



Corporate Address:
PO Box 794
Hershey, PA 17033

www.affionpublic.com
888.321.4922 toll free
717.214.4922 local



07/13/2020

Armando Guardiola
Director of Human Resources
7887 East 60th Avenue
Commerce City, Colorado 80022

Dear Armando,

Thank you for the opportunity to submit our offer of executive search services for the City Manager position.

Affion Public is an executive search firm that specializes in identifying and placing exceptional executive level candidates within the public sector. We have built a successful practice on placing public sector executives and have a reputation for developing excellent working relationships with the clients we serve.

Our partnership approach and high quality of work fosters the level of comfort our clients' value and deserve. With our high touch style, we'll be able to provide you with the attention that you warrant and deserve for this very important search. Our search process and collaborative approach has enabled Affion Public to conduct multiple searches for the majority of the clients we serve.

We differentiate ourselves from our competition by seeking out passive, as well as, active candidates that will best meet the needs of our clients. By conducting searches in this manner, we are able to provide a tailored pool of candidates rather than recycling the same candidates search after search. Our commitment to diversity and success at targeting minority candidates has also helped to set us apart from other firms.

In addition, we are becoming quite familiar with Colorado having worked previously with the City of Boulder, the City and County of Denver, the E-470 Public Highway Authority, the City of Fort Collins, the City of Thornton, the City of Aurora, and the City of Greeley.

On behalf of Affion Public, we will be thrilled to be your firm of choice! Please feel free to contact me directly at 717-576-9847 or via email at reilly@affionpublic.com. I look forward to speaking with you in the near future.

Best Regards,

A handwritten signature in black ink, appearing to read "Scott Reilly".

Scott Reilly
CEO, Affion Public

Delivering Leaders.



Company Profile

Affion Public is deeply rooted in the public sector, providing executive search services for state and local government, education and non-profit organizations since 2000.

We specialize in identifying the nation's best and brightest executives and delivering those individuals to our public sector clients. Our partners are typically state, county, city, and government organizations as well as non-profits. Recognized as a leader in public sector executive searches, Affion has attained "preferred" vendor status or an exclusive relationship with a majority of its client partners. Affion's corporate address is P.O. Box 794, Hershey, PA 17033.

Why Affion?

We are different. As a company, our strengths lie in our people, our passion, and our commitment. Affion employs an extremely talented group of professionals that bring a diverse set of skills and an average of over 10 years of experience in government and private sector venues. Extraordinary, trusted client partnerships have separated us from others in the industry. Embracing a small business approach has enabled the entrepreneurial spirit of Affion, while also ensuring a personalized approach and customized solution for our partners.

It is our unique understanding of the complexities of the public sector that gives us an edge. We know what to challenge potential candidates on, and we know how to discern and qualify the very specific set of skills an executive needs in order to succeed within the public realm. Our particular expertise lies in our ability to reach out to and ultimately attract the best and the brightest into the public executive domain. Short and long term, Affion is looking for valued, long lasting partnerships, where we can have a real and positive effect for our client.

*As per the RFP requirements, our workload is currently balanced, and we have the ability to deliver the desired services; we are able to ensure compliance with all applicable laws.

What We Do Differently

Our executive search goal is to specify, identify, qualify and deliver candidates that meet or exceed your expectations. After consulting with client executives and stakeholders, we utilize a systematic search methodology to customize and tailor the ideal candidate and position profile to meet the specified need.

Targeting organizations that are similar to our client, we set out to find individuals that meet and exceed the background, education, experience, and personal characteristics required. This is done in a highly confidential manner and in compliance with applicable legal standards. Once a potential candidate has been identified, they will enter into a rigorous qualifying process to further establish the "fit". A comprehensive confidential report on each of the selected candidates is prepared to include pertinent information relative to the candidates work history and background. A professional appraisal of the candidates' competencies compared to the specific requirements will be provided as a continuum to the report. In the form of a portfolio presentation, we meet with the stakeholders to make our recommendations. We deliver individuals that are competent, qualified, and capable. We deliver solutions.



Relevant Search Experience

City of Ann Arbor, MI

- City Administrator (2011; 2016)

City of Aurora, CO

- City Manager (2018)

City of Austin, TX

- City Manager (2008)

City of Broken Arrow, OK

- City Manager (2012; 2015)

City of College Station, TX

- City Manager (2018)

City of Columbia, MO

- City Manager (2011)

City of Corpus Christi, TX

- City Manager (2008)

City of Dallas, TX

- City Manager (2016)

City of East Lansing, MI

- City Manager (2012)

City of El Paso, TX

- City Manager (2014)

City of Galveston, TX

- City Manager (2012)

City of Hollywood, FL

- City Manager (2012)

City of Huntsville, TX

- City Manager (2008)

City of Irving, TX

- City Manager (2006)

City of Kirkwood, MO

- Chief Administrative Officer (2014)

City of Leander, TX

- City Manager (2011)

City of Marshall, TX

- City Manager (2014)

City of McKinney, TX

- City Manager (2008)

City of Morgantown, WV

- City Manager (2010)

City of North Richland Hills, TX

- City Manager (2009)

City of Plano, TX

- City Manager (2011)

City of Round Rock, TX

- City Manager (2011)

City of San Antonio, TX

- City Manager (2006)

City of San Marcos, TX

- City Manager (2008)

City of Savannah, GA

- City Manager (2010)

City of Shawnee, OK

- City Manager (2015)

City of Springfield, MO

- City Manager (2008)

City of Taylor, TX

- City Manager (2019)

City of Thornton, CO

- City Manager (2015)

Incorporated Village of Garden City, NY

- Village Administrator (2014)



Objectives and Approach

1. **Establishing the Timeline** – we will work closely with you to determine your ideal start date for your executive and then work to make sure that we agree on all target dates and activities.
2. **Input from Key Decision Makers** – we will meet with all parties who will be impacted by this executive to seek input, which will also help us understand the company, the people and the working environment. This can include setting up public forums to engage the community in assisting in the process.
3. **Developing the Candidate Profile** – through extensive interviews we will gain a complete understanding of the mission and goals of the company and begin to create the profile of the executive you are seeking.
4. **Candidate Pool and Search Techniques** – we will use our own extensive internal database, our personal and professional connections, competitor intelligence, targeted recruiting, industry specific sourcing and other recruiting tools to begin to identify the perfect candidate.
5. **Screening Process** – we will conduct interviews to qualify each candidate, whether it is an internal candidate or an external one, prior to presentation to you, and will conduct an extensive background check on each potential candidate.
6. **Selecting Candidates for Client Review** – we will present the key decision makers with a portfolio of candidates for consideration and will discuss each candidate's skills and qualifications in detail.
7. **Choosing the Finalists and the Interview** – once the client has reviewed the candidates and has selected the finalists, interviews with the key decision makers or the selection committee will begin.
8. **Hiring** – all candidates will have been pre-qualified on the salary range; benefits and we will assist in all final employment matters.

Developing the Candidate Profile

Affion's approach to executive searches is a very personal and systematic one. Our success is dependent on the access and information granted to us by the client organization, so that we can gather all the information possible to have a true understanding of the client's needs. Only if we know the organization intimately and develop a very thorough and detailed profile of the ideal candidate, can we be assured of the right match for the organization and the individual who is ultimately selected.

We pride ourselves in the value we bring to the table by working with the client to develop the profile of the ideal candidate from which to conduct our search. We do this by spending a great deal of time with the chief decision makers, elected officials, etc. at the very beginning, learning the history of the position, the mission and goals of the organization, the past successes and failures of the position, staff, budget and virtually everything the selected candidate would need to have experience and success addressing. In order for us to locate the ideal leader for an organization, we must know where that organization wants to go and what it will take to get it there.

Each search is different, and we invest as much time in getting to know the style and organizational culture of our client as we do getting to know each candidate under consideration. We develop a strong relationship with the decision makers and people with whom the potential candidates would be working to ensure the right match. We spend time with the decision maker(s) to understand their idea of the "ideal" candidate, their own management style, and what the position means to them and to the organization. We learn and adopt the organization's vision, so that we are able to recruit candidates who will embrace those goals and lead a strategy that will support that vision.

We prefer to interview other successful executives at the peer level of the vacant position to get an understanding of the kind of leaders who are successful in the organization. We also find it valuable to interview some subordinate level staff, if possible, to assess some of the challenges or strengths within the current resources that the incoming executive would find.

These early stages of the search are, in our mind, the most important. Our entire search team, including our assigned recruiter(s), is involved in this information gathering/ relationship process from the beginning so we all know exactly what our client is seeking in applicants and are qualifying candidates on the client's organizational culture.

For national searches, our team also investigates the community in which the position resides. We investigate the public and private school options, and even spend time with a realtor to get a feel of the local housing market for relocation. All of this helps us when we screen and sell candidates on the position.

From the interviews and fact gathering, we will prepare a comprehensive candidate recruitment profile for the position, with the desired qualifications and characteristics, for approval by the client's designee(s). It is from this customized profile that we conduct our systematic search.

Input from Stakeholders

The first steps in any search begin with our onsite stakeholder meetings. The purpose of the stakeholder interviews is to allow Affion an intimate understanding of the organization, the people and the environment. These interviews are how we develop the two key profiles in which the search is built around. The first profile is the position profile. The position profile includes not only the requirements the successful individual will possess but also what they will be doing on a daily, weekly and monthly basis. This profile is critical in analyzing the potential candidate's previous experience. The second profile is the candidate profile in which we spoke previously about. This profile allows Affion to define the type of individuals that will be successful in your organization.

The stakeholder meetings begin with developing the list of individuals that will be working directly with this person. This list should include whomever the individual is responsible for reporting to and anyone who may be directly involved with the hiring and interview process. Affion is committed to spending as much time as necessary on the stakeholder meeting to ensure a successful placement.

The stakeholder meetings are approximately one-hour interview session in which our team will ask probing questions to what will make the candidate successful. These are generally done on an individual basis.

Additional stakeholder meetings including public input will be scheduled at the discretion of the selection team. We have a long history of being very inclusive with our stakeholder process and often meet with community leaders, business leaders, civic and religious leaders as well as neighborhood associations.

Candidate Pool

Affion is a relationship driven, select targeting firm. We use our own internal database to draw upon potential candidates with whom we have built relationships and/or referrals. We use the telephone to reach out to referrals and candidates initially. We use the Internet as well as select research firms to investigate credit, criminal and other background checks and to obtain any written publications authored by, or regarding, the candidates. Beyond this limited use of technology, our efforts are all carried out in person. We post the job on the Internet or advertise in print as required by the client organization. Even our utilization of networks of professional or trade associations, is done in person. This personal approach is how we have been most successful in targeting and attracting the best and most diverse selection of candidates.

Each Affion recruitment effort is customized specifically to the client organization's needs and preferences. One of the additional values achieved from the time we spend in the beginning is getting to know the client organization and its culture and obtaining mutual agreement on a process that works for both of us. While we have a very strict and systematic internal qualifying/screening process, it is only visible to the client in the result it produces. Any processes external to our qualifying/screening process may be modified to accommodate the client's organizational needs.

Affion Process in Screening

While the general steps outlined herein are the basis of the Affion search, flexibility is built into our model to accommodate a particular client's preferences. Our search is customized to best meet the needs of our client and as long as we are not asked to forego steps to ensure quality, modifications or additions can be made.

Sourcing/Recruiting Candidates

Our senior executive recruiters (100% dedicated to this search) will identify candidates who have been successful in like organizations in similar positions. We search from a variety of sources to ensure development of a broad representative pool in terms of affirmative action efforts and experience; including our own network of contacts and files; public or private entities, professional and other associations and organizations related to the position and referrals. We do targeted advertising in publications specific to the position.

Targeted Recruiting

Affion maintains a national database through extensive networks in industry specific business groups, trade and professional organizations. To further ensure a diverse candidate pool, we also source candidates from professional organizations and networks that are ethnic and gender specific. We reach out to a variety of sources to collectively find the best talent available.

As a result of our previous and ongoing recruiting efforts within government and quasi-government organizations, (local, city, county, and state) Affion has, and continues to build, an expansive network of candidates that includes the best and the brightest in the public sector. That network of candidates exemplifies our professional commitment to building valued relationships, knowing the individuals' experience and leadership styles, and understanding their needs and career goals. By operating within these guidelines, our deliverable to our client results in being a known and trusted entity.

Screening/Qualifying Candidates

Our senior executive recruiter conducts preliminary screening interviews of all candidates and the most promising candidates to determine their qualifications, pertinent accomplishments, experience, ability to meet special needs of the position and their interest in being considered. Preliminary screening will be based on a resume rating developed from criteria contained in the customized Candidate Recruitment Profile, information contained in the resumes submitted to Affion, and Affion's knowledge of the people and organizations with whom and in which we work. At this point in the search, our recruiter is also securing preliminary, confidential reference information on the most promising candidates (as available and appropriate) to verify experience and qualifications; i.e., to ensure that it is worthwhile proceeding with them.

After qualifying the best candidates into our process, those individuals are subjected to further rounds of interviews by additional Affion executive staff. The same criteria are used, but the emphasis here, is on organizational and cultural fit, and political acumen. This process assures the quality we demand of the short list of semi-finalists that are selected.

All candidates are met face-to-face when possible. If the face-to-face interviews cannot be arranged, then video conferencing is arranged to ensure that the recruiters and executives within Affion are comfortable with the candidates they are presenting for consideration.

Background Investigation

When all members of the Affion qualifying team have agreed that the candidate fits the desired profile we begin extensive background checks to include criminal, education, and financial investigations. Reference calls are completed. Internet and media searches are conducted. This entire procedure is intended to further eliminate unqualified candidates, and to validate the credentials of the final candidates in process.

Selecting Finalists for Promotion to Client

From our rigorous qualifying process and investigation, Affion typically narrows the field of qualified candidates to the top 6-8. We present all of the client's designated representatives with a comprehensive book of material on each of the selected individuals. These books contain summary profiles, resumes, applications, articles by or regarding the candidate, pertinent work product, and photographs of those candidates whose qualifications, work experience, achievements, and/or other special qualities qualify them for the position. This comprehensive confidential report on each candidate covers not only the candidate's working career and those personal aspects that are relevant to the position, but also our appraisal of how the candidate's competencies compare to your specific needs and environment. Affion and the client's representatives will meet to review the detailed contents of the book.

Internal Candidates

Affion always screens and evaluates those applications and resumes received by the client from in-house or outside applicants to insure, on the client's behalf, that the process is considered fair to all applicants and to determine if any of these individuals are qualified, viable candidates. Often, at the client's preference we keep all in-house applicants in process until the final qualifying phases of the search process, unless it is clearly established that certain individuals are not qualified.

We review, evaluate and acknowledge in writing all applications and resumes received. Additionally, we ask that all solicitations for consideration made directly to the client be forwarded to Affion immediately to avoid duplication of efforts and take work off the client's shoulders.

Client Selection of Candidates for Interview

Affion would work closely with the hiring team for selecting the finalist. Affion will make a portfolio presentation to the key stakeholders which will include; the resume, a brief bio written by the candidate, a description of the candidate's strengths and weaknesses, and an answer to the questions "Why Should I be the Next..." Upon our face-to-face presentation of the finalists, with our recommendations and comprehensive background information, we require that the client select the number and names of the candidates it wishes to interview in person.

Upon the client's direction, Affion personnel will coordinate with client personnel to arrange interviews with the top candidates selected for consideration. Affion will work with the client to coordinate any travel or accommodation details that may be needed for each outside candidate.

Client Interviews and Final Selection

The finalist interviews would be conducted in conjunction with the wishes of the hiring team. Affion typically suggests that the hiring team utilize panel interviews and also perhaps a candidate presentation. The candidate presentation would be an oral presentation accompanied by a visual presentation. We typically ask all candidates to prepare a twenty-minute presentation in a power-point format. This presentation can be on a topic agreed upon by Affion and the client. The purpose of this presentation is to allow the selection committee to see how the candidates communicate their thought process and the candidate's ability to effectively express those thoughts to their audience.

The formal interview would involve the same set questions asked to each candidate by the same panel member. This allows the selection committee to evaluate each candidate on a fair and equal field. These questions are agreed upon in advance with Affion and the selection committee. Affion will be involved throughout the entire interview process to facilitate the interviews.

Hiring

Once it is time for a hiring decision, Affion will provide assistance on final employment matters, such as the negotiation process with successful candidates and notification to unsuccessful candidates.

Any candidate that is presented for consideration will have been pre-qualified on the salary range, benefits and relocation package. Once the finalist has been selected it is our standard practice that the client sends a formal offer letter to Affion on behalf of the successful candidate. Affion will facilitate the signature and closing of the process.



Individuals Assigned to Search

Scott Reilly - CEO, Affion Public: reilly@affionpublic.com; 717-576-9847

Scott will be the lead on this search and responsible for quality assurance during the length of your project. During the engagement, he will be responsible for ensuring the success of the process.

Scott has more than 25 years' experience in Sales, Executive Recruiting and Technology. His depth of knowledge and experience placing top executives and technology professionals enables him to lead the talented group of professionals at Affion Public. Throughout his tenure in the public sector, he has been responsible for leading the engagement process and successfully placing more than 100 professionals in key roles. He's worked in the trenches performing the searches, as well as in leadership roles guiding his team and building relationships with clients while at the helm. He truly understands and appreciates the intricacies of the market, and as CEO for Affion Public, he is responsible for the strategic direction and approach of each of the firm's key service areas.

Scott has been a speaker/presenter on various topics nationally working with leading government officials; to help identify opportunities for technology research and share best practices as well as executive search forums. He was named a founding Honorary Alumni to the Harrisburg University of Science and Technology first graduating class. He currently serves as the vice-chairman of the Derry Township Municipal Authority and has been an active member on the Hershey Country Club Board of Governors. Scott was also recognized by the Central Penn Business Journal as one of the region's Top 40 Under 40. He holds a Bachelor of Science degree in Marketing from Rider University.

Scott has been directly involved with all executive level searches through Arcus Public and Affion Public since 2003.

Gina Sprowls - Recruiting Manager: sprowls@affionpublic.com; 717-763-1987

Gina will manage the recruitment efforts of your executive search. During the engagement, she will provide the direction and coordination for the recruitment to ensure the profile of the ideal candidate is adhered to, so the best candidate is hired for the job. Gina will be responsible for identifying, profiling, and screening the candidates. Her role will include qualifying potential candidates and conducting interviews of candidates. Additionally, she will assist in coordinating interviews, soliciting feedback, and conducting professional reference checks.

Gina brings over 20 years of diverse experience in recruitment, sales and management. She offers a strong background in Human Resources with an emphasis on executive level recruitment and training. Her recruitment career has crossed over several industries including Public Sector, Technology, Finance, Healthcare, and Education. She has worked on multiple executive level searches for clients across the nation and is known for building and maintaining excellent relationships with our clients and candidates. She holds a Bachelor of Science degree in Business Administration from Capella University and an Associate of Arts degree in Human Resources.

Gina has been directly involved with all executive level searches through Arcus Public and Affion Public since January 2008.



Proposed Project Timeline:

Timeframe	Activity
Upon Selection	<ul style="list-style-type: none"> Affion to negotiate and finalize contract
Day 1	<ul style="list-style-type: none"> Facilitate a meeting to discuss timelines, recruitment process and plan for completing the Position and Candidate Profiles Affion to meet with identified stakeholders to begin the due diligence process Conduct Public Forums if needed Simultaneous industry research taking place
Day 10	<ul style="list-style-type: none"> Affion presents draft of Profile
Day 15	<ul style="list-style-type: none"> Finalize Profile
Day 16	<ul style="list-style-type: none"> Search Firm conducts recruitment to include: <ul style="list-style-type: none"> Journals, personal contacts, Websites, etc. Place advertisements Review resumes
Conducted on a weekly basis	<ul style="list-style-type: none"> Progress Report—check for quality and diversity of applicants. Determine need to target any specific group or area. Review and qualify all potential candidates
Day 46	<ul style="list-style-type: none"> Affion concludes the recruitment campaign
Day 65	<ul style="list-style-type: none"> Review and finalize candidate selection to be presented Background checks completed Internet and media searches conducted on finalists
Day 75	<ul style="list-style-type: none"> Binder Presentation of 6-8 candidates to the Selection Panel Affion will facilitate a review of the final candidates
Day 85	<ul style="list-style-type: none"> References for finalists are contacted Conduct first round of candidate interviews with the Search Committee and key stakeholders Finalize decision on the candidate of choice and negotiate employment agreement with the candidate
Day 90	<ul style="list-style-type: none"> Successful Candidate accepts offer of employment



Cost

Full Executive Search:

Affion executive searches are full-service searches conducted by senior executives within our firm. The fee we have outlined herein is all inclusive of all phases of the search including stakeholder meetings, profile development, job postings, sourcing, recruitment, interviewing, reference checking, background checks, media checks, and candidate offer negotiation.

Fee for City Manager position: \$28,000 (all inclusive)

Additional expenses, which are not included in the overall fee but are expected to be reimbursed by the City of Commerce City include all candidate travel expenses for the purpose of interviews with the City of Commerce City. This will vary depending on the location of the finalist selected.

While invoice procedures can be adjusted, our typical billing practice is to spread the fee payment over three equal installments. (One-third to be billed when the contract is signed, one-third to be billed upon presentation of the Final Candidates, and the last one-third to be billed upon the hiring of the desired Candidate.) Adjustments to our payment and billing processes are negotiable in order to best accommodate our clients' needs.

Guarantee:

As with all of our executive searches, we are prepared to offer our standard professional service guarantee. If the hired candidate is asked to leave for reasons of non-performance or leaves of his/her own volition in the first 24 months of employment, we will re-launch a search for a new candidate, under the original position specifications. In such a case, we will do so for no additional professional fee, though charging expenses that may incur to include all Affion travel, hotel, and re-posting of job advertisements. It is our commitment to partner with you from the initial signing of the contract until the candidate accepts and offer and begins employment.



Reference List

City of Aurora, CO

Jim Twombly

City Manager
15151 E. Alameda Parkway, Third Floor
Aurora, CO 80012
303-739-7010
jtwombly@auroragov.org

Dianna M. Giordano

Human Resources Director
15151 E. Alameda Parkway, Third Floor
Aurora, CO 80012
303-739-7225
dgiordan@auroragov.org

Affion had the pleasure of working with the City of Aurora on their City Manager search in 2018. We worked closely with Dianna throughout the bulk of this search. Jim was the successful candidate for this search, and we worked with him on previous searches with the City of Broken Arrow, OK.

City of College Station, TX

Alison Pond

Director of Human Resources and Risk Management
City of College Station
1101 Texas Ave.
College Station, TX 77840
979-764-3518
apond@cstx.gov

Affion has completed several searches with the City of College Station to include their Assistant Director of Planning & Development (2008), Fire Chief (2016), Chief Information Officer (2017), their Director of Water Services search and their City Manager search (2018). We have worked closely with Alison on the majority of the searches.

City of Taylor, TX

Brandt Rydel

Mayor
400 Porter Street
Taylor, TX 76574
512-818-7304 cell
Brandt.rydell@taylortx.gov

Kim Peterson

Director, Human Resources & Civil Service
400 Porter Street
Taylor, TX 76574
512-352-5993
Kim.peterson@taylortx.gov

Affion had the pleasure of working with the City of Taylor on their City Manager search in 2019. We worked closely with Kim throughout the the search.

COMMERCE CITY, COLORADO

Recruitment Proposal

July 17, 2020



630 Dundee Road
Suite 130
Northbrook, IL 60062
847-380-3240
info@GovHRusa.com

A note about COVID-19 -- We are carefully monitoring recommendations from the federal, state and local governments and working with clients as they begin to reopen. Before COVID we made extensive use of technology for video interviews with candidates and meetings with clients. We have utilized these during COVID and can combine technology with appropriate in person meetings to assist clients in cost effective recruiting

July 17, 2020

Mr. Armando Guardiola
Director of Human Resources
City of Commerce City
7887 East 60th Avenue
Commerce City, CO 80022

Dear Mr. Guardiola:

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City of Commerce City. 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.

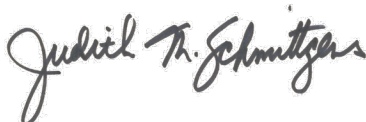
GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public sector. We have 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.

GovHR consultants have conducted more than 700 executive recruitments since the firm's inception in 2009, including more than 180 for the top Manager position. A list of these recruitments is included with this proposal.

Either GovHR Senior Vice President Sarah McKee or Vice President Kathleen Rush will be responsible for your recruitment and selection process, depending on their other commitments at the time the City is ready to begin the search process. Both consultants are highly qualified and have conducted numerous successful executive recruitments. Biographies for Ms. McKee and Ms. Rush are attached to the proposal.

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. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3240, if you have questions regarding our proposal or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Sincerely,

A handwritten signature in dark ink, reading "Judith Th. Schmittgens". The signature is written in a cursive, flowing style.

Judith Schmittgens
Corporate Secretary and Compliance Manager

Project Approach and Methodology

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their 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.

Phase I: Position Assessment, Position Announcement & Brochure

One-on-one or group interviews will be conducted with stakeholders identified by the City to develop the Recruitment Brochure. We have a variety of other options for gathering input:

- Dedicated email and surveys to obtain feedback from stakeholder groups
- Public Forums conducted by our consultants

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position.

Development of a **Position Announcement** to be placed on websites and social media

Development of a thorough **Recruitment Brochure** for City review and approval

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & 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 6,000 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:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the City, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites
 - Social media

- LinkedIn (over 15,000 connections)
 - Facebook
 - Twitter
 - Instagram
- GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & 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 narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References (at least 2 references per candidate will be contacted at this time)
 - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged 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 presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- City will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will spend approximately 2 hours with the City reviewing the recruitment report and providing additional information on the candidates.

Phase V: Interviewing Process & Background Screening

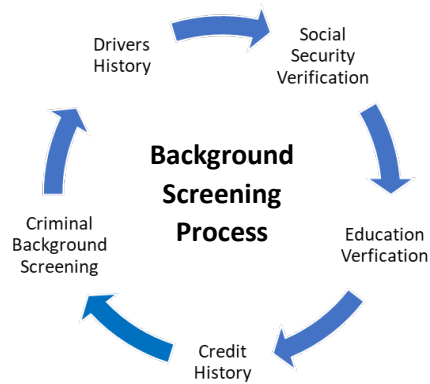
Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates credentials
 - Set of questions with room for interviewers to make notes

- Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening* will be conducted along with additional references contacted:



*Per state and federal regulations

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include five or six candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of City facilities
- Interviews with senior staff

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.

Project Timeline

Weeks 1 & 2	Phase 1: Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 & 8	Phase 3: Candidate Evaluation & Background Screening
Week 9	Phase 4: Presentation of Recommended Candidates
Week 10	Phase 5: Interview Process & Additional Background Screening
Weeks 11 & 12	Phase 6: Appointment of Candidate

GovHR treats every one of its clients as a priority, and we would never take on a job that we felt we didn't have the time to see through to the successful appointment of a candidate that is the best fit for the position. We are your partner throughout the process, present for the interviews and assisting in the compensation discussions. We guarantee our placements for one year (see below), should the successful candidate leave for any reason. We believe our thorough and transparent process is unparalleled in our field and we hope to have the opportunity to work with you.

Guarantee

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the City.

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. This request must be made within six months of the employee's departure.

Qualifications of GovHR and Key Personnel

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.

Our consultants are experienced executive recruiters who have conducted over 700 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.

Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 38 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, Massachusetts, Michigan, Minnesota and Wisconsin, as well as five reference specialists and eight support staff.

Either GovHR Senior Vice President Sarah McKee or Vice President Kathleen Rush will be responsible for your recruitment and selection process, depending on their other commitments at the time the City is ready to begin the search process. Ms. McKee is a former City Manager and has conducted more than sixty executive recruitments since joining GovHR in 2014, including the Director of Public Works for Commerce City. Ms. Rush is also a former Village Administrator, and has completed nearly thirty recruitments since joining the firm in 2017, many of them for the top Manager position in the organization. Resumes for both consultants are attached to this proposal. Ms. McKee or Ms. Rush will be assisted by a home office Recruitment Coordinator and a Reference Specialist. The assigned consultant will handle all aspects of the search process with the exception of administrative work and reference checks.

References/Past Performance

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

Salem, VA (City Manager, 2019) - Sarah McKee

Mayor Randy Foley
114 North Broad Street
Salem, VA 24153
540-375-3017
rfoley@salemva.gov

Bridgeport, WV (City Manager, 2019) - Sarah McKee

Councilman John Wilson
515 W. Main Street
Bridgeport, West Virginia 26330
jswilson508@gmail.com
(304) 641-2622

Englewood, CO (City Manager, 2019) – Heidi Voorhees

Mayor Linda Olson
1000 Englewood Parkway
Englewood, Colorado 80110
303-503-4020
lolson@englewoodco.gov

Mundelein, IL (Village Administrator, 2020 Katy Rush)

Mayor Steve Lentz

300 Plaza Circle

Mundelein, IL 60060

847-949-3209

Slentz@mundelein.org

HR Director Lynne Monroe

847-949-3228

lmunroe@mundelein.org

A list of the top Manager recruitments (City Manager, County Administrator, etc.) conducted by GovHR consultants in the past 5 years is included with this Proposal, and a complete list of clients is available on our website at www.govhrusa.com. We would be happy to provide you with contact information for any of these clients upon request.

Fee Proposal

Recruitment Fee:	\$16,500
Recruitment Expenses: (not to exceed) Expenses include candidate due diligence efforts	1,500*
Advertising: Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	2,500
Total:	\$20,500**

We are carefully monitoring recommendations from the federal, state and local governments and working with clients on alternatives to in person meetings. We are fully operational and can work with you via video and by utilizing electronic files. If at the time of recruitment, COVID-19 restrictions are lifted and travel is possible, we are happy to attend meetings in person. For this reason, we have priced travel as a separate expense.

*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, \$1,000 per trip (up to 3 trips) for travel will be charged.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the City (beyond the three visits listed above) 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.

Any additional services requested by the Client will be billed at the following rates:

Consultant - \$125/hour

Recruitment Coordinator - \$75/hour

Reference Specialist - \$65/hour

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

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

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

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

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

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

Why Choose GovHR?

- We are a leader in the field of local government recruitment and selection with experience in more than 38 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 League of Women in Government, the Local Government Hispanic Network, National Forum for Black Public Administrators and Engaging Local Government Leaders.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interview them via video, 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.

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

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. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client 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 will prepare a proposal for this service.



SARAH MCKEE



Sarah McKee is a Senior Vice President with GovHR USA and has extensive experience as a local government manager and in non-profit management. She has conducted recruitments for a variety of positions in various states throughout the country. She has also done various organizational analysis studies and classifications and compensation studies.

Sarah was a city manager in Johnstown, OH and Rolling Meadows, IL. While managing in Johnstown, the community saw a 20 percent growth in residential and commercial and Sarah was instrumental in establishing their first comprehensive plan as well as a downtown revitalization plan. During her administration, she successfully acquired various grants for community park renovations and led the community through the Main Street application process.

During the recession of 2008, she led Rolling Meadows through a workforce reduction which also included an early incentive retirement program as well as a successful re-negotiation of police and fire contracts for additional cost savings to the City. Additionally, she developed a retention and expansion program for the community’s commercial and industrial businesses and attracted additional employers to their corporate centers. During her tenure, she was influential in attracting several new businesses to the area including expansion of several large employers.

Sarah also has extensive experience in Public Works Administration. Having served as a solid waste and fleet superintendent prior to being a public works director, she is known for several innovative ideas that have saved millions of dollars in local governments. While serving as the solid waste superintendent in Paducah, KY, she created the first biosolids waste composting facility in the state. In its first year of operation, the City saved approximately \$1M dollars in landfill costs through the diversion of biosolids and yard waste.

Through ICMA’s international program and their cooperation with USAID, Sarah was asked to assist the country of Bulgaria in developing their solid waste management program as they transitioned to the European Union. She spent over seven years developing their program and training their environmental experts as well as assisting in the development of their landfills and composting sites. In addition to Bulgaria, Sarah has also worked in Beirut, Lebanon in the development of the Economic Development plan.

Recently, Sarah expanded her experience into non-profit management. She served as the first Executive Director of the Issaquah Highlands Community Association. Issaquah Highlands is an award winning, large scale master planned, built green urban village located just east of Seattle, WA. The community association is responsible for the governance and management of over 4,000 housing units as well as commercial (including a hospital campus) and retail spaces with 1500 acres of open spaces with 22 parks, soccer fields, dog parks, sport courts and play areas. The Association is charged with maintaining all streetscape, storm water systems including its use as irrigation in streetscapes and parks, management of 9 neighborhoods and 13 supplemental neighborhoods including z-Homes (zero based energy homes).

PROFESSIONAL EDUCATION

- Master of Public Administration with emphasis in Organizational Communications, Murray State University, KY
- Bachelor of Science in Business Administration with emphasis in management, Murray State University, KY

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- ICMA’s Women’s luncheon
- Illinois Government Finance Officers Association
- Indiana Municipal Managers Association
- Illinois City/County Management Association
- ICMA, coach

PROFESSIONAL BACKGROUND

Extensive Experience in Local Government Management and Non-Profit Management

- | | |
|--|-----------|
| • Executive Director, Issaquah Highlands Community Association, Issaquah, WA | 2012-2014 |
| • City Manager, Rolling Meadows, IL | 2008-2011 |
| • Village Manager, Johnstown, OH | 2003-2008 |
| • Public Works Director, Paducah, KY | 1999-2003 |
| • Solid Waste Superintendent/Fleet Superintendent, Paducah, KY | 1994-1999 |





KATHLEEN F. RUSH



Kathleen F. Rush has over 30 years experience as a local government management professional including Woodridge and Riverside, Illinois. She is known for her extensive professional network.

From 2009 until 2017, Ms. Rush served as the Village Administrator in Woodridge, a progressive, vibrant, diverse community in south central DuPage County. During her tenure in Woodridge, Ms. Rush was responsible for an approximate \$44.5 million budget and 126 full-time employees. During her tenure in Woodridge award-winning intergovernmental cooperation and regional service, arrangements were initiated. She participated extensively at a leadership level in regional and County-wide agencies ensuring the implications of decisions were considered during decision making. Advancement of internal support systems were championed.

Ms. Rush served as the Village Manager In Riverside, Illinois (a national historic landmark) from 1998 to 2009. Riverside is a unique, small town with a high demand for resident service and attention to historic preservation. Designed by Frederick Law Olmsted, designer of Central Park, NY, the Village of Riverside presented a unique set of challenges and projects. The community is known for its significant amount of open space, distinctive zoning and curvilinear streets. The community retains its historic character that essentially has been unchanged since 1879. The community is part of the National Park Service inventory of designated landmarks. Significant financial challenges offered an opportunity for innovated financial solutions. Capital project financing, operational reductions and increased service demands were a focus. Significant water, street, sewer, forestry projects were completed. Significant grant funding and partnership with the National Park Service assisted in the financial undertakings. The Village of Riverside provided parks/recreation and fire services in addition to the primary Village operations.

Prior to serving in the Manager's role in Riverside, Ms. Rush did serve as the Assistant Village Administrator in Woodridge where she was responsible for human resources, information technology, purchasing, agenda management, community relations, special events and Village Board support. She served as the acting Director of Public Works and served as the project manager during the construction of a new Village Hall.

PROFESSIONAL EDUCATION

- Graduate Degree in Public Administration, Northern Illinois University
- Bachelor of Science in Political Science, Northern Illinois University

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- ILCMA, panelist at various conferences
- IAMMA, panelist at various conferences
- The Legacy Project, Panelist 2017 Annual Conference and luncheon speaker

MEMBERSHIPS AND AFFILIATIONS

- DuPage Credit Union, Former Board member and Secretary
- DuPage Federation on Human Services Reform, Board of Directors - Vice Chairperson
- Northern Illinois University division of Public Administration, Board of Advisor's - Former President

- Illinois City/County Manager's Association, Former President
- Illinois Municipal Management Assistants Association, Former President
- Intergovernmental Risk Management Agency, Former Chairperson
- DuPage Mayors and Managers Association, Executive Board and Transportation Committee - Former Chairperson

PROFESSIONAL BACKGROUND

Over 30 years' experience as a local government management professional

- Village Administrator, Village of Woodridge, IL 2009 – 2017
- Village Manager, Village of Riverside, IL 1998 – 2009
- Assistant Village Administrator, Woodridge, IL 1985 – 1998





Manager Recruitments 2015 - 2020

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	Yuma County	County Administrator	203,000	2015
Colorado	Eagle	Town Manager	6,739	2017
	Englewood	City Manager	34,957	2019
	San Miguel Authority for Regional Transportation	Executive Director	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 Columbia	International City/County Management Association	Executive Director	Multi	2015
Florida	Marion County	County Administrator	337,362	2015
	Pasco County	County Administrator	475,502	2016
Georgia	Decatur	City Manager	25,000	2018
Illinois	Barrington	Village Manager	10,455	2018
	Bensenville	Village Manager	20,703	2015
	Bloomington	City Manager	78,005	2018
	Bloomington-Normal Economic Development Council	President/CEO	Multi	2019
	Centralia	City Manager	13,000	2020
	Chicago Metropolitan Agency for Planning	Executive Director	Multi	2015
				2019
	Crest Hill	City Administrator	20,837	2015
	Decatur	City Manager	76,178	2018
	DeKalb	City Manager	43,849	2018
	Dixon	City Manager	18,601	2015
	East Moline	City Administrator	21,300	2016
	East Peoria	City Administrator	23,503	2016
	Effingham	City Administrator	12,577	2018
	Firemen's Annuity & Benefit Fund of Chicago	Executive Director	Multi	2016
	Freeport	City Manager	25,000	2017
	Government Finance Officers Association	Executive Director	Multi	2016
	Greater Freeport Partnership IL	Executive Director	25,000	2019
	Illinois Metropolitan Investment Fund	Executive Director	Multi	2016
	Invest Aurora	President/CEO	Multi	2018
	Joliet	City Manager	147,500	2017
	La Grange	Village Manager	15,732	2017



STATE	CLIENT	POSITION	POPULATION	YEAR
Illinois	Lake County	County Administrator	703,462	2019
	Lake Forest	City Manager	19,375	2018
	Lake Zurich	Village Manager	19,631	2015
	Libertyville	Village Manager	20,431	2016
	Lindenhurst	Village Administrator	14,468	2017
	Lyons Township Area Communications Center	Executive Director	Multi	2018
	Macon County Conservation District	Executive Director	Multi	2015
	Mokena	Village Administrator	19,042	2015
	Moline	City Administrator	43,100	2017
	Morton Grove Park District	Executive Director	23,500	2015
	Mt. Prospect	Village Manager	54,771	2015
	Mundelein	Village Administrator	31,385	2020
	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
	Orland Park	Village Manager	60,000	2016
				2019
	Pekin	City Manager	33,223	2016
	Princeton	City Manager	7,700	2019
	Rock Island County	County Administrator	147,258	2017
	Schiller Park	Village Manager	11,870	2015
	Shorewood	Village Administrator	17,495	2018
	South Suburban Mayors and Managers Association	Executive Director	Multi	2016
	Washington	City Administrator	15,700	2015
	Wauconda	Village Administrator	13,758	2017
	West Central Consolidated Communications	Executive Director	Multi	2016
	Willowbrook	Village Administrator	8,967	2019
	Woodridge	Village Administrator	32,971	2017
Iowa	Bondurant	City Administrator	5,493	2017
	Muscatine	City Administrator	23,819	2020
	Newton	City Administrator	15,000	2016
	Webster City	City Manager	8,000	2016
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
	Provincetown	Town Manager	2,990	2015
	Williamstown	Town Manager	8,400	2015
Michigan	Adrian	City Administrator	20,676	2018



STATE	CLIENT	POSITION	POPULATION	YEAR
Michigan	Albion	City Manager	8,337	2018
	Eastpointe	City Manager	32,673	2019
	Ferndale	City Manager	20,428	2019
	Ferndale Downtown Development Authority	Executive Director	20,428	2019
	Grand Traverse County	County Administrator	90,782	2017
	Hamtramck	City Manager	21,752	2017
	Kent County	County Administrator/Comptroller	636,369	2017
	Oakland Township	Township Manager	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
	Troy	City Manager	83,813	2018
Missouri	Ballwin	City Administrator	30,181	2020
	Ferguson	City Manager	21,111	2015
	Maryland Heights	City Administrator	27,436	2015
		Parks & Recreation Director	27,472	2016
	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	35,172	2017
	Wildwood	City Manager	35,524	2019
New Hampshire	Portsmouth	City Manager	21,796	2019
New Jersey	Waldwick	Borough Administrator	9,800	2015
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
South Carolina	Beaufort County	County Administrator	192,122	2018
Texas	Burleson	City Manager	43,960	2018
Virginia	Chesapeake	City Manager	245,000	2019
	Salem	City Manager	25,643	2019
	Virginia Beach	City Manager	442,707	2019
Washington	Snohomish Emergency Radio System	Executive Director	772,501	2017
West Virginia	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
	Dunn County	County Manager	44,122	2016



Top Manager Recruitments - 5 Year List

STATE	CLIENT	POSITION	POPULATION	YEAR
Wisconsin	Eau Claire County	County Administrator	101,400	2015
	Glendale	City Administrator	12,920	2016
	Hartford	City Administrator	14,251	2015
	Hobart	Village Administrator	8,500	2016
	Lake Geneva	City Administrator	7,710	2015
	Luxembourg American Cultural Society (LACS)	Executive Director	Multi	2019
	Monroe	City Administrator	10,827	2020
	Oak Creek	City Administrator	35,243	2016
	Prairie du Chien	City Administrator	5,900	2017
	Racine	City Administrator	78,200	2016
	Rhineland	City Administrator	7,800	2018
	Shorewood	Village Manager	13,331	2017
	West Bend	City Administrator	31,000	2016

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

CITY MANAGER
CITY OF COMMERCE CITY, COLORADO

RESPONSE TO RFP ISSUED JULY 8, 2020

Submitted July 22, 2020

(This proposal is valid until October 31, 2020)



Strategic Government Resources

P.O. Box 1642, Keller, Texas 76244

Office: 817-337-8581

Jennifer Fadden, President of Executive Recruitment
and Interim Management

JenniferFadden@GovernmentResource.com



July 22, 2020

Armando Guardiola, Director of Human Resources
City of Commerce City, Colorado

Dear Mr. Guardiola:

Thank you for the opportunity to submit this proposal to assist the City of Commerce City in your recruitment for a new City Manager. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

I would like to draw your attention to a few key items that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and Best Management Practices.
- SGR's Servant Leadership e-newsletter, where all recruitments conducted by SGR are announced, reaches over 48,000 subscribers in all 50 states.
- SGR will send targeted emails to our opt-in Job Alert subscriber database of over 3,800 city management professionals.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in a myriad of ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to improve, adapt and provide a variety of alternatives to in-person meetings during this uncertain time. We can be flexible and meet your needs in the current pandemic environment in ways in which no other firm can.

We are excited about the prospect of doing this recruitment for Commerce City, and we are available to visit with you at your convenience.

Respectfully submitted,

Ron Holifield, Chief Executive Officer
Ron@GovernmentResource.com
Cell: 214-676-1691

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Appendices

- Larry Gilley Resume

1 – Method & Proposed Timeline

A full-service recruitment typically entails the following steps:

- 1. Organizational Inquiry and Analysis**
 - Develop Recruitment Plan and Timeline
 - Individual Interviews with Key Stakeholders
 - Development of Position Profile Brochure
- 2. Advertising and Marketing, Communication with Applicants and Prospects**
- 3. Initial Screening and Review**
- 4. Search Committee Briefing to Facilitate Selection of Semifinalists**
- 5. Evaluation of Semifinalist Candidates**
 - Written Questionnaires
 - Recorded Online Interviews
 - Media Searches - Stage 1
- 6. Search Committee Briefing to Facilitate Selection of Finalists**
- 7. Evaluation of Finalist Candidates**
 - Comprehensive Media Searches - Stage 2
 - Comprehensive Background Investigation Reports
 - DiSC Management Assessments (supplemental service)
 - First Year Game Plan or Other Advanced Exercise (if desired)
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (if desired, or may occur earlier in process)
 - Deliberations
 - Reference Checks
- 9. Negotiations and Hiring Process**
 - Determine the Terms of an Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release (if requested)

[Per page 3 of the RFP, B.3, B.4, and B.5:

This recruitment will be a high priority for SGR. We designate recruiters based on their workload and availability, and Larry Gilley, the proposed recruiter for this search, will be available and have the bandwidth to provide excellent service to the City of Commerce City. SGR will comply with all applicable laws. Use of City facilities will be needed for the candidate interview process and any stakeholder engagement events. Additionally, City vehicles/personnel may be needed if the candidates are given individual or group tours of the City.]

Step 1: Organizational Inquiry and Analysis

Develop Recruitment Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

Individual Interviews with Key Stakeholders

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. Individual interviews may include members of the Search Committee, key staff members, peers in other organizations, and/or community leaders to find out more about the position, special considerations, and the political environment.

Development of Position Profile Brochure

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics. View sample position profile brochures at: <https://www.governmentresource.com/executive-recruitment/open-recruitments-528>

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 48,000 subscribers in all 50 states. We will also send targeted emails to over 3,800 opt-in subscribers to SGR's City Manager Job Alerts. Your position will be posted on SGR's Website, [GovernmentResource.com](https://www.governmentresource.com), and on SGR's Job Board, [SGRjobs.com](https://www.sgrjobs.com). SGR has a social media expert on staff, who provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospects

SGR communicates with potential prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

Communication with Active Applicants

SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization. We also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 5: Evaluation of Semifinalist Candidates

Written Questionnaires

SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client.

Recorded Online Interviews

Recorded online interviews provide an efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

Media Searches - Stage 1

"Stage 1" of our media search involves a comprehensive review of all newspaper articles on the candidate in major news outlets within the previous two years. These media reports at the semifinalist stage have proven helpful by uncovering issues that were not previously disclosed by prospective candidates.

Step 6: Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

SGR uses a proprietary media search process that goes far beyond automated Google/LexisNexis searches. SGR's process is customized to provide a comprehensive media search on each candidate. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

Comprehensive Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports. View a sample background report at: <https://bit.ly/SGRSampleBackgroundReport>.

DiSC Management Assessments (supplemental service)

The DiSC Management Profile analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. This service can be provided at an additional cost.

First Year Game Plan or Other Advanced Exercise (if desired)

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

Step 8: Interview Process

Face-to-Face Interviews

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

Stakeholder Engagement (if desired)

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

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Facilitating a Q&A series in the local newspaper with finalist candidates;
- Utilize a citizen committee to conduct the early stage candidate screening and then turn over a semifinalist list to the City Council (if applicable);
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups

Deliberations

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

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates.

Step 9: Negotiations and Hiring Process

Determine the Terms of an Offer

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation "log-jams."

Projected Schedule

Schedule will be adjusted at the outset of the search to meet the organization's needs.

Task	Weeks
<ul style="list-style-type: none">Contract Executed; Develop Recruitment Plan, Timeline<u>Individual Interviews with Key Stakeholders</u>	Week 1
<ul style="list-style-type: none"><u>Deliverable</u>: Position Profile BrochureSearch Committee Reviews and Approves Brochure	Weeks 2-3
<ul style="list-style-type: none">Advertising and Marketing; Accept Applications	Weeks 4-7
<ul style="list-style-type: none">Initial Screening and Review	Week 8
<ul style="list-style-type: none"><u>Search Committee Briefing</u> / Select Semifinalists	Week 9
<ul style="list-style-type: none"><u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews	Week 10
<ul style="list-style-type: none"><u>Search Committee Briefing</u> / Select Finalist Candidates	Week 11
<ul style="list-style-type: none"><u>Deliverable</u>: Finalist Briefing Books	Week 14
<ul style="list-style-type: none"><u>Face-to-Face Interviews</u>Stakeholder Engagement (if desired, or may occur earlier in process)DeliberationsNegotiations and Hiring Process	Week 15

2 – Qualifications

Company Profile

Background

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a **full-service firm**, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR Executive Leadership – Recruitment

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, President, Executive Recruitment & Interim Services
- Melissa Valentine, Managing Director, Recruitment & Human Resources

View all SGR team members and bios at: governmentresource.com/about-us/meet-the-team

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. **SGR reaches an extensive and diverse pool of prospects by utilizing our unequaled network of prospects.**

- SGR's Servant Leadership e-newsletter, where your position will be announced, reaches **over 48,000 subscribers** in all 50 states.
- We will send targeted emails to **over 3,800 opt-in subscribers** to SGR's City Manager Job Alerts.
- Your position will be posted on **SGR's Website**, GovernmentResource.com, which has more than 36,000 visitors per month.
- Your position will be posted on **SGR's Job Board**, SGRjobs.com, which averages more than 16,000 unique visitors per month and has over 1,600 jobs listed at any given time.
- SGR has a social media expert on staff, who provides a **comprehensive social media marketing campaign** that includes **custom-made graphics** and distribution on Facebook, Twitter, Instagram, and LinkedIn.

- Approximately 65% of semifinalists selected by our clients learned about the open recruitment through via our website, servant leadership e-newsletter, job board, social media, job alert emails, or personal contact.

Collective Local Government Experience

Our recruiters have years of experience in local government and both regional and national networks of relationships. The entire executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis, in both local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all of the relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should or will be demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR obviously cannot, and would not, guarantee the makeup of the semifinalist or finalist groups, SGR does have relationships and contacts nationwide to encourage the meaningful participation of underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Trust of Candidates

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

Accessibility & Communication

Your executive recruiter is accessible at all times throughout the recruitment process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

Project Personnel

Larry Gilley, Senior Vice President

LarryGilley@GovernmentResource.com

Cell: 325-660-4208



Larry Gilley joined SGR in 2016. He previously served for more than 38 years in leadership roles in Texas cities. He served as City Manager for the City of Abilene from June 2002 until his retirement. Prior to joining the City of Abilene, Larry served as City Manager for the City of San Marcos, Texas, for almost 14 years. He began his career in municipal government as City Manager in Bovina in 1976 and later served as City Manager in Panhandle.

Larry has been active in his professional association and is a member of the International City/County Management Association (ICMA) and the Texas City Management Association (TCMA) and is Past President of that organization. He served on the Board of the Texas Municipal League Intergovernmental Risk Pool (TMLIRP) and served as Chair of that organization. He has served on the MPA Advisory Council at Texas State University, where he also served as an Adjunct Graduate Faculty member. He holds a Bachelor of Arts in Political Science from Texas Tech University and a Master of Public Administration from Texas State University.

ICMA awarded Larry its professional service award for In-Service Training, and the Cen-Tex Chapter of the American Society of Public Administration recognized him as "Professional Administrator of the Year." Larry is also a recipient of a Lifetime Achievement Award from TCMA and is a Life Member of that organization.

3- Past Performance

References

Town of Erie, Colorado

Population: 26,000

Farrell Buller, Deputy Town Manager

Email: fbuller@erieco.gov

Phone: 303-926-2792

Recruitment: City Manager, 2018

City of Pflugerville, Texas

Population: 60,000

Victor Gonzales, Mayor

Email: victor.gonzales@pflugervilletx.gov

Phone: 512-990-6101

Recruitment: City Manager, 2018

City of Springfield, Oregon

Population: 62,000

Chaim Hertz, Human Resources Director

Email: chertz@springfield-or.gov

Phone: 541-726-3705

Recruitment: City Manager, 2019

Colorado City/Town/County Manager Recruitments - 2016 to Present

- Craig, Colorado (pop. 9,000) - City Manager
- Erie, Colorado (pop. 26,000) - Town Administrator
- Gunnison, Colorado (pop. 6,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Northglenn, Colorado (pop. 37,000) - City Manager
- Routt County, Colorado (pop. 23,000) - County Manager, in progress
- Vail, Colorado (pop. 5,000) - Town Manager

City/Town/County Manager Recruitments, Populations of 30,000 or more - 2016 to Present

- Amarillo, Texas (pop. 200,000) - City Manager
- Ballwin, Missouri (pop. 30,000) - City Administrator
- Beavercreek, Ohio (pop. 45,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager, in progress
- Blaine, Minnesota (pop. 65,000) - City Manager
- Bozeman, Montana (pop. 45,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - County Administrator
- Carrollton, Texas (pop. 130,000) - City Manager

- Clackamas County, Oregon (pop. 400,000) - County Administrator
- Clallam County, Washington (pop. 75,000) - County Administrator
- Clark County, Washington (pop. 471,000) - County Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Davenport, Iowa (pop. 100,000) - City Administrator
- Des Moines, Washington (pop. 30,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager, in progress
- Hot Springs, Arkansas (35,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager, in progress
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Jupiter, Florida (pop. 60,000) - Town Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Lawton, Oklahoma (pop. 94,000) - City Manager
- Lenexa, Texas (pop. 55,000) - City Manager
- Lynchburg, Virginia (pop. 81,000) - City Manager
- Murfreesboro, Tennessee (pop. 130,000) - City Manager
- Midland, Michigan (pop. 42,000) - City Manager
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Northglenn, Colorado (pop. 37,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- Pflugerville, Texas (pop. 60,000) - City Manager
- Plant City, Florida (pop. 38,000) - City Manager
- San Marcos, Texas (pop. 60,000) - City Manager
- Spokane Valley, Washington (pop. 95,000) - City Manager
- Springfield, Missouri (pop. 167,000) - City Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- St. Charles, Missouri (pop. 67,000) - Director of Administration
- Stillwater, Oklahoma (pop. 50,000) - City Manager
- Temple, Texas (pop. 75,000) - City Manager
- Topeka, Kansas (pop. 127,000) - City Manager
- Victoria, Texas (pop. 67,000) - City Manager

4 - Fee Proposal & Service Guarantee

All-Inclusive Maximum Price:

\$24,900

All-inclusive maximum price includes:

- **Marketing**
 - Production of a professional position profile brochure
 - Custom-designed graphics for social media and email marketing
 - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
 - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
 - Featured job placement on SGR's website
 - Featured ad on SGR's job board
 - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
- **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists.
- **Comprehensive Media Reports** for up to five (5) finalists.
- **Comprehensive Background Investigation Reports** for up to five (5) finalists.
- **Comprehensive Reference Checks** with individual reports for up to five (5) finalists.
- **Up to Two (2) onsite visits** by the Recruiter to the Organization.

Supplemental Services

The supplemental services listed below are not included in the all-inclusive maximum price:

- Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.
- There is a \$250 Change Fee per occurrence for any changes made to the Position Profile Brochure after the brochure has been approved by the client and the position has been posted.
- Additional online interviews (over and above the twelve (12) included in the all-inclusive maximum price above) are offered for \$225 per candidate.
- Additional reference checks via (over and above the five (5) included in the all-inclusive maximum price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the twelve (12) included in the all-inclusive maximum price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the all-inclusive maximum price above) are offered for \$400 per candidate.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link (or a flash drive, if requested). Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost. Flash drives are billed at \$10 each.
- Additional in-person visits (over and above the two (2) in-person visit included in the all-inclusive maximum price above) by the Recruiter will be billed over and above the not-to-exceed maximum price. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.

- Candidates are reimbursed directly by the client for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. Written summary of results is provided to the organization.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- If desired, the Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses.
- In the unexpected event the client shall request that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the client desires any supplemental services not mentioned in this section, an estimate of the cost and hours will be provided, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

Billing

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

Service Guarantee

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

Larry D. Gilley

Professional experience

June 2016 – Present

Strategic Government Resources

Senior Vice President, Executive Recruitment

- Manage all tasks associated with the recruitment and selection of candidates for government sector positions. The process includes development of the position profile, recruitment of qualified candidates, screening of all potential candidates and making recommendations to the governing body or hiring authority, facilitating interviews, conducting background reviews of candidates and assisting in the on-boarding process for the candidate selected for the position.

June 2002 – October 2014

City of Abilene, Texas

City Manager

- Manage a full-service city of 116,000 with approximately 1,200 employees. Administer a budget of \$160 Million. I have directed significant organizational initiatives that have improved service delivery and reduced costs. In addition, I have managed a staff reduction process resulting in significant savings. I have also directed an organizational review that resulted in realignment of functions and process-centered operational improvements.

September 1988 – June 2002

City of San Marcos, Texas

City Manager

- Managed a full-service city of 40,500 with 16 departments and 500 employees. Administered a budget of \$85.3 Million. Developed a management team that produced significant results in economic development, service delivery, natural resource protection, tourism, and fiscal stability.

February 1987 – September 1988

City of San Marcos, Texas

Assistant City Manager

- Managed nine departments with full management discretion and responsibility. Administered budget, human resources, information technology, finance, and other internal service departments. Developed

a personnel-downsizing plan resulting in significant savings. Implemented a comprehensive MIS plan and coordinated the installation and conversion of a new data processing system.

August 1977- February 1987

City of Panhandle, Texas

City Manager

- Developed and implemented the City's first automated budgetary accounting system. Improved the city's fiscal position by implementing comprehensive fiscal policies. Coordinated numerous capital projects including a new general aviation airport, City Hall, and public safety facilities.

February 1976 – August 1977

City Manager

City of Bovina, Texas

- Served as the city's first professional manager. Developed policies and procedures for Council-Manager form of government, developed budgeting procedures, and wrote the city's first personnel policies.

Education

Masters of Public Administration

Texas State University

Bachelor of Arts

Texas Tech University

Major: Political Science

Minors: Sociology; Secondary Education

Public Executive Institute

LBJ School of Public Affairs and Texas City Management Association

Professional memberships

International City/County Management Association (Committee on Workplace Diversity, Life Member)

Texas City Management Association (President, Vice President, Board of Directors, Professional Development Committee Chair, Ethics Committee Chair, Life Member)

Colorado City/County Management Association

Texas Public Power Association (Board of Directors)

Texas Municipal League Intergovernmental Risk Pool (Board of Directors, Chair)

Texas State University (Adjunct Graduate Faculty, Vice President MPA Advisory Council)

Awards/Honors

Texas City Management Association- Lifetime Achievement Award

International City/County Management Association- In-Service Training Award in Memory of Clarence E. Ridley

American Society of Public Administration- CenTex Chapter, Professional Administrator of the Year

Texas State University- Distinguished Alumni (Public Administration)



A. Cover letter

July 22, 2020

Mr. Armando Guardiola
Director of Human Resources
City of Commerce City
7887 East 60th Avenue
Commerce City, CO 80022

Dear Mr. Guardiola:

Baker Tilly Virchow Krause, LLP (Baker Tilly) appreciates the opportunity to submit the following proposal for executive search firm services to the City of Commerce City 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 an executive recruitment firm. However, we believe that our unique approach, highly regarded customer service, record of success, our experience and overall ability to identify, recruit and place top-level executives in similar roles, sets us apart from our competitors. Additionally, we offer the following unique features:

- **Customized profile development:** essential to our outreach, marketing & recruitment process
- **Proprietary management/leadership assessment reports**
- **Link to one-way semifinalists' video interview responses to position specific questions**
- **Proprietary online application & document management tool**

Project team leader

Edward G. Williams, Ph.D., Director
T: +1 (214) 842 6478
E: edward.williams@bakertilly.com

Additional project team members

Chuck Rohre, Firm Director
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Cecilia Hernández, Recruiting Coordinator

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E: cecilia.hernandez@bakertilly.com

Jenelle McDonald, Recruiting Coordinator

T: +1 (214) 466 2445

E: jenelle.mcdonald@bakertilly.com

This proposal details about our approach, expertise, references and pricing for this executive recruitment. The Baker Tilly team would consider it a professional privilege to provide these services to the City of Commerce City.

Very truly yours,

BAKER TILLY VIRCHOW KRAUSE, LLP



Chuck Rohre, Firm Director

Authorized Representative

M: +1 (214) 608 7477

E: chuck.rohre@bakertilly.com



Edward G. Williams, Ph.D., Director

Project Team Leader

M: +1 (214) 608 6363

E: edward.williams@bakertilly.com

B. Method

The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.

Our understanding of Commerce City's needs

We understand the City is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your City to identify its next City Manager.

Baker Tilly public sector executive recruiters will work with your City Council, Director of Human Resources and others designated to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for this recruitment. The information we gather helps us customize an executive recruitment marketing, recruitment and outreach strategy that presents the City of Commerce City as a progressive municipal organization, that values integrity, collaboration, innovation, respect and excellence which “delivers excellent public services and customer experiences by anticipating needs, embracing diversity and fostering relationships to sustain a growing and vibrant community.” Additionally, we present your community as a fast growing, vibrant, family friendly city, with outstanding amenities and affordable housing where individuals of all age groups can work, live and play.

We recognize that there is significant competition for experienced local government managers, leaders and executives today. For this reason, we work with you to develop recruitment strategies that include an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities or who may be waiting for the right opportunity. Thus, we use our existing resources, successful methods and approaches to inform and encourage qualified professionals to consider and apply for opportunities such as those you may have in your organization. We believe that these efforts are essential to ensuring that your City receives and is able to select from a large number of qualified candidates.

Baker Tilly manages and tracks applicant information and provides regular communications, updating the applicants on the status of each recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide your City with comprehensive details and information about each candidate we present; expanding beyond applications, cover letters and resumes to better understand, compare and contrast individual professional experience, leadership traits and the management style he or she would bring to your organization. Furthermore, we explore and attempt to understand their motivation for pursuing each career opportunity. We also are able to provide you with a fully customized interview process to include suggested questions, interview day scheduling and planning, as you deem necessary or appropriate. Additionally, the lead consultant is available to you, or your designee, before, during and after each interview session and can facilitate your deliberations and employment offer and negotiations with the individual you select as finalist.

Proposed solution to meet Commerce City's needs

Edward Williams, project team leader, will conduct your recruitment out of our Plano, Texas office. Our highly regarded executive recruitment process includes five major tasks:

Task I: kickoff, marketing, recruitment and outreach

- We schedule and meet with your City's elected officials, appointed management team members and/or key stakeholders, as instructed, to understand your leadership vision, strategic directions and candidate expectations, then use the information we gather to develop a candidate profile, which will require your input and final approval. We consider the profile our search baseline.

Task II: execution of recruitment strategy and identification of quality candidates

- Using the profile you approve, we develop a colorful, informative and very appealing brochure, then embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profile.
- Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects who we identify by building a detailed query into our searchable applicant database.
- Using our proprietary applicant tracking system, we communicate with all applicants about the process, our established timelines and next steps in the process.

Task III: screening of applicants and recommendation of semi-finalists

- Once we identify those applicants who most closely matches your desired profile, we assign them several tasks including our Due Diligence Questionnaire and our Candidate Questionnaire, while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment and individual continuation in our process.
- We also provide selected applicants with a link that will take them to our proprietary one-way video interview portal. There, the candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy as it relates to your desired profile.
- Once we gather the responses from the items listed above, we prepare and provide you with an electronic (pdf) Semi-Finalists Report listing 10 to 15 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters and Due Diligence Questionnaire responses.
- We then ask you to identify a smaller group of four or five, and one alternate, who we label as finalist. We then ask this smaller group (finalists) to complete our management and leadership style assessment, which provides us with additional information, including development needs, strengths, personality and behavior analysis. This tool provides us with additional information about each finalist, which we have found to be important to the selection process.

Task IV: conducting background checks, reference checks and academic verifications

- We secure authorization from each finalist to conduct a comprehensive background check and reports

Background checks will include information from the following areas:

Consumer credit	Bankruptcy
City/county – criminal	State district Superior Court – criminal
City/county – civil litigation	State district Superior Court – civil
Judgment/tax lien	Federal district - criminal
Motor vehicle driving record	Federal district – civil litigation
Educational verification	Sex offender registry

To ensure the overall quality standards of our process, we require a minimum of 10 business days between the time you identify finalists for individual interviews, (onsite or virtual) and the time we are able to provide you with our Final Report which includes all information gathered throughout the process.

- We secure a list of up to 10 (current or former supervisors, peers or direct reports) from each finalist then contact references
- We provide you with a report summarizing all responses to our customized reference questionnaire
- We verify academic credentials and professional certifications
- We conduct an exhaustive review of social and electronic media sites and other publications, including blogs, to identify any information that may be germane to the hiring of each individual you interview
- Comprehensive references check and report

Task V: final interview process

- Upon completion of Task IV, we will work with your City Council to develop the final interview process. We can customize the final interview process according to your needs and desired outcomes, functions of the position, preference and directives. This will include steps that are important to you. As such, the final interview process may include interviews with City Council and staff, City tours and interaction with City employees and community members. Recognizing the impact of national and state imposed travel restrictions in response to the COVID-19 Pandemic, we are able to adjust and conduct these steps virtually, to include separate interview panels.
- Prior to the interviews we provide documentation on each of the finalists, highlighting leadership and management profile (Gap Analysis) and a summary of our comprehensive/customized reference checks, background report 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.

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.

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 Commerce City Manager opportunity. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know that the Baker Tilly executive recruitment team will fairly consider each application on qualifications and the established profile.

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.

Timeline

The following is an estimated timeline for an executive recruitment process. The Baker Tilly public sector team leader will discuss your anticipated or desired timeline during the initial kickoff meeting. It is our intent to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. As such, we consider this timeline a preliminary schedule for an executive recruitment, based on a mutually agreed upon commencement date. Once you approve, and based on mutual agreement, we will provide actual dates in our service agreement.

City of Commerce City Executive Recruitment Preliminary Timeline		
The following timeline represents a preliminary schedule for your executive recruitment based on a mutually agreed upon commencement date. For the purpose of this proposal, we label Target Dates as To Be Determined (TBD). Our agreement will include actual and specific target dates developed, reviewed and approved by your organization.		
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	TBD
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	TBD

	<ul style="list-style-type: none"> – 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 	
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 	TBD
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 	TBD
Employment offer made / accepted	<ul style="list-style-type: none"> – The City extends employment offer to selected candidate 	TBD

Priority for your recruitment

The Baker Tilly Public Sector Executive Recruitment Team understands the importance of each assignment and makes each executive search a priority, while ensuring effective, efficient and responsive service delivery. For this reason, we continuously review the current workload assigned to each consultant, and make necessary adjustments when needed, to ensure that we remain true to our commitment of meeting, often exceeding, all timelines and deliverables as agreed.

Familiarity with laws of the State of Colorado

The Baker Tilly public sector executive recruitment team has a long history of conducting successful recruitments for cities and counties in the State of Colorado, with more than 13 conducted since 2015. Since 2010, we have conducted nearly 800 recruitments nationwide in 37 states and believe it is important to advertise nationally, yet we utilize a regional focus to attract candidates that are more knowledgeable about the nuances of working in Colorado. We remind candidates throughout the process that any information provided during the process will become public information. We believe in transparency and always provide our clients with a Master Applicant List (MAL) of all candidates as well as a digital packet of applicant materials for review and retention by the client. Because of our extensive experience, Baker Tilly Public has the knowledge and perspective to provide “best practice” suggestions we have used with other cities and counties throughout Colorado to ensure development of a seamless and transparent process to narrow down the field of qualified candidates, conduct comprehensive background reviews and recommend a variety of public interview process options that we customize to each client’s unique needs – while complying with all state and local laws.

Use of City-owned equipment or facilities

We generally do not require the use of City-owned equipment or facilities beyond interview rooms for the selection process. However, responding to the current social distancing and related safeguards required to protect all parties from the global pandemic, we have the ability to conduct the process virtually and therefore would require no City-owned facilities.

C. Qualifications of contractor and key personnel

Firm introduction

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.

Within Baker Tilly, our executive recruitment team consists of 10 recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with villages, cities, counties, special districts and school districts and the many different disciplines that comprise the Commerce City organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and personal touch in our internal standard and commitment to outstanding services that meets or exceed your expectations. Since 2015, our combined consultant team has conducted more than 500 executive searches.

The Baker Tilly project team will collaborate with your City Council, Director of Human Resources and/or designated staff as your technical advisor. As such, we conduct our recruitment processes in a clear, effective, efficient, transparent and professional manner consistent with “best practices” in the public sector executive recruitment space. Our agenda is clear; *“our agenda is your agenda.”* Our objective is to generate a reasonable list of highly qualified candidates and assist you with the screening and evaluation of these candidates to identify your next City Manager.

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 exceptional, qualified candidates.


Since its beginnings, our firm has 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 outstanding services and leading-edge products.

Project team



We configured the Baker Tilly project team specifically to meet or exceed the City of Commerce City expectations.



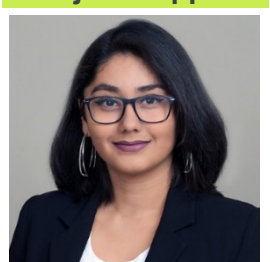

The project team represents experienced professionals who will be working on your City Manager recruitment. As such, we have selected a team of consultants who understands the traits, attributes and characteristics essential to success in this position to meet four specific objectives for your organization. First, this team represents experienced professionals who will directly champion every aspect of your project to a successful culmination. Second, the team brings a range of expertise to identify and classify competent applicants according to your business service requirements. Third, this team brings a national perspective, experience and the knowledge necessary to achieve your established objectives. Fourth, our approach exemplifies our commitment to personal and professional responsibility for the services and outcomes we deliver to Commerce City.

Project team leader

Consultant	Edward G. Williams, Ph.D., Director
	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 municipal government, community and educational institutions. His areas of expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development, for the City of Missouri City; deputy personnel director, State of Missouri and Training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, Educational Specialist degree in Higher Educational Administration; Master of Higher Education Administration, and Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in the Spanish language.

Additional project team members

Consultant	Chuck Rohre, Firm Director
	Chuck is firm director with Baker Tilly's executive recruitment practice group. He 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 practice to ensure best practices, quality control and customer service goals are met. Chuck has more than 35 years of experience in managing and consulting in both the private and public sectors. He has served as police chief and director of public safety for North Texas municipalities with populations ranging from 9,000 to more than 200,000. Chuck has an extensive and successful track record of completed searches across the nation, especially in Texas, Colorado, Arizona and the Midwestern region. He has led more than 400 recruitment engagements in 27 states. Chuck holds a master's degree in Human Relations and Management as well as a Bachelor of Science degree in Career Development from Abilene Christian University.
Consultant	Art Davis, Director
	Art is a director in Baker Tilly's executive recruitment practice. He is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He has more than 30 years of experience in local government, executive recruitment and organizational management. Art has served as a city administrator in Missouri and in other local government positions in Kansas. He specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits. Art earned a Master of Public Administration from the University of Kansas as well as a Bachelor of Arts, Political Science and Public Administration from William Jewell College.

Consultant	Patricia Heminover, Director
	<p>Patty has been with the firm since 2010. She has more than 20 years of public education experience, most recently as superintendent of South St. Paul Schools in South St. Paul, Minnesota. She brings considerable experience developing budgets, leading organizational and process improvements and successfully overseeing conflict resolution. Patty was also South St. Paul Schools' director of human resources and finance, prior to serving as its superintendent. She served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its director of human resources and business services for six years. Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota. She earned a Master of Education, Administration from Minnesota State University.</p>
Consultant	Sharon Klumpp, Director
	<p>Sharon is a director with Baker Tilly with Baker Tilly's executive recruitment team. She is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. She has worked on behalf of local governments for more than 35 years and partnered with them to build strong organizations. Sharon has served in city administration roles in Minnesota and Michigan and executive positions for two large local agencies. She specializes in providing executive recruitment, organizational management, and facilitation services to local governments and nonprofits. Sharon holds a Master of Public Administration from the University of Kansas as well as a Bachelor of Arts in Political Science from Miami University.</p>
Project Support	Cecilia Hernández, Recruiting Analyst
	<p>Cecilia is a recruiting coordinator with Baker Tilly's executive recruitment group. She started as an intern in September 2017. In her role as recruiting coordinator she works with Baker Tilly consultants in the initial screening and vetting of candidates. She creates reports, submits profiles to conduct background checks and verification of their education, and keeps in contact with candidates throughout the recruitment process. Cecilia is experienced in working with local governments. Prior to employment with Baker Tilly, she worked in implementing retention of local government records. Cecilia holds a Master of Public Affairs from the University of Texas at Dallas with a Local Government Concentration and a Bachelor of Science in Public Affairs from the University of Texas.</p>
Project Support	Jenelle McDonald, Recruiting Analyst
	<p>Jenelle is a recruiting coordinator with Baker Tilly. She is responsible for supporting the consultants throughout the entire scope of the recruitment process, as well as providing administrative support. In this role, Jenelle designs and develops recruitment brochures, coordinates communications with candidates, processes resumes and distributes candidate questionnaires. She is also responsible for providing support to candidates regarding technical and logistical issues. She assists the consultants in scheduling semifinalist interviews, submitting profiles for background checks and education verification, as well as notifying the candidates of project status. Her responsibilities extend to editing presentations, advertisement placement and general office administration. Jenelle is a very task oriented professional with more than 15 years of experience in office administration. She earned her bachelor's degree in General Business at Arlington Baptist College.</p>

Full project team resumes are provided in Appendix I.

D. Past performance

Edward Williams is the designated project leader for your City Manager executive search. Feel free to contact Edward, or any of the individuals listed, to verify the quality of work Baker Tilly has consistently delivered to each client as part of these recently completed executive recruitment projects.

City of Port Arthur, Texas			
Name	Tameka A. Williams	Title	Director of Human Resources
Phone	(409) 983 8213	Email	Tameka.williams@portarthurtx.gov
Services	City Manager Executive Search (2019)		
City of Beeville, Texas			
Name	Gabriela Hernandez	Title	City Secretary
Phone	(361) 358 4641	Email	gabby.hernandez@beevilletx.org
City of Paris, Texas			
Name	Gene Anderson	Title	Finance Director
Phone	(903) 785 7822	Email	ganderson@paristexas.gov
Services	City Manager Executive Search (2020)		

E. Exclusions and additional services

As required by Section III(E) of the RFP, we hereby take exception to sections I(C), IV, and V(B)(1) of the Agreement for Professional Services. If selected, in order to ensure the final agreement accurately reflects the services to be provided, we would require the ability to negotiate these sections and propose additional provisions prior to executing a final agreement.

F. Additional information

Recruitment solutions during the Covid-19 Pandemic

In response to the COVID-19 Pandemic, the Baker Tilly executive recruitment team will work closely with the Commerce City designated point of contact to develop alternative methods to complete all aspects of our established search processes using existing technologies and ensuring the overall safety of all involved, which may require virtual or telephonic meetings or interviews. Notwithstanding, we will creatively collaborate with your organization to gather and provide you with critical information essential to your hiring decisions.

When the time arrives for the City to interview candidates, we will respect and comply with the guidelines established and recommended by local, state or federal, public health or medical professionals, including social distancing and related guidelines or protocols.

The project team leader for your recruitment has successfully organized and directed several successful virtual and on-site interview processes following the prescribed social distancing protocols and best practices. As such, Edward is able to provide corresponding on-site support and assistance, if requested.

Triple guarantee

We define the success of a smooth, seamless, effective and responsive executive recruitment that culminates with the hiring of an accomplished City Manager who matches the profile we developed to this end. We further define success by the identification and presentation of an acceptable number of well-qualified applicants for the City Council members to interview.

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. This is why we offer a tri-fold, industry leading triple guarantee.

1. First, we commit to remain with each recruitment until you have identified a finalist and made an appointment for the fees and tasks quoted in this proposal. In the event you are unable reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants for you to consider until you find a finalist.
2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason) we will repeat the executive search at no additional professional fee, but will include project-related expenses. *Please note that candidates appointed from within your organization do not qualify for this guarantee. Furthermore, 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 agreement, for any other positions, while the candidate remains in your employ.

G. Fee proposal

Professional fee

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. Baker Tilly is not responsible for candidates travel expenses, incurred because of travel to client location generally for on-site interviews. Clients generally handle these matters directly with applicant.

Feel free to direct all questions regarding the professional fees and project-related expenses to Edward Williams via email at edward.williams@bakertilly.com or via phone at (214) 608 6363.

Phase	Description of Professional Services	Fee
Phase I	Task 1 Project kickoff; candidate profile; development of marketing, recruitment and outreach strategy (includes one day virtual or in person project team leader consultation with elected officials, hiring authorities or designee)	\$4,850
	Task 2 Acknowledge applications and begin reviewing and classification of all applicants	\$4,850
Phase II	Task 3 Develop and assign Due Diligence Questionnaire, Applicant Questionnaire, One-Way Video Interview questions (customized to each search); review responses; prepare electronic Semi-Finalist Report for client evaluation and selection of potential finalists (includes one day virtual or in person project team leader consultation with elected officials, hiring authorities or designee)	\$6,150

	Task 4 Secure up to eight references; conduct background check that includes, but is not limited to consumer credit, bankruptcy, city/county (criminal), state district superior court, city/county (civil litigation), state district Superior court (civil litigation), judgments/tax liens, federal district (criminal), motor vehicle driving record, federal district (civil litigation), academic credentials verification, professional certification verification, social security, sex offender registry, etc.; administer leadership/management assessment, Finalist Report, (resumes, cover letter, Due Diligence Questionnaire, Candidate Questionnaire Response, Reference Report, media presence and social media check report)	\$3,800
Phase III	Task 5 Interview process preparation, invitations, technical support, suggested interview questions; final process/on-site interviews with finalists (includes two days on site or virtual assistance by project team leader)	\$4,850
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500

Baker Tilly may consider a professional fee reduction by 10% for each *subsequent executive recruitment, not to exceed 25% of the proposed cost on any single search during the subsequent 12-month period.*

Appendix I: Project team resumes

Edward G. Williams, Ph.D.

Edward Williams, a director at Baker Tilly, brings character, competence and expertise to every search.



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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

- 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

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.



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Firm Director

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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. Additionally, he ensures the delivery of best practices, quality control and customer service goals.

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.



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Director

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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

Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.



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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. She 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, co-superintendent of schools, director of human resources and finance, director of human resources and business services 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 (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, Member
- State Negotiators Association,
Minnesota School Board Association
- Patty has 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

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.



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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)

Cecilia Hernández

Cecilia Hernandez is a recruiting coordinator with Baker Tilly's executive recruitment practice.



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Recruiting Coordinator
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Languages

English
Spanish

Education

Bachelor of Science, Public Affairs
University of Texas at Dallas (Richardson, Texas)

Master of Public Affairs with a Local Government
Concentration
University of Texas at Dallas (Richardson, Texas)

Cecelia is responsible for supporting the consultants throughout each recruitment process and keeps in contact with the candidates for any questions or concerns they have.

Specific experience

- Communicates with and sends out candidate questionnaires to candidates once the field of applicants for a position has narrowed to a smaller group
- Responsible for creating reports used and sent to clients, submits candidates' information for background checks and verification of their education, as well as scheduling interviews for finalists
- Worked for a Texas city government as the records management clerk and provided administrative support for the city secretary department; responsibilities were extended to also provide support for the City Manager and prepare for City Council meetings
- Worked for a Dallas area university humanities department; worked closely with event coordinator and manager to ensure that programs and events scheduled ran smoothly; was a contact for students and provided support

Jenelle McDonald

Jenelle McDonald, a recruiting coordinator at Baker Tilly, has been with the firm since 2016.



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Recruiting Coordinator

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jenelle.mcdonald@bakertilly.com

bakertilly.com

Education

Bachelor of Science, Business Management
Arlington Baptist College (Arlington, Texas)

She assists in the organizational management of executive recruitments. Her responsibilities include conducting research, organizing workflow, coordinating information and resources, and assisting candidates and clients throughout all phases of an executive recruitment. In addition, she also facilitates recruitment brochure design and is responsible for training new executive recruitment support staff.

Prior to joining the Baker Tilly team, Jenelle was an operations manager with a real estate investment firm where she handled accounts payable, marketing, project budgeting, home renovations, tenant communication and investor dividend payments. Jenelle has over fifteen years of experience supporting multiple departments, specifically in branch banking and business development.