



AGENDA
SPECIAL CALLED MEETING OF THE
CHESTERFIELD CITY COUNCIL

Chesterfield City Hall
690 Chesterfield Parkway West
Monday, May 9, 2016
7:30 PM

- I. CALL TO ORDER** – Mayor Bob Nation
- II. PLEDGE OF ALLEGIANCE** – Mayor Bob Nation
- III. MOMENT OF SILENT PRAYER** – Mayor Bob Nation
- IV. ROLL CALL** –City Clerk Vickie Hass
- V. APPROVAL OF MINUTES** – Mayor Bob Nation
 - A. City Council Meeting Minutes** – April 28, 2016
 - B. Executive Session Meeting Minutes** – May 2, 2016
 - C. Public Hearing Minutes** – May 2, 2016
 - D. City Council Meeting Minutes** – May 2, 2016
- VI. COMMUNICATIONS AND PETITIONS** – Mayor Bob Nation
- VII. INTRODUCTORY REMARKS** Mayor Bob Nation

VIII. OLD BUSINESS – Mayor Bob Nation

- A. Review of search firm proposals for City Administrator search**
- B. Selection of search firm and process for City Administrator search**

IX. NEW BUSINESS – Mayor Bob Nation

X. ADJOURNMENT

NOTE: City Council will consider and act upon the matters listed above and such other matters as may be presented at the meeting and determined to be appropriate for discussion at that time.

Notice is hereby given that the City Council may also hold a closed meeting for the purpose of dealing with matters relating to one or more of the following: legal actions, causes of action, litigation or privileged communications between the City's representatives and its attorneys (RSMo 610.021(1) 1994; lease, purchase or sale of real estate (RSMo 610.021(2) 1994; hiring, firing, disciplining or promoting employees with employee groups (RSMo 610.021(3) 1994; bidding specification (RSMo 610.021(11) 1994; and/or proprietary technological materials (RSMo 610.021(15) 1994.



RECORD OF PROCEEDING

SPECIAL MEETING OF THE CITY COUNCIL OF THE CITY OF CHESTERFIELD AT 690 CHESTERFIELD PARKWAY WEST

APRIL 28, 2016

The meeting was called to order at 5:30 p.m.

President Pro Tem Barry Flachsbart led everyone in the Pledge of Allegiance and followed with a moment of silent prayer. Mayor Bob Nation announced that he was out of town and would be participating via conference call, but President Pro Tem Flachsbart would be officiating the meeting in Mayor Nation's absence.

A roll call was taken with the following results:

PRESENT

Councilmember Barry Flachsbart
Councilmember Barbara McGuinness
Councilmember Bridget Nations
Councilmember Guy Tilman
Councilmember Dan Hurt
Councilmember Randy Logan
Councilmember Tom DeCampi
Councilmember Bruce DeGroot

ABSENT

Mayor Bob Nation
(participated via conference call)

COMMUNICATIONS AND PETITIONS

Ms. Wendy Geckeler, 26 Chesterfield Lakes, inquired of Mayor Nation the reason for the delay in initiating a search for a new City Administrator. She also asked for an estimate of how long the search process would take to complete and what the cost may be. Mayor

Nation responded that he had recommended initiating a search immediately following Mr. Herring's retirement announcement, but Council did not agree.

Ms. Patty Vietmeier, 186 Kendall Bluff Court, encouraged City Council to initiate a professional search for City Administrator, allowing female candidates an equal opportunity.

Mr. Ron Cawood, 16992 Riverdale Drive, encouraged City Council to initiate a professional search for City Administrator.

DISCUSSION TOPIC – POTENTIAL SEARCH FOR CITY ADMINISTRATOR

Management Analyst James Mello summarized the information provided pertaining to tonight's discussion. He explained that two executive search firms [Strategic Government Resources (SGR) and GovHR USA (GHR)] have submitted documents, including draft proposals. From the information provided, along with additional research and understanding of the executive search process, costs can range from \$25,000 to \$35,000 and can take anywhere from four to ten months to complete. The expedited version is about four months and would have someone in place no sooner than late October or early November, assuming meetings and travel dates are able to line up and expedite quickly. Mr. Mello continued by explaining the first step in any national search process is a position profile. A position profile would be developed by an outside search firm. They would interview Councilmembers, department heads and key staff in order to determine the ideal characteristics for the City Administrator position.

Mr. Mello continued by explaining that one of the two search firms (SGR) recommended a hybrid approach described as a readiness assessment since there is an internal candidate. The purpose of the readiness assessment is to vet the internal candidate and to determine whether or not the internal candidate is highly competitive with the national labor pool for similar positions based upon similar searches. This process would provide the Council with an independent recommendation, based upon a rigorous assessment and their comprehensive professional experience as to whether or not the internal candidate would be highly competitive with candidates that would be attracted through a full scale competitive search. If the candidate was determined to not be competitive, the work product created in the readiness assessment would still be valuable in conducting the full nationwide search. Estimated cost for a readiness assessment is \$7,000 to \$9,000 and would take approximately two to three weeks to complete.

Councilmember DeCampi asked Mr. Mello who approached SGR. Mr. Mello responded that Staff, including Mr. Geisel, Chief Johnson and himself approached SGR for the purpose of gathering information, and that Mr. Geisel has since removed himself from the process. Councilmember DeCampi expressed concern that Mr. Geisel, as a candidate, should not have directed any part of the process. Councilmember Hurt stated that SGR was not contacted at the discretion of Mr. Geisel, but was mentioned by one of the speakers at a previous City Council meeting as well as Mayor Nation. Councilmember

DeGroot asked Mr. Geisel what specific involvement he had in the process. Mr. Geisel responded that he made the initial contact because Mayor Nation indicated he had spoken with several Cities that have done searches, specifically Maryland Heights and Ballwin. Mayor Nation further indicated that he spoke to Gary Holland of SGR. Mr. Geisel contacted the City Administrators of Maryland Heights and Ballwin. He also contacted, by telephone, both SGR and GHR asking for information. The information was simply collected and passed on. He immediately acknowledged his situation to the search firms and told them that he was turning this project over to other individuals. Mr. Geisel stated that he made his situation clear and separated himself, very early on, from the process.

Councilmember DeCampi suggested forming a search committee and selecting a Chair for that committee. He suggested that any Councilmember who had publically stated support for appointing Mr. Geisel without a full search should not be part of this committee. Councilmembers Logan and Nations commented that no one would willingly give up their right to be fully involved in this process and it would not be fair to exclude anyone. President Pro Tem Flachsbart stated that he sees this particular issue as one to be handled by a committee of the whole, where the committee consists of all members of Council with Mayor Nation acting as Chair.

Mr. Ron Holifield, Chief Executive Officer of SGR, joined via conference call and gave a summary of the process, and two potential options (readiness assessment and full service search). He stated that a readiness assessment is designed to take all of the vetting components of a full service search and hone in on one or more internal candidates. Virtually everything that is done in a full service search is done in a readiness assessment, only in a more compressed and focused environment. Any internal candidates would receive two assessments. The DISC Management Profile analyzes and reports comprehensively on the candidates' preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. The I-OPT Assessment is designed as a team tool that measures how a person perceives and processes information, and this has an impact on what motivates a person, how a person sees an issue, and how that person interacts with others on team projects. I-OPT will plot the individual with the management team, the direct reports and the Mayor and Council. SGR will come on-site and interview all direct reports, the Mayor and Council, as well as any other key people who are not direct reports. Any internal candidates will complete a comprehensive questionnaire and an online recorded interview. They will also prepare a first year game plan. These results are then compared with comparable communities in order to determine whether or not the internal candidates would be competitive in a national search. When asked if he would recommend doing a readiness assessment alongside a national search, Mr. Holifield stated he would recommend against it, because when there is an internal candidate, there is concern that you may not get to the best possible outside candidates because of the potential risk of damaging political interests at home. This coupled with an abbreviated timeline, forces potential outside candidates to make serious decisions very quickly. Council thanked Mr. Holifield for his time and he dropped out of the conference call.

Councilmember Hurt commented that he believes everyone on the Council has a commitment to this project and he would like to allow everyone time to consider the information provided, and be ready to vote to start one or both of the processes at the May 2 City Council meeting.

Councilmember Hurt also requested Mr. Mello obtain a second opinion, before the May 2 City Council meeting, from one or more other search firms regarding the readiness assessment and whether they believe it is a useful tool.

Councilmember Flachsbart requested Mr. Mello try to get responses from additional search firms before the May 2 City Council meeting.

Councilmember DeGroot requested Mr. Mello compile a list of the firms contacted, along with notation of response or no response received, before the May 2 City Council meeting.

ADJOURNMENT

There being no further business to discuss, President Pro Tem Flachsbart adjourned the meeting at 6:55 p.m.

President Pro Tem Barry Flachsbart

ATTEST:

Vickie J. Hass, City Clerk



RECORD OF PROCEEDING

PUBLIC HEARING OF THE CITY COUNCIL OF THE CITY OF CHESTERFIELD AT 690 CHESTERFIELD PARKWAY WEST

MAY 2, 2016

Mayor Bob Nation called the Public Hearing to order, at 6:50 p.m. All members of City Council were present, as were City Attorney Chris Graville, Interim Co-City Administrator Mike Geisel, Finance Director Craig White and Community Services/Economic Development Director Libbey Tucker. In addition, approximately thirty-five (35) others were present and seated in the audience.

Mayor Nation stated that the purpose of this meeting was to allow for public discussion with regard to the proposed neighborhood improvement assessments in the Broadmoor Condominiums Neighborhood Improvement District (NID).

Mayor Nation recognized Ms. Libbey Tucker, Community Services/Economic Development Director, who provided a summary of the NID Petition/Process. Ms. Tucker stated that Council approved the contract at the March 21, 2016 meeting with Amcon Municipal Concrete in the amount of \$1,303,428 not to exceed \$1,400,000, as recommended by staff. Staff has also estimated an additional \$115,000 in costs related to the formation, financing and administration of the NID, which is also reflected in the financing ordinance. The bids came in slightly higher than originally anticipated, and the estimated total cost has risen to \$1,515,000 including allowances for contingency, legal, and administrative costs. A subsequent letter was recently sent to property owners notifying them of these costs. The letter included language indicating that statutes provide for cost increases up to 25% over the estimated cost before another vote of the residents would be required. In order to ease concerns, Ms. Tucker has sent a follow up letter clarifying that Staff is very confident that it can get the project done at or below the estimated cost of \$1,515,000.

At the April 20, 2016 City Council meeting, Resolution No. 421 was passed which: 1) accepted the plans and specifications for the project, 2) ordered the preparation of a proposed assessment roll, 3) set a public hearing for this evening to consider the proposed improvements and assessments, and 4) directed the City Clerk to give notice of this hearing to the residents involved. Since that time, the residents and owners of Broadmoor Condominiums have received a direct mailing of the public hearing notice and the notice was published in The Countian. The plans and specifications and proposed assessment roll have been on file in the City Clerk's office for public inspection as required by the NID Act.

Once the NID project is complete, City staff will establish the final assessment by ordinance and then notify the property owners within the district of their annual obligations. The final assessment ordinance will be placed on record with the St. Louis County Recorder of Deeds and will be collected by the City's Finance Department.

PUBLIC COMMENT

Mr. Marty Newman, 14960 Broadmont Drive, spoke in support of Bill No. 3090 (Authorizes and directs the Improvements to be made within the Broadmoor Condominiums Neighborhood Improvement District).

Mr. Dean Jeffries, 15009 Claymoor Court Unit #11, spoke in support of Bill No. 3090 (Authorizes and directs the Improvements to be made within the Broadmoor Condominiums Neighborhood Improvement District).

Ms. Susan Weitzel, 14975 Green Circle Drive, spoke in support of Bill No. 3090 (Authorizes and directs the Improvements to be made within the Broadmoor Condominiums Neighborhood Improvement District).

ADJOURNMENT

There being no further public discussion or comment, Mayor Nation adjourned the meeting at 7:10 p.m.

Mayor Bob Nation

ATTEST:

Vickie J. Hass, City Clerk



RECORD OF PROCEEDING

MEETING OF THE CITY COUNCIL OF THE CITY OF CHESTERFIELD AT 690 CHESTERFIELD PARKWAY WEST

MAY 2, 2016

The meeting was called to order at 7:15 p.m.

Mayor Bob Nation led everyone in the Pledge of Allegiance and followed with a moment of silent prayer.

A roll call was taken with the following results:

PRESENT

ABSENT

Mayor Bob Nation
Councilmember Barry Flachsbart
Councilmember Barbara McGuinness
Councilmember Bridget Nations
Councilmember Guy Tilman
Councilmember Dan Hurt
Councilmember Randy Logan
Councilmember Tom DeCampi
Councilmember Bruce DeGroot

APPROVAL OF MINUTES

The minutes of the April 20, 2016 City Council meeting were submitted for approval. Councilmember McGuinness made a motion, seconded by Councilmember Flachsbart, to approve the City Council minutes. A voice vote was taken with a unanimous affirmative result and the motion was declared passed.

Councilmember Hurt made a motion, seconded by Councilmember Logan, to suspend the rules and address Bill No. 3090 under the “Legislation” portion of the agenda. A voice vote was taken with a unanimous affirmative result and the motion was declared passed.

BILL NO. 3090 AUTHORIZES AND DIRECTS THE IMPROVEMENTS TO BE MADE WITHIN THE BROADMOOR CONDOMINIUMS NEIGHBORHOOD IMPROVEMENT DISTRICT, AUTHORIZING THE CITY COUNCIL OF THE CITY OF CHESTERFIELD, MISSOURI, TO OBTAIN FINANCING THEREFOR, AND OTHER ACTIONS IN CONNECTION THEREWITH (FIRST AND SECOND READINGS)

Councilmember Hurt made a motion, seconded by Councilmember Logan, for the first reading of Bill No. 3090. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3090 was read for the first time.

Councilmember Hurt made a motion, seconded by Councilmember Logan, for the second reading of Bill No. 3090. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3090 was read for the second time. A roll call vote was taken for the passage and approval of Bill No. 3090 with the following results: Ayes – Hurt, Logan, DeCampi, Flachsbart, Tilman, DeGroot, McGuinness and Nations. Nays – None. Whereupon Mayor Nation declared Bill No. 3090 approved, passed it and it became **ORDINANCE NO. 2890**.

Councilmember Hurt made a motion, seconded by Councilmember Flachsbart, to return to the regular sequence of the agenda. A voice vote was taken with a unanimous affirmative result and the motion was declared passed.

INTRODUCTORY REMARKS

Mayor Nation announced that the next meeting of City Council has been scheduled for Monday, May 16, at 7 p.m.

COMMUNICATIONS AND PETITIONS

Ms. Patty Vietmeier, 186 Kendall Bluff Court, thanked City Council for their consideration of initiating a full candidate search for the City Administrator position. She also asked how the compensation level would be determined. Mayor Nation responded that Council has a compensation level in mind and that range would be negotiated at the appropriate time. Councilmember Flachsbart indicated that the City had collected compensation comparisons from surrounding communities.

Mr. Steve Stetz, 16009 Aston Court, reminded Council of their fiduciary responsibility and encouraged them to initiate a full candidate search for the City Administrator position.

Mr. Mike Evans, 14609 Kendall Ridge Drive, encouraged Council to initiate a comprehensive professional search for the City Administrator position. He also requested that any internal candidates not be personally involved in organizing or initiating the search process.

Mr. R.B. Clark III, 736 Fairfield Lake Drive, Town & Country, encouraged Council to initiate a thorough professional search for the City Administrator position.

Mr. Philip Folsom, 1747 Baxter Forest Valley Court, expressed his support of Mike Geisel for appointment as City Administrator.

Mr. Craig Borchelt, 15477 Long Castle Forest Court, encouraged Council to resist the urge to rush into appointing a new City Administrator and initiate a thorough professional search for this position.

Mr. Pat Flynn, 1053 Appalachian Trail, encouraged Council to remember to keep the citizens involved in the decisions of the City.

Ms. Wendy Geckeler, 26 Chesterfield Lakes Road, expressed her support of Mike Geisel for appointment as City Administrator. She voiced concern over spending the time and money for a search process when there is a capable candidate here ready to begin immediately.

Former Councilmember Mary Brown, 62 Chesterfield Lakes Road, expressed her support of Mike Geisel for appointment as City Administrator. She noted that there have been multiple letters of support sent in for Mr. Geisel from people who were unable to attend tonight's meeting, and she hoped that Council would read them carefully.

Former Mayor Bruce Geiger, 14787 Greenloch Court, expressed his support of Mike Geisel for appointment as City Administrator. He gave several examples of Mr. Geisel's accomplishments for the City and voiced his concern over spending the time and money for a search.

Mr. Don Guenther, 14853 Grantley Drive, encouraged Council to initiate a professional search for the City Administrator position.

Mr. Michael Watson, 1505 Walpole Drive, stated that he does not disagree with the idea of a professional search, but he expressed his support of Mike Geisel for the City Administrator position.

APPOINTMENTS

There were no appointments.

COUNCIL COMMITTEE REPORTS

Finance and Administration Committee

Councilmember Bruce DeGroot, Chairperson of the Finance and Administration Committee, deferred to Councilmember Flachsbart who was the prior Chair of this committee. Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, to hold Bill No's 3076, 3077 and 3078 (Amends Previously-Adopted Ordinances re: City Attorney, Prosecuting Attorney and Municipal Judge) until the June 6 City Council meeting in order to allow for the Prosecuting Attorney, City Judge and Interim City Attorney time to review and confer. A voice vote was taken with a unanimous affirmative result and the motion was declared passed.

Councilmember Flachsbart reported that the next eight bills listed (Bill No's. 3082 through 3089) reflect attempts to clarify some items that were incorrectly changed during the codification process which took place in 1990. He stated that there may be amendments to these bills after the first reading.

Councilmember Flachsbart reported that Bill No. 3082 (Mayors Duties when City is without a City Administrator) will be read for the first time under the "Legislation" portion of the agenda.

Councilmember Flachsbart reported that Bill No. 3083 (Duties and Authority of the City Administrator) will be read for the first time under the "Legislation" portion of the agenda.

Councilmember Flachsbart reported that Bill No. 3084 (Changes who is required to be notified for liability claims) will be read for the first time under the "Legislation" portion of the agenda.

Councilmember Flachsbart reported that Bill No. 3085 (Execution of contractual and legal documents approved by City Council) will be read for the first time under the "Legislation" portion of the agenda.

Councilmember Flachsbart reported that Bill No. 3086 (Scheduling of City Council Meetings) will be read for the first time under the "Legislation" portion of the agenda.

Councilmember Flachsbart reported that Bill No. 3087 (Amends the rules of procedure related to roll call votes) will be read for the first time under the "Legislation" portion of the agenda.

Councilmember Flachsbart reported that Bill No. 3088 (Pertains to the appointment of the City Administrator during temporary absences) will be read for the first time under the "Legislation" portion of the agenda.

Councilmember Flachsbart reported that Bill No. 3089 (Pertains to the appointment of the City Clerk) will be read for the first time under the “Legislation” portion of the agenda.

Councilmember Flachsbart reported that Bill No. 3090 (Authorizes and directs the improvements within the Broadmoor Condominiums Neighborhood Improvement District) was addressed earlier in the meeting.

Planning/Public Works Committee

Councilmember Dan Hurt, Chairperson of the Planning/Public Works Committee, made a motion, seconded by Councilmember Flachsbart, to hold Bill No. 3075 (P.Z. 13-2015, Chesterfield Valley Square [Burgundy Arrow, LLC]) until the May 16 City Council meeting, at the request of the petitioner. A voice vote was taken with a unanimous affirmative result and the motion was declared passed.

Councilmember Hurt reported that Bill No. 3079 (Restricts Parking on River Valley Dr.) will be read for the first time under the “Legislation” portion of the agenda.

Councilmember Hurt announced that the next meeting of this Committee has been scheduled for Thursday, May 5, at 5:30 p.m.

REPORT FROM THE CITY ADMINISTRATOR

Acting City Administrator Mike Geisel reported that Twin Peaks, located at 963 Chesterfield Center (formerly Romano’s Macaroni Grill), has requested a new liquor license, to sell all kinds of liquor by the drink and Sunday sales. Mr. Geisel reported that, per City policy, this application has been reviewed and is now recommended for approval by both the Planning/Public Services Division and Police Department. Councilmember Logan made a motion, seconded by Councilmember DeGroot, to approve issuance of a new liquor license to Twin Peaks. A voice vote was taken with a unanimous affirmative result and the motion was declared passed.

Mr. Geisel reported that Staff had received bids for a contract for the construction of the River Valley Drive Road Closure. This recommendation was originally on the March 21 agenda, but was held due to concerns regarding the ability of the River Bend Trustees to convey the property rights associated with this project. Mr. Geisel recommended that this item continue to be held until the May 16 Council meeting, in anticipation of obtaining title insurance. Councilmember Flachsbart made a motion, seconded by Councilmember McGuinness, to hold this item until May 16. A voice vote was taken with a unanimous affirmative result and the motion was declared passed.

OLD BUSINESS

Councilmember McGuinness made a motion, seconded by Councilmember DeCampi, for consideration of initiating search process for City Administrator. Councilmember Hurt

asked for clarification of the intent of this motion. Councilmember McGuinness responded that her motion was per the specific wording provided on the agenda. Discussion ensued in an effort to define the actions associated with the motion.

Councilmember Logan made a motion, seconded by Councilmember Flachsbart, to amend Councilmember McGuinness' motion to specifically include the consideration of reviewing proposals which provide for a readiness assessment and consideration of initiating a readiness assessment or a full search process. Councilmember Logan also called for a Special Meeting of Council for Monday, May 9 at approximately 7:30 p.m., at which time Mr. James Mello, Management Analyst, would present a brief assessment of his findings summarizing several search firms that provide the most thorough, competitive and expeditious process. The firms presented should include ones that provide a readiness assessment component. The readiness assessment would determine whether or not an internal candidate was highly competitive with the national labor pool for similar searches, and if not, Council could elect to progress to the full national search phase. Councilmember Logan explained that the work product created in the readiness assessment would be necessary and used if Council elected to proceed with a full scale national search. A voice vote was taken on the amendment to the original motion with a unanimous affirmative result and the motion to amend was declared passed.

A voice vote was taken on the original motion for consideration of initiating search process for City Administrator, as amended, with a unanimous affirmative result and the motion was declared passed.

Councilmember Flachsbart made a motion, seconded by Councilmember Nations, to suspend the rules and address Bill No. 3091 under the "New Business" portion of the agenda. A voice vote was taken with a unanimous affirmative result and the motion was declared passed.

**BILL NO. 3091 AUTHORIZES THE MAYOR TO ENTER INTO AND EXECUTE
A CONTRACT WITH MICHAEL GEISEL AND RAY JOHNSON
AS INTERIM CO-CITY ADMINISTRATORS (CITY
ATTORNEY RECOMMENDS SUSPENDING THE RULES
FOR FIRST AND SECOND READINGS)**

Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, for the first reading of Bill No. 3091. Councilmember Flachsbart explained that this is an appointment by the Council, with the Mayor's concurrence. The duration of this interim contract is for a period of 120 days. It is intended to allow time for a search process and puts everything in compliance with state statute. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3091 was read for the first time.

Councilmember Flachsbart made a motion, seconded by Councilmember McGuinness, for the second reading of Bill No. 3091. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3091 was read for the

second time. A roll call vote was taken for the passage and approval of Bill No. 3091 with the following results: Ayes – Flachsbart, Tilman, DeGroot, Nations, DeCampi, McGuinness, Hurt and Logan. Nays – None. Whereupon Mayor Nation declared Bill No. 3091 approved, passed it and it became **ORDINANCE NO. 2891**.

Councilmember Flachsbart made a motion, seconded by Councilmember Logan, to remove Item B (Appointment of City Administrator) under “Old Business” from the agenda. A voice vote was taken with a unanimous affirmative result and the motion was declared passed.

NEW BUSINESS

Bill No. 3091 (Employment Contract for Co-City Administrators Pro-Tem) was addressed under the “Old Business” portion of the agenda.

LEGISLATION

BILL NO. 3079 AMENDS SCHEDULE IX PARKING RESTRICTIONS OF SECTION 300 OF THE CITY OF CHESTERFIELD CODE OF ORDINANCES BY ADDING PROVISIONS THERETO TO RESTRICT PARKING ON RIVER VALLEY DRIVE (FIRST READING)

Councilmember Hurt made a motion, seconded by Councilmember Flachsbart, for the first reading of Bill No. 3079. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3079 was read for the first time.

Councilmember McGuinness made a motion, seconded by Councilmember DeCampi, to postpone the first reading of Bill No’s. 3082 through 3089 until the May 16 Council meeting. A voice vote was taken with a negative result (Councilmembers Flachsbart, Nations, Tilman, Hurt, Logan and DeGroot voted “No”) and the motion was declared failed.

BILL NO. 3082 AMENDS ORDINANCE 7 PERTAINING TO THE MAYOR’S OBLIGATION TO PERFORM THE CITY ADMINISTRATOR’S DUTIES (FIRST READING; FINANCE AND ADMINISTRATION COMMITTEE RECOMMENDS APPROVAL)

Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, for the first reading of Bill No. 3082. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3082 was read for the first time.

BILL NO. 3083 AMENDS ORDINANCE 8 AND SECTIONS 2-74, 2-80 OF THE CITY CODE PERTAINING TO THE CITY ADMINISTRATOR'S DUTIES AND AUTHORITY **(FIRST READING; FINANCE AND ADMINISTRATION COMMITTEE RECOMMENDS APPROVAL)**

Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, for the first reading of Bill No. 3083. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3083 was read for the first time.

BILL NO. 3084 AMENDS ORDINANCE 505 AND SECTION 2-5 OF THE CITY CODE PERTAINING TO NOTICE OF LIABILITY CLAIMS **(FIRST READING; FINANCE AND ADMINISTRATION COMMITTEE RECOMMENDS APPROVAL)**

Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, for the first reading of Bill No. 3084. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3084 was read for the first time.

BILL NO. 3085 AMENDS ORDINANCE 11 AND SECTION 2-29 OF THE CITY CODE PERTAINING TO DUTIES AND POWERS OF THE MAYOR AND CITY COUNCIL **(FIRST READING; FINANCE AND ADMINISTRATION COMMITTEE RECOMMENDS APPROVAL)**

Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, for the first reading of Bill No. 3085. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3085 was read for the first time.

BILL NO. 3086 AMENDS ORDINANCE 12, ORDINANCE 528 AND SECTION 2-47 OF THE CITY CODE PERTAINING TO SCHEDULING OF REGULAR MEETINGS OF CITY COUNCIL **(FIRST READING; FINANCE AND ADMINISTRATION COMMITTEE RECOMMENDS APPROVAL)**

Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, for the first reading of Bill No. 3086. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3086 was read for the first time.

BILL NO. 3087 AMENDS ORDINANCE 12 AND SECTION 2-50 OF THE CITY CODE PERTAINING TO RULES OF PROCEDURE FOR THE MAYOR AND CITY COUNCIL **(FIRST READING; FINANCE AND ADMINISTRATION COMMITTEE RECOMMENDS APPROVAL)**

Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, for the first reading of Bill No. 3087. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3087 was read for the first time.

BILL NO. 3088 AMENDS ORDINANCE 8 AND SECTION 2-82 OF THE CITY CODE PERTAINING TO THE APPOINTMENT OF THE CITY ADMINISTRATOR DURING TEMPORARY ABSENCES (FIRST READING)

Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, for the first reading of Bill No. 3088. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3088 was read for the first time.

BILL NO. 3089 AMENDS SECTION 2-91 OF THE CITY CODE PERTAINING TO THE APPOINTMENT OF THE CITY CLERK (FIRST READING)

Councilmember Flachsbart made a motion, seconded by Councilmember DeGroot, for the first reading of Bill No. 3089. A voice vote was taken with a unanimous affirmative result and the motion was declared passed. Bill No. 3089 was read for the first time.

Bill No. 3090 (Authorizes and directs the improvements within the Broadmoor Condominiums Neighborhood Improvement District) was addressed earlier in the meeting.

Bill No. 3091 (Employment Contract for Co-City Administrators Pro-Tem) was addressed under the “Old Business” portion of the agenda.

ADJOURNMENT

There being no further business to discuss, Mayor Nation adjourned the meeting at 9:09 p.m.

Mayor Bob Nation

ATTEST:

Vickie J. Hass, City Clerk



M E M O

DATE: May 5, 2016
TO: Mayor Nation and Members of Chesterfield City Council
FROM: James Mello, Management Analyst
RE: Review of Draft Proposals Received at 5/2/16 Special Meeting

Per the Council's instructions issued at the May 2, 2016 Council Meeting, I will be available to give a presentation at the May 9, 2016 Special Meeting of Council to review specific draft proposals received, their differences, and highlighting benefits of certain methods.

I have not excluded any of the eight received proposals from the presentation. I am confident that you will quickly be able to eliminate certain firms and narrow the decision after a review of key filtering criteria and the Council's desires for how the process should flow.

Listed below, and attached hereto, are the proposals, with noted service levels, in the order they were received:

- 2 Draft Proposals received in initial solicitations
 - SGR, Readiness Assessment and national search services
 - Gov HR, national search services only
- 6 Draft Proposals received in secondary solicitations by request on 4/28
 - Slavin, national search services only
 - CB&A, national search services only
 - JD Gray, Readiness Assessment and national search services
 - Novak, Readiness Assessment and national search services
 - Waters, national search services only
 - Neher, Readiness Assessment and national search services

In the presentation, I will cover the following topics:

- Defining the framework (time, cost, and general process) and key points of differentiation of Readiness Assessments and national search processes
- Comparison of proposals with regards to a Readiness Assessment
- Review of options to proceed

Considering the Readiness Assessment process is important because many of the firms, both those who have submitted proposals and those who only gave me their professional opinion, have indicated that national candidate pools are weakened

primarily by two things - internal candidates in consideration and an abbreviated search process. These detractors are amplified if both are true.

To help you differentiate between the Readiness Assessment proposals, I will focus on the following key points of differentiation:

- Relevant (MO experience and experience with municipalities of similar size/scope as Chesterfield) firm experience, specifically for the principal(s) directly involved in the process
 - Direct comparison of the four firms who offer Readiness Assessment services
- Use of software in the process
 - Direct comparison of the two firms (SGR and JD Gray) that use software

With regards to national search service, which is offered by all eight firms, there are additional key criteria to consider in addition to those for Readiness Assessments:

- Methods to reach potential candidates
 - Social media
 - Direct contact
 - Job boards
 - Professional organization contacts
- Maintenance of candidate lists
 - Size of lists
 - Method of list generation
- Vetting process of initial candidates
 - Software
 - Firm interaction with candidates
 - Initial interviews/questionnaires

The formal presentation will conclude with a review of Council's options to proceed. I will be able to facilitate discussion, provide additional information as needed, answer any questions, and further clarify and points of the presentation to aid the Council in making your decision.

Please let me know if you have any questions.



April 26, 2015

Honorable Mayor Bob Nation and City Council
City of Chesterfield
690 Chesterfield Pkwy W
Chesterfield, Missouri 63017

Dear Mayor Nation:

I am pleased to submit this proposal for component-based executive search services to assist you in selecting a new City Administrator. This readiness assessment provides that we, as an outside consultant, would conduct a comprehensive assessment to evaluate the suitability and readiness of internal prospects to become the City of Chesterfield's next City Administrator.

Assessment Methodology

We recommend that this process include:

1. SGR reviews any organizational information that will provide additional insights into the culture, organizational dynamics, and priorities of the organization. This would include, but not be limited to, organizational value statements, operational assessments, management studies, budget, strategic plan, etc.
2. SGR meets with the Mayor and City Council via phone conference in advance of the process to identify and understand organizational culture, key questions, and significant issues.
3. The prospects complete a DiSC personality style profile assessment and a DiSC management style profile assessment to provide insights into both personality and management style characteristics of the prospects (both assessments are conducted online).
4. All direct reports of the prospects, as well as the Mayor and City Council, participate in a DiSC-based 360 review of the prospects, also conducted online.
5. SGR conducts an onsite interview of each direct report to the City Administrator, which would include each of the prospects' current peer department heads. Topics to be explored include:
 - Accomplishments
 - Leadership
 - Development of Future Leaders
 - Planning and Organizing
 - Directing and Controlling

- Written Communication Skills
 - Verbal Communication Skills
 - Interpersonal Skills
 - Judgment
 - Working with Employees
 - Working with the Community
 - Working with Peers
 - Change Management
 - Initiative
 - Innovation
 - Adaptability
 - Team Building
 - Trust Building
 - Diversity
 - Strategic Thinking
 - Professional Knowledge
 - Other Issues as Requested
6. The prospects and all direct reports take an IOPT psychometric assessment and SGR provides customized written assessment reports (and onsite verbal interpretation assistance) to the Mayor and City Council Members regarding the prospects including:
- Individual Leadership Report
 - Advanced Leader Report
 - Learning Report
 - Career Report
 - Change Management Report
 - Emotional Impact Management Report
 - Coaching Report
 - Team Analysis
7. SGR conducts an onsite interview of the prospects to explore any issues identified in steps 1-4 above, as well as other issues based on the pre-conference with the Mayor and City Council and or other designated committee.
8. In the event that the determination is made to appoint one of the prospects as City Administrator, it is recommended that a team retreat be conducted, after appointment, to provided deeper insight and understanding by the team in how to utilize the information and insights developed as a result of the IOPT assessments, to strengthen the effectiveness of the team in their new leadership dynamics. ***Although this is optional and supplemental to the selection process***, we strongly recommend this as a critical part of getting the new team off on the right foot.

Timeline and Cost of Services

1. The **DiSC-based personality and management style assessments** described in item 3 above (methodology) would be conducted entirely via online assessment and the reports would be provided directly to the Mayor and City Council, but would also be utilized by the SGR

assessor as part of the preparatory process for the interviews detailed below to help explore any significant issues related to the behavioral profile. The cost would be **\$150 per assessment** taken by each prospect. The cost includes the licensing fee for both assessment instruments, and a follow up conference with the Mayor and City Council.

2. The **DiSC-based 360 assessment** described in item 4 above (methodology) would be conducted entirely via online assessments, and the reports would be provided directly to the Mayor and City Council. The cost would be **\$50 per assessment** conducted by an assessor (**\$50 per assessment for each prospect, the prospects' peers and direct reports, and the Mayor and City Council**). This cost includes the licensing fee for all assessments and reports, and a follow up conference with the Mayor and City Council. The 360 reports would be provided directly to the Mayor and City Council, but would also be utilized by SGR as part of the preparatory process for the interviews detailed below to ensure exploration of any issues identified in the 360 assessments. This would require approximately one week for all participants to complete the assessments and for the reports to be prepared.
3. Onsite interviews described in item 5 above (methodology) would require approximately 45 minutes per interview. The exact number of interviews is yet to be determined. The cost would be **\$275 per onsite interview (\$275 per onsite interview for each prospects' peers and direct reports)**. This includes all travel time, report preparation, and a follow up conference with the Mayor and City Council. This project would be personally handled by Ron Holifield. In addition to professional fees, travel expenses including mileage, hotel, and meals would be billed as well. This will require approximately 4 business days, and could be conducted the week following completion of item 2 above.
4. The IOPT assessment and reports detailed in item 6 above (methodology) would be conducted online, but it is recommended that SGR's assessor(s) meet with the Mayor and City Council in person **to discuss the detailed results of this very comprehensive assessment of the team dynamics of the prospects and their team**. This is anticipated to require about a **two hour session**. The cost would be **\$200 per person** (to include the prospects and their direct reports) for all of the comprehensive assessments combined. In addition to the professional fees, travel expense including mileage and meals would be billed out at cost. This could be completed the same week.
5. On the same trip, SGR would conduct an onsite interview of the prospects to explore any issues identified in items 1-4 above, plus any issues the Mayor and City Council wants to have explored. **Onsite interview of the prospects** described in item 7 above (methodology) would cost **\$500 per prospect** and would be conducted on the same trip as item 3 above. This trip would include a one on one debriefing with the Mayor and City Council or designated committee following the interview.
6. In the event the City elects to have a **council retreat** following appointment of the new City Administrator, utilizing the IOPT instruments, the cost of a **half-day workshop would be \$2,500**. No additional fee would be required for the IOPT assessments, although all participants would receive their reports. In addition to the professional fees, travel expense

including mileage and meals would be billed out at cost. This could be completed at the convenience of the Mayor and City Council.

Cost Summary (to include prospects, direct reports, and peer dept. heads for each prospect)

- | | |
|--|------------|
| 1. DiSC personality and management style assessment of the prospects: | \$150 each |
| 2. DiSC-based 360 assessment with direct reports and peers for the prospects: | \$ 50 each |
| 3. Onsite interviews of direct reports and peers: | \$275 each |
| 4. Completion of IOPT assessments by the team and onsite interpretation of the report to the Mayor and City Council: | \$200 each |
| 5. Comprehensive one on one interview of the prospects: | \$500 each |
| 6. Travel expenses: | \$TBD |

Optional Supplemental Services

- | | |
|--|---------|
| 7. Council retreat: | \$2,500 |
| 8. Engagement of licensed psychologist, to conduct integrity and values assessment and extended DiSC assessment for prospects along with interpretation of the results via a phone conference: | \$1,500 |

All of the above pricing will vary based upon the number of direct reports and peers actually included in the process. All travel expenses will be billed out at \$150 per night per diem for hotel, plus mileage at the current IRS rate or actual cost of airfare and rent car, plus \$25 for dinner, \$15 per lunch, and \$10 for breakfast per day.

The above services have been detailed in the recommended order for them to be conducted. In the event that anywhere in the process, the City should determine that enough information has been gleaned to either appoint one of the prospects as City Administrator, or that none of the prospects should be appointed as City Administrator, or otherwise desire to discontinue the process, the City is under no obligation to proceed with any subsequent steps in the process as detailed above.

Please let me know if you have any questions or need any additional information.

Should the City desire to move forward with this proposal for SGR to assist the City in an assessment of your prospects to become City Administrator, please execute a copy of this proposal and return it to us electronically at CyndyBrown@GovernmentResource.com and we will execute and return it.

Approved and Agreed to, this the _____ day of April, 2016, by and between

Bob Nation, Mayor
City of Chesterfield, Missouri

Cyndy Brown, Managing Director
Strategic Government Resources

Proposal for Executive Search Services

City Administrator

City of Chesterfield, Missouri

April 2016

Strategic Government Resources

Ron Holifield, CEO
PO Box 1642
Keller, Texas 76244
214-676-1691

Ron@GovernmentResource.com





April 4, 2016

Honorable Mayor Bob Nation and City Council Members
City of Chesterfield
690 Chesterfield Parkway W
Chesterfield, Missouri 63017

Dear Mayor Nation:

Thank you for the opportunity to submit this full service proposal to assist the City of Chesterfield in your search for a new City Administrator.

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

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

- SGR has over 75,000 email subscribers to my weekly “10 in 10 Update on Leadership and Innovation” e-newsletter.
- SGR will also send targeted emails to our database of over 4,500 city management professionals.
- SGR’s website, where this position would be posted, receives over 23,000 local government official visitors each month, with over 210,000 page hits per month – more than any other local government search firm website in the nation.
- SGR’s job board (a separate website), where this position would also be posted, is the 2nd largest local government job board in the nation, with over 16,000 local government job seeker visitors each month, and over 1,200 jobs listed at any given time.
- SGR is the only search firm with social media experts on staff, which provides a comprehensive social media marketing campaign that includes email, Facebook, Twitter, and LinkedIn.

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

We are truly excited about the prospect of doing this search for the City of Chesterfield. I look forward to discussing in more detail how we can help you select an exceptional City Administrator and am available to visit in person with you at your convenience.

Respectfully submitted,

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

Ron Holifield

Chief Executive Officer

SGR Executive Search

Ron@GovernmentResource.com

214-676-1691

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TAB 1

Contact Information

Contact Information for Binding Official / Primary Contact

Cyndy Brown, Managing Director of Recruitment & Administration
Strategic Government Resources

Address: P.O. Box 1642, Keller, TX 76244

Office: 817-337-8581

Fax: 817-796-1228

Email: CyndyBrown@GovernmentResource.com

Website: www.governmentresource.com

Alternate Contact

Ron Holifield, CEO
Strategic Government Resources

Address: P.O. Box 1642, Keller, TX 76244

Cell: 214-676-1691

Office: 817-337-8581

Fax: 817-796-1228

Email: Ron@GovernmentResource.com

Website: www.governmentresource.com

TAB 2

Company Profile

Background

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

Mission & Core Values

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

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

Office Locations

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

Arizona	Texas	Florida	Louisiana	Oklahoma
<i>Gilbert</i>	<i>Abilene</i>	<i>Kissimmee</i>	<i>Baton Rouge</i>	<i>Stillwater</i>
	<i>Coppell</i>	<i>Lakeland</i>		
	<i>Dallas</i>	<i>Sarasota</i>		
	<i>Greenville</i>			
	<i>Murchison</i>			
	<i>New Braunfels</i>			
	<i>Seabrook</i>			
	<i>Sugar Land</i>			

Executive Search Team

- Ron Holifield, Chief Executive Officer
- Cyndy Brown, Managing Director of Recruitment and Administration
- Melissa Valentine, Managing Director of Executive Search Operations and Human Resources
- Lori Philyaw, Managing Director of Interim Management Services and Executive Coaching
- Cindy Hanna, Executive Search Manager
- Abi Compton, Executive Search Coordinator
- Muriel Call, Research Coordinator
- Melissa Holguin, Assistant
- Doug Thomas, Regional Director

Executive Search Team (continued)

- Bill Peterson, Senior Vice President, Executive Search
- Gary Holland, Senior Vice President, Executive Search
- Katie Corder, Senior Vice President, Executive Search
- Mark Boynton, Senior Vice President, Executive Search
- Marlin Price, Senior Vice President, Executive Search
- Mike Tanner, Senior Vice President, Executive Search
- Molly Deckert, Senior Vice President, Executive Search
- Ron Robinson, Senior Vice President, Executive Search
- Tommy Ingram, Senior Vice President, Executive Search

TAB 3

Unique Qualifications

Marketing and Networking

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all executive searches conducted by SGR are announced, reaches over 75,000 subscribers.
- SGR has a database of over 4,500 city management professionals.
- SGR has formal collaborative partnerships with Maryland Municipal League, Ohio City/County Management Association, Missouri Municipal League, Oklahoma Municipal League, National Public Employers Labor Relations Association, Emerging Leaders in Local Government, City Management Association of Oklahoma, and Texas Fire Chiefs Association.
- SGR trains approximately 800 local government employees each month in live training classes.
- SGR has almost 300 local government clients in over 40 states for our recruitment, training, and leadership development business lines combined.

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

Comprehensive Needs Assessment

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

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

Accessibility

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

Responsive to You

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

Trust of Candidates

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

Listening to Your Unique Needs

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

Recorded Online Interviews with Candidates

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

Comprehensive Media Reports

One of the worst things that can happen for your organization is to be surprised by undisclosed information about a finalist, especially if the surprise comes in the form of a newspaper article that is found by your critics. SGR has never had a client embarrassed by surprises about a candidate. SGR produces a comprehensive media search report on each finalist candidate. Each Media Report is compiled from information gathered using our proprietary online search process. This is not an automated process, and produces far superior results than a standard Google search which is typically utilized by other search firms. The report length may be as long as 350 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. No other firm provides such comprehensive media reports.

Comprehensive Background Investigation Reports

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

Psychometric Assessments

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

Recruitment Videos

SGR offers the option of developing a custom video recruitment ad for posting on YouTube and linking to the video in other media sources. A sample SGR recruitment video for the City of Owasso, Oklahoma, can be viewed at <http://bit.ly/OwassoOKCM>.

Equal Opportunity Commitment

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

Value

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

Emerging Leaders

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

Five Way Guarantee

SGR provides the strongest guarantee in the industry.

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

TAB 4

Key Personnel for this Project

Ron Holifield, CEO

Ron Holifield is the Founder and CEO of SGR. He previously served as Assistant City Manager in Plano, Texas as well as City Manager in Garland, DeSoto, Farmersville and Sundown, and on the City Manager's staff in Lubbock.

In 1996, he left city management and purchased Government Relations Specialists which he grew into the 49th largest lobby firm in Texas, before selling it to an employee. In 1999, Ron founded Strategic Government Resources to specialize in facilitating collaboration among local governments, with a particular emphasis in employee training and development of next generation leaders.

He has grown SGR into the largest private sector training company that specializes in leadership, management and customer service for local governments in the nation. He is a frequent speaker at state and national conferences and remains high profile in the city management profession.

Ron holds a Bachelor of Arts in Government from Abilene Christian University and a Master's in Public Administration from Texas Tech University.

Gary Holland, Senior Vice President

Gary Holland previously served for six years as Senior Vice President with the Mercer Group providing executive search and management consulting for local governments across the nation.

Prior to that, he served over 17 years with the City of Kissimmee, Florida, as Assistant to the City Manager, Assistant City Manager and finally Deputy City Manager. Before his distinguished career in City Management, Gary had also served as a Local Government Specialist with Oklahoma State University focusing on technology transfer and community development. In that role, he participated with Public Technology Inc. in a three year program as the technology transfer agent in a four state region.

He was also a charter member of the County Government Training Program established by the Oklahoma Legislature to develop and present educational programs to elected county officials throughout the State. Gary has authored a wide variety of publications on local government topics and has presented at numerous state and national conferences on local government management topics with a particular emphasis on innovative technologies.

Gary holds a Bachelor's of Business Administration in Marketing and Management from the University of Oklahoma and a Master's of Business Administration in Management and Finance from Oklahoma State University.

Ron Holifield
Resume – July 2014

Strategic Government Resources, P.O. Box 1642, Keller, Texas 76248
Cell: 214-676-1691, Ron@GovernmentResource.com

PROFESSIONAL HISTORY

Strategic Government Resources – Owner & CEO
January 1999 to Present

- Owner and CEO of this strategic management firm, helping local governments Recruit, Assess and Develop Innovative, Collaborative and Authentic Leaders. Clients have include over 350 local governments.
- SGR is the largest provider of live and online training in the nation designed specifically for local government, training over 1,000 local government employees every month in 41 states.
- Interviewed and/or quoted by numerous news publications and media outlets including: National Public Radio, Entrepreneur Magazine, Texas City Manager Magazine, Texas Town and City, Government Technology Magazine, GovWire Online Magazine, Federal Computer Week Magazine, CIO Magazine, Dallas Morning News, Dallas Business Journal, Plano Star Courier, DFW Tech Biz, Today Newspapers, Focus on the News, D Magazine, International Association of Chiefs of Police Journal, WOAI TV and KRLD and KTET Radio, as well as the ABC and NBC affiliates in Tulsa and WAMU radio in Washington, DC.

Government Relations Specialists – Owner & CEO
August 1996 to September 2001

- Owner and CEO of this 20 year old governmental consulting firm which represented businesses doing business with government and in legislative advocacy efforts.
- Doubled it in size, becoming the 49th largest lobby firm in Texas, and then sold it to an employee to focus all efforts on the launch of SGR.
- Major clients included over 40 Fortune 500 firms including American Express, Aramark, Automated Licensing Systems, Children's Comprehensive Services, IBM, Quorum Health Group, Library Systems and Services, PeopleSoft, SCT, Space Imaging, TXI, Verizon, Xerox and many others.

**City of DeSoto, Texas – City Manager
October 1994 to August 1996**

- City Manager of this highly diverse suburban community.
- Hired to lead a rapid cultural change at City Hall, into a City known for being aggressively customer service driven, highly successful in the economic development arena, and operating in a very cost effective manner.
- Significant accomplishments include:
 - Named by Texas Business Magazine as a top 20 Texas city to relocate a business.
 - Named by Texas Outlook Magazine as a top 25 city for economic development.
 - Named by Texas Business Magazine as one of the “Best Run Cities in Texas.”
 - Increase in commercial building permits in excess of 1,000% over previous year.
 - Lowest crime rate of any major city in the Dallas-Fort Worth Metroplex.

**City of Garland, Texas – City Manager
November 1991 to June 1994**

- City Manager of this rapidly growing city, which owns and operates an electric production and distribution system, a regional wastewater treatment system, a regional landfill, and a heliport, and offers a variety of social services and strong cultural arts. The ninth largest city in Texas, Garland’s population was in excess of 220,000 with over 2,300 employees, and an annual operating and capital budget in excess of \$350 million.
- Hired to take this very traditional manufacturing-based community and rapidly position it as a statewide leader, transforming its one-dimensional image and reputation as a blue-collar suburb into that of a leading first tier city.

**City of Plano, Texas – Assistant City Manager, Assistant to the City Manager
November 1986 to November 1991**

- Served in a variety of capacities in this rapidly growing, premier city, including: Assistant City Manager of Community Services, Assistant City Manager of Administration, Acting Assistant City Manager for Development, and Assistant to the City Manager.
- Significant accomplishments while with Plano include:
 - Designed a program that doubled mid- and upper-level management minority and female representation in four years.
 - Designed a Disadvantaged Business Purchasing Program that dramatically increased minority business contracts without quotas.
 - Served as Project Manager for a \$19.5 million Civic Center Project, bringing it in \$2 million under budget.
 - Assisted in negotiating details of the JC Penney headquarters relocation from New York City to Plano.

- Created Plano's first Convention/Visitor's Bureau that exceeded year six sales and bookings projections in the first year.
- Initiated Plano's first Neighborhood Integrity Program.
- Creatively designed construction projects for EDS and JC Penney to achieve a \$750,000 sales tax windfall for the city.
- Designed an Employee Wellness Program which resulted in participant health care costs equaling only one-third those of non-participants.

City of Farmersville, Texas – City Manager

1984 to 1986

- First City Manager of this full service city, which operates an electric distribution system and two city lakes.

City of Sundown, Texas – City Manager

1982 to 1984

- City Manager of this full service city, which operates a natural gas distribution system and a municipal golf course.

City of Lubbock, Texas – City Administrative Intern to the City Manager

1981 to 1982

- Administrative Intern to the City Manager of this major city, which operates a municipally owned electric utility.

EDUCATION

- Texas Tech University – Masters of Public Administration
- Abilene Christian University – Bachelor of Arts, Government Major / Student Association President

MAJOR AWARDS for Municipal Organizations Managed

- 3CMA Economic Development Marketing Campaign Savvy Award Certificate of Excellence for International Development and Local Realtor Ads - Garland
- International Association of Chiefs of Police, Excellence in Policing Award for Neighborhood Service Team - Garland
- Finalist, Governor's Environmental Excellence Award - Garland
- Texas Natural Resource Conservation Commission Award for Excellence - Garland
- American Society of Landscape Architects, Texas Chapter, Environmental Stewardship Award for Garland's Spring Creek Forest Preserve - Garland

- Dallas Business Journal, “Metroplex Real Estate Deal of the Year (Existing Building),” – Garland
- Dallas Business Journal “Metroplex Real Estate Deal of the Year (New Construction),” - Garland
- GFOA Award for Distinguished Budget Presentation, every year, 1987-1996
- GFOA Certificate of Achievement for Excellence in Financial Reporting, 1987-1991

CURRENT PROFESSIONAL PARTICIPATION

- ICMA Task Force on Inclusiveness
- National Institute for Governmental Purchasing Talent Management Council
- Missouri Municipal League Governance Institute Fellow
- Member, Texas Fire Chief’s Association Best Practices Recognition Board
- Author, “the 16%” weekly blog, 2013-present
- Author, “Fourth Dimension Leadership”, 2010
- Member, International City/County Management Association (ICMA), 1982-present
- Member, Texas City Management Association (TCMA), 1982-present
- Member, Texas Municipal Human Resources Association, 2006 - present
- Member, Governmental Finance Officers Association, 2010 - present

PREVIOUS PROFESSIONAL PARTICIPATION

- Author of a Monthly Column in Texas City Manager Magazine on “Innovations that Make a Difference”
- ICMA Task Force on Employment Agreements
- ICMA Management Innovations Panel
- ICMA Conference Evaluation Committee
- ICMA/Innovation Groups National Management Practices Panel
- Author, “The Public Executive’s Complete Guide to Employment Agreements”, book published by ICMA and the Innovation Groups
- Texas Innovation Groups Executive Committee
- Author, “Crossing Department Lines – Garland’s Neighborhood Service Team”, article published in the International Association of Chiefs of Police National Journal
- Author, “Redefining Thinking, Structures and the Rules of the Game in Government”, article published in Texas Town and City Magazine
- Contributor, State Comptroller Bob Bullock’s handbook for municipalities: “Standard Financial Management System for Texas Cities”
- Texas Municipal League Advisory Committee on Legislative Affairs – Personnel Issues
- TCMA Ethics and Professional Standards Committee
- TCMA Annual Conference Committee

SPEAKING ENGAGEMENTS

- National Forum for Black Public Administrators DFW Chapter Conference, 2014
- Public Purchasing Association of North Texas, 2014
- Missouri Intergovernmental Risk Association Annual Conference, 2014
- Texas City Management Association Annual Conference, 2014
- American Public Works Association Midwest Annual Conference, 2014
- Governmental Finance Officers Association Annual Conference, 2014
- National Public Employers Labor Relations Association Annual Conference, 2014
- North Texas Municipal Clerks Association, 2014
- National Institute for Governmental Purchasing Lone Star Conference, 2014
- Missouri Municipal Clerks and Finance Officers Association Annual Conference, 2014
- South Texas City Manager's Association 2014
- Urban Counties Annual Conference, 2014
- SGR Annual Conference on Creating a Learning Organization, 2014
- National Public Employers Labor Relations Association Annual Conference, 2013
- National Parks and Recreation Annual Conference 2013
- Missouri Municipal League Annual Conference, 2013
- Washington City/County Management Association Annual Conference, 2013
- Nebraska City/County Management Association Annual Conference, 2013
- Tennessee Municipal League Annual Conference, 2013
- Texas City Manager's Association Annual Conference, 2013
- Government Finance Officers Association of Texas Annual Conference, 2013
- American Public Works Association Regional Conference, 2013
- Kansas Public Works Association Annual Conference, 2013
- Texas Recreation and Parks Association Annual Conference, 2013
- Texas Public Purchasing Association Annual Conference, 2013
- Colorado City County Management Association Annual Conference, 2013
- Kansas City County Management Association Annual Conference, 2012
- National Parks and Recreation Management School, 2012
- Texas City Management Study Group, 2012
- International City County Management Association Annual Conference, 2012
- National Procurement Institute, 2012
- Missouri Municipal League Annual Conference, 2012
- Texas City Clerk's Association Annual School, 2012
- Texas County Clerk's Association Annual School, 2012
- Kansas Governmental Finance Officers Association Annual Conference, 2011
- Texas City Management Association Annual Conference, 2010
- Public Risk Management Assoc. Annual Conference, 2010
- Oklahoma City Manager's Association Annual Conference, 2010
- Northwest States City Management Association Annual Conference, 2010
- Ohio City/County Management Assoc. Annual Conference, 2009
- West Texas City Management Association Annual Training Conference, 2009

- Texas Municipal League Regional Meeting, 2009
- Texas Municipal Human Resources Association Annual Nuts and Bolts Conference, 2009
- East Texas City Management Association Annual Training Conference, 2008
- East Texas City Management Association Annual Training Conference, 2007
- International City/County Management Association Conference, 2006
- Certified Public Manager Program, 2006
- North Texas Municipal Clerks Association Management Institute, 2006
- City of Carrollton, Texas, Leadership Academy, 2006
- City of Arlington, Texas, Leadership Academy, 2005
- Urban Management Assistants of North Texas Annual One Day Conference, 2005
- Leadership Southwest, 2004, 2006, 2008
- International City/County Management Association Annual Conference, 2003
- Keynote Speaker (along with the Deputy Secretary of Defense), Government Electronics and Information Technology Association Information Technology and Defense Electronics Forecast Annual Conference – State and Local Homeland Security, 2002
- Transforming Local Government Conference, 2001
- National Association of Counties Annual Conference, 1999
- World Services Congress – Building Public Private Partnerships, 1999
- Central Texas City Management Association, 1999
- Carolinas-Virginia Hospital Trustee/Physician Conference, 1999
- Quorum Ohio CEO Conference, 1999
- Chairman of the Board In-Service Training, Quorum, 1999
- Quorum Foundations for the Future, 1999
- Quorum Chairman of the Board Training, 1998
- International City County Management Association, 1998
- Iowa Municipal Management Institute, 1997
- Quorum Foundations for the Future, 1997
- Quorum Board of Trustees Training, 1997
- Urban Management Assistants of North Texas, Conference of Minority Public Administrators, and National Forum for Black Public Administrators Workshop – 1996
- Innovation Groups Regional Conference, 1996
- Texas City Management Association Annual Conference, 1996
- Florida City/County Management Assoc. Annual Conference, 1996
- North Carolina City/County Management Association Annual Conference, 1996
- Quorum Foundations for the Future, 1996
- International City/County Management Association Conference, 1996
- Texas City Management Association Conference, 1995
- Kansas Innovation Groups Regional Workshop, 1995
- City-County Communications & Marketing Association National Conference, 1994
- National League of Cities Innovations in Government National Conference, 1994
- Innovation Groups Regional Workshop, 1994
- Texas Foundation for the Improvement of Local Government Institute, 1994

OTHER HONORS AND ACTIVITIES

- American MENSA member
- Distinguished Alumni, Abilene Christian University
- Abilene Christian University Public Administration Visiting Committee
- Texas Tech University, Center for Public Service, Alumni of the Year

Gary W. Holland
2603 South Oxford Drive
Stillwater, Oklahoma 74074
405-269-3445
Gholland73@hotmail.com

SUMMARY OF QUALIFICATIONS

- Management consulting services for Federal, state, and local government
- 17+ years executive level management experience in a rapid growth municipal government
- 10 years university-based experience in technology transfer and educational programming for local government
- 3 years collegiate public relations and small business education
- MBA – Oklahoma State University, 1985
- BBA – University of Oklahoma, 1974

EXPERIENCE

Strategic Government Resources

01/13 to Present Senior Vice President

RESPONSIBILITIES

- Perform executive search services for local governments

The Mercer Group, Inc.

07/07 to 01/13 Senior Vice-President

RESPONSIBILITIES

- Provide management consulting services to local governments
- Perform executive search services for local government (city/deputy city manager, department directors)
- Conduct management studies for units of local governments including compensation and classification studies, public safety analysis, organizational analysis, and more

City of Kissimmee, Florida Population: 58,000

05/01 – 11/06 Deputy City Manager (Retired in 2006)

10/92 – 05/01 Assistant City Manager

05/89 - 10/92 Assistant to the City Manager

RESPONSIBILITIES AND ACCOMPLISHMENTS

- Served as a member of the budget development/review committee.
- Supervised department directors responsible for the Airport, Finance, Personnel, Information Technology, Parks and Recreation, Development Services, Central Services/Purchasing, and Community Redevelopment.
- Supervised the Assistant to the City Manager and the Public Information Officer.
- Supported the City Manager in supervising the Police Chief, Fire Chief, Public Works Director, and Water/Sewer Director.
- Represented the city on the Operating Committee of the local government and education television channel.
- Awarded grants totaling approximately \$1 million to develop transitional resident facilities for homeless women with children.
- Created and implemented an interdisciplinary plan to proactively address problems associated with the homeless population in the Kissimmee area.
- Charter member of the governing board of HOME (Helping Others Make the Effort).
- Awarded grants from the Florida Bureau of Historic Preservation for a survey of historic properties in Kissimmee and to develop nominations for listing of properties on the National Register of Historic Places.
- Represented the City Manager's office with the Kissimmee/Osceola Chamber of Commerce, the Community Redevelopment Agency, Osceola County, the Central Florida Regional Transit Authority, MetroPlan Orlando, and other external agencies.
- Created and implemented a long-range plan for information technology utilization throughout the city organization including local area networks, geographic information systems, and e-government solutions for citizens.
- Developed and implemented a plan for downtown redevelopment which did not require a tax increase.
- Served as executive construction project manager for a \$10 million charter elementary school sponsored by the City of Kissimmee.
- Lead contract negotiator for private management of the charter school.
- Facilitated a variety of improvements to the Kissimmee Gateway Airport designed to enhance the economic vitality of the area. Improvements include an air traffic control tower, instrument landing system, and improved ramp and road access to fixed base operators.
- Oversaw a number of capital improvement projects including a \$3 million civic center, \$5 million Central Services facility, and various parks and recreation facilities.
- Managed the creation and implementation of an emergency management plan for the City of Kissimmee in concert with City public safety departments and the Osceola County Emergency Management Department.

Oklahoma State University
Stillwater, Oklahoma

6/79 to 5/89 Local Government Specialist – Technology Transfer, Community and Rural Development

RESPONSIBILITIES AND ACCOMPLISHMENTS

- Participated in a 3-year project with Public Technology, Inc. as the technology transfer agent in a four-state area. PTI is an organization of the International City/County Managers Association responsible for innovative technology for local government. Interacted with members of the Federal Laboratory Consortium, industry trade associations, and various entrepreneurial groups in advancing innovative technology. Publications include:

Alternatives for Utility Meter Reading
Asphalt Pavement Recycling Alternatives
Compressed Natural Gas as a Fleet Vehicle Fuel

- Served as editor of the Federal Laboratory Consortium newsletter.
- Awarded a \$500,000 grant from the Kellogg Foundation to develop a national educational program on risk management in local government. Educational materials were developed for use by Cooperative Extension educators nationwide.
- Developed and presented educational programs for elected and appointed local government officials on their statutory and management duties and responsibilities.
- Presented educational programs throughout Oklahoma on trends in county government finance.
- Authored handbooks and other publications for use by Oklahoma local government officials in the execution of their duties including:

County Treasurers Handbook
County Excise/Equalization Board Handbook
District Court Clerk Handbook
Municipal Bond Issues: Understanding the Basics
A Guide to the County Financial Statement in Oklahoma

Selected Presentations

- Compressed Natural Gas For Municipal Fleet Vehicles; National Conference of Mayors, Atlanta, Georgia
- Facilitating Technology Transfer Through the ORTA System; Federal Laboratory Consortium, Washington, D.C.
- Report on CNG Demonstration; American Gas Association, Washington, D.C.

Northern Oklahoma College

Tonkawa, Oklahoma

6/76 to 6/79 Director of Public Relations and Alumni Affairs

RESPONSIBILITIES AND ACCOMPLISHMENTS

- Created and published information regarding the college and the various degree programs available.
- Developed radio and television promotions for the college.
- Implemented a student recruitment program throughout the state of Oklahoma resulting in an increase in enrollment three consecutive years.
- Authored an alumni newsletter and quarterly alumni newspaper.
- Responsible for coordinating the college development campaign.
- Classroom instructor for courses in Marketing and Small Business Management.

EDUCATION

University of Oklahoma	Bachelor of Business Administration Marketing and Management
Oklahoma State University	Master of Business Administration Management and Finance National Dean's List – 3.95 GPA

TAB 5

Project Methodology

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

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

Step 1: Organizational Inquiry and Analysis

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

Outline Project Plan and Timeline

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

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

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

Development of Position Profile Brochure

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

Step 2: Advertising and Recruitment

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

Ad Placement/ Social Media and Marketing of Position

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

SGR's preferred strategy is to rely on email distribution of the Position Profile brochure to key opinion leaders and potential prospects across the country. The position will be announced in our "10 in 10" e-newsletter, which reaches over 75,000 local government professionals, in

addition to a targeted email announcement to specific professional categories and/or areas of the country. By utilizing an email distribution strategy, these brochures tend to “get legs” of their own, resulting in a very high penetration rate at minimal cost.

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

Recruitment Video

SGR offers the option of developing a custom video recruitment ad, which can be posted on YouTube and linked to other media sources. It is estimated that job postings with video icons are viewed 12 percent more than traditional job postings, and that the job application rate increases by an average of 34 percent when video is added. A sample SGR recruitment video for the City of Owasso, Oklahoma, can be viewed at: <http://bit.ly/OwassoOKCM>.

Ongoing Communication with Applicants and Prospects

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

Step 3: Initial Screening and Review

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

Management of Applications

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

Evaluation and Triage of Resumes

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

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to

make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of approximately 8-12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues that have arisen, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 4: Evaluation of Semifinalist Candidates

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

Personal Interaction with Semifinalist Candidates

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

Written Questionnaire

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

Recorded Online Interviews

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

Media Search Stage 1

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

Search Committee Briefing / Selection of Finalist Candidates

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

Step 5: Evaluation of Finalist Candidates

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

Comprehensive Media Search Stage 2

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

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

Comprehensive Background Investigation Reports

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

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants

- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County criminal search (for every county in which candidate has lived or worked)
- County civil search (for every county in which the candidate has lived or worked)
- Education verification

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

Assessments (DiSC and I-OPT)

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

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

The I-OPT Assessment is a tool that measure how a person perceives and processes information. How someone perceives and processes information has a profound impact on what motivates a person, how a person sees an issue, and how that person interacts with others on team projects. Understanding one's own I-OPT Profile makes it possible to be more self-aware. Understanding another's I-OPT Profile helps predict how he or she will approach any given situation. (In a City Manager search, this will include I-OPT reports of the finalist candidates, direct reports, and city council. In department head searches, this will include I-OPT reports of the finalist candidates, City Manager, Assistant City Manager, peer department heads, and direct reports.)

Press Release (if desired)

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

Stakeholder Engagement (if desired)

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

which option, or combination of options, will be the most effective for the unique needs of the organization.

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

Step 6: Interview Process

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

First Year Game Plan (if desired)

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

Conduct Interviews

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

Deliberations

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

Reference Checks

Our reference checks are the most comprehensive in the industry. We place very little confidence on the references provided by the candidates since those can be expected to be biased. Instead, we will typically talk to as many as 20 professional contacts for a given

candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, civic leaders, and media representatives. We always seek out the candidate's greatest critics and greatest fans to ensure a complete, yet balanced, perspective and overview of each candidate.

Step 7: Negotiations and Hiring Process

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

Determine the Terms of an Offer

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

Negotiate Terms and Conditions of Employment

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

Transition Strategy

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

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

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

TAB 6

Timeline (Standard Search)

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

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

TAB 7

Project Cost

All-Inclusive Maximum Price

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

Expense Items (*Included in Not-to-Exceed Price Above*)

SGR considers incidentals to be covered by the professional services fee, and we do not bill the client for any expenses except for those explicitly detailed herein.

Expense items include:

- Professional production of a high quality brochure. This brochure (typically 3-4 pages) is produced by SGR's graphic designer for a flat fee of \$1,500.
- Ad placement in appropriate professional publications, including trade journals and websites, and related advertising to announce the position. This is billed at actual cost, with no markup for overhead.
- Printing of documents and materials. Reproduction costs for reports and briefing books presented to the client at 23 cents per copy, plus the cost of binders/binding. Flash drives are billed at \$10 each.
- Online interviews. There is a cost of \$200 for each recorded online interview. SGR recommends conducting online interviews at the semifinalist stage (up to 12 semifinalists).
- Psychometric Assessments. There is a cost of \$150 per candidate for the DiSC Management Profile. There is a cost of \$150 per candidate for the I-OPT Assessment as well (up to 4 finalists).
- Comprehensive Media Reports – Stage 2. There is a cost of \$350 per candidate. SGR recommends conducting Stage 2 media searches on the finalist candidates (up to 4 finalists).
- Comprehensive Background Investigation Reports. There is a cost of \$300 per candidate for comprehensive background screening reports prepared by our licensed private investigations provider. SGR recommends conducting comprehensive background investigations on the finalist candidates (up to 4 finalists).
- Travel and related costs for the Project Manager incurred for the benefit of the client. 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.

***Supplemental Services**

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

- Candidate Travel. Candidates are typically reimbursed directly by the client for travel expenses. If the client prefers a different arrangement for candidate travel, SGR will be glad to accommodate the client's wishes.
- Recruitment video. SGR offers the option of a customized recruitment video for a cost of \$5,000.
- Post-Hire Team Building Analysis. A half-day onsite workshop is \$4,000, plus travel expenses, and \$150 per person for I-OPT reports (if reports were not previously completed as part of the search process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of \$50 per report.
- Site Visits to Communities of Finalist Candidates. If desired, the Project Manager will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses.
- In the unexpected event the client shall request that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the client desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

Billing

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

TAB 8

Provision of Service Guarantee

SGR guarantees that you will be satisfied with the results of the search process, or we will repeat the entire process at no additional professional fee until you find a candidate that you desire. Additionally, if you select a candidate (that SGR has fully vetted through the recruitment process) who resigns or is released within 24 months of their hire date, SGR will repeat the process at no additional professional fee to the client. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

TAB 9

References

Jon Amundson, Assistant City Manager
City of Richland, Washington (pop. 47,000)
Email: jamundson@ci.richland.wa.us
Phone: 509-942-7380

Lynn Barboza, Human Resources Manager
City of Las Vegas, Nevada (pop. 567,000)
Email: lbarboza@lasvegasnevada.gov
Phone: 702-229-4879

Matt Mueller, Town Manager
Town of Little Elm, Texas (pop. 5,100)
Email: mmueller@littleelm.org
Phone: 214-975-0405

Tom Hayden, Mayor
Town of Flower Mound, Texas (pop. 67,000)
Email: mayor@flower-mound.com
Phone: 214-384-1105

Randy Rhoads, Mayor
City of Lee's Summit, Missouri (pop. 92,000)
Email: randy.rhoads@cityofls.net
Phone: 816-969-1030

Alan Guard, City Manager
City of Chickasha, Oklahoma (pop. 17,000)
Email: aguard@chickasha.org
Phone: 405-222-6045

Tim Pogue, Mayor
Haley Morrison, HR Director
City of Ballwin, Missouri (pop. 30,000)
Email: tpogue@ballwin.mo.us
Email: hmorrison@ballwin.mo.us
Phone: 636-207-2332

TAB 10

Recent City Manager and Deputy/Assistant City Manager Searches

2016

City/Town Manager

- Amarillo, Texas (pop. 189,000) – in process
- Angleton, Texas (pop. 19,000) – in process
- Bethany, Oklahoma (pop. 19,000) – in process
- Clarksville, Indiana (pop. 22,000) – in process
- Davenport, Iowa (pop. 101,000) – in process
- Des Moines, Washington (pop. 29,000) – in process
- Elgin, Texas (pop. 10,000) – in process
- Gunnison, Colorado (pop. 5,500) – in process
- Lake Dallas, Texas (pop. 8,000) – in process
- Palm Beach Shores, Florida (pop. 1,500)*
- Sweetwater, Texas (pop. 10,000) – in process
- Valley Center, Kansas (pop. 5,000) – in process
- Williston, North Dakota (pop. 13,000) – in process

2015

City/Town Manager

- Abilene, Texas (pop. 118,000)
- Altus, Oklahoma (pop. 19,000)
- Alvin, Texas (pop. 23,000)
- Arcadia, Florida (pop. 7,500)*
- Azle, Texas (pop. 11,500)
- Baytown, Texas (pop. 70,000)
- Ballwin, Missouri (pop. 30,000)
- Bedford, Texas (pop. 49,000)
- Bridgeport, Texas (pop. 6,000)
- Casper, Wyoming (pop. 53,500)
- Forney, Texas (pop. 16,000) – in process
- Georgetown, Texas (pop. 50,000)
- Granbury, Texas (pop. 6,800)
- Guthrie, Oklahoma (pop. 10,000)
- Hot Springs, Arkansas (39,000)
- Kaufman, Texas (pop. 8,900)
- Lamesa, Texas (pop. 9,300)
- Missouri City, Texas (pop. 74,500)
- Montgomery, Texas (pop. 600)
- Mount Pleasant, Tennessee (pop. 4,500)*
- Muskegon Heights, Michigan (pop. 11,500) – in process
- Northglenn, Colorado (pop. 34,000)
- Port Lavaca, Texas (pop. 11,000) – in process
- Sealy, Texas (pop. 6,000)
- St. Charles, Missouri (pop. 65,000)
- Stillwater, Oklahoma (pop. 46,000)

Deputy/Assistant City Manager

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

2014

City/Town Manager

- Chapel Hill, Tennessee (pop. 1,500)*
- Converse, Texas (pop. 19,500)*
- Duncanville, Texas (pop. 36,400)
- Fate, Texas (pop. 7,000)
- Galveston, Texas (pop. 56,000)*
- Joshua, Texas (pop. 6,000)
- Kilgore, Texas (pop. 13,000)
- Kyle, Texas (pop. 30,500)
- Lindale, Texas (pop. 5,000)
- Miami, Oklahoma (pop. 13,500)
- Nolensville, Tennessee (pop. 3,100)*
- Port Arthur, Texas (pop. 56,700)
- Port Lavaca, Texas (pop. 11,000)*
- Stephenville, Texas (pop. 17,400)
- Tyler, Texas (pop. 98,800)

Deputy/Assistant City Manager

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

2013

City/Town Manager

- Bellaire, Texas (pop. 17,000)
- Big Spring, Texas (pop. 27,500)*
- Burien, Washington (pop. 49,000)
- Burkburnett, Texas (pop. 10,500)
- College Station, Texas (pop. 98,000)
- Delray Beach, Florida (pop. 62,000)*
- Fate, Texas (pop. 800)
- Ferris, Texas (pop. 2,500)
- Henderson, Texas (pop. 14,000)
- League City, Texas (pop. 88,000)
- Manhattan, Kansas (pop. 56,000)*
- Owasso, Oklahoma (pop. 31, 500)
- Pearland, Texas (pop. 96,000)

- San Marcos, Texas (pop. 50,000)
- Sikeston, Missouri (pop. 16,000)
- South Padre Island, Texas (pop. 3,000)
- Wills Point, Texas (pop. 3,500)

Deputy/Assistant City Manager

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

2012

City Manager

- Argyle, Texas (pop. 3,500)
- Bainbridge Island, Washington (pop. 23,000)
- Breckenridge, Texas (pop. 5,500)
- Burkburnett, Texas (pop. 11,000)
- Canton, Texas (pop. 3,500)
- Cleveland, Texas (pop. 7,600)
- Duncanville, Texas (pop. 39,000)
- Elk City, Oklahoma (pop. 12,000)
- Fate, Texas (pop. 7,500)
- Flower Mound, Texas (pop. 67,500)
- Guthrie, Oklahoma (pop. 10,500)*
- Hot Springs, Arkansas (pop. 35,000)
- Huntsville, Texas (pop. 39,500)
- Jacksboro, Texas (pop. 4,000)
- La Porte, Texas (pop. 34,500)
- Little Elm, Texas (pop. 28,500)
- Miami, Oklahoma (pop. 13,500)
- Paris, Texas (pop. 25,000)
- Piney Point Village, Texas (pop. 3,200)*
- Rockwall, Texas (pop. 39,000)
- San Angelo, Texas (pop. 95,500)
- Texarkana, Texas (pop. 37,000)
- Van Alstyne, Texas (pop. 3,000)
- Willow Park, Texas (pop. 4,000)

Deputy/Assistant City Manager

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

2011

City Manager

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

2010

City Manager

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

Deputy/Assistant City Manager

- Midland, Texas, ACM (pop. 119,000)*

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

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

Executive Search Clients

Abilene, Texas	Chapel Hill, Tennessee	Galveston, Texas
Addison, Texas	Chickasha, Oklahoma	Georgetown, Texas
Alamo Heights, Texas	Cleveland, Texas	Gonzales, Texas
Alice, Texas	College Station, Texas	Granbury, Texas
Allen, Texas	Colleyville, Texas	Grand Prairie, Texas
Altus, Oklahoma	Colorado River Municipal Water District, Texas	Grapevine, Texas
Alvin, Texas	Commerce, Texas	Greenville, Texas
Amarillo, Texas	Converse, Texas	Guthrie, Oklahoma
Anna, Texas	Copper Canyon, Texas	Hallandale Beach, Florida
Arcadia, Florida	Corpus Christi, Texas	Hancock County Port & Harbor Commission, Mississippi
Argyle, Texas	Dalhart, Texas	Harris County ESD No. 48, Texas
Arlington, Texas	Dalworthington Gardens, Texas	Henderson, Texas
Atlanta, Texas	Delray Beach, Florida	Hewitt, Texas
Azle, Texas	Denison, Texas	Highland Park, Texas
Bainbridge Island, Washington	Denton, Texas	Hot Springs, Arkansas
Ballwin, Missouri	Denton County Fresh Water Supply District 1-A, Texas	Hudson Oaks, Texas
Baytown, Texas	Duncanville, Texas	Huntsville, Texas
Bedford, Texas	El Paso, Texas	Hutchinson, Kansas
Bellaire, Texas	El Paso MPO, Texas	Hutto EDC, Texas
Bellevue, Washington	Elk City, Oklahoma	Irving, Texas
Big Spring, Texas	Fairview, Texas	Jacksboro, Texas
Breckenridge, Texas	Farmers Branch, Texas	Jacksonville Development Corporation, Texas
Brentwood, Tennessee	Farmersville, Texas	Joshua, Texas
Bridgeport, Texas	Farmington, New Mexico	Kalamazoo County Consolidated Dispatch Authority, Michigan
Burkburnett, Texas	Fate, Texas	Kaufman, Texas
Burleson, Texas	Ferris, Texas	Keller, Texas
Burien, Washington	Flower Mound, Texas	Kilgore, Texas
Burnet, Texas	Forney, Texas	Kyle, Texas
Canton, Texas	Fort Worth, Texas	La Porte, Texas
Cape Girardeau, Missouri	Freeport, Texas	Lakeland, Florida
Casper, Wyoming	Friendswood, Texas	
Cedar Hill, Texas	Gainesville, Texas	
Cedar Park, Texas		

Executive Search Clients

Lakeway, Texas	Orange County, North Carolina	Sikeston, Missouri
Lamesa, Texas	Overland Park, Kansas	Socorro, Texas
Lancaster, Texas	Owasso, Oklahoma	Southlake, Texas
Las Vegas, Nevada	Palestine, Texas	South Padre Island, Texas
Lawton, Oklahoma	Palm Beach Shores, Florida	St. Charles, Missouri
League City, Texas	Paris, Texas	Stephenville, Texas
Leander, Texas	Pearland, Texas	Stillwater, Oklahoma
Lee County, Florida	Piney Point Village, Texas	Sugar Land, Texas
Lenexa, Kansas	Plainview, Texas	Sunny Isles Beach, Florida
Levelland, Texas	Plano, Texas	Temple, Texas
Lewisville, Texas	Port Arthur, Texas	Terrell, Texas
Lindale, Texas	Port Lavaca, Texas	Texarkana, Texas
Little Elm, Texas	Port Neches, Texas	TexAmericas Center, Texas
Longview, Texas	Prosper, Texas	Thompson's Station, Tennessee
Lorena, Texas	Red Oak, Texas	Tomball, Texas
Los Lunas, New Mexico	Richardson, Texas	Trinidad, Colorado
Lufkin, Texas	Richland, Washington	Trophy Club, Texas
Manhattan, Kansas	Richland Hills, Texas	Tyler, Texas
McKinney, Texas	Riverbend Water District, Texas	Van Alstyne, Texas
McKinney EDC, Texas	Rockwall, Texas	Victoria, Texas
Memorial Villages PD, Texas	Round Rock, Texas	Waco, Texas
Miami, Oklahoma	Rowlett, Texas	Washoe County, Nevada
Midland, Texas	Royse City, Texas	Waxahachie, Texas
Midlothian, Texas EDC	Sachse, Texas	Weatherford, Texas
Missouri City, Texas	San Angelo, Texas	Westlake, Texas
Montgomery, Texas	San Marcos/Hays County EMS, Texas	West Lake Hills, Texas
Mount Pleasant, Tennessee	San Marcos, Texas	Westworth Village, Texas
Mount Pleasant, Texas	Seabrook, Texas	Wheat Ridge, Colorado
Mustang, Oklahoma	Seagoville, Texas	Willow Park, Texas
Nolensville, Tennessee	Sealy, Texas	Wills Point, Texas
Northglenn, Colorado	Shoreline, Washington	Yoakum, Texas
North Richland Hills, Texas	Shreveport, Louisiana	
North Texas Emergency Communications Center, Texas		

Executive Search Recruited Positions

Administration

Assistant City Manager
Assistant County Manager
City Manager/City Administrator
City Secretary
Deputy City Manager
Director of Administration

Administrative Services/Internal Services

Administrative Services Director
Arts Director
Assistant Municipal Garage Superintendent
Chief Performance Officer
Director of Human Resources & Risk Management
Director of Operations and Maintenance
Facilities Services Manager
Fixed-Base Operator Services
Fleet Equipment Services Manager
Human Resources/Civil Services Director
Intergovernmental Services Manager
Management Assistant
Manager of Town Services

Animal Services/Environmental Health

Animal Services Manager
Animal Shelter Manager
Animal Welfare Director
Animal Welfare Manager
Assistant Director of Code Compliance/Animal Welfare
Chief Medical Examiner
Director of Regional Animal Services
Environmental Health Director
Executive Director of Animal Services

Development Services

Assistant Property Management Director
Building Official
Chief Building Official
City Inspector
Community Development Director/Manager
Community Services Administrator
Deputy Director of Development Services
Development Services Director
Municipal Services Director
Neighborhood Services Director
New Urbanist
Planning & Community Development Director
Property Management Director
Senior Building Inspector/Building Inspector
Tourism and Community Development Director

Economic Development, CVB

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

Finance

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

Information Technology

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

Legal

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

Library

Librarian
Library Director
Senior Librarian

Executive Search Recruited Positions

Marketing and Community Engagement

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

Metropolitan Planning Organization

Director of Metropolitan Planning Organization

Museum

Museum Director

Parks and Recreation

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

Public Safety/EMS/Emergency Management

Assistant Fire Chief
Assistant Police Chief
Chief of Public Safety
Emergency Management Coordinator
EMS Executive Director
Executive Director
Fire Chief
Lieutenant
Police Chief

Public Works/Utilities/ Engineering

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

TAB 11

Unsolicited Feedback Regarding SGR's Performance

Following are a few unsolicited quotes from emails we have received. This unsolicited feedback demonstrates that our practice of using the Golden Rule to determine how we treat everyone leaves no doubt in the minds of both clients and candidates that we are truly superior to the competition. We do not include names to avoid the suggestion of an endorsement, which is prohibited under the ICMA Code of Ethics.

December 2015: "SGR really is a class act and I appreciate the personal nature of your communications – you must have an excellent staff. I have been through more than a few applications while transitioning from the military, and I will tell you that your company stands at the top."

November 2015: "I sincerely believe your personal courtesy and agency is the most professional of any I have ever experienced."

October 2015: "One of the reasons I enjoy working with your firm is you still have the old fashion courtesy of keeping candidates updated. It is really appreciate, whether we are the successful one(s) or not."

July 2015: "You have been 'top notch' in your communication and willingness to share resources."

June 2015: "Please allow me to tell you how very much I appreciate your kind and thoughtful e-mail. Civility and class never go out of style."

April 2015: "I'm very impressed with how well SGR works on recruitment. I really appreciated all of the follow-up emails and how much communication you provide. Should any city I work for in the future seek an executive recruitment, I would not hesitate to recommend SGR."

April 2015: "This is the most informative and personable search communication that I've ever received from an executive search firm. Kudos to you! I've been receiving the notification updates."

March 2015: "Thanks, [Executive Recruiter]. You and [SGR staff] made it an enjoyable experience and I am very pleased with the results. I hope we don't need your services anytime soon, but if we do, I will call you first.]

November 2014: "It was a pleasure working with you and your team, [Executive Recruiter]. SGR is a great organization and I'm very proud to work with you all!"

October 2014: "Fantastic, you are making this whole process easy, informative and pleasant. Thank you for your attention and patience."

August 2014: "Amazing customer service. It is so obvious that your whole team really cares and is very passionate about what they do. It is the best I have ever experienced."

August 2014: “My experience during this process has been excellent. It can be unnerving to be on this side of the recruitment. You and your team have provided excellent communications and updates. Your efforts are greatly appreciated. I am very pleased to continue in the process.”

August 2014: “Thanks so much for the quick response. I just have to ask - do you folks work 24/7? I get emails from you, [SGR staff] and Ron on the weekends, late at night, early in the morning. I must say, I've been in local government a long time and have never experienced a firm as responsive, prompt, courteous, and informative you all at SGR. You guys are fantastic!”

July 2014: “Not the news I was hoping for, but I'm glad you have such a great field of candidates. Once again, from my experience, you and your team execute the most professional search!”

July 2014: “I was very impressed with our meeting and I feel like you were really listening to all the concerns and suggestions of the committee. Thank you very much for keeping me posted and I look forward to hearing from you soon.”

July 2014: “I just want to thank you for the work that [Executive Recruiter] and SGR did on our recent Fire Chief search. Once again, you guys knocked it out of the park. [Executive Recruiter] was extremely accommodating, extremely accessible and extremely patient. He even indulged me when I asked tons of questions. You both are such great guys. I feel privileged to work with you guys and consider you friends. Thanks again.”

July 2014: “I just wanted to take a moment and validate what I am sure you already know...your staff is top shelf! I recently went through the [city] [position] search with your company and everybody that I worked with at SGR was stellar; it was a pleasure working with each of them. [SGR staff] and especially [Executive Recruiter] were true professionals and kept me abreast of the process every step of the way with no surprises. It speaks volumes about SGR that you can attract and retain such quality individuals.”

June 2014: “The selection process has ended for me as the [city] has gone with another candidate but I wanted to express my thanks to you for the assistance you provided me during my preparation. The information you provided was valuable and assisted me greatly. Thank you again, and I wish you and SGR all the best in the future.”

June 2014: “I can already tell the SGR executive recruitment process is quite an experience. You and your team do a great job and I have no doubt you drive additional business through your courtesy and responsiveness to candidates. In short, extremely well done!”

June 2014: “Thanks for keeping us all updated...it speaks volumes for SGR's corporate culture and your personal integrity. I know that you know full well what we go thru. You guys are awesome and no matter the outcome of this process I will chalk it up to another positive experience with working with SGR.”

May 2014: “We really appreciate all your help. Note: every candidate complimented [Executive Recruiter] and SGR!”

April 2014: “My compliments again to SGR and the [city] on a well-organized, innovative, and highly responsive recruitment process.”

March 2014: “I really appreciate all your help from start to finish in our search for a new city manager. I will definitely call you the next time we have an opening we need help filling. There is no doubt we, as a city, made the right decision to select SGR to bring us quality candidates.”

March 2014: “Just a brief note to thank you both, and particularly [Executive Recruiter], for the professional and thorough search effort. Our final selection of [candidate] received unanimous support. This result speaks to the merits of the SGR process in recruiting and selecting the kind of top talent we were after.”

October 2013: “I cannot begin to thank [SGR] enough for the services that were provided. SGR did an incredible job with this search. It ran very smoothly and efficiently. I cannot think of one thing that could be improved. Thank you so much!”

October 2013: “Just a short note to thank you for the multiple communications regarding your search. You folks are a class act as one rarely hears a thing from a search these days.”

September 2013: “Thank you so much for a superb effort in assisting us in a search for [position]. ... I would recommend SGR to anyone. Your process is one that is highly likely to lead to success, certainly more so than a typical head-hunting outfit.”

September 2013: “This was without a doubt as professional as I have seen. You did an amazing job. I look forward to working with you in the future. Thank again.”

July 2013: “Just a brief note to say thank-you for considering me for [position]. While I am obviously disappointed in the final outcome, I cannot help but view the overall experience positively...I would also like to thank you for your professionalism through the process. You are a credit to your firm, and do all of us who serve the public a great service.”

July 2013: “On behalf of [Department Head] and our entire HR team, I just want to thank you and your team members for making this search such a smooth and easy process for us.”

June 2013: “I want you to know that [Executive Recruiter] did a fantastic job for us. He got us an outstanding list of applicants, made excellent recommendations regarding who we should be considering, and it was just a really terrific effort on SGR’s part all the way around. [SGR staff] was most helpful during the posting process and wonderful to deal with over the phone. Your company added tremendous value to the process.”

May 2013: “THANK YOU FOR ALL YOUR ASSISTANCE! What an AMAZING team at SGR... I’m loving this experience working with you all.”

April 2013: “It has been a pleasure being considered for the position [with client]. Although not chosen for the position, I feel I am better prepared for future interviews (live or recorded) due to my interaction with Strategic Government Resources. The level of professionalism shown by your entire staff at SGR has been exemplary. Throughout the entire process phone messages and emails were returned promptly, enabling me to become more prepared for the interview

process. If I can be of any assistance to you in the future, please do not hesitate to call upon me.”

February 2013: “[Executive Recruiter] and SGR deserve significant credit for not only helping us find the best fit for our community but moreover for being an integral component in ensuring the [client] has vital human resources necessary to meet [department] challenges ahead and excel beyond the goals set before us. For your guidance and expertise, we are truly appreciative.”

January 2013: “Thank you. The fact that you have continually taken the initiative to keep me up to date speaks volumes to your ethics and professionalism. Quite honestly, both of these qualities have become less evident in the field.”

December 2012: “Your firm and employees have a level of caring and customer service our organization aspires to. You have made excellence of product and service the standard for your firm. You guys are one of very few firms (maybe the only one I know of) that has made superior customer service its everyday standard to the point where even great customer service would be a letdown.”

September 2012: “I have really enjoyed being able to participate in the recruitment process to date. I was especially intrigued with the use of online interview technology...I also really like the way you’ve organized the First Year Game Plan exercise. It’s a really neat way for the candidates, city staff and council members to get to know one another better before the formal interviews take place.”

September 2012: “Like many in the city manager profession, I have experienced and participated in a number of different search processes as a candidate as well as employer. The search process for the [client] City Manager position was my first experience with a search conducted by SGR. Without question, your process was the most thorough search I have experienced in 25 years and dozens of searches. As a candidate, I felt the process challenged me to be extremely well-informed about the position and the community. In addition, all SGR representatives provided me with accurate, timely and complete information throughout the search process. Congratulations and thank you!”

June 2012: “Again, I want to THANK YOU and your staff I have had the pleasure to work with. There definitely is a reason you are swamped with searches. The “Golden Rule” is serving SGR well. Please know that [staff members] have all been great and they have certainly helped me through this transition.”

TAB 12



CITY OF BALLWIN, MISSOURI

City Administrator Position Profile

THE COMMUNITY

Located in the heart of prestigious West St. Louis County, Ballwin, Missouri is a dynamic community of more than 30,000 residents. Covering 10 square miles, the city is ideally situated in the St. Louis Metro area with easy access to Interstates 270, 64, and 44. Ballwin is the fifth largest city in St. Louis County which has a population of more than 1 million people. Ballwin is located 30 minutes from the St. Louis–Lambert International Airport and only 40 minutes from downtown St. Louis.

Ballwin was founded in 1800 by John and Mary Bray Ball. The town's original name was Ballshow and was changed to Ballwin in 1837. Ballwin grew from a small town with few homes and businesses to a small village of 750 people when it was incorporated on December 29, 1950 as a City of the Fourth Class under Missouri Law.

Named as **“One of the Best Places to Live”** by *Money Magazine* in 2005, 2011, and again in 2013, Ballwin prides itself on the wide range of programs and services available to its residents. Consistently recognized as one of the safest and best places to raise a family, Ballwin was designated **“2nd Safest City in Missouri”** and **“9th Safest City in the US”** by Neighborhood Scout. In 2012, Ballwin was named by both *Businessweek* and *Family Circle* magazines as a **“Top City for Family”** and one of the **“Best 10 Towns for Families”** respectively. In 2014 Ballwin was recognized as the **#7 Top Small City in Missouri** by Cities-Journal.com.

Ballwin offers a wide range of quality of life amenities. Two state-of-the-art recreational facilities, The Pointe at Ballwin Commons Community Center and North Pointe Family Aquatic Center, provide exceptional opportunities for family fun, leisure time, and personal fitness. Ballwin's municipal golf course is recognized as the best public nine-hole facility in the area and was acclaimed with the prestigious *“Editor's Choice Award”* by *St. Louis magazine* as **“Best Quality Golf.”**

Beautiful Vlasick Park is the crown jewel of the City's parks system and covers 31 acres featuring baseball diamonds, tennis courts, ponds, a pavilion, volleyball courts, and an array of outdoor and recreational elements. The park is home to the annual Ballwin Days festival featuring activities for the entire family including a parade, carnival rides, fireworks, live entertainment, and the Ballwin Days 5K and 1 Mile Run.

Residents and visitors enjoy easy access to various professional sports teams including the St. Louis Cardinals, the St. Louis Blues, and the St. Louis Rams. With Castlewood State Park and Meramac River nearby, there are ample opportunities for a variety of outdoor adventures.





City of Ballwin, Missouri // City Administrator Position Profile

THE COMMUNITY, continued

Quality education is a priority in Ballwin. The community is served by two AAA rated districts. The premiere Rockwood School District serves 21,351 students in grades Pre-K through 12 on 30 campuses. Rockwood SD is recognized for high student achievement, outstanding teachers and staff, and great community support. Parkway School District serves 17,148 students in grades Pre-K through 12. Parkway's college entrance exam scores are among the best in the county and the District has 14 nationally recognized "Blue Ribbon" schools of excellence. Additionally, Parkway is accredited and recognized for "Distinction in Performance for High Achievement," the highest rating available by the Missouri Department of Elementary and Secondary Education.

Several major universities and colleges are located nearby including Washington University, St. Louis University, Maryville University of St. Louis, Missouri Baptist University, Webster University, St. Louis Community College, Lindenwood University, and University of Missouri-St. Louis.

The median income in Ballwin is \$81,351, and the average home price is \$210,000.

GOVERNANCE & ORGANIZATION

The City of Ballwin operates under a Mayor-Alderman-City Administrator form of government. The Mayor and eight Aldermen make up the governing body and serve two-year terms. The Mayor is elected at large, and two Aldermen are elected from each of four wards. The City Administrator is the chief administrative official of the City and is responsible to the Mayor and Alderman for the day-to-day operations of the organization. The City Administrator is designated by ordinance to retain authority for all personnel decisions.

The City has 142 employees organized into four departments including Administration, Parks and Recreation, Police, and Public Works. Administration encompasses legislation, public relations, occupancy/building permits and inspections, code enforcement, planning, zoning, licensing, finance, human resources, and municipal court.

The City has a 2015 operating budget of \$18.9 million. There has been no municipal property tax since 1987, and City services are financed primarily by sales tax, utility gross receipts taxes, and recreational revenues. Real estate taxes are collected by St. Louis County, the area school districts, and other governmental agencies. The utility tax rate is 7% and the sales tax rate is 8.113%.





City of Ballwin, Missouri // City Administrator Position Profile

LEADERSHIP & INNOVATION

There will be several key issues for the new City Administrator to address:

- Currently under review is the method of pooled sales tax distribution to municipalities in St. Louis County. Regardless, the new City Administrator should be prepared to explore viable new revenue sources to augment sales tax revenues.
- Several long-tenured department directors are expected to retire in the next three to seven years. It will be essential that the new City Administrator prepare for succession management and glean the significant “institutional memory” from these key staff members.
- Retention and attraction of retail businesses will be an important goal to ensure Ballwin’s continued economic growth in the region.
- The City seeks an initiative to encourage development of housing options for residents aged 55 and over with the City Administrator playing an important role in devising a plan.
- As with many communities, Ballwin has aging housing stock and aging infrastructure. The new City Administrator will need to develop a strategy to address these issues.
- The City Administrator will lead the development of a new city hall facility.

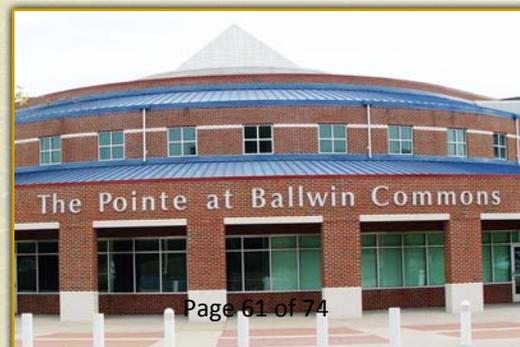


IDEAL CANDIDATE

The City of Ballwin has a very stable governing board. The Mayor and Aldermen seek a new City Administrator to lead the organization that includes a long-tenured senior staff and a dedicated work force that delivers a slate of high quality municipal services to residents. The current City Administrator is retiring after serving Ballwin in that role for 27 years.

The ideal candidate will:

- Desire to make Ballwin home for the long term
- Be energetic, yet have a calm and diplomatic leadership style
- Lead by example, maintain positive staff morale, and reward good work efforts
- Possess excellent presentation skills
- Be skilled at providing guidance to the governing board
- Have demonstrated knowledge of information technology and the use of social media
- Be active in the community
- Embrace innovation and be an “idea” person
- Have the ability to establish a leadership position among the city managers in St. Louis County





City of Ballwin, Missouri // City Administrator Position Profile

EDUCATION & EXPERIENCE

A Bachelor's Degree in public or business administration or a related field from an accredited college or university is required. A Master's Degree is required. The new City Administrator must have seven years of city management experience in a comparable community, or assistant city management experience in a larger city. Experience in a suburban community is a plus.

COMPENSATION & BENEFITS

The salary range for this position is \$120,000 - \$150,000 depending on qualifications and experience. The City participates in Missouri's Local Government Employees' Retirement System (LAGERS), and a full range of leave and insurance benefits is also provided. It is preferred that the chosen candidate establish residency in Ballwin. A car allowance and a relocation expense reimbursement are also provided.

APPLICATION PROCESS

Please apply online at <http://bit.ly/SGRCurrentSearches>

For more information on this position, contact:

Gary Holland, Senior Vice President
Strategic Government Resources
GaryHolland@GovernmentResource.com
405-269-3445

The position is open until filled. To view the status of this position, please visit:
<http://bit.ly/SGRCurrentSearches>

The City of Ballwin is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

RESOURCES

City of Ballwin, MO
www.ballwin.mo.us

Parkway School District
www.parkwayschools.net

Rockwood School District
www.rockwood.k12.mo.us



TAB 13



Background Screening Report

First Check
 PO BOX 92033
 Southlake, TX 76092
 Phone: 888-588-2525 / 888-588-2525
 Fax: 888-213-9341

FILE NUMBER	70100	REPORT DATE	04-02-2015
REPORT TO	STRATEGIC GOVERNMENT RESOURCES (20002) 1117 Bourland Rd Keller, TX 76248 Phone: 214-676-1691 Fax: -	ORDER DATE	04-02-2015 MELISSA VALENTINE
		TYPE	EXECUTIVE SEARCH - BACKGROUND CHECK

Application Information

APPLICANT	TESTCASE, JANET	SSN	XXX-XX-6789	DOB	10-05-1962
ADDRESS(ES)	19 FOREST DR	CITY / STATE / ZIP	BEDROCK, TX 75214		

Identity Development

Person Search - SSN TRACE/ ADDRESS VERIF

RESULTS	Records Found	SEARCH DATE	04-02-2015 1:48 PM MDT		
SSN SEARCHED	XXX-XX-6789	Applicant Information			
FULL NAME / SSN	DOB	ADDRESS	PHONE	REPORTED DATE(S)	
JANET TESTCASE		19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 2015-01-16 Last: 2015-04-02	
JANET LYNN TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO	(954)547-3984	First: 1995-02-13 Last: 2015-04-02	
JANET TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 1995-02-13 Last: 2015-04-02	
JANET L TESTCASE		7863 SLEEPING LILY DR LAS VEGAS, MO 89178 County: JACKSON	(702)812-1460	First: 1991-12-31 Last: 1996-05-23	

SSN Information

SSN	VALID	ISSUED LOCATION	ISSUED DATE RANGE
XXX-XX-6789	Y		1975-1976

WARNING: This search may not be used as the basis for an adverse action on an applicant. It should only be used to verify or correct an applicant's information, or as a tool to further research of public records or other verifications.

Credit

Credit Summary

TOTAL TRADELINES	0	30 DAYS LATE	0
CURRENTLY SATISFACTORY	0	60 DAYS LATE	0
CURRENTLY DELINQUENT	0	90 DAYS LATE	0
PREVIOUSLY DELINQUENT	0	NEWEST TRADE	
COLLECTION/CHR OFFS	0/0	OLDEST TRADE	
PUBLIC RECORDS	0	INQUIRIES	0

Financial Summary

	#	PAYMENT	TTL BALANCE	PAST DUE	UTILIZATION
MORTGAGE	0	\$0	\$0	\$0	
INSTALLMENT	0	\$0	\$0	\$0	
OPEN	0	\$0	\$0	\$0	
REVOLVING	0	\$0	\$0	\$0	
OTHER	0	\$0	\$0	\$0	
	0	\$0	\$0	\$0	

Warning: Use careful judgment the past due column of this financial summary may possibly combine amounts of an original creditor with amounts from a collection agency collecting for the original creditor. A single debt could be included as a trade amount and with the collection agency. In a few cases, this single debt can appear as a judgment in the public records section, as well.

Variations

Personal Information Comparison

	NAME	SOC SEC	DOB	AKA
APPLICANT	TESTCASE, JANET	XXX-XX-6789	10/05/1962	
TU	TESTCASE, JANET	MISMATCH		

Address Comparison

APPLICANT	ADDRESS	REPORTED
TU	19 FOREST DR , BEDROCK, TX 75214	04-02-2015

Employment Comparison

COMPANY	POSITION	REPORTED
NO EMPLOYERS DEVELOPED		

Credit Bureau Report

Credit History

CREDITOR	OPENING DATE MONTHS REVIEWED	REPORTED DATE DLA	HIGH CREDIT	BALANCE	PAST DUE AMOUNT	HISTORICAL TIMES PAST DUE			TYPE TERMS	PRESENT STATUS	E C O A
						30	60	90+			

NO TRADELINES DEVELOPED

ECOA KEY: B = BORROWER; C = CO-BORROWER; S = SHARED; J = JOINT; U = UNDESIGNATED; A = AUTHORIZED USER

Public Records

NO PUBLIC RECORDS DEVELOPED

Prior Inquiries

CREDITOR	INQUIRY TYPE	DATE	SRC	KIND OF BUSINESS	ECOA

NO PRIOR INQUIRIES DEVELOPED

Repository Remarks

TU High Risk Fraud Alert: Available and Clear (H01)
 TU A SUMMARY OF YOUR RIGHTS UNDER THE FAIR CREDIT REPORTING ACT

PARA INFORMACION EN ESPANOL, VISITE WWW.CONSUMERFINANCE.GOV/LEARNMORE O ESCRIBE A LA CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON, DC 20006.

THE FEDERAL FAIR CREDIT REPORTING ACT (FCRA) PROMOTES THE ACCURACY, FAIRNESS, AND PRIVACY OF INFORMATION IN THE FILES OF CONSUMER REPORTING AGENCIES. THERE ARE MANY TYPES OF CONSUMER REPORTING AGENCIES, INCLUDING CREDIT BUREAUS AND SPECIALTY AGENCIES (SUCH AS AGENCIES THAT SELL INFORMATION ABOUT CHECK WRITING HISTORIES, MEDICAL RECORDS, AND RENTAL HISTORY RECORDS). HERE IS A SUMMARY OF YOUR MAJOR RIGHTS UNDER THE FCRA. FOR MORE INFORMATION, INCLUDING INFORMATION ABOUT ADDITIONAL RIGHTS, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE, OR WRITE TO: CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON, DC 20006.

- YOU MUST BE TOLD IF INFORMATION IN YOUR FILE HAS BEEN USED AGAINST YOU. ANYONE WHO USES A CREDIT REPORT OR ANOTHER TYPE OF CONSUMER REPORT TO DENY YOUR APPLICATION FOR CREDIT, INSURANCE, OR EMPLOYMENT - OR TO TAKE ANOTHER ADVERSE ACTION AGAINST YOU - MUST TELL YOU, AND MUST GIVE YOU THE NAME, ADDRESS, AND PHONE NUMBER OF THE AGENCY THAT PROVIDED THE INFORMATION.

- YOU HAVE THE RIGHT TO KNOW WHAT IS IN YOUR FILE. YOU MAY REQUEST AND OBTAIN ALL THE INFORMATION ABOUT YOU IN THE FILES OF A CONSUMER REPORTING AGENCY (YOUR "FILE DISCLOSURE"). YOU WILL BE REQUIRED TO PROVIDE PROPER IDENTIFICATION, WHICH MAY INCLUDE YOUR SOCIAL SECURITY NUMBER. IN MANY CASES, THE DISCLOSURE WILL BE FREE. YOU ARE ENTITLED TO A FREE FILE DISCLOSURE IF:

- A PERSON HAS TAKEN ADVERSE ACTION AGAINST YOU BECAUSE OF INFORMATION IN YOUR CREDIT REPORT;
- YOU ARE THE VICTIM OF IDENTITY THEFT AND PLACE A FRAUD ALERT IN YOUR FILE;
- YOUR FILE CONTAINS INACCURATE INFORMATION AS A RESULT OF FRAUD;
- YOU ARE ON PUBLIC ASSISTANCE;
- YOU ARE UNEMPLOYED BUT EXPECT TO APPLY FOR EMPLOYMENT WITHIN 60 DAYS.

IN ADDITION, ALL CONSUMERS ARE ENTITLED TO ONE FREE DISCLOSURE EVERY 12 MONTHS UPON REQUEST FROM EACH NATIONWIDE CREDIT BUREAU AND FROM NATIONWIDE SPECIALTY CONSUMER REPORTING AGENCIES. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR MORE INFORMATION.

- YOU HAVE THE RIGHT TO ASK FOR A CREDIT SCORE. CREDIT SCORES ARE NUMERICAL SUMMARIES OF YOUR CREDIT-WORTHINESS BASED ON INFORMATION FROM CREDIT BUREAUS. YOU MAY REQUEST A CREDIT SCORE FROM CONSUMER REPORTING AGENCIES THAT CREATE SCORES OR DISTRIBUTE SCORES USED IN RESIDENTIAL REAL PROPERTY LOANS, BUT YOU WILL HAVE TO PAY FOR IT. IN SOME MORTGAGE TRANSACTIONS, YOU WILL RECEIVE CREDIT SCORE INFORMATION FOR FREE FROM THE MORTGAGE LENDER.

- YOU HAVE THE RIGHT TO DISPUTE INCOMPLETE OR INACCURATE INFORMATION. IF YOU IDENTIFY INFORMATION IN YOUR FILE THAT IS INCOMPLETE OR INACCURATE, AND REPORT IT TO THE CONSUMER REPORTING AGENCY, THE AGENCY MUST INVESTIGATE UNLESS YOUR DISPUTE IS FRIVOLOUS. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR AN EXPLANATION OF DISPUTE PROCEDURES.

- CONSUMER REPORTING AGENCIES MUST CORRECT OR DELETE INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION. INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION MUST BE REMOVED OR CORRECTED, USUALLY WITHIN 30 DAYS. HOWEVER A CONSUMER REPORTING AGENCY MAY CONTINUE TO REPORT INFORMATION IT HAS VERIFIED AS ACCURATE.

- CONSUMER REPORTING AGENCIES MAY NOT REPORT OUTDATED NEGATIVE INFORMATION. IN MOST CASES, A CONSUMER REPORTING AGENCY MAY NOT REPORT NEGATIVE INFORMATION THAT IS MORE THAN SEVEN YEARS OLD, OR BANKRUPTCIES THAT ARE MORE THAN 10 YEARS OLD.

- ACCESS TO YOUR FILE IS LIMITED. A CONSUMER REPORTING AGENCY MAY PROVIDE INFORMATION ABOUT YOU ONLY TO PEOPLE WITH A VALID NEED - USUALLY TO CONSIDER AN APPLICATION WITH A CREDITOR, INSURER, EMPLOYER, LANDLORD, OR OTHER BUSINESS. THE FCRA SPECIFIES THOSE WITH A VALID NEED FOR ACCESS.

- YOU MUST GIVE YOUR CONSENT FOR REPORTS TO BE PROVIDED TO EMPLOYERS. A CONSUMER REPORTING AGENCY MAY NOT GIVE OUT INFORMATION ABOUT YOU TO YOUR EMPLOYER, OR A POTENTIAL EMPLOYER, WITHOUT YOUR WRITTEN CONSENT GIVEN TO THE EMPLOYER. WRITTEN CONSENT GENERALLY IS NOT REQUIRED IN THE TRUCKING INDUSTRY. FOR MORE INFORMATION, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE.

- YOU MAY LIMIT "PRESCREENED" OFFERS OF CREDIT AND INSURANCE YOU GET BASED ON INFORMATION IN YOUR CREDIT REPORT. UNSOLICITED "PRESCREENED" OFFERS FOR CREDIT AND INSURANCE MUST INCLUDE A TOLL-FREE PHONE NUMBER YOU CAN CALL IF YOU CHOOSE TO REMOVE YOUR NAME AND ADDRESS FROM THE LISTS THESE OFFERS ARE BASED ON. YOU MAY OPT-OUT WITH THE NATIONWIDE CREDIT BUREAUS AT 1-888-567-8688 (888-5OPTOUT).

- YOU MAY SEEK DAMAGES FROM VIOLATORS. IF A CONSUMER REPORTING AGENCY, OR, IN SOME CASES, A USER OF CONSUMER REPORTS OR A FURNISHER OF INFORMATION TO A CONSUMER REPORTING AGENCY VIOLATES THE FCRA, YOU MAY BE ABLE TO SUE IN STATE OR FEDERAL COURT.

- IDENTITY THEFT VICTIMS AND ACTIVE DUTY MILITARY PERSONNEL HAVE ADDITIONAL RIGHTS. FOR MORE INFORMATION, VISIT WWW.CONSUMERFINANCE.GOV/LEARNMORE.

STATES MAY ENFORCE THE FCRA, AND MANY STATES HAVE THEIR OWN CONSUMER REPORTING LAWS. IN SOME CASES, YOU MAY HAVE MORE RIGHTS UNDER STATE LAW. FOR MORE INFORMATION, CONTACT YOUR STATE OR LOCAL CONSUMER PROTECTION AGENCY OR YOUR STATE ATTORNEY GENERAL. FOR INFORMATION ABOUT YOUR FEDERAL RIGHTS, CONTACT:

TYPE OF BUSINESS:	CONTACT:
1.a. BANKS, SAVINGS ASSOCIATIONS, AND CREDIT UNIONS WITH TOTAL ASSETS OF OVER \$10 BILLION AND THEIR AFFILIATES	BUREAU OF CONSUMER FINANCIAL PROTECTION 1700 G STREET NW WASHINGTON, DC 20006
b. SUCH AFFILIATES THAT ARE NOT BANKS, SAVINGS ASSOCIATIONS, OR CREDIT UNIONS ALSO SHOULD LIST, IN ADDITION TO THE BUREAU:	FEDERAL TRADE COMMISSION CONSUMER RESPONSE CENTER -FCRA WASHINGTON, DC 20580 1-877-382-4357
2. TO THE EXTENT NOT INCLUDED IN ITEM 1 ABOVE:	OFFICE OF THE COMPTROLLER OF THE CURRENCY
a. NATIONAL BANKS, FEDERAL SAVINGS ASSOCIATIONS, AND FEDERAL BRANCHES AND FEDERAL AGENCIES OF FOREIGN BANKS	CUSTOMER ASSISTANCE GROUP 1301 MCKINNEY STREET, SUITE 3450 HOUSTON, TX 77010-9050 1-800-613-6743
b. STATE MEMBER BANKS, BRANCHES AND AGENCIES OF FOREIGN BANKS (OTHER THAN FEDERAL BRANCHES, FEDERAL AGENCIES AND INSURED STATE BRANCHES OF FOREIGN BANKS), COMMERCIAL LENDING COMPANIES OWNED OR CONTROLLED BY FOREIGN BANKS, AND ORGANIZATIONS OPERATING UNDER SECTION 25 OR 25A OF THE FEDERAL RESERVE ACT	FEDERAL RESERVE CONSUMER HELP (FRCH) PO BOX 1200 MINNEAPOLIS, MN 55480 1-888-851-1920 WEBSITE ADDRESS: WWW.FEDERALRESERVECONSUMERHELP.GOV EMAIL ADDRESS: CONSUMERHELP@FEDERALRESERVE.GOV
c. NONMEMBER INSURED BANKS, INSURED STATE BRANCHES OF FOREIGN BANKS, AND INSURED STATE SAVINGS ASSOCIATIONS	FDIC CONSUMER RESPONSE CENTER 1100 WALNUT STREET BOX #11 KANSAS CITY, MO 64106
d. FEDERAL CREDIT UNIONS	NATIONAL CREDIT UNION ADMINISTRATION OFFICE OF CONSUMER PROTECTION (OCP) DIVISION OF CONSUMER COMPLIANCE AND OUTREACH (DCCO) 1775 DUKE STREET ALEXANDRIA, VA 22314 1-703-519-4600
3. AIR CARRIERS	ASST. GENERAL COUNSEL FOR AVIATION ENFORCEMENT & PROCEEDINGS DEPARTMENT OF TRANSPORTATION 400 SEVENTH STREET SW WASHINGTON, DC 20590 1-202-366-1306

- 4. CREDITORS SUBJECT TO SURFACE TRANSPORTATION BOARD
OFFICE OF PROCEEDINGS, SURFACE TRANSPORTATION BOARD
DEPARTMENT OF TRANSPORTATION
1925 K STREET NW
WASHINGTON, DC 20423
- 5. CREDITORS SUBJECT TO PACKERS AND STOCKYARDS ACT
NEAREST PACKERS AND STOCKYARDS
ADMINISTRATION AREA SUPERVISOR
- 6. SMALL BUSINESS INVESTMENT COMPANIES
ASSOCIATE DEPUTY ADMINISTRATOR FOR CAPITAL ACCESS
UNITED STATES SMALL BUSINESS ADMINISTRATION
406 THIRD STREET, SW, 8TH FLOOR
WASHINGTON, DC 20416
- 7. BROKERS AND DEALERS
SECURITIES AND EXCHANGE COMMISSION
100 F ST NE
WASHINGTON, DC 20549
- 8. FEDERAL LAND BANKS, FEDERAL LAND BANK ASSOCIATIONS, FEDERAL INTERMEDIATE CREDIT BANKS, AND PRODUCTION CREDIT ASSOCIATIONS
FARM CREDIT ADMINISTRATION
1501 FARM CREDIT DRIVE
McLEAN, VA 22102-5090
- 9. RETAILERS, FINANCE COMPANIES, AND ALL OTHER CREDITORS NOT LISTED ABOVE
FTC REGIONAL OFFICE FOR REGION IN WHICH THE CREDITOR OPERATES OR FEDERAL TRADE COMMISSION: CONSUMER RESPONSE CENTER- FCRA
WASHINGTON, DC 20580
1-877-382-4357

Source Information

Creditors

CREDITOR	SUB CODE	ADDRESS	PHONE
NO CREDITORS DEVELOPED			

Submission Results

APPLICANT	BUREAU	DATE	RESULT
APPLICANT	TRANSUNION	04-02-2015 02:39:39 PM	NO RECORD FOUND

Repository Referral

TransUnion Consumer Relations
www.transunion.com/myoptions
2 Baldwin Place
P.O. Box 1000
Chester, PA 19022
800-888-4213

Comments

*** End of Credit Report ***

Investigative

County Criminal Records Search

RESULTS	Records Found	SEARCH DATE	SEARCH SCOPE
NAME SEARCHED	TESTCASE, JANET	04-02-2015 1:50 PM MDT	
DOB SEARCHED	10-05-1962		10 years
JURISDICTION	TX-HIDALGO		

***** Abstract *****

NAME ON RECORD	JANET L TESTCASE	CASE NUMBER	CR- 1234565656
DOB ON RECORD	10/05/1962	COURT	DISTRICT
OTHER IDENTIFIERS		FILE DATE	03/04/2010
OTHER INFO			

Count-1

TYPE	MISD CLASS B	OFFENSE	DRIVING WHILE INTOXICATED
DISPOSITION	CONVICTED		
DISPOSITION DATE	10/01/2010	OFFENSE DATE	03/04/2010
SENTENCE	18 MOS PROBATION/ \$1000.00 FINE		
OTHER INFO	PROBATION EXPIRED: 04/06/2012		
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of

the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of criminal activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

COUNTY WANTS AND WARRANT

NO REPORTABLE RECORDS FOUND - DALLAS COUNTY
JANET TESTCASE

State Criminal Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:46 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Federal Criminal Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS NORTHERN		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

InstaCriminal National Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	NATIONWIDE		
JURISDICTION(S) SEARCHED			

The search you have selected is a search of our criminal database(s) and may not represent 100% coverage of all criminal records in all jurisdictions and/or sources. Coverage details available upon request.

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Global Homeland Security Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
SOURCES	Alabama Medicaid - Suspended Providers, America's Most Wanted Fugitive List, Australia Sex Offender Registry, Australian Dept of Foreign Affairs and Trade - Sanctions List, Australian Reserve Bank Sanctions List, Bank of England Sanctions List, California Medi-Cal - Suspended and Ineligible Providers, Connecticut Dept of Social Services - Admin Actions List, DEA Diversion Control Program - Admin Actions against Doctors, DEA Diversion Control Program - Cases against Doctors, Delaware Adult Abuse Registry, Directorate of Defense Trade Controls - Debarred Parties List, European Union Terrorism Sanctions List, FDA Office of Regulatory Affairs - Debarment List, FDA Office of Regulatory Affairs - Warning Letters, Federal Deposit Insurance Corporation (FDIC) - Failed Bank List, Federal Deposit Insurance Corporation (FDIC) - Enforcement Decisions and Orders, Federal Reserve Board - Enforcement Actions, FinCEN - Enforcement Actions, FINRA - Disciplinary Actions, Florida Medicaid - Sanctioned Providers, Fugitive List, Health Resources and Services Administration - Health Education Assistance Loan - Defaulted Borrowers, HM Treasury - Consolidated List of Financial Sanctions, HM Treasury - Investment Ban List, Hong Kong Securities and Futures Commission (SFC) - Enforcement Actions, HUD - Limited Denials of Participation List, Idaho Medicaid Provider - Exclusion List, Illinois Casino Exclusion List, Illinois Office of Inspector General - Sanctioned Providers, Immigration and Customs Enforcement (ICE) - Most Wanted, Interpol Most Wanted, Japan Ministry of Economy, Trade, and Industry (METI) - End User List, Kansas Dept of Health and Environment - Abuse Registry, Kentucky Medicaid - Excluded Providers, Maryland Medicaid - Exclusion List, MIPT Terrorism Knowledge Base, Mississippi Medicaid - Excluded Providers, Missouri Casino Exclusion List, Monetary Authority of Singapore - Enforcement Actions, National Credit Union Administration (NCUA) - Administrative Orders, Naval Criminal Investigative Service (NCIS) - Most Wanted Fugitives, Nevada Gaming Control Board - Excluded Person List, New Jersey Casino Exclusion List, New Jersey Dept of Treasury - Debarment List, New York Office of the Medicaid Inspector General - Exclusion List, New York Stock Exchange Regulation - Disciplinary Actions, Office of Foreign Assets Control (OFAC) - Specially Designated Nationals List, Office of Inspector General (OIG) - Health and Human Services Exclusion List, Office of Inspector General (OIG) - Most Wanted Health Care Fugitives, Office of Regulatory Affairs - Disqualified, Restricted and Assurances List for Clinical Investigators, Office of Research Integrity - Public Health Service - Administrative Actions List, Office of the Comptroller of Currency (OCC) - Enforcement Actions List, Office of the Superintendent of Financial Institutions (OSFI) - Canadian Sanctions List, Office of Thrift Supervision (OTS) - Enforcement Actions List, Ohio		

Medicaid - Sanctioned Providers, Ohio Medicaid - Suspended Providers, Palestinian Legislative Council List, Pennsylvania Medichcek - Precluded Providers List, Politically Exposed Persons List, SEC - Enforcement Actions, South Carolina Medicaid - Excluded Providers, Tennessee Dept of Health - Abuse Registry, Texas Employee Misconduct Registry, Texas Health and Human Services Commission Medicaid and Title XX Provider Exclusion List, TRICARE Sanctions List, UK Disqualified Directors List, United Nations Consolidated Sanctions List, US Commodity Futures Trading Commission (CFTC) - Disciplinary Actions, US Dept of Commerce - Denied Persons, Unverified, and Entity List, US Dept of Labor - Forced and Child Labor List, US Dept of State - Foreign Terrorist Organizations List, US Dept of State - Nonproliferation Sanctions, US Dept of State - Terrorist Exclusion List, US Dept of Treasury - Primary Money Laundering Concern List, US General Services Administration (GSA) - Excluded Parties List, World Bank Listing of Ineligible Individuals

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Sex Offender Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

County Civil Records Search

RESULTS	Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:42 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	7 years
JURISDICTION	MO-OSAGE		

*** Abstract ***

PLAINTIFF	JANET TESTCASE	CASE NUMBER	CV556566
DEFENDANT	CITY OF ROCKY ROAD	COURT NAME	COUNTY CT 456
FILE DATE	07/15/2011	JURISDICTION	
PLAINTIFF ATTORNEY	MARK A FISHER	CASE TYPE	CIVIL - HARASSMENT
DISPOSITION DATE	06/12/2012	DISPOSITION	JUDGMENT
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for civil history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of civil activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Credentials

Education Verification

RESPONSE RECEIVED	Yes		
INSTITUTION NAME	UNIVERSITY OF SYRACUSE	SEARCH DATE	04-02-2015 1:51 PM MDT
CITY, STATE	SYRACUSE, NY	CONTACT	WRITTEN/ SC
INSTITUTION PHONE	N/A	SUBJECT	JANET TESTCASE
INSTITUTION FAX			
INSTITUTION EMAIL			
SOCIAL SECURITY	SUBJECT-PROVIDED INFORMATION	INSTITUTION-PROVIDED INFORMATION	123-45-6789
DATES CLAIMED	MAY 2013	DATE AWARDED:	05/15/2013
DEGREE(S) CLAIMED	MASTERS OF PUBLIC ADMIN		MASTERS PUBLIC ADMIN
MAJOR(S) CLAIMED	PUBLIC ADMINISTRATION		PUBLIC ADMINISTRATION
GPA CLAIMED			
HONORS CLAIMED			
ATTENDING NAME			
COMMENTS			

Instant Driving Records

RESULTS	License Found
---------	----------------------

STATE OF ISSUE Texas
LICENSE NUMBER 09555186
SEARCH DATE 04-02-2015 1:37 PM MDT
License Number: 01234567
License State: TX
Full Name: TESTCASE, JANET
DOB: 1962-10-05
Address: 19 FOREST DRIVE BEDROCK, TX 79501

License Info

Status: CLEAR
Class: C
Class Description: Non-Comm. C - Single or comb veh , not in class A or B
Expiration Date: 2018-10-05
Original Issue Date: 1978-03-16

Other License Info

Report Message: NO ENTRIES FOUND FOR THIS PERSON
MVR Status: MVR found
MVR History Length: 3
MVR Score: A valid driver license (active, clear, eligible, valid, etc) with at least 3 years of history and a clear MVR. (0)

Messages

Alert: Requested last name(TESTCASE) did not match.
Commercial Driver License (CDL) Indicator: N
THIS TYPE OF RECORD WILL NOT REFLECT COMPLETION OF A DRIVING SAFETY COURSE.
THIS RECORD REFLECTS CONVICTIONS AND CRASH INVOLVEMENTS THAT ARE ALLOWED TO BE DISPLAYED BY LAW.

WARNING: Confidential Information - To Be Used As Per State And Federal Laws. Misuse May Result In A Criminal Prosecution.

COMPREHENSIVE REPORT

Subject Information: (Best Information for Subject)

Name: JANET L TESTCASE DOB: 10/05/1962

SSN: 123-45-xxxx issued in TEXAS between 01/01/1975 and 12/31/1976

Age: 31

Names Associated With Subject: 

JANET L TESTCASE LexID: 8071868866 DOB: 1962

JANET TESTCASE LexID: 8071868866 DOB: 10/05/1962
123-45-xxxx issued in TX**Others Associated With Subjects SSN:** (DOES NOT usually indicate any type of fraud or deception)
[None Found]**Comprehensive Report Summary:**

Names Associated With Subject:

2 Found

Others Associated With Subjects SSN:

None Found

 Address Summary:

2 Found

 Active Address(es):

1 Found

 Previous & Non-Verified Addr:

1 Found

 Possible Criminal Records:

None Found

 Sexual Offenses:

None Found

 Driver's License:

1 Found

 Motor Vehicles Registered:

1 Found

 Concealed Weapons Permit:

None Found

DEA Controlled Substances:

None Found

 Professional Licenses:

None Found

 Watercraft:

None Found

 Bankruptcies:

None Found

 Liens and Judgments:

None Found

 UCC Filings:

None Found

 Possible Properties Owned:

1 Found

 Possible Associates:

None Found

Address Summary: 

19 FOREST DR , BEDROCK, TX 77469-1826, HIDALGO COUNTY (1995- Jan 2015)
 12924 PECOS RD, KNOXVILLE TX 37934-0885, KNOX COUNTY (Feb 2002 - Jan 2015)
 7404 TOWN CENTER BLVD APT 808, ROSENBERG TX 77471-6232, FORT BEND COUNTY (Apr 2011 - May 2014)
Utility Locator - Connect Date: 4/28/2011
 21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY (Jun 2007 - Oct 2013)
 1611 LAUREL AVE APT 303, KNOXVILLE TN 37916-2078, KNOX COUNTY (Oct 2005)
 135 WHITE DR APT -2, TALLAHASSEE FL 32304-3090, LEON COUNTY (May 2004 - Jun 2004)
 1505 W THARPE ST APT 3632, TALLAHASSEE FL 32303-4575, LEON COUNTY (Sep 2002 - Jan 2004)

Active Address(es):  19 FOREST HILL DR, BEDROCK, TX 77406-6453, HIDALGO COUNTY**Name Associated with Address:**

JANET TESTCASE

Current Residents at Address:

DAVID TESTCASE

Property Ownership Information for this Address**Property:**

Parcel Number - 5121-06-001-0320-901
 Owner Name: DAVID WTESTCASE LexID: 2561089892
 Owner Name 2: JANET TESTCASE LexID: 2561096692
 Property Address: - 19 FOREST HILL, BEDROCK TX 77406-6453, HILDAGO COUNTY
 Owner Address: 21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY
 Sale Date - 05/29/1995
 Sale Price - \$325,850
 Subdivision Name - LONG MEADOW
 Total Market Value - \$467,230
 Assessed Value - \$443,810
 Land Value - \$89,250
 Improvement Value - \$377,980

Land Size - 13,299 Square Feet
 Year Built - 2006
 Seller Name: HOUSTON VILLAGE BUILDERS INC
 Legal Description - LONG MEADOW FARMS SEC 6, BLOCK 1, LOT 32
 Loan Amount - \$245,000
 Lender Name - CITIMORTGAGE
 Data Source - A

Previous And Non-Verified Address(es):

1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY (2014 - Jan 2015)

Name Associated with Address:

DAVID TESTCASE

Current Residents at Address:

STEVEN FRYER

Property Ownership Information for this Address

Property:

Parcel Number - 6469-03-002-0010-901
 Owner Name: STEVEN FRYER LexID: 8071868866
 Property Address - 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
 Owner Address: 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
 Sale Date - 04/15/2014
 Seller Name: PULTE HOME OF TEXAS LP
 Loan Amount - \$149,168
 Loan Type - NEW CONVENTIONAL
 Data Source - B

1

Possible Criminal Records:

[None Found]

Sexual Offenses:

[None Found]

Driver's License Information:

Name: JANET L TESTCASE
 LexID: 80718688
 DL Number: xxxxxxxx
 State: Texas
 License Address: 19 FOREST DR, BEDROCK TX 77469-1826, FORT BEND COUNTY
 DOB: 10/05/1962
 Potential SSN : 123-45-xxxx
 Issue Date: 05/09/2014
 Data Source: Governmental

Motor Vehicles Registered To Subject:

Vehicle:

Description: Gray Silver 2006 Toyota Camry - Sedan 4 Door
 VIN: 4T1BE30K26U67
 State Of Origin: TEXAS
 Engine: 4 Cylinder 144 Cubic Inch
 Anti Lock Brakes: 4 wheel standard
 Air Conditioning: Standard
 Daytime Running Lights: Standard
 Power Steering: Standard
 Power Brakes: Standard
 Power Windows: Standard
 Security System: Immobilizer and Alarm
 Roof: None / not available
 Price: 20375
 Radio: AM/FM CD
 Front Wheel Drive: Yes
 Four Wheel Drive: No
 Tilt Wheel: Unknown
 Data Source: Governmental

Registrant(s)

Record Type: CURRENT
 Name: JANET L TESTCASE
 LexID: 8071868866
 Potential SSN  123-45-xxxx
 Address: 19 FOREST HILL, BEDROCK TX 77469-1826, FORT BEND COUNTY
 DOB: 10/05/1962
 Sex: FEMALE

Tag Number: BD9B1
 License State: TX
 Earliest Registration Date: 10/1/2014
 Latest Registration Date: 10/1/2014
 Expiration Date: 9/30/2015
 License Plate Type: Private

Concealed Weapons Permit:

[None Found]

DEA Controlled Substances:

[None Found]

Professional License(s):

[None Found]

Watercraft:

[None Found]

 **Bankruptcies:** 

[None Found]

 **Liens and Judgments:** 

[None Found]

 **UCC Filings:** 

[None Found]

 **Possible Properties Owned by Subject:** 

Property:

Parcel Number - 6469-03-002-0010-901
Owner Name: JANET L TESTCASE LexID: 8071868866
Property Address - 19 FOREST DR, BEDROCK TX 77469-1826, HIDALGO COUNTY

Sale Date - 04/15/2014
Seller Name: PULTE HOME OF TEXAS LP
Loan Amount - \$149,168
Loan Type - NEW CONVENTIONAL
Data Source - B

 **Possible Associates:** 

NONE FOUND

Disclaimer

This report is furnished to you pursuant to the Agreement for Service between the parties and in compliance with the Fair Credit Reporting Act. This report is furnished based upon your certification that you have a permissible purpose to obtain the report. The information contained herein was obtained in good faith from sources deemed reliable, but the completeness or accuracy is not guaranteed.

***** End Of Report *****

TAB 14

(Attached as separate file)



April 25, 2016

Mr. Mike Geisel
Interim City Administrator
City of Chesterfield
690 Chesterfield Pkwy W
Chesterfield, MO 63017

Dear Mr. Geisel:

Thank you for the opportunity to provide you with a proposal for the City of Chesterfield's City Administrator recruitment and selection process. GovHR USA prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

QUALIFICATIONS AND EXPERIENCE

GovHR USA is a public management consulting firm serving municipal clients and other public sector entities on a national basis. We work exclusively in the public sector, offering customized executive recruitment services, as well as providing other management studies, temporary staffing and related services for communities, counties, intergovernmental organizations and not-for-profit organizations that serve local government. GovHR USA is co-owned by Heidi Voorhees, President, and Joellen Earl, CEO. GovHR is a certified woman owned business firm in the State of Illinois.

GovHR USA was established in 2009 as Voorhees Associates, LLC. In January, 2014 Voorhees Associates combined with GovTempsUSA to form GovHR USA. This combination enables us to more effectively serve our clients by utilizing our combined resources to provide not only executive recruiting and management consulting, but also temporary staffing solutions, including short-term, long-term, and interim placements. Our headquarters offices are in Northbrook, Illinois.

Prior to 2009, Ms. Voorhees and a number of current GovHR USA consultants worked for The PAR Group, a public sector national consulting firm established in 1972. Ms. Voorhees began working for The PAR Group in 2001 and served as its President from 2006-2009. She has conducted more than 220 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service with the Villages of Wilmette and Schaumburg, Illinois, as well as the City of Kansas City, Missouri. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

The firm has a total of twenty-two consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Michigan, and Wisconsin, as well as six reference specialists and ten support staff.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062

Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

Philosophy

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

Experience

GovHR USA has completed over 300 recruitments since its establishment in 2009, including over 90 for city/county management positions. Our consultants are experienced executive recruiters who have conducted over 500 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we've held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

References

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

City Administrator recruitment

City of Maryland Heights, Missouri
Mayor Mike Moeller
11911 Dorsett Road
Maryland Heights, MO 63043
314-291-6550
mayor@marylandheights.com

City Administrator recruitment

City of Wildwood, Missouri
Mayor Timothy Woerther
16860 Main Street
Wildwood, MO 63040
636-458-0440
twoerther@cityofwildwood.com

City Manager recruitment

City of Ferguson, Missouri
Mayor James Knowles III
110 Church Street
Ferguson, MO 63135
314-521-7721
jknowles@fergusoncity.com

Consultant Assigned

GovHR USA Vice President Lee Szymborski will be responsible for your recruitment and selection process. Mr. Szymborski is currently conducting a City Administrator recruitment for the City of Republic, Missouri.

**Lee Szymborski
Senior Vice President – GovHR USA**

Lee Szymborski is a Senior Vice President with GovHR USA, working on both executive search and general management consulting assignments. He has more than 33 years of experience in local government administration.

Mr. Szymborski's experience spans both Wisconsin and Illinois communities. Mr. Szymborski served more than 15 years as City Administrator in Mequon, Wisconsin. Mequon is a full service city with \$30 million in combined budgets, and more than 170 employees serving 23,000 residents. In addition to his Wisconsin service in Mequon, he also worked for the City of Wauwatosa and Milwaukee County. In Illinois, he served for 12 years as Assistant Village Manager in Buffalo Grove.

Mr. Szymborski's track record points to a results-oriented approach to municipal government management. That is demonstrated by his work including the purchase of a \$14 M private water utility that has seen its customer base increase under city ownership (Mequon); reorganizing city departments and reducing workforce costs in an organizationally sensitive manner (Mequon); spearheading a 10-community oversight committee to secure the startup of commuter rail service (Metra) on the WI Central railway (Buffalo Grove); and re-purposing TIF funds to provide incentives that secured a \$16 M mixed-use development in Mequon's Town Center. He is additionally skilled in budgeting, personnel administration, community engagement efforts and strategic planning.

Mr. Szymborski's experience in recruiting key staff extends back to his management roles in both Buffalo Grove and Mequon. In Buffalo Grove, he handled for the Village Manager all aspects of recruiting department heads and other members of the management team. In Illinois, he was also the chief recruiter for executive director positions for two intergovernmental agencies serving the northwest Chicago suburbs. During his 15 years in Mequon, Mr. Szymborski recruited all members of the City's management team.

Since joining GovHR USA in 2014, Mr. Szymborski has assisted or managed more than 25 executive searches for communities in Wisconsin, Illinois, Missouri and Massachusetts. His recent searches include City and County Administrator and department head positions for the Wisconsin communities of Cedarburg (Town), Hartford, Lake Geneva, Waukesha, Franklin, Wausau and Eau Claire County; and he has also assisted or managed local government and intergovernmental agency searches in Illinois, Missouri and Massachusetts. He has done management studies for several Wisconsin communities and has facilitated strategic planning retreats and written plans for the City of Eau Claire and the Wisconsin City/County Management Association. He has also been part of GovHR USA's classification and compensation studies in several Wisconsin and Illinois communities.

Mr. Szymborski has published articles in *Public Management* magazine, and is an adjunct instructor at Upper Iowa University – Milwaukee Center. He holds a B.A. in Political Science, and an M.S. in Urban Affairs, both from the University of Wisconsin – Milwaukee. He is a past-president of the Mequon-Thiensville Sunrise Rotary Club, where he has been an active member since 1999. Mr. Szymborski serves on the Board of Directors for the Mequon Nature Preserve. He was the 2014 recipient of the Mequon – Thiensville Chamber of Commerce's Distinguished Service Award.

SCOPE OF WORK

A typical recruitment and selection process can take 175 hours to conduct. At least 50 hours of this time is “administrative” including ad placement, acknowledgment of résumés, reference interviews, and due diligence on candidates. These tasks may take longer if someone is performing them for the first time. We believe our experience and ability to professionally administer your recruitment will provide you with the best possible outcome. GovHR USA clients are kept informed of the progress of a recruitment throughout the recruitment process. Consultants are always available to provide information and answer questions, and details of the process such as placement of advertising and applications received are discussed in regular updates via either telephone or email.

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

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- **Interviews** with the Mayor and Members of the City Council, and the City’s senior staff as well as any other individuals you deem appropriate to best understand the responsibilities, challenges, and culture of the City.

At least eight (8) hours of one-on-one interviews will be conducted with elected officials, staff and the public in order to develop our Recruitment Brochure. This important document outlines the expectations that the City has for its next City Administrator, providing us with the information we need to target our recruitment. During this process we will assist you with establishing the salary for the City Administrator by conducting a salary survey of comparable communities, if so desired.

- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable**.

Phase II – Advertising, Candidate Recruitment and Outreach

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and web sites, outreach will include LinkedIn and other private sector resources. We can provide the City with placement recommendations, if so desired.
- The development of a database of potential candidates unique to the position and to the City of Chesterfield, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I.
- Outreach will be done through e-mail and telephone contacts as appropriate. GovHR USA consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.
- Candidates will be interviewed by Skype or Facetime to fully grasp their qualifications and experience as well as their interpersonal skills. This is an hour long interview, asking specific questions about their experience and skill set. This allows us to ask follow up questions and probe specific areas. It also provides us with an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references (two per candidate) and an internet search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR USA, ensuring Chesterfield'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 USA will prepare a **Recruitment Report** that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. As résumés come in all different formats, these "mini" résumés will give you a clear, consistent look at each candidate "at a glance."
- GovHR USA will provide you with a log of all candidates who applied. You may also review all of the résumés should you so desire.
- GovHR USA will meet with you to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours with you to bring the candidates to "life" by reviewing their telephone interview and providing excerpts from two (2) references we will have done on the individual.

Phase V –Interviewing Process

Phase V will include the following steps:

- At the Recommendation meeting, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample.
- GovHR USA will develop the first and second round interview questions for your review. GovHR USA will provide you with interview books that include the credentials each candidate submits, a summary of each candidate's credentials, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate's skills and abilities.

- GovHR USA will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of City of Chesterfield facilities and interviews with Department Heads and elected officials.

We offer a community “Meet and Greet” option, at no charge, as a means for the community to interact and get to know the candidates in an informal setting. At this "Meet and Greet," candidates would give a brief overview of themselves and answer questions from the audience.

- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks. Using the candidate's name and work experience we review the top 200 search results available from Google, as well as his/her activity (if publicly available) on Facebook, Twitter, and other social media platforms. Employment verification can also be provided if so desired.

GovHR USA recommends a two-step interviewing process with (typically) five candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and a “score sheet.”

- GovHR USA consultants will be present for all of the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

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

Optional 360° Evaluation

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

Recruitment Schedule

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

Our typical recruitment process includes the following milestones and deliverables:

On-site interviews of Chesterfield officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure	weeks 1-2
Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant	weeks 3-8

Consultant recommendation to Council of qualified candidates Deliverable: recruitment report	week 9
Selection of candidate finalists by Council; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets	week 10
Interviews of selected finalist candidates; Council selection of final candidate; negotiation, offer, acceptance and appointment	weeks 11-12

Summary of Costs

Recruitment Fee:	\$12,000
Recruitment Expenses: (not to exceed)	5,000
Expenses include consultant travel, candidate outreach, and candidate due diligence efforts..	
Advertising costs	2,000
 Total Fees:	 \$19,000*

Expenses include billing the client for up to 10 recruitment reports and 10 interview books. Clients requesting additional copies will be billed an additional per-book charge which may then exceed the estimated expenses. Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, Client is billed only for actual cost.

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

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

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows: Recruitment expenses and the costs for the Recruitment Brochure printing will be itemized with sufficient detail and invoiced as incurred. In addition, the Recruitment Fee will be invoiced in three (3) equal payments, billed during the course of the recruitment. The first invoice for the Recruitment Fee will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of candidates and will include any expenses incurred to date. The final invoice will be sent upon completion of the recruitment assignment and will include all remaining expenses. Upon receipt of each invoice the City will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

GovHR USA Guarantee

It is the policy of GovHR USA to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the City Council not make a selection from the initial group of recommended candidates and request additional candidates be

developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Chesterfield beyond the planned three visits.

Upon appointment of a candidate, GovHR USA provides the following guarantee: should the selected and appointed candidate, at the request of the City of Chesterfield or the employee's own determination, leave the employ of the City of Chesterfield within the first 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only.

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

Why Choose GovHR USA?

The heart and soul of a professional recruitment firm is the expertise it brings to its clients. GovHR USA consultants are all experienced local government executives who have demonstrated careers and expertise that brings first hand knowledge of the disciplines in which they now consult. This knowledge can assist clients in designing the appropriate interview questions, the development of written and oral exercises to best assess candidates' abilities, and facilitation of the clients' discussion of the candidates.

Our process reflects the client's goals and objectives—therefore, the time we spend developing the Recruitment Brochure is critical in our understanding of the challenges, opportunities, and culture of the position under consideration. Our candidate assessment and interviewing skills are based on thousands of interviews over the course of our Consultants' many years of experience in the recruitment and selection field. This professional familiarity allows us to be sensitive to the nuances, not only the obvious. In addition, as experienced local government professionals, our Consultants are able to ask probing, thoughtful questions and effectively evaluate the candidates' answers. We provide the client with a diverse list of potential candidates who have been fully vetted by our staff and who are truly interested in and well-qualified for the position. We respect the confidentiality of candidates' applications and are respectful of the candidates' current employment situation when we conduct reference calls. We are not a gatekeeper—clients will be provided with a list of everyone who applied and may view the résumés should they so desire.

Our firm's executive recruitment standards embrace a professional process of integrity, trust, and respect toward all parties involved and a commitment toward meeting the expressed needs and desires of our Client. Our ultimate goal is for the client to be completely satisfied with the selected candidate.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

ACCEPTED BY THE CITY OF CHESTERFIELD, MISSOURI

BY: _____

TITLE: _____

DATE: _____

CITY OF CHESTERFIELD, MISSOURI

Proposal for Executive Search Services

City Administrator

Prepared by Robert E. Slavin on April 29, 2016



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

www.slavinweb.com

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



April 29, 2016

Mayor Bob Nation
and Members of the City Council
City of Chesterfield
690 Chesterfield Parkway W
Chesterfield, Missouri 63017-0760

Re: Executive Search Services City Administrator

Dear Mayor Nation and Members of the City Council:

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

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

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City of Chesterfield. Over the years we have recruited more than 800 local government executives including several in Missouri. In Missouri, SMC's past and current clients include Branson, Cassville, Columbia, Kansas City, Independence, Liberty, Marshfield, the Missouri Municipal League and Springfield.

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

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

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

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STATEMENT OF EXPERIENCE

About the City of Chesterfield

The City of Chesterfield is located on the western edge of St. Louis County. The City currently occupies a land area of 32 square miles and serves a population of 47,484 residents. Chesterfield enjoys a balance of residential neighborhoods and concentrated retail centers including a regional shopping center and one of the largest retail power centers in the county known as Chesterfield Commons. The City was incorporated under Missouri law as a third class city on June 1, 1988, and has operated under a mayor/council/administrator form of government since that time.

Policy making and legislative authority are vested in a governing council consisting of the Mayor and eight City Council members. The City Council is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring the City Administrator, City Attorney, Judge, and Prosecuting Attorney. The City Administrator is responsible for carrying out the policies and ordinances of the City Council, for overseeing the day-to-day operations of the City and for appointing the heads of the various departments. The City Council is elected on a nonpartisan basis. Council members serve two-year staggered terms, with four Council members elected each year. The Mayor is elected at-large to serve a four-year term. The City provides a full range of municipal services. These services include legislative, administrative, police services, judicial, planning, public works, and parks and recreation.

About Slavin Management Consultants

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. The principal and only stock holder of the firm is Robert E. Slavin. Mr. Slavin has extensive experience as a local government executive and as a management consultant. We have affiliates in Burlington, NC; Cincinnati, OH; Dallas, TX; Dunedin, FL; Hartford, CT; Mackinac Island, MI and Mesa, AZ. Over the years SMC has placed more than 800 local government executives.

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

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the City is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Chesterfield. It will honor the interests of candidates to the extent possible under Missouri law.

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

- We are results oriented. Once the recruitment profile is approved, we "lock" into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.

- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the City so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Every search that we have conducted has resulted in a selection from our recommended group of candidates. Our experience includes large and small organizations, and chief executives and subordinate level positions. More than 95% of our placements have remained in our client's positions for more than five years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. Approximately 25% of our placements are women and/or minorities.

SMC Contact Information

Slavin Management Consultants
3040 Holcomb Bridge Road, Suite #A-1
Norcross, Georgia 30071
Phone: (770) 449-4656
Fax: (770) 416-0848
email: slavin@bellsouth.net
web site: www.slavinweb.com
Contact: Robert E. Slavin, President

PROFESSIONAL BACKGROUND OF ASSIGNED STAFF

This important engagement will be personally conducted by Mr. Robert E. Slavin. Under Mr. Slavin's leadership, SMC has completed more than 800 successful executive searches for local governments and non-profit agencies located in approximately forty states. Members of the proposed search team include Mr. Paul Wenbert and Mr. David Krings. Both are professional public human resources practitioners with significant direct management experience. All team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

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

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

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

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

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

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

Organizations

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee

- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

David Krings, ICMA-CM, SMC Midwest Regional Manager

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

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

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

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

Organizations

- ICMA—Past President and Board Member
- National Association of County Administrators (NACA)—Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration chapter Good Government Award

- Adjunct professor for University of Cincinnati and faculty member of University of Illinois, Community Information and Education Service

Paul Wenbert, SMC Western Regional Manager

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

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

His career highlights include:

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

- Served as President of Iowa City/County Management Association
- Received ICMA Program Excellence Award for Collaborative Children and Youth Initiatives
- Received Greater Newton Area Chamber of Commerce Key Award for Chairing **Keep Maytag In Newton Task Force**

Organizations

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

RECENT CHIEF EXECUTIVE SEARCHES

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

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Greenville, NC	84,500	11/2012	City Manager	Yes	Slavin	Mayor Allen Thomas (252) 329-4419 amthomas@greenvillenc.gov
Golden, CO	18,900	06/2015	City Manager	Yes	Slavin/ Krigs	Ms. Teresa Reilly, SPHR (303) 384-8017 treilly@cityofgolden.net
Gulf Shores, AL	9,000	06/2013	City Administrator	Yes	Slavin	Mayor Robert Craft (251) 968-1124 mayor@gulfshoresal.gov
Hardeeville, SC	5,000	2016	City Manager	Current	Slavin	Ms. Lori Pomarico, City Clerk Phone: (843) 784-2231 lpomarico@cityofhardeeville.com
Independence, KS	9,800	05/2010	City Manager	Yes	Slavin	Ms. Kelly Passauer (620) 332-2506 citymgr@comgen.com
Iowa City, IA	63,000	09/2010	City Manager	No, left in 2016 to take another position	Slavin/ Wenbert	Ms. Marian Karr (319) 356-5041 marian-karr@iowa-city.org
Kansas City, KS/ Wyandotte County	158,000	03/2014	County Manager	Yes	Slavin	Mayor Mark Holland Phone: 913-573-5010 mayorholland@wycokck.org
La Plata, MD	7,000	04/2007	Town Manager	Yes	Slavin	Ms. Paddy Mudd (301) 934-4804 pmudd@townoflaplata.org
Longmont, CO	87,500	02/2012	City Manager	Yes	Slavin/ Wenbert	Mr. Harold Dominguez, City Manager (303) 651-8601 horald.dominguez@longmontcolorado.gov
Loveland, OH	12,200	07/14	City Manager	Yes	Slavin /Krigs	Mayor Linda Cox (513) 683-0150 lcox@LovelandOH.com
Mansfield, MA	23,500	10/2009	Town Manager	Yes	Slavin/ Frank	Mr. Kevin Moran (508) 261-7372 selectmen@mansfieldma.com
Mount Dora, FL	12,500	04/15	City Manager	No	Slavin	Ms. Gwen Johns City Clerk Ph: (352) 735-7126 johnsg@cityofmounddora.com
Myrtle Beach, SC	30,000	12/14	City Manager	Yes	Slavin	Mayor John Rhodes (843) 918-1000 jrhodes@cityofmyrtlebeach.com
Newark, DE	29,000	08/2012	City Manager	Yes	Slavin/ Frank	Mayor Vance Funk (302) 368-2561 x12 vance3@funklawoffices.com
Norwich, CT	36,000	10/2007	City Manager	Yes	Frank/ Slavin	Mr. Alan Bergren (860) 823-3751 ahbboss@yahoo.com

CLIENT	POP	MONTH/ YEAR	SEARCH FOR	STILL EMPLOYED ?	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Oak Park, IL	51,878	01/2013	Village Manager	Yes	Slavin	Ms. Cara Pavlicek (708) 358-5770 cpavlicek@oak-park.us
Peoria County, IL	182,800	06/2011	County Administrator	No	Slavin/ Krings	Chair Andrew Rand (309) 672-6056 arand@peoriacounty.org
Plantation, FL	85,000	05/15	Chief Adm Officer	Yes	Slavin	Mayor Diane Veltri Bendekovic City of Plantation (954) 797-2200 dbendekovic@plantation.org
Portage, MI	47,000	12/2014	City Manager	Yes	Slavin/ Krings	Mr. Rob Boulis Director of Employee Relations (269) 329-4402 boulisr@portagemi.gov
Prince William County, VA	293,000	01/2010	County Executive	Yes	Slavin/ Frank	Ms. Melissa Peacor (703) 792-6720 mpeacor@pwcgov.org
Rock Hill, SC	67,400	09/2010	City Manager	Yes	Slavin	Mr. Doug Echols (803) 329-7011 cbell@ci.rock-hill.sc.us
Seminole County, FL	425,000	05/2011	County Manager & County Attorney	No	Slavin	Commissioner Bob Dallari Phone: (407) 665-7215 fmacdonald@seminolecountyfl.gov
Snellville, GA	18,200	06/2012	City Manager	Yes	Slavin	Mayor Tom Witts (770) 985-3544 twitts@snellville.org
Saint Joseph, MO	76,107	04/2011	City Manager	Yes	Slavin	Mayor Bill Falkner (816) 271-4640 bfalkner@ci.st-joseph.mo.us
Suwanee, GA	15,000	07/2007	City Manager	Yes	Slavin/ Trager	Ms. Elvira Rogers (770) 945-8996 erogers@suwanee.com
Tazewell County, IL	135,000	03/2012	County Administrator	No Left in 2014	Slavin/ Krings	Chair David Zimmerman (309) 477-2272 dzimmerman@tazewell.com
Tipp City , OH	10,000	09/14	City Manager	Yes	Slavin/ Krings	Mayor Pat Hale (937) 669-8477 halep@tippcity.net
Urbandale, IA	38,000	04/2009	City Manager	Yes	Slavin/ Wenbert	Mayor Bob Andeweg (515) 283-3100 bandeweg@urbandale.org
Valdez, AK	4,000	09/2015	City Manager	Yes	Slavin/ Wenbert	Ms. Sheri Pierce, MMC City Clerk 907-834-3408 spierce@ci.valdez.ak.us
Venice, FL	21,500	03/2012	City Manager	Yes	Slavin	Alan Bullock Adm Serv Dir (941) 486-2626 abulloc@ci.venice.fl.us

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

METHODOLOGY

We recommend a five-step process as follows:

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

Each step of this process is described below.

A. Develop Position Profile

We will meet with the Mayor and each City Council member individually and, with the Mayor and City Council's permission, with staff and community leaders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time (typically 2 days) at the beginning of the process in Chesterfield to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

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

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words, through "networking," we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. In this effort, we

utilize appropriate professional organizations, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing professional publications. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

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

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and, at the City's option, may be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will return to Chesterfield to meet with the Mayor and City Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine City's expectations relative to interview questions that we will write as well as the candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Final Report

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

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct criminal history, civil court records and driving record checks. At the City's option, we can arrange for assessment centers and/or psychological (or similar) testing of the candidates. (These optional items will result in extra cost.)

We will then return to Chesterfield to meet with the Mayor and City Council to present a group of well-qualified finalist candidates and to attend the Mayor and City Council/candidate interviews in Chesterfield. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of

chemistry between the candidates and the Mayor and City Council that should produce the final selection decision.

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

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

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City of Chesterfield and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

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

E. Establish Evaluation Criteria

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

F. Follow-up

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

G. Reporting

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

H. Deliverables

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

PROPOSED TIME LINE

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

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

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

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

REFERENCES

Mayor John Rhodes
 City of Myrtle Beach
 City Hall
 937 Broadway Street
 Myrtle Beach, SC
 (843) 918-1004
 City Manager Search (2014)
jrhodes@cityofmyrtlebeach.com

Mayor Gerry Welsh
 City of Webster Groves
 44 East Lockwood
 Webster Groves, MO 63119
 (314) 963-5300
 Executive Director Missouri Municipal League
 Search (2010)
welchg@webstergroves.org

Mr. Chuck Bean
 Executive Director
 Metropolitan Washington Council of
 Governments
 770 North Capital Street NW
 Washington, D.C. 2
 Director of Transportation Planning Search

(2014)
 (202) 962-3260
cbean@mwcoq.org

Mr. David Holic
 City Attorney
 City of Greenville
 200 W. Fifth Street
 Greenville, NC 27834
 (252) 329-4426
 City Manager Search (2012)
dholec@greenvillenc.gov

William Malinen
 City of Branson
 110 W. Maddux
 Branson, MO 65616
 (417) 337-8548
bmalinen@bransonmo.gov
 City Administrator Search (2013)

Mayor Linda Cox
 City of Loveland
 120 West Loveland Avenue
 Loveland, OH 45140

(513) 683-0150
City Manager Search (2014)
lcox@LovelandOH.com

Mayor Doug Echols
City of Rock Hill
155 Johnston Street
Rock Hills, SC 29731-1706
(803) 329-7011
City Manager Search (2010)
dechols@cityofrockhill.com

Ms. Melissa Peacor
County Executive
Prince William County
Prince William County
Woodbridge, Virginia 22192
(703) 792-6720
Fire Chief Search (1994)
County Executive Search (2010)
Human Resources Director Search (2012)
mpeacor@pwcgov.org

GUARANTEES

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

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

PRICING PROPOSAL

Professional Fees

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

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare Advertising	32		32	75	\$2,400
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	75	\$2,400
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	75	\$900
		4	4	35	\$140
4. Progress Report to City /Reduce Candidate Pool	16		16	75	\$1,200
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi-finalist candidates)	36		36	75	\$2,700
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	75	\$300
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	75	\$600
		16	16	35	\$560
8. Present Final Report and Attend Interviews	16		16	75	\$1,200
9. Assist in Employee Selection	2		2	75	\$150
10. Negotiate Employment Agreement	4		4	75	\$300
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	172	79	251		
TOTAL PROFESSIONAL FEE					\$14,915

Expenses

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

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

Consultant reimbursable expenses to support the executive search project described in this proposal **will not exceed 55%** of the professional fee (**\$8,203.25**). Therefore, the total not-to-exceed cost to the City for this work is **\$23,118.25**.

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

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

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

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

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

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

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

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

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

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

EXHIBITS

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

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

(Invoice ___ of ___) \$XXXX.XX

Reimbursable expenses at cost:

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

TOTAL INVOICE

\$XXXX.XX

CLIENT LIST BY CATEGORY

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

MUNICIPALITIES

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

Lake Worth, Florida
 Lakewood, Colorado
 Lapeer, Michigan
 Laramie, Wyoming
 Laredo, Texas
 Lenexa, Kansas
 Liberty, Missouri
 Lillburn, Georgia
 Little Rock, Arkansas
 Long Beach, California
 Longmont, CO
 Manassas, Virginia
 Mansfield, Massachusetts
 Miami Beach, Florida
 Milwaukie, Oregon
 Minneapolis, Minnesota
 Miramar, Florida
 Modesto, California
 Mount Dora, Florida
 Muscatine, Iowa
 Myrtle Beach, South Carolina
 Neptune Beach, Florida
 Newark, Delaware
 New Smyrna Beach, Florida
 Norfolk, Virginia
 Norman, Oklahoma
 North Las Vegas, Nevada
 North Miami Beach, Florida
 Northglenn, Colorado
 North Port, Florida
 Norwich, Connecticut
 Oak Park, Illinois
 Oberlin, Ohio
 Ocean City, Maryland
 Oceanside, California
 Olathe, Kansas
 Oklahoma City, Oklahoma
 Oxnard, California
 Palm Bay, Florida
 Palm Beach Gardens, Florida
 Palo Alto, California
 Panama City, Florida
 Park Ridge, Illinois
 Pasadena, California
 Peoria, Illinois
 Phoenix, Arizona
 Pittsburg, Kansas
 Plantation, Florida
 Pompano Beach, Florida
 Portage, Michigan
 Pueblo, Colorado
 Richmond, California
 Richmond, Virginia
 Riverside, California
 Riverview, Michigan
 Roanoke, Virginia
 Rock Hill, South Carolina
 Rockville, Maryland
 Sacramento, California
 St. Louis Park, Minnesota
 Salem, Oregon
 San Diego, California
 San Fernando, California
 San Francisco, California
 San Jose, California
 San Juan Capistrano, California
 Sandersville, Georgia
 Santa Ana, California
 Santa Monica, California
 Sarasota, Florida
 Shaker Heights, Ohio
 Simi Valley, California
 Sioux City, Iowa
 Snellville, Georgia
 South Brunswick Township, New Jersey
 Springfield, Missouri
 Stratford, Connecticut
 Storm Lake, Iowa
 Sunnyvale, California
 Sunrise, Florida
 Takoma Park, Maryland
 Topeka, Kansas
 Titusville, Florida
 Thornton, Colorado
 Traverse City, Michigan
 Topeka, Kansas
 Turlock, California
 Unalaska, Alaska
 Upper Arlington, Ohio
 Urbandale, Iowa
 Valdez, Alaska
 Venice, FL
 Virginia Beach, Virginia
 Waco, Texas
 Warrensburg, Missouri
 Washington, Illinois
 West Des Moines, Iowa
 West Hartford, Connecticut
 West Hollywood, California
 West Palm Beach, Florida
 Wichita, Kansas
 Windham, Connecticut
 Winston-Salem, North Carolina
 Winter Park, Florida
 Worthington, Minnesota
 Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
 Alameda County, California
 Albemarle County, Virginia
 Arapahoe County, Colorado
 Beaufort County, South Carolina
 Broward County, Florida

Brown County, Wisconsin
Buffalo County, Nebraska
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia.
Glynn County, Georgia
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida
Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Loveland, CO
Loveland, OH
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California

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

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth, Minnesota
Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
Seize The Future Development Corp, Aurora, IL
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency

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

Libraries

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

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama

Local Government Insurance Trust, Maryland
Los Angeles, California Department of
Community Public Health Los Angeles, California
Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts
Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

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

School Districts

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

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland,

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

Utility Districts

Columbus Water Works, Georgia
Metropolitan Sewer District of Greater Cincinnati,
Ohio
Public Works Commission of Fayetteville, North
Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

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

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

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

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

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

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

MINORITY AND WOMEN PLACEMENTS

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

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
DURHAM, NC	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager	X		
FORT WORTH, TX	Police Chief	X		
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GLENDALE VILLAGE, OH	Village Manager		X	
GLASTONBURY, CT	Human Resources Director	X	X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X		
LONG BEACH, CA	Executive Director, Civil Service Commission		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LONGMONT, CO	City Manager			X
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS	PMO Director		X	
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL PLANNING COMMISSION	Executive Director	X		
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY DEVELOPMENTAL DISABILITIES BOARD	Executive Director		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PEORIA COUNTY, IL	County Administrator		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police		X	
PLANTATION, FL	Chief Administrative Officer	X		
PRINCE WILLIAM COUNTY, VA	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
TOPEKA, KS	City Manager	X		
	Police Chief	X		
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager	X	X	
	Budget Director	X		
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OH	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING



**PROPOSAL TO PROVIDE
EXECUTIVE SEARCH FIRM SERVICES
FOR CITY ADMINISTRATOR**

Colin Baenziger & Associates

Project Manager and Contact Person:

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

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

April 30, 2016

The Honorable Mayor Bob Nation and Council Members Barry Flachsbart, Barbara McGuinness, Bridget Nations, Guy Tilman, Randy Logan, Dan Hurt, Tom DeCampi, and Bruce DeGroot
c/o James Mello, Management Analyst
Chesterfield City Hall
690 Chesterfield Pkwy W
Chesterfield, MO 63017-0760

RE: Proposal to Provide Recruitment Services for City Administrator

Dear Mayor Nation and Council Members Flachsbart, McGuinness, Nations, Tilman, Logan, Hurt, DeCampi, and DeGroot:

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

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

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

Some of our searches include City Managers/CEOs for Indianola, IA, Ankeny, IA, Ashland, KY, Bellevue, WA, Cottonwood Heights, UT, Destin, FL, Doraville, GA, Fayetteville, NC, Greensboro, NC, Mount Pleasant, MI, Roanoke, VA, Scottsdale, AZ, Springettsbury Township, PA, Tacoma, WA, Winchester, VA, and Yakima, WA. We have sought the County Administrators / Managers / CEOs for Clackamas County, OR, Polk County, IA, Emmet County, MI, James City County, VA, St. Johns County, FL, Union County, NC, and York County, VA, as well as the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia).

Some of our current searches include City Managers, Cocoa Beach, FL, Mountlake Terrace, WA, and Savannah, GA. We are also seeking an Executive Director, Metro Waste Authority, in Des Moines, IA, a Deputy City Manager for Dickinson, ND, a County Attorney for Clay County, FL, a Deputy City Manager, Danville, VA and also for Sammamish, WA; a Finance Director for Miramar, FL, and a Director of Administration – Public Safety, Ocean Reef Community Association.

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

Sincerely,

Kathryn Knutson
Vice President for Operations



Colin Baenziger
Principal / Owner

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

PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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I. Qualifications and Experience of the Firm

The Firm, Its Philosophy, & Its Experience

Colin Baenziger & Associates (CB&A) is a nationally recognized executive recruiting firm established in 1997 and owned and operated by Colin Baenziger. We are a sole proprietorship headquartered in Volusia County, FL with offices in Rhineland, WI; Richland, WA and Salt Lake City, UT. As a sole proprietorship, we are not registered with any states as a corporation, foreign or otherwise. Although our primary focus is executive search, we are often involved in operational reviews of governmental operations. Our consultants live in other areas of the country and converge wherever the client's needs exist. We develop an operational plan prior to arrival and our team of experts quickly studies the issues, identifies problems and opportunities, performs the necessary analysis, develops solutions, prepares reports and action plans, and completes the assignment. The client receives prompt, professional service, and its needs are effectively addressed. We are available for follow-up work, however, our goal is to provide the client with solutions that its existing staff can implement without additional outside assistance.

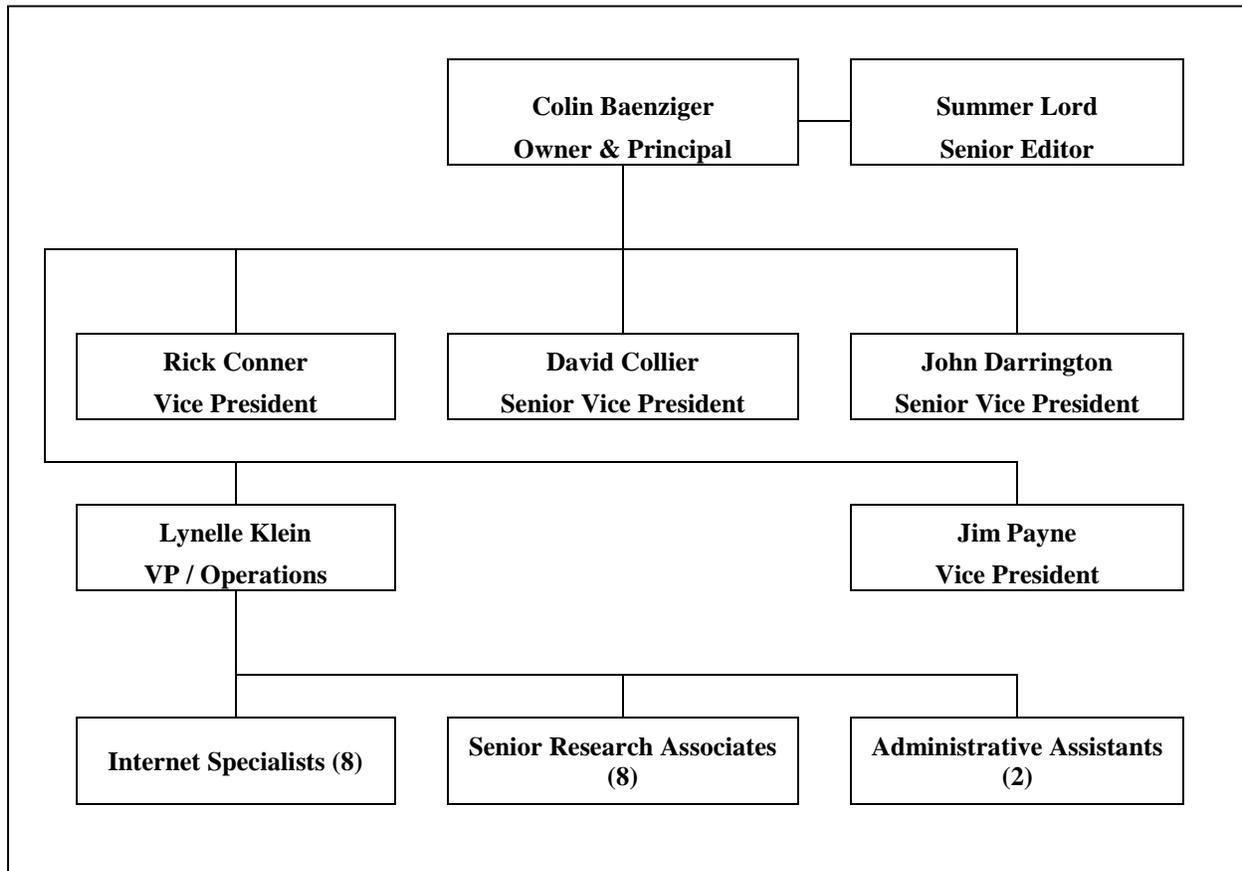
Colin Baenziger & Associates' outstanding reputation is derived from our commitment to timeliness and quality. Our work is not done until you are satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our fee or in our action plan. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed we have an obligation to fulfill its requirements excellently and within the budgeted amount.

Since beginning our search practice in 1998, we have conducted searches and other related work for clients in nineteen states. Overall our staff has performed over 150 City, County, and Special District Manager searches and approximately 200 local government searches. The basic approach we have presented herein is the approach we have used in each of our searches. It has been refined over the years to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 15 years. The model has proven to be extremely effective in every state where we have applied it and for every type of position for which we have searched. In fact, we are often called when a government has a particularly difficult position to fill or where one of our competitors has failed. Overall, we utilize approximately eighteen people. Most staff members are independent contractors and are given assignments on a task order basis. Consequently we can pay well while having a great deal of flexibility without the overhead of many firms. In addition to Mr. Baenziger, other senior staff members are former City and/or County Managers or elected officials. As a result, we understand multiple perspectives and have been very successful in identifying the right candidates for our clients. CB&A's other staff are all competent researchers and writers and most have been with us for a long time.

I. Qualifications and Experience of the Firm (continued)



Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. ***We have never asked a search client for additional fees, even when we were entitled to do so.***

Completion of Projects on Schedule

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

Diversity

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that from the beginning of 2009 through the end of 2011, forty-three percent of the individuals whom we placed as City and County Managers were minorities and/or women. Our placement percentage of women and minorities in 2014 was also 43%.

I. Qualifications and Experience of the Firm (continued)

Prior Names and Litigation

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

Insurance

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

Overall Executive Search Experience

CB&A started its executive search business in 1998 from scratch. As a single father, he needed to stay nearby and so his goal was to become Florida's preeminent recruiter. In 2007 with his children mature, he branched out into other states. With the recent addition of North Dakota, his firm has now worked in 28 states, from Maine to California and Florida to Alaska. See the map below.



A listing of our searches since 2011 follows and a complete list of our searches is contained in Appendix A.

I. Qualifications and Experience of the Firm (continued)

2016 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Covington, VA	5,961	Richard Douglas	100
2	City Manager	Danville, VA	42,900	Ken Larking	1,100
3	City Manager	Fort Myers, FL	70,918	Saeed Kazemi	944
4	City Administrator	Fort Smith, AR	87,350	Carl Geffkin	937
5	City Manager	Norwich, CT	40,500	John Salomone	430
6	City Manager	Orange City, FL	11,600	Dale Arrington	100
7	City Administrator	Prosser, WA	5,845	David Stockdale	50
8	Chief Administrator	El Paso County, TX	827,700	Betsy Keller	480 under the Administrator
9	City Manager	Gainesville, FL	117,000	Anthony Lyons	1,300

I. Qualifications and Experience of the Firm (continued)

2016 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Covington, VA	Thomas Sibold	Mayor	(540) 958-8983	tomsibold@yahoo.com
2	Danville, VA	Sherman Saunders	Mayor	(434) 489-8738	sherman.saunders@danvilleva.gov
3	El Paso County, TX	Carlos Leon	Commissioner	(915) 546-2014	mmejia@epcounty.com
4	Fort Myers, FL	Randall Henderson	Mayor	(239) 321-7020	gpack@cityftmyers.com
5	Fort Smith, AR	Sandy Sanders	Mayor	(479) 784-2204	Mayor@fortsmithar.gov
6	Gainesville, FL	Todd Chase	Council Member	(352) 514-0168	chasetn@cityofgainesville.org
7	Norwich, CT	Deberey Hinchey	Mayor	(860) 823-3743	DHinchey@cityofnorwich.org
8	Orange City, FL	Tom Laputka	Mayor	(386) 775-5403	tlaputka@ourorangecity.com
9	Prosser, WA	Randy Taylor	Mayor	(509) 875-4367	RTaylor@ci.prosser.wa.us

I. Qualifications and Experience of the Firm (continued)

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

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

I. Qualifications and Experience of the Firm (continued)

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

I. Qualifications and Experience of the Firm (continued)

2014 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	County Manager	Alachua County, FL	251,400	Lee Niblock	855 under the Manager
2	City Manager	Bellevue, WA	132,000	Brad Miyake	1,229
3	City Manager	Connell, WA	4,200	Jed Crowther	19 + temp & seasonal
4	City Manager	Delray Beach, FL	64,100	Donald Cooper	800
5	Chief Administrator	El Paso County, TX	827,700	Stephen Norwood	480 under the Administrator
6	City Manager	Ellensburg, WA	18,300	Jack Akers	128
7	County Administrator ^[1]	Emmet County, MI	32,900	Marty Krupa	163
8	County Administrator	James City County, VA	67,000	Bryan Hill	750
9	City Manager	Marco Island, FL	13,300	Roger Hernstadt	210
10	City Manager	Mount Pleasant, MI	26,200	Nancy Ridley	119
11	City Manager	Mountlake Terrace, WA	20,200	Arlene Fisher	153
12	City Manager	North Miami, FL	60,600	Aleem Ghany	364
13	City Manager	Oakland Park, FL	42,800	David Hebert	240
14	Township Manager	Springettsbury Township, PA	26,700	Kristin Denne	100
15	County Administrator	St. Lucie County, FL	277,800	Howard Tipton	583 under the Administrator
16	City Manager	St. Pete Beach, FL	9,400	Wayne Saunders	88
17	Town Manager	Surfside, FL	6,000	Guillermo Omedillo	121
18	City Manager	Titusville, FL	43,900	Steve Larese	478
19	City Manager	Winchester, VA	26,900	Eden Freeman	560 under the Manager

[1] The actual title is County Controller but under Michigan Law, the duties are the same as those of a County Administrator.

I. Qualifications and Experience of the Firm (continued)

2014 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Alachua County, FL	Lee Pinkson	Commissioner	(352) 264-6900	lpinkoson@alachuacounty.us
2	Bellevue, WA	Kevin Wallace	Deputy Mayor	(425) 452-7810	KWallace@bellevuewa.gov
3	Connell, WA	Bruce Blackwell	Mayor	(509) 234-2701	bblackwell@connellwa.org
4	Delray Beach, FL	Cary Glickstein	Mayor	(561) 441-0222	glickstein@mydelraybeach.com
5	El Paso County, TX	Sergio Lewis	Former Commissioner	(915) 204-0191	Not available
6	Ellensburg, WA	Rich Elliott	Mayor	(509) 962-7221	elliotr@ci.ellensburg.wa.us
7	Emmet County, MI	Jim Tamlyn	Board Chair	(231) 622-2433	jtamlyn@emmetcounty.org
8	James City County, VA	Mary Jones	Board Chair	(757) 871-5977	mary.jones@jamescitycountyva.gov
9	Marco Island, FL	Larry Sacher	Councilor	(239) 588-0112	LSacher@marcocitycouncil.com
10	Mount Pleasant, MI	Kathleen Ling	Commissioner	(989) 773-7823	klings@mt-pleasant.org
11	Mountlake Terrace, WA	Scott Hugill	Assistant City Manager	(425) 744-6208	SHugill@ci.mt.wa.us
12	North Miami, FL	Rene Monestine	City Attorney	(305) 895-9810	rmonestime@northmiamifl.gov
13	Oakland Park, FL	Shari McCartney	Mayor	(954) 295-0527	ShariM@oaklandparkfl.gov
14	Springettsbury Township,	George Dvoryak	Board Chair	(717) 683-4665	gdvoryak@Springettsbury.com
15	St. Lucie County, FL	Dan McIntyre	County Attorney	(772) 462-1420	mcintyred@stlucieco.org
16	St. Pete Beach, FL	Elaine Edmonds	Administrative Services Director	(727) 580-5178	elaine@stpetebeach.org
17	Surfside, FL	Daniel Dietch	Mayor	(305) 861-4863	ddietch@townofsurfsidefl.gov
18	Titusville, FL	Jim Tulley	Mayor	(321) 567-3702	Mayor@titusville.com
19	Winchester, VA	John Willingham	Council President	(540) 931-4655	John.Willingham@winchesterva.gov

I. Qualifications and Experience of the Firm (continued)

2013 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Ankeny, IA	45,000	David Jones	210
2	City Manager	Ashland, KY	21,000	Benjamin Bitters	300
3	Village Manager	Bal Harbour, FL	2,500	Jorge Gonzalez	37
4	County Manager	Clackamas County, OR	380,000	Donald Krupp	2,300
5	City Manager	Elmira, NY	29,000	Kim Middaugh	293
6	City Manager	Fruitland Park, FL	4,100	Gary La Venia	52
7	City Manager	Leesburg, FL	20,600	Alfred Minner	515
8	City Manager	Medina, WA	3,000	Michael Sauerwein	30
9	City Manager	Miramar, FL	122,000	Kathleen Woods- Richardson	960
10	City Manager	Monroe, NC	36,397	John D'Agostino	750
11	City Manager	Normandy Park, WA	6,300	Glenn Akramoff	27
12	County Manager	Okaloosa County, FL	170,000	Ernie Padgett	820
13	City Manager	Satellite Beach, FL	10,000	Courtney Barker	120
14	City Manager	Scottsdale, AZ	220,000	Fritz Behring	2,423
15	City Manager	Sunnyside, WA	15,000	Donald Day	95

I. Qualifications and Experience of the Firm (continued)

2013 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Ankeny, IA	Gary Lorenz	Mayor	(515) 371-2141	garyl@ljmd.com
2	Ashland, KY	Chuck Charles	Mayor	(606) 327-2001	ccharles@ashlandky.org
3	Bal Harbour, FL	Jaime Sanz	Council Member	(786) 427-4154	jsanz@balharbour.org
4	Clackamas County, OR	Paul Savas	Commissioner	(503) 655-8581	psavas@co.clackamas.or.us
5	Elmira, NY	Susan Skidmore	Mayor	(607) 738-3714	mayor@cityofelmira.net
6	Fruitland Park, FL	Chris Bell	Mayor	(352) 326-4291	cbell@fruitlandpark.org
7	Leesburg, FL	David Knowles	Mayor	(352) 326-9300	Allstate2@earthlink.net
8	Medina, WA	Michael Luis	Mayor	(425) 233-6400	mluis@medina-wa.gov
9	Miramar, FL	Yvette Colbourne	Commissioner	(954) 560-5161	ycolbourne@ci.miramar.fl.us
10	Monroe, NC	Lynn Keziah	Vice Mayor	(704) 221-2365	lkeziah@monroenc.org
11	Normandy Park, WA	Clarke C. Brant	Mayor	(206) 248-7603	clarke.brant@ci.normandy-park.wa.us
12	Okaloosa County, FL	Don Amunds	Commission Chair	(850) 585-8012	damunds@co.okaloosa.fl.us
13	Satellite Beach, FL	Frank Catino	Mayor	(321) 223-7700	fcatino@satellitebeach.org
14	Scottsdale, AZ	Suzanne Klapp	Vice Mayor	(480) 312-7402	sklapp@scottsdaleaz.gov
15	Sunnyside, WA	James Restucci	Mayor	(509) 643-4343	jrestucci@sunnyside-wa.gov

I. Qualifications and Experience of the Firm (continued)

2012 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Cape Coral, FL	154,300	John Szerlag	1,300
2	City Manager	Cocoa Beach, FL	11,200	Robert Majka	234
3	City Manager	Doraville, GA	8,500	Shawn Gillen	104
4	City Manager	Fayetteville, NC	208,000	Ted Voorhees	1,500
5	City Manager	Fort Pierce, FL	41,590	Robert Bradshaw	361
6	City Manager	Hallandale Beach, FL	37,100	Renee Crichton	449
7	County Administrator	Hernando County, FL	172,800	Leonard Sossamon	1,297
8	City Manager	Key West, FL	26,649	Bob Vitas	456
9	City Manager	Melbourne, FL	75,000	Michael McNeas	927
10	Village Manager	North Palm Beach, FL	12,015	Ed Green	279
11	City Manager	Panama City Beach, FL	12,018	Mario Gisbert	250
12	City Manager	Sarasota, FL	51,917	Tom Barwin	599
13	City Manager	Sunrise, FL	4,260	Alan Cohen	1,203
14	City Manager	Yakima, WA ¹	91,000	Anthony O'Rourke	730
¹ The manager's wife developed cancer after 3 months on the job and he resigned to be with her during treatment. We repeated the search at no cost even though it was outside the scope of our warranty.					

I. Qualifications and Experience of the Firm (continued)

2012 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Cape Coral, FL	John Carioscia	Council Member	239-242-3288	rerbrick@capecoral.net
2	Cocoa Beach, FL	Laurie Kalaghchy	City Clerk	(321) 868-3235	lkalaghchy@cityofcocoabeach.com
3	Doraville, GA	Donna Pittman	Mayor	(678) 328-9181	donna.pittman@Doravillega.us
4	Fayetteville, NC	Jim Arp	Mayor Pro Tem	(910) 728-2569	JArp@ci.fay.nc.us
5	Fort Pierce, FL	Anne Satterlee	Communications Manager	(772) 460-2200	asatterlee@city-ftpierce.com
6	Hallandale Beach, FL	Joy Cooper	Mayor	(954) 457-1318	jcooper@hallandalebeachfl.gov
7	Hernando County, FL	Ronald F. Pianta	Assistant County Administrator	352) 754-4002	RPianta@co.hernando.fl.us
8	Key West, FL	Shirley Freeman	Chair, Citizen's Advisory Committee	(305) 304-1975	shirleyfreemankeywest@gmail.com
9	Melbourne, FL	Paul Googleman	City Attorney	(321) 608-7200	cityattorney@melbourneflorida.org
10	North Palm Beach, FL	David Norris	Council Member	(561) 841-3355	dnorris@village-npb.org
11	Panama City Beach, FL	Gale Oberst	Mayor	(850) 235-1541	goberst@pcbgov.com
12	Sarasota, FL	Susanne Atwell	Commissioner	(941) 954-4115	Suzanne.Atwell@sarasotagov.com
13	Sunrise, FL	Kim Kisslan	City Attorney	(954) 746-3300	KKisslan@sunrisefl.gov
14	Yakima, WA	Micah Cawley	Mayor	(509) 901-9114	micah_cawley@ci.yakima.wa.us

I. Qualifications and Experience of the Firm (continued)

2011 City / County Manager Searches Completed					
	Position	Client	Population	Placement	Agency Size: Number of Employees
1	City Manager	Albany, GA	76,000	James Taylor	863
2	City Manager	Chamblee, GA	17,000	Niles Ford	106
3	County Administrator	Clay County, FL	160,000	Stephanie Kopelousos	1,514
4	City Manager	Destin, FL	12,300	Mary Ann Ustick	65
5	Village Manager	Key Biscayne, FL	12,350	John Gilbert	115
6	City Manager	Madeira Beach, FL	4,260	Shane Crawford	71
7	Borough Manager	Matanuska-Susitna Borough,	88,000	John Mossey	275
8	City Manager	North Port, FL	55,800	Jonathan Lewis	569
9	City Manager	Orange Park, FL	9,100	Cindy Hall	110
10	Village Manager	Pincrest, FL	19,400	Yocelyn Gomez	158
11	County Administrator	Polk County, IA	431,000	David Jones	1,300
12	City Manager	Portland, ME	65,000	Michael Rees	1,100
13	City Manager	Sunny Isles Beach, FL	17,000	Alan Cohen	178
14	City Manager	Tacoma, WA	198,400	T.C. Broadnax	3,872
15	City Manager	Yakima, WA	91,000	Don Cooper	730

I. Qualifications and Experience of the Firm (continued)

2011 City / County Manager Searches Completed (continued)					
	Client	Contact Name	Title	Phone	Email
1	Albany, GA	Nathan Davis	City Attorney	(229) 431-2805	NDavis@albany.ga.us
2	Chamblee, GA	Marc Johnson	Interim Manager / Police Chief	(404) 819-9346	chiefmj@chambleepd.com
3	Clay County, FL	Travis Cummings	Former Commission Chair	(904) 376-5189	Not Available
4	Destin, FL	Chuck Garcia	Human Resources Director	(850) 837-4242	cgarciac@cityofdestin.com
5	Key Biscayne, FL	Conchita Alvarez	Village Clerk	(305) 365-5506	calvarez@keybiscayne.fl.us
6	Madeira Beach, FL	Travis Palladeno	Mayor	(727) 239-5549	tpalladeno@madeirabeachfl.gov
7	Matanuska-Susitna, AK	Sonya Conant	Human Resources Director	(907) 746-7432	Sonya.Conant@matsugov.us
8	North Port, FL	Jim Blucher	Vice Mayor	(941) 628-2916	jblucher@cityofnorthport.com
9	Orange Park, FL	Sarah Campbell	Town Clerk	(904) 278-3018	scampbell@townop.com
10	Pinecrest, FL	Guido Inguazo	Village Clerk	(305) 234-2121	inguanzo@pinecrest-fl.gov
11	Polk County, IA	E.J. Giovannati	Former County Supervisor	(515) 371-0782	EJGiovannetti@hhlawpc.com
12	Portland, ME	Cheryl Leeman	Search Chair / Council Member	(207) 774-4308	cl@portlandmaine.gov
13	Sunny Isles Beach, FL	Norman Edelcup	Mayor	(305) 792-1701	NSEdelcup@aol.com
14	Tacoma, WA	Joy St. Germain	Human Resources Director	(253) 591-2060	jstgermain@ci.tacoma.wa.us
15	Yakima, WA	Micah Cawley	Mayor	(509) 901-9114	micah_cawley@ci.yakima.wa.us

II. Search Methodology

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

Phase I: Information Gathering and Needs Assessment

Task One: Needs Assessment

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

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

We will also finalize the timeline so candidates can mark their calendars well in advance and will be available when the Mayor and City Council Members wish to conduct the interviews.

If the City wishes, we routinely incorporate meetings with other stakeholders (such as the business community, the non-profit community, City staff and so on) to gather their insights. These forums are valuable as they provide additional perspectives and a better understanding of the environment the Manager will be working in.

Task Two: Develop Position Description and Recruitment Materials

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

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for this position. We say people, and not person, because our goal is to bring you six to ten excellent semi-finalists, all of whom will do the job extraordinarily well and who are so good you will have a difficult time choosing

II. Search Methodology

among them. You then select the top three to five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

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

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

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

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

Specifically, our efforts will involve:

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

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

II. Search Methodology

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

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

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

Search the Internet and Newspaper Archives: Virtually every local newspaper has an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased and we consider that in our evaluation. This step is conducted in order to quickly discover candidates with problems in their backgrounds and eliminate them.

- **Verification of Education:** We also verify claimed educational degrees to assure the candidate is being totally forthright.

II. Search Methodology

- **Verification of Work History:** We verify employment for the past fifteen years.

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

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

Task Five: Preparation and Presentation of Candidate Materials

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

Task Six: Finalist Selection

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

Task Seven: Notify All Candidates of Their Status

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

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

II. Search Methodology

Phase IV: Coordinate the Interview Process and City Administrator Selection

Task Eight: Coordinate the Candidate Assessment Process

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

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

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

Day #2: Beginning at approximately 8:30 a.m., each candidate interviews individually with each elected official for approximately 40 minutes. These meetings provide the Mayor and City Council Members with an opportunity to assess how the candidates might interact with them on an individual basis. It is very important to know if good chemistry exists. Ultimately, Managers succeed and fail based on their interaction with the Mayor and City Council Members and the one-on-one interviews are an excellent way to test that interaction.

After lunch, the Mayor and City Council Members as a group will interview each candidate so that they can assess the candidates in a formal meeting. Part of the interviews may include a PowerPoint presentation so the elected officials can observe the candidates' presentational skills.

Task Nine: Debriefing and Selection

Once the interviews have concluded, CB&A suggests the Council adjourn and hold a meeting a day or two later to select the next City Administrator. Although the selection can be made the same day as the interviews, this decision is quite important and we recommend you take some time to consider what you have seen and heard.

In terms of the final selection, we have developed a simple methodology that moves the elected body quickly and rationally to the desired outcome. Once the selection has been made, CB&A will notify the finalists of their status. Candidates are eager to know and we feel it is important to keep them informed.

II. Search Methodology

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

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

Task Eleven: Continuing Assistance

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

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

The City's Obligations

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

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

II. Search Methodology

Possible Project Schedule

The following is the project schedule we suggest for this recruitment and assumes we are selected to perform the search on March 3rd. We realize the schedule may need to be adjusted to accommodate the Mayor's and City Council Members' availability.

Phase I: Needs Assessment / Information Gathering

- May 16th: CB&A begins meeting with the Mayor and City Council Members and, if suggested, other stake holders to understand the job and its challenges.
- May 24th: CB&A submits the draft of the full recruitment profile to the City for its review. Comments will be due back the following Tuesday.

Phase II: Recruiting

- May 27th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to over 12,600 local government professionals.
- June 17th: Closing date for submission of applications.
- June 22nd: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- July 18th: CB&A forwards its candidate report and materials to the City. These will include the candidates' resumes, the candidate introduction, and the results of our reference, background and Internet/newspaper archives checks.
- July 22nd: City selects candidates for interviews.

Phase IV: Interview Process Coordination and City Administrator Selection

- August 4th: City holds reception for the finalists.
- August 5th: One-on-one and full City Council Interviews and possible decision.
- August 8th: City selects its next City Administrator if the decision is not already made.

Phase V: Negotiation, Warranty & Continuing Assistance

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

Some of CB&A Clients...



City of Ankeny, IA
City Manager



City of Bellevue, WA
City Manager



City of Fayetteville, NC
City Manager



City of Winchester, VA
City Manager

III. Proposed Project Staff

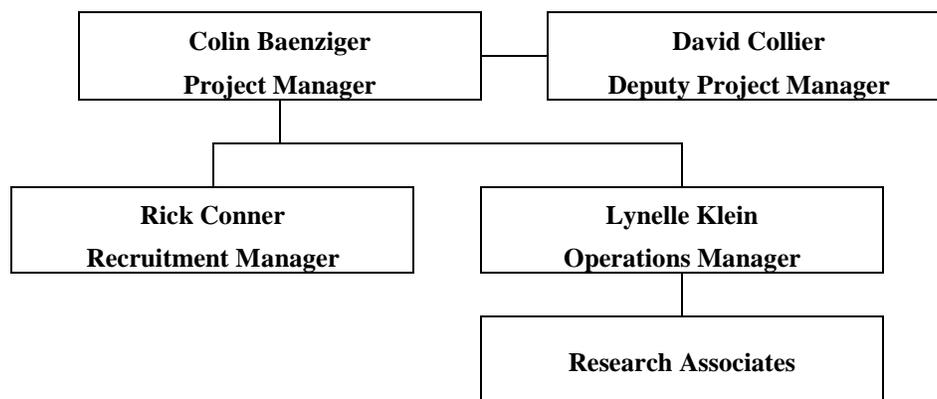
Project Team and Involvement

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

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

Rick Conner, vice president, will serve as the recruitment manager and assist with the identification and screening of candidates. He has over 30 years of in local government and in executive recruiting. He earned Bachelors of Science Degrees in Business Administration and Engineering from the University of Missouri.

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



III. Proposed Project Staff *(continued)*

Colin Baenziger, M.P.A.

Principal

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



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

- City Manager, Coral Gables, FL (population 42,000)
- City Manager, Cottonwood Heights, UT (population 34,000)
- City Manager, Fife, WA (population 8,200)
- City Manager, Fayetteville, NC (population 208,000)
- Village Manager, Key Biscayne, FL (population 11,000)
- Economic Development Director, Loudoun County, VA (population 326,000)
- Community Development Director, Miami, FL (population 373,000)
- Borough Manager, Matanuska-Susitna Borough, Alaska (population 88,000)
- City Manager, Mount Dora, FL (population 12,000)
- County Manager, Clackamas County, OR (population 380,000)
- City Manager, Palm Coast, FL (population 51,000)
- City Manager, Portland, ME (population 65,000)
- City Manager, Roanoke, VA (population 96,000)
- City Manager, Tacoma, WA (population 200,000)
- General Manager, Tampa Bay Water Authority (serving a population of 2.4 million)
- County Manager, Union County, NC (population 290,000)

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

Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He is also active in the International City Management Association and the Florida City and County Management Association. He has also been called upon frequently to speak at conferences of the Utah and Florida City/County Managers' Associations, and the Florida Public Personnel Association.

III. Proposed Project Staff *(continued)*

Dave Collier, M.P.A.

Senior Vice President

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

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



Dave has overseen the recruitment and selection of:

- County Manager, Brevard County, FL,
- City Manager, Coral Gables, FL,
- City Manager, Cape Canaveral, FL,
- City Manager, Dania Beach, FL,
- City Manager, North Miami, FL,
- City Manager, Orange City, FL,
- City Manager, West Melbourne, FL,
- City Administrator, West Park, FL,
- Finance Director for Tamarac, FL, and
- Environmental Resources Director for St. Lucie County, FL.

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

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

III. Proposed Project Staff *(continued)*

Rick Conner, P.E.

Vice President

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



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

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

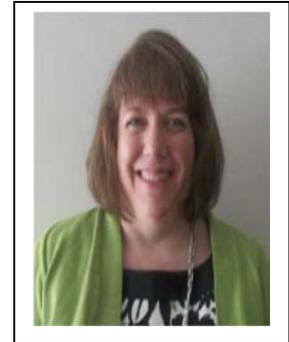
- City Manager of Sunny Isles Beach, Florida,
- City Manager of Portland, Texas,
- City Manager of Marble Falls, Texas,
- Public Works Director of Nashville/Davidson County, Tennessee, and
- Public Works Director of Bryan, Texas

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

- City Manager, Fayetteville, NC,
- City Manager, Sarasota, FL,
- City Manager, Cocoa Beach, FL
- Chief Executive Officer/General Manager, Des Moines (IA) Water Works,
- Finance Director/Procurement Officer for a bedroom community to Corpus Christie, TX,
- Accounting Director for a medium size West Texas city
- Police Chief for a Florida barrier island community,
- Water and Wastewater Director for a medium size, central Texas city,
- Airport Fixed Base Operator for a Texas university community, and
- Airport Manager for a medium size Texas university city.

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

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



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

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

- City Manager, Delray Beach, FL (64,100)
- City Manager, Doraville, GA (population 8,500)
- City Manager, Indianola, IA (population 14,800)
- Police Chief, Farmington, NM (population 45,000)
- City Manager, Leesburg, FL (population 21,000)
- City Manager, Mill Creek, WA (population 18,800)
- City Manager, Miramar, FL (population 122,000)
- City Manager, Norwich, CT (population 40,300)
- City Manager, Seminole, FL (17,800)
- City Manager, Sequim, WA (population 6,670)
- City Manager and Finance Director Sunnyside, WA (population 16,000)
- City Manager, Winchester, VA (population 16,000)
- County Manager, Alachua County, FL (population 253,500)
- County Administrator, Clackamas County, OR (population 383,900)
- County Administrator, James City County, VA (population 70,500)
- County Manager, St. Lucie County, FL (population 283,900)
- County Administrator, York County, VA (population 66,300)
- County Attorney, Fulton County, GA (population 992,000)
- Executive Director, Sewerage & Water Board of New Orleans (population served 400,000)
- Director, Growth Management, Collier County, FL (population 340,000)
- Solid Waste Director City of Tampa, FL (population 347,000)

Ms. Klein's prior employment was primarily in the private sector. For over 15 years she provided contract financial and administrative services to companies who did not have the need for full time office staff. For example, she worked in the finance department of the advertising firm Livingston and Company, where she also served as the Interim Office Manager. She worked for TALX in South Carolina processing tax credits and incentives for businesses. Ms. Klein has an Associate's Degree from Brigham Young University in Rexburg, Idaho. She currently resides in King County, WA.

More CB&A Clients...



***City of Roanoke, VA
City Manager
City Attorney
Economic Development Director
Finance Director
Human Resources Director
Planning, Building and
Development Director***



***Oregon City, OR
Finance Director***



***James City County, VA
County Administrator***



***City of Scottsdale, AZ
City Manager***

IV. References

The following are relatively comparable and relatively recent local government Chief Executive level placements

City Manager, Ankeny, IA (population 45,600)

Contact: Mayor Gary Lorenz at (515) 371-2141 or,
GaryL@ljmd.com

CB&A began work on April 25, 2013, to find the City's next **City Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the county to interview. After careful deliberation, the City selected *David Jones, formerly County Administrator for Polk County, IA*, on August 7, 2013.



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

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

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



City Manager, City of Madeira Beach, FL (population 4,200)

Contact: Mayor Travis Palladeno at (727) 239-5549, or
TPalladeno@madeirabeachfl.gov

Madeira Beach is a tropical tourist location on the Western Coast of Florida in Pinellas County. Colin Baenziger and Associates began searching for a **City Manager** on September 30, 2011. Our work included scouring the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, recommending finalists for the city to interview and helping with the contract negotiations. *Shane Crawford, former Assistant County Administrator with Walworth County, WI* was selected as the next manager on November 22nd.



IV. References (continued)

City Manager, Miramar, FL (population 122,000)

Contact: Commissioner Yvette Colbourne at
(954) 560-5161, or ycolbourne@ci.miramar.fl.us

CB&A began the search for Miramar's next City Manager on May 13, 2013. We conducted a nationwide search with an emphasis on Southeast Florida. Our work included extensive screening and background checks as well as coordinating the interview process and negotiating the compensation package with the selected candidate. The City selected *Ms. Kathleen Woods-Richardson, formerly Director of Public Works and Waste Management for Miami-Dade County*, on August 21, 2013. She began working for the City on September 9, 2013.



City Manager, City of Roanoke, VA (population 96,000)

Contact: Council Member Court Rosen at (540) 597-3193 or
courtrosen@gmail.com

CB&A was hired in early September 2009 to find Roanoke's next **City Manager**. Roanoke is the cultural and commercial hub of southwestern Virginia. We were asked to identify someone with a strong background in finance and redevelopment. In preparation for the recruitment, we had six meetings to solicit public input (two with the public at large, one with the business community, one with the neighborhoods, one with the media, and one with the education, social services and non-profit community). Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews and providing a small amount of assistance with the contract negotiations. *Christopher Morrill, formerly the Assistant City manager for Savannah, GA*, was selected in early December 2009. We have since assisted the City in finding a **City Attorney**, a **Finance Director**, an **Economic Development Director**, a **Human Resources Director** and a **Planning, Building and Development Director**.



City Manager, Tacoma, WA (population 198,400) in 2011

Contact: Mayor Marilyn Strickland at (253) 591-5100 or
Marilyn.Strickland@cityoftacoma.org

CB&A was hired in late September 2011 to find Tacoma's next **City Manager**. As part of the recruitment process, we met with each of the nine council members to learn their concerns, priorities and desires. We searched the nation and developed a pool of 67 candidates, many of which were extremely capable. The semi-finalist pool was also diverse containing both women and minorities. Interviews were held in early December and *Mr. T.C. Broadnax, formerly an Assistant City Manager with San Antonio, TX*, was selected.



IV. References (continued)

City Manager, Winchester, VA (population 16,000)

Contact: Council Chair John Willingham at (540) 931-4655, or

John.Willingham@WinchesterVA.gov

CB&A was hired in mid-March 2014 to find Winchester's next **City Manager**. The City was seeking someone with energy and enthusiasm to move the City forward. We accepted the challenge and searched the nation for just the right person. Our efforts included extensive outreach and we an excellent group of high quality candidates. We then performed background checks, coordinated the interview process, and assisted the City in selecting Eden Freeman, *formerly Assistant City Manager for Sandy Springs, GA*, in early June.



Candidate References

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

Placement	Formerly	Recruited To Be	Contact at
Dale Martin	City Manager Winchester, CT	City Manager Appointed September 2015	(904) 557-5047 <u>dmartin@fbfl.org</u>
Eden Freeman	Assistant City Manager Sandy Springs, GA	City Manager Winchester, VA Appointed June, 2014	(540) 667-1815 <u>citymanager@ winchesterva.gov</u>
Bryan Hill	Deputy County Administrator Beaufort County, SC	County Administrator James City County, VA Appointed July 2014	(757) 253-6604 <u>bryan.hill@ jamescitycountyva.gov</u>
John Salomone	Town Manager Newington, CT	City Manager Norwich, CT	(860) 539-8906 <u>cmoffice@cityofnorwich.org</u>

More CB&A Clients...



City of Greensboro, NC

City Manager



Matanuska-Susitna Borough, AK

Borough Manager



Union County, NC

County Manager



Loudoun County, VA

***Director – Economic Development
Human Resources Officer***

V. Fee and Warranty

Fee

To complete the engagement CB&A offers a firm, fixed fee of \$24,500 ***which includes all our expenses and costs***. In other words, the only thing the City will pay CB&A is the agreed upon fee. The only other costs the City will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations and meals for the interview process as discussed earlier. The advantage to the City is it knows exactly what it will pay. The advantage to CB&A is that we do not have keep track of every minor expense.

Requested Services	Cost
Phase I: Needs Analysis / Information Gathering	\$ 3,000
Phase II: Recruiting	10,000
Phase III: Screening	9,000
Phase IV: Interview Process Coordination and Managers Selection	1,500
Phase V: Negotiation and Continuing Assistance and Warranty	1,000
Total	\$24,500

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

Warranty

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

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



**PROPOSAL TO PROVIDE
EXECUTIVE SEARCH FIRM SERVICES
FOR CITY ADMINISTRATOR**

Volume II: Appendices

Colin Baenziger & Associates

Project Manager and Contact Person:

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Colin Baenziger & Associates
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Daytona Beach Shores, FL 32118
e-mail: Colin@cb-asso.com
Fax: (888) 635-2430

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

PROPOSAL TO BE THE CITY'S EXECUTIVE RECRUITING FIRM

VOLUME II: APPENDICES

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Appendix A

*Searches by
Colin Baenziger & Associate' Staff*

Governmental Search Assignments

Performed by the Staff of Colin Baenziger & Associates

Current Searches

City Manager, Cocoa Beach, FL (population 11,325)

City Manager, Mountlake Terrace, WA (population 21,700)

City Manager, Savannah, GA (population 142,800)

Chief Operating Officer, Amelia Island Plantation Community Association (population 3,000)

General Manager, Chittenden Solid Waste District, Williston, VT (population 157,461)

Executive Director, Metro Waste Authority, Des Moines, IA (population served 730,000)

City Attorney, Port St. Lucie, FL (171,000)

County Attorney, Clay County, FL (population 196,400)

Deputy City Manager, Danville, VA (43,000)

Deputy City Manager, Sammamish, WA (60,000)

Finance Director, Miramar, FL (130,300)

Director of Administration – Public Safety, Ocean Reef Community Association (pop. 2,000)

Completed Searches in 2016

City Manager, Covington, VA (population 5,802)

City Manager, Danville, VA (population 43,000)

City Manager, Ft. Myers, FL (population 68,190)

City Manager, Fort Smith, AR (population 87,650)

City Manager, Gainesville, FL (population 117,000)

City Manager, Norwich, CT (population 40,500)

City Manager, Orange City, FL (population 10,942)

City Manager, Prosser, WA (population 5,802)

Chief Administrator, El Paso County, TX (population 827,700)

City Attorney, Daytona Beach, FL (62,300)

City Attorney, Fort Pierce, FL (population 41,590)

Finance Director, DeLand, FL (population 28,230)

Chief of Police, Mooresville, NC (population 35,300)

Public Works Director, Sammamish, WA (60,000)

Utilities Director, Danville, VA (population 43,000)

Governmental Search Assignments (continued)

Completed Searches Prior to 2016

City/Town/Village Manager/Administrator

City Manager, Albany, GA (population 75,600) in 2011
City Manager, Ankeny, IA (population 45,600) in 2013
City Manager, Ashland, KY (population 21,000) in 2013
Village Manager, Bal Harbour, FL (population 3,300) in 2013
City Manager, Bartow, FL (population 16,000) in 2007
Town Manager, Bay Harbor Islands, FL (population 5,200) in 2003 and 2007
City Manager, Bellevue, WA (population 122,400) in 2014
Town Manager, Buckeye, AZ (population 32,000) in 2006
City Manager, Cape Canaveral, FL (population 10,200) in 2010
City Manager, Cape Coral, FL (population 154,300) in 2012
City Manager, Casselberry, FL (population 25,000), in 2005
City Manager, Chamblee, GA (population 17,000) in 2011
City Manager, Cocoa Beach, FL (population 11,200) in 2012 and 2015
City Administrator, Connell, WA (population 4,200) in 2014
City Manager, Cooper City, FL (population 32,000) in 2008
City Manager, Coral Gables, FL (population 43,000) in 2009
City Manager, Cottonwood Heights, UT (population 34,000) in 2004
Town Manager, Cutler Bay, FL (population 35,000) in 2006
City Manager, Dania Beach, FL (population 28,000) in 2009
City Manager, Daytona Beach, FL (population 65,000) in 2002
City Manager, Delray Beach, FL (population 64,100) in 2014
City Manager, Deltona, FL (population 83,000) in 2006 and 2008
City Manager, Destin, FL (population 12,000) in 2003 and 2011
City Manager, Doral, FL (population 24,000), in 2004
City Manager, Doraville, GA (population 8,500) in 2013
Town Manager, Dundee, FL (population 3,000) in 2006 and 2009
City Manager, Ellensburg, WA (population 18,350) in 2014
City Manager, Elmira, NY (population 29,200) in 2014
Village Manager, Estero, FL (population 26,600) in 2015
City Manager, Fayetteville, NC (population 208,000) in 2012
City Manager, Fernandina Beach, FL (population 11,000) in 2006 and 2015
City Manager, Fife, WA (population 8,700) in 2010
Town Manager, Fort Myers Beach, FL (population 6,900) in 2006 and 2008
City Manager, Fort Pierce, FL (population 41,900) in 2012
City Manager, Fruitland Park, FL (population 4,100) in 2013
Village Manager, Islamorada, Village of Islands, FL (population 7,500) in 1999 and 2005
City Manager, Greensboro, NC (population 259,000) in 2009

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, Hallandale Beach, FL (population 39,000) in 2010 and 2012
City Manager, Holly Hill, FL (population 13,000) in 2008 (partial search)
City Manager, Homestead, FL (population 62,000) in 2010
City Manager, Indianola, IA (population 15,108) in 2015
Town Manager, Juno Beach, FL (population 3,600) in 2005
Village Manager, Key Biscayne, FL (population 11,000) in 2007 and 2011
City Manager, Key West, FL (population 24,600) in 2012
Town Manager, Lake Park, FL (population 9,100) in 2001 and 2003
Town Manager, Lantana, FL (population 9,600) in 2000
City Manager, Lake Worth, FL (population 37,000) in 2003 and 2007
City Manager, Lauderdale Lakes, FL (population 32,000) in 1998 and 2002
City Manager, Leesburg, FL (population 20,390) in 2013
City Manager, Madeira Beach, FL (population 12,300) in 2011
Town Manager, Mangonia Park, FL (population 1,400) in 2001
City Manager, Marathon, FL (population 11,500 in 2002 and 2004)
City Manager, Marco Island, FL (population 15,000) in 2014
City Manager, Medina, WA (population 3,000) in 2013
City Manager, Melbourne, FL (population 72,500) in 2002 and 2012
City Manager, Miami Gardens, FL (population 101,000) in 2004
City Manager, Mill Creek, WA (18,828) in 2015
City Manager, Miramar, FL (population 122,000) in 2013
City Manager, Monroe, NC (population 33,500) in 2013
City Manager, Mount Dora, FL (population 12,000) in 2005
City Manager, Mount Pleasant, MI (population 26,000) in 2014
City Manager, Mountlake Terrace, WA (population 20,700) in 2014
City Manager, New Smyrna Beach, FL, FL (population 23,000) in 2009
City Manager, Normandy Park, WA (population 6,335) in 2013 and 2015
City Manager, North Miami, FL (population 62,000) in 2010 and 2014
Village Manager, North Palm Beach, FL (population 12,500) in 2004, 2005, 2007 and 2012
City Manager, North Port, FL (population 55,800) in 2011
City Manager, Oakland Park, FL (population 42,800) in 2014
City Manager, Ocala, FL (population 52,000) in 2008 and 2015
City Manager, Orange City, FL (population 10,000) in 2010
City Manager, Orange Park, FL (population 9,100) in 2010
City Manager, Oviedo, FL (population 33,000) in 2008
City Manager, Palm Bay, FL (current population 101,000) in 2002 and 2015
City Manager, Palm Coast, FL (population 71,000) in 2006
Village Manager, Palmetto Bay, FL (population 24,000) in 2003
City Manager, Panama City Beach, FL (population 12,018) in 2012
Village Manager, Pinecrest, FL (population 19,300) in 2011
City Manager, Pompano Beach, FL (population 101,000) in 2007

Governmental Search Assignments (continued)

City/Town/Village Manager/Administrator (continued)

City Manager, Portland, ME (population 65,000) in 2011
City Manager, Riviera Beach, FL (population 37,000) in 2009
City Manager, Roanoke, VA (population 96,000) in 2009
City Manager, Sarasota, FL (population 55,000) in 2012
City Manager, Satellite Beach, FL (population 10,100) in 2013
City Manager, Scottsdale, AZ (population 217,400) in 2013
City Manager, Seminole, FL (population 17,800) in 2015
City Manager, Sequim, WA (population 6,700) in 2015
Town Manager, Sewall's Point, FL (population 2,000) in 2006
Township Manager, Springettsbury Township, PA (population 26,700) in 2014
City Manager, St. Pete Beach, FL (population 10,000) in 2014
City Manager, Stuart, FL (population 17,000) in 2006
City Manager, Sunny Isles Beach, FL (population 17,000) in 2006 and 2011
City Manager, Sunrise, FL (population 84,400) in 2012
City Manager, Sunnyside, WA (population 15,860) in 2013
Town Manager, Surfside, FL (population 6,000) in 2014
City Manager, Tacoma, WA (population 200,000) in 2011
City Administrator, Tavares, FL (population 11,000) in 2006
City Manager, Titusville, FL (population 43,940) in 2014
City Manager, West Melbourne, FL (population 15,000) in 2009
City Manager, West Park, FL (population 12,000) in 2005 and 2010
City Manager, Winchester, VA (population 26,000) in 2014
City Manager, Yakima, WA (population 91,000) in 2011 and 2012

County Administrator / Manager - Completed Searches

County Manager, Alachua County, FL (population 251,400) in 2014
County Manager, Baker County, FL (population 27,000) in 2006
County Administrator, Bay County, FL (population 158,000) in 2005
County Manager, Brevard County, FL (population 536,000) in 2009
County Administrator, Broward County, FL (population 1,800,000) in 2006
County Administrator, Clackamas County, OR (population 383,900) in 2013
County Administrator, Clay County, FL (population 160,000) in 2005 and 2011
Chief Administrator, El Paso County, TX (population 827,700) in 2014
County Administrator, Emmet County, MI (population 32,900) in 2014
County Manager, Flagler County, FL (population 83,000) in 2007
County Manager, Fulton County, GA, (partial search) in 2015 (population 894,300) in 2015
County Administrator, Hernando County, FL (population 172,800) in 2012
County Administrator, Highlands County, FL (population 98,000) in 2008
County Administrator, James City County, VA (population 69,000) in 2014
County Administrator, Martin County, FL (population 140,000) in 2005

Governmental Search Assignments (continued)

County Administrator / Manager - Completed Searches (continued)

Borough Manager, Matanuska-Susitna Borough, AK (population 85,000) in 2011
County Administrator, Monroe County, FL (population 80,000) in 2004
County Administrator, Nassau County, FL (population 60,000) in 2004
County Administrator, Okaloosa County, FL (population 183,500) in 2013
County Administrator, Okeechobee County, FL (population 39,000) in 2008
County Manager, Osceola County, FL (population 235,000) in 2003 and 2007
County Administrator, Polk County, IA (population 400,000) in 2007 and 2011
County Manager, Seminole County, FL (population 410,000) in 2006
County Administrator, St. Johns County, FL (population 162,000) in 2007
County Administrator, St. Lucie County, MI (population 284,000) in 2014
County Manager, Union County, NC (population 198,600) in 2010
County Administrator, York County, VA (population 66,269) in 2015

Completed Searches – Assistant/Deputy Managers

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

Completed Searches – City or County Attorneys

County Attorney, Fulton County, GA (population 996,319) in 2015
County Attorney, Prince William County, VA (population 438,580) in 2015
City Attorney, Roanoke, VA (population 96,000) in 2012
City Attorney, West Melbourne, FL (population 15,000) in 2008

Completed Searches – Community Development/Growth Management/Planning

Growth Management Director, Collier County, FL (population 328,000) in 2015
Director, Building and Development, Loudoun County, VA (population 336,900) in 2014
Community Development Director, Miami, FL (population 408,000) in 2008
Director of Planning, Building and Development, Roanoke, VA (population 96,000) in 2012
General Manager, North Sarasota Redevelopment District, Sarasota (population 53,000) in 2008
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005
Community Development Director, Tamarac, FL (population 55,500) in 2007
Growth Management Manager, Wellington, FL (population 55,000) in 2009

Governmental Search Assignments (continued)

Completed Searches – Economic Development / Redevelopment

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

Completed Searches – Engineers

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

Completed Searches – Facilities Management

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

Completed Searches – Finance and Budget

Finance Director, Altus, OK (population 19,800) (background check) in 2012
Finance Director, Danville, VA (population 43,000) in 2014
Finance Director, Daytona Beach, FL (population 31,860) in 2012
Finance Director, Escambia County Housing Authority (population served: 302,700) in 2014
Finance Director, Fort Walton Beach, FL (population 20,000) in 2006
Director, Management & Financial Services, Loudoun County, VA (population 326,000) in 2012
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010
Finance Director, Lauderdale Lakes (population 32,000) in 1998
Finance Director, Miami, FL (population 408,000) in 2013
Treasurer, Miami, FL (population 408,000) in 2013
Finance Director, Oregon City, OR (population 31,860) in 2012
Finance Director, Roanoke, VA (population 99,000) in 2014
Director of Finance and Administration, Roanoke Regional Airport, Roanoke, VA, in 2014
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Finance Director, St. Petersburg, FL (population 248,000) in 2010
Finance Director, Sunny Isles Beach, FL (population 17,000) in 2010
Finance Director, Surfside, FL (population 5,700) in 2012
Finance Director, Tamarac, FL (population 55,500) in 2005 and 2009
Finance Director, West Palm Beach, FL (population 101,000) in 2007

Governmental Search Assignments (continued)

Completed Searches – Fire/EMS/Dispatch

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

Completed Searches – General Services / Administration

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

Completed Searches – Housing/Building

Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Official, Jupiter Island, FL (population 580) in 2005 and 2011
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Official, Sewall's Point, FL (population 2,000) in 2006
Building Official, Tamarac (population 55,000) in 2008

Completed Searches – Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Human Resources Director, Cape Coral, FL (population 154,300) in 2013
Director, Human Resources, Gainesville, FL (population 125,000) in 2014
Director of Personnel, Fulton County, GA (population 992,000) in 2010
Director, Human Resources, Hillsborough County, FL (population 1,292,000) in 2015
Human Resources Office, Loudoun County, VA (population 326,000) in 2011
Human Resources Administrator, Martin County, FL (population 140,000) in 2007
Personnel Director, North Miami, FL (population 56,000) in 2001
Director, Human Resources, Sunrise, FL (population 88,800) in 2015
Director, Human Resources, Roanoke, VA (population 99,000) in 2014
Personnel Director, Vero Beach, FL (population 17,900) in 2003
Human Resources Director, West Palm Beach, FL (101,900) in 2013 and 2104

Completed Searches – Health and Human Services

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

Governmental Search Assignments (continued)

Completed Searches – Information Technology

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

Completed Searches – Parks/Recreation/Libraries

Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,292,000) in 2015
Director, Parks and Recreation, Hobbs, NM (population 35,000) in 2014
District Manager, Holiday Park Recreation District (population 1,400) in 2007
Library Services Director, St. Johns County, FL (population 162,000) in 2007
Director, Parks and Recreation, West Palm Beach, FL (population 101,000) in 2006

Completed Searches – Police

Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Farmington, NM (population 45,900) in 2014
Police Chief, Lauderdale, FL (population 66,900) in 2011 (partial search)
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
Police Chief, Sewall's Point, FL (population 2,000) in 2007
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012
Police Chief, Sunny Isles Beach, FL (population 17,000) in 2010

Completed Searches – Public Works

Public Works Director, Chandler, AZ (population 250,000) in 2007
Public Works Director, Fort Lauderdale, FL (population 183,000) in 2004
Vice President, Public Works & Operations, Ocean Reef Community Association (population 2,000), Key Largo, FL, in 2001
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Director/Capital Projects Manager/City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007
Assistant Public Works Director, Sumter County, FL (107,000) in 2015
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
Public Works Director, Tamarac, FL (population 55,500) in 2003
Solid Waste Director, Tampa, FL (population 335,700) in 2014
Director, Landscaping, Weston, FL (population 65,300) in 2013

Governmental Search Assignments (continued)

Completed Searches – Utilities

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

Completed Searches – Work Force Management

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

Completed Searches – Other

City Clerk, Lauderdale Lakes (population 32,000) in 1998
Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009
Executive Director, Lakewood Ranch Inter-District Authority (population 15,000) in 2011
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003
Executive Director, Sun City Summerlin Home Owners Association, Las Vegas, NV (population 14,000) in 2015
General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

Appendix B

*Sample Brochure:
City Manager Search, Ankeny, IA*



Apply by June 7, 2013

If you are looking for a rapidly growing, dynamic community with solid Midwestern values of hard work, integrity and friendliness, you have just found the right place.

Ankeny is Iowa's 11th largest city. It is located 13 miles north of the state capital, Des Moines, and 25 miles south of Ames, IA, the home of Iowa State University. Interstates 35 and 80 intersect in Ankeny, making the City an ideal commercial location and an easy commute to the entire United States mid-west region. It is a growing commercial hub that, while near Des Moines, grew independently at first as a coal mining and agriculture center and then later as an industrial center. The City is proud of its independent identity even though many of its residents work outside its boundaries. Polk County is

the third largest insurance center in the world and that industry, as well as the variety of others that the county possesses, provide many opportunities for personal and professional growth.

Ankeny is a vibrant community and nationally recognized as a great place to live and raise a family. While it is not contiguous to any other city, it offers an upscale suburban feel and numerous cultural and recreational activities. It has 39 parks (including two water parks), many trails that are part of a regional 250-mile system and events such as Movies Under the Stars, Summer Sounds and Ankeny Unplugged (a summer concert series). It also has numerous festivals such as SummerFest, All City Play Day, the DMACC Kite Festival and Ankeny Art in the Park. Finally, it is home to the Uptown Farmer's Market. The

community places a priority on education and its schools are excellent both academically and in terms of competitive sports. Housing is reasonably priced, and the community is very safe. Best of all, residents take pride in their community, maintain their properties, are engaged in civic life and are friendly and neighborly. Block parties are a common event and if you need a helping hand, friends and neighbors are there to help.

Ankeny has been routinely recognized for its excellence. Some of its numerous awards include the Playful City USA award from the KaBOOM! Foundation for seven consecutive years, being named as one of the top 100 places to live in the USA by CNN and Money Magazine in 2011, and winning the 2012 3CMA Savvy Award for social media and citizen participation. Furthermore, the greater Des Moines area, of which Ankeny is a significant part, has also been named the top area for young business professionals and the second best area for business by Forbes Magazine in June of 2011.

For the sports fan, Iowa State University with all of its collegiate programs is a short 20-minute drive north to nearby Ames, Iowa. In addition, the Iowa Barnstormers, an Arena League professional football team, and the Iowa Energy, an NBA Developmental League affiliate of the Washington Wizards, Denver Nuggets, New Orleans Hornets, and Chicago Bulls, plays in the Wells Fargo Arena in Des Moines just 20 minutes to the south. The Chicago Cubs have a Triple-A affiliate, the Iowa Cubs, which also plays in Des Moines. For those that prefer to participate, the City has numerous recreational and cultural amenities. Water sports at Saylorville Lake and hiking and biking trails are just minutes away from anywhere in the community. Hunters will enjoy the local deer, turkey and pheasants. The City is a short drive from Des Moines-area destinations such as Blank Park Zoo, the

Science Center of Iowa and downtown events such as the nationally recognized Des Moines Art Festival and farmers market. The Des Moines Performing Arts Center has a variety of widely anticipated events scheduled. Some of these include musical performances by the renowned Blue Man Group and The Tenors, and Broadway Musicals such as the Phantom of the Opera, Wicked, and Rock of Ages. The nearby Iowa Events Center consistently attracts well known musical artists. The Center has concerts currently scheduled for Kenny Chesney, Fleetwood Mac, Justin Bieber, and Taylor Swift within the next 12 months. Finally, the Iowa State Fairgrounds, Des Moines Art Center and Pappajohn Sculpture Park are all within a 30-minute drive.



For the family, Ankeny's school system is one of the best in the Midwest and offers an excellent education. By the 2013-2014 school year, the system will have 15 schools – nine elementary schools, four middle schools, and two new high schools. The Ankeny Community School District, with a total enrollment of roughly 9,000 students, boasts small class sizes and had a graduation rate last year of 96.4%, with most students going on to higher education. Ankeny Christian Academy is a growing private school option for K-12 service to students.

Ankeny's location provides easy access to nationally recognized institutions like Drake University in Des Moines and Iowa State University, a major research university. The main campus of Des Moines Area Community College is located in Ankeny and provides valuable education and training for the area's talented employees. With these resources, Ankeny has developed as not only a premier community to raise children, but also as a place to establish businesses with a highly-skilled workforce and access to university resources.



Housing prices in the area are affordable with options to accommodate any price range or lifestyle. A typical 3 bed/2 bath home between 1,500 to 2,000 square feet is priced from \$150,000 to \$225,000. More upscale living is available for \$300,000 and up. Average property values are slightly lower than the national average which make it an excellent time to buy. The overall cost of living index is below the national average currently sitting at roughly 89.

Ankeny has a variety of retail outlets, making it easy to find the goods and services you want without having to stray too far from home. The Delaware Shopping District offers over 100 stores with a variety of name brand and specialty items. Well-known box retail stores in the District include, Wal-Mart, Kohl's, Target, and others. Historic Uptown Ankeny offers quaint retail spots for antiques, art and more eclectic items.

To conclude, Ankeny is a beautiful city just north of Des Moines that is home to a plethora of attractions. It is a warm and friendly place to live, work, shop, and play - rich with history and full of boundless potential.

History

The central Iowa area's story is almost as old as recorded history in the Americas. Originally inhabited by a variety of Native American tribes, the area's written records began in 1673 when Father Jacques Marquette and Louis Joliet became the first Europeans to settle in Iowa. In 1803, the area joined the United States as part of the Louisiana Purchase. Westward expansion and settlement began in earnest after the end of the War of 1812 and in 1820 Indian resentment over the settlers' actions caused the start of the Black Hawk War. 14 years later the war ended and by 1840 the white settler population of Iowa had grown to 10,000. In 1842 the Iowa Territory signed a treaty with the Sac and Fox Indian tribes paying about ten cents per acre for their land.

In 1843, Fort Des Moines was constructed and shortly thereafter, a general store and trading post opened. Polk County, named after then President James K. Polk, was established in 1846, and in 1851, Fort Des Moines was incorporated as a city. At the time, land was selling at

\$1.25 per acre, a double log cabin could be erected for \$70 and butter was ten cents per pound.

John Ankeny was born on May 6th, 1824 and moved to central Iowa in 1869. Over the course of his life he developed political leanings that led him to participate in Lincoln's election campaign of 1860 and in 1872, become a city council member for the City of Des Moines. He built the first store and post office in what later became the city of Ankeny.

In the late 1800's a small town began to arise around the amenities that Ankeny built, including railroad tracks, a Methodist Church, a livery stable, a blacksmith shop, a rooming house, a machine shop and a school. The local economy of the time was based on the farming of sorghum to make molasses.

Ankeny incorporated as a town of one square mile in February of 1903. Telephone service quickly followed and electricity was made available for the first time in 1907. In 1908 the Anderson Coal Company began mining coal in the area and many businesses developed in the area based on its production. In the 1930's and 1940's a series of events occurred which changed the face of the town forever. In the 1930's, several fires occurred which almost completely destroyed the local uptown area. Most businesses rebuilt, but growth was slow until 1942, when the federal government built a munitions factory in Ankeny to assist in the war effort. At one time, it employed 19,000 people.

In 1947, John Deere bought the munitions plant and a majority of the land and turned it into a factory to produce corn pickers. That brought a commercial industrial presence to the economy of the area, and



Table I: Climate Data for Ankeny

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Average High °F	30	35	48	63	73	82	84	83	77	64	47	32	60.0
Average Low °F	12	17	28	39	50	60	64	62	53	41	28	15	39.1
Precipitation in Inches	0.7	0.9	2.1	3.5	4.4	5.0	4.4	4.3	3.1	2.7	2.0	1.1	34.1

Source: The Weather Channel

Ankeny's growth, development, and population began to swell.

Over the years, the proximity to Iowa's state capital, as well as the ideal location along two major highways, led to the diversification of Ankeny's economy until it has become an economic power in its own right.

Climate

Located very near the center of North America and far removed from any major bodies of water, the climate is characterized as humid continental with hot, humid summers and cold snowy winters.

Summers bring average high temperatures in the mid 80's and lows in the mid 60's. The low temperatures in the winter tend to be in the upper teens. The City's heaviest rainfall occurs in the spring and summer (averaging 4.0 inches/month) and the least in the winter months (averaging about 1.2 inches/month). See Table I for climate data.

Demographics & Growth

Ankeny is a city that has experienced explosive growth in the last several decades bringing with it much opportunity and economic development. See Table II for details.

During the 2000-2010 period, the City accounted for 15% of the total population growth in the entire state of Iowa. The City's population is projected to grow to nearly 60,000 by 2020.

In terms of age, Ankeny is a fairly young city as can be seen from Table III on page 6. Further, its median age of 32.7 is well under the U.S. median of age of 37.2.

The City's population is 94.7% White, 1.2% Black or African American, 2.0% Asian, 2.1% other, with Hispanics representing

2.3% of the population across all races.

The City's residents are relatively well off economically. The unemployment rate as of 2011 was only 5.9%, and many businesses report that employment in the City has either returned to, or now exceeds pre-recession levels. The median household income is approximately \$72,700. That compares well to the state of Iowa (\$50,451) and United States (approximately \$50,000). A full 60% of the households have an income between \$50,000 and \$150,000, and almost another 10% has a household income above \$150,000. Only 4.3%

Table II: Ankeny Population History

Census	Population	% Change
1910	445	---
1920	684	45.5%
1930	632	-2.5%
1940	779	23.3%
1950	1,229	57.8%
1960	2,964	141.2%
1970	9,151	208.7%
1980	15,429	68.6%
1990	18,482	19.8%
2000	27,117	46.7%
2010	45,582	68.1%

Source: Iowa Data Center

Table III: Distribution by Age

Age Group	Percent
0 to 5	8.9%
5 to 15	14.5%
15 to 25	12.9%
25 to 35	17.8%
35 to 45	16.2%
45 to 55	11.8%
55 to 65	9.3%
65 to 75	4.7%
75 to 85	2.9%
85+	1.0%

Median Age	32.7
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Source: U.S. Census

of the City's population lies below the poverty line.

Educationally, 81% of the population over the age of 25 have a post high school education or training, 14% have an associate's degree, 36% an undergraduate degree and 15% hold a postgraduate or professional degree.

Commerce

Ankeny has a broad and vibrant economy as indicated in Table IV. Moreover, several bioscience and manufacturing companies are currently expanding their facilities and workforce, adding to the City's already strong commercial base. Since 2010, with a proven Economic Development Plan, the City has attracted over \$100 million of commercial investment, more than 1 million square feet of building expansion and created or retained over 600 local jobs.

The City's Ankeny Regional Airport is the third busiest airport in the state of Iowa and provides

commercial and general aviation services to its customers.

A statistical analysis of the City reveals that 18.0% of its population works in the financial, insurance, and/or real estate industries, 24.1% works in educational, health care, and/or social services fields, and 12.3% work in the retail trade. The remainder of the City's workforce of almost 25,000 is spread across a variety of occupations in other fields.

All in all, Ankeny is home to a robust and diverse economic base that has weathered the effects of the recent economic downturn very well.

The Government

Ankeny is governed by a Mayor and a five member Council. The Mayor does not vote but can veto Council passed measures. All are elected at large and serve four-year terms. Elections occur in odd numbered years and the next election is this November when the Mayor and two Council seats will be up for election. The current Mayor intends to seek re-election. He had previously served on the City Council for eight years and was appointed last year to complete the term of the prior Mayor who was elected to the Polk County Board of Supervisors. One of the other Council Members may not seek re-election. Over all it is a relatively new council with four members currently serving their

Table IV: Principal Employers

Employer	Employees
John Deere	2,116
Ankeny Community Schools	1,654
Des Moines Area Community College	1,603
Casey's General Stores (Headquarters)	585
Perishable Distributors of Iowa	533
City of Ankeny Government	497
ACH Food Companies, Inc.	475
SYSCO Food Services of Iowa	251
Praxair	157
Accumold	150

Source: City of Ankeny 2012 CAFR

first terms and one in his second term. All are collegial, behave professionally and serve with the common goal of making the community a better place. The staff is a strong, professional and cohesive group committed to public service and the Ankeny community. Overall the community seems pleased with the City's direction and the quality of services it receives. In fact, in the 2012 annual citizen's survey, almost 70% of the residents said they supported the direction the City was taking and 60% reported they felt the value received for their tax dollar was good or excellent. The vast majority feel that Ankeny's image is good or excellent.

The City provides all the services a city typically does: Community and Economic Development, Fire, Library Services, Parks (including a golf course and two water parks), Police, Public Works, Recreation and Utilities (water, sewer and stormwater). The airport is operated by the Polk County Aviation Authority. Service levels and expectations are high. For example, at the library over 10,000 children participate in the summer reading program and 200 children participate each day in the pre-school reading program.

Unlike many local governments, the City's taxable valuation has continued to grow even during the recent recession and now totals \$2.2 billion. The City's total expenditure budget for FY 2013-2014 is projected to be \$105,169,645 which is down from \$127,322,380 in FY 2008-2009.

While the City has 207.75 fulltime equivalent employees, the number can grow to 600 during the summer with the various programs the City adds. The largest departments are: Police with 61.50 FTEs, Fire with 27.00 FTEs, Municipal Utilities with 26.50, Public Works with 25.00, Parks and Recreation with 20.00 and Planning and Building with 17.25. Every other department and function has less than 10 employees. The City has three bargaining units: Police, Fire and American Federation of State, County and Municipal Employees (AFSCME). All recently signed five year contracts.

The Challenges and Projects

The City's challenges are significant but manageable.

First and foremost is growth. As previously stated, during the 2000-2010 period the City accounted for a full 15% of the population growth in the entire state of Iowa. The City has averaged 738 residential building permits annually in the last ten years. The high was 1,311 in 2005 and the low was 372 in 2008. Whether or not growth will return to the explosive levels of the 2003 to 2005 years remains to be seen, but growth is currently steady and expected to continue. Keeping up with the growth will require the organization to stretch. One specific area that bears consideration is impact fees. They are presently very small in comparison to those of many other communities.

The second challenge comes with the growth. Due to the explosive expansion of the City in recent years, there are many capital projects that need to be accomplished and the next manager will need to address them. In addition, much of the infrastructure in the older parts of Ankeny is reaching the end of its anticipated useful life and will need to be replaced and/or upgraded. The residents are supportive of City efforts, but they have high expectations and meeting those expectations will require hard work and creativity given limitations on resources. The positive news for Ankeny's next City Manager is the residents are willing to pay for services. For example, in 2006, a bond referendum to upgrade the City's public safety facilities was approved by 82% of voters and in February of this year voters approved a 10th elementary school with 66% of the vote.

The third challenge is that some of the City's facilities are exceeding capacity. The Public Library is undersized and the City needs another fire station. Other less visible needs are that some of the City staff is housed in leased space and storage is limited.

A fourth challenge is to address the replacement of a number of key staff who have left in the recent past or will be leaving by the end of this year, primarily due to eligibility for early retirement. Succession planning was done, but a number of the key successors have left to pursue other professional opportunities. Recruitment to fill currently vacant positions is already underway.

A fifth challenge is to encourage economic development.

Ankeny is a rapidly growing city that could reach a population of 150,000 at build-out. Ankeny needs to continue to expand its commercial base to ensure employment opportunities are available for its highly skilled workforce.

Finally, with a relatively new Council and many new or recently promoted staff, it will be necessary to rally the City government around a vision and to re-establish the level of trust and camaraderie that existed in the past.

The Ideal Candidate

The City is looking for an experienced manager and leader to partner with the Mayor and City Council to help Ankeny fulfill its potential. The next manager will see the big picture, embrace the City's vision and strategic plan and work diligently to build consensus around it. He/she will serve as a trusted advisor to the elected officials and someone who can say "no" when "no" is the answer that best serves the community as a whole. The individual will also understand he/she works for the elected body and once the direction is set, do his/her best to implement that direction. The individual will be intelligent, upbeat, friendly, outgoing, positive, articulate and progressive—someone with a "can do" attitude who is visionary yet practical. He/she will be flexible but consistent, cheerfully persistent and a leader – not a bureaucrat.

The next manager will have excellent communications skills and use them. The best candidate will be someone who can make residents feel their views are being heard and who will help build consensus. Customer service will not be just a catchy phrase with the next manager but rather, along with integrity, a core principle and a way of life. He/she will be someone who finds solutions to problems and is always looking for ways to improve efficiency and to make

the government more responsive. He/she will be respectful of others, delegate and encourage an environment where creativity will flourish. The individual will be able to recognize talent, mentor that talent and be confident enough to then step back and let the staff member do his/her job. The ideal candidate will give assignments and set broad performance parameters, but will also expect results and hold employees accountable. The individual will believe in transparency, and be open and approachable. Other important characteristics are experience managing with limited resources and the ability to work with other government agencies including the Ankeny Community School District. As Iowa's 11th largest city and second largest in Polk County, Ankeny expects to have a regional presence and the Council is looking for someone who can help shape Ankeny's role in the region. Good judgment and common sense are essential.

The desired candidate will have a demonstrated track record of achievement in leadership, management, finance and economic development. Knowledge of and experience with intergovernmental relations is critical. He/she must know how to



City Manager

build relationships that encourage regional cooperation.

The position requires a master's degree in business administration, public administration, public policy or related field and at least seven years of increasingly responsible experience as a senior level government or private sector executive.

Compensation

The anticipated salary range is \$140,000 to \$200,000, and the actual salary will depend on qualifications.

The Most Recent City Manager

The most recent City Manager retired after 27 years of service as the City Manager. The interim city manager plans to retire December 31, 2013 and once the newly hired city manager begins working, the interim manager will return to his assistant city manager role.

Residency

Residency within the city limits is required.

How to Apply

E-mail resumes to RecruitEight@cb-asso.com by June 7, 2013. Printed and mailed resumes, and faxed resumes, will not be accepted. Questions should be addressed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537.

Confidentiality

Candidates who wish confidentiality should indicate that desire in their cover e-mail, or in the heading of their resume. All documents can remain confidential until the five finalists are selected. At that time, the finalists' names (but not the names of other applicants) will be released, along with any background material compiled during the search (except comments by references).

The Process

Interviews will be held on August 5th and 6th with the next City Manager selected on August 7th.

Other Important Information

Ankeny is an Equal Opportunity Employer and embraces diversity. It encourages women and minorities to apply.

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING





City Manager

Appendix C

Sample Candidate Report

SECTION "C" BEGINS

Candidate Report

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

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Christopher Morrill

Resume

Christopher Paul Morrill

201 East 52nd Street • Savannah, GA 31405 • 912-231-8711 • kpicikim@yahoo.com

Experience

Assistant City Manager, City of Savannah, GA (population: 143,000) **8/01 – Present**

Serve as assistant city manager for management & financial services, leading a full service organization with a staff of 2,600 and annual budget of over \$280 million. Represent the City on boards and committees, oversee financial, human resource and strategic planning, directly supervise 12 departments, coordinate major economic development projects, and lead special projects and analyses, including:

- Ellis Square Public/Private partnership which included 1,100 space underground public parking garage supporting a private hotel/condo/retail development, \$400 million extension of Savannah's downtown commercial/residential areas, and 4,000 acre traditional neighborhood development;
- Priority based budgeting process that involved over 100 employees in developing the 2010 city service program and budget which was reduced by over \$10 million without layoffs, delaying capital maintenance, or across the board cuts.
- Merger of City and County police departments under City management;
- Recruitment and hiring of police chief, fire chief, and assistant city manager for public development;
- Annexations that have increased the size of the City by over 19,000 acres;
- Geographically based 311 customer service/work order system;
- Civic Master Planning process which received the 2009 Charter Award from the Congress of New Urbanism and the 2009 Excellence in Government Finance Award from the Government Finance Officers Association of the United States & Canada
- Local Options Sales Tax negotiations on allocation of over \$250 million that must be shared among Chatham County, Savannah and six other municipalities; and,
- G-8 Sea Island Summit public safety and security planning for the diplomats, international press, and activists based in Savannah for the three day Summit in June 2004.

Senior Municipal Finance Advisor, Research Triangle Institute, RTP, NC **10/99 – 8/01**

Served as resident advisor on local government finance and management for the National Treasury of the Republic of South Africa. This position entailed assisting the National Treasury's chief director of Local Government with developing and implementing a new fiscal framework for municipalities, reforming municipal budgeting systems, and developing the capacity of local government finance officers and systems in post-apartheid South Africa.

Fellow, Kellogg National Leadership Program, **1997 - 2000**

One of 38 individuals chosen for this national program designed to prepare leaders for the challenges of the 21st century. Fellowship activities included studying conflict resolution and community building in Northern Ireland, South Africa, China, and Peru and studying Spanish in Granada, Spain. Also assisted a group of unemployed women in a former township area outside of Pretoria, South Africa, with developing a chicken breeding facility that was funded through a grant from the Kellogg Foundation.

Research and Budget Director, City of Savannah, GA 12/94-10/99 & 10/90-10/92

Led an eight member team in all aspects of preparing and monitoring the annual Service Program and Budget, directing analyses, and coordinating research projects. Prepared the City's five-year financial and capital plans. Coordinated federal and state lobbying efforts. Significant accomplishments during my tenure included:

- 1997 City Budget document rated "Outstanding as an Operations Guide" by the Government Finance Officers Association of the US and Canada;
- Developed long-term financial planning model that resulted in the City taking concrete steps to significantly reduce debt levels and decrease the property tax rate by over 25%; and,
- Created the City's *Incentive Budgeting System* that rewards departments that achieve performance goals and reduce expenditures.

US Peace Corps Volunteer, City of Lviv, Ukraine (population: 850,000) 12/92 - 10/94

Served as a management advisor to the Mayor of Lviv. Major accomplishment included implementing Total Quality Management (TQM) in City Administration that reduced the number of steps in the housing privatization process from 23 to 11, and increased the number of applications processed per month from 1,400 to over 4,000. This accomplishment was featured in a case study by the World Bank.

Senior Management Analyst, City of Savannah, GA 5/88 - 10/90**Senior Budget Analyst, Catawba County, NC (population: 105,000) 8/86 - 5/88****Downtown Project Manager, Lynn, MA (population: 90,000) 10/84 - 6/85****Assistant Camp Director, Elliot P. Joslin Camp Summers 1984 & 1985****Other Professional Experience**

Instructor, Government Finance Officers Association (GFOA) national courses: *Budgeting Best Practices*; *Budget Academy*; and *Capital Budgeting and Financial Planning*. International City/County Management Association (ICMA) National Audioconference: *Practical Steps to Successful 311/CRM Service Implementation*.

Presenter, GFOA Annual Conference: *Understanding Your Revenue Portfolio*, 1996; *Best Practices in Capital Planning*, 2007; *Economic Development – Marketing Your Community*, 2008; *Budgeting for Outcomes*, 2009. University of North Carolina at Chapel Hill MPA Alumni Conference: *Managing Your Programs with Limited Resources*, 2003; *Inter-generational Management*, 2005. Florida Government Finance Officers Association Conference: *Finance Director's Role in Economic Development*, 2007. Georgia Municipal Association and Georgia City/County Management Association: *Budgeting for Outcomes*, 2009.

Author, *The Savannah Story: The Road to Equity and Sustainable Community Development*, with Henry Moore in *Economic Development in American Cities: the Pursuit of an Equity Agenda*, edited by Michael J. Bennet and Robert P. Giloth, State University of New York Press, 2007, pp. 189 – 214. **Best Practices: *Ellis Square Public/Private Partnership in Savannah***, Government Finance Review, October 2006, pp. 44 – 47. **Capital Program Considerations in Challenging Times**, Government Finance Review, June 2009, with John Fishbein, pp. 8 – 13. ***The Financial Responsibilities of Local Governments*** in *Emerging Issues in Government Financing*, Thomson Reuters/Aspatore, 2009, pp. 7 – 24.

Education

- ICMA Credentialed Manager
- Master of Public Administration, The University of North Carolina, Chapel Hill, NC, May 1987
- Bachelor of Arts, College of the Holy Cross, Worcester, MA, Major: Political Science, May, 1984
- Institute for Georgia Environmental Leadership, University of Georgia Fanning Institute, 2007
- Gallup Leadership Institute, 1997
- Certificate in County Administration, North Carolina Institute of Government
- Certificate in Budgeting and Financial Planning, North Carolina Institute of Government

Service

- Government Finance Officers Association: Executive Board (2008 – present), National Standing Committee on Retirement Benefits Administration (2008 – present), National Standing Committee on Economic Development and Financial Planning (2003 – 2008), National Standing Committee on Budget and Management (1996 – 1999);
- Elected School Council representative, Charles Ellis Public Montessori Academy (2005 – 2009)
- President, Leadership Savannah Board of Directors (2007 – Present)
- Executive Board Member, United Way of the Coastal Empire (2007 – Present)
- Elected Official, Southbridge Redevelopment Authority, Southbridge, MA, (1983-1984)
- Volunteer Savannah/Chatham Citizen Advocacy (2003 – Present)
- USA Swimming Certified Stroke and Turn Judge (2008 – Present)

Christopher Morrill

CB&A Interview

Christopher Morrill

Education

Master of Public Administration, University of North Carolina
Bachelor of Arts, College of the Holy Cross

Experience

Assistant City Manager, City of Savannah, GA	2001 – Present
Senior Municipal Finance Advisor, Research Triangle Institute, RTP, NC	1999 – 2001
Research and Budget Director, City of Savannah, GA	1994 – 1999
Peace Corps Volunteer, Ukraine	1992 – 1994
City of Savannah, GA	1988 - 1992
Research and Budget Director (two years) and Senior Management Analyst (two years)	
Senior Budget Analyst, Catawba County, NC	1986 – 1988
Downtown Project Manager, Lynn, MA	1984 – 1985

Background

The population of Savannah is 143,000 people. The City has 2,600 employees and Mr. Morrill supervises 220. The total budget is \$280 million while the general fund component is \$180 million. The three most important issues that face Savannah:

- Financial impact of the recession. Revenues have declined yet the demand for services remains high;
- Citizen engagement. Citizen participation in local government, and indeed awareness of what it is doing, has declined. Governments need to find new ways to engage and inform their residents; and
- Balancing the economic development with environmental goals while maintaining a high quality of life.

Interview Comments

Mr. Morrill has been an Assistant City Manager for eight years in Savannah, GA. Although he feels no need to leave his position, he sees the City Manager position in Roanoke as an opportunity that he cannot pass up. Roanoke is a progressive community and has some of the same challenges Savannah has. He notes that over the past 20 years, Savannah has made many significant changes for the better and he wants to bring not just his skills, but what he has learned, to Roanoke. He feels he can make a difference and help Roanoke become not just a better city but a better community. From a personal point of view, it is also one of few cities Mr. Morrill would consider moving to and living in. He enjoys the mountains and would be closer to family.

Christopher Morrill

On a day to day basis, Mr. Morrill's management style is to promote collaboration. Teamwork and unity is important. He empowers his staff to accomplish their goals but provides the guidance to be successful. He is not a micromanager but gives his staff both the responsibility to get the job done but also the authority. Accountability is important as well. In times of crisis, Mr. Morrill will take full command and make the decisions that are necessary. He has a good understanding of when it is appropriate to guide and when he must lead.

Employees who have worked with Mr. Morrill would say he is enjoyable to work with and is a good mentor. He guides his staff and helps them develop. As they set priorities together, he is there to give them the resources and support they need. They would also note that it is not just business. He has a good sense of humor and attempts to make the workplace pleasant. Finally, he feels it is important to celebrate their successes.

The elected officials would say Mr. Morrill is a strong leader. He is proactive, assesses problems quickly and resolves them. He is a good manager and a team player. With the downturn of the economy, Mr. Morrill has taken more of a leadership role. Everyone recognizes that finance is one of his specialties and they tend to lean towards him for advice. He closely monitors the budget and keeps the elected officials well informed of the City's financial status.

Mr. Morrill's greatest strength is in financial planning. He has a strong finance background and is well experienced with budgets. In fact, he served as a resident advisor to the National Treasury of South Africa for about two years. He knows how to build a strong management and financial team. He enjoys learning, tackling new problems and resolving issues. He listens to people so he can understand their issues and learn from them. He is patient and sympathetic.

In terms of weakness, Mr. Morrill recognizes he focuses more on the big picture than the details. To combat this, he surrounds himself with good people who are detail oriented. By doing this, they help him see the details. It also allows him the freedom to pursue the projects and efforts that he and the City Manager feel will lead to improving Savannah.

Mr. Morrill's biggest achievement has been a recent budgeting change in Savannah. Specifically he introduced a new budgeting philosophy called Budgeting for Outcomes to the staff and the City County. He had learned about the approach at a government finance conference in 2007 and thought it would be particularly appropriate in difficult financial times. The idea is to allocate funding to those services that are a priority to the residents instead of focusing on cuts in each department. As such, the City focuses on funding the services with the greatest positive outcomes. It took some effort but he has now educated the staff and Council. Everyone has embraced the idea and last January the Council set the City's seven priorities for the next year. Then teams were created to address the priority teams. In all it involved 70 employees from different departments serving on seven teams. These teams have researched best practices from across the nation and followed examples in Washington and Iowa where the same philosophy has been implemented. They are ninety percent the way through the conversion. The result has been that they have found ways to maintain the core services and reduce costs. The effort has also lead to an increased level of collaboration within the government and in sharing services.

Christopher Morrill

The teams will make a presentation to the Council on November 30th where they will report their progress.

When asked about mistakes, Mr. Morrill spoke of an area just outside of downtown Savannah that was to be developed as a public park and for some other uses. It was a great project that would have had a very positive impact on the neighborhoods in the area. However, the City did not do the leg work upfront to keep the neighborhoods apprised of the nature of the project nor the benefits that would result from the project. As a result, the residents fought the project and it was cancelled. He learned the importance of involving the community early on in a project so they are informed, supportive and can provide input to make the project better. The City missed an opportunity to develop a great area because it assumed the community would support it. The central lesson was, “Do not assume the community members will see and embrace the vision of a project if you do not spend the time educating them.”

As the City has changed to Budgeting for Outcomes, it has provided a new way of measuring the performance of the organization. They are able to compare their outcome with other cities across America. Funding is provided to those services that have had clear outcomes of meeting priorities. Mr. Morrill still monitors the individual performance of each employee. At the year’s beginning, he discusses their strengths and weaknesses with them and makes a plan to accomplish their goals for the year. Their progress is checked periodically and another formal meeting is conducted at midyear.

When asked about terminating employment, Mr. Morrill noted he has terminated the employment of several employees during his career. He tries to work with those who have performance issues through coaching and mentoring. Sometimes no improvements can be made. The person is simply in the wrong job from the point of view of skills or personality. It is hard to let people go under these circumstances but it has to be done. Ideally you can find a position in the organization that does suit the individual but that is not always a possibility. Those employees who misuse their privileges or break the law are very easy to let go. On one occasion he had to fire an individual in the parks department who was misusing public funds.

Mr. Morrill sees the challenges facing the next Roanoke City Manager as:

- Encouraging economic development that is a good fit with the community;
- Finding ways to help the poor climb out of poverty rate;
- Working with the school board to improve the City’s schools;
- Working with the community to improve the neighborhoods; and
- Addressing code enforcement issues.

If given the opportunity to serve as the next Roanoke City Manager, Mr. Morrill would spend his first six months doing the following:

- Examining City’s issues;
- Learning the history of the City and its neighborhoods;
- Listening to the Council Members’ goals and vision;

Christopher Morrill

- Familiarizing himself with staff's strengths and weaknesses; and
- Assessing the City's financial position. Getting a proposed budget together quickly for the 2010 – 2011 fiscal year will be a priority.

Mr. Morrill feels the new manager must be out in the community and transparent if he/she is to earn the trust of the community. When things are wrong, one must acknowledge that. They also need to be fixed without, to the extent possible, assigning blame. Citizens respect honesty. Also, good citizen engagement helps the residents feel they have a voice in the community. Mr. Morrill mentioned a citizens' academy that Savannah offered. It was an eight week course that focused on the different departments of the city government. He felt after this program the citizens had a better understanding and respect for the city government. They could see all the work that went into maintaining the City and the service the staff rendered in their behalf.

Mr. Morrill has a good relationship with the media. In his current position as Assistant City Manager, he is not in the media much. However, when needed, he has stepped in for the City Manager. He has worked with both television and print. He understands the media play an important role. He is honest and straightforward with his answers.

In his leisure time, Mr. Morrill enjoys being with his family, reading, biking, hiking and swimming. On occasion he has been a judge at swim meets.

Reason for Wanting to Leave Current Position:

Mr. Morrill is happy where he is but would like the opportunity to become a City Manager. He is in the peak years of his career and is ready to lead an organization. He has had the opportunity to work for and be mentored by an outstanding City Manager. He has also participated in the rebirth of Savannah. He wants to put what he has learned into practice in Roanoke. He just feels it is a great community, a community that has not realized its potential and a community he wants to live and work in.

Most Recent Base Salary

\$150,000 base salary

Adjectives or phrases Mr. Morrill used to describe himself:

- Enjoys working with people,
- Visionary,
- Progressive,
- Good sense of humor,
- Values relationships, and
- Builds consensus.

Christopher Morrill

Interviewer's Impressions

Energetic, experienced, competent, congenial, and straightforward. Intelligent and creative with a good sense of humor. Has an easy laugh and ready to be a City Manager.

Interviewed by:

Tiffany Gremmert
Colin Baenziger & Associates

Christopher Morrill

Background Checks

**Background Check Summary for
Christopher P. Morrill**

Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
County	
Chatham County, GA	No Records Found
Durham County, NC	No Records Found
State	
Georgia	No Records Found
North Carolina	No Records Found

Civil Records Checks:

County	
Chatham County, GA	No Records Found
Durham County, NC	No Records Found
Federal	
Georgia	No Records Found
North Carolina	No Records Found

Motor Vehicle

Georgia	No Records Found
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Credit	Excellent
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Bankruptcy	No Records Found
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Education	Confirmed
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Employment	Confirmed
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Christopher Morrill

Reference Notes

Reference Notes

Christopher Morrill

Michael Brown, City Manager, City of Savannah, GA, (912) 658-3523

Mr. Brown hired Mr. Morrill in 1988. He recognized his strong skill set and wanted him to be a part of his management team. When Mr. Morrill went overseas to perform international services, Mr. Brown thought so highly of him that he held positions open for him. He simply wanted him back and on his team.

Mr. Morrill is a very skilled manager and a remarkable person. He combines precise analytical skills with an upbeat and optimistic personality. He is diplomatic with those he serves and considerate to their wants and needs. Mr. Morrill's background makes him a strong candidate. He was in the Peace Corp for two years in Ukraine. He also spent time in Northern Ireland, Peru, and South Africa with the Kellogg National Leadership Program. He wrote a local government finance law for South Africa cities and modeled it after what local governments do in the United States.

Mr. Morrill has led many redevelopment projects in Savannah. The redevelopment of Ellis Square is a recent one and involved redeveloping one of Savannah's squares that was first established in the 1700's. At some point, the square had been turned into a parking lot. Mr. Morrill noted that the lease was expiring and suggested the City redevelop the area as community square. He took the lead on the project and coordinated with developers and city groups. He also oversaw the financing of the project. The new community square is a huge success and is surrounded by shops and restaurants, and includes an underground parking structure.

Another project Mr. Morrill headed was Savannah River Landing, a fifty-four acre undeveloped tract adjacent to the historic downtown. Mr. Morrill coordinated with the developers to include an expansion of the river walk, retail stores, two hotels, single family homes, restaurants, and office buildings. He was the manager of the public part of the project. He forecast the cost of the necessary infrastructure, worked with the developers, rallied the support of the County and schools, and also sold the tax allocation district proposal to the voters. The project is underway and is much anticipated by the community.

Mr. Morrill listens well and is able to identify the essence of what someone is trying to say. He is a good communicator. He also is empathetic and patient. Often the City Council prefers to speak with him rather than the City Manager. He is easier to talk to and knows how to hold his ground. He is a good public speaker. He took a private sector speaker training course that monitored, criticized and improved his speaking skills. He is comfortable presenting.

Mr. Brown, as the City Manager, spends most of his time working with the Council to keep their interests on track. They are often difficult and demanding. He is not able to do much of what he used to do as City Manager. The Metro Police Department also demands much of his time and attention. As a result, he has turned over much of the day-to-day management of the City to Mr. Morrill. That includes projects, budgeting, pension plan changes, and policy initiatives. Although, Mr. Morrill has not officially held the title of City Manager, in reality he has had more

Reference Notes

Christopher Morrill

experience in urban city management than some City Managers in other cities. He has dealt with a high poverty rate, a large area of public housing, and many inner city problems.

Mr. Morrill is an ICMA (International City/County Management Association) Credentialed Manager. Through the ICMA he worked with an area in Indonesia to develop their tourism and the historical preservation of the Sultan's Water Palace Complex. This effort was to preserve and restore 50 acres of historic land. He helped the City get grant funding to restore the area. He also helped them write the first historical preservation ordinance. Along with the restoration of the Water Palace, a beautiful shopping corridor was created. Working with the largely Muslim country of Indonesia has educated Mr. Morrill. He was able to associate with the U.S. Ambassador to Indonesia and experience governmental processes in another country.

Again, even though Mr. Morrill does not hold the official title of City Manager, he has the experience and skill set to take this position. Mr. Brown highly recommended him although it would be a huge loss to him personally and to Savannah to have Mr. Morrill leave.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Strong family man,
- Diplomatic,
- Considerate,
- Articulate,
- Humble,
- Well traveled,
- Bright, and
- Optimistic.

Strengths: Analytical skills, financial ability and diverse experience.

Weaknesses: None identified.

Lise Sundrla – Executive Director, Savannah Development and Renewal Authority, Savannah, GA – (912) 651-6973

Ms. Sundrla has known Mr. Morrill since 2001. They have worked as colleagues. The Savannah Development and Renewal Authority is not a city department. As a separate entity they have coordinated economic development in the downtown area of Savannah.

Mr. Morrill has been a critical component for much of the redevelopment in downtown Savannah. He has engaged the City and partnered with other agencies. He was integral to the planning efforts of Ellis Square. This area had been a historical square but was developed into a parking lot. He spent several years cobbling together the funding to restore the area to its original purpose of a public space. An underground parking lot was constructed along with several shops, restaurants and businesses. He was a guide and a mentor to the developers and to

Reference Notes

Christopher Morrill

the Renewal Authority on several issues and concerns regarding the project. He also spent many hours working with the Council to gain its support.

Mr. Morrill created strategic goals to focus on revitalizing the Martin Luther King corridor, once a premier historical African American neighborhood bustling with life. The placement of an overpass on I-16 stunted the growth of the area and limited the access to other areas. He has pressed for the overpass to be removed. By doing so, our lost street connections and nine acres of developable land would be reclaimed. He has negotiated local option sales tax and capital improvement dollars to fund the project. He coordinated the efforts of the City, the Renewal Authority and other private entities to stimulate the integral corridor. Already, a full size grocery store has opened in the area.

Another major project Mr. Morrill has orchestrated was Savannah Landing located in eastern downtown Savannah. The area has been underdeveloped since 1909. He secured the funds and involved the necessary agencies. The development links and compliments the historic downtown area. It also opens up connections to six lost streets and expanded the river walk 2,000 feet. Public squares were donated back to the City. Mr. Morrill petitioned for the first tax allocation to be used to support the economic development of the area.

Oddly, when it is time to make a presentation to the City Council, the person who is best is Mr. Morrill. They often try to do things that are not in the best interest of the City. They rely on Mr. Morrill to give them honest criticism and advice. He can speak on their level.

Ms. Sundrila trusts Mr. Morrill implicitly, which she considers a bold statement. She has approached him with personal and political issues. He has offered guidance and solutions to support her efforts. He is gifted with people. He respects others and in turn is well respected. He has excellent communication skills and is an attentive listener.

Mr. Morrill would be a fine choice for City Manager. He is well qualified. He has the skills and the character to lead.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Reliable partner,
- Thorough planner,
- Engaging,
- Mentor,
- Respected, and
- Gifted with people.

Strengths: Team building, vision, people skills, and communication skills.

Weaknesses: None identified.

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Christopher Morrill

Lester B. Johnson III – Assistant City Attorney, City of Savannah, GA – (912) 238-5100

Mr. Johnson has known Mr. Morrill since 2001. Mr. Morrill has a fine personality and a calm demeanor. He has a good rapport with the citizens of Savannah. He also has a good working relationship with his staff and with the elected officials.

Mr. Morrill oversees the financial and budget concerns. He keeps a meticulous budget. One of the results is that the City has not needed to use any of its reserves since Mr. Morrill became the Assistant City Manager. As another of his responsibilities, he oversees the Recorder's Court. He makes sure the Court is making more money than the operating budget. He has worked closely with Mr. Johnson to find ways for the Court and the Judge to be more efficient.

Mr. Morrill also oversees all problems with ordinance violations. One of the trickier situations involved the some wealthy and very powerful residents of an historic district and the Savannah College of Art and Design. The neighbors were not happy about having the School in their neighborhood and complained it violated the parking ordinance. The ordinance required that a certain number of off street parking spaces per building were required if the building was to be used and the school did not have enough spaces. Mr. Morrill investigated every building in the area and the school was not the only building without enough parking spaces. To preserve the historic district, satellite parking lots were developed. Students were shuttled from them to the school buildings. Mr. Morrill communicated frequently with the neighbors and calmed their concerns. He demonstrated to them the financial importance the school to the City and how it brought millions of dollars to the community every year. He showed them that it was vital that they worked together. He was a good mediator between these two strong willed entities and was able to find a reasonable compromise.

Mr. Morrill is well respected by the public. He often speaks in town meetings regarding the financial state of projects. A major project was underway to solve the City's drainage issues. He spoke often in the town meetings explaining the project's finances. Many citizens were concerned the funds would run out before it was completed. Mr. Morrill explained in clear terms the financial condition of the project and the status of the contingency funds. He responded well to the large crowd, spoke in simple terms and reassured them that the money was there to complete the effort.

Mr. Morrill is designated to take over the City Manager's position when he is absent. He is also on call for every Council meeting to answer any questions or provide any financial information.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Strong family man,
- Competent individual,
- Calm demeanor,
- Good rapport with others,
- Easy personality, and
- Responsible.

Reference Notes

Christopher Morrill

Strengths: Financial skills, problem solving skills, and building relationships.

Weaknesses: None identified.

Kenneth Sadler – Former Alderman, City of Savannah, GA (912) 661-0484

Mr. Sadler has known Mr. Morrill since 2000. Mr. Sadler was an Alderman for four years.

Mr. Morrill is bright and well educated. Even though finance had been his primary background, he has developed skills in other fields through his position as Assistant City Manager. He is a good leader and provides strength to his staff. Many of them lean on his expertise and ask for his advice. He mentors his staff and helps them grow.

Mr. Morrill's primary skills are in finance and planning. He knows how to maintain the long term financial health of the City and has helped it weather the financial downturn. He did so through sound financial practices and thorough planning. He actually anticipated the financial problems and adequately prepared the City for them. He understands how to spend money responsibly and which services are capable of producing revenue.

Mr. Morrill has a good relationship with each member of Council. He is responsive to their requests. They are willing to delegate to him because he follows up on projects and keeps them informed. He is straightforward and easy to talk to. Frequently Mr. Morrill has been easier to contact and work with than the City Manager.

Mr. Morrill focuses on people. Whether it is a Councilman or a citizen of the community, he will take time to listen to the issues they raise and look for a solution. He has an optimistic demeanor that puts people at ease. He has a good grasp of city issues and a sensitivity to their importance.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Smart,
- Capable,
- Good planner,
- Strong financial background,
- Understands communities, and
- Relates well with people.

Strengths: Organization skills and financial background.

Weaknesses: None identified

Reference Notes

Christopher Morrill

Carol Bell – Central Services Director, City of Savannah, GA (912) 651-6401

Ms. Bell has known Mr. Morrill since 1994. They were colleagues when he was Budget Director and she now reports directly to him in his position as the Assistant City Manager.

Mr. Morrill is a dedicated public servant. He focuses on serving the people and is often a voice for the underprivileged. He volunteers his time to support agencies which help needy citizens. The City has benefited from his strong financial background. He has improved the financial operations by utilizing his analytical skills and thinking beyond the norm. Mr. Morrill is a member of the Government Finance Officers Association (GFOA), has written finance articles and taught classes for the Association.

Mr. Morrill is people oriented. He develops good relationships with entities outside the city government. He makes time to speak with residents and is well respected by them. He is an excellent communicator who can take technically complex issues and easily explain them to the common citizen.

Mr. Morrill has been a fantastic liaison between the City and the County helping facilitate the merger of police departments. Both agencies had their own police departments and had been policing much of the same territory which was not very cost efficient. In 2003, it was decided to formally merge the departments within a year. The merger was complex and Mr. Morrill was a major factor in its success. He focused on the commonalities and the benefits this partnership would provide for the citizens. The two separate departments combined to become the Savannah-Chatham Metropolitan Police in 2005.

Mr. Morrill is team oriented. He has been able to break down barriers, form unlikely partnerships and is creative. An example is a budgeting strategy he introduced to the City called Budgeting for Outcomes. Each department's budget is evaluated and projections are made based on priorities and results. Priorities were established by Council and Mr. Morrill then created seven results teams. Each team consisted of a broad base of global thinkers along with an expert member. For instance, the public safety team might have a member of the Fire Department or Police Department as an expert member. However, the team could also have members from Parks and Recreation, or Social Services. The result has been to bring the departments and their staff members together to accomplish the common goal of cutting costs and carrying out the elected officials' goals.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Analytical,
- Encouraging,
- An advocate for the underprivileged,
- Involved,
- Experienced, and
- Knowledgeable.

Reference Notes

Christopher Morrill

Strengths: Dedication to serving the public. Strong background and experience in local government. Excellent people skills.

Weaknesses: None identified.

Jim Burgess - Mayor, City of Social Circle, GA (770) 464-3366

Mr. Burgess has known Mr. Morrill since 1996. He works as a lobbyist for the City of Savannah and is also the Mayor of a small town in Georgia.

As Mr. Burgess lobbies on behalf of Savannah to State Legislature, he relies on Mr. Morrill to provide him with pertinent financial information. Mr. Morrill gives him impact research and analysis reports related to specific pieces of legislation. He creates slides, charts, and graphs for Mr. Burgess to present to the State. He is quick to respond to Mr. Burgess' needs and provides him with thorough information.

Mr. Morrill is bright and well educated. His staff members have a high regard for him and value his high morals. He has strong people skills and is not overbearing. He is very easy to work with because of his first-rate personality.

Mr. Morrill has a good relationship with the governing body. He is very astute about political relationships. They may often disagree, but Mr. Morrill knows when to push and when he must submit. The Council can sometimes be more involved in day to day operations than they should. Mr. Morrill has successfully managed working with this group of individuals.

Mr. Morrill has worked on several successful projects in the community. He focused on cleaning up certain rundown areas and providing renewal in low income communities. One downtown renewal project included a parking facility, the expansion of the river walk, and added retail space. His financial acumen has been a big asset in making these projects successful.

Mr. Morrill has worked under a superb City Manager. He has been fully exposed to his skills and learned much from emulating them. He has academic training and has managed a diverse city. Advancing to City Manager would be an ideal step for him, and the timing is right.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Good personality,
- Strong academically,
- Not overbearing,
- High morals,
- Bright, and
- Quick to respond.

Reference Notes Christopher Morrill

Strengths: People skills.

Weaknesses: None identified.

Dick Evans - CFO, City of Savannah, GA (912) 651-6440

Mr. Evans has known Mr. Morrill since 2001. They have worked together monitoring the finances of the City. Mr. Morrill has a strong background in budgeting and knows how to balance a budget. He is very precise and concerned with numbers.

Mr. Morrill is very good at keeping others informed. He is open, clear, and direct in his communications. He knows how to word financial reports in ways that are understandable to anyone. He is a good consensus builder. He welcomes the input of his staff, keeps them informed,. He then creates the appropriate solution to the problem.

Mr. Morrill pitched the idea of a new budgeting process to the City. It is called Budgeting for Outcomes. He authored this process of establishing priorities first, then budgeting to finance the services which address those priorities. This new process has had the added bonus of organizing all departments to work toward a common goal.

Mr. Morrill developed good relationships with other entities outside the city government including the Chamber of Commerce, the historic community, developers, and other organizations. He represents the City well and has high standards.

Mr. Morrill would make a very good City Manager.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Methodical,
- Personable,
- Analytical,
- Technically strong,
- Competent, and
- Works well with people.

Strengths: Financial skills.

Weaknesses: None identified.

Reference Notes

Christopher Morrill

Chris Miller – Creative Economy Consultant, Savannah, GA (912) 484-7192

Mr. Miller is a resident of Savannah and an entrepreneur. He has known Mr. Morrill since 2001. Mr. Morrill has proven a tremendous support and vital contact for Mr. Miller. He helps facilitate Mr. Miller's efforts by being accessible and getting involved in his projects. Mr. Morrill returns calls and follows up. He is open to new ideas and is supportive whenever he feels it will benefit the community. He focuses on results, not on politics. He takes on a role beyond simply handling the paperwork. He sees the whole community as a team. He uses his influence in the government to help outside projects succeed, projects that benefit the community. He understands that, if he helps outside agencies better the community then the pressure on the City to provide these services or changes will lessen or, alternatively, there will be more money to pay for the services.

Mr. Morrill is very patient. He has a pleasant approach to handling difficult situations. Whenever issues become politically charged, he is able to calm the waters, allowing the real issues to become clear. He listens willingly and is open to reconsideration of any preconceived ideas. His goal is to align the community so it can be the best it can be.

At times, Mr. Morrill has had to work with people who do not have the best interests of the City in mind. The options in dealing with such people are either: refuse to work with them, or work with them and realign their interests. Mr. Morrill has been a very positive influence and has a talent for turning negative intent into positive results.

As an example, the Savannah River landing is a 100 million dollar project proposed for the development of 54 acres in the downtown area. The developer had planned to create a gated community of single family homes. Mr. Morrill recognized the importance of developing this area. However, he did not feel a gated community would adhere to the historical sense of the area, nor would it be the best use of the land. He was able to convince the developer to make changes which would benefit them and the City. The project now consists of a 5-star hotel and spa, several luxury condominium towers, 17 single family riverfront homes, 11 blocks of single family town homes, retail stores, restaurants, art galleries and office buildings. Also, the public squares were donated back to the City. Both the developers and the City will greatly benefit from this project, which is currently under construction.

Mr. Miller knows of a major developer out of Atlanta who has taken a special interest in Savannah. He expressed to Mr. Miller that he has chosen Savannah primarily because Mr. Morrill has always been willing to talk to him about his investments. He returns his calls and helps him solve his problems. Encouraged by his interactions with Mr. Morrill, the gentleman will keep investing in the region.

Mr. Morrill deserves the opportunity to move up from his current position as an Assistant City Manager. He needs the freedom to bring about good things. It will be a large loss for the City of Savannah if he is chosen by another municipality, but he will make an excellent City Manager.

Reference Notes Christopher Morrill

Adjectives or Phrases Used to Describe Mr. Morrill:

- Knowledgeable,
- Resourceful,
- Efficient,
- Possessing integrity,
- Professional, and
- Timely.

Strengths: Ability to work with outside agencies and create cohesion.

Weaknesses: None identified.

Beth Robinson, Human Resources Director, City of Savannah, GA, (912) 651-6925

Ms. Robinson has worked with Mr. Morrill since 1995 and reports directly to him.

Mr. Morrill's strength is in finance. He is well respected and has been nationally recognized for his work by the Government Finance Officers Association (GFOA). He has also been a member of various committees in the financial community. Although finance is his specialty, he has shown himself able to learn skills in many areas and to contribute in those areas.

Mr. Morrill is a team player. Rather than receive all the credit, he wants to see his whole team be praised for their efforts. He values his staff and their talents. As a manager he knows how to help redirect those who are not team players so they learn to collaborate. He is sincere, concerned, and involved. He is a visionary. He can see where the City needs to go and how to get there.

One of the most significant changes Mr. Morrill has made is called Budgeting for Outcomes. He has been the driving force and visionary behind this new method of doing business. It has taught the City to look at its services from the citizens' perspective and understand what services they value. Mr. Morrill has also set up the priority teams. He chose individuals whose vision went beyond their immediate area. He was very successful in identifying their strengths and values. He ensured the teams were a truly representative of all citizens: young and old, male and female, African American and Caucasian. The new budgeting process helped bridge a 15 million dollar shortfall.

Customer service is important to Mr. Morrill. He focuses his team's efforts on providing good service and lives up to that expectation himself. He does not use his position as Assistant City Manager to avoid serving individuals. He takes time to speak with citizens and to help them. He does not like conflict, but knows how to deal with it. He handles problems head on.

Mr. Morrill is a good presenter. He is comfortable in front of employees, citizens, and the Board.

Reference Notes Christopher Morrill

Adjectives or Phrases Used to Describe Mr. Morrill:

- Sincere,
- Involved in the community,
- Professional,
- Articulate,
- Genuine, and
- Earnest.

Strengths: Team building, vision, and good management skills.

Weaknesses: None identified.

Jenny Payne, Management Services Coordinator, City of Savannah, GA, (912) 651-6420

Ms. Payne has known Mr. Morrill since 2005. She reports directly to him. He has been a strong leader and is the heart of the organization. He allows his employees to grow without boundaries. He trusts them and encourages them to do their work. He creates an environment in which the staff want to work hard for him and produce their best work. He is a very qualified individual and often acts as the City Manager when that person is absent.

When making a decision Mr. Morrill collaborates with his team to make the best decision for the community. The results may not always be successful based on some traditional measures of achievement, but they do represent the best interests of the whole community. That is his focus.

The City Council respects Mr. Morrill. They seem to respond to him better than they do the City Manager. Mr. Morrill speaks to each of them using their proper title. He understands they are the most important decision making body in the community so he addresses them professionally and with respect.

Mr. Morrill is very responsive. He quickly returns phone calls. He spends time with residents, often listening to their issues when the problem could possibly be handled by someone else. He is sensitive and in tune. When holding a discussion with someone, he will get up away from his desk to sit at a table, without his phone or Blackberry, so they can talk without distractions.

Mr. Morrill often plays the role of mediator. In one instance, some time ago, the Economic Development Authority was having an awards ceremony in a public place. Savannah Gay Pride group was also in the area handing out flyers. Police who were monitoring the ceremony asked the group to leave. Mr. Morrill was called regarding the situation. Although the Police Chief should have been the one to handle the situation, Mr. Morrill understood the political sensitivity needed. He met with the group and the Police Chief to explain and monitor the discussion. He helped the group understand that the police would have asked any group to leave the venue had the situation been reversed. The request of the Police was meant as an attack against their

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specific group. He was successful in calming this group. He even arranged for the Economic Development Authority to follow up with the group and express its regrets.

As explained in earlier references, Ms. Payne mentioned his implementation of Budgeting for Outcomes. This new program has led to collaboration across departments. Another project Mr. Morrill facilitated was a 54 acre development of land adjacent to the historical downtown district. As also previously noted, the owners of the land had wanted to create a gated community. Mr. Morrill was able to convince them that sort of development would not be the best use of the property or nor would it be fit well with the historic downtown area. Together they came up with a plan to develop the area for mixed use, including single family homes, the extension of the river walk, retail spaces, and public squares. A tax allocation district was created, and forty percent of the land was donated back to the community. The owners of the property are very happy with the plan and how it will best meet the needs of the community. The project is in development now. The Master Planning for this project received the 2009 Charter Award from the Congress of New Urbanism and the 2009 Excellence in Government Finance Award from the Government Finance Officers Association of the United States and Canada.

Mr. Morrill has been the Chair for the Leadership Savannah Board of Directors since 2007. Leadership Savannah is an organization that sponsors community leadership, networking, and training. Each year a group of thirty people is selected to participate through an application process. The group reflects the diversity of the community and consists of people from every sector. Mr. Morrill is well respected in this arena. He makes it a priority to participate in their events.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Leader,
- Encouraging,
- Team player,
- Genuine,
- In tune with people, and
- The heart of the organization.

Strengths: Leadership skills and people skills.

Weaknesses: None identified.

Robert “Bob” Bartolotta, City Manager, City of Sarasota, FL, (941) 954-4109

Mr. Bartolotta has known Mr. Morrill since 1989. He was the Assistant City Manager in Savannah when Mr. Morrill was the Senior Management Analyst to his office.

Reference Notes

Christopher Morrill

The City has greatly benefited from Mr. Morrill's financial skills. He negotiated a Local Options Sales Tax shares for Savannah along with those of Chatham County, and six other municipalities. He has devised employee incentives measured by productivity, and authored a bonus plan. He is an excellent writer and has published several articles regarding finance. He is a dedicated worker.

Mr. Morrill knows how to simplify complex issues. He can diffuse a heated situation through his patience and calm demeanor. He has a strong moral compass and stands firm in what he believes. He is an advocate for customer service. He has provided training to his staff in customer service. He listens to citizens' complaints and will work with them to solve their problem. He follows up with each citizen to check on the progress of the solution.

Mr. Morrill's communication skills are excellent. He is very talented at talking people through issues and building consensus. He has a excellent vision of the big picture and how to coordinate the efforts of his team.

Mr. Morrill is well prepared to be a City Manger. He manages eleven department heads including Budget, Audit, and Information Systems. He interacts with the Council every day and is well respected by them. He has excellent people skills.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Visionary,
- Consensus builder,
- Focused on people,
- Hard worker,
- Ethical, and
- Excellent writer.

Strengths: Diplomatic skills, people skills, vision, and customer service oriented.

Weaknesses: None identified.

Gregg Schroeder, President, United Way, Savannah, GA, (912) 308-3810

Mr. Schroeder has known Mr. Morrill since 2002. Mr. Morrill is an active member of the United Way Board of Directors. He is very enjoyable to work with because he has a genuine personality.

Mr. Morrill has been a good partner to the United Way. He has been a key player in the success of several projects. One such project involved addressing the need for quality early childhood education. Savannah has a high drop out rate. To combat the problem, the United Way wanted to create a positive educational path for young children through use of a child care center.

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The community did not have one. United Way teamed up with a local construction equipment company, JCB Inc. to develop a nationally accredited child care center. Mr. Morrill joined with them as a City representative. JCB and United Way provided the funding for the project, and the City provided the infrastructure for the center. Mr. Morrill shared the same vision as the United Way and used his resources and talents to bring their projects to successful completion.

Mr. Morrill is a key person in the city government. Often staff or citizens will approach him rather than the City Manager. He takes anyone's call and listens sincerely. He is very likable and easy to work with. He has masterminded the financial stability of the City. His implementation of the Budgeting for Outcomes method has been a great success.

In town hall meetings, Mr. Morrill is very good on his feet. He treats others with dignity and respect. He patiently listens to their complaints. Even when Mr. Morrill has to bring bad news to neighborhood associations, he is able to explain the reasons in a manner that helps them understand. He has good rapport with the general public because he responds to their needs.

Mr. Morrill is experienced and well qualified to be a City manager. He is a hard worker and a positive person to be around.

Adjectives or Phrases Used to Describe Mr. Morrill:

- Thorough,
- Accomplished,
- Outcomes focused,
- People oriented,
- Optimistic, and
- Realistic.

Strengths: Team player, vision and dedication to serving the community.

Weaknesses: None identified.

Prepared by: Tiffany Gremmert
Colin Baenziger & Associates

Christopher Morrill

Internet Research

Savannah Morning News (GA)

November 6, 2009

ENMARK, CITY TO TRY FOR COMPROMISE

Author: *LESLEY CONN*

A rezoning request for a planned Enmark station is being delayed two weeks so city officials and Enmark representatives can try to develop a compromise to appease residents dead-set against the station. Poplar Place residents are worried the rezoning will allow Enmark to build a convenience store and pumps at White Bluff Road and Hampstead Avenue, which will further push commercial development into their residential neighborhood.

Several City Council members at Thursday's meeting expressed their support for Enmark, which has promised to build a store that would use subdued colors, low signage and other design elements to better blend with the residential neighborhood. Alderwoman Edna Jackson said she disagreed with City Manager Michael Brown's initial recommendation to deny the rezoning. "That corner has been an eyesore for years," she said. "Anything would be better."

Aldermen Tony Thomas, Van Johnson and Jeff Felser concurred. As council members debated the rezoning, Alderman Clifton Jones repeated and expanded on an allegation from one of the residents. He stated that Ben Farmer, a local real estate agent and member of the Metropolitan Planning Organization, had an agent who had sold the property to Enmark. Alderman Van Johnson called the allegation "very unsettling," and Mayor Otis Johnson directed city staff to investigate the claim. He was uncomfortable that the statement had been made publicly, he said, and said if found untrue, it would be corrected publicly.

Farmer, reached after the meeting, said the claim was untrue. He once had a listing on the property, but it expired with no sale. "We had nothing to do with that transaction. If I had I would have disclosed it." Farmer and Jones spoke late Thursday, and the alderman said he will issue a public apology. "I'm prepared to do that at our next meeting," Jones said.

In other action, the council:

- Did a first read on a revised, proposed ordinance that would require mandatory alcohol server training, registration and permitting. The council had been struggling with how broad the ordinance should be, and after discussion determined it would not expand the requirement to include all hotels, restaurants and other businesses that serve alcohol. Most of the problems with underage drinking center in nightclubs, they agreed, so other establishments would only be forced to comply if they were cited for alcohol-related issues.

- Because of lower sales tax revenues, the city is anticipating receiving \$33 million less in special purpose local option sales tax money, which helps fund projects like the Forsyth fort renovation, drainage projects, park improvements and similar work, Assistant City Manager **Chris Morrill** told council during its workshop.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

The city had been expecting \$160 million, but more likely will receive about \$130 million. That will require reviewing the city's list of projects and delaying some of them, **Morrill** said. Council members did a preliminary review of dozens of projects, but will do a more detailed review of projects at its upcoming budget retreat, which is scheduled for Nov. 30.

Morrill also showed council that because of lower revenues, the city is reducing by several million dollars the amount of money it sets aside in its general fund for capital improvements. From 2006 to 2008, the city spent about \$5 million. This year, it set aside no money in the fund, and for 2010, plans to set aside \$1.6 million. Because of the reduction in funds, the city will concentrate only on needed maintenance projects with those monies.

- The council got an overview of the proposed Historic District Ordinance. Once passed, it will provide specific guidelines for building height, design standards and the approval process for new structures in the district. Brown called the public input and review process "one of the most exhausting" the city has undertaken.

Council will consider the ordinance on first reading at its Nov. 19 meeting.

Savannah Morning News (GA)

September 25, 2009

BEST, WORST OF TIMES

LOCAL ECONOMY 'RIGHT IN SYNC' WITH REST OF STATE, NATION

Author: *ARLINDA SMITH BROADY*

Economic growth in the Savannah Metropolitan Statistical Area, which includes Chatham, Bryan and Effingham counties, significantly slowed in 2008, according to data released Thursday by the U.S. Department of Commerce's Bureau of Economic Analysis.

Out of 366 metropolitan areas, Savannah ranked 144 with a Gross Domestic Product growth rate of 0.2 percent. "These statistics suggest that the Savannah area profile is right in sync with the rest of the state and the nation," said Jeffrey Humphreys, director of the University of Georgia's Selig Center for Economic Growth. "This recession was really tough on the entire region, and recovery will be slow."

The slowdown in economic growth didn't just affect this region, data showed. About 60 percent of metropolitan areas saw economic growth slow down or reverse. Real Gross Domestic Product growth slowed in 220 of the nation's 366 metropolitan statistical areas last year, from 2 percent in 2007 to 0.8 percent in 2008.

Downturns in construction, manufacturing, finance and insurance restrained growth in many metropolitan areas, including Savannah, with government spending showing the most growth.

"No one was really surprised by the data," said **Chris Morrill**, Savannah assistant city manager. "We knew the recession hit us harder and later than a lot of areas." And although it's down from previous years, the city is doing better than the state as a whole, which saw slightly negative growth at -0.6 percent. "We're investing our very limited resources in economic growth and quality of life," **Morrill** said, "and what's a more important quality of life issue than jobs?"

Business in Savannah (GA)

September 16, 2009

CITY PROJECTS WOULD HELP DOWNTOWN MERCHANTS

Author: *ARLINDA SMITH BROADY*

During a meeting of the Downtown Business Association last week, Savannah Assistant City Manager **Chris Morrill** outlined developments designed to help the association's members and others. The first step in unifying economic development efforts was to unify the city logos, **Morrill** said. So the city commissioned a new logo based on the city squares. "It's uniquely Savannah, and it ties all the departments together," **Morrill** said. Another important step, he said, was to grow population. So the city annexed enough land to increase its area by 40 percent. "We were losing population for the past 30 years," **Morrill** said. He compared Savannah's fate to Detroit, where residents moved to the suburbs, causing the city to raise taxes to fight crime and urban blight.

Now, several plans are in the works, including developments around Ellis Square and the fort under construction in Forsyth Park. The Whitaker Street Garage, which lies beneath the square, has been in use since October 2008. To break even for operations and debt service, the garage must make \$1.3 million this year, said Sean Brandon, director of the city's Mobility and Parking Department. By the end of July, revenue figures for the Whitaker Street Garage are at \$766,000. "We'll probably make our projections," Brandon said. "It's feast or famine. ... Some weekends we clear as much as \$10,000, and others the garage is nearly empty."

The above-ground portion promises to be people friendly. "It will be the only square with a building on it," **Morrill** said. There will be a hospitality center and permanent restrooms. One of the most fanciful features is the fountains with 12-foot water jets that can project 260 colors of LED lights. Those fountains can be turned off, and the square is wired to accommodate concerts and other forms of outdoor entertainment. It can hold about 1,000 people and will have tables and chairs instead of benches. "Benches aren't good for interaction," **Morrill** said. "We want this to be a place to gather and be with friends and family."

As for the fort at Forsyth Park, a temporary band shell will accommodate concerts, plays and other events but can be disassembled for everyday use. When the band shell isn't in use, fountains similar to ones at Ellis Square will be in place. "We envision a very family-friendly atmosphere where kids can play and parents can relax," **Morrill** said.

A restaurant leased by the Kessler Group, owner of the Mansion on Forsyth, and "the best bathrooms in town" will be another draw. These projects and others are part of the city's plan to partner with businesses to create a prosperous region. "We need to move away from the mentality that citizens and businesses are customers," **Morrill** said. "We need to work toward partnerships. The way to get out of this recession faster is to build community relationships."

Savannah Morning News (GA)

September 9, 2009

**MORE CITY BUDGET CUTS COMING
AS REVENUES FOR 2010 LOOK LOWER, TEAMS OF SAVANNAH CITY
EMPLOYEES PROPOSE CUTS TO SERVICES, DEPARTMENTS**

Author: *LESLEY CONN*

The city of Savannah is looking at further reducing staff, merging offices and ending some services - decisions that will be made in the coming weeks to trim another \$3 million in spending by the end of the year. The bleak prospect for 2010 will further spur spending cuts. City budget analysts already see a \$10 million decline in general fund revenue compared to 2009, sales tax revenue remains unpredictable and property assessments that generate the bulk of city income have been ordered frozen until 2011 by the legislature.

One of the more visible city services being evaluated: Ending the Savannah-Chatham police department's mounted patrol unit. Officers would be rotated into patrol cars to fill vacancies. "We're questioning everything," said Assistant City Manager **Chris Morrill**. "If it was just about today, we'd be OK, but the problem is we don't know about revenue for the rest of the year."

A lower city revenue base, he said, is likely going to stay lower for the next 10 years, which will require the city to re-examine its spending. The city already has reduced spending by about \$12 million this year to offset lower revenues. That largely has been accomplished by leaving non-essential jobs outside public safety vacant. Nearly 200 of the city's 2,600 positions are unfilled. Bret Bell, the city's director of public information, said the city is continuing to look at eliminating positions, but "we're not looking at mass layoffs."

BUILDING A BUDGET

Many of the spending cuts for the 2009 budget will be implemented immediately and will be handled as part of day-to-day operations. Others, such as a proposal to end the mounted patrol unit, have evolved as teams of city workers participating in a new budgeting process for 2010 evaluate city services. The teams are evaluating services under a variety of umbrellas, such as neighborhood vitality, public safety, health and environment, poverty reduction and economic development. City Manager Michael Brown will use their recommendations to build the city's proposed budget in October. That will be presented to City Council members, who will evaluate the proposal and can mandate changes before approving the budget in a series of public hearings. That, too, shows a lean year ahead. The proposals the teams received for city services totaled \$221 million, but the projected revenue available for them equaled \$214 million.

LOOKING FOR SAVINGS

Among some of the other cost-saving measures:

Internet Research
Morrill, Christopher

Note: This research will be presented in reverse chronological order

- A employee task force created to find savings in city mowing services identified \$627,000 in cuts.

Some was achieved by notifying citizens who had "tree lawns" - grassy strips between their street and sidewalk - that the city no longer would trim them. But larger savings were found by not hiring seasonal staff, reducing mowing frequency along streets, cutting back on plantings and using in-house staff to maintain Laurel Grove Cemetery rather than fill a maintenance contract. Small outlying parcels will be contracted out, Bell said, which will cost less than hauling the city equipment as far south as Coffee Bluff to trim a small lot.

- Consolidating fire and police dispatch services by Jan. 1. The primary reason, **Morrill** said, is to improve services, but some cost-savings are anticipated.

- Merging offices and employees.

The Citizen Office, which coordinates public notices to neighborhoods during large city projects and other city initiatives, will merge with the Public Information Office.

Susan Broker, director of the Citizen Office, is filling an administrative position in the city manager's office left open since Sean Brandon, the former assistant to the city manager, became the city's director of mobility services and parking in April 2008.

Three staffers under her will move into Bell's office, and by November, the city no longer will pay rent at an office on Oglethorpe Square.

Annual savings: \$15,000 in rent.

"There are talks about doubling up other offices, and even though there may not be a personnel reduction, there are reductions in rent, in office equipment and other resources," Broker said.

"Basically, everyone in the city is going through their budget and looking to see what they can do without at least for the next year."

Savannah Morning News (GA)

June 19, 2009

CITY STANDS BY RIVER PROJECT

OFFICIAL SAYS \$20 MILLION OBLIGATION FOR SAVANNAH RIVER LANDING STILL A 'GO' DESPITE FLAGGING ECONOMY

Author: *LESLEY CONN, 912-652-0326, lesley.conn@savannahnow.com*

The city of Savannah isn't backing away from its commitment to Savannah River Landing, even as the economy challenges the waterfront development and the city budget. At a City Council workshop session Thursday, Assistant City Manager **Chris Morrill** outlined the \$20 million in road, drainage and other improvements the city will undertake. That money will come from revenue collected from a special tax allocation district established around the riverfront development.

Alderman Tony Thomas was the first to question why the city was proceeding during the uncertain economic times, especially given that from a public safety standpoint, President Street and General McIntosh Boulevard have been issues for years. He said he supports the project but added: "This raises a question for me. I've never seen us push an issue this hard."

The improvements, **Morrill** said, are about more than public safety. "Savannah River Landing cannot really have any economic development until we deal with President Street," he said.

Aldermen Van Johnson and Jeff Felser later said they believe the city is sending mixed messages about the development. "It was always my understanding of them as being mutually exclusive projects," Johnson said. "Today I got the impression they are tied together."

Savannah River Landing's developers have invested \$60 million in site improvements, Finance Director Dick Evans said, and the \$1.4 million in debt service the city is paying annually is still manageable and worth it to honor the private developer's investment.

The mixed-use residential/commercial and retail development has a total estimated price tag of \$800 million, and it promises to redefine more than 40 acres of the waterfront just east of the Marriott Savannah Riverfront hotel. As part of the original development agreement for Savannah River Landing, the city had signed off on elevating and widening President and General McIntosh and straightening a section of McIntosh. A second phase of President Street improvements, which include building a bridge over railroad tracks, was not part of the agreement. In trying to secure federal stimulus funds for that phase, city officials emphasized its hurricane evacuation and improved safety features. "I saw no difference in the plan as it was proposed all along," Alderwoman Mary Osborne said. "That's a major development. Nobody's going to walk away from that."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

The improvements along President help not only Savannah River Landing but also other planned commercial and residential developments on the south side of the road, Osborne and city officials said.

Should Ambling Cos., the developer, fail to move forward on its investment, City Manager Michael Brown said, the city would have a site with improved roads, drainage, a riverwalk and established water and sewer lines. He and other city officials said they were confident Savannah River Landing would remain viable and were confident vertical construction would begin next year, as company officials have stated.

Savannah River Landing continues to operate from trailers on the site. On Monday, the project plans to unveil a new Web site, said Kate Freeman, the company's marketing and community relations manager.

Sales efforts continue on the residential, commercial and retail front, but she said she could not disclose any information about whether any new commercial or retail clients had been signed up. "The economic times have certainly been a lesson in patience for us," she said. "But we're still committed to the original vision of the project."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

March 27, 2009

**SAVANNAH TIGHTENING ITS BELT
COUNCIL TOLD BUDGET COULD BE SHORT BY \$9 MILLION**

Author: *LESLEY CONN, 912-652-0326, lesley.conn@savannahnow.com*

One out of every 10 city positions is going unfilled as the city of Savannah deals with declining revenues expected to total \$9 million. The city has left open 250 positions and by year's end expects to have 330 positions vacant, said **Chris Morrill**, the city's assistant city manager over financial services. Those openings so far have saved the city \$1.6 million. A team of city administrators reviews any job positions to determine if it needs to be filled. Only lower-level police and fire department jobs are exempt from review so that public safety needs will continue to be met. The city employs about 2,500 workers. Other teams of employees are examining key aspects of city operations to look for further cost-cutting measures, but city leaders cautioned the City Council on Thursday that the shortfall could be higher than anticipated.

One factor that could change the financial projections is any changes the state legislature may pass regarding property and sales tax collections. "Bottom line, we may need to cut \$10 million to \$15 million," City Manager Michael Brown said. "I hope it's not \$20 (million)." Revenue reports from the first two months of the year show collections down in some key areas, **Morrill** said.

February sales taxes are down \$388,000 from the same time in 2008, and hotel/motel taxes for February are down \$191,432. Building inspection fees are down \$169,113. Some key areas are doing better than expected. Recorder's Court fees were \$142,148 above projections, and water and sewer tie-ins - an early indicator of new building - are about \$100,000 above projections. In February, the city collected \$600,000 in tap-in fees.

Morrill's budget presentation came during a council workshop. During council's regular session, they took the following action:

- Passed a resolution to be sent to the Georgia Department of Transportation restating the city's top priorities for transportation projects. None of the city's priority projects was included in the first round of federal stimulus projects the state selected. Their top item for the second round will be the widening and elevation of President Street, a \$36 million project. Council members also asked that local congressmen and groups such as the National League of Cities get a copy as well so they could see that stimulus money was not making its way past Atlanta.

- Asked city staff to return within 60 days with recommendations for instituting a registration and card system for bartenders and servers, as well as stiffer penalties for minors who try to buy alcohol.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

- Approved a contract for \$1.5 million for curbs, gutters, underground storm drainage and pavement improvements in Fernwood, a neighborhood near Savannah State University. The project has been on the city's to-do list for several years.
- Granted a liquor license to the owners of Sweet Melissa's, 35 Whitaker St. Owner Denise White Pipkin agreed alcohol would be served only to dine-in customers. City officials had been worried customers would be allowed to drink and congregate outside, which would contribute to pedestrian traffic problems at the busy intersection.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

February 25, 2009

**CITY PREVIEWS STIMULUS SPENDING
COUNCIL MEMBERS LIST \$422 MILLION IN ELIGIBLE PROJECTS, RANGING
FROM TRANSPORTATION TO JOB TRAINING AND DAY CARE**

Author: *LESLEY CONN, 912-652-0326, lesley.conn@savannahnow.com*

The city of Savannah has identified \$422 million in local projects and programs that could be funded under the federal stimulus package.

Entries include \$50.7 million for widening and elevating the President Street Extension, \$30 million to upgrade Savannah-Chatham police headquarters on Habersham Street, \$182,300 for a downtown day care center and \$100,000 for an electricians training institute.

Now city leaders have to determine which projects should have the highest priority - and which will have the greatest chance of being deemed worthy by the 13 federal departments that will award funding to competing projects that will pour in from across the nation.

All the projects under review are considered "shovel-ready," meaning work - and the workers who would be hired - would start quickly.

Assistant City Manager **Chris Morrill** said the city was ahead of the game because of its five-year capital improvement planning, which would drive what the city submitted. "It's a shotgun approach," he said. "Those who will be successful will be flexible ... and will be able to mold their project to fit the criteria."

Savannah Morning News (GA)

February 24, 2009

CITY, COUNTY DISPUTE JAIL BILL

SAVANNAH, CHATHAM WORK TO RESOLVE \$600,000 IN CHARGES

Author: *ERIC CURL, 912-652-0312, eric.curl@savannahnow.com*

The time it takes Savannah to reimburse Chatham County for costs associated with housing jail inmates has some county officials concerned. City officials say extra time is needed to scrutinize the county's error-filled monthly bills. According to an intergovernmental agreement, Savannah is supposed to pay the county \$35 per day for each inmate arrested in the city. Bills are to be sent and paid monthly, but a back and forth between the two governments regarding certain charges has delayed the process. The delays have been a recurring challenge and county officials are trying to speed up payments, said County Manager Russ Abolt. "It's money we feel we're due," Abolt said. Some county commissioners voiced concerns after no reimbursements were received after the first quarter and only a small portion of the amount budgeted had been received after the second quarter, which ended Dec. 31. Abolt attributed the delay to the time the city takes checking the bills. On average, it takes two to three months from the time the Sheriff's Department sends an initial list of jail fees until the final bill is sent, said Linda Cramer, county finance director.

A final bill for August, September and October did not get sent until January, Cramer said. Once the bill is sent, Savannah typically pays in two to three weeks, Cramer said. Savannah paid the county about \$1.3 million last year for inmate housing, she said. About \$404,000 has been received this year. "When we have an accurate bill, we pay it," said Assistant City Manager **Chris Morrill**. But accuracy is not typically the case, **Morrill** said.

Between 2003 - when the agreement became effective - and 2007, more than \$640,000 worth of errors were discovered, Records Court Director Prince Johnson said in a memo regarding the issue. An average of 10 percent, or almost \$10,700, worth of errors is found each month, Johnson said. Sheriff Al St Lawrence and Jail Administrator Col. McArthur Holmes said there are disagreements regarding certain charges. The city may refuse to pay for a city inmate once another jurisdiction places a hold on that inmate, Holmes said. The city should still pay the bill, he said. The day an inmate is "bound" to the courts is also commonly a matter of dispute. City officials say inmates are often classified as city prisoners when the arrest actually took place in the unincorporated county. The county has no similar complaints from the other municipalities, St Lawrence said. Other municipalities may return their rosters more quickly, but their bills consist of only a small fraction of the bookings reviewed by Savannah, Johnson said. Savannah typically reviews an average of 930 inmates and more than \$100,000 in charges, while Garden City was invoiced an average of about \$5,600 in charges for the first 10 months of 2008. The county proposed having the city pay an average advance each month to speed up the process. Depending on the actual expense, the city would later be credited or charged. City officials declined. The county should work on fixing the errors before the city should have to pay an incorrect bill, **Morrill** said.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Entrepreneur

August 2008

GFOA's new president-elect and executive board.(Government Finance Officers Association) (Paul A. Macklem, Catherine R. O'Connor,)

The Government Finance Officers Association is governed by an 18-member executive board, which consists of 15 members-at-large serving staggered three-year terms, the current president, the previous year's president, and the president-elect. At the association's annual meeting in June, GFOA members voted for a slate of nominees for president-elect and five new members-at-large, each of whom is profiled below.

*[Note: We have included only the information for Christopher Morrill
who was appointed as an at-large board member.]*

CHRISTOPHER P. MORRILL

Assistant City Manager--Management and Financial Services

City of Savannah, Georgia

Chris Morrill has been a GFOA member for 17 years. He is a member of the GFOA Committee on Economic Development and Capital Planning and also served on the GFOA Committee on Governmental Budgeting and Fiscal Policy from 1994 to 1999. **Morrill** has been an instructor for various GFOA training seminars including Budgeting for Budget Analysts, Capital Budgeting, and Best Practices in Budgeting. He also reviews budgets for the GFOA's Award for Distinguished Budget Presentation Program. He has spoken on issues including economic development at GFOA annual conferences as well as at Florida and Georgia GFOA conferences. He has also written articles for the Government Finance Review.

Morrill shares his expertise internationally He was a municipal finance advisor to the South African National Treasury and a Peace Corps volunteer in public finance in Ukraine. He is a Fellow of the Kellogg National Leadership Program. In Savannah, he instituted annual five-year financial planning and five-year capital planning, reducing the tax millage rate by 27 percent in 10 years.

Savannah Morning News (GA)

July 19, 2008

**CITY MULLS HIKE ON TAX REVENUE, RISING FUEL COSTS
GAS PRICES, LOWER REVENUE BEHIND SAVANNAH'S CONSIDERATION
AGAINST ROLLING BACK PROPERTY TAX FOR FIRST TIME IN A DECADE**

Author: *ERIC CURL, 912-652-0312, eric.curl@savannahnow.com*

High city fuel costs and less consumer spending mean some Savannah property owners will pay more in property taxes this year. City Manager Michael Brown recommended during a City Council workshop Thursday that the board not roll back the property-tax rate as it has done for the past 10 years. "We could reduce it, but there are several reasons not to," Brown said. "We're recommending you stick with what you got at the moment." Maintaining the tax rate at its current level of 12.5 mills - or \$12.50 per \$1,000 of assessed property value - means the owner of a \$125,289 home will pay \$19 more than in 2007 due to increased property value, said Assistant City Manager **Chris Morrill**.

Those same property owners would only pay \$9 in additional property taxes if the tax rate was rolled back to the recommended level. Savannah officials contend the extra money is needed because the city is facing a projected \$1.1 million shortfall in sales-tax revenue and about \$800,000 in unexpected fuel costs. Much of the revenue decline comes from a drop in food, automobile, home and lumber sales, **Morrill** said. A larger-than-expected increase in property-tax revenue is enough to cover the difference but only if the tax rate is kept flat.

Commercial and residential properties that are not primary residences could see more of an increase because they're not protected by the Stephens-Day Homestead exemption, which essentially freezes a home's taxable value but factors in consumer price index fluxuations. There have been some positive developments during the year, **Morrill** said. Property-tax revenue is expected to increase 3 percent more than the city originally anticipated, which would bring in an extra \$1.9 million. More than 60 percent of the growth in property value, about \$228 million, comes from new development as opposed to reassessed values of existing property. "This is the type of growth we want," **Morrill** said. The implementation of energy savings programs in city buildings last year, such as new heating and air-conditioning controls and weatherized buildings, has resulted in a reduced power bill, **Morrill** said. "It's the first time I can remember we are actually spending less on electricity," he said. Hotel and motel tax revenue appears likely to come in even or slightly above the budgeted amount. "Savannah has been amazing the last five years," Brown said. "A lot of these (hotels) are running around with 70, 80 percent occupancy." Still, the tax rate needs to stay where it is to cope with the ongoing "recession," **Morrill** said.

Mayor Otis Johnson said he was concerned Georgia lawmakers could limit the amount of property-tax revenue the city takes in after making unsuccessful tax reform measures this past legislative season. "So I think we have to take a very conservative approach to what we do," Johnson said. "The question is will we ... get caught up in the trend of the day and want to get on the rampart and say we cut taxes. If we cut taxes, what are we going to cut in services?"

Savannah Morning News (GA)

May 1, 2008

**LNG NEVER PAID FIRE FEES
SAVANNAH OFFICIALS WANT TO COLLECT MORE THAN \$500,000 IN UNPAID
BILLS**

Author: *SCOTT M. LARSON, 912-652-0397, scott.larson@savannahnow.com*

The El Paso Corp. made more than \$1 billion last year, in part from the liquefied natural gas plant it owns on Elba Island. But the company refuses to pay nearly \$500,000 the city of Savannah claims the company owes in fire protection fees from the last three years, plus \$178,000 due in October. "I can't imagine \$178,000 to protect the community that they are located in would be a real financial hardship for the company," said Assistant City Manager **Chris Morrill**.

In fact, in its 30-year existence on the island, the multi-national corporation has never paid for fire protection.

It never has paid for the eight calls to which Savannah Fire & Emergency Services has responded since 2001. But the city still covered the plant, including a freebie on Sept. 24, 2001, to rescue four people working at the site who got trapped in a basket 80 feet in the air. Now, the plant is in the middle of a fire protection controversy. After the city went to the company about the past due bill, El Paso decided to sign a contract with Southside Fire & Emergency Services. "I'm not sure what their thinking is, but I can tell you if they want real fire protection for an industry, the city of Savannah is the only entity that can provide that level of service," **Morrill** said. "So it must be about money."

El Paso spokesman Bill Baerg would only say that Southside is a better fit, although city officials say Southside doesn't have the same capabilities. Fire aside, the plant and others like it are concerns for environmental activists and politicians alike. Area activists argue that the plant poses a serious fire and explosion threat. Liquefied natural gas is a natural gas cooled to minus-260 degrees, but it won't burn in its liquid state. Industry officials say that means it won't explode and level houses for miles as opponents claim. The Elba Island facility opened in 1978 but closed two years later. It re-opened in 2001 and has never had any incident with the 200 ships that have delivered cargo there since.

The U.S. Congress is worried about terrorists attacking liquefied natural gas ships. Last week, the House of Representatives passed a bill requiring the Coast Guard to enforce security zones around arriving tankers. El Paso's Savannah site is approved to nearly double to 15.7 billion cubic feet by 2012.

Savannah Morning News (GA)

March 26, 2008

**LOGO UNITES CITY SERVICES
LOCAL DESIGN FIRM CREATES UPDATED BRANDING FOR CITY ON MODEST
BUDGET**

Author: *EMILY GREEN, For the Savannah Morning News*

You've probably seen it around town. The subtly scripted "Savannah" prominently placed in black beside a tilted, abstract version of the city's historic green squares. The city of Savannah's new logo is gradually showing up on everything from maintenance vehicles and parking meter receipts to letterhead and envelopes. "It was important that the design be timeless, not trendy, so it would not go out of style," **Morrill** said. "This should be a viable design for decades."

Don't let the simplicity of the logo fool you into thinking it is just another pretty design.

Months of research and proposed sketches by local design firm brightwhitespace, partnered with an identity design committee made up of city employees, went into the production and implementation of the updated logo, now visible all around Savannah.

IDENTITY CRISIS

The plan for rebranding the city of Savannah's image began during a conversation concerning the more than 40 individual logos that represented various service departments. Film Commissioner Jay Self and Assistant City Manager **Chris Morrill** discussed a need for one unifying look to represent the city as a single entity and thus began the initial stages of rebranding.

The many existing department logos were not coherent or recognizable as part of the city of Savannah. Some didn't even represent the intended service to the public, creating potential confusion for citizens wondering which services their tax dollars supported.

"We have thousands of employees, thousands of vehicles out there doing work all day and people don't think about them all being the city of Savannah," Self said.

THEY GET SAVANNAH

The city hired Ariel Janzen and Rigel Crockett of brightwhitespace to work on the project in stages. Their previous experience with identities for the Liberty Parking Shuttle and Tourism and Film Department provided some established trust, but more importantly, the committee chose the local firm because they "get" Savannah.

"There's so much about Savannah that's so subtle," **Morrill** said. "You really have to live here to get it. Having a local company rather than some big national firm come in was important to the process."

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

From studies and surveys to sketches with various colors, typography and imagery, the two teams collaborated throughout the process.

PLACE BRANDING

"With so much competition for businesses, for visitors, you have to put out a positive image," **Morrill** said. "You have to put out an image that says 'we have our act together.' "

Janzen and Crockett researched other cities with successful rebranding and conducted surveys with Savannah residents, which they used to help compile a list of identity requirements, design specifications and branding goals with the committee.

"As with any identity problem, the challenge was one of perception," Crockett said. "Many city employees did not feel good about their outdated 1950s-style, institutional business cards. Additionally, because each of the city's departments had a unique logo, citizens were not always able to identify which services the city was actually delivering."

WHAT'S IN A NAME

"We realized that the word 'Savannah' itself has a very positive message in it," Self said. "It's a beautiful name to visitors and to locals alike. Instead of minimizing that, the word 'Savannah' is in the center of the logo."

Deciding on an accompanying icon proved more taxing than choosing the main part of the logo. After considering numerous icons, the committee selected one of the city squares tipped on point because of its messages. The committee realized Savannah means different things to different people, however, the one thing unique to the city when compared to others is the public city squares.

"The central core of the Oglethorpe plan and the ward is the square, the open space, the green space, the sense of public," **Morrill** said. "For us it's the simplicity of the symbol and the allusion to the public city squares," Crockett said. "This is important because the square not only represents Savannah's beauty and livability, but it reminds us that the city has always been responsible for their care."

The official design brief explained that the shading of the city square "creates a positive forward motion." The use of green does justice to the countless parks and trees while emphasizing an environmental focus, and the feminine serif font of "Savannah" captures the welcoming spirit. "Even though the symbol is kind of a downtown symbol, those values radiate throughout our community," Self said, "not only in public land planning and public spacing but also with access and involvement."

A SOFT ROLLOUT

The city purposely did not plan an official unveiling of the new logo mainly with the taxpayers' best interest in mind. Instead, it opted for a soft rollout, which means using up supplies that contained the old logos and waiting until vehicles are replaced. From start to finish the rebranding cost totaled just less than \$25,000, a cost virtually unheard of in most rebranding projects.

"We wanted to roll it out more organically so that people would subtly discover it," **Morrill** said. "Externally, the whole rebranding as an organization shows that we're one organization, we have core values that we work toward."

Public safety services such as the police and fire departments were not required to switch to the new logo because of their widely recognized existing logos. Appointed city officials such as the mayor and legal counsel will continue to use the more formal historic seal.

Brightwhitespace created a 42-page stylebook with specific guidelines for city employees to use in order to avoid relying on outside vendors for printing. The stylebook contains color variations of the logo in files formatted for Web and print and lists suggestions on how to use the graphics. With city employees having access to the files, they can print on an as-need basis instead of having to order in bulk.

"We thought there would be a lot of push back (internally) because it's difficult to implement change in any organization," Self said. "But to my knowledge it has been universally accepted because we rolled it out in a way for our people that made it as easy as possible for them to embrace it."

Augusta Chronicle, The (GA)

August 20, 2004

PROPOSAL BENEFITS TOURISM GATEWAY

Author: *Scott M. Larson and Mary Carr Mayle, Morris News Service*

SAVANNAH, Ga. - The tourist boulevard along Savannah's quaint River Street will expand soon with the construction of a \$570 million mixed-use development that city officials say will transform a chunk of land - next door to downtown Savannah - that resembles a wasteland.

"If you look at it right now as you drive in, it's one of the gateways to Savannah, and it's ugly looking," said Assistant City Manager **Chris Morrill**. "There are not many large sites in the city so close to downtown where you could really do a quality development that could extend the Historic District."

In the past, the site has scared off developers because of extremely poor drainage.

City officials said that, in the past couple of years, six or seven developers have met with the city about the property but couldn't make anything work.

Mr. **Morrill** and John Hutton, the city's acting inspections director, are more optimistic about this proposal because three developers, including a group building a mall just to the south, are working together to address the big issues, such as drainage.

"All of a sudden, you are looking at doing something for one-third of the cost," Mr. Hutton said.

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

Savannah Morning News (GA)

October 15, 2002

**SAVANNAH OFFICIALS TO STAY IN INDONESIA
THREE CITY EMPLOYEES TO CONTINUE GOODWILL VISIT DESPITE VIOLENCE.**

Author: *Savannah Morning News*

Friday, three Savannah city officials departed for Indonesia on a goodwill mission to offer their expertise to a sister city across the globe.

The next day, while the group was in midflight, a bomb exploded in a Bali nightclub.

Sunday, the Savannah trio landed in Indonesia as thousands of Westerners attempted to flee the island nation.

The three - acting Revenue Director Buddy Clay; Development Services Administrator John Hutton; and Public Development Coordinator Cindy Boyette - were given the option of returning, but decided to stay, despite a U.S. embassy order evacuating all nonessential personnel.

The city they are visiting, Yogyakarta, is located on the main island, they reasoned, and they are being accompanied at most times by Indonesian security. As an extra precaution, they have canceled planned media events to lower their visibility.

"They feel safe and they are going to stay," said Assistant City Manager **Chris Morrill**. "If the situation changes, we will get them out quickly." **Morrill**, City Manager Michael Brown and Finance Director Richard Evans visited Yogyakarta in March to establish the sister-city partnership as part of a program funded by the International City/County Managers Association. Hutton, Clay and Boyette will spend the week helping Yogyakarta improve its revenue system and inspections process.

Savannah Morning News (GA)

September 13, 2002

**LOST SOLUTION MAY BE FOUND
NEGOTIATORS TENTATIVELY AGREE HOW TO SPLIT ABOUT \$45 MILLION A
YEAR, BUT THE COUNTY COULD BLOCK THE PLAN TODAY.**

Author: *Jennifer Moroz, Savannah Morning News*

After months of bitter back-and-forth, negotiators for Chatham County and eight municipalities have reached a tentative agreement on how to split up millions of dollars in sales-tax revenue. Under the proposed distribution of the Local Option Sales Tax (LOST), the cash-strapped county would get about \$2.3 million a year more than it does under the current arrangement. County Commission Chairman Billy Hair and representatives of the municipalities, including Savannah, agreed the deal was a fair compromise. But some county commissioners say that it does not go far enough, and their voices count: The proposal needs the stamp of the majority on the nine-member commission to become final.

The commission is expected to consider the matter at its regularly scheduled meeting this morning. Pooler Mayor Buddy Carter was confident: "We've got five votes lined up." County Commissioner Frank Murray, one of two designated negotiators for the county, wasn't so certain.

"I don't think it's an offer that has the support to pass," he said.

Murray himself is against the proposal, which was hammered out over the last few days between Hair and Savannah Mayor Floyd Adams Jr. Representatives of the other seven municipalities, which have teamed up with Savannah in the negotiations, have signaled their approval. "I think we're getting close," Murray said, "but I don't feel the offer is where it needs to be right now."

Proceeds from the 1-percent sales tax represent a major source of revenue for local governments, which use the money to fund services - and lessen the property-tax burden on homeowners. Over the next 10 years, the tax is expected to generate about \$500 million. About 35 percent, or \$175 million, of that comes from tourist spending. The proceeds are divided based on a number of criteria, including population, level of services provided by each government, and where the tax is generated. The first split is between the county and the municipalities as a group; the municipalities then decide how to divvy up their share. Under the current distribution formula, negotiated in 1995, the county gets 19.22 percent of the annual proceeds - about \$8.3 million last year. Savannah gets the bulk at 68.73 percent - about \$30 million last year. Over the last three months, county officials have argued that they have lost millions a year as a result of the 1995 deal, when they picked up the cost of housing municipal prisoners in return for a slightly larger piece of the sales-tax pie.

Commissioners, who just finished closing an \$11.7 million hole in the county's operations budget, have blamed a large part of the county's ongoing financial woes on the prisoner issue.

Internet Research
Morrill, Christopher

Note: This research will be presented in reverse chronological order

Municipal officials countered that the county has overestimated its losses, using faulty figures to calculate prisoner costs.

Under the proposed new agreement, the county would get 17.6 percent of the sales-tax revenue - an amount equal to about \$7.9 million next year. It would charge the municipalities \$30 a day for each municipal prisoner housed in the county jail. The county would pay for municipal prisoners not yet bound over to the state court system after 28 days.

County officials estimate those prisoner fees will bring in an extra \$2.7 million a year. "I think we've come to an agreement we can all live with," said Garden City administrator Tom Gates. "We tried to do what was fair and right and protect the tax to make sure it continues to exist." If an agreement is not finalized by Dec. 30, the tax expires. Up until last week, negotiations appeared deadlocked.

County officials had originally been asking for 18.6 percent of the tax proceeds, plus \$45 a day for each municipal prisoner.

City negotiators in return offered the county a 15.51 percent cut of the sales-tax pie, with no help to maintain the county jail.

Savannah Assistant City Manager **Chris Morrill** said the proposed deal was especially sweet for the county. "They started at 18.6 percent and \$45 (a day per prisoner) and look where this agreement is," **Morrill** said. "This is a good deal for them." The city, which last year got about \$30 million of the proceeds and didn't have to pay to house its prisoners, would lose about \$600,000 a year. **Morrill** said he did not yet know how officials would make up the lost revenue.

If county commissioners ratify the agreement, the municipalities would decide how to divide the remainder of the sales-tax proceeds. That division is usually based on population, which would give Savannah 67.37 percent, or about \$30.3 million next year. Bloomingdale would get 1.37 percent; Garden City 5.78 percent; Pooler 3.2 percent; Port Wentworth 1.68 percent; Thunderbolt 1.2 percent; Tybee Island 1.74 percent; and Vernonburg .07 percent.

Savannah Morning News (GA)
February 1, 2002

**SAVANNAH AGREES TO IMPROVE ACCESS
SETTLEMENT WITH JUSTICE DEPT. COMES ALMOST 2 YEARS AFTER AUDIT
FOR COMPLIANCE WITH ADA**

Author: *Kate Wiltrout*

Navigating Savannah's streets - and its bureaucracy - will soon get a little easier for disabled people. The city is one of 21 state and local governments that settled Wednesday with the U.S. Department of Justice regarding compliance with the Americans with Disabilities Act. Now almost 10 years old, the act requires that public facilities be made accessible to all people.

Chris Morrill, an assistant Savannah city manager, said the 11-point agreement should take about two years to complete. He estimated it would cost about \$300,000, and that money would be found in the budget for the improvements.

Some of the changes are easier than others. For instance, all letters sent from city offices will have a central TTY telephone number on them, so hearing-impaired residents can contact the city.

City Council chambers will be fitted with listening systems for the hard-of-hearing, as will Grayson Stadium and the Martin Luther King Jr. Arena at the Civic Center.

Others are more labor intensive. The city agreed to physical modifications so that "parking, routes into buildings, entrances, doors, elevators, signage, public telephones, restrooms, dressing rooms, locker rooms, service counters, drinking fountains and swimming pools are accessible to people with disabilities."

Carol Bell, Central Services director, said the city would go beyond what's required.

"We don't really have any qualms with the agreement," she said. City Hall will get one wheel-chair accessible bathroom, though it was technically compliant already, with bathrooms in the nearby hospitality center on River Street, said city architect Thomas Perdue.

"God only knows whether the original City Hall even had bathrooms," Perdue said. "The city occupies a lot of buildings that are very historic and very old, and most of those are the ones we have problems with."

Savannah Morning News (GA)

November 13, 2001

NEW ASSISTANT CITY MANAGER ALL OVER THE MAP

Author: *Kate Wiltrout*

Chris Morrill started his job as assistant city manager for management and financial services in August. The position is new to him - but City Hall isn't. Before spending two years in South Africa working for the U.S. Agency for International Development, **Morrill** was Savannah's research and budget director for seven years. That job was interrupted with a two-year Peace Corps gig in Ukraine, where he advised the city of Lviv on finance, management and privatization issues. **Morrill**, who works out of an office in the top corner of City Hall, filled the spot left when Bob Bartolotta moved last October.

Here's what **Morrill** had to say during a break from last week's budget workshops:

What are some of your goals as an assistant city manager?

"First, to ensure that our city employees are well-trained, that they have a good work environment and they have the support services (they need). ... Next is to maintain the city's strong financial foundation, particularly through a possible recession."

He also wants to improve the city's use of technology, both for services and to get information out to citizens. Another top priority is getting citizens more engaged with local government.

How has your work overseas affected your views about local government?

"In the Peace Corps (in Ukraine), I experienced government at its worst, where it's designed to control and keep track of people rather than provide services. It really makes me want to focus on the positive role government can play. In South Africa, post-apartheid, it was seeing that to really have democracy you have to have citizen involvement. It impressed me how diligent they were at that."

How do you think Savannah changed while you were in Africa the past two years?

"I think what I saw coming back was a lot more economic development, downtown and in the neighborhoods. Areas like off East Broad Street that I thought were hopeless have all of a sudden come back. ... I personally have seen a much greater police presence in my own neighborhood (Ardsley Park), and the city seems a bit cleaner."

What can Savannah residents expect if the economy goes into a prolonged recession?

"If the recession is longer term and systemic, then we really need to look at prioritizing the services we provide and actively look at our revenue sources. I think an increase in property tax would probably be a last resort."

Savannah Morning News (GA)

June 8, 2001

SAVANNAH HIRES NEW ASSISTANT CITY MANAGER

Author: *Bret Bell*

Chris Morrill has spent much of the past five years helping to privatize the Ukraine and create a new financial framework for local governments in post-apartheid South Africa.

With that kind of background, City Manager Michael Brown figures he will have little trouble coming up with a budget for little old Savannah. Brown announced Thursday that he hired **Morrill**, who helped create annual budgets for the city of Savannah for the better part of a decade, as assistant city manager for management and financial services.

Considered one of the top three most powerful positions in city government, **Morrill** fills a position that had remained vacant since October, when Bob Bartolotta left to run the city of Jupiter, Fla. Finance Director Richard Evans served as assistant city manager in the interim.

Morrill will start work Aug. 13 with a \$98,000 annual salary.

While working for the city from 1990-1992, and again, from 1994-1999, **Morrill** led an eight-member team that prepared and monitored a \$170 million budget.

"**Chris** made many improvements in our budget and financial management systems, as well as in the quality and clarity of our presentation and public information materials," Brown said.

In his new position, **Morrill** will oversee 10 city departments, including vehicle maintenance, finance, human resources, purchasing, central services and parking services.

Bartolotta drew some heat from city employees during his tenure when Vehicle Maintenance Department employees claimed abuse and unsafe working conditions. The department's director later resigned during a city investigation.

Some of those worker complaints led to the unionization of service employees earlier this year.

CHRIS MORRILL'S RESUME

WORK HISTORY

1999-present: senior municipal policy adviser for the National Treasury of South Africa -- United States Agency for International Development

1990-1992, 1994-1999: research and budget director, city of Savannah

*Internet Research
Morrill, Christopher*

Note: This research will be presented in reverse chronological order

1997-2000: fellow, Kellogg National Leadership Program -- studied community building in countries throughout the world

1992-1994: Peace Corps volunteer -- advised the city of Lviv, Ukraine, on finance, management and privatization issues

1988-1990: senior management analyst, city of Savannah

1986-1988: senior budget analyst, Catawba County, N.C.

1984-1985: downtown project manager, Lynn, Mass.

EDUCATION

Master of Public Administration, 1987 -- University of North Carolina, Chapel Hill

Bachelor of Arts, 1984, political science major -- College of the Holy Cross, Worcester, Mass.

Certificate in county administration, certificate in budgeting and financial planning -- North Carolina Institute of Government

Columbus Ledger-Enquirer (GA)

October 14, 1996

GEORGIA BRIEFS

Author: *From wire reports*

City to be compensated for Olympic security costs

SAVANNAH -- Savannah will receive \$57,308 from the Legislature to compensate for nonpersonnel security costs incurred during Olympic yachting events.

"The request was passed by the state legislature earlier on, and the governor's office gave it final approval late last week," said state Rep. Tom Bordeaux, D-Savannah. "The city is getting everything it asked for, which is a good sign for Savannah and its planning department."

The money is coming from a \$500,000 governor's discretionary grant fund approved by the Legislature so cities hosting satellite Olympic venues -- such as Savannah with yachting or Columbus with softball -- could be compensated for security costs.

Savannah's budget director, **Chris Morrill**, said the money is welcome, even though all Olympic costs are already covered by the city's \$88.5 million general fund budget for 1996.

"It's like getting a bonus at work -- you don't go out and spend it right away," **Morrill** said.

ACOG already paid Savannah \$290,000 to help defray police overtime in a deal negotiated earlier this year by Mayor Floyd Adams Jr. The city still incurred an additional \$244,000 in police overtime during the Games, although all of it was budgeted by city officials.

Savannah requested compensation for computers, police vehicle maintenance, bulletproof vests and extra barricades and other items needed around the venues.

Research Completed by: Vanessa Garner
Colin Baenziger & Associates

Appendix D

*Sunnyside, WA Resolution Thanking CB&A
for Its Outstanding Service*

RESOLUTION 2013 - 59



**A RESOLUTION OF THE CITY COUNCIL OF THE
CITY OF SUNNYSIDE, WASHINGTON, THANKING
COLIN BAENZIGER & ASSOCIATES FOR ITS
OUTSTANDING PERFORMANCE IN CONDUCTING
THE EXECUTIVE SEARCH FOR THE CITY'S NEW
CITY MANAGER**

WHEREAS, the City Council by Resolution 2013-30, retained Colin Baenziger & Associates (CB&A) to identify and recommend candidates for the office of City Manager; and,

WHEREAS, CB&A staff worked diligently to find and produce excellent candidates, and provide the City Council, Citizen Advisory Board and Employee Personnel Committee with comprehensive materials concerning the candidate's aptitude, experience and background, including, complete and thorough interviews, references, extensive checks of criminal, civil and financial history, verification of employment and education, and exhaustive reviews of Internet and news media archives; and,

WHEREAS, CB&A's process was open and transparent, fair and unbiased and was well received by the City Council, City staff, the press, and the public; and,

WHEREAS, the City Council wishes to express its gratitude to Colin Baenziger & Associates for its efforts on behalf of the City;

NOW, THEREFORE, IT IS HEREBY RESOLVED BY THE CITY COUNCIL OF THE CITY OF SUNNYSIDE, WASHINGTON, as follows:

Section 1. Recitals. The preceding recitals are true and correct and are incorporated herein by this reference.

Section 2. Acknowledgement. The City Council wishes to express its sincere appreciation and gratitude to the firm of Colin Baenziger & Associates for its outstanding support and effort in assisting the City in finding its City Manager, Mr. Donald Day.

Section 3. This Resolution shall be effective upon passage, approval and signatures hereon in accordance with law.

PASSED this 12th day of August, 2013.



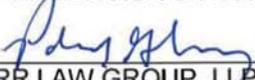
JAMES A. RESTUCCI, MAYOR

ATTEST:



DELILAH SAENZ, CMC, CITY CLERK

APPROVED AS TO FORM:



KERR LAW GROUP, LLP
Attorneys for the City of Sunnyside



April 29, 2016

Mr. James Mello
Management Analyst and Assistant to the City Administrator
City of Chesterfield
690 Chesterfield Parkway West
Chesterfield, Missouri 63017-0760

Mr. Mello,

Thank you for reaching out and requesting our opinion and proposal for executive search services for the City of Chesterfield's City Administrator position. Based on the information that you have provided, we are offering our professional recommendation on how to best handle a search that includes a viable internal candidate, pricing for alternatives, and an alternative proposal for a full national search.

RECOMMENDATION

Although a core portion of our consulting firm is conducting executive recruitments, we believe strongly in promoting from within wherever possible. If the City Council feels that the internal candidate is under serious consideration, we recommend a full vetting of the candidate prior to making a decision about a national search. Here is how we would approach the internal candidate assessment:

1. Master Job Profile and Job Benchmarking

Where many search firms primarily add value based on their independent management of the process and the evaluation of the candidates *against one another*, our approach is a bit different. We take a significant amount of time on the front end to explore and document what your organization actually needs from a talent, attitude, behavior and style perspective. We then evaluate the candidates with that benchmark rather than against one another. If you think about it, just because a candidate is the strongest in the field does not mean that he or she is well suited to what you need.

To start, we would come onsite and personally interview the City Council members and any identified stakeholders, take your assessments of the position and provide a Master Job Profile and Job Benchmark (see Exhibit A) for the position. This is not a job description, but rather a comprehensive documentation of the critical talents, motivators, and behaviors that you are looking for, ranked by what you believe is most important.

2. Internal Candidate Assessment

After we know what the City Council is looking for, we would interview the candidate by phone and provide feedback to the City Council. We'd invite the internal candidate to take our

TriMetrix HD Talent Assessment to provide you with an impressive level of insight into the candidate and compare his talents, behaviors and motivators with the Job Benchmark. We provide a full gap report (see Exhibit B), coaching report (see Exhibit C), background check, and media history report to the City Council. Finally, we would personally facilitate a finalist interview between the candidate and the City Council with targeted questions that have been handpicked based on the gap report and our professional experience. We would apply the same level of vetting and scrutiny to the internal candidate that we would any finalist in a national search.

3. Negotiation/Onboarding/Coaching

If the City Council is satisfied that the internal candidate is well suited to the position, we'd then provide support for the contract negotiation and hiring of that candidate to consummate the offer. Finally, to help ensure that the candidate provides maximum value as quickly as possible, we'd provide our signature onboarding/coaching service for a full two years post-placement. In this time, we regularly follow-up with both the City Council and the new City Administrator, addressing any potential issues that we discovered during the assessment process and coaching the City Administrator on how best to fill any identified gaps.

PRICING

Obviously, if we are not providing a national recruitment our time and costs are somewhat limited. However, the master job profile and job benchmarking is the same for one candidate or 50 candidates. In recognition of this, we offer the following:

Internal Candidate Assessment	\$9,000
	All-Inclusive Maximum Price

By all-inclusive, we mean all-inclusive. We don't charge extra for the number of copies that we make or the number of binders that you use. If the City Council is not convinced that the internal candidate is well-suited to the position and then decides to use our full national search as outlined in the attached alternative proposal, we would discount the national search by \$5,000.00 in recognition of the work already performed.

We are excited about this opportunity and appreciate you reaching out to us. If you have any questions about our firm, our services, or our proposal, please do not hesitate to call at any time.

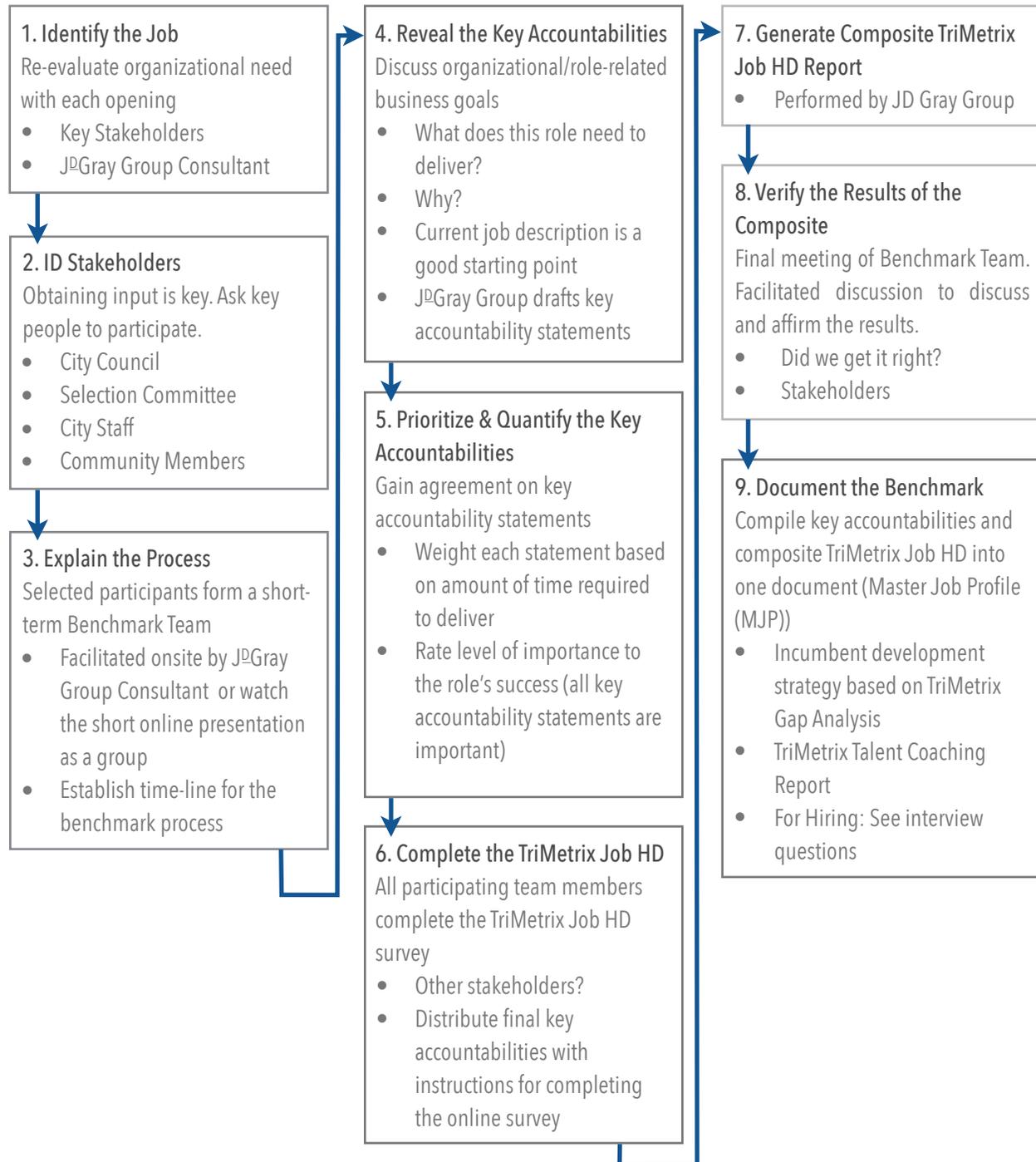
Sincerely,



Jason Gray
President & CEO

Job Benchmarking

Creating Competency Models Quickly, Easily, and Cost Effectively
For Hiring, Developing and Organizational Planning



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Master Job Profile

City Manager

March, 2016



Master Job Profile

City Manager

Gun Barrel City, Texas

About the Position.....Section 1

Position Overview

Key Accountabilities

Measures of Success

TriMetrix HD Composite Job Report.....Section 2

Introduction

Benchmark Results

Key Characteristics

Job Competencies Hierarchy (25 results)

Reward/Culture Hierarchy for the Organization (6 areas)

Reward/Culture Hierarchy for the Job (6 Areas)

Behavioral Hierarchy (12 Areas)

Acumen Indicators (12 areas)

Key Competency Feedback Detail

Job Competencies Feedback

Rewards/Culture Feedback

Behavioral Feedback

TriMetrix® Interview Questions

Composite Tables

Respondent Key



City Manager Key Accountabilities

Position Overview

The City Manager is the chief administrative and executive officer of the City and ensures all business is conducted in the best interest of the City. The key accountabilities are placed in context to a city of 6,000 that supports a weekend and summer population in excess of 10,000 with a “hidden economy” of 75,000 from the area surrounding Cedar Creek Lake. Household growth projections between 2016 and 2030 require substantial attention to infrastructure, economic development, attracting a talented workforce and maintaining customer-centric delivery of city services.

The City Manager is responsible for, and has the power to appoint, suspend and/or remove employees. Because of the unique role of the City Clerk/Treasurer, appointment, suspension and/or removal of the City Clerk/Treasurer is with the concurrence of the City Council. Key stakeholders include the Mayor, City Council, City Clerk/Treasurer, department heads, volunteer committee members, business leaders and Property Owner Association presidents, GBC and EDC boards and citizens of the community. This position is responsible for the performance of 10 direct reports and 48 full-time employees.

Key Accountabilities

- 35% Align city services, finances and resources to achieving the city’s established vision, goals and directives, providing effective, ethical leadership in a manner that ensures city governance and economic development is proactive.**
 - Drive the identification, confirmation and implementation of best solutions and opportunities.
 - Keep staff and volunteer committees engaged in achieving the goals and business of the city.
 - Provide a high level of personal energy and positive approach.
 - Apply an approachable, professional, friendly, open and participatory management style that promotes effective interpersonal relationships.
 - Collaborate with and communicate effectively with all stakeholders, city staff, development interests and state and federal representatives.
 - Apply a global focus and long-term view that goes beyond Gun Barrel City proper to include stakeholders and community neighbors.

- 15-20% Effectively develop and manage the City's budget in a fiscally responsible manner that supports the strategic direction and priorities of the City Council.**
 - Understand and document the priorities of the City Council on critical issues.
 - Forecasts and clearly communicates expected variance to budgets.
 - Prepare annual budget for council's review and approval.
 - Anticipate variances and communicate proactively.
 - Identify and recommend alternative courses of actions.
 - Effectively delegate authority and responsibility to department heads.
 - Maintain appropriate levels of accountability and operational control to ensure department heads achieve performance metrics.
 - Create an environment that encourages taking independent action within given job responsibilities.
 - Establish protocols and a consistent methodology for analyzing outsourcing opportunities.

- 15-20% Hire and develop top performing, highly motivated staff**
 - Implement processes that ensure the identification and selection of top talent at all levels.
 - Ensure staff are empowered to work and advance to their optimal level for peak performance.
 - Provide for the development of high-potential successors for key positions and department heads.
 - Ensure staff is creative and able to adjust to the changing environment and challenges.
 - Ensure all staff are sensitive to serving the needs of the citizens and empowered to step outside the usual job duties from time to time.
 - Ensure all related employment laws are adhered to.
 - Establish and consistently apply a Code of Conduct for city staff.
 - Hire qualified staff, educated in their field, with appropriate certifications or the ability to obtain appropriate certifications within a reasonable timeframe after hiring.
 - Ensure that staff understands that they have the authority to complete their assigned responsibilities.

- 10-15% In a timely manner, organize, produce and communicate all information for the City Council that enables the council to generate useful discussion, act swiftly and make fully informed decisions that do not conflict with local, state or federal laws.**
 - Ensure the Mayor and Council understands the general operations and activities of the staff and departments, all critical issues and actions being taken to resolve critical issues.
 - Achieve a sense among the Mayor and Council that City Government is operating well and efficiently and that any items of concern are being addressed proactively.

- 10-15% Remain informed, involved and serve as advocate and first line of defense for the City's interests related to other organizations within the Cedar Creek Lake region and the State.**
 - Active member in the Texas City Management Association and other related organizations
 - Be active and influential in the Cedar Creek Lake Area Chamber of Commerce
 - Pursue continuing education opportunities
 - Stay informed of legislative activities and regularly attend legislative updates
 - Be willing and able to present the City's policies and interests in the state and federal legislative bodies.
 - Include involvement and leadership in regional water and wastewater authorities

- 5-10% Serve with a high degree of visibility in the community, both on and off the job to ensure:**
 - Consistency and clarity of communications
 - City services are being delivered efficiently and effectively

Measures of Success

Annual metrics of success will be developed collaboratively with the Mayor, Council and City Manager; however, each key accountability above serves as a qualitative statement for measuring success in the absence of specific metrics.

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TriMetrix® HD

Multiple Respondent Job Report

GBC City Manager Composite Job Council Only
City Manager
3-10-2016

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info@jdgraygroup.com





Introduction

If the job could talk, it would clearly define the knowledge, hard skills, people skills, behavior and culture needed for superior performance. Your unbiased input regarding the specific requirements of the job in question has been applied to the TriMetrix® HD Job benchmarking process. The result is an evaluative report that analyzes a total of 65 separate areas. Additional feedback and suggested interview questions that pertain to each area complete this report.

Key Characteristics (4 Areas)

This section represents the level of importance for four key areas of business risk.

Job Competencies Hierarchy (25 Areas)

This section presents 25 key job competencies and quantifies their importance to this specific job. Each job has a unique ranking of competencies, reflecting different levels of capacities required by different jobs for superior performance.

Driving Forces Hierarchy (12 Areas)

This section clearly identifies the rewards the job may provide. More specifically it identifies sources of motivation for the individual performing the job. It clarifies what is necessary for superior performance and engagement on the job.

Behavioral Hierarchy (12 Areas)

This section explores the behavioral traits demanded of the job. The higher the ranking, the more important the behavioral trait will be to the job for stress reduction and superior performance.

The results of this section are ranked on a scale, reflecting the unique levels of applicability and importance to the job. These rankings illustrate what is essential for this job to deliver superior performance and maximum value to your organization.

Acumen Indicators (12 Areas)

This section represents the acumen needed for superior performance in the position.



Introduction

Job Competencies Feedback

This section will assist in understanding the type and kind of competencies that are needed for superior job performance. Read the feedback on each of the top seven competencies thoroughly to understand the job's requirements.

Driving Forces Feedback

This section provides a brief description of the Primary Driving Forces in this position and expands on the fact that every job in every organization is unique. Superior performance requires an alignment between the individual's driving forces and the rewards the job can provide.

Behavioral Feedback

This section clarifies the nature of the behavioral traits demanded by the job.

Competencies Interview Questions

This section contains suggested interview questions that pertain specifically to the competencies of the job.

Driving Forces Interview Questions

This section contains suggested interview questions that pertain specifically to the rewards of the job.

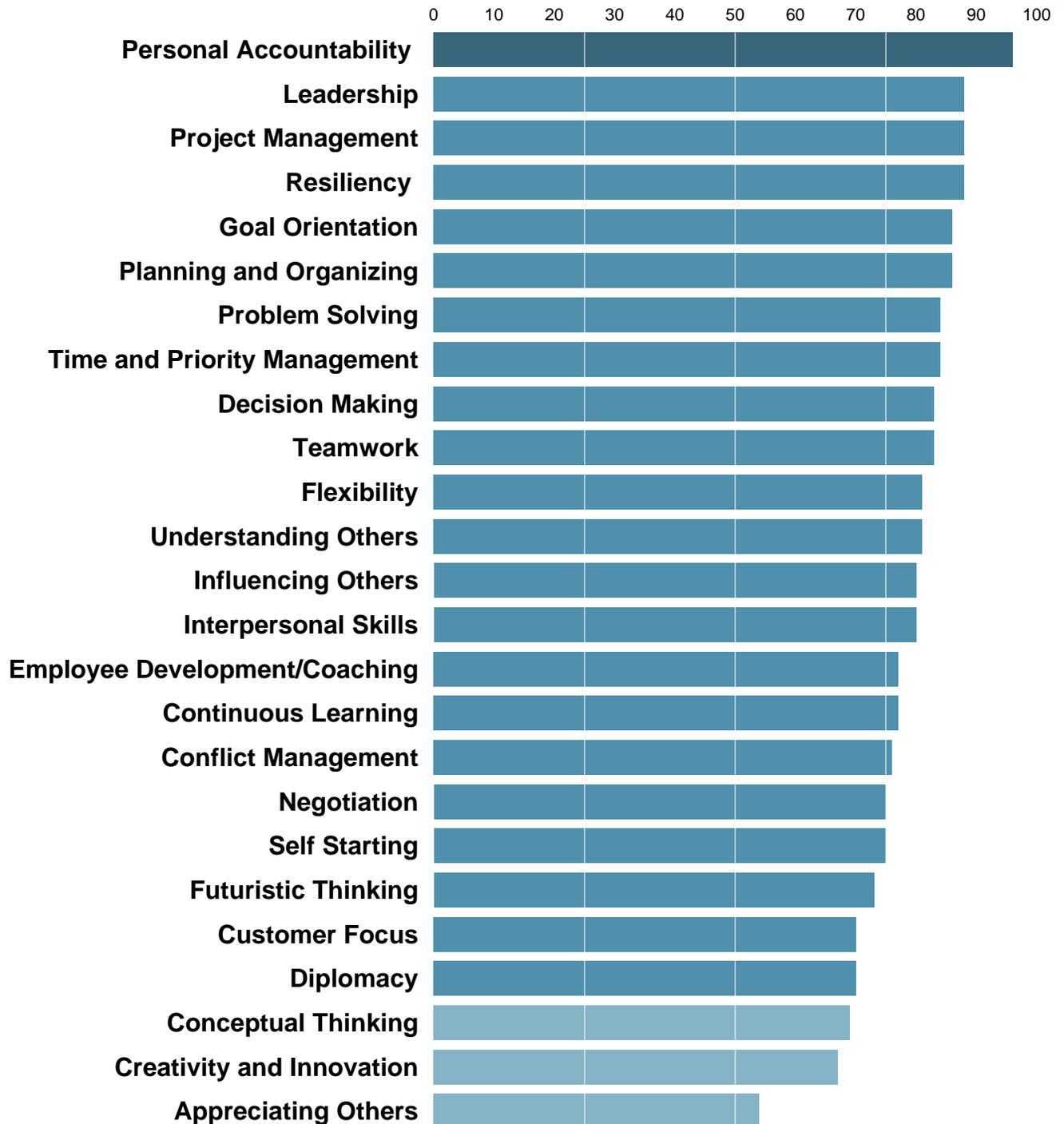
Behavioral Interview Questions

This section contains suggested interview questions that pertain specifically to the behavioral traits required by the job.



Hierarchy of Competencies

The competencies required for superior performance have been prioritized based on the analysis of responses to the questionnaire. The hierarchical order of the competencies represents their relative importance to each other in producing superior performance in the job.

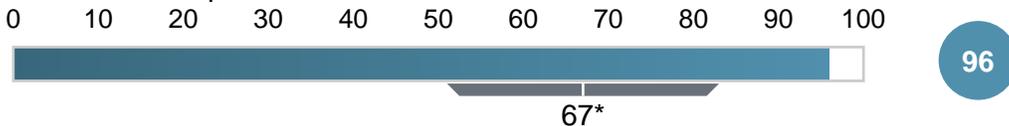




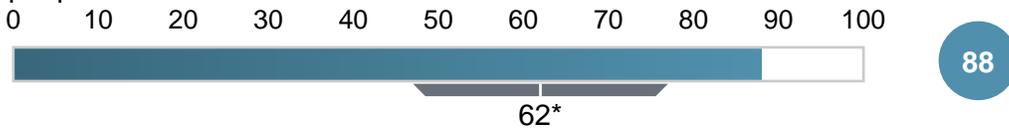
Job Competencies Hierarchy

All jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

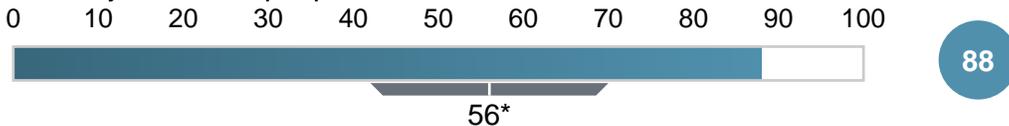
1. Personal Accountability - A measure of the capacity to be answerable for personal actions.



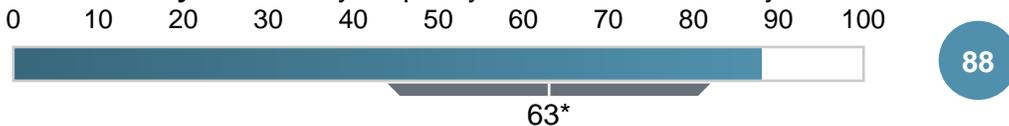
2. Leadership - Achieving extraordinary business results through people.



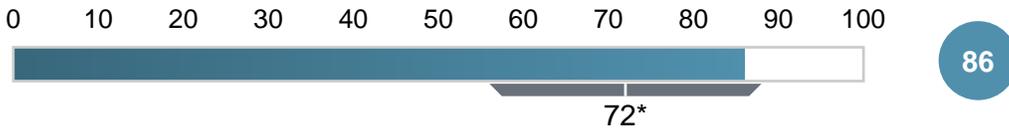
3. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.



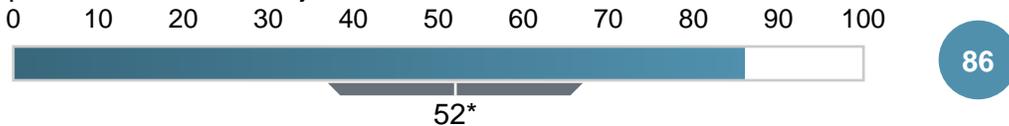
4. Resiliency - The ability to quickly recover from adversity.



5. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



6. Planning and Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.

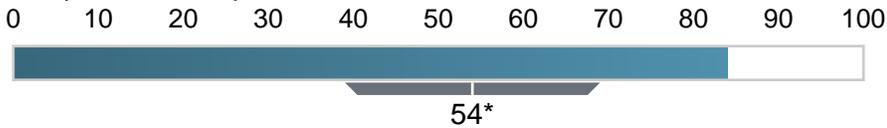


* 68% of the population falls within the shaded area.

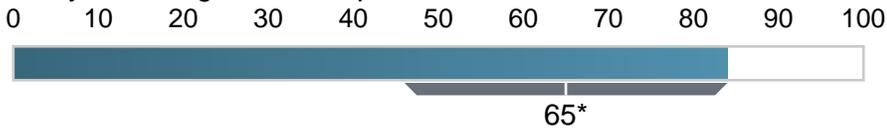


Job Competencies Hierarchy

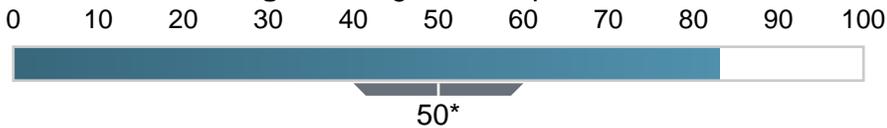
7. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



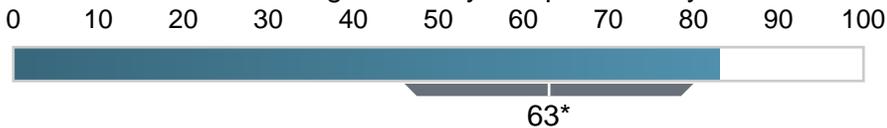
8. Time and Priority Management - Demonstrating self control and an ability to manage time and priorities.



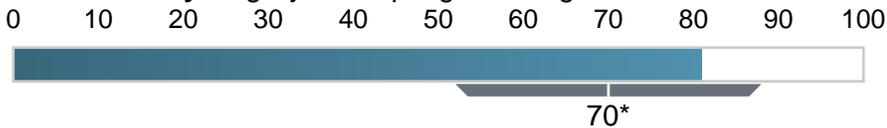
9. Decision Making - Utilizing effective processes to make decisions.



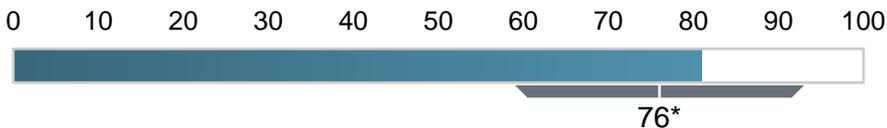
10. Teamwork - Working effectively and productively with others.



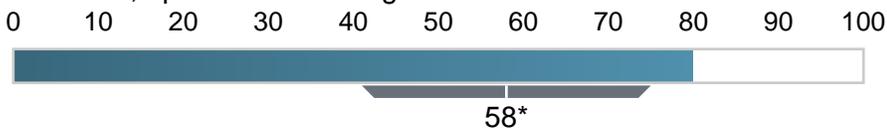
11. Flexibility - Agility in adapting to change.



12. Understanding Others - Understanding the uniqueness and contributions of others.



13. Influencing Others - Personally affecting others actions, decisions, opinions or thinking.

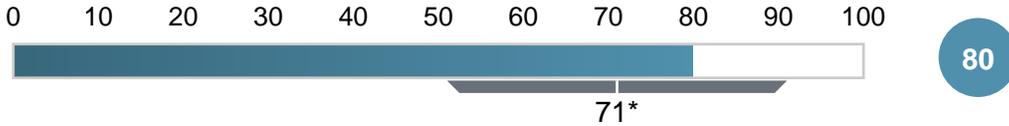


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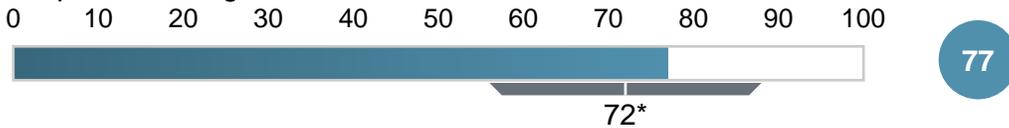


Job Competencies Hierarchy

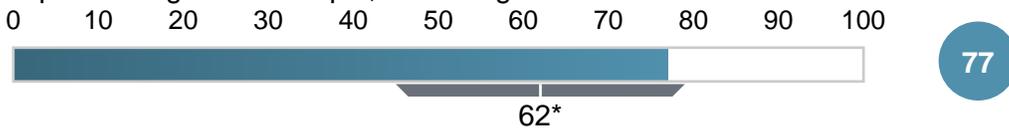
14. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



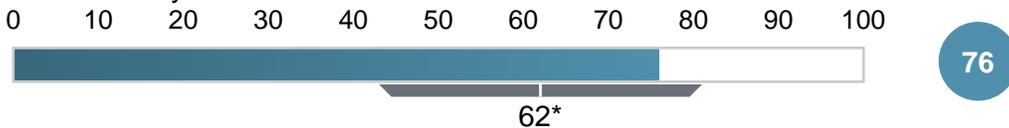
15. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



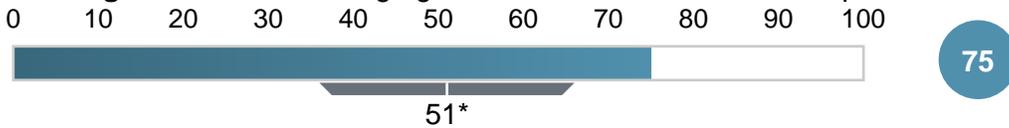
16. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



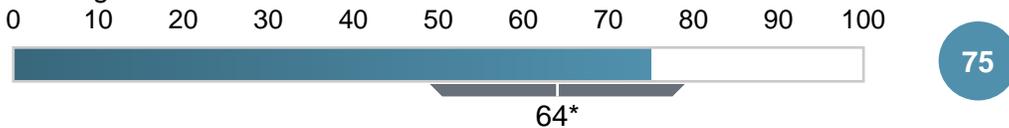
17. Conflict Management - Addressing and resolving conflict constructively.



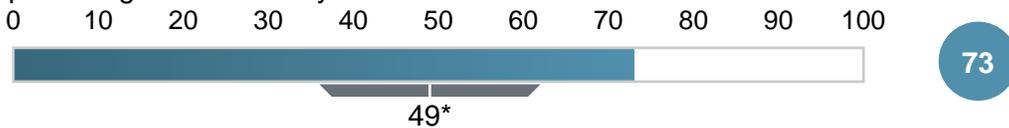
18. Negotiation - Facilitating agreements between two or more parties.



19. Self Starting - Demonstrating initiative and willingness to begin working.



20. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



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Introduction to Behaviors

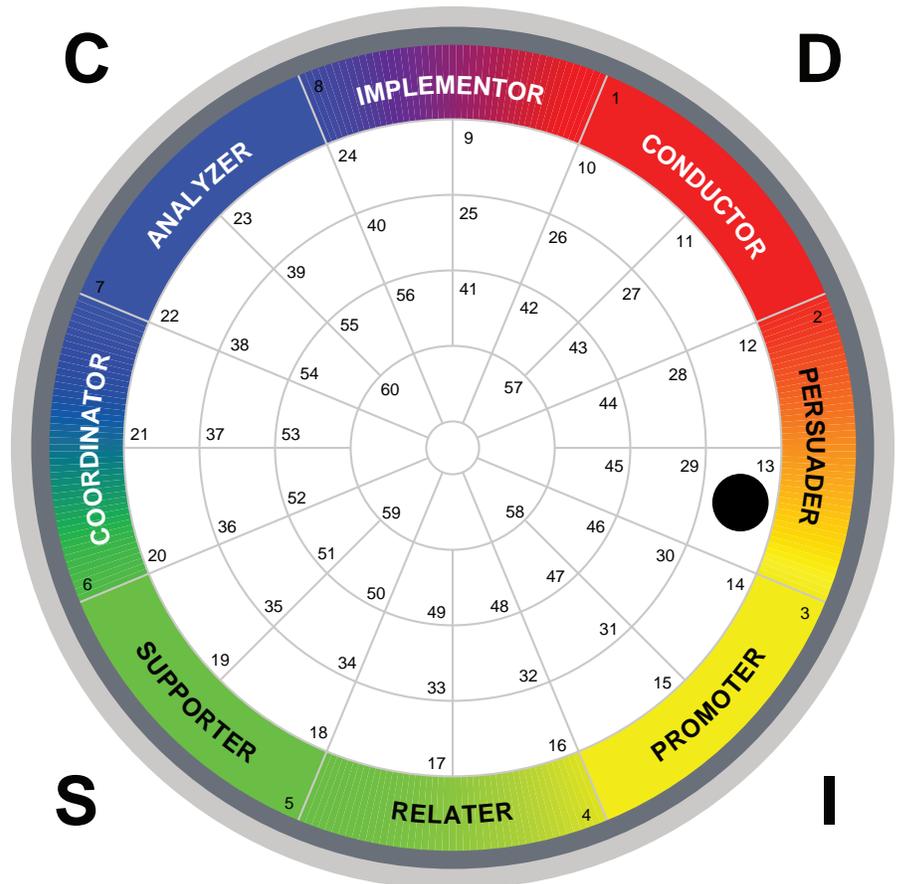
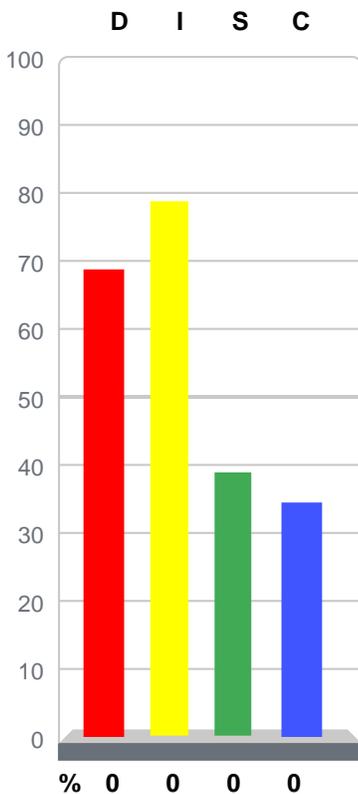
“What we’ve got here is a failure to communicate.”

–Cool Hand Luke

In this report we are measuring **D (Dominance)**, **I (Influence)**, **S (Steadiness)**, and **C (Compliance)** or:

- **D** – How you respond to problems and challenges.
- **I** – How you influence people and contacts.
- **S** – How you respond to the pace and consistency.
- **C** – How you respond to procedures and compliance.

Success Insights® Wheel



City Manager
Gun Barrel City, Texas



Acumen Indicators

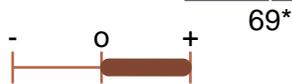
This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

SELF DIRECTION - The development of the capacity to discern systems and order within oneself.

0 10 20 30 40 50 60 70 80 90 100



75





Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range	Person
1. Personal Accountability	84 — 100	70
2. Leadership	78 — 100	77
3. Project Management	71 — 100	73
4. Resiliency	83 — 100	80
5. Goal Orientation	72 — 88	60
6. Planning and Organizing	68 — 100	73
7. Problem Solving	70 — 100	57

Primary Driving Forces Cluster	Zone Range	Person
1. Resourceful	44 — 66	12
2. Harmonious	33 — 55	17
3. Receptive	44 — 66	25
4. Intentional	26 — 50	58

Job Behavioral Hierarchy	Zone Range	Person
1. Frequent Interaction with Others	62 — 85	70
2. Versatility	73 — 100	55
3. People Oriented	68 — 83	70
4. Urgency	69 — 100	35

Exact match Fair compatibility
 Good compatibility Poor compatibility Over-focused



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Gap Report

Sample Candidate
City Manager
Gun Barrel City
3-13-2016

Solutions | Delivered

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Serving municipalities throughout the United States
provided by Carl Nielson

972.885.6472

info@jdgraygroup.com





Introduction

Long-term superior performance is directly related to job fit. Job fit, in simple terms, is having the talent that the job requires.

Most people match some, but not necessarily all, job requirements. When this happens, we have a gap. The gap is nothing more than an area for development.

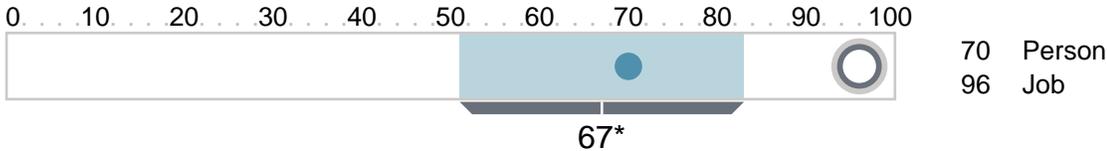
This report makes it easy for both manager and subordinate to discuss and develop a plan for personalized development.



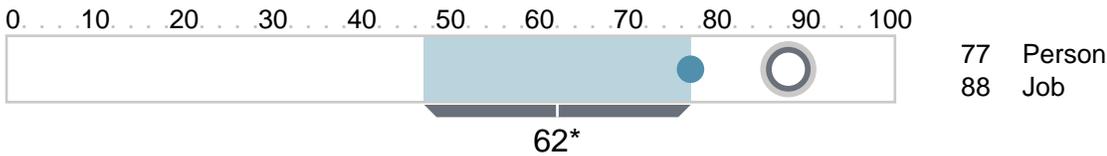
Job Competencies Hierarchy

All jobs require certain competencies. This section of the report identifies those competencies that lead to superior performance in most jobs. The graphs below are in descending order from the highest rated competency required by the job to the lowest.

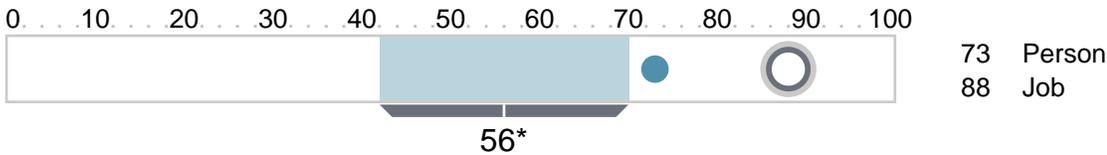
1. Personal Accountability - A measure of the capacity to be answerable for personal actions.



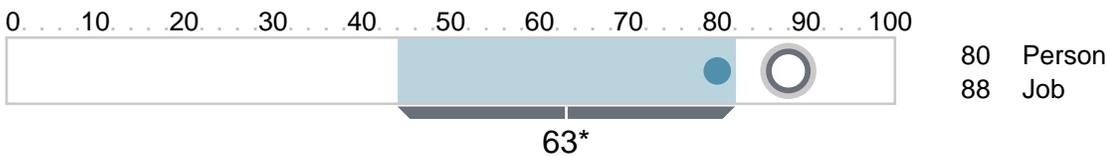
2. Leadership - Achieving extraordinary business results through people.



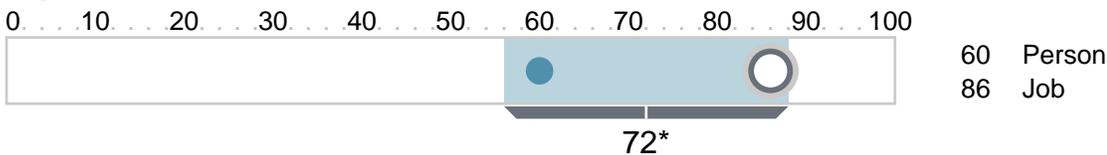
3. Project Management - Identifying and overseeing all resources, tasks, systems and people to obtain results.



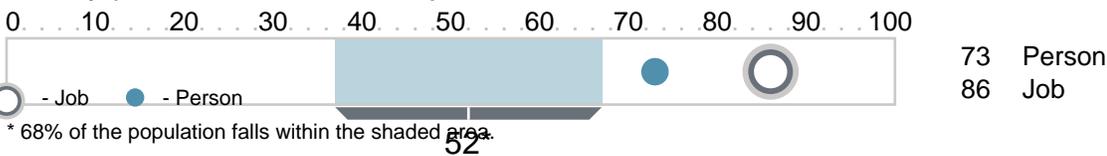
4. Resiliency - The ability to quickly recover from adversity.



5. Goal Orientation - Setting, pursuing and attaining goals, regardless of obstacles or circumstances.



6. Planning and Organizing - Utilizing logical, systematic and orderly procedures to meet objectives.

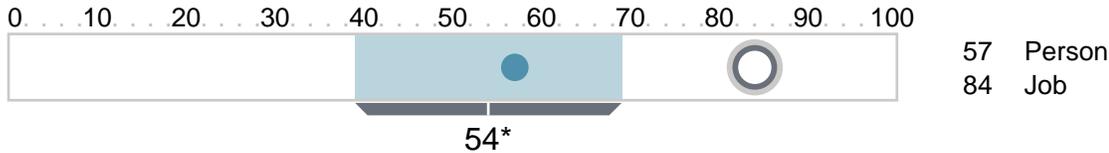


* 68% of the population falls within the shaded area.

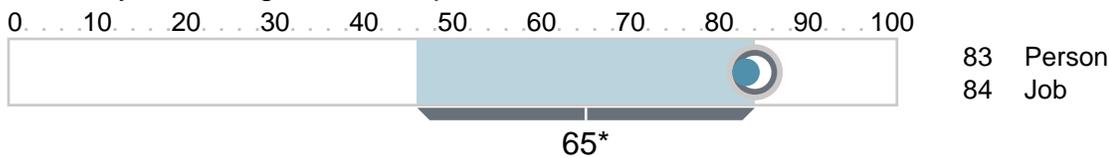


Job Competencies Hierarchy

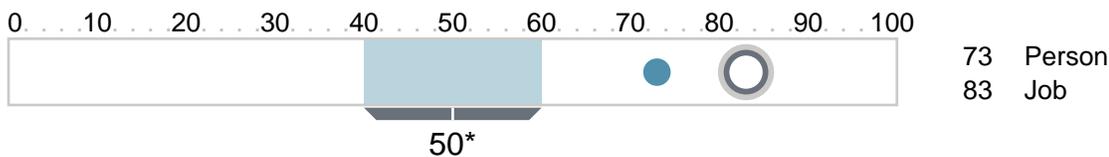
7. Problem Solving - Defining, analyzing and diagnosing key components of a problem to formulate a solution.



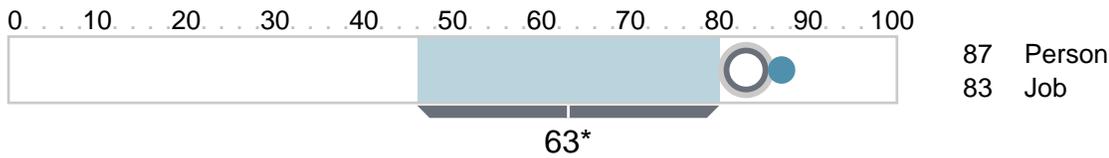
8. Time and Priority Management - Demonstrating self control and an ability to manage time and priorities.



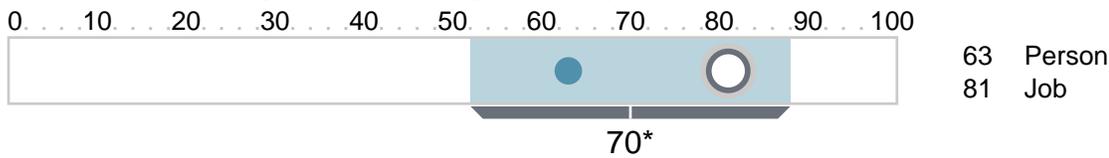
9. Decision Making - Utilizing effective processes to make decisions.



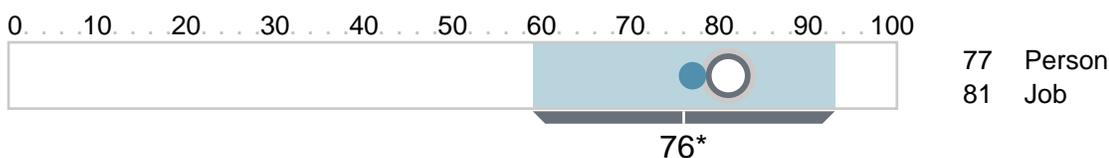
10. Teamwork - Working effectively and productively with others.



11. Flexibility - Agility in adapting to change.



12. Understanding Others - Understanding the uniqueness and contributions of others.



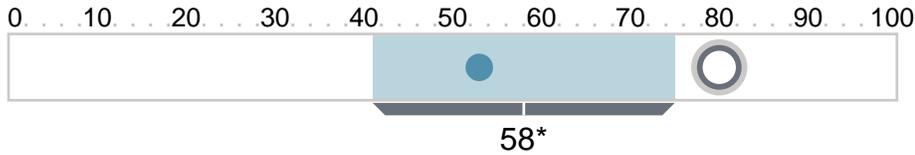
○ - Job ● - Person

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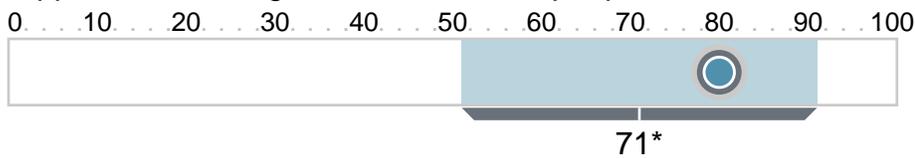
Job Competencies Hierarchy

13. Influencing Others - Personally affecting others actions, decisions, opinions or thinking.



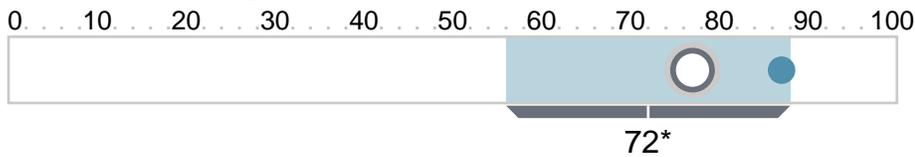
53 Person
80 Job

14. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



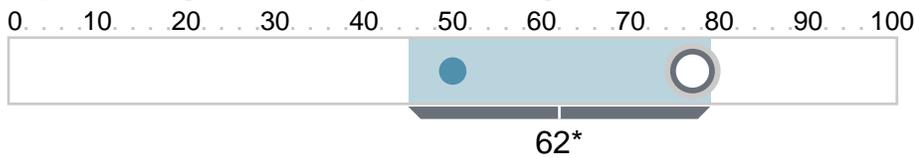
80 Person
80 Job

15. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



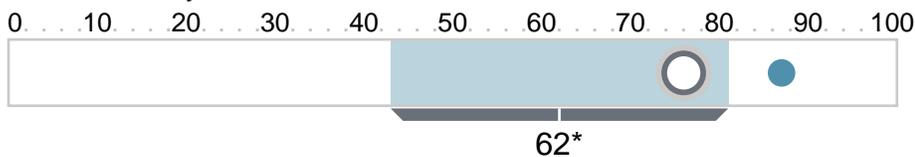
87 Person
77 Job

16. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



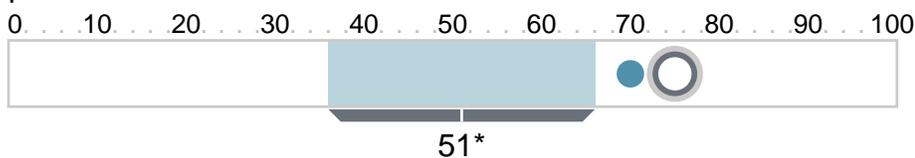
50 Person
77 Job

17. Conflict Management - Addressing and resolving conflict constructively.



87 Person
76 Job

18. Negotiation - Facilitating agreements between two or more parties.



70 Person
75 Job

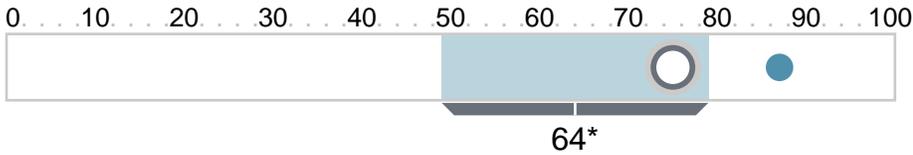
○ - Job ● - Person

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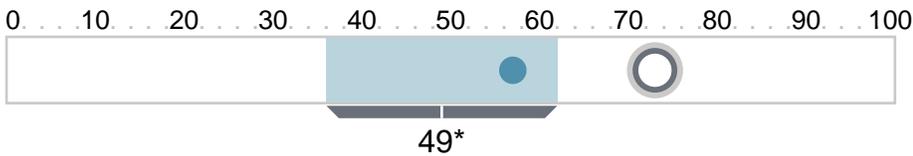
Job Competencies Hierarchy

19. Self Starting - Demonstrating initiative and willingness to begin working.



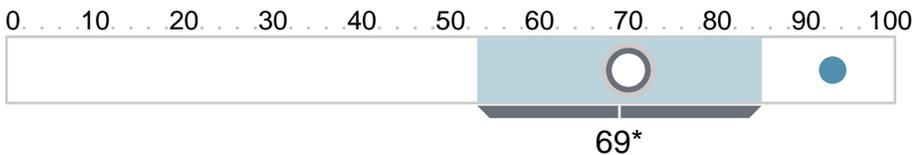
87 Person
75 Job

20. Futuristic Thinking - Imagining, envisioning, projecting and/or predicting what has not yet been realized.



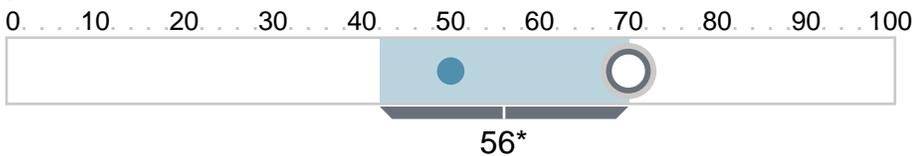
57 Person
73 Job

21. Customer Focus - Anticipating, meeting and/or exceeding customer needs, wants and expectations.



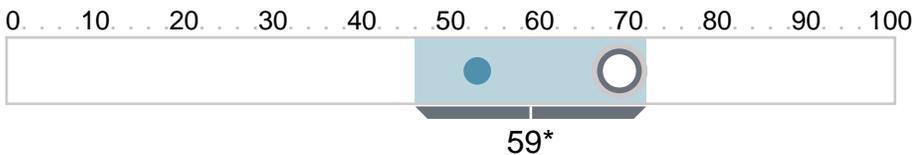
93 Person
70 Job

22. Diplomacy - The ability to treat others fairly, regardless of personal biases or beliefs.



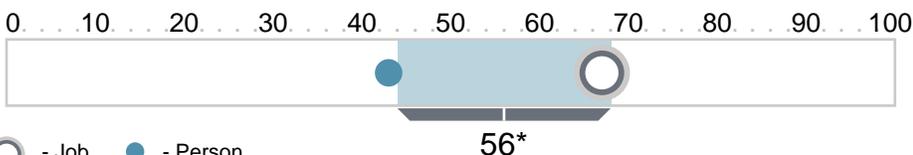
50 Person
70 Job

23. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.



53 Person
69 Job

24. Creativity and Innovation - Creating new approaches, designs, processes, technologies and/or systems to achieve the desired result.



43 Person
67 Job

○ - Job ● - Person

* 68% of the population falls within the shaded area.



Job Competencies Hierarchy

25. Appreciating Others - Identifying with and caring about others.

0 . . . 10 . . . 20 . . . 30 . . . 40 . . . 50 . . . 60 . . . 70 . . . 80 . . . 90 . . . 100



77 Person
54 Job

55*

○ - Job ● - Person

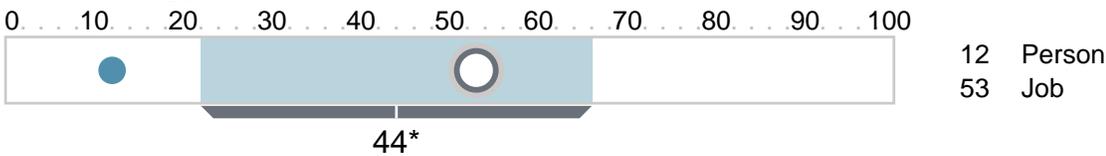
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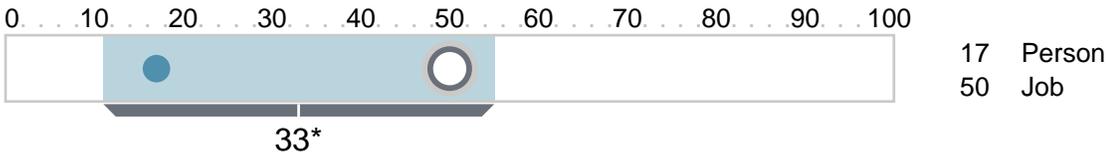
Primary Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

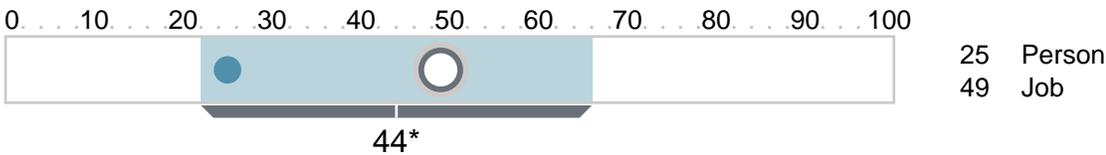
1. Resourceful - People who are driven by practical results, maximizing both efficiency and returns for their investments of time, talent, energy and resources.



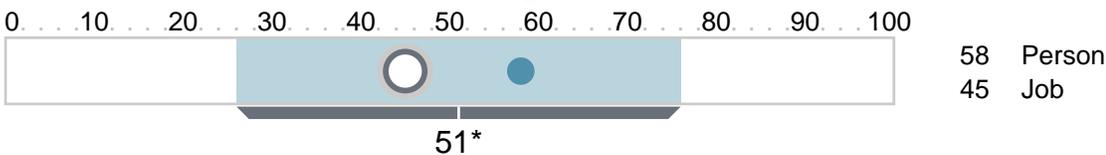
2. Harmonious - People who are driven by the experience, subjective viewpoints and balance in their surroundings.



3. Receptive - People who are driven by new ideas, methods and opportunities that fall outside a defined system for living.



4. Intentional - People who are driven to assist others for a specific purpose, not just for the sake of being helpful or supportive.



* 68% of the population falls within the shaded area.

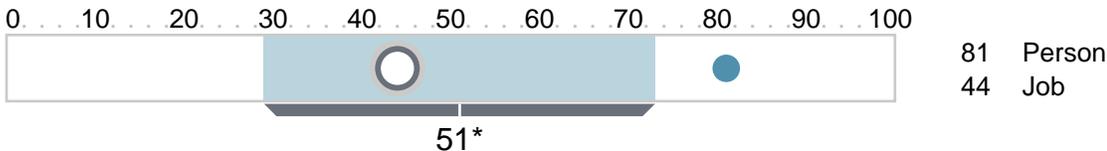
○ - Job ● - Person



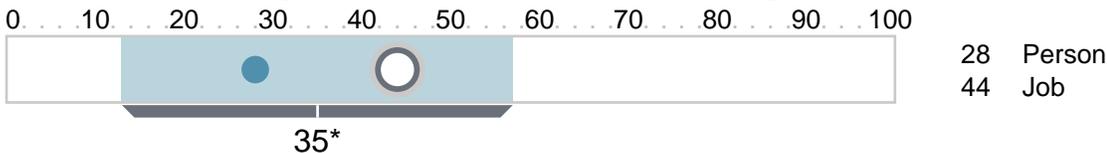
Situational Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

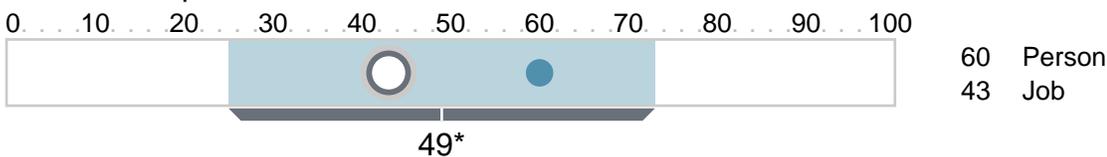
5. Intellectual - People who are driven by opportunities to learn, acquire knowledge and the discovery of truth.



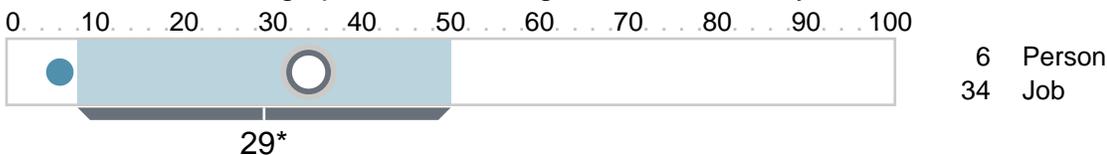
6. Collaborative - People who are driven by being in a supporting role and contributing with little need for individual recognition.



7. Commanding - People who are driven by status, recognition and control over personal freedom.



8. Instinctive - People who are driven by utilizing past experiences, intuition and seeking specific knowledge when necessary.



* 68% of the population falls within the shaded area.

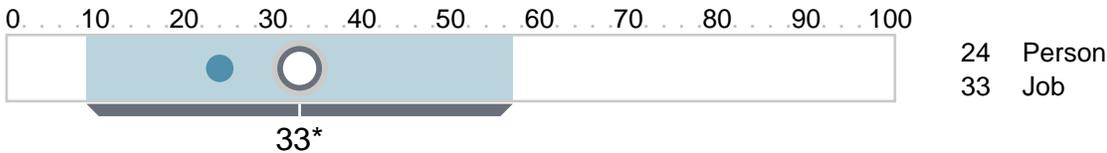
○ - Job ● - Person



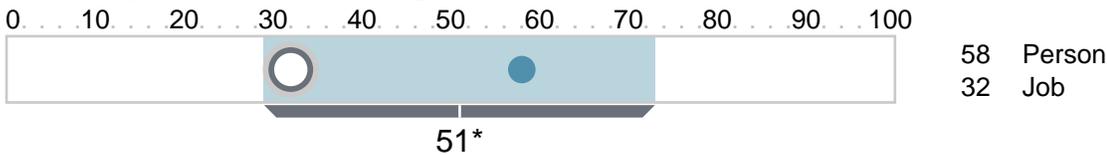
Indifferent Driving Forces Cluster

These graphs are based on the hierarchy of the job benchmark's driving forces in descending order from highest provided by the job to the lowest. Gaps may point to areas in the job that do not align with the persons driving forces.

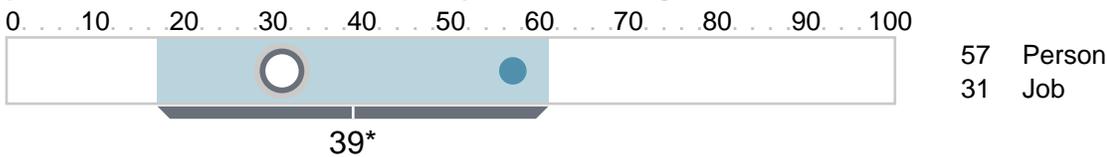
9. Altruistic - People who are driven by the benefits they provide others.



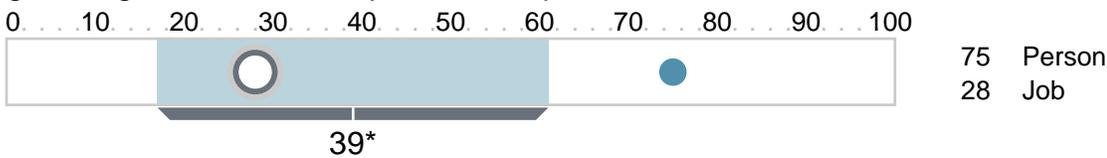
10. Objective - People who are driven by the functionality and objectivity of their surroundings.



11. Structured - People who are driven by traditional approaches, proven methods and a defined system for living.



12. Selfless - People who are driven by completing tasks for the greater good, with little expectation of personal return.



* 68% of the population falls within the shaded area.

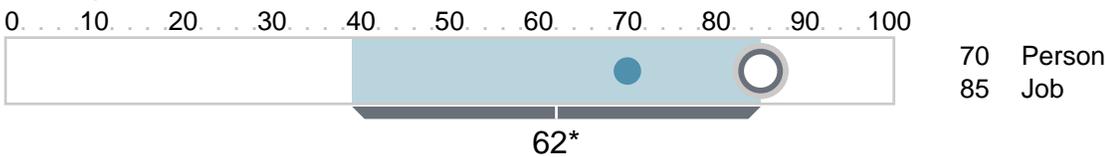
○ - Job ● - Person



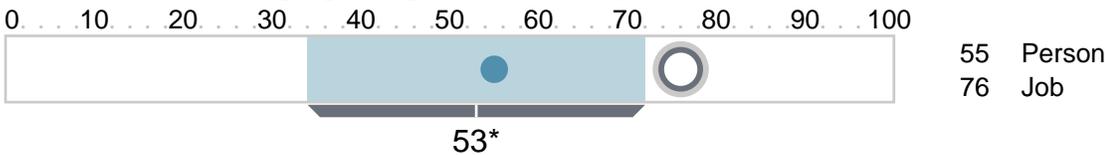
Behavioral Hierarchy

This section is designed to give a visual understanding of the behavioral traits demanded of the job and the natural behavioral style(s) of the individual(s). The graphs are in descending order from the highest rated behavioral traits required by the job to the lowest. In comparing the results in this section, it is important to note how gaps may indicate a level of stress that could be created when a person is forced to adapt behavior that is not his/her natural style.

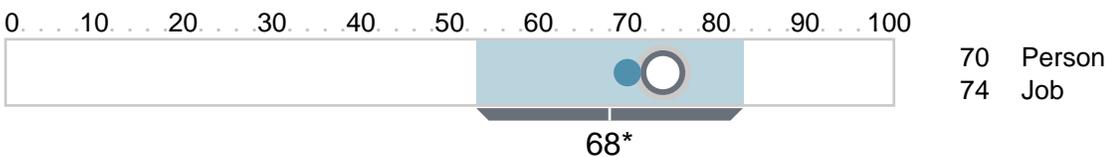
1. Frequent Interaction with Others - The job will comfortably deal with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



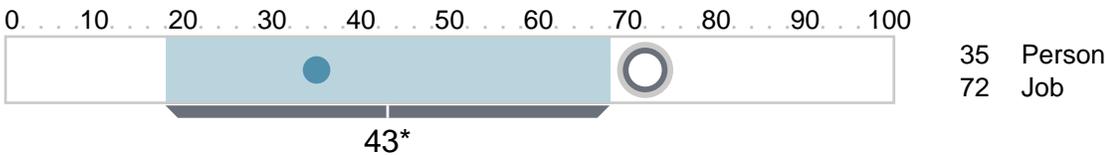
2. Versatility - The job calls for a high level of optimism and a "can do" orientation. It will require multiple talents and a willingness to adapt them to changing assignments as required.



3. People Oriented - The job demands a positive and constructive view of working with others. There will be a high percentage of time spent in listening to, understanding and successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



4. Urgency - The job requires decisiveness, quick response, fast action. It will often be involved in critical situations demanding that on-the-spot decisions be made with good judgment. The job will repeatedly face important deadlines that must be met on time.



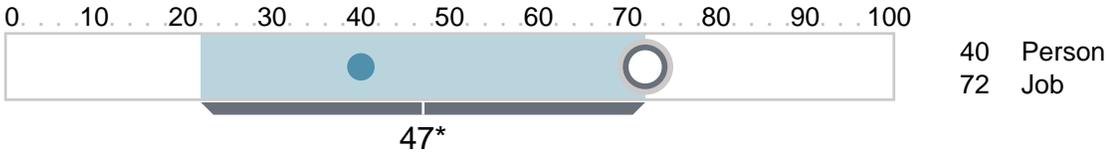
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- Job - Person

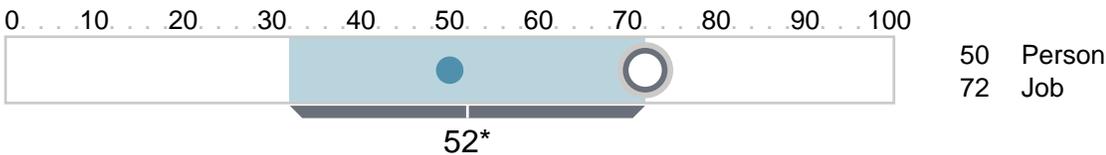


Behavioral Hierarchy

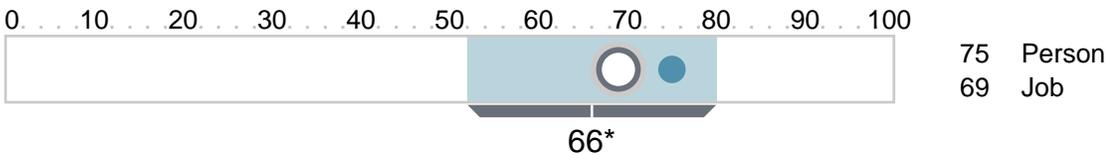
5. Competitiveness - The job exists within a demanding environment where consistently winning is critical. The job demands tenacity, boldness, assertiveness and a "will to win" in dealing with highly competitive situations.



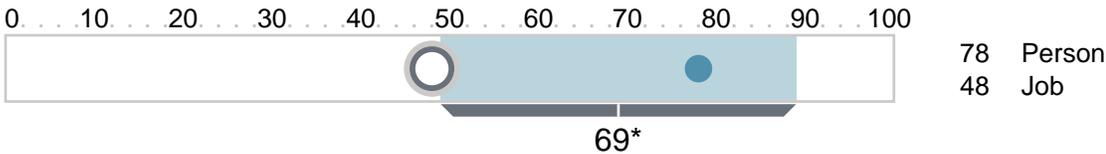
6. Frequent Change - The job requires a comfort level with "juggling many balls in the air at the same time!" It will be asked to leave several tasks unfinished and easily move on to new tasks with little or no notice.



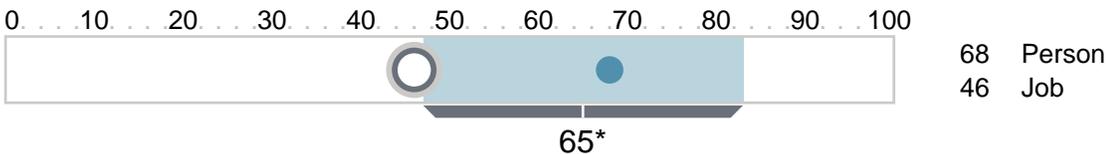
7. Customer Relations - The job demands a desire to convey your sincere interest in your internal and/or external customers.



8. Following Policy - The job calls for complying with the policy or if no policy, complying with the way it has been done in the past.



9. Consistency - The job requires the ability to do the job the same way on a repeated basis.



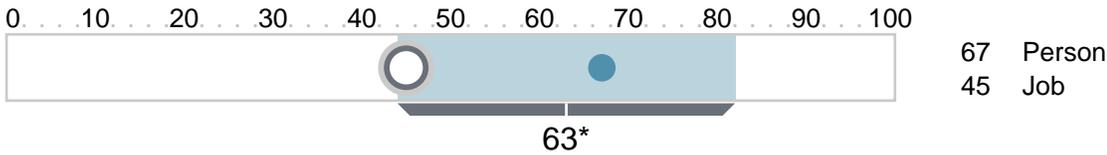
* 68% of the population falls within the shaded area.

○ - Job ● - Person

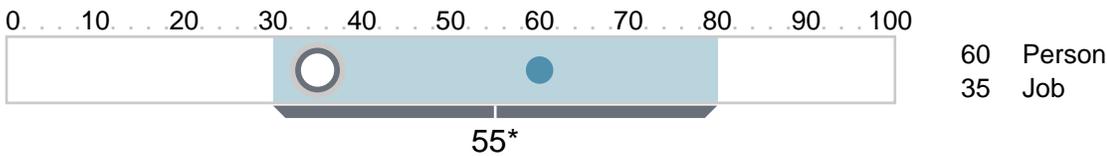


Behavioral Hierarchy

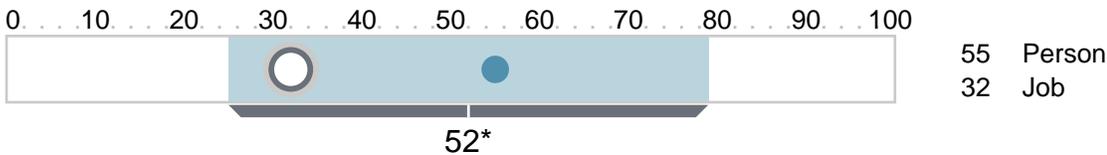
10. Follow Up and Follow Through - The job requires a need to be thorough and complete tasks that have been started.



11. Analysis of Data - The job deals with a large number of details. It requires that details, data and facts are analyzed and challenged prior to making decisions and that important decision-making data is maintained accurately for repeated examination as required.



12. Organized Workplace - The job's success depends on systems and procedures, its successful performance is tied to careful organization of activities, tasks and projects that require accuracy. Record keeping and planning are essential components of the job.



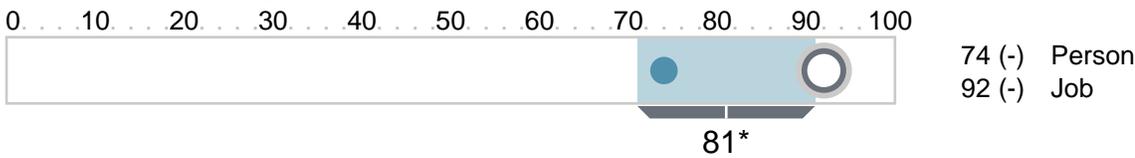
* 68% of the population falls within the shaded area.



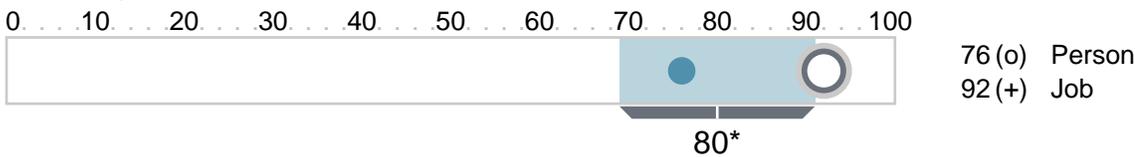
Acumen Indicators

This section identifies the acumen needed for superior performance in this position. These scores are calculated based on the world view (blue) and self view (red) required by the job. Each factor has a clarity score from one to ten and a bias indicator ranging from undervalued, neutral or overvalued for each dimension.

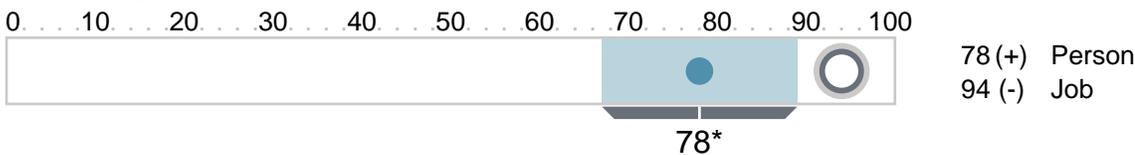
UNDERSTANDING OTHERS - The development of the capacity to discern individuality in others.



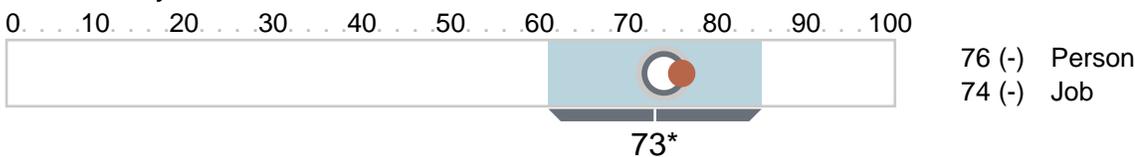
PRACTICAL THINKING - The development of the capacity to discern practical values in situations in the outside world.



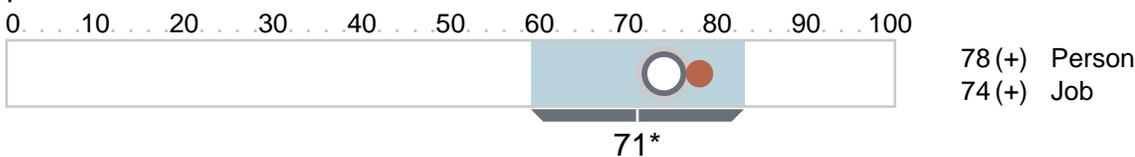
SYSTEMS JUDGMENT - The development of the capacity to discern systems and order in the world.



SENSE OF SELF - The development of the capacity to discern individuality in one's self.



ROLE AWARENESS - The development of the capacity to discern practical values in situations in one's own roles in the world.



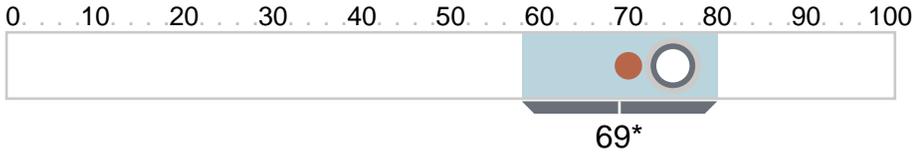
* 68% of the population falls within the shaded area.

○ - Job ● - Person



Acumen Indicators

SELF DIRECTION - The development of the capacity to discern systems and order within oneself.



70(o) Person
75(+) Job

* 68% of the population falls within the shaded area.

○ - Job ● - Person

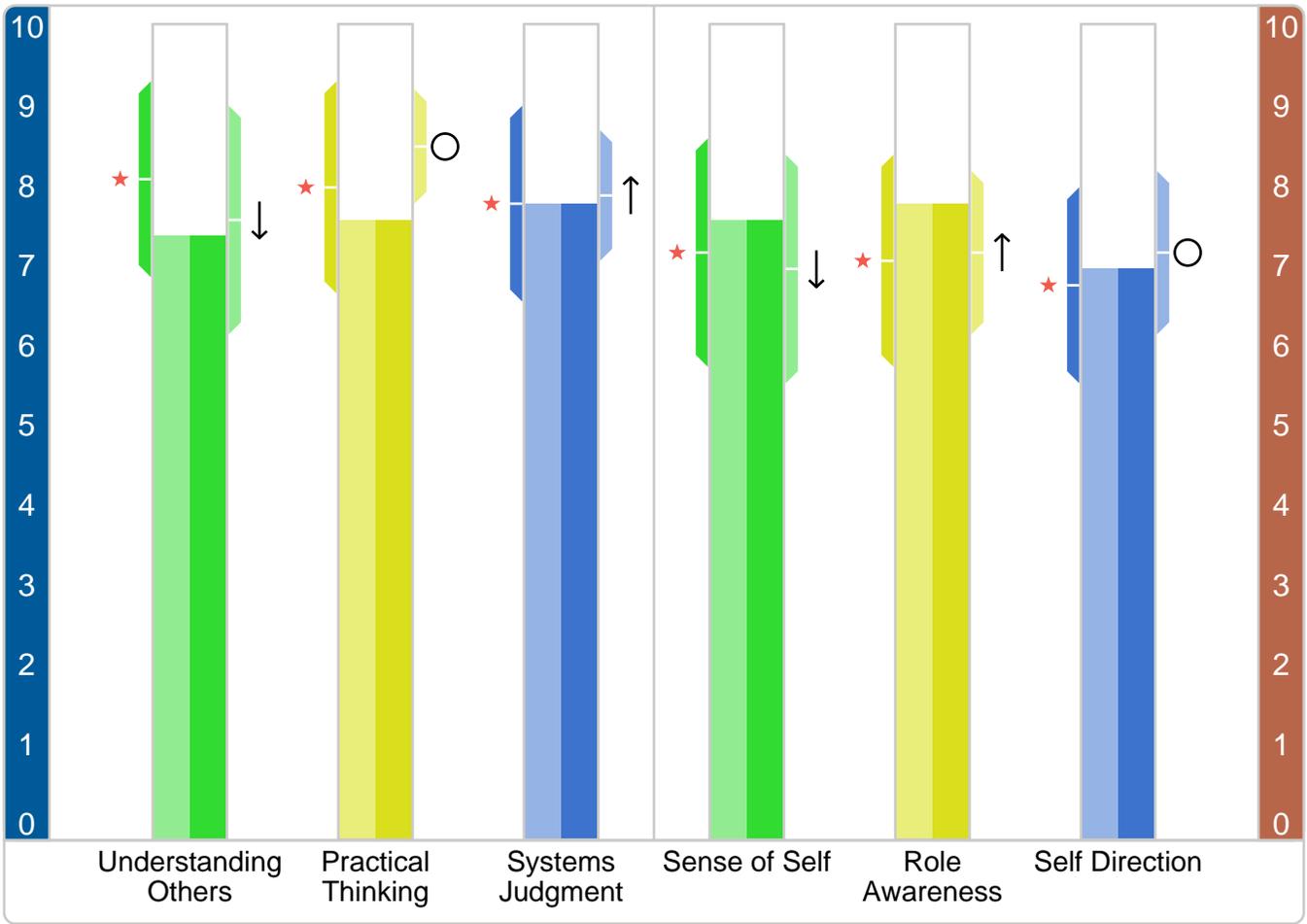


Dimensional Balance

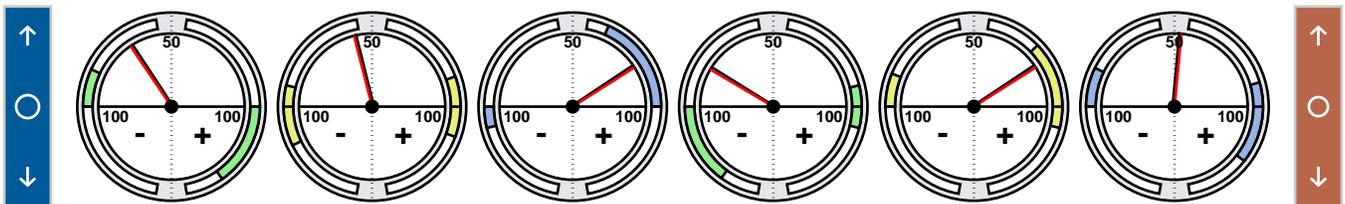
- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score	7.4	7.6	7.8	7.6	7.8	7.0
Bias	↓	○	↑	↓	↑	○



Rev: 0.89-0.88

T: N/A



TTI
SUCCESS
INSIGHTS®

TriMetrix® HD

Management-Staff Coaching

Mitch Thompson
Information Technology
Sample Co.
5-21-2013

Your Address Here
Your Phone Number Here
Your Email Address Here





Introduction Where Opportunity Meets Talent®

The TriMetrix® HD Coaching Report was designed to increase the understanding of an individual's talents. The report provides insight to four distinct areas: behaviors, motivators, acumen and competencies. Understanding strengths and weaknesses in each of the four areas will lead to personal and professional development and a higher level of satisfaction.

The following is an in-depth look at your personal talents in the four main sections:

Behaviors

This section of the report is designed to help you attain a greater knowledge of yourself as well as others. The ability to interact effectively with people may be the difference between success and failure in your work and personal life. Effective interaction starts with an accurate perception of oneself.

Motivators

This section of the report provides information on the why of your actions, which with application and coaching, can tremendously impact your valuing of life. Once you know the motivations that drive your actions, you will immediately be able to understand the causes of conflict.

Integrating Behaviors And Motivators

This section of the report will help you blend the how and the why of your actions. Once you can understand how your behaviors and motivators blend together, your performance will be enhanced and you will experience an increase in satisfaction.

Acumen Indicators

This section of the report will help you truly understand how you analyze and interpret your experiences. Your acumen, keenness and depth of perception or discernment, is directly related to your level of performance.

Competencies

This section presents 25 key competencies and ranks them from top to bottom, defining your major strengths. The skills at the top highlight well-developed capabilities and reveal where you are naturally most effective in focusing your time.



Introduction Behaviors Section

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



Communication Tips

This section provides suggestions on methods which will improve Mitch's communications with others. The tips include a brief description of typical people with whom he may interact. By adapting to the communication style desired by other people, Mitch will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



Descriptors

Based on Mitch's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Demanding Egoentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Dominance	Influencing	Steadiness	Compliance
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details

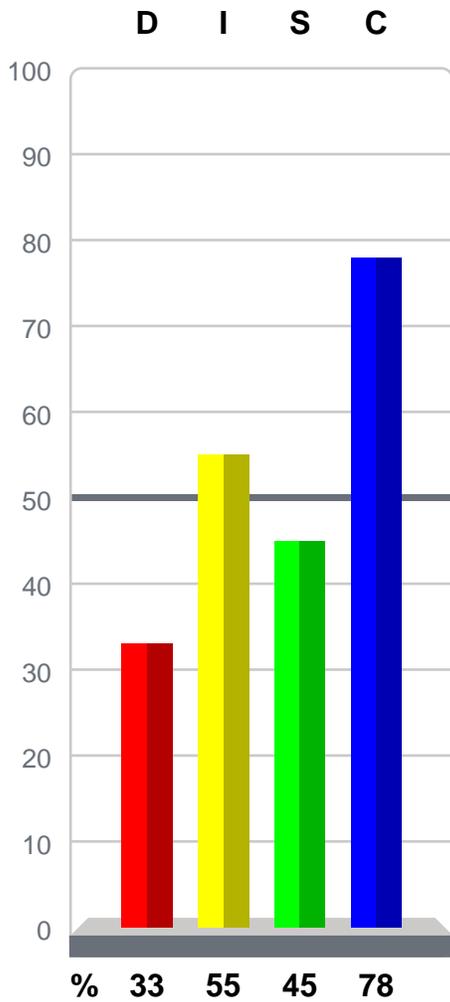


Style Insights® Graphs

5-21-2013

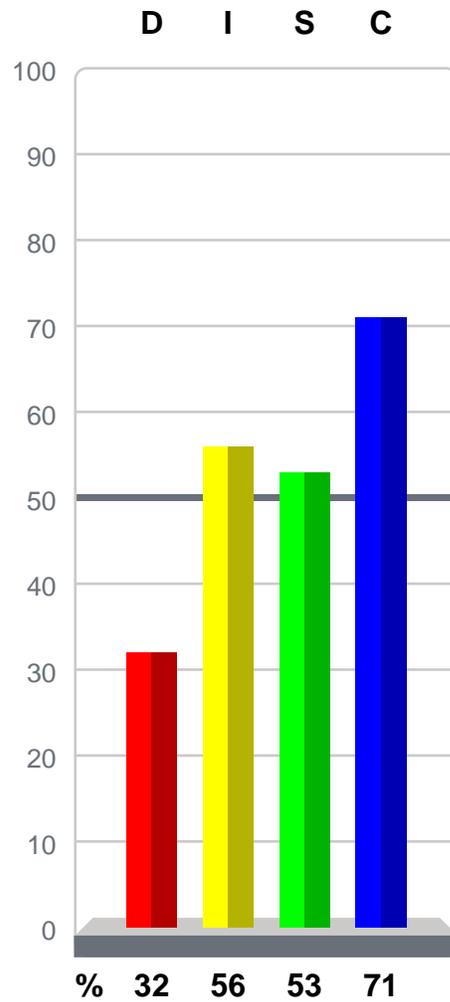
Adapted Style

Graph I



Natural Style

Graph II



Norm 2011 R4



The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

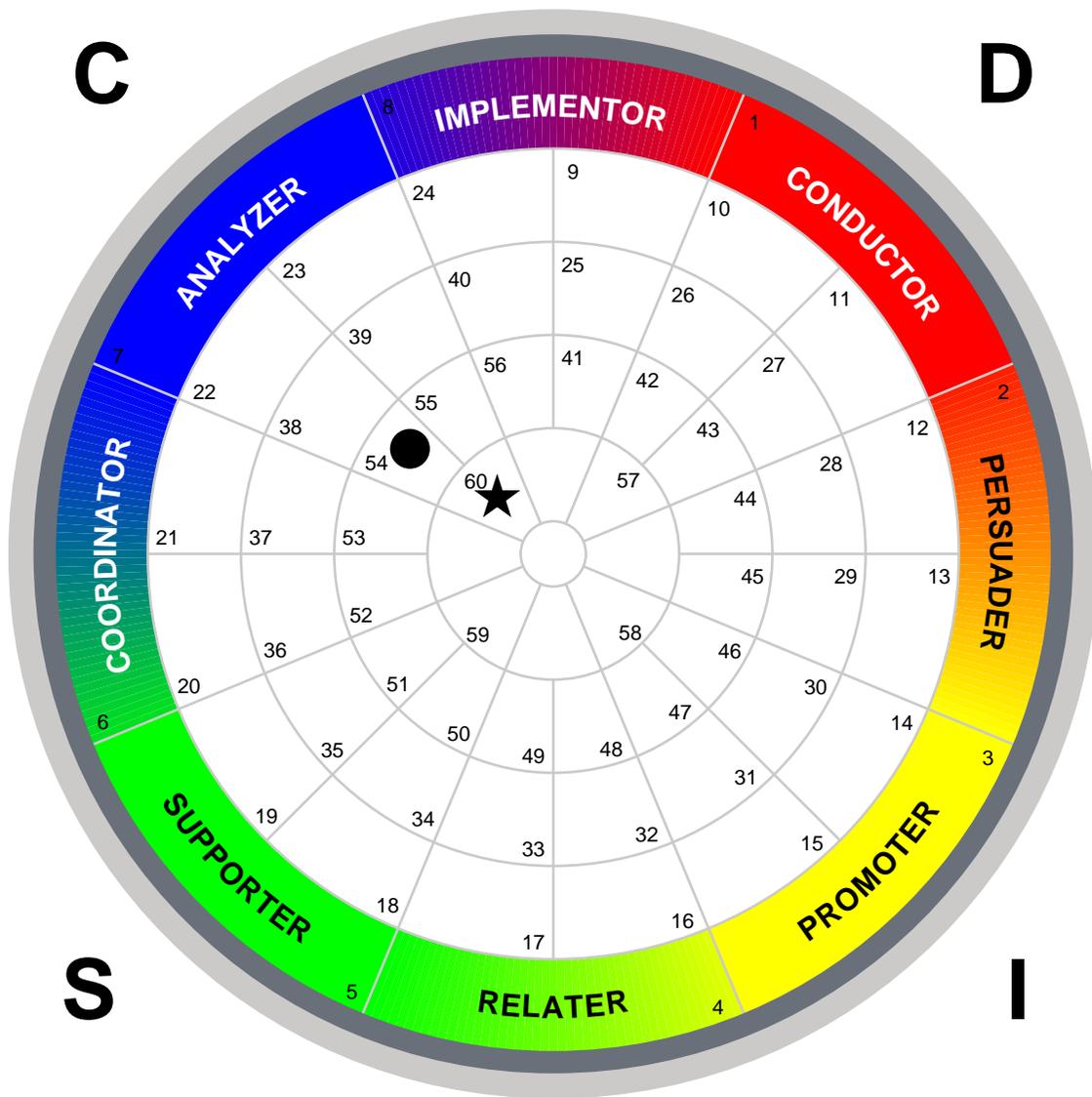
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



The Success Insights® Wheel

5-21-2013



Adapted: ★ (60) PROMOTING ANALYZER (ACROSS)
 Natural: ● (54) COORDINATING ANALYZER (ACROSS)

Norm 2011 R4

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Mitch Thompson



Introduction Motivators Section

Knowledge of an individual's motivators help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The Personal Motivators & Engagement report measures the relative prominence of six basic interests or motivators (a way of valuing life): Theoretical, Utilitarian, Aesthetic, Social, Individualistic and Traditional.

Motivators help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six motivators. Your top two and sometimes three motivators cause you to move into action. You will feel positive when talking, listening or doing activities that satisfy your top motivators.

The feedback you will receive in this section will reflect one of three intensity levels for each of the six motivators.

- **Strong** - positive feelings that you need to satisfy either on or off the job.
- **Situational** - where your feelings will range from positive to indifferent based on other priorities in your life at the time. These motivators tend to become more important as your top motivators are satisfied.
- **Indifferent** - your feelings will be indifferent when related to your 5th or 6th motivator.

Your Personal Motivators Ranking		
1st	Theoretical	Strong
2nd	Social	Strong
3rd	Individualistic	Situational
4th	Utilitarian	Situational
5th	Traditional	Indifferent
6th	Aesthetic	Indifferent



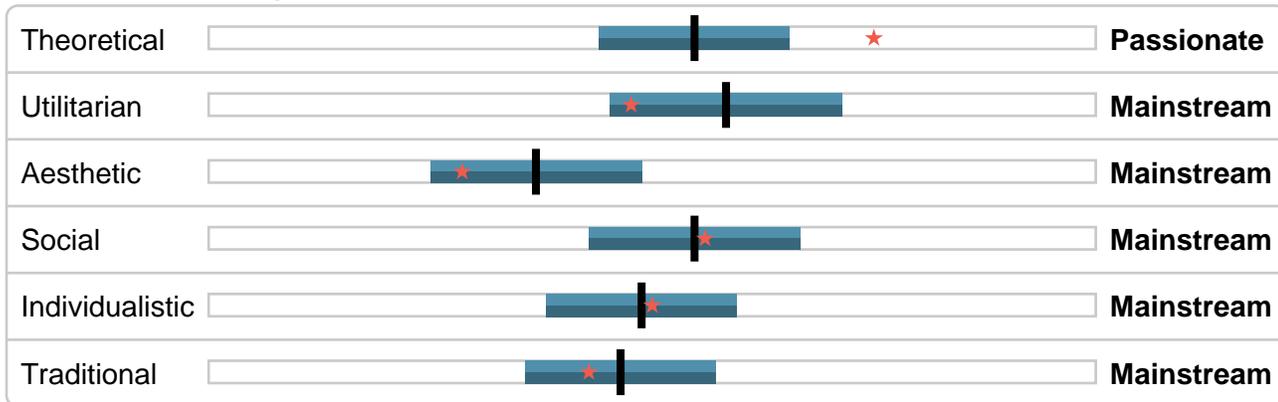
Motivators - Norms & Comparisons

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar motivators, you will fit in with the group and be energized. However, when surrounded by people whose motivators are significantly different from yours, you may be perceived as out of the mainstream. These differences can induce stress or conflict. **When confronted with this type of situation you can:**

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

This section reveals areas where your motivators may be outside the mainstream and could lead to conflict. The further away you are from the mainstream on the high side, the more people will notice your passion about that motivator. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that motivator. The shaded area for each motivator represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2011



- 68 percent of the population - national mean - your score

Mainstream - one standard deviation of the national mean
Passionate - two standard deviations above the national mean
Indifferent - two standard deviations below the national mean
Extreme - three standard deviations from the national mean



Motivators - Norms & Comparisons

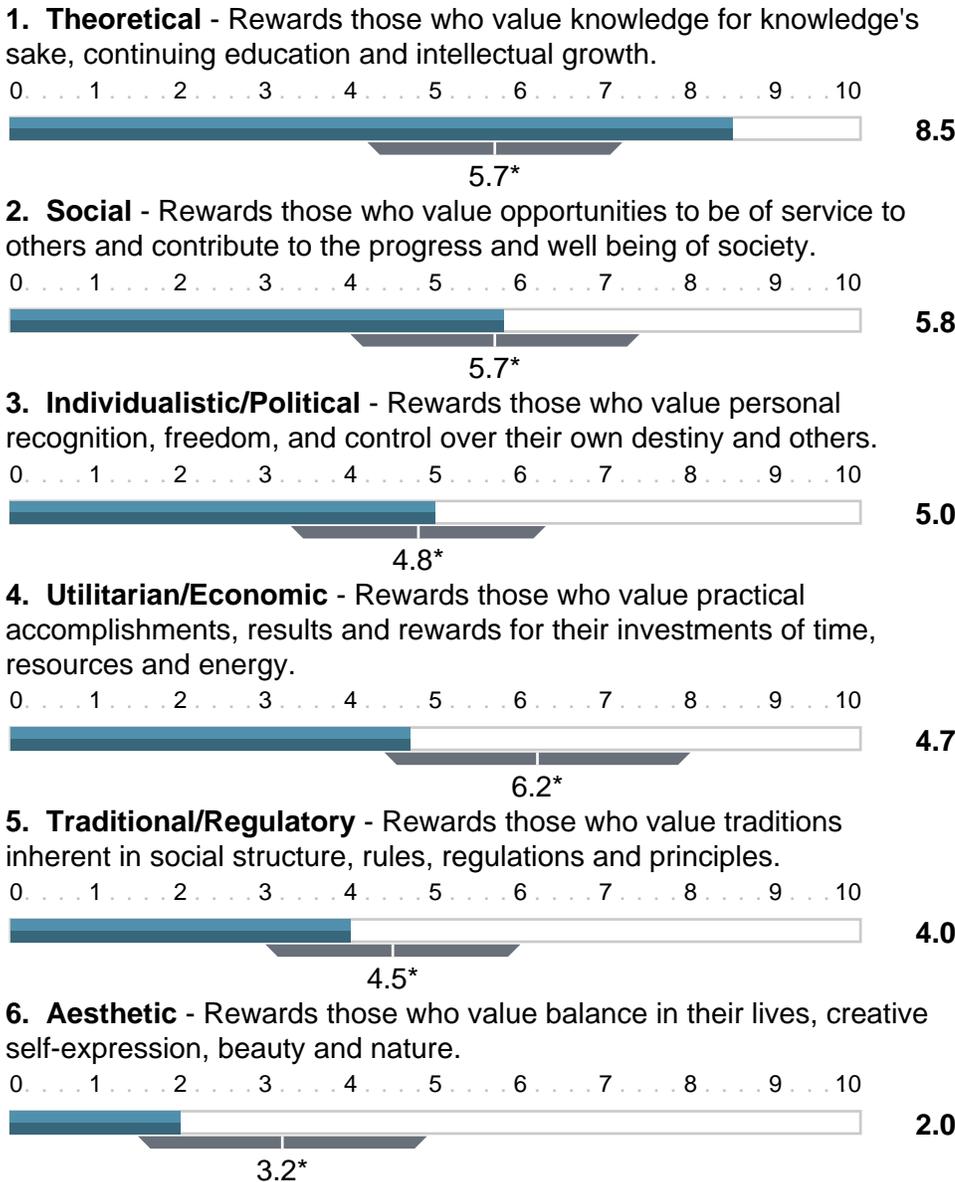
Areas in which you have strong feelings or passions compared to others:

- You have an intense passion for learning new things, always searching for opportunities to advance your knowledge. Others may struggle with the amount of time and resources you are willing to invest to learn new things. They might think you should stop learning and start doing.

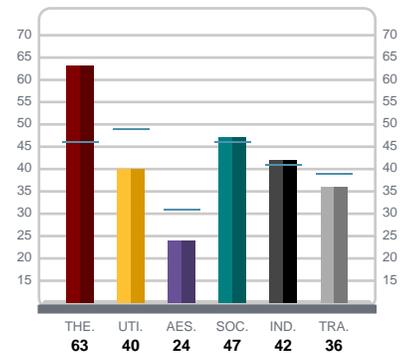


Motivators Hierarchy

Your motivation to succeed in anything you do is determined by your underlying motivators. You will feel energized and successful at work when your job supports your personal motivators. They are listed below from the highest to the lowest.



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* 68% of the population falls within the shaded area.



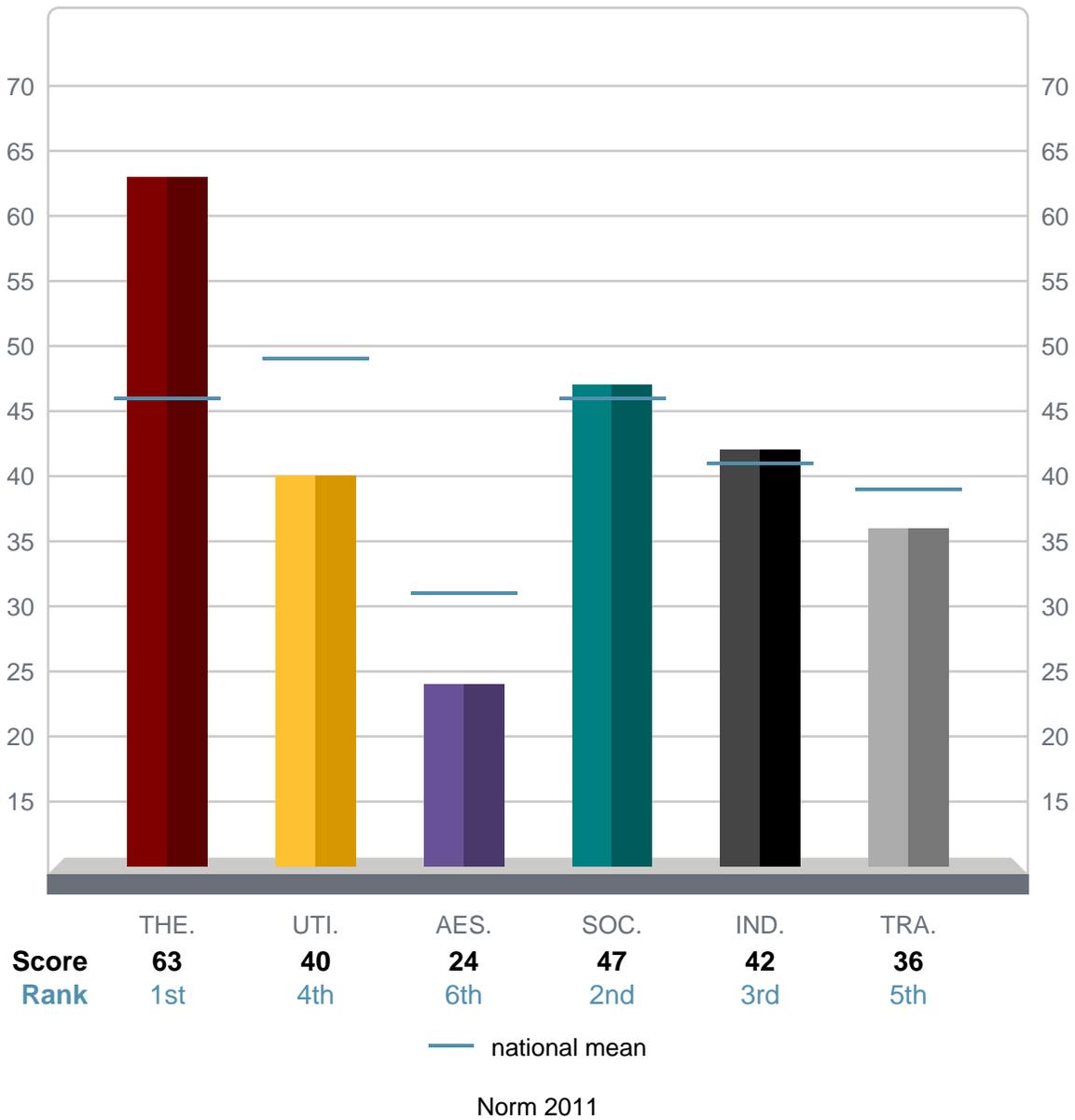
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Mitch Thompson



Motivation Insights® Graph

5-21-2013



T: 7:56

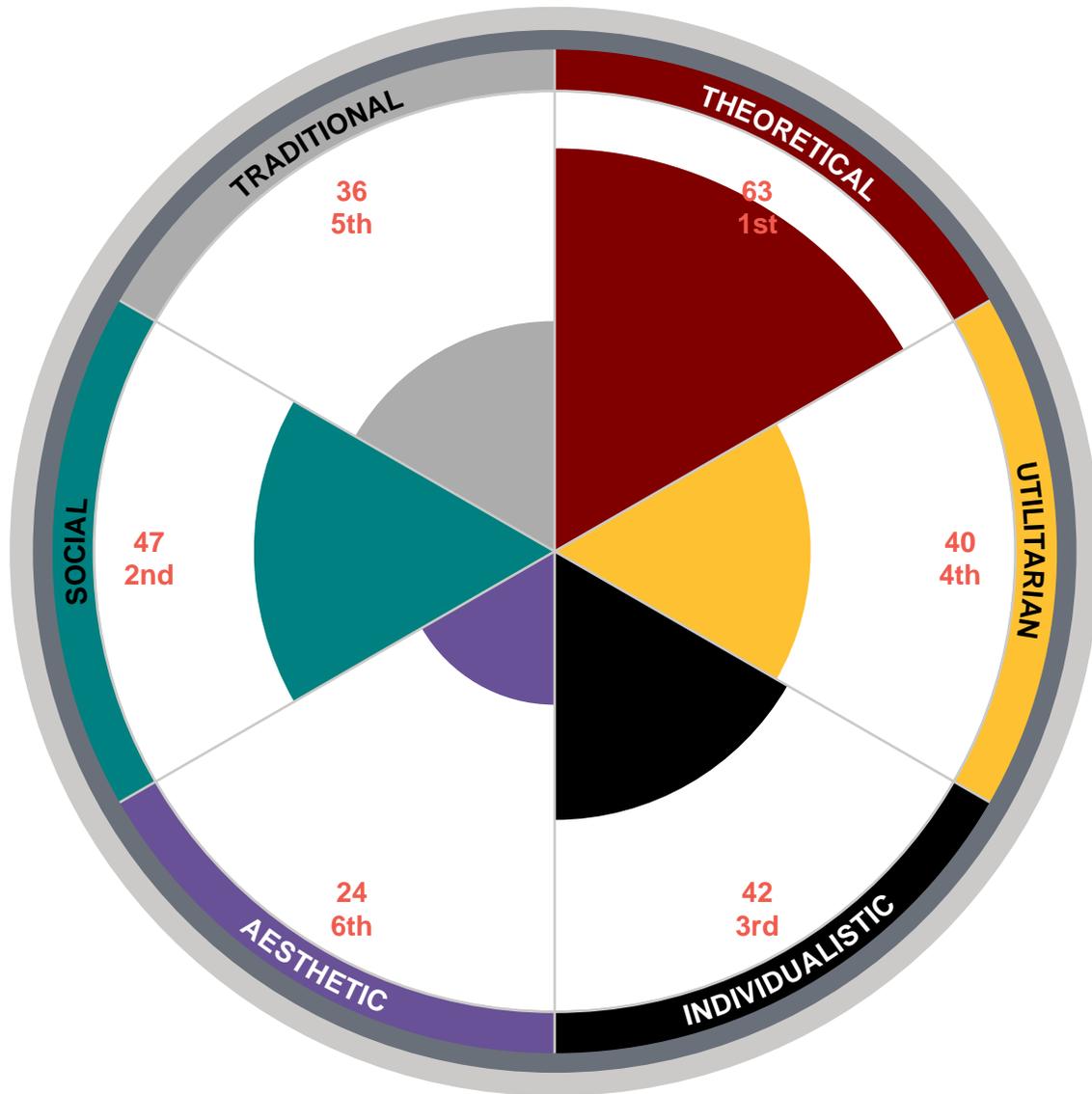
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Mitch Thompson



Motivators Wheel™

5-21-2013



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Mitch Thompson



Introduction Integrating Behaviors and Motivators Section

The ultimate power behind increasing job satisfaction and performance comes from the blending of your behaviors and motivators. Each individually is powerful in order to modify your actions, but the synergy of blending the two moves you to a whole new level.

In this section you will find:

- Potential Behavioral and Motivational Strengths
- Potential Behavioral and Motivational Conflict
- Ideal Environment
- Keys to Motivating
- Keys to Managing



Introduction Acumen Indicators Section

Research has shown that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

The Acumen Indicators Section is designed to help an individual truly understand themselves, how they analyze and interpret their experiences. A person's acumen, keenness and depth of perception or discernment, is directly related to their level of performance. The stronger a person's acumen, the more aware they are of their reality in both their external and internal world.

This section explores both how a person interacts with the external world and from a personal perspective. There are seven primary areas that this section will explore:

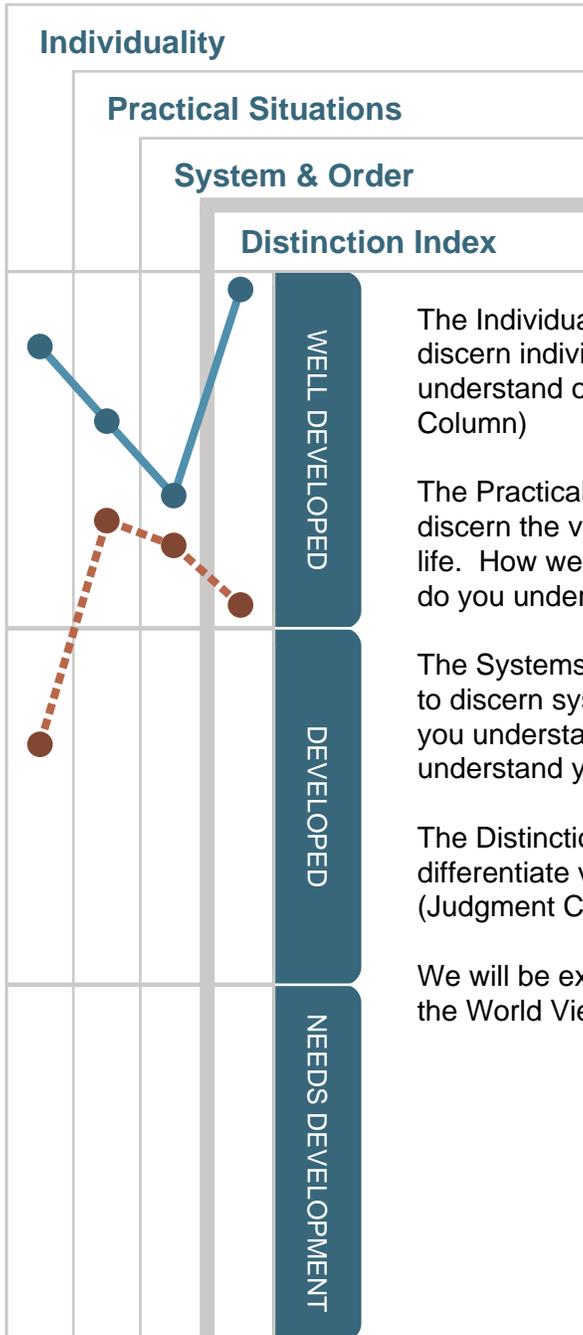
- Summary of Acumen Capacity
- World View General Characteristics
- Self View General Characteristics
- Clarity of Performance and Situational Awareness
- Capacity for Problem Solving
- Reaction Index
- Business Performance Summary

Be sure to read the entire section with an open mind. Everyone has areas where they can improve. Use the content of this section while working with your mentor, professional coach or manager in order to make improvements, both personally and professionally.



Summary of Acumen Capacity

The Dimensions section measures Mitch's capacity to understand each of the dimensions individually as well as the capacity to differentiate the value elements in situations.



The Individuality column relates to the development of your capacity to discern individuality in others and individuality in oneself. How well do you understand others? How well developed is your sense of self? (Feeling Column)

The Practical Situations column relates to the development of your capacity to discern the value in situations in the outside world and in one's own roles in life. How well do you understand all aspects of practical situations? How well do you understand your roles in life? (Doing Column)

The Systems and Order column relates to the development of your capacity to discern systems and order in the world and within oneself. How well do you understand structure and organization in the world? How well do you understand your self-organization and future direction? (Thinking Column)

The Distinction Index Column relates to your development of the capacity to differentiate values in general in the world as well as within oneself. (Judgment Column)

We will be exploring this information in more detail over the next two pages in the World View and Self View sections.

World View **Self-View**





Clarity of Performance and Situational Awareness

Clarity of Performance and Situational Awareness score both internally and externally. The Clarity of Performance measures a person's ability to see the relevant in situations, their capacity for focusing on, understanding and valuing the dimensions evenly in the outside world and within oneself. The Situational Awareness score is the measurement of Mitch's awareness of the reality of the outside world and within his own world.

External Clarity of Performance: Development of a *sense of proportion* in evaluating personal, practical and theoretical situations in the outside world.



- Mitch should do his best to remain objective in dealing with situations and issues of all kinds.
- Mitch lacks some sense of proportion in viewing the world, as he lacks some clarity in seeing the big picture.
- Mitch, on the whole, has an objective view of issues but should seek to evaluate them equally in terms of people, tasks and systems.

External Situational Awareness: Development of the awareness of the reality of the world.

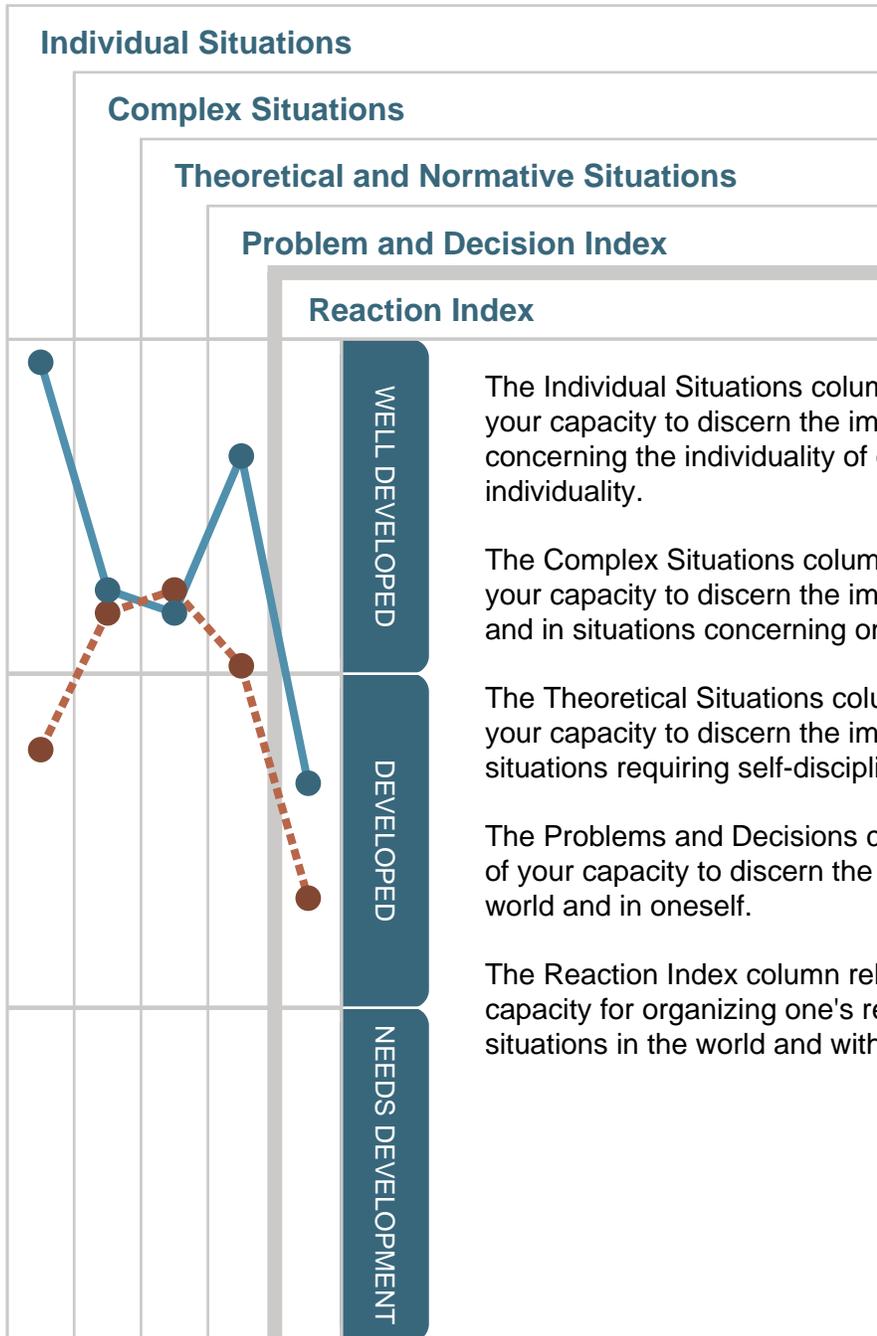


- Mitch may have unrealistic expectations when it comes to people, tasks and systems.
- Mitch has difficulty seeing the "bigger picture."
- Mitch should seek to develop his overall understanding of situations and issues in his work environment.

* 68% of the population falls within the shaded area.



Summary of Capacity for Problem Solving



The Individual Situations column relates to the development of your capacity to discern the importance within situations concerning the individuality of others and concerning one's own individuality.

The Complex Situations column relates to the development of your capacity to discern the importance within practical situations and in situations concerning one's own roles in life.

The Theoretical Situations column relates to the development of your capacity to discern the importance within systems and in situations requiring self-discipline.

The Problems and Decisions column relates to the development of your capacity to discern the importance within situations in the world and in oneself.

The Reaction Index column relates to the development of your capacity for organizing one's reactions when confronted with situations in the world and within oneself.

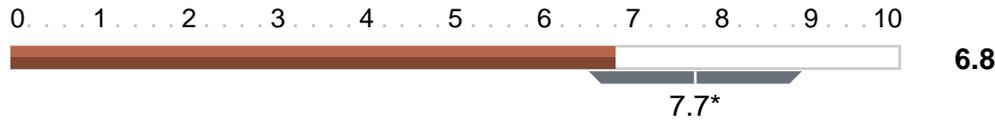
World View Self-View



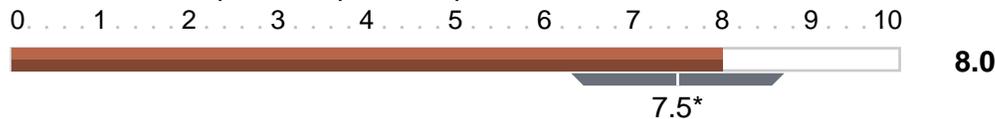


Capacity for Problem Solving Continued

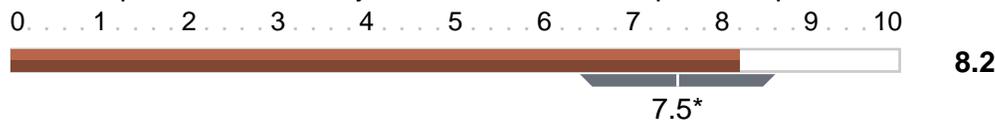
Internal Problem Solving Ability - The ability to perceive the important within the complex in situations that concern one's own individuality in order to solve one's own personal problems.



Problem Solving Ability Within One's Roles - The ability to perceive the important within the complex in situations which concern one's roles in order to resolve personal practical problems.



Problem Solving Ability Regarding One's Future - The ability to perceive the important within the complex in problems which require self-discipline and the ability to resolve theoretical personal problems.



Capacity for Problem Solving and Decision Making Within One's Self - The ability to perceive the important within the complex within one's self in order to resolve problems and to make personal decisions.



* 68% of the population falls within the shaded area.



Reaction Index

The Reaction Index is determined by looking at Mitch's External Control and Internal Control. The combination of this information will identify one's capacity for appropriate response in difficult situations. Levels of development will be indicated by Well Developed, Developed or Needs Development.

External Control: The ability to appear to be rational and in control when facing problems or crises.



- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving systems and theories.
- His capacity to organize and discipline his reactions when confronted with outside problems is developed.
- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving other people.
- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving practical situations.

Internal Control: The ability to remain in conscious command of one's internal self when confronted with difficult circumstances and to respond rationally.



- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving self-discipline.
- His capacity to organize and discipline his reactions when confronted with problems within himself is developed.
- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving his own individuality.
- He shows some discipline and organization when reacting to conflict, primarily dealing with problems involving his roles in life.

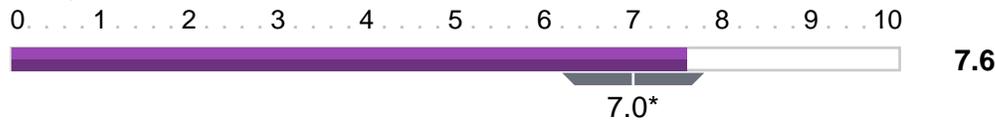
* 68% of the population falls within the shaded area.



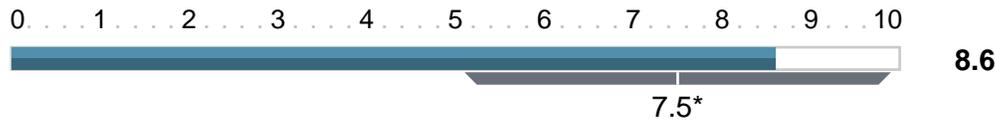
Business Performance Summary

The business performance summary will identify Mitch's capacity to solve problems and concentrate during challenging times and ability to make balanced decisions. Levels of development will be indicated through a numerical score for Balanced Decision Making and External and Internal Control as well as by Well Developed, Developed and Needs Development for the Attitude Index.

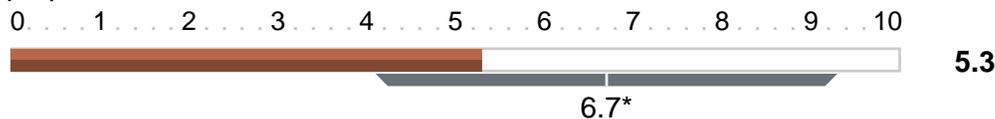
Balanced Decision Making - The ability to make consistently sound and timely decisions in one's personal and professional life.



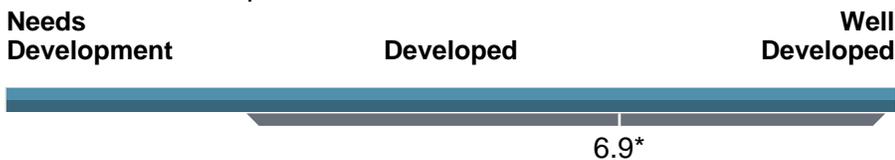
External Concentration Index - The ability to concentrate with a sense of proportion in external situations.



Internal Concentration Index - The ability to concentrate with a sense of proportion in internal situations.



Attitude Index: Attitude Index shows the positive or negative attitude of the person toward the world and is a result of over or under-valuing the statements in the questionnaire.



■ - External ■ - Internal ■ - Combined External and Internal

Attitude Index General Descriptors

- Open-minded - accessible, flexible
- Positive - encouraging, upbeat
- Approving - favorable
- Appreciative - grateful, thankful

* 68% of the population falls within the shaded area.

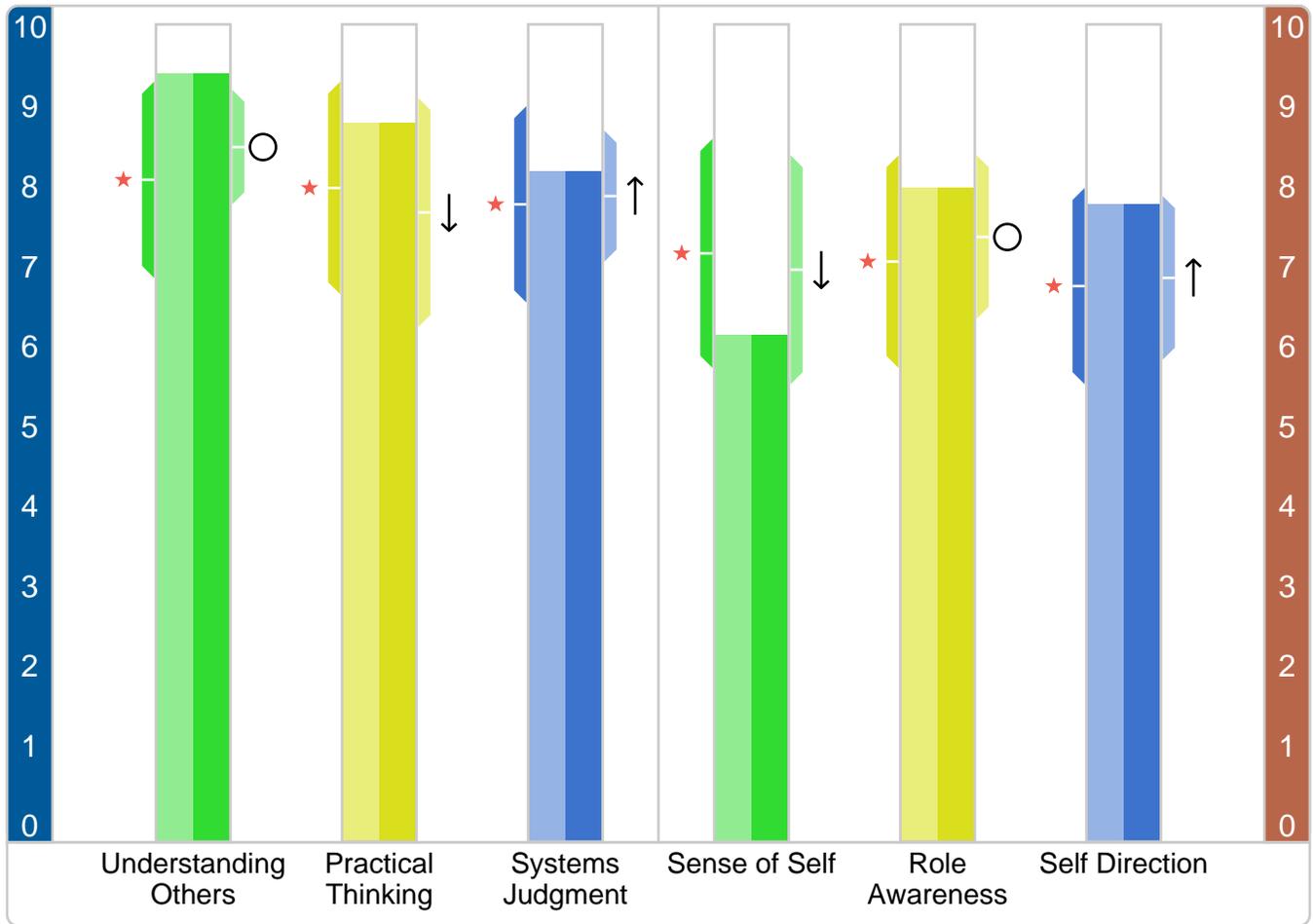


Dimensional Balance

- ★ Population mean
- ↑ Overvaluation
- Neutral valuation
- ↓ Undervaluation

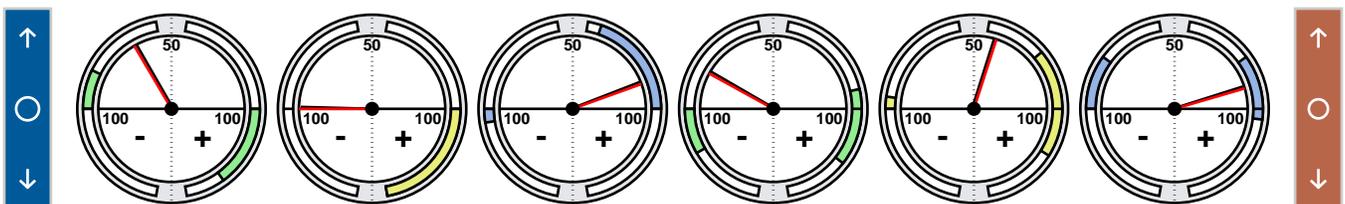
EXTERNAL FACTORS (Part 1)

INTERNAL FACTORS (Part 2)



Score 9.4 8.8 8.2 6.2 8.0 7.8

Bias ○ ↓ ↑ ↓ ○ ↑



Rev: 0.95-0.86



Introduction Competencies Section

Your success in any job depends on the value of your contribution to the organization. Managers, mentors and professional coaches can encourage, advise and guide you as you grow professionally. However, the ultimate responsibility for your career development is yours and yours alone.

This report is designed to assist you in managing and developing your career. For many jobs, personal skills are as important as technical skills in producing superior performance. Personal skills are often transferable to different jobs, whereas technical skills are usually more specific.

Your development of these personal skills are categorized into four levels:

- 1) Well Developed
- 2) Developed
- 3) Moderately Developed
- 4) Needs Development

While personal skills are certainly important for career development, it is not necessary to fully develop every one. In fact, development of a personal skill may not benefit your career if it isn't required in your current job. In order to optimize your career potential, it is best to focus your development efforts on the personal skills that are required in your current job, or the job you want.

Be sure to read the entire report with an open mind. Everyone has areas where they can improve. Before deciding to work on developing personal skills you have not yet fully developed, you may want to discuss the report with a trusted peer, mentor or professional coach. You may even wish to share the report with your manager. In most cases, management takes a very positive view of individuals who wish to develop their skills.



Development Indicator

This section of your report shows your development level of 25 personal skills based on your responses to the questionnaire. The 25 personal skills have been categorized into four levels; based on means and standard deviations. Well Developed, Developed, Moderately Developed and Needs Development.

Personal Skills Ranking	
1	Understanding & Evaluating Others
2	Planning & Organizing
3	Personal Accountability
4	Conflict Management
5	Presenting
6	Flexibility
7	Problem Solving Ability
8	Self-Management
9	Customer Focus
10	Employee Development/Coaching
11	Teamwork
12	Written Communication
13	Decision Making
14	Resiliency
15	Conceptual Thinking
16	Goal Achievement
17	Diplomacy & Tact
18	Continuous Learning
19	Creativity
20	Empathy
21	Negotiation
22	Interpersonal Skills
23	Leadership
24	Persuasion
25	Futuristic Thinking

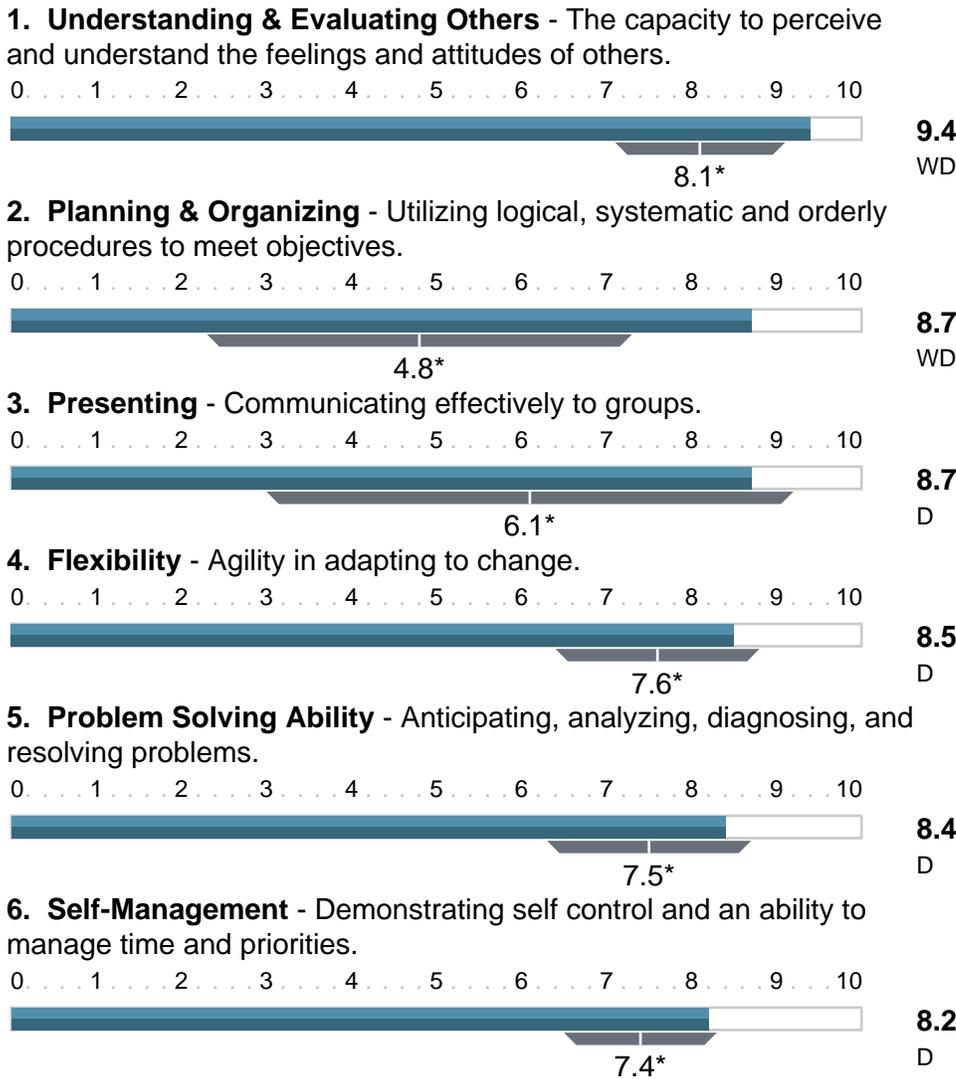
Note: Don't be concerned if you have not developed all 25 personal skills. Research has proven that individuals seldom develop all 25. Development of the most important personal skills needed for your personal and professional life is what is critical.

Well Developed
 Developed
 Moderately Developed
 Needs Development



Competencies Hierarchy

Your unique hierarchy of competencies is key to your success. Knowing what they are is essential to reaching your goals. The graphs below rank your competencies from top to bottom.



Development Legend

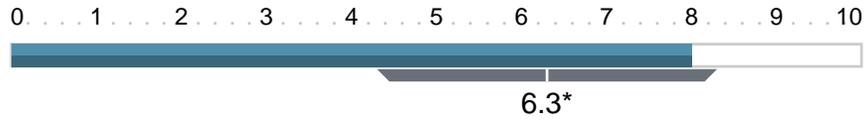
- WD = Well Developed
- D = Developed
- MD = Moderately Developed
- ND = Needs Development

* 68% of the population falls within the shaded area.



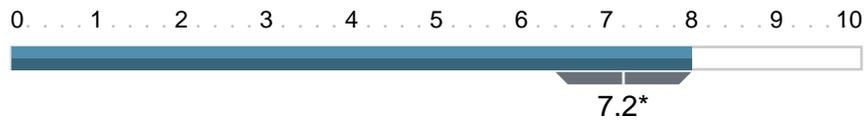
Competencies Hierarchy

7. Customer Focus - A commitment to customer satisfaction.



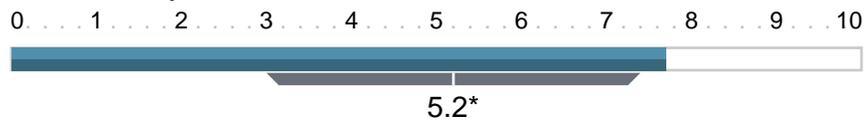
8.0
D

8. Personal Accountability - A measure of the capacity to be answerable for personal actions.



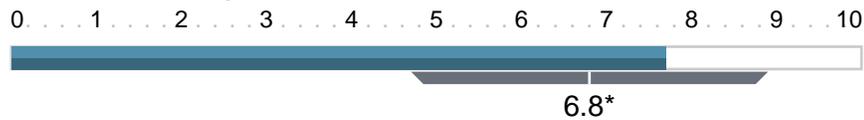
8.0
WD

9. Conflict Management - Addressing and resolving conflict constructively.



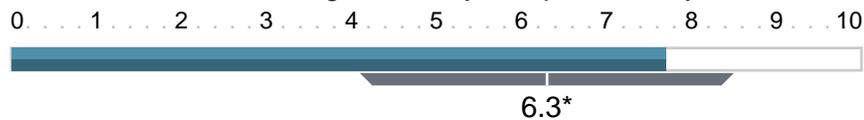
7.7
WD

10. Employee Development/Coaching - Facilitating and supporting the professional growth of others.



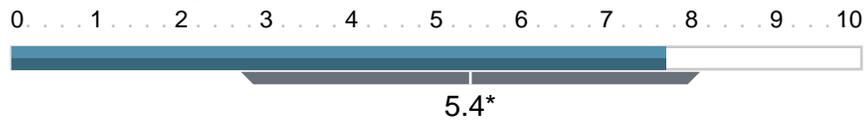
7.7
D

11. Teamwork - Working effectively and productively with others.



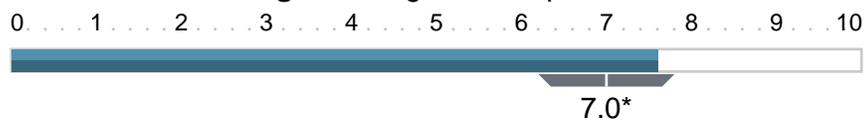
7.7
D

12. Written Communication - Writing clearly, succinctly and understandably.



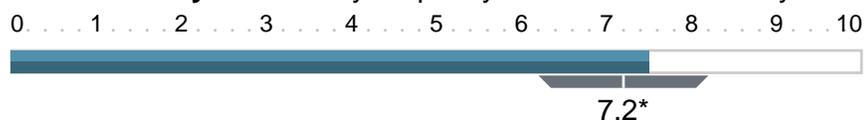
7.7
D

13. Decision Making - Utilizing effective processes to make decisions.



7.6
D

14. Resiliency - The ability to quickly recover from adversity.



7.5
D

* 68% of the population falls within the shaded area.



Competencies Hierarchy

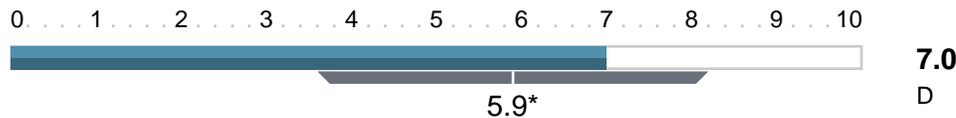
15. Conceptual Thinking - The ability to analyze hypothetical situations or abstract concepts to compile insight.



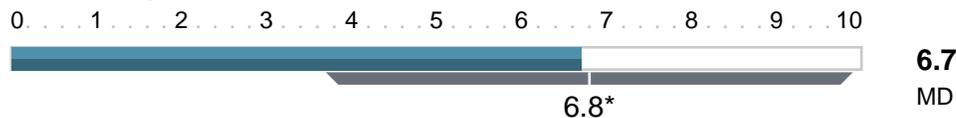
16. Goal Achievement - The ability to identify and prioritize activities that lead to a goal.



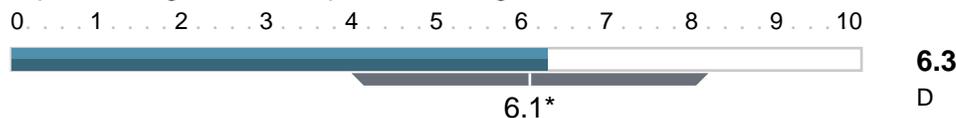
17. Diplomacy & Tact - The ability to treat others fairly, regardless of personal biases or beliefs.



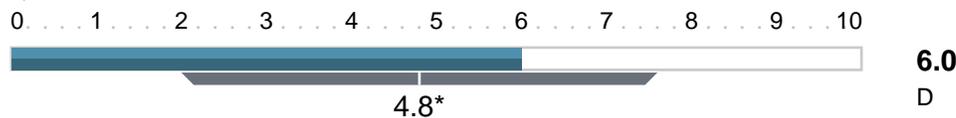
18. Interpersonal Skills - Effectively communicating, building rapport and relating well to all kinds of people.



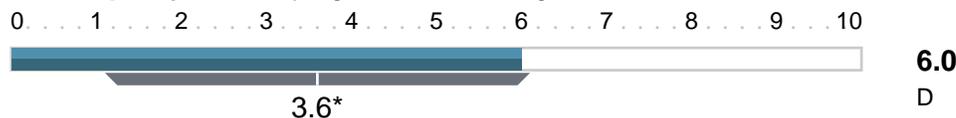
19. Continuous Learning - Taking initiative in learning and implementing new concepts, technologies and/or methods.



20. Creativity - Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.



21. Empathy - Identifying with and caring about others.



* 68% of the population falls within the shaded area.



Developed Competencies

Problem Solving Ability: Anticipating, analyzing, diagnosing, and resolving problems.

- Anticipates, identifies and resolves problems or obstacles.
- Utilizes logic and systematic processes to analyze and solve problems.
- Defines the causes, effects, impact and scope of problems.
- Identifies the multiple components of problems and their relationships.
- Prioritizes steps to solution.
- Develops criteria for optimum solutions.
- Evaluates the potential impact of possible solutions and selects the best one.

Self-Management: Demonstrating self control and an ability to manage time and priorities.

- Independently pursues business objectives in an organized and efficient manner
- Prioritizes activities as necessary to meet job responsibilities
- Maintains required level of activity toward achieving goals without direct supervision
- Minimizes work flow disruptions and time wasters to complete high quality work within a specified time frame

Customer Focus: A commitment to customer satisfaction.

- Consistently places a high value on customers and all issues related to customers
- Objectively listens to, understands and represents customer feedback
- Anticipates customer needs and develops appropriate solutions
- Meets all promises and commitments made to customers



Developed Competencies

Employee Development/Coaching: Facilitating and supporting the professional growth of others.

- Expresses confidence in others' ability to perform.
- Identifies developmental needs.
- Encourages initiative and improvement.
- Provides opportunities for training.
- Gives new, difficult and/or challenging work assignments.
- Acknowledges and praises improvements.
- Trains, coaches and mentors others to develop.
- Views mistakes as opportunities for learning.
- Promotes learning and growth.

Teamwork: Working effectively and productively with others.

- Respects team members and their individual perspectives.
- Makes team mission and objectives a priority.
- Works toward consensus when team decisions are required.
- Meets agreed-upon deadlines on team assignments and commitments.
- Shares responsibility with team members for successes and failures.
- Keeps team members informed regarding projects.
- Supports team decisions.
- Recognizes and appreciates the contributions of team members.
- Behaves in a manner consistent with team values and mission.
- Provides constructive feedback to team and its members.
- Responds positively to feedback from team members.
- Raises and/or confronts issues limiting team effectiveness.

Written Communication: Writing clearly, succinctly and understandably.

- Writes in ways that make abstract concepts, issues and information clear and understandable.
- Utilizes a wide range of appropriate writing techniques and methods.
- Succinctly presents objective or subjective viewpoints and arguments.
- Achieves communication objectives by organizing information in logical sequences that lead readers to come to natural conclusions.
- Determines what information needs to be communicated.
- Skillfully utilizes written language to convey key messages and meaning.
- Effectively involves readers in the material.
- Adjusts writing style to specific audiences as needed.



Developed Competencies

Decision Making: Utilizing effective processes to make decisions.

- Demonstrates an ability to make difficult decisions in a timely manner.
- Gathers relevant input and develops a rationale for making decisions.
- Evaluates the impact or consequences of decisions before making them.
- Acts decisively despite obstacles, resistance or opposition.
- Accepts consequences of decisions.
- Willing to correct erroneous decisions when necessary.
- Defends rationale for decisions when necessary.

Resiliency: The ability to quickly recover from adversity.

- Continues toward goals in the face of difficulty and adversity
- Handles criticism and rejection from others with objectivity
- Recovers quickly from personal setbacks
- Moves past unforeseen obstacles without unnecessary delay

Conceptual Thinking: The ability to analyze hypothetical situations or abstract concepts to compile insight.

- Demonstrates ability to forecast long range outcomes and develop suitable business strategies
- Identifies, evaluates and communicates potential impacts of hypothetical situations
- Defines options to leverage opportunities in achieving business goals
- Develops plans and strategies that lead to desired strategic outcomes

Goal Achievement: The ability to identify and prioritize activities that lead to a goal.

- Establishes goals that are relevant, realistic and attainable
- Identifies and implements required plans and milestones to achieve specific business goals
- Initiates activity toward goals without unnecessary delay
- Stays on target to complete goals regardless of obstacles or adverse circumstances



Developed Competencies

Diplomacy & Tact: The ability to treat others fairly, regardless of personal biases or beliefs.

- Maintains positive relationships with others through treating them fairly
- Demonstrates respect for others
- Understands and values differences between people
- Respects diversity in race, national origin, religion, gender, life style, age and disability.

Continuous Learning: Taking initiative in learning and implementing new concepts, technologies and/or methods.

- Demonstrates curiosity and enthusiasm for learning.
- Takes initiative in acquiring and mastering the skills and knowledge requirements of a position.
- Keeps abreast of current or new information through reading and other learning methods.
- Actively interested in new technologies, processes and methods.
- Welcomes or seeks assignments requiring new skills and knowledge.
- Expends considerable effort and/or expense on learning.
- Genuinely enjoys learning.
- Identifies applications for knowledge.
- Is considered a knowledgeable resource by others.

Creativity: Adapting traditional or devising new approaches, concepts, methods, models, designs, processes, technologies and/or systems.

- Notices unique patterns, variables, processes, systems or relationships.
- Expresses non-traditional perspectives and/or novel approaches.
- Synthesizes and/or simplifies data, ideas, models, processes or systems.
- Challenges established theories, methods and/or protocols.
- Encourages and promotes creativity and innovation.
- Modifies existing concepts, methods, models, designs, processes, technologies and systems.
- Develops and tests new theories to explain or resolve complex issues.
- Applies unorthodox theories and/or methods.
- Imagines new or revolutionary concepts, methods, models, designs, processes, technology, systems, products, services or industries.



Developed Competencies

Empathy: Identifying with and caring about others.

- Demonstrates genuine concern for others.
- Respects and values people.
- Perceives and is sensitive to the emotions people experience.
- Expends considerable effort to understand the real needs, concerns and feelings of others.
- Advocates for the interests, needs and wants of others.
- Demonstrates cross-cultural sensitivity and understanding.
- Takes personal and/or professional risks for the sake of others.

Negotiation: Facilitating agreements between two or more parties.

- Understands both parties must get something they want before agreement is feasible.
- Listens to identify and understand what each party wants.
- Determines what each party is willing to accept in an agreement.
- Establishes a non-threatening environment, conducive to open communication for discussing possible terms of agreement.
- Develops the terms for an agreement.
- Ensures each party understands the terms of agreement.
- Binds agreements between parties with verbal and/or written contracts.



Getting the Most From Your Report

Questions about the personal skills you are well developed in:

- Are you using the personal skills you are well developed in more in your personal or professional life?
- How is your development of these personal skills contributing to your success?
- How can you use these personal skills to advance your career, get a promotion or secure a better job?
- Do other people know that you are well developed in these personal skills?
- If not, what would be the benefit of sharing this information with them?

Questions about the personal skills in which you are developed and moderately developed:

- How has not fully developing these personal skills hindered your ability to succeed personally or professionally?
- Which of these personal skills might help you the most personally, if you developed them more thoroughly?
- Which of these personal skills might help you the most professionally, if you developed them more thoroughly?

Questions about the personal skills you have not yet developed:

- Which of these personal skills might help you the most personally, if you developed them?
- Which of these personal skills might help you the most professionally, if you developed them?



Alternative National Search Proposal for Executive Recruitment Services

City Administrator Position | Chesterfield, Missouri

Presented to:
Mayor Bob Nation
& the City Council
City of Chesterfield
690 Chesterfield Parkway West
Chesterfield, Missouri 63017-0760





About Us

The JGray Group is a local government consulting firm located in Frisco, Texas. With over 16 years experience as a City Manager, local government executive and consultant with some of the fastest growing and highest quality-of-life communities in America, our founder Jason Gray offers an outstanding track record of helping cities deliver on their visions of creating communities of choice. As a principle-driven firm, we focus on providing communities across the country with the tools, experience, resources and direction to achieve positive long-term results. We have deep connections in the St. Louis market and look forward to working with you.

How We Work

We believe the best outcomes are delivered through genuine collaboration with our clients and partner communities. We intently listen to short-term and long-term needs, concerns, desires and vision of our clients and distill those into workable action plans. We then deliver solutions that meet those needs. Throughout the process, our firm responds quickly to new or changing requirements and will gladly work with you on redefining the scope of this proposal as needed.

Your Needs

Our understanding of your needs includes:

Executive Recruitment — City Administrator. Professional assistance in advertising, recruiting, assessing, interviewing, hiring, and on-boarding of a well-qualified City Administrator for the City of Chesterfield.

Proposed Service

Full-Service National Recruitment for City Administrator	\$28,000
	All-Inclusive Maximum Price
	Approximately 19 weeks

To effectively deliver a recruitment process that engages the community, the City Council, the City organization and the deepest pool of potential candidates, it is critical to clearly identify and communicate the consensus vision of the City's leadership for the position and to allow ample opportunity for us to use our national network to actively recruit talented candidates. This is best accomplished through a full-service recruitment.

The table below details the entire full-service national recruitment offering, but in summary it provides:

"I firmly believe that without your assistance we would not have been as successful in attracting candidates of the caliber that were identified."

*-Mayor Dennis Baade
Gun Barrel City, Texas*

- Best-in-the-business assessments that gives structured insight into the behaviors, motivators, talents and abilities of the candidates
- Extensive front-end work to understand the community's view of the ideal candidate
- Deepest knowledge of each qualified candidate
- Best community information to help recruit potential candidates
- Necessary time and resources to market the opportunity to candidates who might not otherwise apply
- Access to an employment network of over 100,000 local government professionals
- Solid alignment among the City Council, City organization, and the eventual City Administrator

In reality, this is not only a recruitment. It is also a marketing strategy and an executive coaching tool that can be used to create a high probability of success through the transition.

Our Methodology

Our methodology goes well beyond the traditional advertise, organize candidates, review résumés and finally interview process that most firms offer. Our seven stage SmartSearch process gives you an incredible depth of insight on each viable candidate and allows you to hire with a high degree of confidence that the selected candidate will succeed in the position.

STAGE 1 - PROJECT LAUNCH

During the project launch we meet onsite with the key stakeholders and develop a master job profile that allows us to validate exactly what type of candidates we want to recruit. The master job profile goes well beyond a typical job description that is focused on tasks. We've found that when City Administrators fail, very rarely is it because he or she did not have the capacity to accomplish the tasks in the job description. Far more often, the strengths and talents of the City Administrator were not well suited to the needs and nuances of that particular community.

Our master job profile identifies and documents the key accountabilities and specific talents that it will take to succeed in the position. We believe that its best to know exactly what the target is before recruitment starts, so our first step is to set the specific target benchmark. We use this benchmark throughout the process as a comparison for the candidates. Traditional recruitment focuses on comparing candidates against one another. We focus on comparing candidates with what you actually need.

STAGE 2 - RECRUITMENT

Based on the master job profile, we produce a beautiful recruitment brochure and webpage that highlights the community and the position. We identify, coordinate and place all of the job postings and advertisements within our network of local government professionals and on

the appropriate local, regional and national job boards. We commit to follow-up with potential candidates quickly and to keep them engaged with regular updates.

Finally, we identify specific individuals that we believe should apply based on an active recruitment model that considers your needs, geography and who we think ought to apply even though they may have not been looking for a new challenge. We contact these targeted candidates directly whether they have applied or not and recruit them actively.

STAGE 3 - INITIAL REVIEW

During the recruitment stage and extending shortly thereafter, we begin to review the candidates for a basic level of fit from an experience standpoint. For each minimally qualified candidate, we perform an opinion survey that helps us to understand whether the person may be a risk based on their attitudes on a variety of issues including how they value other people, honesty, customer focus and risk tolerance.

The opinion survey is not intended to be a screening tool, but rather helps us to better understand some basics about the person and provides us an opportunity to better focus our due diligence. In this process, we are happy to keep you informed on each candidate or to summarize our findings based on your needs.

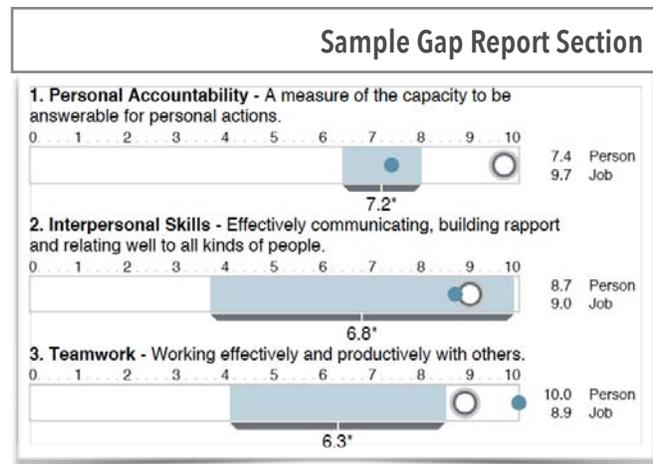
STAGE 4 - SEMI-FINALIST REVIEW

Stage 4 is where the City Council begins to fully re-engage in the process. Based on our initial review, we provide you a triage of the candidates - those that we don't think that you should consider further, those that we think you may want to consider further, and those that we believe you should certainly consider further. At the end of the semi-finalist review, we will generally have 10-20 candidates remaining that are well qualified and have the potential to be a good fit for the organization.

STAGE 5 - FINALIST REVIEW

We meet onsite with you to review each of the semi-finalists and to develop a list of 4-6 to invite to the community for finalist interviews. Our goal is to invite only candidates that we believe would be very successful in the position based on our comprehensive review, talent assessment, and professional experience. We don't want to waste your time with candidates that may have a good résumé but that does not fit your needs.

We invite those that you agree are finalist candidates to participate in our TriMetrix HD Talent Assessment. This is where we use the Job Benchmark (see Stage 1) and compare each remaining candidate's talent



profile to this pre-established talent profile target. Because the tool is highly validated and data-driven, it helps to remove the reviewer’s subjectivity and focuses the team back onto how successful the candidate could be in your organization.

During this stage we perform the bulk of our due diligence.

We compile a media history report on each finalist with positive/neutral/negative values assigned to each media instance to help focus your review time. In addition, we perform a full criminal, civil, financial, and motor vehicle background check on each candidate and make our initial reference checks. Finally, we develop a set of customized interview questions per candidate that is based on their particular talent profile.

The finalist stage culminates in face-to-face interviews with each candidate that we participate in and help to facilitate. We provide a set of questions that are specifically targeted at each finalists’ talent profile and areas that we believe need to be addressed.

STAGE 6 - NEGOTIATION AND HIRING

After you have selected the final candidate, we help to make sure that you get that candidate hired. We can provide a model employment agreement, expert guidance on any issues that may come up with the particular agreement terms and generally facilitate the process as needed.

“The JP Gray Group has done an exceptional job in the hiring process.”

*-Mayor Mark Nienhueser
City of Sidney, Nebraska*

STAGE 7 - ONBOARDING & COACHING

Most executive recruitment firms consider the hiring of the candidate the completion of their work. We know that transition is often difficult and stressful for the new employee, the City Council, the City staff and the new City Administrator’s family. Our goal is to fast-track the success of the City Administrator and to minimize the stress on the organization so we use the City Administrator’s talent assessment to develop a customized on-boarding plan and then provide executive coaching for a full two years after the City Administrator starts. We check in with the City Council at regular intervals to make sure that any concerns get addressed quickly and efficiently.

The full project plan, scope and estimated timing is included in the following table.

Full-Service National Recruitment for City Administrator		
Task	Stage	Task/Service Detail
1	Project Launch	Approximately 3 weeks
1.1	Project Launch	Meet on-site with client stakeholders and consultant
1.2	Project Launch	Assess Organizational Culture
1.3	Project Launch	Present detailed project plan, including specific timing for each stage, desired recruitment outlets/marketing plan and scheduling of City Council/Selection Committee dates
1.4	Project Launch	Interview all identified stakeholders individually
1.5	Project Launch	Administer TriMetrix® HD Job Benchmarking Assessment to identify the specific multi-discipline talent profile sought by the City Council
1.6	Project Launch	Finalize City Council/Selection Committee approval of Detailed Project Plan, Job Benchmark and Marketing Plan
2	Recruitment	Approximately 4 weeks
2.1	Recruitment	Place targeted advertisements with national, regional, state and local job networks
2.2	Recruitment	Direct recruitment to identify potential candidates who might not otherwise apply
2.3	Recruitment	Provide status updates to all candidates to maintain engagement
2.4	Recruitment	Provide regular updates to the City Council/Selection Committee regarding the recruitment, progress on the project plan, and candidate engagement
3	Initial Review	Approximately 3 weeks
3.1	Initial Review	Complete screening of all candidates
3.2	Initial Review	Perform Smart Search Gap Analysis on each candidate, with summary report
3.3	Initial Review	Provide opinion survey system profile for all minimally qualified candidates. This survey identifies a data-validated basic level of "fit" for the candidates and identifies follow-up questions and red flags
3.4	Initial Review	Brief City Council/Selection Committee on the selection of 10-20 semi-finalists (consultant on-site)
4	Semi-Finalist Stage	Approximately 3 weeks

Full-Service National Recruitment for City Administrator		
Task	Stage	Task/Service Detail
4.1	Semi-Finalist Stage	Provide full Candidate Assessment report for each semi-finalist.
4.2	Semi-Finalist Stage	Interview of each semi-finalist candidate, incorporating individualized questions based on the Smart Search Gap Analysis (performed by consultant by phone)
4.3	Semi-Finalist Stage	Brief City Council/Selection Committee on selection of 4-6 finalists (facilitated by consultant on-site)
5	Finalist Stage	Approximately 3 weeks
5.1	Finalist Stage	Complete TriMetrix® HD Gap Analysis for each Finalist, identifying gaps between the candidate's Talent Profile and the Job Profile
5.2	Finalist Stage	Complete coaching report for each finalist to identify potential coaching needs of the candidates and set clear expectations among the City Council/Selection Committee
5.3	Finalist Stage	Review media history on each finalist
5.4	Finalist Stage	Perform FCRA-compliant criminal, DMV and SSN verification background check on the selected final candidate
5.5	Finalist Stage	Perform full reference check with previous employers and community stakeholders on all finalists and provide a summary reference and background report to City Council/Selection Committee
5.6	Finalist Stage	Provide individual summary report on each finalist
5.7	Finalist Stage	Conduct full-day on-site interviews with finalists and City Council/Selection Committee (facilitated by consultant on site)
5.8	Finalist Stage	Consider and rank finalist candidates and obtain City Council authorization to make a conditional job offer
6	Negotiation/ Hiring	Approximately 1 week
6.1	Negotiation/ Hiring	Analyze market and selected final candidate's current life/employment situation and recommend terms of conditional employment offer
6.2	Negotiation/ Hiring	Provide a model employment agreement for review and approval by City Council
6.3	Negotiation/ Hiring	Facilitate negotiation of employment terms

Full-Service National Recruitment for City Administrator		
Task	Stage	Task/Service Detail
6.4	Negotiation/ Hiring	Facilitate internal and external communications strategy
7	Onboarding	Ongoing
7.1	Onboarding	Review of Job Benchmark, Talent Assessment, Gap Analysis and Coaching Report with new hire
7.2	Onboarding	Structured coaching follow-up with both new hire and City Council on or about days 30/60/90/180/365/520

Our Team



Jason Gray, Founder & Principal of the JGray Group LLC, oversees and actively participates in all recruitments. Jason is an experienced local government professional based in Texas. Prior to consulting, Jason led teams in the roles of City Manager and Assistant City Manager for over 16 years in both small and large cities. In his time as a City Manager, Jason performed and managed searches for a variety of executive level positions including: Deputy City Manager, Chief of Police, Fire Chief, Director of Financial Services, Director of Library Services, Director of Economic Development, Director of Human Resources, Director of Information Technology, Public Works Director, Director of Development Services and many other positions.

Jason founded the JGray Group LLC in 2014 and is dedicated to providing the highest quality consulting services to your community to help you maximize its potential. We specialize in Executive Recruitment, Economic Development Consulting, Data Analytics and Executive Dashboards, Public Policy Analysis, Strategic Management and optimizing Bond Ratings.



Joe Williams, Senior Vice President of the JGray Group LLC, has over 25 years in law enforcement specializing in policy development and building cohesive relationships with community leaders and citizens. He holds a Masters Degree in Criminal Justice Leadership and Management from Sam Houston State University and is a graduate of the FBI National Academy. He served as police chief for 7 years as well as Deputy City Manager for a large, growing North Texas city.

Joe has led numerous projects involving capital assets, infrastructure improvements and information technology upgrades for large organizations. His proven ability to get things done

on time and within budget has earned him respect from peers and elected officials. A veteran of the U.S. Marine Corps, Joe is a problem solver and works diligently to make sure clients are satisfied with the services they receive.



Carl Nielson, Managing Principal Consultant of The Nielson Group, has over 20 years of experience in the field of strategic human capital management and organization development, including leadership development, team and professional development, coaching and talent acquisition. Carl is a Certified Professional Behaviors Analyst (CPBA) and certified TriMetrix® HD consultant.

Experience

While our partnership is relatively new, our team members have led dozens of searches over the past two decades. A sample of the positions that we have provided recruitment services for include:

City of Gun Barrel City, Texas (City Manager)

City of Sidney, Nebraska (City Manager)

City of Oak Point, Texas (City Manager)

City of Celina, Texas (City Manager, Police Chief, Planning Director, Library Director)

City of McKinney, Texas (Deputy City Manager, Police Chief, Fire Chief, Public Works Director, Chief Financial Officer)

City of Frisco, Texas (Library Director, IT Director, Finance Director, HR Director)

Medtronic Surgical Technologies (Multiple Positions)

EXECUTIVE RECRUITMENT REFERENCES

Mayor Dennis Baade

City of Gun Barrel City, Texas

(903) 713-3020

dbaade46@earthlink.net

Mayor Mark Nienhueser (Client)

City of Sidney, Nebraska

308-254-5300

mn2010scc@gmail.com

Mayor Sean Terry (Client)

City of Celina, Texas

972-382-2682

sterry@celina-tx.gov

Basic Terms and Conditions

TOTAL PRICE PACKAGE

The scope and price indicated above is intended to be a total price package and includes the following:

- Consulting time
- Search and recruitment services
- Administration and analysis of all Job Benchmark and Candidate Assessments
- Reproduction expenses
- Advertising and job posting expenses
- Background check services
- Consultant travel and lodging*

**If the City Council determines that Consultant travel in addition to the four trips detailed in this proposal is advantageous to the City, the City will reimburse Consultant for all travel and lodging at his cost with no overhead markup.*

The pricing does not include costs associated with reimbursement of candidate expenses for travel to/from interviews. Candidate travel expenses will be handled directly between the candidates and the City of Chesterfield.

TIMING

The complete project schedule is included within the proposed scope. We are prepared and available to commence the recruitment immediately and anticipate holding the project kickoff meeting within 21 days of acceptance of this proposal by the City of Chesterfield.

PAYMENT TERMS

If approved, payment for services will be due as follows:

1. 60% of the total proposed fee within 30 days of the acceptance of this proposal and
2. 40% of the total proposed fee at the conclusion of the services, evidenced by the offer and acceptance of employment of a City Administrator

GUARANTEE

If the City Council selects a candidate presented by our firm as a viable finalist and that employee leaves employment with the City for any reason within one (1) year, we will conduct another full-service recruitment at no cost to the City.

Next Steps

We are excited about the possibility of working with the City of Chesterfield to provide a workable implementation path and the support you need to recruit and hire your next City Administrator. Please contact me at your convenience with any questions you have about this proposal.

Acceptance

Sincerely,

Accepted:

Jason Gray
Founder & Principal
JGray Group LLC

Mayor Bob Nation
City of Chesterfield, Missouri

City of Chesterfield

Executive Search Services -
City Administrator

May 2, 2016





May 2, 2016

Honorable Bob Nation, Mayor
City of Chesterfield
690 Chesterfield Pkwy W
Chesterfield, MO 63017-0760

Dear Mayor Nation,

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local government and nonprofit organizations across the country. The firm was originally established as Public Management Partners in 2001, a firm specializing in local government consulting and executive search services in the Midwest. Since then, we have been providing our clients across the country with the very best thinking and execution in executive search and management consulting.

We are pleased to submit this proposal for executive recruitment services for City Administrator to the City of Chesterfield. Our project team for the City comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has had significant success working with similar organizations to identify and retain ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization.

Our firm has the necessary staff, expertise, resources, and abilities to conduct this recruitment and provide exceptional service to the City. We are a national, women-owned firm, with employees who have served as leaders in some of the best local governments across the country. Our clients receive personal service from our consultants. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

Please contact Catherine Tuck Parrish, our Executive Search Practice Leader, at (240) 832-1778 or ctuckparrish@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

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About The Novak Consulting Group

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years, the firm's founding partners built a sizeable client base of local governments and nonprofit organizations.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built on Public Management Partners' reputation for innovation and results, while expanding the company's services. Her company meets a wider range of needs, consulting with governments in the areas of executive search, financial planning, organizational assessments, strategic planning, executive coaching, and more.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a very specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of four senior-level consultants and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from City Administrator to Public Works Director to Director of Management Information Systems to Police Chief.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, we're small enough to offer very personal service from senior-level consultants.

The Novak Consulting Group is staffed with local government professionals, including seven full-time associates and subject matter specialists. The firm is headquartered in Cincinnati, Ohio, with staff also in Washington, D.C., North Carolina, Missouri, New Hampshire, and Wisconsin.

Project Methodology and Approach

When organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. The Novak Consulting Group's approach to our executive search services comprises three key phases.

1. Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements, as well as map out the new hire's six- to twelve-month goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

2. Candidate Search and Evaluation

To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We advertise in national publications that target minorities and women, including the National Forum of Black Public Administrators (NFBPA) and the International Hispanic Network (IHN). We also work to identify qualified veterans and qualified candidates with disabilities. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

3. Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role, as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Our executive recruitment and management consulting experiences have afforded us the opportunity to work with public and nonprofit organizations across the country and provided us with a wide national network. Through our connections, we are able to identify a broad diversity of qualified candidates in terms of race and ethnicity, gender, jurisdiction size, complexity of organization, and region of the country.

Assessment of Internal Candidate

There are many instances in which an internal candidate applies for a position for which The Novak Consulting Group is conducting a recruitment. Generally, there are two ways to proceed in such a circumstance.

1. If the internal applicant is the acting manager, allow the person to perform in the position for a period of time, assess his/her performance, and make a decision whether to proceed with an appointment or a search based on his/her performance in the position.
2. Conduct a national recruitment to determine how the internal candidate compares with the market and applicant pool in a competitive process.

Included with this proposal is an article that our executive search practice leader wrote with two clients about other factors to consider in considering internal and external candidates in a recruitment process. In one community, the city hired The Novak Consulting Group to facilitate a discussion with the elected body to identify the traits and experiences desired in a city manager (similar to the beginning of a competitive recruitment process) and then assess whether the acting manager had those traits and that experience. The internal candidate was hired and the Council did not go through a competitive national recruitment.

Whether an internal candidate is hired or a national search is conducted, the biggest issue could be finding consensus on the Council once the traits and experiences are identified. Our team has worked successfully with many elected bodies to reach consensus not only in recruitments but also in strategic planning and council goal-setting sessions.

Because an assessment of an internal candidate would involve the same initial steps as a national recruitment, our approach in Chesterfield would be to begin the process just as we would a national recruitment. We would identify the skills and traits desired by the governing body, learn more about the organizational values and establish first year goals prior to interviewing the internal candidate for the position. Our complete approach is more detailed as follows.

Recruitment Approach

Task 1 – Develop Candidate Profile

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for City Administrator. We will begin by speaking with the Mayor and each member of the City Council. It is important to recognize the individual expectations of each member of the Council, in addition to learning the shared goals for a new City Administrator. We will also engage key staff as well as community stakeholders, as desired. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit, in terms of traits and experiences.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Missouri, the region, and the nation. We will prepare a position profile that is unique to Chesterfield. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document

drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that: the applicants know what will be expected of them should they be hired; the City has thought about what they want the person to accomplish in the first year; and the successful candidate can hit the ground running with a work plan as soon as he/she starts. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City Council. Modifications will be made as necessary before recruitment begins.

Task 2 - Conduct Active Recruitment and Screening

As part of the recruitment plan, we will identify individuals and jurisdictions to target directly through phone and email contacts. We have found that a combination of phone and email contacts is an effective way to reach top applicants, especially those who are not currently in the job market, but may be willing to consider a move to an excellent organization like the City of Chesterfield. The Novak Consulting Group will prepare and place advertisements. These will be placed in state and national publications and online sites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

As soon as the profile and advertisements have been completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. The process will identify networks and organizations, such as the International City/County Management Association, the Missouri City/County Management Association, the Missouri Municipal League, and other state manager and assistant groups as identified in the recruitment plan. We will also ask the City for names of individuals who might make outstanding candidates for the position.

As applications are received, we will acknowledge each application and keep prospective applicants aware of the status of the process.

Task 3 – Support City Administrator Interviews and Selection

The Novak Consulting Group will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or Skype with those that most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the City Council. We will then meet with the Council to review the entire list as well as the top eight to 10 candidates that have the requisite skills and qualities needed for success in the position. Based on our conversation, we will finalize a list of approximately five candidates to invite for in-person interviews.

Each person you wish to interview will then be contacted again by The Novak Consulting Group. We will facilitate a customized interview process specific to the City Administrator position. An interview book that contains information about each of the candidates invited to interview will be provided those involved in the interview process.

We will work with the City to arrange travel logistics for each candidate and plan the interview process. Expenses for the candidates will be borne by the City.

The selection of the top candidate is for the City Council, and The Novak Consulting Group can help the City make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates including, but not limited to, education, criminal, financial, media, and civil litigation checks.

The Novak Consulting Group also can assist in negotiating the employment offer. We will provide information about best practices in compensation, and we will have obtained information on the candidate's salary history. At the close of the search, all applicants will be notified of the results. Those who helped you in the process will be thanked for their contribution to a successful effort.

Additionally, The Novak Consulting Group will contact the successful candidate at various intervals during his/her first year on the job to discuss their progress toward implementation of the goals that were established for this position at the beginning of the process.

Service Guarantee

The duration of the service guarantee for this position is two years. Should the selected candidate leave the position within two years of being hired, The Novak Consulting Group will conduct a new search for no professional fee. The City would only be billed direct expenses.

Project Schedule

A preliminary recruitment schedule is included as Attachment A. We anticipate reviewing this schedule with the City during the initial project meeting.

Project Personnel

Catherine Tuck Parrish, our Executive Search Practice Leader, has more than 20 years of experience serving local governments, in direct service or as a consultant. Most recently, she oversaw all human resources functions in the City of Rockville, Maryland, and was involved in the recruitment and hiring of many of Rockville's 500+ employees. She is also familiar with large organizations, having worked in the County Executive's Office in Fairfax County, Virginia on a variety of projects, including county-wide human resources projects. Catherine has lead our search practice for seven years and has conducted searches for city manager/administrator, police chief, public works, finance, human resources, and many other key positions in local governments across the country. Catherine will be the project manager for this search.

Associate Patty Gentrup served in Liberty, Missouri as city administrator and assistant city administrator. In her capacity as a local government manager, Patty managed successful search processes for a variety of executive positions, including finance director, human resources director, police chief, and fire chief. She has worked with elected officials in many jurisdictions as a consultant, on a variety of projects including council and staff goal-setting, training, and numerous facilitations. Patty also brings a national network of contacts.

Complete resumes are included.

Catherine Tuck Parrish, Executive Search Practice Leader

Catherine has over 20 years of management experience working with local governments, nonprofit organizations, and associations. She currently leads The Novak Consulting Group's executive search practice.

Her work as a consultant includes executive recruitment, project management, and contributions to numerous projects, including process improvement studies, strategic planning, departmental assessments, development review, and policy development. She has conducted successful executive searches for the positions of Chief Executive, Assistant Manager, Department Director, and other key staff. She has analyzed Human Resources, Inspections, Planning and Development, Communications, Public Works, Recreation, and Park functions for multiple organizations. She has also facilitated numerous governing body workshops and strategic planning sessions.

Education

Master of Public Administration, University of Kansas

Bachelor of Arts, University of Kansas

Industry Tenure

24 years

Consulting, 7 years

Local Government, 19 years

Catherine's most recent local government experience was as Deputy City Manager in Rockville, Maryland, where she oversaw Parks and Recreation, Human Resources, Information Technology, Finance, Communications, Customer Service, and Intergovernmental Functions. She also served as Assistant City Manager and Acting City Manager of Rockville for 11 months. Prior to joining the City of Rockville, Catherine served as Assistant to the County Executive of Fairfax County, Virginia, working on change management issues including a new pay system, employee surveys and implementation plans, and internal communication improvements. Catherine also served as Ethics Advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she served in the City Manager's Offices in Denton and University Park, Texas. Her experiences in these cities included securing initial state and federal transit grants, initiating a citizen newsletter, and acting as City liaison with neighborhood, civic, and university groups.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She served as Secretary, Vice President, and President of the Metropolitan Association of Local Government Assistants (MALGA) in the Illinois, DC metro area. She also led the Maryland City/County Management Association (MCCMA) as Vice President and President. Catherine has spoken at national and state conferences and recently spoke at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO and served on an executive recruitment panel at the ICMA Conference. She also spoke with the ICMA Task Force on Women in the Profession about recruitment.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and MCCMA, serving on state and national committees.

Patty Gentrup, Associate

Patty has 25 years of experience working for and advising local, regional, and state governments. Her work as a consultant includes extensive experience facilitating strategic planning workshops and processes for governing bodies, organizations, and communities.

Patty is an expert in community engagement. She knows how to involve stakeholders in assessing issues and developing solutions, using traditional as well as innovative tools and techniques and ensuring all voices are heard in community decision making. Patty also has conducted departmental analyses, process improvements, and performance measurement with a broad range of local governments.

Prior to consulting, Patty was City Administrator of Liberty, Missouri, a community of 30,000 in the Kansas City metropolitan area. With a staff of nearly 200 and a budget of more than \$50 million, Patty worked with the governing body to secure new revenue sources; implement an award winning comprehensive land use plan to foster new development and redevelop key areas of the community; guide capital improvements to support a growing community while reinvesting in aging infrastructure; and to create a high performing organization.

Patty just finished a term serving on the board of the Kansas University City Managers and Trainees (KUCIMAT) organization. She has previously served the KUCIMATs as their president and has been on the Missouri Association of City/County Managers' board.

Patty has a bachelor's degree in journalism and a master's degree in public administration, both from the University of Kansas.

Education

Master of Public Administration, University of Kansas

Bachelor of Art, University of Kansas

Industry Tenure

25 years

Consulting, 8 years

Local Government, 17 years

References

The Novak Consulting Group is currently conducting the following executive searches.

- Granville, Ohio – Village Manager
- Lane County, Oregon – Public Works Director
- Orleans Parish School Board, New Orleans, Louisiana – Chief Operating Officer
- Alexandria, Virginia – Controller
- Meriden, Connecticut – Town Administrator/Manager
- Loudoun County, Virginia – Director of Finance and Procurement

Included with this proposal is a complete listing of our clients as well as recruitment materials for similar searches. The following table includes references for similar searches completed by The Novak Consulting Group. We encourage the City to contact any of our clients to learn about our commitment to timely and responsive service.

Jurisdiction	Contact Information
Hudson, Ohio <ul style="list-style-type: none"> • City Manager 	Hal deSaussure, Council President 115 Executive Parkway, Suite 400 Hudson, OH 44236 (330) 697-5190 hdesaussure@hudson.oh.us
Mequon, Wisconsin <ul style="list-style-type: none"> • City Administrator 	Robert Strzelczyk, Alderman and Search Committee Chair 11133 Cedarburg Road Mequon, WI 53092 (262) 502-1991 rstrzelczyk@ci.mequon.wi.us
Greenwich, Connecticut <ul style="list-style-type: none"> • Town Administrator 	Peter Tesei, First Selectman 101 Field Point Road Greenwich, CT 06830 (203) 622-7710 Peter.Tesei@greenwichct.org
Milford, Delaware <ul style="list-style-type: none"> • City Manager 	Brian Shupe, Mayor 201 S. Walnut St. Milford, DE 19963 302-424-3712, ext. 309 mayor@milford-de.gov
Cambridge, Maryland <ul style="list-style-type: none"> • City Manager 	Victoria Jackson-Stanley, Mayor 410 Academy Street Cambridge, Maryland 21613 (410) 228-4020 mayor@choosecambridge.com

<p>Shoreline, Washington</p> <ul style="list-style-type: none"> • Administrative Services Director • City Manager 	<p>Keith McGlashan, Mayor 17500 Midvale Avenue N Shoreline, WA 98133 (206) 801-2203 kmcglashan@shorelinewa.gov</p>
<p>Cleveland Heights, Ohio</p> <ul style="list-style-type: none"> • City Manager 	<p>Dennis Wilcox, Mayor 40 Severance Circle, Cleveland Heights, OH (216) 870-2150 mayorwilcox@clvhts.com</p>
<p>Sykesville, Maryland</p> <ul style="list-style-type: none"> • Town Manager 	<p>Mike Miller, Mayor 7547 Main Street, Sykesville, MD (410) 795-8959 mmiller@sykesville.net</p>
<p>Aberdeen, Maryland</p> <ul style="list-style-type: none"> • Police Chief • Director of Privatization • Public Works Director 	<p>Doug Miller, Former Aberdeen City Manager and current Ocean City, Maryland City Manager (410) 289-8887 dmiller@oceancitymd.gov</p>
<p>Gaithersburg, Maryland</p> <ul style="list-style-type: none"> • Public Works Director • Finance Director 	<p>Tony Tomasello, City Manager 31 South Summit Avenue Gaithersburg, MD 20877-2038 (301) 258-6310 ttomasello@gaitthersburgmd.gov</p>
<p>Kent County, Delaware</p> <ul style="list-style-type: none"> • Public Works Director 	<p>Michael Petit de Mange, County Administrator 555 S Bay Rd Dover, DE 19901 (302) 736-2279 michael.petitdemange@co.kent.de.us</p>
<p>Berwyn Heights, Maryland</p> <ul style="list-style-type: none"> • Town Administrator 	<p>Cheye Calvo, Mayor 5700 Berwyn Road Berwyn Heights, MD 20740 (301) 474-5000 ccalvo@town.berwyn-heights.md.us</p>
<p>Rehoboth Beach, Delaware</p> <ul style="list-style-type: none"> • City Manager 	<p>Patrick Gossett, Commissioner, Personnel Committee Chair 229 Rehoboth Ave. Rehoboth Beach, DE 19971 (302) 227-464 pgossett@cityofrehoboth.com</p>
<p>Portsmouth, Ohio</p> <ul style="list-style-type: none"> • City Manager 	<p>Kevin Johnson, City Councilman and Chair of the City Manager Search Committee (740) 876-8558 kwwj@roadrunner.com</p>

<p>Loudoun County, Virginia</p> <ul style="list-style-type: none"> • Assistant County Administrator • Director of Animal Services • County Attorney • Director of Economic Development • Director of Parks, Recreation and Community Services • Director of Planning and Zoning 	<p>Tim Hemstreet, County Administrator (703) 777-0200 Tim.hemstreet@loudoun.gov</p> <p>Julie Grandfield, Assistant County Administrator (703) 777-0502 Julie.grandfield@loudoun.gov</p> <p>1 Harrison Street, S.E. P.O. Box 7000 Leesburg, VA 20175</p>
<p>LaPlata, Maryland</p> <ul style="list-style-type: none"> • Police Chief • Planning Director 	<p>Daniel Mears, Town Administrator 305 Queen Anne Street Post Office Box 2268 La Plata, MD 20646 (301) 934-8421 dmears@townofaplata.org</p>
<p>Miami Township, Ohio</p> <ul style="list-style-type: none"> • Township Administrator 	<p>Andrew Papenek, Trustee President 2700 Lyons Rd Miamisburg, OH 45342 (937) 433-9969 apapenek@miamitownship.com</p>
<p>Washington Township, Ohio</p> <ul style="list-style-type: none"> • Township Administrator 	<p>Denise Franzking, Township Trustee 6200 Eiterman Rd. Dublin, OH (614) 561-9939 dking@wtwp.com</p>
<p>Edgerton, Kansas</p> <ul style="list-style-type: none"> • Community Development Director • Building Inspector 	<p>Beth Linn, City Administrator (913) 893-6231 x115 404 East Nelson Edgerton, KS 66021 blinn@edgertonks.org</p>
<p>Garrett Park, Maryland</p> <ul style="list-style-type: none"> • Town Manager 	<p>Peter Benjamin, Mayor 4600 Waverly Avenue Garrett Park, MD (301) 933-7488 peter.gpmayor@verizon.net</p>
<p>Westerville, Ohio</p> <ul style="list-style-type: none"> • Finance Director • Deputy Planning and Development Director 	<p>David Collinsworth, City Manager 21 S. State St. Westerville, OH 43081 (614) 901-6400 David.collinsworth@westerville.org</p>
<p>Lancaster, Texas</p> <ul style="list-style-type: none"> • Assistant City Manager • Finance Director 	<p>Opal Mauldin-Robertson, City Manager 211 N. Henry Street Lancaster, TX 75146 (972) 218-1304 orobertson@lancaster-tx.com</p>

<p>Dublin Ohio</p> <ul style="list-style-type: none"> Public Services Director 	<p>Michelle Crandall, Assistant City Manager 5200 Emerald Parkway Dublin, OH 43017 (614) 410-4400 mcrandall@dublin.oh.us</p>
<p>Peoria, Arizona</p> <ul style="list-style-type: none"> Human Resources Director 	<p>Susan Thorpe, former Peoria Assistant City Manager and current Corpus Christi, Texas Assistant City Manager 1201 Leopard Street Corpus Christi, Texas 78401 (361) 826-3232 sthorpe@cctexas.com</p>
<p>Novi, Michigan</p> <ul style="list-style-type: none"> Assistant City Manager 	<p>Clay Pearson, former Novi City Manager and current Pearland, Texas City Manager City of Pearland 3519 Liberty Dr. Pearland, Texas 77581 (281) 652-1663 cpearson@pearlandtx.gov</p>
<p>Oberlin, Ohio</p> <ul style="list-style-type: none"> Police Chief Fire Chief 	<p>Eric Norenberg, former Oberlin City Manager and now Milford, Delaware City Manager (302) 424-3712, ext.304 enorenberg@milford-de.gov</p>
<p>Windsor, Connecticut</p> <ul style="list-style-type: none"> Police Chief 	<p>Peter Souza, Town Manager 275 Broad Street Windsor, CT 06095 (860) 285-1800 souza@townofwindsorct.com</p>
<p>Peoria County, Illinois</p> <ul style="list-style-type: none"> Director of Animal Protection Services 	<p>Kate Van Beek, Assistant County Administrator 324 Main Street Peoria, Illinois 61602 (309) 672-6056 kvanbeek@peoriacounty.org</p>
<p>Baldwin City, Kansas</p> <ul style="list-style-type: none"> City Administrator 	<p>Marilyn Pearse, Mayor 803 8th Street Baldwin City, Kansas 60066 (785) 393-9979 mpearse@baldwincity.org</p>
<p>Worthington, Ohio</p> <ul style="list-style-type: none"> Assistant Fire Chief 	<p>Matt Greeson (614) 436-0368 mgreson@ci.worthington.oh.us</p>
<p>Louisville, Colorado</p> <ul style="list-style-type: none"> Planning and Building Safety Director 	<p>Kathleen Hix, Human Resources Director (303) 335-4720 KathleenH@Louisvilleco.gov</p>

Mount Rainier, Maryland <ul style="list-style-type: none">• City Manager	Malinda Miles, Mayor 1 Municipal Place Mount Rainier MD 20712 (301) 985-6585 mayormiles@gmail.com
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Cost of Service

The total, not-to-exceed fee to complete:

- An assessment of the Interim City Administrator without conducting a national search is \$9,900.
- An assessment of the Interim City Administrator and a national recruitment is \$24,900.
- A national recruitment without an assessment of the Interim City Administrator is \$21,900.

Should a national recruitment be conducted, we estimate the following additional costs to the City which would be direct billed at cost.

- Approximately \$1,000-\$1,500 for advertising
- Background checks for the top finalists estimated at \$175-\$250/finalist

Travel for finalists' interviews will also be borne by the City.

It is our practice to invoice clients monthly based on completion of tasks in the scope of work.

Attachment A – Recruitment Schedule

City of Chesterfield City Administrator Recruitment Schedule																	
	start	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
	5/16	5/23	5/30	6/6	6/13	6/20	6/27	7/4	7/11	7/18	7/25	8/1	8/8	8/15	8/22		
Activity 1 - Develop Candidate Profile																	
Meet with the City Council members individually to identify skills and																	
1.1 experiences for the City Administrator																	
1.2 Meet with key staff to glean organizational culture and values																	
1.3 Identify first-year goals for the position																	
1.4 Finalize recruitment plan, position profile, and first-year																	
1.5 Conduct initial interview with Interim Administrator																	
1.6 Facilitate Council interview of Interim Administrator																	
Activity 2 - Conduct Active Recruitment and Screening																	
2.1 Develop and place ads																	
2.2 Develop and cultivate candidates																	
2.3 Receive application materials																	
2.4 Communicate with candidates																	
2.5 Conduct pre-screening of candidates																	
2.6 Review applicant pool and most qualified with Mayor and Council																	
Activity 3 - Support Interviews and Selection																	
3.1 Conduct thorough reference and background checks																	
3.2 Facilitate interview processes																	
3.3 Assist with negotiations																	
3.4 Communicate final outcome to all candidates																	
3.5 Assist in smooth transition of new City Manager																	

who we work for



Project Type: **Organizational Assessment and Optimization (OA)** **Executive Search (ES)** **Strategic Planning and Facilitation (SPF)** **Training (T)**

State	Jurisdiction	Project type		
Arizona	Peoria	ES		
	Sierra Vista		SPF	
California	Gilroy	OA		
	Hayward		SPF	
	Long Beach Transit Authority	OA		
	Manhattan Beach		SPF	
	Palo Alto		SPF	
	San Luis Obispo		SPF	
	Colorado	Adams County		SPF
	Aurora		SPF	
	Boulder	OA	SPF	T
	Fort Collins	OA	SPF	
	Greeley	OA		
	La Plata County	OA		
	Loveland		ES	
	Louisville		ES	
	Routt County		SPF	
	Westminster		SPF	
	Windsor		SPF	
Connecticut	Greenwich		ES	
	Groton	OA		
	Manchester	OA	SPF	T
	Mansfield	OA		
	Meriden		ES	
	Windsor		ES	
	Delaware	Kent County		ES
	Milford		ES	
	Rehoboth Beach		ES	
Florida	Palmetto Bay		SPF	
Illinois	Evanston	OA		
	Geneva		SPF	
	Gurnee		SPF	
	Peoria County		ES	
	Warrenville	OA		
	Woodridge		SPF	
	Indiana	Munster	OA	SPF
Kansas	Baldwin City		ES	SPF
	Edgerton		ES	
	Edwardsville			SPF
	Eudora			SPF
	Garden City	OA		
	Gardner			SPF
	Olathe			SPF
	Roeland Park			SPF
	Shawnee	OA		SPF
	Unified Gov't of KCK			SPF

State	Jurisdiction	Project type			
Kentucky	Lexington-Fayette Urban County Gov't	OA			
Louisiana	New Orleans	OA			
Maryland	Aberdeen	OA	ES	SPF	T
	Berwyn Heights		ES		
	Cambridge		ES		
	College Park			SPF	
	Gaithersburg		ES		
	Garrett Park		ES		
	La Plata		ES		
	Maryland State Judiciary			SPF	
	Mount Rainier	OA	ES		
	New Carrollton		ES		
	Rockville	OA		SPF	
	Sykesville		ES		
	Massachusetts	Franklin County	OA		
	Pioneer Valley Planning Commission	OA			
Michigan	Ann Arbor			SPF	
	Midland			SPF	
	Novi		ES		
	Rochester Hills	OA			
Missouri	Clayton			SPF	
	Maryville			SPF	
	North Kansas City			SPF	
	Parkville			SPF	
	Platte City	OA			
	Sikeston			SPF	
	St. Louis County			SPF	
	University City			SPF	
	Nebraska	Hastings	OA		
	Nevada	Reno	OA		
New York	Ithaca	OA			
	Rochester	OA			
	New Jersey	New Jersey Health Initiative	OA		
North Carolina	Albemarle			SPF	
	Asheville	OA			
	Brevard			SPF	
	Cary			SPF	
	Greensboro	OA			
	Raleigh	OA		SPF	
	Swansboro			SPF	
	Wake County	OA			
	Wilmington	OA			
	Ohio	Beavercreek Township	OA		
		Blendon Township			SPF
		Blue Ash			SPF

who we work for



Project Type: **Organizational Assessment and Optimization (OA)**

Executive Search (ES)

Strategic Planning and Facilitation (SPF)

Training (T)

State	Jurisdiction	Project type	
Ohio	Cincinnati	OA	SPF
	Clearcreek Township	OA	SPF
	Cleveland Heights	OA ES	SPF
	Delaware	OA	
	Delaware County		SPF
	Delaware County EMS		SPF
	Dublin	OA ES	SPF
	Gahanna		SPF
	Granville		ES
	Hudson		ES
	Oberlin	OA ES	SPF
	Portsmouth		ES
	Powell		SPF
	Sandusky		ES
	Sharonville		SPF
	Troy	OA	
	Upper Arlington		ES SPF
	Washington Township	OA ES	
	Westerville		ES
	Worthington	OA ES	SPF
Oklahoma	Norman	OA	
Oregon	Gresham		SPF
	Hillsboro		SPF
	Lane County		ES
Pennsylvania	Wilsonville	OA	SPF
	Duquesne	OA	
	East Buffalo	OA	
	Exeter Township	OA	
	Farrell	OA	
	Ford City Borough	OA	
	Harrisburg	OA	
	Hazleton	OA	
	Lancaster County	OA	
	Lewisburg	OA	
	Nanitoke	OA	
	Reading	OA	
	St. Marys	OA	
	Texas	Allen	
Cedar Hill			SPF
Dallas			SPF
Lancaster			ES SPF
University Park			SPF
The Woodlands		OA	SPF
Utah	Murray		SPF
	South Jordan		SPF

State	Jurisdiction	Project type		
Virginia	Alexandria		ES	
	Fredericksburg	OA		
	Hampton			SPF
	Loudoun County		ES	
	Vienna			SPF
Washington	Sequim	OA	SPF	T
	Shoreline		ES	T
Wisconsin	Mequon		ES	
	Washington County			SPF
Organizations & Associations		Project Type		
Ann Arbor Transportation Authority, Michigan				SPF
Connecticut Town and City Management Assoc.				T
International City/County Management Assoc.				SPF T
Maryland Municipal League				T
Miami University of Ohio				T
Miami Valley Risk Management Authority, Ohio				SPF
Midland Community Foundation, Michigan				SPF
Minnesota Municipal League				T
Missouri Municipal League				SPF
National Association of State and Local Equity Funds				SPF
National League of Cities				T
Ohio City/County Management Association				SPF T
Orleans Parish School Board			ES	
Owens-Corning, Ohio				SPF
USAID – Moldova				T
United Methodist Church:				
Baltimore Washington Annual Conference		OA		
California-Nevada Annual Conference		OA		
Connectional Table		OA		
Dakotas Annual Conference		OA		
Discipleship Ministries		OA	ES	SPF
Florida Annual Conference		OA		
Florida United Methodist Foundation		OA	ES	SPF
General Board Of Higher Education And Ministry		OA	ES	
Global Ministries		OA	ES	SPF T
Justice For Our Neighbors				SPF
Louisiana Annual Conference – Wesley Center				SPF
St. John’s Church, Louisiana				SPF
United Methodist Committee On Relief		OA	ES	SPF
United Methodist Frontier Foundation			ES	
Western Pennsylvania Annual Conference			ES	

ICMA Publications / PM Magazine / Archives

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PMPLUS

Inside/Outside: The Hiring Options

by Doug Miller, Clay Pearson, and Catherine Tuck Parrish

Each time a department head, assistant, or another local government management staff member leaves his or her position, the manager has a big decision to make. The vacant position needs to be filled, and the manager has choices on how to do it: Fill the position internally or bring in someone from outside the organization. Either course of action has valid reasons.

The Society for Human Resource Management reports the average cost of replacing an employee is between half to two times the employee's annual salary.¹ This includes lost productivity as well as advertising and recruitment costs whether conducted in-house or by a recruiting organization. It also involves human resource staff time, along with the time of others involved in the selection process, orientation, and training costs for the new hire.

One important thing to remember is that applicants are customers of the recruitment process, and their experience with a community in the interview phase is part of how a management team sells the community to prospective applicants. It is important that candidates get a full picture of the job as well as the people and the environment in which they will be working.

GET THE PROCESS STARTED

Like so many equations in local governments, there is more than one right answer on which candidate to hire. Will you offer the position to a qualified internal candidates or search outside the organization? In tough economic times, it's possible that a local government may lean more than usual towards hiring from within.

An internal hire provides the quickest way to fill a position, allows employees to advance within the organization, can save money through reshuffling of job responsibilities, and can open up promotional opportunities at lower levels of the organization. In some cases, this may be the only mechanism you have to reward a top employee, especially in years when few merit or cost-of-living raises have been given.

It is tempting to use the promotion as a way to keep someone who might not be ready for the position but whom you don't want to lose to another job. These are all compelling reasons to promote from within. You should, however, do this only if you are certain that the internal candidate or candidates are ready for this move, and it is a good long-term solution for the organization.

Conversely, always consider the internal options first before automatically looking outside the organization. You may have someone who is ready for the next step and could compete well for the position.

Internal and external recruitments are not mutually exclusive. You may want to see, for example, how potential internal candidates stack up against "the best" from the outside. If there isn't an internal candidate who will be an immediate hire, opening up the position to external candidates can do these things:

- It can provide internal candidates with a great experience and the chance to show their stuff against those from other organizations.
- It can give the manager confidence and buy-in from others involved in the selection process by going through a full recruitment process.
- It puts all applicants on a level playing field, something that is extremely important for an open recruitment process

and a well-run organization.

Once you've decided to open up the process to external candidates, make sure it's truly an open, fair process for everyone involved. If you have internal candidates, make sure they are clear about the process and have the support and time off they need to participate fully.

Encourage them to take the entire day off to prepare and make the mental shift between the work day and the interview. Talk to selection panel members and make sure that they make the candidate feel at ease but ask follow-up questions even if an answer is obvious.

Make sure internal candidates are prepped as much as the external ones and are offered the same things that external candidates are—tours, documents, and discussions with the outside recruiter (if a recruiter is part of the process).

CASE STUDY: SELECTING FROM INSIDE

Aberdeen, Maryland, a community experiencing massive growth from an influx of jobs associated with the federal Base Relocation and Closure Act (BRAC), recently needed to replace its police chief. While an internal candidate was serving in the acting police chief capacity, the city wanted to have a national search and was committed to an open process with no expected outcome for either an internal or external candidate.

The acting police chief was serving the community well but there was a strong desire to hire the best possible candidate. The community is experiencing rapid growth with the influx of thousands of new jobs associated with the BRAC realignment at Aberdeen Proving Grounds. Increasing urbanization was also changing the community and its policing needs. New ideas and approaches to policing were desired to continue to keep residents and businesses safe now and as the community grows.

Initial conversations to learn about the organizational and community values, as well as traits and experiences needed for success, included department heads and other key staff, along with the mayor. An aggressive external recruitment process began, and the job attracted a large number of police chiefs and high-level command staff from large and smaller jurisdictions within Maryland, the national capital region, and across the country.

PANEL PLAYS KEY ROLE

Semifinalists were interviewed and ultimately a finalist group of highly qualified police chiefs emerged. Reference and preliminary

Typical Inside/Outside Hiring Scenarios

These scenarios depict general hiring goals followed by the reasoning that a hypothetical local government manager might employ to decide to hire either internally or externally.

This person is a known commodity...

Hiring inside: This candidate was part of the organization when I got here. I had a chance to watch him manage some important projects, make presentations to the council, and participate in interdepartmental initiatives. No guessing here, this person can do the job. I know what I am getting.

Hiring outside: This is not the first time this person has been selected to serve in this position. This woman has an established track record and has participated on other executive leadership teams. I know she is ready and wants to join this organization. I know what I am getting.

I want to change the culture...

Hiring inside: For the past few years I have been working with my leadership team to create a culture of accountability based on shared values. This person has seen the evolution and has demonstrated a commitment to and understanding of the type of workplace I want to create.

Hiring outside: This hire is an opportunity to bring someone in who has been part of the cultural evolution in another community. I have had a chance to see employee survey results from this person's department, and he has done there what I am trying to do here!

I want to send a message...

Hiring inside: My message is clear: This is an organization that plans for succession and develops talent from within. This is an organization that rewards top performers, and she is one!

Hiring outside: I am bringing in the "best of the best" and am investing in the organization by hiring top talent!

We need fresh ideas...

Hiring inside: I want someone who hasn't "been-there-done-that" and is creative and open to a new way of running a

background information was gathered on the finalists prior to the interviews. Finalists provided a writing sample and also answered questions in advance of the final interviews.

An interview panel included leaders from the business, civic, and city organization, along with a well-respected police chief in the state. This panel was important in the hiring process. Its members were able to question the candidates from a different angle than initial interviewers: They were asking the tough technical questions instead of looking at chemistry and motivation.

The panel's collective and individual viewpoints were extremely important and played an important role in the decision-making process. The panel not only contributed valuable input to the city manager's final decision, it also made that decision a comfortable one.

The manager held one-on-one interviews with the candidates. The process also included a tour with the mayor and a public reception that included councilmembers, department heads, and police department command staff.

A TOUGH DECISION

Two top candidates emerged: the acting chief and an external candidate serving as a police chief in a neighboring state. Both candidates showed vision, leadership, and had values that aligned well with the community and the organization. Both candidates had thoroughly researched the position and were knowledgeable about the community, the organization, and the future needs for both.

The manager weighed heavily the experience of both candidates. The acting chief had shown he was able to make tough decisions and had the support of the mayor and council, community, and officers. The external candidate had also shown leadership, had dealt with complex community and policing issues, and was a recognized expert in community-based policing.

The manager's selection decision was difficult but ultimately he selected the acting police chief. He cited his past performance in the command staff, along with his on-the-job experience and ability to move the department forward, while serving in the acting role.

The fact that the city conducted a bona fide national search strengthened the acting chief's stature once he was appointed. Everyone in the organization knew that he had earned the appointment and overcame a slate of other qualified police professionals.

department, providing a service, and so forth. This person hasn't been spoiled by too many years in the same position and has ideas that she is eager to implement.

Hiring outside: We need some new blood, someone who has worked in other places and will bring a variety of experiences and new approaches to service delivery and our community's future. I need someone who can see things differently and will be able to implement creative solutions.

I need a partner to turn this area around...

Hiring inside: In this position, I need to have someone whom I trust. I need someone who gets me and understands the vision I have and can help me implement it. I know that this person will be able to get things moving in a different direction since she knows all the players.

Hiring outside: In this position, I need to have someone whom I trust. I need to have a partner in this department who will not resist the changes that need to be made. He is free of the notion of how things used to be and has no personal baggage that will be an impediment.

We need someone with a proven track record...

Hiring inside: I have seen this person perform in good times and under pressure. I know how to play to the person's strengths and can live with the weaknesses. He is respected in the community, and I will have council support for this hire.

Hiring outside: I need someone who has already proven themselves in this area with results. I see the fruits of this person's work, and I want her to help us get those results here. The council and organization will value her experience and be confident that she can get the job done.

We can't afford to fail in this position...

Hiring inside: I need someone who understands the political climate and organizational needs. This position is too important for us to have to spend more time and energy recruiting if an outside person doesn't make it. I need the safer candidate.

Hiring outside: This is not a time that I can afford to train someone to do this job. I don't have time to devote to this and need to make sure the person we hire can do this starting on day one. I need the safer candidate.

If the recruitment process had not been conducted honestly and thoroughly with the internal candidate being offered the job, the appointment could have been viewed less favorably in the ranks.

CASE STUDY: SELECTING FROM OUTSIDE

Novi is located in southeastern Michigan, 25 minutes from downtown Detroit and the University of Michigan - Ann Arbor, as well as 55 minutes from Michigan State University in East Lansing. With a reputation for innovation, quality, and financial stability, Novi had an opening for an assistant city manager. It decided that conducting a national search to find external candidates to compete with potential internal applicants was a priority.

With executive-search assistance, the department heads and key staff including the city manager had an opportunity to articulate their desires for the position in terms of education, type of experience, traits and values, and results achieved in past positions. At the end of these conversations a profile for the position emerged that included a list of goals for the assistant manager's first year.

Some department heads initially expressed possible interest in the position but ultimately, none opted to apply for the position. Novi does not have an assistant city manager position or budget manager position, so there were no generalist or internal candidates. This position, however, did attract a great deal of talented applicants from several states.

RECRUITMENT PROCESS SELLS COMMUNITY

One important thing to remember is that applicants are customers of the recruitment process, and their experience with a community in the interview phase is part of how a management team sells the community to prospective applicants. It is important that candidates get a full picture of the job as well as the people and the environment in which they will be working.

In Novi's case, a semifinalist group was interviewed and prescreened prior to the selection of a finalist group for interviews. The finalists provided writing samples in advance for review. Reference and preliminary background checks were conducted providing more context and information about each candidate's ability to perform in past positions, illuminating their leadership values and organizational management experience.

Finalists were taken on a tour of Novi and were also interviewed by two panels.

Debriefing sessions were held with the city manager and the panels to identify strengths, weaknesses, and areas for further discussion with finalists. The manager considered all the input that was received and after deliberation and further conversation with the top candidates, selected an external candidate as assistant city manager.

While matching Novi's organizational values, especially a clear commitment to public service and high ethical standards and innovation, were critical factors in the screening process, it was also important that proof of strategic thinking, demonstrated project-management skills, and the desire and ability to think and perform quickly to deliver the highest quality services to residents were also essential.

Tips for Setting Up a Selection Process

Regardless of whether you are looking for a candidate from inside or outside an organization, the person hired needs to be a good fit for the organization. Here are tips for setting up a process that will help ensure the right selection is made:

- Take time up-front to clearly define responsibilities of the position.
- Talk to the people who will be working with the individual on a daily basis to find out how they interact and what they think is important for the position. This includes the hiring supervisor but also direct reports and customers of the position, as appropriate.
- Articulate what the organization's values are, which must be shared by the top candidates.
- Determine what the biggest issues have been in the past year and what is coming in the next 12 months.
- Develop a process that mimics the type of work that will be expected; for example, writing exercises, analytical problem solving, presentations, and question-and-answer sessions.
- Schedule informal and formal interactions during the interview process.
- Ask the people who interacted with the candidates to provide you with feedback.

The confidence and capability of a proven professional who brought fresh ideas and the ability to run the city in the city manager's absence with the full confidence of the council was also important. In this case, the external search-and-selection process was the right fit for Novi, the organization, and the manager.

At the conclusion of a recruitment process, fit is critical. The right candidate may come from across the country or from down the hall, but the manager needs to make sure the person who is hired is positioned to be successful in the role.

ENDNOTE

¹ *Retaining Talent: A Guide to Analyzing and Managing Employee Turnover* (2008), David G. Allen, Ph.D., SPHR website, membership-only section: "Research suggests that direct replacement costs can reach as high as 50 percent to 60 percent of an employee's annual salary, with total costs associated with turnover ranging from 90 percent to 200 percent of annual salary."

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recruitment announcement



*City
Manager*

City Manager – Meriden, Connecticut

The Position

Poised for transformational change, the City of Meriden is seeking a person with strong leadership skills eager to accept a significant public services challenge. The next City Manager will work together with a dedicated City staff and an engaged community to execute a major reinvestment in its city center and overall quality of life.

The City Manager is appointed by and is responsible to the City Council. The City Manager is the chief executive officer of the City and is responsible for the supervision and administration of all departments. The Manager prepares and submits an annual budget to the Council and is responsible for the successful execution of the budget; prepares and administers the City's capital improvement plan; advises the Council on the financial condition and service needs of the City and recommends policies necessary for the health, safety, and welfare of the community, and for the efficient operation of municipal services.

The City Manager directly supervises twelve departments: finance, personnel, MIS, development and enforcement, emergency communications, police, fire, library, health and human services, public works, public utilities, and parks/recreation/public buildings. In addition, the Manager has oversight over parking, transit, aviation and emergency planning operations, and the City Manager's office manages citizen inquiry services, economic development, and grants administration.

Meriden's proposed FY 2016-2017 general fund budget is \$191,660,650. Water, sewer, and golf enterprise funds paid through user fees total \$22,978,693 and the City receives and administers numerous federal and state grants. The City has formally adopted financial policies and has received four bond rating upgrades in the past decade, with recognition by S&P for strong financial management.

Form of Government

The City has operated under the Council/Manager form of government since 1979. Meriden's City Council consists of twelve elected officials who exercise the legislative and fiscal authority of the City and enact, amend, and repeal ordinances that are consistent with the Connecticut General Statutes and the City Charter. The City Council appoints the City Manager. City Council members are elected for four-year terms, with eight elected from four district Council areas and four elected at-large, with one-half the membership elected every two years. Most legislation is referred to an appropriate standing committee for its review and recommendation prior to final approval. The Council also acts as the City zoning authority.

The Mayor is elected for a two-year term and is the chief elected and ceremonial officer of the City. The Mayor recommends appointments to boards and commissions subject to Council approval, has veto authority over Council actions and a line item budget veto, but does not vote on Council matters except in the case of a tie. The Mayor does not vote on any matter related to the appointment, suspension or removal of the City Manager.



Requirements

Requirements include an undergraduate degree in public administration, business administration or closely related field combined with at least eight (8) years of increasingly responsible experience in municipal management. Preferred qualifications are a Master's Degree in Public or Business Administration, ICMA Credentialed Manager status, and experience with development/redevelopment, economic development and housing, labor relations, public safety, and human and financial management. Preference will also be given to experienced city or town managers, or assistant managers from jurisdictions of comparable size and complexity. The Manager will be required to reside within the City of Meriden within one year of appointment.

The Ideal Candidate

The ideal candidate to be Meriden's next City Manager will be a strong leader, dedicated to the highest ideals of ethics and professional management who is looking for a rare, but real opportunity to help bring about significant and sustainable beneficial change to a community through his or her public service. The ideal candidate will be an exceptional communicator, an effective listener, approachable, and skilled in outreach to a variety of stakeholders in order to obtain feedback and advocate on major issues. The ideal City Manager will be politically neutral, have political savvy, and be able to work within a somewhat partisan environment and with multiple levels of government. The Manager will be fiscally prudent, have strong project management and negotiation skills, and be able to delegate effectively. This person will be able to assess the staffing levels and the skillsets needed to accomplish desired service levels, will provide clear expectations to department directors, and will hold them accountable. The ideal candidate will be flexible, while at the same time confident in his or her knowledge, and provide sound professional recommendations to the City Council. The

Applications will be accepted electronically by The Novak Consulting Group. Apply online at thenovakconsultinggroup.com/jobs and include one document including cover letter, resume with salary history, and list of 3-5 professional references (submit one Word or PDF document please). Open until filled with first review of applications June 3, 2016.



ability to work in a diverse, but tight-knit community will be important for the next City Manager to be effective in accomplishing the City's goals.

Community

Meriden, with an area of 24 square miles and population of 60,838, is centrally located in Connecticut at the intersections of Interstates I-91, I-691, and the Merritt Parkway (Route 15), midway between Hartford and New Haven, and less than two hours from New York City and Boston. Meriden is also served by Amtrak rail service, interstate and local bus service, and a local city-owned airport.

Meriden is home to 1,300 businesses employing over 25,000 people, 3,000 acres of park space, and a distinguished history. The City has a mix of historic buildings and neighborhoods, affordable housing, and more affluent residential developments. Its easy access to the highway system and other transportation options has made Meriden an ideal choice for new businesses. The City offers State and local Enterprise Zone tax benefits, information technology and manufacturing incentives, State energy retrofit and job creation assistance, and other State and city economic development incentives.

Once known as the Silver City, the decline in the silver manufacturing industry and related manufacturing caused significant disinvestment in the City center in the 1960's. Over the past decade, the City has successfully planned, engineered, funded and begun a variety of efforts to transform its city center into a modern urban area that offers mixed used development in a pedestrian-friendly environment with public open space and access to public transit. Highlights include:

- Creation of a \$16 million 14-acre town green, to be completed in June, 2016, which also serves as a flood control project and is part of a city-wide \$50 million flood control effort that is more than 50% completed;
- Approval of form based Transit Oriented Development (TOD) zoning regulations encouraging high density, mixed use development in the city center and completion of a TOD master plan and market and financial studies, and an update of the City master plan incorporating the TOD objectives;
- HUD approval for the demolition and disposition of an obsolescent 140 unit public housing project;

(over, please)

The hiring salary range is expected to be \$160,00-\$170,000 depending on qualifications, with an excellent benefit package.

Questions should be directed to Catherine Tuck Parrish at 240-832-1778 or the email address at the bottom of the page.

APPLY ONLINE:

thenovakconsultinggroup.com/jobs

QUESTIONS?

apply@thenovakconsultinggroup.com

Community (continued)

- Selection as both a USDOE Promise Neighborhood grantee and a HUD Choice Neighborhood grantee and completion of an approved Choice Neighborhood plan;

- Coordinated local planning efforts with the \$467 million New Haven-Hartford-Springfield commuter rail project. Planned improvements for Meriden include a new rail station, a 270 space parking garage and additional surface parking, and bi-directional commuter rail service every 30 minutes with connections to New York, Boston, and Vermont, with service to commence in early 2017;



- A successful RFP which resulted in designated developers for city-owned properties proposing expected investment exceeding \$150 million for the development of approximately 600 residential units and 100,00 square feet of new commercial space within ½ mile of the new rail station;
- Construction by a private developer of a 63 residential unit mixed use “transit oriented development” at 24 Colony Street, across from the new rail station, expected to be completed in November 2016;
- Remediation of more than 36 acres of brownfields with State and federal funds;
- Selection as the recipient of approximately \$4 million in State and federal funding for a “complete streets” rework of the city center roadways.

The City features more than 3,000 acres of municipally owned park land. Hubbard Park, at 1800 acres, is the largest municipal park in all of New England and was designed by the firm of famed architect Frederick Law Olmsted. The park is listed on the National Register of Historic Places and is the site of iconic Castle Craig, which at 1,025 feet is the highest point within 20 miles of the coastline between Maine and Georgia, with views on a clear day of Long Island Sound. For the past 37 years, this park has hosted Meriden’s annual Daffodil Festival, attracting more than 100,000 spectators to enjoy the 650,000 blooming daffodils. Meriden is surrounded by basalt ridgelines crossed by nationally recognized

hiking trails and is in the third phase of constructing a linear trail system that will connect to the new town green and ultimately bisect the town diagonally. The City is located within one hour of the Connecticut shoreline and within easy traveling distance to various tourist attractions and recreation areas. City-owned Hunter Memorial golf course has been rated a top ten course in Connecticut, and Falcon Field, a multi-sport turf facility attracts high school, college, and semi-professional sports teams.

The community is served by Meriden Public School District, which has eight elementary, two middle, and two high schools, as well as Venture Academy and a college and career readiness center. A State vocation education high school is also located in Meriden. Of the 9,100 students, 76% pursue higher education, 65% are minority, and 70 percent are on free and reduced lunch. The school administration is a recognized leader in extended learning, student centered learning, the use of digital devices and a recipient of grants and awards from the Nellie Mae foundation, the AFT, and other sources. The City will complete a \$220 million like new renovation of its two high schools within the next year. A branch of Middlesex community college is located in the city center and Meriden is less than a 30-minute drive from a host of colleges and universities, including Yale and Wesleyan.

A strong community spirit meld the many ethnic groups of the City together, with civic groups, clubs, 30 active neighborhood associations, religious institutions, and non-profits working cooperatively with City government for the betterment of all city residents.

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Proposal

City of Chesterfield, MO

Proposal to Provide Executive Recruitment Services

April 29, 2016

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SAMPLE BROCHUREAPPENDIX I



Waters & Company
14285 Midway Road, Suite 340
Dallas, TX 75001
Tel: 972-481-1950
Fax: 972-481-1951
www.waters-company.com

LETTER OF TRANSMITTAL

April 29, 2016

Mr. James Mello, Jr.
Assistant to the City Administrator
City of Chesterfield
690 Chesterfield Parkway West
Chesterfield, MO 63017-0760

Re: **Request for Proposal to Provide Executive Recruitment Services**

Dear Mr. Mello

I appreciate the opportunity to submit our proposal for executive recruitment services for the City of Chesterfield's next City Administrator. Our extensive experience in providing executive recruitment services to cities, counties and other public sector organizations nationwide will be beneficial for this recruitment and allow us to find the ideal candidate for the City of Chesterfield.

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

- We will conduct a web-based survey that can be used to determine the key community-wide issues and priorities that are essential considerations for the City and the selection committee to consider. This survey is completed by the City's employees, community leaders and citizens. The results of the survey will provide the City Council with important feedback for development of the profile for the ideal candidate;
- Management/Leadership Style Assessment Analysis completed by the candidates to determine if a candidate's management style matches the approved management/leadership style profile for the ideal candidate;
- Video candidate interviews through a proprietary system will be made available to the Mayor and City Council to assist in the selection process; and
- Utilization of a proprietary online application system exclusively licensed to Waters & Company, a *Springsted Company* (W&C) to facilitate talent management. The system has been designed by W&C to customize applicant flow and tracking. It allows ease of communication with applicants

City of Chesterfield, MO
April 29, 2016
Page 2

and the ability to conduct database inquiries for candidates based on characteristics important to the City such as geographic location and specific experience, expertise and qualifications.

The proposal document will provide you the details about our approach, expertise, client references and pricing for this executive recruitment. If you have any questions, please contact me at 817-965-3911 or by email at canderson@waters-company.com. Our Team would consider it a professional privilege to provide these services to the City of Chesterfield.

Respectfully submitted,

A handwritten signature in blue ink that reads "Chuck Anderson" followed by a small "sml" in the upper right corner of the signature.

Chuck Anderson, Senior Vice President
Consultant

sml

City of Chesterfield, MO
Proposal to Provide
Executive Recruitment Services

I. General Information

Waters & Company (W&C) recently merged with Springsted Incorporated, establishing one of the largest public sector executive recruitment and organizational management firms in the United States. Springsted Incorporated, the parent corporation, is a certified WBE. Three employee-owners lead the firms and their 70-member staff. Our principal corporate office is located in Saint Paul, Minnesota, with regional offices located in Dallas, Texas; Milwaukee, Wisconsin; Cleveland, Ohio; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado and Los Angeles, California.

W&C has a team of seven primary recruitment consultants available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities and the many different disciplines that comprise the City of Chesterfield organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the City's expectations. Since 2010 our combined consultant team has conducted more than 475 executive recruitments.

The W&C Recruitment Project Team will partner with the Mayor, City Council and designated staff as your technical advisor to ensure that the recruitment process for your next City Administrator is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

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

Physical Address

Waters & Company, a Springsted Company
14285 Midway Road, Suite 340
Addison, Texas 75254
Office: 972-481-1950
Fax: 972-481-1951

Respectfully submitted,



Rollie Waters, Executive Vice President
Consultant

II. Response to Scope of Work

Task I: Recruitment Brochure Development and Advertising

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

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

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

Examples of Placements for Advertisements:

International City/County Management Association
National Forum of Black Public Administrators
Hispanic Forum
Careers in Government (careersingovernment.com)
Missouri Municipal League

Project Milestone	Deliverables	Proposed Date
Position profile and recruitment brochure development.	<ul style="list-style-type: none"> Onsite interview with the City. W&C will receive information regarding the City's budgets, organizational charts, images, logos, etc. Develop draft documents (Recruitment Brochure, Advertisement, Marketing Letter and Timeline). 	Weeks of May 9 – 16
Approve brochure, commence advertising and distribute marketing letter.	<ul style="list-style-type: none"> Brochure sent to the City for final approval. Commence advertising and distribution of recruitment brochure. 	Weeks of May 23 – 30

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

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

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

During this part of the process the Recruitment Project Team will work with the Mayor, City Council and designated staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the position and match the candidates to each attribute. Each candidate submitting a resume is sent a timely acknowledgement by our Team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Proposed Date
Execution of recruitment strategy and candidate outreach.	<ul style="list-style-type: none">• Online data collection and profile development.• Development of interactive searchable applicant database for recruitment of the City Administrator.• W&C performs direct outreach to prospective candidates identified in the recruitment strategy.• Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics.	Weeks of June 6 – 27

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

In Task III the Recruitment Project Team, under the direction of Chuck Anderson, will screen the candidates against the criteria within the position and candidate profiles and develop a list of semi-finalists for recommendation to the Mayor and City Council.

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

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

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

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

Project Milestone	Deliverables	Proposed Date
Applicant screening and recommendation of semi-finalists.	<ul style="list-style-type: none"> • W&C compares applications to the approved candidate profile developed in our searchable applicant database. • W&C develops customized candidate questionnaire & due diligence questionnaire to provide to applicants who most closely meet the candidate profile. • Top candidates identified as semi-finalists. • Semi-Final Report is prepared, including the brochure, master applicant list, cover letter, resume and completed questionnaire of candidates to be considered. • W&C and the City review and rate video interviews. • W&C sends links to City to review the aggregate responses and ratings. • Semi-finalists complete candidate management style assessment, responses are reviewed and interview questions are developed. • Recruitment Project Team Leader meets with Mayor and City Council to review recommended semi-finalists. Mayor and City Council select finalists for on-site interviews. 	Weeks of June 6 – 27

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

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

For the background checks, W&C will develop information on the candidates in the following areas:

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

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

Project Milestone	Deliverables	Proposed Date
Finalists complete supplemental work products.	<ul style="list-style-type: none"> • Finalists complete narrative of their two most significant professional achievements and a critical problem analysis. 	Week of July 4
Design final process with City Council for on-site interviews with finalists.	<ul style="list-style-type: none"> • W&C confirms interviews with candidates. • Travel logistics are scheduled for the candidates. 	Week of July 4
Background checks, reference checks and academic verification.	<ul style="list-style-type: none"> • W&C completes background checks, reference checks and academic verifications for finalists. 	Week of July 4

Task V: Final Interview Process

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

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

Project Milestone	Deliverables	Proposed Date
Final Report prepared and delivered to City.	<ul style="list-style-type: none"> • Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, two examples of candidates' most significant professional achievements, suggested interview questions, candidate assessment form and management style probing questions. 	Week of July 11

On-site interviews with finalists.	<ul style="list-style-type: none"> • Interviews are scheduled. • Recruitment Project Team Leader attends client interviews and is available to participate during deliberations of candidates. 	Week of July 11
Offer made / accepted.	<ul style="list-style-type: none"> • If requested, W&C participates in candidate employment agreement negotiations. • W&C notifies candidates of decision. • W&C confirms final process close out items with the City of Chesterfield. 	Week of July 18

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 City of Chesterfield’s City Administrator position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

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

Springsted Incorporated, our parent company, is a certified WBE.

Timeline

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

CITY OF CHESTERFIELD, MO EXECUTIVE RECRUITMENT CITY ADMINISTRATOR PRELIMINARY TIMELINE		
The following Timeline represents a preliminary schedule for your executive recruitment based on a commencement date of May 9. Actual target dates will be developed in consultation with and approved by the Mayor and City Council.		
Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach.	<ul style="list-style-type: none"> W&C completes onsite interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline. W&C sends draft recruitment brochure to the City. The City returns draft recruitment brochure (with edits) to W&C. W&C commences executive recruitment advertising and marketing. Online data collection and profile development. 	Weeks of May 9 – 30
Applicant screening and assessment and recommendation of semi-finalists.	<ul style="list-style-type: none"> W&C commences formal review of applications and sends most promising applicants a Candidate Questionnaire to provide additional information about background and experience. Candidates complete recorded interview online. W&C completes formal review of applications and sends selected resumes and questionnaire responses to the City for review. Also candidates' recorded interviews are presented. Semi-finalists complete candidate management style assessment and responses are reviewed and interview questions are developed. W&C meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews. 	Weeks of June 6 – 27
Comprehensive background check and reference checks completed for finalists.	<ul style="list-style-type: none"> W&C completes reference checks/background checks/ academic verification on finalists. 	Week of July 4
On-site Interviews with finalists.	<ul style="list-style-type: none"> W&C sends documentation for finalists to the City. The City conducts on-site interviews with finalists. 	Week of July 11
Employment offer made / accepted.	<ul style="list-style-type: none"> The City extends employment offer to selected candidate. 	Week of July 18

III. Proposed Costs

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

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate.

If candidates from this recruitment process are selected for another position within your organization within one year of the close of the recruitment, a fee of 50% of the following proposal amount will be due to Waters & Company, a Springsted Company.

All questions regarding the professional fees and project-related expenses should be directed to Chuck Anderson, Senior Vice President at canderson@waters-company.com or via phone at 817-965-3911.

PHASE	DESCRIPTION OF PROFESSIONAL SERVICES	FEES
Phase I	Task 1 – Candidate Profile Development/Advertising/Marketing (includes one day on site by Recruitment Project Team Leader) Task 2 – Identify Quality Candidates	
Phase II	Task 3 – Screening of Applications and Submission of Recommended Semi-Finalists to Client (includes one day on site by the Recruitment Project Team Leader) Task 4 – Reference Checks, Background Checks and Academic Verifications	
Phase III	Task 5 – Final Process/On-Site Interviews with Finalists (includes two days on site by Project Team Leader)	
Conclusion	Acceptance of offer by candidate	
	<i>TOTAL ALL-INCLUSIVE PROFESSIONAL FEE</i>	<i>\$24,500</i>

<i>OPTIONAL SERVICES FOR CONSIDERATION</i>	<i>FEES</i>
On rare occasions, W&C is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. W&C will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour plus expenses

Triple Guarantee

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

IV. Firm Experience

References

City of Fort Worth, Texas

Former Mayor Moncrief

817-338-1225

mike@moncriefinvestments.com

Project: Selection of City Attorney

Jefferson County, Alabama

Mr. David Carrington, County Commission

205-325-5503

carringtond@jccal.org

Project: Selection of County Manager

City of Novi, Michigan

Mr. Victor Cardenas, Assistant City Manager

248-347-0450

vcardenas@cityofnovi.org

Project: Selection of City Manager

Experience

The following is a partial list of previous and relevant Executive Recruitments:

List of City Administration Executive Recruitments: 2011 to Present				
Year	Client	State	Recruitment	Population
2011	Altus	OK	City Administrator	19,591
2011	Ashland	OR	Assistant City Administrator	20,713
2011	Carrboro	NC	Town Manager	20,433
2011	Christiansburg	VA	Town Manager	21,041
2011	Decorah	IA	City Administrator	8,172
2011	Dumfries	VA	Town Manager	4,937
2011	Elk River	MN	City Administrator	23,447
2011	Fredericksburg	TX	City Mgr	10,829
2011	Gardner	KS	City Administrator	20,473
2011	Grain Valley	KS	City Administrator	13,125
2011	Manassas	VA	City Manager	41,705
2011	Mesa	AZ	Deputy City Manager	457,587
2011	Osceola	WI	Village Administrator	2,421
2011	Petersburg	VA	City Manager	33,740
2011	Sachse	TX	City Manager	22,026
2011	Salisbury	NC	City Manager	33,604

List of City Administration Executive Recruitments: 2011 to Present

Year	Client	State	Recruitment	Population
2011	Socorro	TX	City Manager	32,517
2011	St. Anthony	MN	City Administrator	8,583
2011	Virginia Beach	VA	Deputy City Manager	448,479
2011	Willmar	MN	City Administrator	19,680
2012	Albertville	MN	City Administrator	7,230
2012	Brainerd	MN	City Administrator	13,487
2012	Charlotte	NC	City Manager	792,862
2012	Eau Claire	WI	City Manager	61,704
2012	Exmore	VA	Town Manager	1,458
2012	Fairview	TX	Town Manager	8,148
2012	Martinsville	VA	City Manager	15,416
2012	Morehead City	NC	City Manager	9,203
2012	Ocean City	MD	Town Manager	7,092
2012	Rockville	MD	City Manager	47,388
2012	Scandia	MN	City Administrator	3,936
2012	Sun Prairie	WI	City Administrator	29,364
2012	Thief River Falls	MN	City Administrator	8,661
2012	Winchester	VA	City Manager	27,216
2012	Windsor Heights	IA	City Administrator	4,860
2013	Alexandria	MN	City Administrator	11,580
2013	Bayport	MN	City Administrator	3,496
2013	Belle Plaine	MN	City Administrator	6,838
2013	Bellevue	WI	Village Administrator	14,570
2013	Burnsville	MN	City Manager	61,434
2013	Clinton	NC	City Manager	8,676
2013	East Grand Forks	MN	City Administrator	8,602
2013	International Falls	MN	City Administrator	6,357
2013	Irving	TX	City Manager	228,653
2013	Justin	TX	City Manager	3,333
2013	Manassas	VA	Director of Finance and Administration	41,705
2013	Montgomery	MN	City Administrator	2,933
2013	Moose Lake	MN	City Administrator	2,787
2013	Muskegon	MI	City Manager	37,213
2013	Newport News	VA	City Manager	179,611
2013	Norwood Young America	MN	City Administrator	3,583
2013	Raleigh	NC	City Manager	423,179
2013	Sherburn	MN	City Administrator	1,128
2013	Watertown	MN	City Administrator	4,239
2013	West Saint Paul	MN	City Manager	19,708
2014	Atlantic Beach	FL	City Manager	12,864
2014	Belle Plaine	MN	City Administrator	6,838
2014	Bloomington	MN	City Manager	86,319
2014	Boone	NC	Town Manager	17,774
2014	Cape Charles	VA	Town Manager	990
2014	Castle Rock	CO	Town Manager	53,063
2014	Eustis	FL	City Manager	19,214
2014	Hutchinson	MN	City Administrator	13,871
2014	Irving	TX	City Manager	225,427
2014	Lakeville	MN	City Administrator	58,562

List of City Administration Executive Recruitments: 2011 to Present

Year	Client	State	Recruitment	Population
2014	Lexington	VA	City Manager	6,998
2014	Midlothian	TX	City Manager	19,891
2014	Narberth Borough	PA	Borough Manager	4,295
2014	Novi	MI	City Manager	123,099
2014	Oakdale	MN	City Administrator	27,780
2014	Springfield	MN	City Manager	2,114
2014	Township of Lower Merion	PA	Township Manager	59,850
2015	Bemidji	MN	City Manager	14,435
2015	Big Lake	MN	City Administrator	10,298
2015	Brooklyn Park	MN	City Manager	78,373
2015	Coon Rapids	MN	City Manager	62,103
2015	Cottage Grove	MN	City Manager	35,399
2015	Davidson	NC	Town Manager	11,750
2015	Diboll	TX	City Manager	5,323
2015	Fairfield County	SC	County Administrator	23,109
2015	Golden Valley	MN	City Manager	20,845
2015	Grand Junction	CO	City Manager	59,778
2015	Kingsville	TX	City Manager	26,312
2015	Manassas	VA	Deputy City Manager	41,705
2015	Monument	CO	Town Manager	5,817
2015	Provincetown	MA	Town Manager	2,994
2015	Sachse	TX	City Manager	22,026
2015	Scandia	MN	City Administrator	3,936
2015	Shakopee	MN	City Administrator	39,167
2015	Socorro	TX	City Manager	32,517
2015	Virginia Beach	VA	City Manager	448,479
2015	Warrenton	VA	Town Manager	9,862
2015	West Jordan	UT	City Manager	110,077
2015	Westminster	CO	City Manager	109,169
2015	Williamsburg	VA	City Manager	15,206
2016	Medford	OR	City Manager	77,677
2016	Wayzata	MN	City Manager	4,217

V. Recruitment Project Team

Mr. Rollie Waters, Executive Vice President

Direct Phone: (214) 466-2424

Email: rwaters@waters-company.com

Recruitment Project Team Leader

Mr. Chuck Anderson, Senior Vice President

Direct Phone: (817) 965-3911

Email: canderson@waters-company.com

Mr. Art Davis, Senior Vice President

Direct Phone: (816) 868-7042

Email: adavis@waters-company.com

Ms. Jenelle Stapleton, Project Coordinator

Direct Phone: (214) 466-2445

Email: jstapleton@waters-company.com

Rollie Waters

Executive Vice President

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

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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

Charles (Chuck) Anderson

Senior Vice President

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

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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

Arthur (Art) Davis
Senior Vice President

Arthur (Art) Davis is a Senior Vice President of Waters & Company, a *Springsted Company*. Prior to joining Waters & Co., Art successfully started and expanded his own company for 10 years providing executive recruitment and organizational management consulting services for cities, counties and nonprofits.

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

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

Areas of Expertise

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

Professional Accomplishments and Education

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

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

Jenelle Stapleton
Project Coordinator

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

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

Professional Accomplishments and Education

Previously, Jenelle worked in Real Estate Investment as the Operations Manager for a boutique firm in Grapevine, TX. Coordinating between private lenders, executive staff and the operations employees, she provided support and implemented resourcefulness at all levels of the company. For four years prior to this, Jenelle served as the Client Relations Executive for a financial sales company in Fort Worth, TX. Jenelle holds an Associate's Degree in Financial Operations and is currently pursuing her Bachelor's Degree in HR Management.

APPENDIX I
Sample Brochure

NOVI CITY MANAGER



THE NOVI, MICHIGAN CITY COUNCIL IS SEEKING A VISIONARY AND INNOVATIVE PROFESSIONAL AND AN OUTSTANDING LEADER



cityofnovi.org



THE COMMUNITY

With a current estimated population of 56,000, Novi's approximately 32 square miles are packed with potential, providing a gateway to 21st Century opportunity. Strategically located at the convergence of three major expressways, 25 minutes from Detroit Metropolitan Airport, and in close proximity to Downtown Detroit (25 miles) and Ann Arbor (29 miles), Novi has unparalleled access to superior healthcare, commercial retail, technology, and a diverse commercial office and industrial sector, including automotive industry headquarters.

Novi's vibrant retail centers, including the Twelve Oaks Mall, superior public safety services, diverse and abundant housing, top-notch public/private schools, and more than 1000 acres of parks and recreation space, are among the many reasons the City has been recognized as one of the best places to live and work by **Family Circle** and **Money Magazine**.

Novi is one of the fastest growing cities in Michigan. The nearly 70 percent of developed land is a balanced mix of residential, commercial, office, and retail uses, leaving 30% of land area ready for development. The business-friendly attitude has created a productive environment where over 1,800 businesses thrive and prosper. The community includes businesses of all sizes, from international corporations with

national and regional offices to owner-occupied businesses serving the local area. The City's industrial and office parks are home to companies in high-tech research and development, healthcare, transportation and logistics, manufacturing, and domestic and foreign automotive-related suppliers. Energy-related companies are one of the fastest growing sectors in the community.

Novi is proud of its diverse population and culture and is committed to respecting and valuing this diversity in the workplace and throughout the community. Due in large measure to the growing international business community, the City has a significant presence of diverse cultural groups, including Japanese and Asian Indian.

Novi is not only a high-quality, full-service city, but is rooted to the idea that a city should foster the well-being of every citizen and business and protect the environment through community-wide sustainability initiatives. As Novi prepares for its very bright future, it is clear that it has created a model for other cities nationwide and in Michigan for ethical and competent government, retail and commercial success, respect and protection for the environment, and high-quality citizen services.



THE ORGANIZATION

The City has adopted the Council-Manager form of government with the City Council comprised of the Mayor, elected to a two-year term, and six Council Members, elected at large to four-year terms. Elections are non-partisan. The City Council appoints the City Manager, City Attorney, City Assessor, and City Clerk and members of Boards and Commissions; approves the City budget; establishes the strategic vision, long-term goals and direction for the community; sets policy; and approves ordinances.

On an annual basis the City Council reviews and updates its goals. For the current fiscal year, it has established four primary goals listed below. Details for each goal and other relevant information can be found on the Novi website at cityofnovi.org.

Nurture Public Services That Residents Want and Value

Operate a World-Class and Sustainable Local Government

Value and Build a Desirable and Vibrant Community for Residents and Businesses Alike Now and into the Future

Invest Properly in Being a Safe Community at All Times for All People

The City Manager recommends policy actions and the annual budget, implements policies, ordinances, executes contracts approved by the City Council and directs the daily operations of the City organization with an Assistant City Manager and the nine Department Directors.

The City has established an internal operating environment that fosters collaboration, cooperation, and positive and productive

working relationships focused on high-quality internal operations and external customer services. Staff are guided by a Leadership Philosophy that encourages a trusting, supportive environment and fosters the opportunity to lead, both formally and informally, and is available to all who desire it at all levels throughout the organization. Community services and internal administrative services are provided through several departments:

Public Service (Engineering, Field Operations, Fleet Maintenance, Water & Sewer); **Public Safety** (Police, Fire, Emergency Preparedness & Management); **Community Development** (Planning/Zoning, Building Inspections); **Neighborhood & Business Relations** (Economic Development, Business Attraction/Retention, Communications, Novi Youth Council, Civic Engagement, and Community Relations); **Parks, Recreation & Cultural Services** (Parks, Recreation, Arts & Community Festivals, Ice Arena, Older Adult Services); **Library**; **City Clerk**; **Human Resources**; **Finance/Treasury/Purchasing**; **Information Technology/Facility Operations**; and **Assessing**.

Current staffing includes 221 full-time employees and an annual budget of \$55.3 million. Conservative and competent fiscal management has resulted in a financially stable organization for which the City has received the “Distinguished Budget Award” from the Governmental Financial Officers’ Association for 16 consecutive years. Since 2008, Novi’s strong fiscal discipline has earned Standard & Poor’s AA+ rating. In 2012, the City received an AA2 rating from Moody’s, a level only achieved by a small percent of local governments. Moreover, this positive financial situation allowed the City Council to make the historic move in 2012/13 of reducing the city property tax millage from 10.5416 to 10.2000 mills. Novi was one of the few cities in Michigan to do so.



Internally the City organization is financially strong with staff working collaboratively to deliver the best services possible.

CANDIDATE PROFILE

The ideal candidate will have a proven track record as a successful City Manager for a growing and diverse community or service as an Assistant City Manager in a larger community with a broad range of direct supervision and responsibilities.

Having an astute understanding of the political arena without engaging in local politics will be important for the next City Manager. In addition, the City Manager will be expected to establish an open and supportive relationship with the Mayor and each member of Council where he or she understands and respects its members' governing role and will provide Council with timely and thoughtful recommendations for policy action backed by thorough research and credible facts. The City Manager will have the professionalism to provide the Mayor/Council with the unvarnished truth about the impacts and implications of policy issues and actions. He or she will be an innovative and creative visionary, including the use of technology, but also be able to execute in a decisive manner.

In addition to competency in areas of general management, the next City Manager will have a demonstrated record of managing within a growth environment with successful urban planning and economic development initiatives. Experience with downtown development or redevelopment will be

beneficial. Also, successful experience with financial and budget management will be an expectation for the next City Manager.

The successful candidate will be a strong and visible leader of staff. Having impeccable integrity and ethical conduct, the City Manager will set similar standards for all City staff and high standards for citizen services and customer service that are linked to the City Council's four strategic goals. Staff training and development, coupled with the ability to set clear objectives, delegate authority without "micro-managing," and holding all staff accountable for the same high standards of performance will be essential. Genuine respect for the importance and value of diversity within the workforce and the community is absolutely essential for the next City Manager.

The next City Manager will have superior communication skills and be cordial, approachable, accessible, and comfortable being out and about within the organization and the community. It is also expected that he or she will be willing to invest considerable time and energy within the community for a period of at least five to ten years and reside within the local area.

PRIORITY ISSUES

Novi is fortunate to be on a sound fiscal path. The next City Manager will have the opportunity to set and steer the course for continuous high-quality growth and development and enhance productive partnerships with the school district, business and industry, neighborhood and cultural groups, and regional and statewide organizations. Commitment to quality public safety services and continued investment in critical infrastructure, including roads, pathways, sidewalks, and water and sewers, are rated as top interests by citizens and business in biennial Novi surveys.

Internally, the City organization operates effectively and efficiently with staff working collaboratively to deliver the best services possible. City Council has been supportive in their approval to allocate funds for staff training and development. The expectation will be

for the next City Manager to continue to support that priority. There is need to develop a succession plan and to improve staff retention with a review of the salary and benefits plans for the six bargaining groups and administrative staff to ensure they are internally equitable and externally competitive.



COMPENSATION AND BENEFITS

Generous benefit package, negotiable, with a starting salary range of 125K - 140K DOQ. Relocation assistance and an employment agreement will be provided by the City.

EDUCATION & EXPERIENCE

An undergraduate degree in Public Policy, Business Administration or related field required (Master's Degree preferred), together with at least seven to ten years of progressively responsible experience as a City/County Manager or service as an Assistant City/County Manager in a larger city or county. Experience in and knowledge of Michigan is beneficial and preferred, but not required.



APPLICATION & SELECTION PROCESS

Qualified candidates should submit their cover letter and resume online by visiting our website at www.watersconsulting.com/recruitment. This position is open until filled; however, interested applicants are strongly encouraged to apply no later than **August 14, 2014**. On-site interviews in Novi will be offered by the City Council to those candidates named as finalists, with reference checks, background checks and academic verifications conducted after receiving candidates' permission. For more information, please contact:

Chuck Anderson
Phone: (817) 965-3911
Email: canderson@watersconsulting.com

Applicants selected as finalists for this position will be subject to a criminal history/credit/drivers license check prior to interview. Under the public information statutes, information from your resume may be subject to public disclosure. If you desire your application to be confidential until the interview stage of the process, you must so state on your application materials.

The City of Novi is an Equal Opportunity Employer and values diversity at all levels of its workforce.



5050 Quorum Dr. Suite 625 Dallas, TX 75254
Phone: 972.481.1950
Toll-free: 800.899.1669
Fax: 972.481.1951

watersconsulting.com

Helping
**PUBLIC & PRIVATE
SECTOR CLIENTS**
manage their HR needs



**A Proposal to Provide
Executive Search/Recruitment Services
City Administrator
City of Chesterfield, MO
May, 2, 2016**

**Neher & Associates, LLC
3790 Millerton Place, Suite 100
West Sacramento, CA 95691
(916) 443-2421 x2
(310) 809-0618**

May 2, 2016

Cover Letter/Letter of Transmittal

E-mail: JMello@chesterfield.mo.us

City of Chesterfield
Attn: James Mello, Jr.
Management Analyst & Assistant to the City Administrator

Honorable Mayor and City Council:

As follow-up to our receipt of the e-mail request and subsequent telephone conversation with Mr. James Mello this morning, we are pleased to submit the following proposal to assist you with your search for a new City Administrator for the City of Chesterfield.

We fully appreciate the complexity of conducting key executive/managerial recruitments for a wide variety of positions including in City and County government and other public services and believe we are uniquely suited to design and deliver a recruitment strategy that will work well with your organization's specific needs and goals.

As a retained recruiting firm, we ascribe to ethical standards which focus on: professionalism, integrity, competence, objectivity, accuracy, avoidance of conflicts of interest, confidentiality, equal opportunity, and loyalty to the client and candidate.

We specialize in assisting public sector organizations as they seek management talent to help lead such complex public service organizations as the City of Chesterfield. Our client list (see the Appendices) shares some of our experience in recruiting leadership for the nation's cities, counties, utilities, regional authorities, and other organizations. Also included as attachments to this proposal are a client list, bios on key staff, reference list, a brief company brochure/flyer, and some sample recruitment brochures/narratives from other relevant clients.

We appreciate the opportunity to submit this proposal, and look forward to discussing our qualifications and approach with you. In the meantime, if you have any questions or require additional information, please feel free to call me. I will also serve as the primary contact person. My direct telephone number and e-mail are listed below.

Cordially,

Bob Neher

Robert L. Neher, Jr.
President

Neher & Associates LLC

Phone: (916) 443-2421 x2

Fax: (916) 443-5949

Cellular: (310) 809-0618

robertneher@executivesearchneher.com

City of Chesterfield, MO

Qualifications - Executive Summary

The principals of Neher & Associates are focused on Executive Search and Human Resources Consulting. We have conducted over 270 assignments. Over half of our placements have been women and minorities. Our success can also be measured in the sizeable number of multiple search assignments that we have completed for many Clients.

We have worked in partnership with literally hundreds of clients to help them find their City and County Managers, City Administrators, Assistant City Managers, Executive Officers and key Directors/Managers. We have placed numerous Executives in governmental, not-for-profit and public sector organizations including States, Counties, Cities, Utilities, Transportation, Association, Foundation, Healthcare, Education and many other industries. We have also worked for a number of private sector companies.

Neher & Associates is well known for our strategic process, partnering methodology with our clients, thorough screening and background checking, ability to tailor our consulting and executive searches to the specific and unique needs of our clients, and to get results. **We will work on a search until it is complete regardless of the time and effort required. We will also provide a one-year replacement guarantee.** We provide excellent, high quality services to our public sector clients at moderate prices and have a strong reputation for controlling costs and coming in, at or under budget on expenses.

The following proposal includes examples of some of our placements, bios on our key staff, a list of clients, samples of recruitment brochures from other executive searches, a reference list, our commitment to work with the City and your designated representatives as partners on the search, our placement guarantee, and of course specific tasks, time lines etc. that will ensure a successful outcome for the City Administrator search.

Our Search Services Feature:

- Designing a customized recruitment strategy to match your history and leadership patterns, current issues and future challenges;
- A calendar that starts immediately upon authorization to proceed, includes regular progress reports, and will conclude within the 90 -120-day time frame requested by the City in your RFP;
- An extensive, narrative-written job profile/brochure including your organization's history and leadership patterns, current issues, and future challenges of the City Administrator;
- A recruitment process and approach that includes local, state and national advertising, but also relies more upon aggressive networking and outreach rather than passive advertising;
- A large pool of applicants who meet the minimum qualifications and a targeted, diverse pool

of qualified, proven candidates for interview;

- Candidate general pools have ranged from around 35 to over 200. Leading candidates are, however, usually narrowed to between 10-15 candidates and 4-6 candidates is the average number of finalists invited to interview with most of our clients. We will, of course, work with the Council regarding the number of screened candidates that you prefer for final interviews;
- Comprehensive screening, interviewing, reference and background checking;
- Ongoing quality review of project deliverables, time and service benchmarks, weekly status reports, candidate reports, and coordination/communication between Neher & Associates and the City's designated contacts;
- Personal guidance and assistance to the Mayor, Council, Human Resources, and other staff that assists in the development of search strategy, facilitates interviews, interview process, candidate travel, evaluation of candidates, decision-making, relocation, trend analysis, negotiations, and employment agreement assistance with the candidate selected.

The Professional Fee for the City Administrator search is based on a fixed fee price of \$13,000 and a not to exceed expense of \$4,500. Details are included in the Cost/Pricing Information Section of this proposal

Scope of Work

Work Plan – Project Understanding and Approach

We have an understanding of the services required. In addition, we have gone to the City of Chesterfield website, and to other sources for additional information related to the City, but will need to have further discussions with City staff and City Council and your designees to more fully understand the scope of the position and needs of Council and community in order to tailor the search appropriately to your needs, goals, and objectives.

We have literally worked with over two hundred cities, communities and departments to assess and determine needs and to develop accurate and inclusive position profiles. Our process including initial meetings is listed below.

Development, maintenance and presentation of applicant pool and potential candidates is also addressed below as well as how and where we may recruit and our process of screening.

As the successful contractor, we will provide you with the quality services and expertise our clients have come to expect. We network and recruit not only from cities/towns and counties, but also look seriously at potential candidates from other public sector, private sector, and sometimes non-traditional sources and organizations who may bring the skills and abilities that may fit your position and organization.

We also warranty our work. All of our contracts have included that if the person you hire does not

work out within one year, we will reopen the search and replace the person for no additional professional fee.

Task Summary – General Approach:

We have a straightforward, structured search process. We adapt it to your requirements, and then ask you to join us as partners in its implementation. Please see “Project Team and Resumes” for our firm’s work team assignments. At each stage, we provide written materials, training, and explanations as needed. Although we follow a clear strategic work plan and closely monitor agreed upon tasks and goals, we also believe that, in the long term, results are most important.

The following Tasks and Outcomes address the general approach and services provided:

- **Scope of Services.**
The scope of services will consist of recruitment/market strategy, research, recruitment including advertisements, mailings, networking, cold calling and development of a position profile/brochure; candidate contacts/evaluation, screening, including review and the development of a written Progress and Final Report of leading candidates and finalists; developing and maintaining an applicant pool and leading candidate pool for review; performing reference and background checks; regular verbal and written status reports; assisting in the interview process, candidate negotiation, and holding periodic meetings with the Council, Selection/Search Committee, Human Resources Director, and designated City staff.
- **Key Meetings.**
We will also meet and/or conference with the Council, Search Committee, HR, designated staff, community/public representatives, and other key stakeholders at the beginning of the contract to identify major issues the new City Administrator will face; determine the critical qualifications for the position as identified by you; discuss search strategy; review compensation and benefits; establish specific timelines; and collect information to develop the search criteria and develop a search profile. We would also anticipate at least two later meetings/conferences to discuss/review the written Progress Report (Leading Candidates), and participate in final interviews (Final Report).

In addition, we will key our weekly status reports to accommodate your needs/ meeting schedule.

- **Initial Candidate Screening.**
We sort candidates based on the criteria established, profile, comments from peers and colleagues, training & education, resume/bio review, communication ability and experience, accomplishments, references, background checks, telephone and personal meetings, review of appropriate writing and work samples, the degree of their expressed interest/commitment to consider the specific position, and many other methodologies. The written Progress Report and Progress Meeting that is provided to you is also key to assuring that we are on track and to narrow the field from leading candidates to finalists for interview, and reduce (with your input) to a list of screened finalists.

We notify, recruit and screen internal candidates using the same criteria as those recruited from outside of the City organization. Internal candidates are treated with the same respect, equal opportunity and attention that is given to all potential and confirmed candidates.

The only time that internal candidates may be handled differently is if the Mayor and Council have initially decided that their internal candidates deserve to be vetted prior to the Council making a decision to go to outside regional or national search. This is sometimes done when there is a strong City history and policy to look at internal candidates, and internal promotional policies/guidelines before considering any outside candidates. This also often assumes that there is no requirement for Equal Opportunity employment/application from the general public or others. We would be happy to discuss this in more detail if needed including more details with your and our legal counselors.

- **Interview Process.**

In addition to our telephone interview/screening/assessment of candidates, we often conduct face-to-face or video conferences with potential finalists. We will assist with the interview process including question development, evaluation tools, coordination and scheduling with the Council, and Search Committee, HR, Staff, Advisory Panels, etc. and provide negotiation support.

- **Recruitment Brochure.**

Qualifications and criteria for the position will be developed from review of existing job descriptions, review of budget, strategic planning, other relevant City documents, chamber of commerce, news media and many other sources, as well as discussions with the Council, Search Committee, Human Resources, key Department Heads, Stakeholders and others as designated by the City.

- **Advertising & Networking.**

Appropriate advertising will be used. This includes hard-copy publications and electronic media and other professional organizations and publications specific to the position as well as numerous other national and regional professional associations, specialty groups, our web-site, local media, etc.

Please note, however, that although we will place ads, in our experience, the best candidates often come from networking rather than advertisement. We therefore focus a great deal of time on the networking and personal contacts with potential candidates, referral sources, professional associations, diversity organizations and others as appropriate.

- **Candidate Screening.**

Together with the designated staff/contacts, we will reduce the pool of candidates to a list of usually no more than 15 semi-finalists and from there usually to approximately five or six (5-6) final candidates for interview. If the Council desires a larger or smaller pool we will do so. We understand that you may want to interview more or less candidates, and will provide candidates in consultation with you. Summary information is also usually provided on the

leading candidates to include – background, achievements & strengths, etc. We also conduct initial reference, education and media checks on the top candidates invited for interviews. A complete background and reference check will be conducted on the final candidate(s).

- **Reference & Background Screening.**

Applicant information is verified via discussion with the applicant, peers, colleagues, subordinates, bosses, etc. We also do a news media check including such electronic sources as Zoom Info, Google, Yahoo, and many others. In addition, we review reports, documents, and writing samples. Additional background screening includes detailed reference checks (with candidates' bosses, colleagues, staff reports, etc.) Education, licenses and certifications are verified with the educational and licensing institutions/organizations. Employment is verified. Telephone, video conference and/or face-to-face meetings/interviews, and other means including occasional psychological testing and assessment centers are also used in the screening. A full background check including DMV, Criminal (felony and misdemeanor), Credit and other background checks are also completed.

Candidates are screened in most, if not all, of the above before interviews with you. The final background check (DMV, Criminal and Credit) is usually done on the final candidate as a condition of offer.

- **Selection Process.**

Selection is made using all of the above plus an interview(s) between the candidate(s) and you. We also involve the candidate's family and significant others in the process as appropriate. During the interview and screening process, we will consult and assist you with screening including rating and other tools and training support if needed as well as with process, scheduling and logistics.

- **Offer Negotiations.**

We work closely with the final candidate(s) and the Council, and Human Resources to help negotiate an offer, acceptance, employment agreement/contract, starting date, etc. This often includes assistance drafting offer letters, compensation/benefit research, contract/agreement review, discussion with legal counsel when appropriate, and individual negotiation. We make it a point to be available to help both the final candidate and you to reach an amiable conclusion that ends with confidence and enthusiasm on both sides.

- **The City of Chesterfield Appointing Authority.**

We have worked with hundreds of public sector and quasi private sector clients including cities, counties, states, the federal government, and numerous utility, transportation, educational institutions and other public service organizations. As such we have also worked with the Boards, Councils, Advisory Boards, Stakeholder Groups, and Committees, Selection Committees, Public & Citizen's groups, State, Local and Federally legislated and mandated advisory boards, commissions, as well as elected local, state, and national representatives.

The Mayor, City Council, Human Resources, other Executives (and their delegates) are critical to the search process from assistance in providing initial information regarding goals

and objectives of the City, criteria relevant to the duties and responsibilities of the position being recruited including input and approval of the overall recruitment process and recruitment profile/challenge statement/ brochure, interview and selection of the final candidate, approval of the final employment agreement, etc. Our role is to assist in the process and to consult with and help you to make a well informed decision. We believe the final choice is yours to make.

We will help you make a well-informed choice by framing what we have together learned about the candidates in the context of the job and specific requirements. Our role is to help make that decision easier.

- **Search Closure/Sign-offs.**

At the end of the search, all applicants will be appropriately notified of the result in a professional manner that reflects well on the City. We also follow-up with the placement and the City usually at 30-60 days, six months, and twelve months or longer from the time of hire for feedback and consultation if needed.

SAMPLE MATERIALS

Recruiting materials including announcements, ad copy/placements, networking and invitation letters, research listings and e-mail contact lists, position profile, recruitment brochure, supplemental candidate questionnaires, evaluation/screening sheets, resume summary materials(minis), evaluation/reference reports etc. are usual in our searches and are developed to fit the specific client and position. We consider some of these materials to be proprietary but will be happy to share some of the formats etc. them in advance if we are selected.

The recruitment brochure almost always includes: a description of the Organization and Community; an overview of the position with duties and responsibilities, Issues, Challenges and Opportunities, Qualifications including education and experience, candidate expertise, management style and personal traits, Compensation, and the Application Process. The brochure also includes pictures of the Organization and Communities, the City Logo etc.

We also conduct media checks on candidates as well as education, license and certification checks on leading candidates/finalists, being invited for interview. As previously mentioned we also arrange for a full and complete background check on the finalist(s) and have specific forms for education, certifying and licensing bodies, candidate signed release forms/authorization forms etc.

In addition, we provide weekly electronic/e-mail and written status reports on the search, a “Progress Report” with information on Leading Candidates, and a “Final Report” for use at the interview with Finalists that includes, resumes, summary materials, supplemental materials/information, interview questions, interview rating forms, interview process/legal information, etc.

Firm Information

Profile of Neher & Associates

- Neher & Associates is a national firm. We operate as a California Limited Liability Company (LLC). We primarily serve government and nonprofit organizations and recruit experienced leaders and managers into positions that improve the capabilities of those institutions. Our principal consultants have over 45 years of combined executive search and consulting experience and many more years in direct service and management.
- We have offices in California and a satellite office in Florida. We also have support staff in Illinois.
- The address for our new corporate office is: 3790 Millerton Place, Suite 100, West Sacramento, CA 95691. The phone number for our California office is (916) 443-2421, and the fax is (916) 443-5949. Our website is: www.executivesearchneher.com and e-mail should be addressed to: robertneher@executivesearchneher.com
- No other firm other than Neher & Associates is currently intended to be party to this proposal or fulfillment of the contract when approved.
- Current Neher & Associates staff is seven. A listing of staff for assignment to assist the City is included under “Project Team.” Eighty-five (85%) of our total staff are women or minority.
- Organizational Chart:

President

Executive Vice President

**Vice President and CEO
Value Training Group**

**Vice President and
General Counsel**

**Business Manager
and Senior Consultant**

Senior Consultants

Consultants

Research and Administrative Staff Support

- Although primarily known as a leading executive search firm, Neher & Associates also provides other general and specialty management consulting services, including management audits, organizational development, public safety, strategic planning, assessment centers, leadership development training, performance management, executive coaching, diversity training, and human resources management.
- We specialize in recruiting leadership for cities, counties, state, associations, education, healthcare, regional authorities, utilities and nonprofit organizations. Our client list (see

Appendices) attests to our experience in assisting these organizations large and small to find the talent they need.

- Working with boards, councils, search committees, executives and human resource offices in such settings, we are accustomed to the complex internal dynamics, networking, and candidate screening and evaluation processes that routinely arise in recruitments of this nature, and to the high level of constituent, political, and media interest they sometimes engender.
- Neher & Associates consultants have built long-term relationships with our Clients. We have conducted multiple searches for many of these Clients.
- As previously noted, we have conducted numerous successful executive search consulting engagements covering a broad range of positions including numerous City/Town/Borough and County Managers, Assistant Managers, Finance Directors, Administrators, Executive Officers, Educators, Utility Directors, and Association Executives. A copy of our Client List is attached as *Appendix B*.

Primary Contact Person and Project Team

- Our team brings to this project a combination of background and skills vital to the requirements of the City of Chesterfield. The overall Project Manager will be Robert Neher, assisted by others who will also lend support as needed. Contact information is listed in this proposal. All staff can be reached at: 916-443-2421 (a recording provides their individual extension numbers).
- Our executive search staff are all professionals, each with extensive management background as key executives in public organizations. The recruiters to be assigned to this work have significant personal experience recruiting a range of executive and administrative leadership for a broad range of clients. We assure that the individuals listed represent our current team assigned to search for the City and that any additional future staff assigned will be submitted to you for prior approval.
- The primary Neher & Associates contacts for the City will be Robert Neher, MA, FACHE President; Lawrence Davenport, MA, EdD, Executive Vice President; Rahn Sibley Vice President and CEO Value Training Group; Raymond Massie, JD, Vice President and General Counsel; and our Research Associate staff, will also assist as needed.
- Resume/Bios of the team are included in Appendix A.
- All of the above mentioned staff may be involved in some phases and tasks of the search as previously outlined. On-sight representation will, however, primarily be the responsibility of Robert Neher. Robert Neher and our research staff will be responsible for advertising. Research will be coordinated by Robert Neher with assistance from our research associates.

General Networking and Outreach will be coordinated by Robert Neher with support from Lawrence Davenport and Rahn Sibley. Specific Diversity Outreach will be coordinated by Rahn Sibley with support from Lawrence Davenport and Raymond Massie. Offer negotiations will rest mostly with Robert Neher and Lawrence Davenport, and contract development (if needed) for the City Administrator with Robert Neher and our Legal Counsel, Raymond Massie.

- We will spend whatever time is necessary to complete all tasks and objectives in the search plan. The project Manager (Robert Neher) will be available by office and cell phone on a seven day per week, 24 hour per day basis. Other staff will be available during regular business hours during the day and by cell phone in the evenings if critical issues need to be discussed.
- We are available to immediately assist with your current needs.

Expertise

City and County populations of our clients have varied from a few thousand to over 9.6 million. As previously noted, we have conducted over 270 executive searches primarily in city and county government.

Some of our city and county manager searches have included:

City of Flagstaff, AZ (City Manager); Contra Costa County, CA (Assistant County Administrative Officer); City of Richmond, CA (City Manager, and Assistant City Manager); City of Turlock, CA; Ventura County, CA (Deputy County Executive officer); City of Hartford, CT (City Manager); City of Dover, DE (City Manager); City of Crystal Lake, IL (City Manager); City of Naperville, IL (City Manager); Village of Oak Park, IL (Village Manager – partial); County of Kalamazoo, MI (County Administrator); City of St. Charles, MO (City Manager); City of Dover, NH (City Manager); City of Brunswick, OH (City Manager and City Manager/Safety Director); Village of Ossining, NY (Village Manager); City of Eugene, OR (City Manager); Lane Council of Governments, OR (Executive Director); City of Reading, PA (Managing Director/City Administrator); The Woodlands Community Services Corporation, TX (President & General Manager); City of Alexandria, VA (Assistant City Manager); City of Richmond, VA (Deputy City Manager – Administration, and Deputy City Manager - Operations); County of Barron, WI (County Administrator). We have also completed numerous Chief Executive Officer, General Manager and other executive level searches for cities, counties, associations, education/universities, utility districts and other public sector and quasi - public sector organizations.

- As an example of more details: the Village of Ossining, NY (population 24,000), City of Flagstaff, AZ (population 57,000), City of Turlock, CA (population of 71,000), City of Eugene, OR (population 150,000), City of Naperville, IL (population 143,000), the City Manager/Safety Director with the City of Brunswick, OH (population 35,000) to replace the City Manager we placed there seven years ago, and the Managing Director/City Administrator for the City of Reading, PA (population 82,000). The Executive Director for the Lane Council

of Governments -LCOG (12 cities and over 17 other governments and agencies) in Oregon, and the Chief of Staff for the King County Council (aka Board of Supervisors, Commissioners) (population 1.97 million), WA, and the City of St Charles, MO (population 67,000).

- We have also conducted three prior searches in Missouri including for the City Manager and Public Works Directors for the City of St. Charles and for the Fire Chief for the Maryland Height Fire Protection District.
- We have worked on long-term contracts with a number of Clients. We have also been fortunate to conduct multiple searches for many of our Clients over the years that attest to the quality of the searches and satisfaction of those Clients with our work on their behalf.

Our search process and methodology used with our searches is addressed in detail under “Scope of Services/Work Plan.” References for some of these searches are attached and include a listing of the lead consultant on the search (es).

The attached *Representative Client List* includes searches completed for multiple clients in numerous states covering nearly every discipline and position in public sector government.

Schedule-Timetable and General Term of Contract

We generally hold the first meeting/discussion with you within a day or two of contract signing and search assignment. Typically, we will deliver a written Profile/Recruiting Brochure within approximately a week from the initial kick-off meeting with the City Council and designated City staff. Ads are placed immediately following approval of the recruitment brochure, and research/networking is initiated. In addition to regular weekly verbal/written reports, we will also produce a written Progress Report that includes information on the leading candidates at about 45 days from the date of ad placement. A written Report on finalists will be provided prior to candidate interviews at your offices. This would include reference and other related checks such as education and licenses/certifications and is typically delivered approximately one to two weeks following feedback from you on the Progress Report. A detailed background check including criminal, department of motor vehicles, credit, etc. will be conducted on the finalist unless you choose to conduct your own.

A detailed timeline that includes dates for completion of the recruitment profile/brochure, advertising submission, resume/candidate reviews including a Progress and Final Report on candidates, background and other screening, candidate interviews with the City, candidate references, final candidate negotiations and other key steps will be developed with representatives of the City. **When needed, we have done some executive searches in less than the traditional 90 – 120 day time frame. For example, we completed the recent search for the Chief of Staff for the King County Council (Commissioners) in a little over 60 days, and also less than the traditional time line for the City of Turlock City Manager.**

References

References are attached in Appendix C. of this proposal.

Additional references are available upon request

Cost/Pricing information

Neher & Associates is a retained firm and as such we charge our clients on either a negotiated fixed fee or negotiated percentage of the base salary of the placement. We do not provide contingency recruiting services.

We are proposing the professional fee for the City Administrator search as a flat fixed fee. Direct expenses are also charged, and are being estimated separately from the professional fee. **These expenses are capped with a not to exceed limit of \$4,500 for a national search focus.** Direct expenses generally include such items as advertising, research, communication costs, printing, administrative support services, and travel for our project team members to meet with you and interview candidates, etc. consistent with your standards and approval process. We would be happy to provide any additional details you may require. In the meantime, as an example, advertising usually runs between \$900 to \$1,200; Brochure costs average at about \$600 - \$1,500 depending upon use of printed or strictly electronic brochure copy. Travel & per diem for our staff relates primarily to our meetings with the Council and other designated staff/stakeholders including the initial scope of service meeting/interviews, Progress Report and Final Interviews with candidates and the Council as well as some cost for travel in screening candidates.

We can also discuss ways to reduce the expenses.

We also do not, like some firms, believe that once the expenses cap is set that we have a right to bill out 100% of the figure set. We will invoice only for actual expenses and will provide documentation. Unlike most firms, **it is not uncommon for us to leave some expense savings on the table at the end of the search that can be returned to your budget. As an example we saved over 25% of original projected expenses for one recent client and almost 30% for another.**

Please note that we generally check at least five (5) to eight (8) telephone references on finalists including immediate superiors, colleagues, staff reporting to the candidates, and significant others who can provide other specific information warranted or suggested such as contacts in Finance, HR, Development, IS/IT, Public Safety, Community, etc. (we completed 12 references for a recent search for the State of Oklahoma). We also complete a thorough background check (education, certification/licenses, DMV, criminal, and media) on the finalist.

Given the size of your City and current budget /financial considerations for most public agencies today, the professional fee for the City Administrator search for the City of Chesterfield is proposed at a reduced fee of \$13,000.

As an accommodation to the City, the professional fee may be payable in three installments with the **City of Chesterfield, MO**

first installment due at the beginning of the search, the second in 30 days, and the final when a final pool of candidates is selected. We can also arrange to invoice on the basis of specific tasks as we have done with a number of recent clients.

We will bill you monthly at cost for direct expenses (as noted above) necessary to successfully complete the search. These costs will be advanced by Neher & Associates. We would appreciate reimbursement by the City upon the presentation of receipts and an itemized statement. Direct expenses are capped as noted above.

Reimbursement of candidates' interview expenses with you will be your responsibility, and we will arrange to have these expenses submitted to you for direct payment. We have, however, incorporated candidate expense in some contracts and would be willing to discuss this.

We will begin work when a signed Contract or Engagement Letter is returned to us. Unless there are special circumstances, we ask that if possible, payment would be due within 30 days of the statement date. Retainers paid to Neher & Associates are non-refundable.

We will at all times provide services that are ethical and responsible in support of the interests and goals of the City of Chesterfield.

In the event it becomes impossible or unnecessary for Neher & Associates to complete a search, due to supervening circumstances beyond the control of either party or at your choosing, Neher & Associates would be discharged from this Agreement and the City will owe us nothing beyond the retainer installments accrued since the start of the contract and any as-yet-unreimbursed expenses incurred.

If you would like to discuss or be billed on individual tasks, in general the services and tasks would divide as follows:

- 20% - Scope of Services and initial meetings/discussion
- 15% - Initial research and position profile/brochure
- 5% - Ad placement
- 20% - Candidate research, recruiting and networking
- 20% - Candidate screening and reporting
- 20% - Background checks, Final Report, Client Interviews and negotiations
- 0% - Follow-up with Client and Candidate after placement

We would not anticipate any costs outside of the fixed fee price.

APPROACH AND ADDITIONAL INFORMATION

Most of the approach has already been addressed in comments above under "Scope of Service/Work Plan" and the various subsections including "Scope of Services", "Key Meetings", "Interview Process", "Appointing Authority", etc.

We will seek out (following initial discussion/meetings with the Mayor and City Council and **City of Chesterfield, MO**

designated staff) input from the community and key stakeholders throughout the search. This will help to develop strategy, position specifications, recruitment brochure, outreach, networking etc and later as we develop screening/selection tools and interview process.

We will meet and/or talk with representatives of the Mayor, City Council, designated City staff and any Peer, Internal and Citizen Advisory Panels in cooperation and with guidance from the Council and will work with the Council, City staff, Selection/Search Committee and Advisory Groups in the development, structure, and logistics of any planned Community Forum and any other screening and interview processes agreed upon as part of the initial and on-going recruitment process and strategies. This may include meetings, conference calls, e-mails, draft material review/input etc. as appropriate to the agreed upon process.

We, of course, will also be coordinating and facilitating the process with the final candidates, significant others etc. including travel, hotel and other accommodations, as well as offer and contract negotiations with the final candidate. Timelines and specific deliverables would be established at the start of the search as well as reviewed and monitored throughout the search.

GUARANTEES

Service Guarantee & Expectations

We guarantee you that we will identify and recruit highly qualified candidates for the City Administrator position regardless of the time and effort required, and that we will complete the search to your satisfaction. We ask in return that you commit to respond to our inquiries and candidates in a timely manner, to pay our bills promptly, and to provide honest guidance to us in the course of the search on both criteria and candidates.

If you hire a candidate whom we have found and recommended, and if within one year from the date of hire you choose to terminate that person for any reason except disability or the person leaves for any reason except death, disability, military, or a national emergency, we will reopen this search and replace the person for no additional professional fee. The only charge to you would be for direct expenses as outlined above. We offer this warranty provided that you request such a process within 30 calendar days of the hire's termination or resignation.

FINAL COMMENT

We will work with the Mayor and City Council and their designees as partners in the search. The search process will be tailored to your specific needs. We will also give due consideration to requirements and special features identified by the Mayor, Council, Designated Staff and Search Committee. **We do not treat all searches the same and we do not recycle candidates but rather search specific to your organization, community criteria and needs.** We work heavily with networking and personal calls and see advertising as an adjunct.

We are also highly computerized and use electronic correspondence and recruiting mechanisms to a high degree. Although some mailings etc may be done, we have found that information given directly to potential candidates and networking contacts in their direct e-mail is more efficient and gets longer term positive results.

We will start the search immediately upon approval and will work with you to accommodate an aggressive search schedule aimed at having your new City Administrator on board as early as possible.

APPENDICES

Appendix A. Project/Search Team

Appendix B. Representative Client List

Appendix C. References

Appendix D. Neher & Associates Brochure/Announcement
Sample Client Position Announcements/Brochures

APPENDIX A. PROJECT/SEARCH TEAM

Robert Neher is President of Neher & Associates. He has over 30 years of executive management and consulting experience and has conducted and managed numerous regional and national recruitments for public and private sector clients. Previous Executive Recruitment experience includes having served as Executive Vice President of Bennett Yarger Associates, Executive Vice President of Intech Summit Group, Inc., as a Vice President of Norman Roberts & Associates, Inc., and as a Managing and Regional Director with MAXIMUS. Additional experience includes having served as Executive Director, National Consulting for Joint Commission World-Wide Consulting; and Vice President and Chief Executive Officer of Vista Management Services. Mr. Neher has also served as Executive Director of a Hospital Association representing multiple hospitals, as a County Human Services Agency Director and as a Deputy County Administrative Officer. His public sector clients have included numerous city, county governments, state government, utilities, education, and not-for-profit agencies and organizations, where he has recruited numerous City & County Managers, Deputy Managers, Finance Officers, Human Services and other high level executives including in education, healthcare, information systems, utilities, transportation, and other industries. He received his Bachelor of Science degree from San Diego State University and a Masters degree in Urban Studies and Public Administration from Occidental College. He was also an Economic Development Intern with the US Department of Commerce and a Fellow in Public Affairs with the prestigious CORO Foundation. He is a current and past Board member, officer, fellow, diplomate, and general member of numerous professional and community organizations including the ICMA and GFOA, and is the recipient of many awards and honors for his teaching, business, and public service. Mr. Neher has authored articles and spoken before statewide, regional and national organizations on the subjects of operational management, managed care, integrated systems delivery, strategic planning, marketing, quality assessment and performance improvement, human resources management, diversity training, and executive recruitment and retention. Mr. Neher will serve as the overall Project Manager and will be available for on-sight meetings.

* * *

Lawrence Davenport is Executive Vice President of Neher & Associates. He has over 30 years of top-level executive management and consulting experience in education, public and private sector business and government organizations. His experience includes serving as Senior Vice President of Bennett Yarger Associates, Executive Vice President for University Advancement/Executive Director for FAU Foundation and Chief Operating Officer for Florida Atlantic University, Chief Executive Officer for Hale House Center, Inc in New York, Deputy Administrative Officer for the U.S. House of Representatives, Washington, DC, Senior Vice President- Mid-Atlantic Region, AntinNeher Associates, CA, Vice President of Finance and Operations and Chief Financial Officer for Milton Hershey School, PA, Chief Financial Officer for Seattle Public Schools, WA, Associate Vice Chancellor for University Advancement and Planning at the University of California, San Francisco. He has also received Presidential appointments by the President of the United States as Assistant Secretary for Management and Administration for the United States Department of Energy, DC, Assistant Secretary for Elementary and Secondary Education, United States Department of Education, DC, and as Associate Director of ACTION, DC. In addition, he has served as Provost for the San Diego Community College District, CA, Vice President for Development, Tuskegee Institute, AL and Assistant Dean, the University of Michigan-Flint, MI. Dr. Davenport received a Bachelor of Arts and Master of Arts

Degree from Michigan State University, an additional Master of Arts from Leicester University, England, and a Doctorate of Education from Fairleigh Dickinson University, NJ. He also has completed additional training in management and finance at Stanford University, CA and Harvard University among others. He has written several articles, and is co-author of the book Career and Minorities. He has served on numerous advisory councils and commissions, including Presidential appointments as Chairman of the National Advisory Council of Vocational Education and Vice Chairman of the National Council on Equality of Educational Opportunity. He has also served as a member of the Editorial Board for Financial Executive Institute, and a Member of the Board of Trustees for Financial Executives Research Foundation. Dr. Davenport has also received numerous honors and awards including profiles in Financial Executive Magazine, and appears in Who's Who in America, Who's Who Among Black Americans, and Who's Who in Finance and Industry. He will serve as a consultant on the search.

Raymond Massie is a Vice President and General Counsel with Neher & Associates. He has over 20 years of experience in management, law and education. Previous positions include Assistant Professor of Business Law at Stockton State College in New Jersey, Director, Office of Minority Economic Impact for the U.S Department of Energy, Senior Labor Counsel and Senior Counsel for the Motorola Law Department, Illinois, Senior Counsel for Sears, Roebuck and Company, Illinois, Adjunct Professor for Copyrights at the John Marshall Law School in Chicago, Director of Tactical Analysis in the Office of the President at Florida Atlantic University, and Associate Vice President of Business Affairs and General Counsel at Saint Leo University, Florida, and General Counsel at K2 Financial, LLC in Delaware. Dr. Massie has a Jurist Doctorate from the John Marshall Law School in Chicago, and bar memberships in New Jersey, Pennsylvania, and Washington, D.C. He is also an Authorized House Counsel in Delaware and Florida. He will serve as a consultant on the search.

Rahn Sibley is a Vice President with Neher & Associates, and Chief Executive of our Value Training Group (Diversity, Management Coaching and related Training & Education). A veteran of 30 years of sworn full time law enforcement with a full range of assignments from graveyard desk officer to Interim Chief of Police, he is known for being a strong advocate of community- oriented policing and community government, he also believes that diversity gives organizations strength. His law enforcement assignments have included: Interim Police Chief, Commander, Special Services, Commander, Administrative Bureau, Internal Affairs, Training Manager, Public Information Officer, Commander, Community Policing, Field Training Manager, S.W.A.T. Team, Gang and Narcotics Investigation Officer, Detective, and Grant Writer. He has worked in both rural and major metropolitan law enforcement agencies such as the Riverbank, Piedmont and Compton Police Departments. He has conducted numerous seminars on neighborhood organizing and COPPS throughout the United States, has been a key participant in curriculum development for courses for the California Police Officers Standards and Training (P.O.S.T.) and is a certified instructor in Hate Crime Investigation and Cultural Diversity. Rahn is a past or present member of the International Association of Chiefs of Police, a Vice President of the San Francisco Bay Area Chapter of the National Organization of Black Law Enforcement Executives (NOBLE), the California Peace Officers Association, California Association of Code Enforcement Officers (CACE), Board of

City of Chesterfield, MO

Directors of the East Palo Alto YMCA, and Board Member of the East Palo Alto Teen Home and the 49er Academy Alternative School. He will serve as a consultant on the search.

APPENDIX B. NEHER & ASSOCIATES CLIENT LIST

Attached is a Neher & Associates Client List of Executive Recruitment Clients and Searches

APPENDIX C. REFERENCES

Following are a few references for Neher & Associates. Other references are available.

The selection process for all of the searches noted below followed the guidelines and outline presented earlier in this proposal.

City of Brunswick, OH (35,000)

Contact: Patrick McNamara
Council President and Vice Mayor
4095 Center Road
Brunswick, OH 44212
440-623-3455

Position: City Manager and Safety Director

Recruiter: Robert Neher & Rahn Sibley

Radnor Township, PA, OH (31,000)

Contact: Robert (Bob) Zienkowski
Township Manager (and former placement as City Manager in Brunswick)
301 Iven Avenue
Wayne, PA 19087

Position: Police Superintendent/Chief of Police (partial)

Recruiter: Robert Neher & Rahn Sibley

City of Eugene, OR (150,000)

Contact: Alana Holmes, JD, PHR
Recruitment and Selection Manager
777 Pearl Street, Room 101
Eugene, OR 97401
216-861-3086

Jon Ruiz
City Manager (**Placement and also reference for
Lane Council of Governments - LCOG Executive Director search**)
City of Eugene
(541) 682-5010

Position: City Manager

Recruiter: Robert Neher & Jesse Hall

City of Chesterfield, MO

Lane Council of Governments (LCOG), OR (352,000)

Contact: Robert Swank
Associate Director
99 East Broadway, Suite 400
Eugene, OR 97401
541-682-4435

Jon Ruiz (see above)
City Manager, City of Eugene, OR and Search Committee member for LCOG
(541) 682-5010

Position: Executive Director (LCOG represents 29 member agencies including 12 different small and large cities, 2 utility districts, 2 emergency service districts, college and educational institutions, parks and library districts etc.).

Recruiter: Robert Neher & Lawrence Davenport and Rahn Sibley

City of Naperville, IL (143,000)

Contact: A. George Pradel
Mayor
400 South Eagle Street
Naperville, IL 60540
630-420-6018

Position: City Manager

Recruiter: Robert Neher & Jesse Hall

Village of Ossining, NY (24,000)

Contact: Bill Hanauer
Mayor
Municipal Building
16 Croton Avenue
Ossining, NY 10562
914-980-6865

Position: Village Manager

Recruiter: Robert Neher & Jesse Hall

City of Richmond, CA (104,000) and City of Oakland, CA (446,000)

Contact: Cedric Williams
Former Director of Human Resources Management City of Richmond, CA and for City of Oakland, CA
Cell 510-290-0536; Home 510-530-9451

Positions: City Manager, Assistant City Manager, Community Development Director, Planning Manager/Director, Assistant City Manager – Human Resources Director,

City of Chesterfield, MO

Housing Authority Executive Director, City Attorney, and Deputy Director/Budget and Financial Services for the City of Richmond.

Director, Office of Corporate Information Services, Library Director, and Finance Director for the City of Oakland.

Recruiter: Robert Neher, Lawrence Davenport, and Jesse Hall

Additional references including for the recently completed search for the City Manager for the City of Turlock, CA are available upon request.

**APPENDIX D. NEHER & ASSOCIATES BROCHURE/ANNOUNCEMENT
SAMPLE CLIENT RECRUITMENT BROCHURES**

***Neher & Associates, LLC
is proud to announce
the opening of our
new office.***

*We invite your inquiry.
Please call, e-mail or
write, and we will
respond promptly with
helpful information
including a listing of
clients served by our
consulting staff.*



Neher & Associates, LLC

3790 Millerton Place, Suite 100
West Sacramento, CA 95691

Phone: 916-443-2421

Fax: 916-443-5949

www.executivesearchneher.com

Founded with the mission of optimizing excellence through three basic concepts: quality performance, integrity, and partnering for success, the Neher & Associates team of consulting professionals is characterized by high ethics, over 30 years of senior level management and consulting experience, professionalism, flexibility, attention to details, a collegial participative management style, and respect for confidentiality.

Working in partnership with our clients' unique needs and challenges, Neher & Associates, LLC provides customized executive search and consulting services. Our principals have conducted hundreds of successful searches nationwide.

Identifying, attracting, securing and retaining outstanding executive management and other key staff is one of the most challenging responsibilities facing management today regardless of industry. For many organizations this is a daunting task. Retaining executive search support is often the most proactive and cost efficient way to ensure the best results.

At Neher & Associates all of our consultants are professionals with extensive experience in the areas in which they search. Their skill in executive search, consulting and specific industry expertise provides important insight into the search process and helps ensure a positive process and outcome for our clients. Our success is also measured in part by the requests from many of our clients for multiple searches over time.

We maintain strong individual and team involvement throughout each step of the search process including initial client discussion, organizational consultation, position profile and brochure development, research, networking and sourcing, recruitment, candidate evaluation and assessment, interview process, special assistance with offers, compensation studies, employment packages, final reference and background checks, counter offers, retention consultation and support and follow-up after placement.

We pride ourselves on our ethics, confidentiality and professionalism. We are careful to maintain a level of communication and confidentiality that is in keeping with a high quality of service that candidates and clients deserve and expect.

Neher & Associates provides executive search and consulting support in business, high technology, information services, human and social services, engineering, finance, education, healthcare, human resources, public safety, not-for-profit, government and the public sector. We also provide consulting services including diversity training and education through our Value Training Group.

continued...



A call or e-mail to any of our Consultants/Associates listed below will result in a prompt response:

Robert L. Neher, Jr

President

(916) 443-2421 Office

(916) 443-5949 Fax

(310) 809-0618 Cellular

robertneher@executivesearchneher.com

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Rahn Sibley

Vice President and CEO Value Training Group

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(510) 227-9493 Cellular

rahnsibley@executivesearchneher.com

We would be happy to provide resume/biographical information on the above colleagues and other Associates of Neher & Associates, LLC upon request.

City of Turlock, CA

City Manager



The City of Turlock & Community

The Mayor and City Council of the City of Turlock are seeking an experienced, innovative City Manager to work cooperatively in leading this community of over 71,000 residents. Founded as a train depot to serve the region in the 1850's, Turlock was incorporated as a City in February 1908. Since then, Turlock has grown from dry land grazing farms to some of the most productive agricultural ground in the world. Over its 107 year history, the City of Turlock has seen well managed growth to now become the second largest city in Stanislaus County, California.

Located in the heart of California's fertile Central San Joaquin Valley in Stanislaus County (which is considered to be the third richest agricultural county in the United States), the City of Turlock views agricultural manufacturing as the backbone of the City's economy. Base sector employers in the City include: Blue Diamond Growers, Foster Farms, Hilmar Cheese, Sensient, Evergreen Packaging, Consolidated Dairy Industries, and ConAgra.

Other major employers include Turlock Unified School District, Emanuel Medical Center, California State University Stanislaus, Turlock Irrigation District, Wal-Mart, Varco Pruden, and the City of Turlock.

The City of Turlock is also home to California State University Stanislaus (CSUS), which is part of the highly regarded California State University System. CSU Stanislaus serves over 9,000 students in two locations. Programs offered include 100 majors, minors and areas of concentration, along with 24 Master's Degree programs and a Doctorate in Educational Leadership. All of these highly regarded academic programs primarily take place on the 228 acre main campus which offers breathtaking scenery and includes waterfalls, bridges, an open-air amphitheater and sprawling greens.

CSU Stanislaus is rated among the top ten Public Universities in the New West Coasts Master's category by US News & World Report Magazine as well as Best Buy in Higher Education for the past seven years. The Turlock Unified School District (TUSD) also provides excellent learning/educational opportunities to over 14,000 students as well as one of the largest adult school programs in the Central Valley.

Tree lined streets, a friendly atmosphere and the charming Main Street offer a unique taste of Hometown America. In addition to Historic Downtown Turlock which has charming antique stores, jewelry and fashion boutiques, and delightful niche stores, Turlock is also home to the regional retail power center, Monte Vista Crossings, with major national and other specialty retailers, hotels and a slew of restaurants spread over the 159 acres.

Sports activities, twenty-four parks, sixteen schools, a full range of medical facilities and the attractiveness of the nearby Mother Lode, San Francisco Bay area and the Sierra Nevada also add to the pleasure of living in Turlock. Arts and culture also abound including theatrical and musical performances at the Turlock Community Theatre along with fine arts events at CSU Stanislaus. Other nearby venues/activities include the Carnegie Arts Center, Denair Gaslight Community Conservatory, Turlock Film

Commission, First Street Gallery, Turlock Historical Museum, Beekman & Beekman Tasting Room, Hilmar Cheese Company, Pageo Lavender Farm, Gallo Center for the Arts, and much more.

Residents also enjoy a variety of choices of outdoor activities including the Stanislaus County Fair, Turlock Farmers Market, and Turlock Lake/Turlock Lake State Recreation Area which is open all year for camping, picnicking, fishing, swimming, boating, and water skiing. In addition to a fine Golf and Country Club, the City of Turlock manages two major sports facilities including the Turlock Regional Sports Complex which provides nine soccer fields, two softball diamonds, an outdoor amphitheater, picnic and playground areas, two sand volley ball courts, a half-court basketball court and other amenities on its 32 acre site.

CSU Stanislaus offers 13 sports for women and men in Division II of the NCAA and also competes in the California Collegiate Athletic Association.

City of Turlock Government

The City of Turlock is a General Law City that operates under the Council/Manager form of government. There are six elected officials in the City of Turlock including the Mayor, four Council Members, and the City Treasurer. A Vice Mayor is also appointed from within the Council and serves a one-year term. The Mayor and Treasurer are elected at-large and the Council Members by District. Terms are staggered, and all elected City officials serve four-year terms. There are no term limits.

The Mayor and City Council provide policy direction and leadership, function as the legislative body, approve the City budget, and have overall responsibility for the scope, direction and financing of City services. The Mayor and City Council's major focus is to further the community's goals, major projects, and long-term considerations such as community growth, land use development, capital improvement plans, capital financing, economic development, and strategic planning. The Mayor presides at Council meetings, serves as a spokesman for the community, facilitates communication and understanding between elected and appointed officials, and serves as a key representative in inter-government relations. Along with the elected Council, the Mayor also serves as a promoter and defender of the community.

The present Mayor was elected in November 2014 to serve a four year term as the 22nd Mayor of Turlock. Biographies of the Mayor, Council Members, and Treasurer are available on the City's website.

The Mayor and Council have a deeply held belief that their role is to enhance the quality of life for all Turlock residents through actively serving, pursuing excellence, and reflecting four core values: Service, Accountability, Compassion and Respect. In addition, the Council believes "We are a vital and dedicated part of the community (not a bureaucracy) that is open to positive change, willing to take well-thought-out risks, willing to partner in advancing and improving our community while reflecting our code of ethics".





The City Manager serves at the pleasure of the Council and the community, and is responsible for the overall management and administration of City operations. Roy Wasden, who has served as City Manager since June of 2009 has announced his retirement effective December, 2015. The City of Turlock Municipal Services Director has been appointed interim City Manager pending selection and appointment of a new City Manager.

Additional information about the City of Turlock can also be obtained via the City website at: www.cityofturlock.org

The Position

The City Manager is the professional Chief Administrative Officer for the City of Turlock and is responsible to the Mayor and City Council for the administration of all City affairs placed in the City Manager's charge. As mentioned above, the City Manager is appointed by the Mayor and City Council. The City Manager is the senior executive and administrative position in the City government. He/she is responsible for executing the policies established by the Mayor and City Council.

The City Manager manages the Department Directors and the leadership of major City functions. The City of Turlock has a 2015-2016 adopted General Fund budget of approximately \$34.3 million and a total budget of approximately \$122.3 million. Adopted current staffing for 2015 to 2016 is about 336 FTE's.

The Executive Management team reporting directly to the City Manager includes the Directors of Administrative Services, Development Services, Municipal Services, Parks, Recreation & Public Facilities, Public Safety (Police Services and Fire Services), and an Assistant to the City Manager for Economic Development and Housing.

The Mayor and City Council set City policy and look to the City Manager to execute that policy and provide professional feedback, input and advice. The City Manager also provides leadership to City staff to meet the goals and objectives of the Mayor and Council. The successful candidate will have strong team building, leadership, financial/budgeting, communication and public relations skills, as well as the ability to work well with the community.

In general, the City Manager is responsible (under policy direction of the Mayor and City Council) for planning, directing, organizing and controlling the activities of City departments/agencies through Department Directors and other key management staff. Typical duties and responsibilities of the position include:

- Provides overall direction to achieve and accomplish City Council policies and directives.
- Exercises responsibility for the establishment and maintenance of a City organization designed to deliver municipal services in an efficient and effective manner.

- Fulfills the responsibilities of the appointing authority as set forth in City ordinances and resolutions and either personally or by delegation, carries out the responsibility of personnel officer in the administration of the City's personnel system.
- Directs the preparation and administration of the City budget and the preparation of appropriate financial reports and recommends to the City Council actions/programs necessary to maintain a stable financial position for the City.
- Consistent with City Council policies and directives, coordinates City activities with other public agencies.
- Ensures the enforcement of ordinances and regulations of the City and makes recommendations to the City Council on the application and revision of the same.
- Investigates complaints, analyzes issues and makes written and oral presentations to the City Council and the public.
- Establishes good communications with all segments of the community, City personnel, City Council and Commissions.
- Attends City Council and Committee meetings and takes an active role in providing information and recommendations.
- Works closely with the Mayor and City Council to ensure that the policy decisions are implemented efficiently and assists the Mayor and Council in establishing goal priorities, strategies and timelines.
- Promotes the City's mission through continuous quality improvement, best practices, good staff training and support, and clear communications.
- Works closely with Police, Fire and other agencies and departments to help ensure public protection and safety.
- Assumes other duties and responsibilities as assigned by the Mayor and City Council.

Issues, Challenges, and Opportunities

- Support new and ongoing efforts in economic development as well as progressive infrastructure and major capital improvement needs and planning.
- Continue the success in moving the City's annual budget/expenditures from previous projected deficit spending to the more recent balanced budget and projected year-end surplus while containing such costs as medical benefits and retirement liabilities.
- Support and continue to address the City of Turlock Policy Goals and Implementation Plan (adopted by the City Council on September 22, 2015). Major Policy Initiatives and Plan Implementation address: Effective Leadership; Fiscal Responsibility; Public Safety (Fire and Police); Municipal Infrastructure;

Economic Development; Intelligent, Planned, Managed Growth; and Quality Community programs.

- Continue to encourage and foster effective communication and relationships with City Management and staff, Community, City Council and Mayor, other local agencies and organizations and involve representatives of the community in partnership with the Mayor, the City Council and Administrative staff as appropriate to create world class customer service.
- Continue on the present path to create an atmosphere and action plan(s) to decrease crime, enhance public safety, and provide a high quality of life and increased economic opportunities.
- Election of last two district elected City Council members in November, 2016.

The Candidate

Education and Experience

- Possession of a four-year college or university undergraduate degree with major course work in public administration, business administration, urban planning, finance, or a closely related field(s) is required. A Master's degree or experience and training that would provide the required knowledge and abilities equivalent to a Master's or other Advanced degree is desirable, but not required.
- A minimum of five years of increasingly responsible administrative and managerial experience in a public or private agency involving strong administrative/executive level management is required. At least three years of experience as a City/Town/Village Manager or as an Assistant/Deputy Manager, CAO/CEO or similar level executive management is also desirable.

Knowledge, Skills and Abilities

The successful candidate should have strong leadership, communication, and interpersonal skills as well as solid presentation and organizational abilities. This person should also have knowledge/skills in:

- The principles and practices of public administration, budgeting, personnel administration, and organization and management.
- A hands-on understanding of municipal government or other organizations of similar complexity including finance, labor relations, personnel, police, fire and land use issues.
- Use of modern technology including computers and data processing applications relevant to municipal operations.
- City, County, State and Federal laws and regulations relating to or impacting local government operations.

In addition, he/she should be able to:

- Establish, prioritize, and maintain effective, productive and respectful working relationships with a wide variety of people, including members of the public, staff and colleagues, the Mayor, City Council and other elected and appointed officials.
- Communicate effectively both orally and in writing.
- Analyze problems and situations and take appropriate actions.
- Serve as an effective representative of the City and City Council.

Management Style and Personal Traits

The successful candidate should be someone who enjoys a challenge, is results oriented and is a strong yet inclusive leader who

is also visible and credible with staff and the community. She/he should also be politically astute, approachable, and confident, as well as interact well with the Mayor, City Council, colleagues and community in a professional and collegial manner.

He/she must be a manager who is an honest and direct communicator who provides complete and timely information to the Mayor and City Council including on-going updates. This person should be a good strategic planner who is people friendly, communicates well verbally and in written form, and is comfortable in expressing their opinion and providing professional advice when needed. This individual should also have a strong customer service orientation and a comfort level with an engaged Mayor, City Council and Community.

The selected individual must also have a high degree of integrity, be a good listener and facilitator, subscribe to the principles of good municipal government which is transparent, innovative and champions good ideas. He/she should also be a strong decision maker and team builder.

Finally, the person selected should truly enjoy the complexities of local municipal government, a diverse engaged citizenry and City Council. The selected individual must be an advocate of quality service and accountability, not be risk averse, provide good follow-through, build strong relationships/partnerships and be able to approach challenges and situations with professionalism, confidence, flexibility, energy and a positive outlook.

Compensation

The salary range for this position is open, with hiring dependent upon experience and qualifications. The City of Turlock offers a competitive fringe benefits package including health coverage, holiday, vacation, sick leave, CalPERS Retirement, automobile allowance and potential relocation assistance. Details are available upon request.

More information can be obtained by calling or contacting the telephone, fax and/or e-mail numbers noted below.

How to Apply

If you are interested in this outstanding opportunity, please submit a detailed resume as soon as possible to:

Robert Neher, Jr., President or
Rahn Sibley, Vice President

Neher & Associates

3790 Millerton Place, Suite 100, West Sacramento, CA 95605
Telephone: (916) 443-2421 | Facsimile: (916) 443-5949

Applications are preferred electronically at:

robertneher@executivesearchneher.com

Should you have any questions with regard to your own interest, or a recommendation of a colleague, please contact us at the numbers above. This position will be officially open until filled. The search, however, is on a fast track. Leading candidate applications will likely be reviewed with the City in early January 2016 and potential interviews with the City Council is tentatively scheduled for mid to late January 2016.

The City of Turlock is an Equal Opportunity Employer.

Representative Client List

Executive Recruitment Clients Served by Current Associates of Neher & Associates, LLC

ARIZONA

City of Flagstaff

- City Manager

City of Phoenix

- Prequalified Vendor

Health Partners of Southern Arizona

- Director of Senior Services

Maricopa County

- Hospital Director/CEO

Summit Health

- Regional Director of Managed Care

CALIFORNIA

AC Transit

- General Manager

Alameda County

- Assistant Agency Director-Welfare to Work

Bay Area Rapid Transit

- Personnel Analysts (2)
- Manager of Labor Relations

California Pacific Medical Center Research Institute

- Director of Business Services (partial)
- Grants Administrator

California Special Olympics

- Executive Director (2)

Contra Costa County

- Director of Environmental Health
- Assistant Director of Health Services/Mental Health Director
- Director, Substance Abuse Programs
- Assistant County Administrative Officer-Director of Human Resources

City of Los Angeles

- Director of Telecommunications, Department of Water and Power

City of Montebello

- Director of Parks and Recreation (partial)

City of Oakland

- Finance Director
- Director, Office of Corporate Information Services
- Library Director
- Master Preferred Provider Contract
- Chief Information Officer

City of Pasadena

- Director of Capital Projects
- MIS Administrator (2)
- Director of Public Health

City of Richmond

- City Manager
- City Attorney
- Assistant City Manager- Director of Human Resources
- Executive Director, Housing Authority
- Assistant City Manager
- Planning Manager/Director
- Community and Economic Development Director
- Deputy Director/Budget and Financial Services

City of San Diego

- Executive Vice President/CEO, San Diego Data Processing Corporation
- Director Consulting Services, San Diego Data Processing Corporation
- Director of Marketing, San Diego Data Processing Corporation
- Director, Corporate Administration, San Diego Data Processing Corporation
- Executive Director, Housing Authority

City & County of San Francisco

- Executive Director, San Francisco Housing Authority
- Medical Director, Laguna Hospital & Rehabilitation Center
- Preferred Vendor Master Contract

City of San Jose

- Director of Negotiations

City of Torrance

- Theater Manager
- Director of Information Systems

City of Turlock

- City Manager

East Bay Municipal Utility District

- General Manager
- Chief Engineer
- Assistant Chief Engineer, Planning
- Manager of Employment

El Dorado County Emergency Services Authority – JPA

- Executive Director

Kern County

- Director of Human Services
- Director, Department of Human Services

Los Angeles County

- Chief Medical Examiner-Coroner
- Director, Office of the Coroner
- Medical Director, County Health Services
- Associate Medical Director, Harbor UCLA
- Director/Medical Director of Family Practice, Harbor UCLA
- Chief, Alcohol & Drug Program
- Chief Clinics Administrator, LAC + USC Healthcare Network

Los Angeles Superior Court

- Executive Officer

Marin Sonoma Mosquito and Vector Control District

- District Manager

Marina Coast Water District

- General Manager

Metropolitan Water District of Southern California

- Assistant Director of Information Systems
- Manager of User Services

Microelectronic Packaging Corp

- Vice President/Director, Government Systems (partial)

Molina Medical Centers/American Family Care

- Vice President for Medical Affairs/ Corporate Medical Director
- Associate Medical Director for Quality Resource Management

Monterey County

- Chief Executive Officer/Administrator, Natividad Medical Center
- Chief Operating Officer, Natividad Medical Center
- Chief Financial Officer, Natividad Medical Center

- Director of Public Works

Monterey Peninsula Water Management District

- General Manager

Napa County

- Health & Human Services Agency (HHS) Deputy Director-Quality Management/Compliance Officer

Paracelsus Healthcare Corporation

- Director/Manager of Development & Managed Care Contracting

Port of Oakland

- Manager, Planning and Compliance
- MIS Director
- Manager of Financial Planning & Analysis

Project Open Hand

- Chief Operations Officer/CEO
- Chief Development Officer
- Comptroller
- Director of Volunteers

Qualcomm Incorporated

- Vice President, Government Systems (partial)

Queen of the Valley & St. Helena Hospitals

- Executive Director, Hospice of the Napa Valley

Riverside County

- Hospital Administrator/CEO, Riverside County Regional Medical Center

Sacramento County

- Director, Medical Systems Agency
- County Health Officer (partial)

San Diego Gas & Electric Company

- Financial Analyst Planner & Associate (partial)

San Mateo County

- Employee Relations Manager

San Joaquin County

- Executive Director, Housing Authority of San Joaquin County

Santa Clara Valley Water District

- Director of Ethics and Corporate Governance
- Assistant Operating Officer – Water Supply Services

Sequoia Institute

- Director (President)
- Chief Financial Officer

Solano County

- Director, Health and Social Services

Stanislaus County

- Chief Information Officer
- Director of MIS
- Deputy Director of Public Works
- Managing Director, Health Services Agency

Summit Health

- Regional Director, Managed Care

Tuolumne Utilities District

- General Manager

University of California System

- Executive Director Tobacco Related Disease Program

University of California, Los Angeles

- System/Network Manager, School of Medicine – Laboratory of Nuclear Medicine
- Medical Center, Assistant Director of Materials Management/ Purchasing
- Executive Director, UniCamp

University of California, San Francisco

- Associate Vice Chancellor for University Advancement & Planning

University of California, San Diego

- Director of Capital Planning & Budget

Ventura County

- Director of Behavioral Health Services
- Deputy County Executive Officer for Risk Management

Yolo County

- Assistant Chief Financial Officer

CONNECTICUT

City of Hartford

- City Manager

DELAWARE

City of Dover

- City Manager

FLORIDA

Broward County

- Deputy Director Aviation Planning and Construction
- Deputy Director Aviation Administration/Operations (partial)
- Chief Financial Officer/Director of Finance & Administrative Services

Columbia/HCA

- MSO Executive Director

Miami-Dade County

- Director, Housing Agency
- Assistant Director, General Services Administration

Health Management Associates

- Reimbursement Consultant

Our Kids of Miami-Dade/Monroe, Inc.

- President (partial)

Palm Beach County

- County Engineer

Paragon Foundation

- President

Saint Leo University

- Associate Vice President of Finance

ILLINOIS

City of Crystal Lake

- City Manager

City of Naperville

- City Manager

DMG-MAXIMUS

- Consultant H.R. Midwest Practice

State of Illinois

- Deputy Director, Department of Public Health

Village of Oak Park

- Village Manager (partial)

KANSAS

City of Wichita

- Director of Parks & Recreation

KENTUCKY

Baptist Health Care System

- Vice President of Managed Care & System Chief Operating Officer

LOUISIANA

Elmwood Medical Center

- Director of Managed Care

MD Healthshares

- Vice President of Marketing and Sales

MASSACHUSETTS

Commonwealth of Massachusetts

- Inspector General

MICHIGAN

County of Kalamazoo

- County Administrator and Controller

Lansing Community College

- Vice President of Academic Affairs (partial)

MINNESOTA

City of Minneapolis

- Equipment Services Director/Superintendent – Public Works

MISSOURI

City of St. Charles

- City Manager
- Public Works Director

Maryland Height Fire Protection District

- Fire Chief

NEBRASKA

Alegent Health

- Financial Analyst – Regional Hospital

NEVADA

Health Access Washoe County

- Executive Director/CEO
- Finance Director (partial)

NEW HAMPSHIRE

City of Dover

- City Manager

NEW JERSEY

PHP Healthcare Corporation – Pinnacle Health Enterprises

- Chief Financial Officer

NEW YORK

City of Watertown

- Chief of Police (partial)

Village of Ossining

- Village Manager

OHIO

City of Brunswick

- City Manager
- City Manager/Safety Director

City of Cincinnati

- Finance Director
- Budget & Evaluation Manager
- Executive Director, Citizens Complaint Commission – Police

County of Summit

- Director of Offender Services

OKLAHOMA

Oklahoma State Department of Human Services

- Director (Chief Executive Officer)

Oklahoma State Department of Career and Technology Education

- State Director

OREGON

City of Eugene

- City Manager

Lane Council of Governments

- Executive Director

Lane County

- Public Health Director/Manager
- Community Health Centers Director/Manager

State of Oregon

- CFO/Controller, Department of Human Services
- Director of Addictions & Mental Health
- Public Health Director

PENNSYLVANIA

City of Reading

- Managing Director/Chief Administrative Officer
- Deputy Director, Community Development
- Fire Chief/Department of Fire & Rescue Services

Radnor Township

- Police Superintendent (partial)
- Police Lieutenant Assessment Center

Reading Regional Airport

- Executive Director

TENNESSEE

Metropolitan Government of Nashville & Davidson County

- Public Works Director
- Director of Pavement Management
- Transportation Manager
- Public Health Officer/Director

Paracelsus Health Care Corporation

- Hospital Administrator/CEO

Plateau Mental Health Center

- Director of Medical Services
- Psychiatrist

TEXAS

City of Corpus Christi

- Director of Public Health



City of San Antonio Water System

- Vice President, Human Resources

The Woodlands Community Services Corporation

- President & General Manager

VIRGINIA

Bon Secours Health System

- CBO Executive & Vice President Patient Financial Services

City of Alexandria

- Director of Human Services
- Chief Social Worker Supervisor
- Assistant City Manager
- Director Department of Human Services
- City Architect Deputy Director, Department of Real Estate Assessment

MAXIMUS

- Director, Children & Family Services
- Senior Manager, Fleet & Operations Management
- Director, Program Finance, St. Louis Airport – UNISON

City of Richmond

- Deputy City Manager, Administration
- Deputy City Manager, Operations
- Director of Finance
- Director of Economic Development
- Director of Budget & Strategic Planning
- Director of Public Utilities
- Deputy Director of Public Utilities/Operations
- Building Commissioner

Valley Community Services Board

- Executive Director/Chief Executive Officer

WASHINGTON, DC

National Association of Housing Redevelopment Officials (NAHRO)

- Executive Director

WASHINGTON STATE

City of Seattle

- Chief Technology Officer
- Seattle Center Director

City of Tacoma

- Division Manager, Administration – Public Works

- Division Manager, Engineering – Public Works
- Division Manager, Streets & Grounds – Public Works
- Division Manager, Facilities Management – Public Works
- Division Manager, Sewer Maintenance – Public Works

King County

- Director/Public Health Officer, Seattle-King County Public Health
- Classification and Compensation Manager
- Chief of Staff, King County Council
- Director Community Health Services, Seattle-King County Public Health
- Deputy Chief Information Technology Officer
- Director of Customer Support Services
- Regional Animal Services Manager/Director
- Preferred Vendor/Executive Search Consultant Pool

WISCONSIN

County of Barron

- County Administrator