their professional experience, the leadership and management style they will bring to your community, and their motivation for pursuing this career opportunity. We also assist your organization in the preparation of interview questions, interview day scheduling, planning, and structuring as needed. Additionally, we are available to you and present throughout each interview session, and able to facilitate your deliberations and negotiations with the top candidate.

Proposed solution to meet Scottsbluff's needs

The recruitment will be conducted out of our St. Paul office. Patty Heminover will serve as the project team leader. Our proven process includes five major tasks:

1. Recruitment brochure development and advertising

- We schedule and meet with your City's elected officials, appointed management team members and key stakeholders, as requested, to understand your desired needs, strategic directions and overall candidate expectations and to develop a candidate profile

2. Execution of recruitment strategy and identification of quality candidates

- Using the approved profile, we develop a colorful, appealing brochure and embark on a national or regional targeted recruitment campaign
- Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects identified via our extensive searchable applicant database
- Using our proprietary applicant tracking system, we communicate and update applicants on key processes and corresponding search progress

3. Screening of applications, recommendation of semi-finalists and selection of finalists

- Once we identify the most promising applicants, we ask them to complete our due diligence questionnaire and a candidate questionnaire while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment
- These applicants also complete a recorded, one-way video interview of selected questions designed to secure a different perspective on the applicant's overall qualifications
- We provide you with a Semi-Finalists Book of the top candidates, which includes resumes, cover letters and due diligence response
- Selected finalists complete a management and leadership style and strengths assessment (personality and behavior analysis) to provide us with important information about their styles, temperament, preference, etc.

4. Conducting background checks (criminal, civil, credit and driving record), reference checks and academic verifications

- Background records checks and academic verification
- References

5. Final interview process

- Once your City identifies its top 3-5 finalists, we work with you and the finalists to coordinate all aspects of the interview process
- Employment offer – assistance and feedback

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.

City of Scottsbluff, NE Executive Recruitment Preliminary Timeline		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of February 17, 2020. Actual target dates will be developed in consultation with and approved by the Mayor and City Council.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach	<ul style="list-style-type: none"> Baker Tilly completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline Baker Tilly sends draft recruitment brochure to the City The City returns draft recruitment brochure (with edits) to Baker Tilly Baker Tilly commences executive recruitment advertising and marketing Online data collection and profile development 	Feb. - Mar.
Applicant screening and assessment and recommendation of semi-finalists	<ul style="list-style-type: none"> Baker Tilly commences formal review of applications; most promising candidates complete questionnaires Candidates complete recorded interview online Baker Tilly completes formal review of applications and sends selected resumes to the City for review. Candidates' recorded interviews are presented Baker Tilly meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed 	Apr.
Comprehensive background check, academic verifications and reference checks completed for finalists	<ul style="list-style-type: none"> Baker Tilly completes reference checks / background checks/ academic verification on finalists 	Apr.
On-site Interviews with finalists	<ul style="list-style-type: none"> Baker Tilly sends documentation for finalists to the City The City conducts on-site interviews with finalists 	Apr. - May
Employment offer made / accepted	<ul style="list-style-type: none"> The City extends employment offer to selected candidate 	Apr. - May

Why Baker Tilly is ideally suited to serve Scottsbluff

There are many reasons Baker Tilly has distinguished itself from peers in public sector executive recruitment.

- **We are experienced and passionate about what we do.** Baker Tilly 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, counties and school districts. The Baker Tilly team has recruited and placed more than 1,500 executive-level positions within cities, counties, school districts and public and not-for-profit organizations.
- **We are focused on exceeding your expectations.** We believe in local government and want to assist the City of Scottsbluff organization in building a great team. We want your organization to hire us again based on the success we achieve 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 the 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.
- **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 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 the City’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 the City of Scottsbluff.
- **We utilize the latest technologies that uniquely sets us apart.** Technology plays an important role in the Baker Tilly executive recruitment process. From our proprietary video interview system and our Management/Leadership Style Assessment Analysis, to our proprietary online application system, we efficiently manage candidate information and provide the City with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions.
- **We offer a “Triple Guarantee” that commits our company to the City’s success.**
 - We remain focused to assist with your executive recruitment until you make an appointment.
 - We guarantee your executive recruitment for 24 months against termination or resignation for any reason – or we come back to fill the City Manager position for no additional professional fee.
 - We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization.

Benefits to Scottsbluff

Selecting Baker Tilly to conduct your executive recruitment provides the City of Scottsbluff 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:** Baker Tilly comes to the City without having any preconceived notions or expectations about the City and prospective candidates. The Baker Tilly team works closely with the City to make sure the process is transparent.
- **Confidentiality:** Prospective candidates know that their application will be kept confidential, allowing them to express interest in the position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the City of Scottsbluff can count on maximizing the number of qualified candidates interested in the City Manager position.
- **Candidate recruitment:** Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the City of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.
- **Focused use of the City's time:** Baker Tilly's comprehensive process incorporates the active participation of City Council members 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 recruitment process or to put aside other pressing issues facing the City.
- **Minimize staff disruption:** Baker Tilly's search process also minimizes disruptions to City staff, some of whom may have additional duties in this time of transition. Because conducting a thorough recruitment can be time-consuming, Baker Tilly's involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough evaluation of candidates:** The City of Scottsbluff seeks a City Manager of sound professional and personal character. Baker Tilly's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

5. Services to be provided

Recruitment approach

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 your 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 City Manager. The recruitment brochure will also include a profile that captures the essence of the City of Scottsbluff as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the project team leader will come on site to meet with the Mayor, City Council and designated staff to discuss the required background, professional experience, and management and leadership characteristics for your City Manager. We meet individually (or collectively depending upon your preference) with the Mayor and City Council to broaden our understanding of the position's leadership and management requirements, current issues, your strategic priorities and your expectations for the City Manager. [See example of a recruitment brochure in Appendix I.]

Information obtained from these meetings, coupled with our review of the job description and other City documents, is used to prepare a position and candidate profile. The completed profiles will be approved by the Mayor and City Council before recruitment begins. The position and candidate profiles will be central to our recruitment strategy and outreach to potential candidates.

The project team will also work with the City of Scottsbluff 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, Baker Tilly has a high-traffic website which includes an exclusive location dedicated to encouraging 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 City'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 City Manager position.

Project Milestone	Deliverables	Timeline
Position profile and recruitment brochure development	<ul style="list-style-type: none">– Onsite interview with the City– Baker Tilly will receive information regarding the City's budgets, organizational charts, images, logos, etc.– Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)	2 Weeks

5. Services to be provided

Approve brochure, commence advertising and distribute marketing letter	<ul style="list-style-type: none">– Brochure sent to the City for final approval.– Commence advertising and distribution of recruitment brochure	2 Weeks
--	---	---------

Task II. Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task I, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of City 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 a customized database utilizing our extensive, interactive applicant database for the City Manager position. This will provide the Baker Tilly 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 City such as geographic location, particular experience, expertise and credentials.

During this part of the process the project team will work with the Mayor, City Council 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 and management style for the City Manager 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.

Project Milestone	Deliverables	Timeline
Execution of recruitment strategy and candidate outreach	<ul style="list-style-type: none">– Online data collection and profile development.– Development of interactive searchable applicant database for recruitment of the City Manager– Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy.– Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics	4-5 Weeks

Task III. Screening of applicants and recommendation of semi-finalists

In Task III the project team, under the direction of Patty Heminover, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Mayor and City Council. We will then narrow the list to a group of 10-15 semifinalists for review and to select finalists on the basis of written candidate questionnaires and consultant phone interviews.

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

5. Services to be provided

candidate's ability to think "on their feet" as well as their personal and professional demeanor. Our team will provide an online link for the Mayor, City Council and others designated, who have input into the hiring decision, allowing them to review and later discuss the recorded responses. This provides the organization with additional candidate assessments that can be customized to fit the unique needs of the City.

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

Project Milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	<ul style="list-style-type: none">- Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database- Most promising applicants are asked to complete candidate questionnaires and to provide due diligence information- Media, internet and social media scan for information pertinent to future employment- Top 10-15 candidates identified as semi-finalists.- Semi-Final Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered- Baker Tilly and the City review and rate video interviews- Baker Tilly sends links to City to review the aggregate responses and ratings- Project team leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council selects finalists for on-site interviews- Finalists complete candidate management style assessment; responses are reviewed and interview questions are developed	2-3 Weeks

Task IV. Conducting background checks, reference checks and academic verifications

When the Mayor and City Council approves of a group of finalists for on-site interviews, Baker Tilly 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, Baker Tilly will develop information on the candidates in the following areas:

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

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.

Project Milestone	Deliverables	Timeline
Design final process with City for on-site interviews with finalists	<ul style="list-style-type: none"> Baker Tilly confirms interviews with candidates. Travel logistics are scheduled for the candidates 	1-2 Days
Background checks, reference checks and academic verification	<ul style="list-style-type: none"> Baker Tilly completes background checks, reference checks and academic verifications for finalists 	2 Weeks

Task V. Final interview process

Upon completion of Task IV, we will work with the City Council to develop the final interview process. Often this process includes meetings with the department heads, a City tour and the opportunity for a meet and greet, if requested by the City Council. In advance of the interviews, we will provide documentation on each of the finalists which will provide the highlights of their 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 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, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Timeline
Final Report prepared and delivered to City	<ul style="list-style-type: none"> Final Report is prepared; including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions 	1 Day
On-site interviews with finalists	<ul style="list-style-type: none"> Interviews are scheduled Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates 	1-2 Days
Offer made/accepted	<ul style="list-style-type: none"> If requested, Baker Tilly participates in candidate employment agreement negotiations Baker Tilly notifies candidates of decision Baker Tilly confirms final process close out items with the City of Scottsbluff 	1-2 Days

Our 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.

5. Services to be provided

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 City of Scottsbluff's City 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.

Baker Tilly 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.

6. Candidate tenure

Although we do not track the length of placement tenure, our firm is pleased that most of the candidates selected for leadership positions remain in their role at least five years. As an example, 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. With Baker Tilly's Triple Guarantee in place, you can be assured of the success of our recruitment process and have confidence in the selection of your next City Manager.

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 finalize selection from the initial group of finalists, Baker Tilly 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 will include 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. Baker Tilly will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

7. Proposed fees

The all-inclusive professional fee to conduct the recruitment is provided below.

The all-inclusive professional fee includes the cost of professional services by the 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 Baker Tilly 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.

All questions regarding the professional fees and project-related expenses should be directed to Patty Heminover at patty.heminover@bakertilly.com or via phone at (651) 223 3058.

Phase	Description of Professional Services	Fee
Phase I	Task 1 Candidate profile development/advertising/marketing (includes one day on site by 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 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 project team leader)	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500

Optional Services for Consideration	Fee
At the City's option, Baker Tilly will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new City Manager. This survey is completed by community leaders, citizens, and City employees and would alter the project timeline.	\$1,650
On rare occasions, Baker Tilly 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 City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. Baker Tilly 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

Appendix I: Sample Brochure



THE CITY OF BEEVILLE, TEXAS

SEEKS ITS NEXT...

CITY MANAGER

THE COMMUNITY

The City of Beeville, a National Main Street City, is the gateway to the Gulf Coast and South Texas, and is known as a “Honey of a Town.” Located approximately 47 miles from Corpus Christi, and approximately 105 miles from San Antonio, Beeville has an estimated population of 12,863 residents. Beeville is the county seat of Bee County, Texas. The State of Texas incorporated Beeville as a town in 1890, then reincorporated it in 1908.

Beeville is home to Coastal Bend Community College, which offers occupational programs such as accounting, automotive technology and information technology, among other programs. The college is known for its glass blowing facility, established in 1989 through the Visual Arts Division at Coastal Bend College, and is the oldest academic educational glassblowing facility in the State of Texas. The City boasts several museums and galleries, including the Barnhart Beeville Art Museum, which is known for its contemporary arts exhibits, and the Coastal Bend College’s Simon Michael Art Gallery, host of several rotating exhibits each year.

The City is also home to the Beeville Concert Association, which hosts a full season of visiting performers, including American Dreamer and the San Antonio Wind Symphony. These are few of the reasons that Texas Monthly called Beeville “one of the four best small towns in Texas for art.” The Dallas Morning News named the Beeville Country Club one of the best 9-hole golf courses in Texas. Additionally, the City of Beeville hosts several countywide events, including the Bee County Livestock and Homemakers Show in the spring of each year; the Diez y Seis (dieciséis) Festival in September, during Hispanic Heritage Month; and Western Week Celebration, a week-long community tradition that includes a citywide parade. In short, Beeville is an inviting place to live, work and play, and a great small Texas town.

ABOUT THE CITY MANAGER

Beeville operates under the council/manager form of government. Consistent with the City Charter, the Council selects the mayor in May of each year. The City Council then hires a City Manager to direct the operations of the city. The City Manager is the chief administrative officer, and is responsible for implementing the council-established goals, priorities, policies and initiatives. The City Manager also ensures the financial transparency, accuracy and integrity of the city, while representing the best interests of the residents, implementing city council policies, and supporting the mayor and city council’s stated strategies for advancing the city. Additionally, the City Manager is responsible for a \$28,335,821 fiscal year budget, and serves as the chief administrator for the Beeville Water Supply District.

ABOUT THE CITY MANAGER

The City of Beeville desires to hire a visionary, progressive, dynamic, approachable and politically astute City Manager, whose experience and expertise includes infrastructure management, strategic planning, utilities coordination guidance and training, budget preparation, monitoring and administration, financial reporting, economic development, organizational branding and marketing. The selected candidate will offer skills, traits, and attributes consistent with, but not limited to, the following:

- Contagious passion for effective service delivery, effectiveness, efficiency, and responsiveness in managing the day-to-day operations of the city and the delivery of services to the community;
- Open, honest, confident and approachable professional, who communicates effectively, both in oral and written forms, and who efficiently communicates with members of the city council, employees, businesses, private and public entities, and residents in a respectful and productive manner;
- Employee engagement and recognition champion who inspires staff, models excellence, supports employee and organizational development, and is transparent, honest, approachable, collaborative, and “walks the talk.”
- Adept team builder and team leader, who is able to maintain, and when necessary, repair relationships with the constituency in a cooperative and respectful manner, acknowledging and respecting the community and organizational traditions, while demonstrating a commitment to moving the city forward in a positive and progressive manner;
- Proven track record of procuring and effectively managing specialized resources to continuously improve service delivery in areas such as wastewater management and service delivery efficiencies;
- Proficiency in managing all matters concerning city government, including planning, directing all activities and operations of the city, including the coordination of programs, services, and activities including outside agencies.

PARTIAL LIST OF DUTIES

The new city manager will work closely with advisory boards, commissions, committees and with the public in general. Additionally, the city council expects the new city manager to interact with other city managers, the media, other organizations and associations throughout the state, while representing the City of Beeville at local, state and federal levels. The duties of the city manager include, but is not limited to those outlined in the City Charter and the city council’s priorities. Additionally, the city manager will champion and understand corresponding local, state and federal laws. Below is a partial list of duties and responsibilities:

- Develops and implements citywide administrative procedures and policies for the effective, efficient and responsive operation of all city business;
- Coordinates and directs all departments and staff operations; evaluates and recommends employment decisions for all departments in the city;
- Oversees all city financial matters, including the preparation and submittal of the city’s annual budget, projects, and intergovernmental relationships;
- Reviews city council agendas and other materials prior to meetings, according to council directives, business necessities, and approved council initiatives;
- Authorizes and oversees the administration of grant proposals to ensure that the city can meet all requirements for funding and operations;
- Develops and maintains positive working relations with other local governments and state/federal agencies;
- Develops and implements citywide capital improvement and strategic plans for a wide range of municipal activities;
- Identifies opportunities for continuously improving city service delivery, cost effectiveness and overall efficiency in all municipal services, including those of the water district;
- Keeps the City Council informed on progress in all departments and on any other pertinent matters relating to city operations, including but not limited to the financial condition and future needs of the City and making such recommendations as may seem desirable;
- Provides oversight for the development and implementation of plans for personnel, financial, and program aspects of city operations in accordance with budgetary considerations and other directions of the City Council;
- Plans, and supports the City Council’s vision for the development of short and long-range plans, including but not limited to economic development, infrastructure development, branding, marketing, and communication to staff and the general public;
- Other duties as assigned by the City Council.



OPPORTUNITIES FOR THE NEW CITY MANAGER

The next Beeville City Manager will have an opportunity to demonstrate his/her ability to meet the following achievements within his or her first two years of employment. (This list is representative, and not all inclusive, but representative of the opportunities for organizational, personal and professional success.)

- **Water, Wastewater, Infrastructure Management:** - The new city manager will have an opportunity to make an immediate and significant impact on service delivery, which includes providing in the city's ongoing commitment to infrastructure development, quality drinking water, methodical and strategic infrastructure maintenance and replacement, and allocating resources for ongoing maintenance of the city's groundwater and wastewater operations.
- **Capital Improvement Administration:** – The new city manager will have an opportunity to plan, implement, oversee and champion the city's Capital Improvements Program (CIP) thereby establishing a comprehensive list of prioritized new capital investment initiatives for the city. This includes annual CIP updates, with the City Council's input and approval, and according to the approved maintenance activities, smaller or routine capital expenditures;
- **Strategic Planning Initiative:** – The new city manager will work closely with the City Council to establish a collective organizational mission, vision, values, goals, objectives and council-established priorities to create a new Strategic Plan. The City Manager will also lead the rebranding and marketing of the City, with council approval.
- **Visionary Leadership and Relationship Building:** – The new city manager will partner with the City Council to establish him or herself in the community and champion service delivery, efficiency and results by displaying the ideals (values) of the city, establishing, repairing and identifying new partnerships focused on what is best for the community and economic development.
- **Financial Management and Service Leadership:** – The new city manager will have a high level of competence in budget development, budget administration, employee development, business planning and continuous improvement. He or she will utilize sound financial management practices including forecasting, budget preparation, debt management, expenditure controls, cost-effective evaluations, and will seek to instill budget improvements and identify efficiencies.
- **Employee Engagement and Development** – The new city manager will have an opportunity to select, approve training, inspire staff, and evaluate employee performance. This includes the establishment and consistent enforcement of policies, service standards, discipline and rewards.



QUALIFICATIONS AND EXPERIENCE

A Bachelor's degree from an accredited college or university, in public administration, engineering, business administration, finance, marketing, or a closely related field and a minimum of five (5) years related professional experience serving a comparable or larger community with similar service delivery and population required. A Master's degree in public administration, eight (8) years of progressively responsible professional municipal management experience, and Certification as a Credentialed Manager by the International City/County Management Association (ICMA) is preferred.

COMPENSATION AND BENEFITS

The City of Beeville offers a competitive market salary and benefits. A base salary range of \$118,181 - \$147,727, depending on qualifications and experience; \$650/month vehicle allowance; medical, dental and vision insurance equal to those available to all full time employees; \$75.00/monthly phone allowance; city-issued laptop or similar device; life insurance; participation in the Texas Municipal Retirement System, and optional deferred compensation. Benefits shall also include a fully defined retirement plan that has the City of Beeville matching 2-1. The city manager will also be entitled to participate in the ICMA-RC Retirement Program, with no cost to the City.

For more details on the city and its benefits, click on the following link – [Beeville Benefits](#)



APPLICATION AND SELECTION PROCESS

Qualified candidates must complete our online application, submit a cover letter outlining how their qualification meets the posted criteria, and attach a professional resume. Visit our website: <https://bakertilly.recruitmenthome.com/postings/2440>. This position will remain posted until filled. First review of applications will be on **Friday, November 8, 2019**. Following the application deadline, we will screen all applications against the desired qualifications outlined in this brochure. The City of Beeville will extend invitations to a face to face interview in Beeville to those candidates identified and named as finalists, once we complete reference, academic and background checks, with the prior authorization from the applicant.

For more information, please contact:

Edward Williams
Edward.Williams@bakertilly.com
214.842.2436

Chuck Rohre
Chuck.Rohre@bakertilly.com
214.466.2436

The City of Beeville is an Equal Opportunity Employer and values diversity at all level of its workforce!
For more information about Beeville, please visit their website at <http://www.beevilletx.org/>.



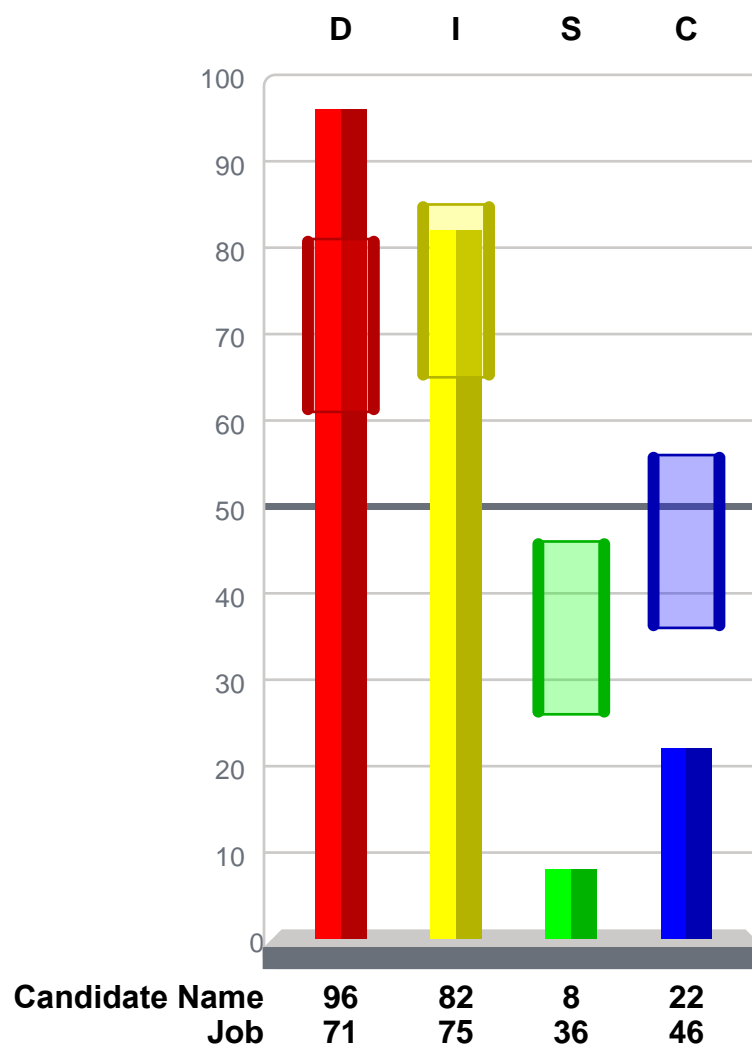
14285 Midway Road
Suite 340
Addison, TX 75001
P: 972-481-1950
F: 972-481-1951


Appendix II: sample excerpt of TTI report



Workplace Behaviors® Candidate Name

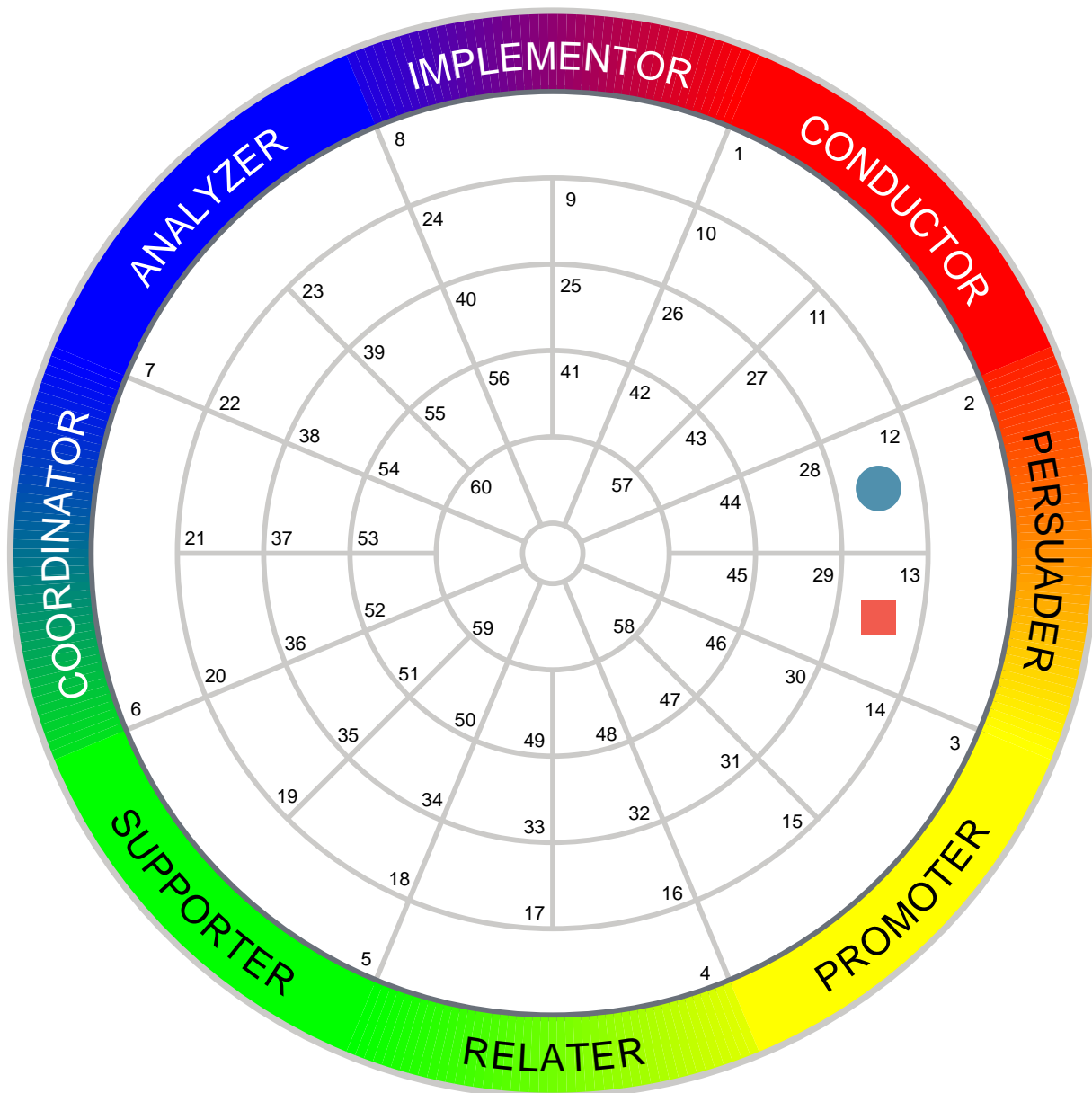
The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



 Job Range (20 point range)










The Success Insights® Wheel











- Job - (13) PROMOTING PERSUADER
- Candidate - (12) CONDUCTING PERSUADER








Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range			Person
1. Customer Focus	91	—	100	50 
2. Teamwork	74	—	100	67 
3. Interpersonal Skills	72	—	92	73 
4. Influencing Others	86	—	100	68 
5. Flexibility	83	—	100	78 
6. Creativity and Innovation	66	—	84	62 
7. Leadership	75	—	93	85 

Primary Driving Forces Cluster	Zone Range			Person
1. Collaborative	35	—	57	6 
2. Selfless	40	—	62	61 
3. Harmonious	35	—	57	0 
4. Receptive	22	—	45	29 

Job Behavioral Hierarchy	Zone Range			Person
1. Competitive	73	—	100	90 
2. Interaction	60	—	84	90 
3. Versatile	54	—	74	100 
4. Frequent Change	52	—	72	92 

 Exact match
  Fair compatibility
 Good compatibility
  Poor compatibility
  Over-focused

Candidate Name