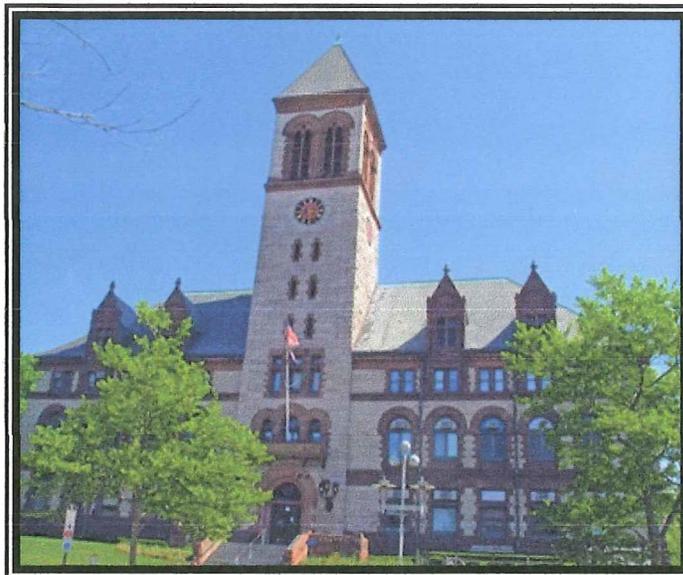
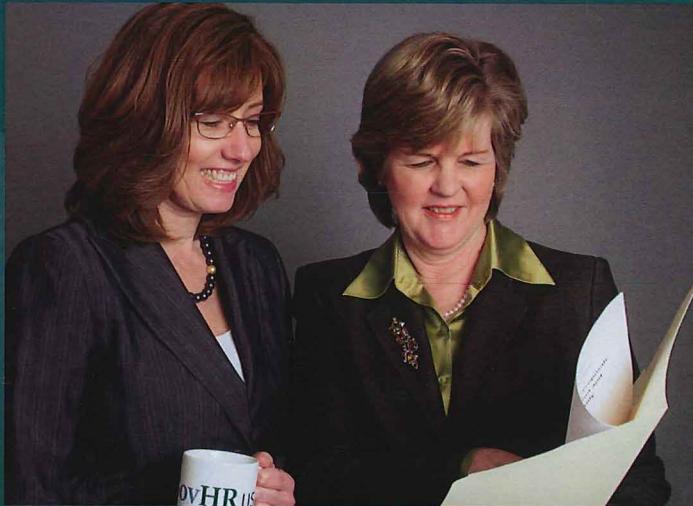

**Consultant Services for Executive
Recruitment for City Manager**



Non-Price Proposal



GovHR USA provides comprehensive executive recruitment, human resources and management consulting services for public sector and not for profit clients. GovHR has a seasoned team of executive recruiters, human resource consultants, management consultants, staffing specialists and professional development experts. Owners Heidi Voorhees and Joellen Earl each have more than 25 years of experience in leadership positions in the public sector and in consulting with public sector clients. We look forward to serving your organization's needs.



Our clients say...

"Communication was timely, informative, **RESPONSIVE** and professional."

"The organization's **STELLAR REPUTATION** is well deserved! Start to finish: no detail was overlooked. The 'gold standard'!"

"The knowledge the consultant had of the candidates was **IMPRESSIVE.**"



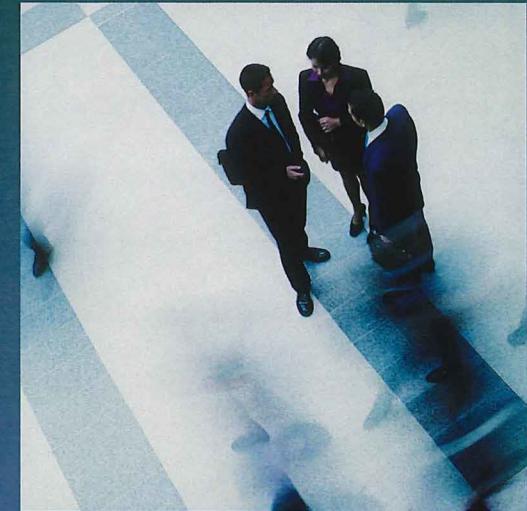
"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to **CUSTOMIZE** the process based on the City's needs."

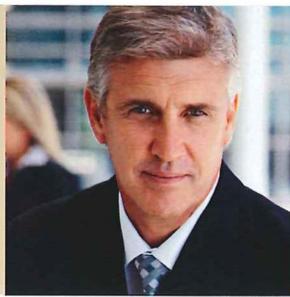
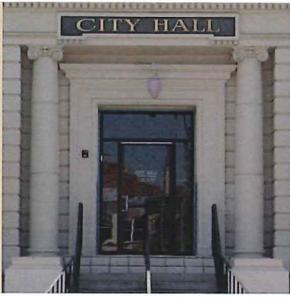


630 Dundee Road, Suite 130
Northbrook, Illinois 60062
Local: 847.380.3240
Toll Free: 855.68GovHR (855.684.6847)
Fax: 866.401.3100
GovHRUSA.com

Executive Recruitment, Staffing Services and Management Consulting...

Tailored to Your Needs





EXECUTIVE RECRUITING

Our recruitment and selection process is dynamic, thorough and tailored to each client's needs. We spend time understanding your organization's culture, the community and the qualities and experiences you are seeking in the candidates for your position. In addition to the thousands of names in our database, we develop an outreach plan specific to your recruitment.

Our recruitment services include:

- Position assessment, job announcement and detailed recruitment brochure
- An outreach plan using social media, multiple databases and personal contact
- Candidate evaluation and screening including Skype interviews and reference contacts
- Candidate background due diligence including education, motor vehicle, criminal and civil per state and federal guidelines
- Delivery of recruitment report prior to consultant presenting candidates

Other services we offer within our fee:

- Development of oral presentation exercises and written exercises for use during the interview process
- "Meet the Candidates" events for the public and/or staff members
- Public meeting facilitation/interviews with community and other stakeholder groups

INTERIM AND CONTRACT STAFFING

GovTemps USA offers a solution to the high costs associated with placing and retaining public sector employees. Our firm provides local governments with the opportunity to reduce costs associated with permanent employees such as medical benefits, pension contributions, worker's compensation, and unemployment

compensation obligations. GovTemps USA is the employer which gives the local government flexibility to staff as needed in today's ever changing and dynamic public sector environment.

Short-term, Temporary or Interim Placements

Placements are available in a wide variety of positions:

- City/County Managers or Administrators
- Assistant City/County Managers or Administrators
- Department Heads
- Economic Development
- Education
- Engineering and Inspectional Services
- Finance
- Human Resources
- Information Technology
- Legal Services
- Office Assistance
- Parks and Recreation
- Planning
- Public Information and Communications
- Public Safety
- Public Works and Utilities

Temp-to-Hire Option

Employees may be transitioned to a permanent position in your organization after a trial period. This allows you to determine if the employee is the right fit for the position.

Long Term or Alternate Staffing Models

We offer local governments the flexibility to outsource positions to GovTemps USA. This option is particularly useful for highly technical positions which can be difficult to fill such as an engineering position or a finance position. We will either assist you in finding the appropriate employee or employ your selected candidate. Many of these placements are reviewed and renewed annually.

HUMAN RESOURCES CONSULTING

GovHR USA offers a full range of human resources consulting services for our clients. These include:

- Classification and compensation studies including the development of job descriptions

- Performance appraisal development and training
- Employee morale consulting
- Staffing analysis and succession planning assistance
- Assessment centers

Virtual HR Services

We offer back office HR support that includes assistance with recruitments, collective bargaining preparation and contract analysis, policy analysis and development, and personnel manual development.

Intergovernmental/Multi-Jurisdictional Employees

Many local government organizations are sharing employees and developing agreements for multi-jurisdictional service delivery. We can assist you in developing these agreements and will serve as the employer, thus reducing liability and alleviating administrative responsibilities for the entity.

MANAGEMENT CONSULTING

Our management consultants have worked with counties, municipalities, and not for profit organizations of all sizes. We've led projects related to process improvement, public safety staffing and analysis, efficiency studies and organizational assessments of all types. We bring a fresh, objective perspective to each consulting project and work with managers and elected officials to identify and implement measures that will increase the efficiency of the organization while maintaining high quality services.

PROFESSIONAL DEVELOPMENT / MENTORING

Our firm has extensive experience in delivering presentations at local, state and national conferences on current topics facing local government organizations.

Our consultants also serve as mentors for newly appointed department heads who may need limited and targeted professional development guidance and assistance.



December 4, 2015

Ms. Patricia Martel
City Manager
City of Daly City
333 90th Street
Daly City, CA 94015

Re: ICMA Executive Director Recruitment
Outreach Methods and Findings and Draft Recruitment Brochure

Dear Ms. Martel,

GovHR USA, LLC is pleased to present the findings of the outreach efforts made to assist in the development of the position profile for ICMA's next Executive Director. The following report includes an Executive Summary, detailed analysis of outreach efforts and copies of the raw data collected through the Survey Monkey instrument. In addition, we have included the draft text of the recruitment brochure.

We look forward to presenting our findings and the draft brochure to the Search Committee and to the ICMA Executive Board at the December meeting in Little Rock.

Sincerely,

A handwritten signature in black ink, appearing to read 'Heidi Voorhees'.

Heidi Voorhees
President

A handwritten signature in black ink, appearing to read 'Joellen Cademartori Earl'.

Joellen Cademartori Earl
Chief Executive Officer

A handwritten signature in black ink, appearing to read 'Lee Szymborski'.

Lee Szymborski
Senior Vice President



GovHR USA

ORIGINAL

GovTempsUSA

May 3, 2016

Ms. Amy L. Witts
Purchasing Agent
City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139

Dear Ms. Witts:

Thank you for the opportunity to provide you with a proposal for the City of Cambridge's City Manager 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

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-one 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 eleven 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 more than 90 for city/county management positions. Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we’ve held leadership positions within local government, giving us an understanding of the complexities and challenges facing today’s public sector leaders.

In the past five years we have conducted 78 city manager/administrator recruitments. Our eastern/northeastern city management clients include Provincetown and Williamstown, Massachusetts; North Kingstown, Rhode Island; Waldwick, New Jersey; Hagerstown, Maryland; Mt. Lebanon, Pennsylvania; and Fayetteville, North Carolina. We currently have six such positions under recruitment, including Enfield, Connecticut’s Town Manager. Of note also, we are currently conducting the recruitment for Executive Director of the International City/County Management Association.

We have conducted multiple recruitments for a number of clients with populations over 100,000, including the cities of Fayetteville, North Carolina (3); Austin, Texas (10); Garland, Texas (6); Elgin, Illinois (9); Peoria, Illinois (2); and single recruitments for Joliet and Rockford, Illinois; Corpus Christi, Texas; Little Rock, Arkansas; and Green Bay, Wisconsin. Our client list also includes a number of counties with large populations in Illinois, Wisconsin, Michigan, Pennsylvania, Florida, and Arizona.

Community Outreach

GovHR consultants have utilized a wide variety of methods to generate and receive public input on the final candidates. Many of our clients use panels comprised of community leaders, business owners and/or residents to interview the candidates and provide their feedback and observations. GovHR consultants can work with these panels on the questions they would like to ask and on facilitating their feedback. We have done this in Ferguson, Missouri; Evanston, Illinois; Austin, Texas; Janesville, Wisconsin and many, many other places. Our consultants have also facilitated public forums where finalist candidates participate in a question and answer session with residents and business people. This was recently done in the City Manager recruitment for Beloit, Wisconsin.

Diversity

GovHR is committed to equal employment opportunity for all regardless of race, religion, color, sex, age, sexual orientation or national origin. We believe in presenting our clients with a diverse pool of candidates and accomplish this through an extensive and inclusive outreach process.

GovHR will reach out directly to the leadership of the National Forum for Black Public Administrators (NFBPA) and the International Hispanic Network (IHN) to seek input regarding the characteristics and traits for the new Executive Director as well as potential candidates for the position. In addition, GovHR will utilize our contacts developed through our years of recruitment and selection processes to identify potential candidates that reflect the diversity of our membership and the communities our members serve. Both owners of GovHR worked with the ICMA Task Force on Women in the Profession and have extensive contacts with women leaders throughout the profession.

References

The following references can speak to the quality of service provided by GovHR USA (recruitments marked * were conducted under the firm's previous name, Voorhees Associates):

Town Manager recruitment 2015

Town of Provincetown, Massachusetts
Population 3,000 full time, 30,000 seasonal
Thomas Donegan, Chair, Board of Selectmen
260 Commercial St.
Provincetown, MA 02657
508-487-7000
tdonegan@provincetown-ma.gov

Town Manager recruitment 2015

Population 7,800
Town of Williamstown, Massachusetts
Jane Patton, Chair
Board of Selectmen
31 North Street
Williamstown, MA 01267
413-458-3500
jpatton@williamstown.net

City Manager recruitment 2015

Population 21,100
City of Ferguson, Missouri
Mayor James Knowles III
110 Church Street
Ferguson, MO 63135
314-521-7721
jknowles@fergusoncity.com

Town Manager recruitment 2016

Population 45,000
Town of Enfield, Connecticut
Stephen Bielenda, Esq., Human Resources Director
820 Enfield Street
Enfield, CT 06082
Phone: (860) 253-6346
sbielenda@enfield.org

City Administrator recruitment 2014

Population 40,000

City of Hagerstown, Maryland

David Gysberts, Mayor

1 East Franklin Street

Hagerstown, MD 21740

301-766-4175

DGysberts@Hagerstownmd.org

Assistant City Manager recruitment* 2012

CIO recruitment* 2011

Development Services Director recruitment* 2011

Population 123,300

City of Fayetteville, North Carolina

Kristoff Bauer, Deputy City Manager

433 Hay St.

Fayetteville, NC 28301

910-433-1990

kbauer@ci.fay.nc.us

Consultants Assigned – Joellen C. Earl and Heidi Voorhees

GovHR USA CEO Joellen Earl will be responsible for your recruitment and selection process. Ms. Earl has completed 20 recruitments including Provincetown, Williamstown, Enfield, and Ferguson listed above. She currently has several recruitments in various stages of completion including, International City/County Management Association (ICMA) Executive Director; Firemen's Annuity and Benefit Fund of Chicago Executive Director; and Allegheny County, Pennsylvania Emergency Services Director.

**Joellen C. (Daley) Earl
CEO**

Ms. Earl is regarded for the commitment and dedication she has shown in her service to local government over her twenty-four year career. She is a seasoned manager, with expertise in public sector human resources management. She has worked in three states: Massachusetts, North Carolina and Illinois; and in six jurisdictions, with populations ranging from 15,000 to 150,000: Holden, Northborough, Yarmouth and Barnstable, Massachusetts; Catawba County, North Carolina; and Evanston, Illinois. 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.

Ms. Earl is an excellent communicator, with exceptional interpersonal skills. She has developed and maintained relationships with numerous colleagues, elected officials and private sector local government partners. She has built a reputation of being fair and impartial in her dealings. She is a skilled negotiator. In her various capacities, she has developed proposals and negotiated significant land and development transitions, particularly on Cape Cod and in North Carolina, involving both public sector and private business partners. In addition, her ability to achieve consensus among parties has resulted in numerous successor collective bargaining agreement settlements with various labor unions in Massachusetts and Illinois. She has held the distinction of lead negotiator in several jurisdictions and has delivered successfully in every situation.

One of Ms. Earl's significant abilities is to think and act strategically. She has the proven ability to start with a conceptual idea, identify stakeholders, develop a scope of work, supervise the agreed upon process, and deliver desired outcomes. Specific examples include:

Cape Club Property Acquisition and Creation of Pilot House II
Unified Development Ordinance and Mental Health Agency Merger
Community Budget Process

Barnstable, MA
Catawba County, NC
Evanston, IL

In addition, she is adept at assessing service delivery, identifying efficiencies and areas of opportunities and implementing recommendations. In Evanston, she took a newly formed department of Administrative Services and improved operations in all areas: Finance, Human Resources, Information Technology and Parking Operations, with a 30% reduction in staff.

Ms. Earl holds an undergraduate degree in Economics from Worcester State College in Worcester and a Master of Public Administration degree from Northeastern University in Boston, MA. She is a proponent of continuing education and continuous learning. She attended the Senior Executive Institute, Leading, Educating and Developing (LEAD) Program, at the University of Virginia's Weldon Cooper Center for Public Service in 2008.

Ms. Earl has valued her professional affiliations throughout her career and has been privileged to serve on numerous local, state and national committees. A highlight was serving on the International City/County Management Association (ICMA) Executive Board from 2001 to 2003.

**Heidi Voorhees
President**

GovHR President Heidi Voorhees will work with Ms. Earl on the recruitment. She will be onsite for all of the community outreach and to present candidates. She will attend candidate interviews if needed. Ms. Voorhees has extensive experience in both executive search and general management consulting assignments. She has led more than 220 recruitments for local government entities across the country and takes pride in facilitating a tailored, thorough process that gives elected and appointed officials the tools they need to make critical personnel decisions. Her clients have included the City of Austin, Texas; Johnson County, Kansas; Evanston, Illinois; Waukesha, Wisconsin; Fort Worth, Texas; Bloomington, Illinois; Carbondale, Illinois; Fayetteville, North Carolina; and clients in Arizona, Rhode Island, and Colorado.

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

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

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

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

Ms. Voorhees has served on the Boards of Directors of numerous professional associations including the Chicago Metropolitan Managers' Association and the Illinois City and County Management Association. For two years, she was the Illinois representative to the ICMA University, the professional development arm of the International City and County Management Association. In 1999, she was selected to participate in the Leadership Greater Chicago Program and has been an active Rotarian for 23 years.

SCOPE OF WORK

A typical recruitment and selection process with one Consultant 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. In light of the perceived outreach and complexity of the Cambridge City Manager recruitment, two Consultants, Ms. Earl and Ms. Voorhees have been assigned to this engagement.

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 Members of the City Council, Personnel Director, 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.
- Creation of a recruitment-related communications plan, including the use of social media as a tool to engage the community in the recruitment process. For example, a survey will be developed by the consultants and made available on the City's web site for residents and other stakeholders to weigh in with their thoughts on the qualifications and background of the next City Manager.
- Plan and execute two facilitated sessions (2-3 hours/session) of 15-20 community leaders—elected officials will suggest leaders from the business community, school districts, faith community, non-profit community, and other organizations that can provide feedback and thoughts on the qualifications and experiences the next City Manager should have. This can be more than 15-20 individuals and can be expanded to include a wider range of stakeholder groups.
- Plan and execute a "town hall" style public meeting (1.5-3 hours). All residents would be invited to participate in a discussion of what they would like to see in their next City Manager. This discussion would be facilitated by the consultants.
- Create a dedicated email for the recruitment to solicit feedback: Cambridge@govhrusa.com.
- Provide advice on incorporation of public input into recruitment materials and process including the development of a Stakeholder Panel to interview the candidates and provide the Mayor and City Council with their observations and feedback.

- Create a **Stakeholder Engagement Report** for use by Council and the incoming City Manager documenting findings, recommendations and expectations from the participants in the citizen engagement efforts to facilitate continued partnership between the City and community.
- The result of the interviews with the elected officials, staff, and community is the development of a **Position Announcement, Recruitment Brochure**, and 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 including International City and County Management Association, National Forum for Black Public Administrators, the International Hispanic Network, and other web sites where potential candidates might look for career opportunities. In addition to public sector publications and web sites, outreach will include LinkedIn and other private sector resources. We can provide the City with a comprehensive list of advertising locations, if so desired.
- The development of a database of potential candidates unique to the position and to the City of Cambridge, 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. GovHR USA subscribes to a national database of appointed officials in local government. We can identify candidates by community size and geographic location. For example, we can request the email addresses for all City Administrators and City Managers in the Northeast in communities comparable in size to Cambridge. That will likely yield 500+ emails and we can reach out to all of those individuals regarding the Cambridge opportunity.
- 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 Cambridge'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 Cambridge facilities and interviews with Department Heads and elected officials.
- 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.
- If desired, we can work with the City to include a Citizens' Committee in the interview process. Such committees are usually representative of the community's citizen demographics, including community/civic leadership persons, neighborhood associations, public interest groups, etc. This stakeholder group would provide the Mayor and City Council with their observations and feedback regarding each candidate.
- 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. This was recently done in the Provincetown Town Manager recruitment and was well attended by the community.

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

Recruitment Schedule

Our consulting staff will be available to begin work immediately upon execution of a contract. 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 Cambridge 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 Preliminary Screening Committee 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

Work Samples

Included with this proposal are five samples of recruitment brochures; in some cases our clients have chosen not to utilize printed brochures, see Provincetown and Williamstown, and we have included prints of those electronic files. Also included are sample recommendation and interview reports.

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 Cambridge 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 Cambridge or the employee's own determination, leave the employ of the City of Cambridge 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 firsthand 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,



Joellen C. Earl
Chief Executive Officer
GovHR USA

ACCEPTED BY THE CITY OF CAMBRIDGE, MASSACHUSETTS

BY: _____

TITLE: _____

DATE: _____

REQUIRED SUBMISSIONS

1. Price Proposal Form (found on p 15). The Price Proposal form must be submitted in a sealed envelope marked Price Proposal, separate from the proposal.

All other submissions below MUST be included with the non-price proposal.

2. Quality Requirements Form (found on p. 9)
3. Anti-Collusion and Tax Compliance Form (found on p. 17)
4. CORI Compliance Form (found on p. 18)
5. Wage Theft Prevention Certification (found on p. 21 &22)
6. Resumes of individuals assigned to this contract **See Proposal**
7. List of references that includes the name of the City, the title of the position for which the search was conducted, the name of the reference and contact information, the size of the City (population), and the year in which the search was performed. **See Proposal**

This area is intentionally left blank.

Minimum Quality Requirements

In order for a proposal to receive further consideration, a Vendor must unconditionally circle "Yes" in response to each question set forth in this section. The City shall reject in its entirety the proposal of any Vendor who refuses or fails to check "Yes" to each question below, or any vendor that checks "Yes" but attempts to modify, qualify or limit its affirmative response as any such proposal will be considered "Unacceptable." The Vendor shall also attach to its proposal any and all information or documentation requested in this section of the RFP.

1. The firm has national experience recruiting city managers or other similar chief executive officers or leaders of municipalities of similar size and population as demonstrated by a history of positions successfully recruited over the past five (5) years. Successful accomplishment of the aforementioned requirement must be documented by a list of municipalities for which candidates have been recruited and the positions filled by recruited candidate.
 YES NO

2. The firm has the capacity to generate the necessary advertisements, brochures, professional networking, social media, and other recruitment outreach and candidate evaluation as evidenced by documented past experience and samples of advertisements, brochures, and recruitment and evaluation strategies that should be included in the technical proposal and to fulfill all other requirements of the scope of services within the project schedule.
 YES NO

3. The firm has managed successful community engagement components of a city manager search process.
 YES NO

4. The firm has provided a list of references that includes the name of each such municipality, the title of the position for which the search was conducted, the name of the reference and contact information, the population of the municipality, and the year in which the search was performed.
 YES NO

5. The firm must be able to mobilize and fulfill the scope of services in time for a final vote by the City Council to hire a new city manager by no later than September 26, 2016.
 YES NO

6. The firm is available to begin work immediately upon execution of the contract.
 YES NO

If Addenda issued by the City, this proposal includes addenda numbered: N/A

THIS FORM MUST BE SUBMITTED WITH YOUR NON-PRICE PROPOSAL

**Americans with Disabilities Act (42 U.S.C. 12131)
Section 504 of the Rehabilitation Act of 1973
Tax Compliance/Anti-Collusion Statement
Debarment Statement**

The Americans with Disabilities Act (the "Act") applies to all employers of fifteen or more employees. All vendors that are subject to the Act must comply with its provisions. In further compliance with the Act, all Contractors who enter into contracts with the City are prohibited from discrimination against the City's employees, regardless of the size of the Contractor.

The Act protects against discrimination on the basis of "disability", which is defined as a physical or mental impairment that substantially limits at least one "major life activity"; discrimination against a person having a history or record of such impairment; and discrimination against an individual regarded - even if inaccurately - as having such an impairment. The Act also expressly prohibits discrimination that is based on an individual's relationship or association with a disabled person.

The Contractor shall not discriminate against any qualified employee or job applicant with a disability and will make the activities, programs and services covered by any contract awarded through this procurement readily accessible to and usable by individuals with disabilities. To be qualified for a job, or to avail oneself of the Contractor's services, the individual with the disability must meet the essential eligibility requirements for receipt of the Contractor's services or participation in the Contractor's programs or activities with or without: 1) reasonable modifications to the Contractor's rules, policies and practices; 2) removal of architectural, communication, or transportation barriers; or, 3) provisions of auxiliary aids and services.

By submitting its contract, the Contractor certifies to the City of Cambridge that it understands and will comply with all applicable provisions of the Act, including compliance with applicable provisions of Section 504 of the Rehabilitation Act of 1973, if the Contractor is receiving federal funds.

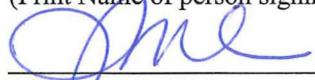
The undersigned certifies under penalties of perjury that this contract has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals

As required by M.G.L. c. 62C, §49A, the undersigned certifies under the penalties of perjury that the Contractor has complied with all laws of the commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

The undersigned certifies that it is not currently subject to any State or Federal debarment order.

Date: 5/3/16

Joellen C. Earl
(Print Name of person signing bid)

 /Chief Executive Officer
(Signature & Title)

CORI COMPLIANCE FORM

Persons and businesses supplying goods and/or services to the City of Cambridge (“Vendors”), who are required by law to perform CORI checks, are further required by Section 2.112.060 of the Cambridge Municipal Code to employ fair policies, practices and standards relating to the screening and identification of persons with criminal backgrounds through the CORI system. Such Vendors, when entering into contracts with the City of Cambridge, must affirm that their policies, practices and standards regarding CORI information are consistent with the policies, practices and standards employed by the City of Cambridge as set forth in the City of Cambridge CORI Policy (“CORI Policy”) attached hereto.

CERTIFICATION

The undersigned certifies under penalties of perjury that the Vendor employs CORI related policies, practices and standards that are consistent with the provisions of the attached CORI Policy. **All Vendors must check one of the three lines below.**

- 1. _____ CORI checks are not performed on any Applicants.
- 2. CORI checks are performed on some or all Applicants. The Vendor, by affixing a signature below, affirms under penalties of perjury that its CORI policies, practices and standards are consistent with the policies, practices and standards set forth in the attached CORI Policy.
- 3. _____ CORI checks are performed on some or all Applicants. The Vendor’s CORI policies, practices and standards are not consistent with the attached CORI Policy. Please explain on a separate sheet of paper.

Joellen C. Earl
(Typed or printed name of person signing quotation, bid or Proposal)



Signature

GovHR USA
(Name of Business)

NOTE:

The City Manager, in his sole discretion may grant a waiver to any Vendor on a contract by contract basis.

Instructions for Completing CORI Compliance Form:

A Vendor should not check Line 1 unless it performs NO CORI checks on ANY applicant. A Vendor who checks Line 2 certifies that the Vendor’s CORI policy conforms to the policies, practices and standards set forth in the City’s CORI Policy. A Vendor with a CORI policy that does NOT conform to the City’s CORI Policy must check Line 3 and explain the reasons for its nonconformance in writing. Vendors, who check Line 3, will not be permitted to enter into contracts with the City, absent a waiver by the City Manager.

This form must be submitted with your proposal

WAGE THEFT PREVENTION CERTIFICATION

In Executive Order 2016-1, the City of Cambridge established requirements for City contracts in an effort to prevent wage theft. Prospective vendors must provide the following certifications or disclosures with their bids/proposals. Failure to provide the following shall result in rejection of the bid/proposal.

Instructions for this form:

A prospective vendor must check box 1 or box 2, as applicable, as well as boxes 3-5, and must sign this Form, certifying compliance with the requirements set out in this Form. This Form must be included with the bid or proposal, and for multi-year contracts must be completed annually on the contract anniversary and filed with the Purchasing Agent.

The undersigned certifies under the pains and penalties of perjury that the vendor is in compliance with the provisions of Executive Order 2016-1 as currently in effect.

All vendors must certify that [check either box 1 or box 2, as applicable]:

1. Neither this firm nor any prospective subcontractor has been subject to a federal or state criminal or civil judgment, administrative citation, final administrative determination, order or debarment resulting from a violation of G.L. c. 149, G.L. c. 151, or 29 U.S.C. 201 *et seq.* within three (3) years prior to the date of this bid/proposal submission.

OR

2. This firm, or a prospective subcontractor of this firm, has been subject to a federal or state criminal or civil judgment, administrative citation, final administrative determination, order or debarment resulting from a violation of G.L. c. 149, G.L. c. 151, or 29 U.S.C. 201 *et seq.* within three (3) years prior to the date of this bid/proposal submission and such documentation is included in the bid/proposal submission.

In addition, all vendors must certify each of the following:

3. Any federal or state criminal or civil judgment, administrative citation, final administrative determination, order or debarment resulting from a violation of G.L. c. 149, G.L. c. 151, or 29 U.S.C. 201 *et seq.* imposed on this firm or on any prospective subcontractor while any bid/proposal to the City is pending and, if awarded a contract, during the term of the contract, will be reported to the Purchasing Agent or other City department within five (5) days of receiving notice.

- 4. Vendors awarded a contract that have disclosed a federal or state criminal or civil judgment, administrative citation, final administrative determination, or order resulting from a violation of G.L. c. 149, G.L. c. 151, or 29 U.S.C. 201 *et seq.* within three (3) years prior to the date of this bid/proposal, while the bid/proposal was pending, or during the term of the contract shall, upon request, furnish their monthly certified payrolls for their City contract to the Purchasing Agent for all employees working on such contract and are required to obtain a wage bond or other suitable insurance in an amount equal to the aggregate of one year's gross wages for all employees. Vendors subject to a state or federal debarment for violation of the above laws or prohibited from contracting with the Commonwealth are prohibited from contracting with the City, and upon a finding or order of debarment or prohibition, the City may terminate the contract.
- 5. Notice provided by the City, informing employees of the protections of Executive Order 2016-1 and applicable local, state, and federal law will be posted by this firm in conspicuous places.

Attested hereto under the pains and penalties of perjury:

Joellen C. Earl

(Typed or printed name of person signing quotation, bid or proposal)



Signature

GovHR USA

(Name of Business)

Pursuant to Executive Order 2016-1, vendors who have been awarded a contract with the City of Cambridge must post the Massachusetts Wage and Hour Laws notice informing employees of the protections of G.L. c. 149, G.L. c. 151, and 21 U.S.C. 201 *et seq.* in conspicuous places. This notice can be found at <http://www.mass.gov/ago/docs/workplace/wage/wagehourposter.pdf>



POSITIONS BY STATE - CLIENT LIST

STATE	CLIENT NAME	POSITION	Pop
Arizona	Central Arizona Regional Economic Development Foundation	Executive Director	Multi
	Yuma County	County Administrator	203,000
Arkansas	Little Rock Wastewater	Chief Executive Officer	193,000
Connecticut	Governmental Accounting Standards Board	Board Member	Multi
		Local Preparer Board Member	Multi
	Town of Enfield	Town Manager	45,246
Florida	Marion County	County Administrator	337,362
Illinois	Chicago Metropolitan Agency for Planning	Executive Director	Multi
		Executive Director for Finance and Administration	Multi
	Chicago's North Suburbs Convention & Visitor's Bureau	Director	17,081
	City of Calumet City	Community & Economic Development Coordinator	37,000
	City of Carbondale	City Manager	25,092
	City of Champaign	Fire Chief	81,500
	City of Crest Hill	City Administrator	20,837
	City of Decatur	City Manager	76,178
	City of DeKalb	Director of Public Works	44,862
		City Manager	44,862
	City of Des Plaines	Community & Economic Development Director	58,364
		Human Resources Director	58,364
	City of Dixon	City Manager	15,333
	City of East Moline	City Administrator	21,300
	City of East Peoria	City Administrator	23,503
	City of Effingham	City Administrator	12,384
	City of Elgin	Chief Financial Officer	108,000
		Communications Director	108,000
		Community Development Director	108,000
		Director of Public Services	108,000
		Street Supervisor	108,000
		Utility Supervisor	108,000
		Engineering (2)	108,000
		Sr. Eng. PW Operations	108,000
		Water Ops. Engineer	108,000
		City of Elmhurst	Fire Chief
		City Manager	43,300
	City of Evanston	Community & Economic Development Director	75,000
		Director of Public Works	75,000
		Engineering Division Manager	75,000
		Superintendent of Streets and Sanitation	75,000
		Director of Parks, Recreation & Community Services	75,000
	City of Galesburg	City Manager	33,706
	City of Highland Park	Director of Community & Economic Development	31,365
		Director of Public Works	31,365
		Finance Director	31,365
		Fire Chief	31,365
		City Manager	31,365
	City of Joliet	City Manager	147,500
	City of Lake Forest	Chief of Police	19,375
		Finance Director	19,375
		Senior Services Director	Multi
		Senior Resources Manager	Multi
		City of Lincoln	City Administrator
	City of Marengo	City Administrator	7,614
	City of Moline	Chief of Police Selection Services	43,483

630 Dundee Road, Suite 130, Northbrook, IL 60062

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

POSITIONS BY STATE - CLIENT LIST

STATE	CLIENT NAME	POSITION	Pop
	City of Monmouth	City Administrator	9,444
	City of North Chicago	Director of Human Resources	33,000
	City of Peoria	Corporation Counsel	115,234
		Public Works	115,234
	City of Princeton	City Manager	7,500
	City of Rock Island	City Manager	39,684
	City of Rockford	Finance Director	152,871
	City of St. Charles	Chief of Police	33,264
		Economic Development Division Manager	33,264
		Human Resources Director	33,264
		IS Director	33,264
	City of Washington	City Administrator	15,700
	Consolidated Dispatch	Executive Director	Multi
	DeKalb County	County Administrator	105,160
	DeKalb Sanitary District	Assistant Director for Administration	42,579
		Assistant to the Manager/Finance	42,579
		District Manager	42,579
	DuComm	Deputy Director Operations	Multi
		Director of Support Services	Multi
	Family Service Center	Executive Director	Multi
	Firemen's Annuity & Benefit Fund of Chicago	Executive Director	Multi
	Fox Valley Park District	Executive Director	200,000
	Glencoe Park District	Executive Director	9,000
	Glenview Park District	Executive Director	56,000
	Government Finance Officers Association	Deputy Director for Technical Services	Multi
		Executive Director	Multi
	Illinois Fire Safety Alliance	Executive Director	Multi
	IMET	Executive Director	Multi
	Intergovernmental Risk Management Agency	Director of Financial Services	Multi
		Executive Director	Multi
	Joint Action Water Agency	Deputy Director	Multi
	Joliet City Center Partnership	Vice President	Multi
	Knox County Area Partnership for Community & Economic Development	Executive Director	Multi
	Lake County	Chief Information Officer	703,462
		Executive Recruitment Services	703,462
		IT Project Manager	703,462
		Justice Council Coordinator	703,462
		Sherriff's Office Business Manager	703,462
		Assistant County Administrator	703,462
		Deputy Finance Director	703,462
		Deputy Director of IT	703,462
		Emergency Management Coordinator	703,462
	Lake County Forest Preserve District	Executive Director	700,000
	Lake County Partners	President/CEO	Multi
	Lake Forest Senior Center	Senior Center Manager	Multi
	Macon County Conservation District	Executive Director	Multi
	McHenry County	Deputy County Administrator	310,000
		Director of Human Resources	318,000
		Director of Nursing	318,000
		Public Healthcare Administrator	Multi
	Morton Grove Park District	Executive Director	23,500
	NIPSTA	Executive Director	Multi
	North Suburban Municipal Joint Action Water Agency	Assistant Director	Multi
	Northbrook Park District	Executive Director	37,000
	Northern Illinois University	Chief of Police	44,098
	Northwest Central Dispatch System	911 Center Assistant Director	Multi
	Northwest Water Commission	Executive Director	Multi
	Northwestern University	Director of the Office of Professional Standards	Multi
	Park District of Oak Park	Executive Director	Multi
	Peoria County	Chief Financial Officer	370,000
	Rock Island County	County Administrator	147,258
	Solid Waste Agency of Northern Cook County	Executive Director	Multi
	Tazewell County	County Administrator	135,394

POSITIONS BY STATE - CLIENT LIST

STATE	CLIENT NAME	POSITION	Pop
	Techny Towers Conference & Retreat Center	Executive Director	Multi
	Tri County Regional Planning Commission	Executive Director	Multi
	Village of Algonquin	Village Manager	30,046
	Village of Arlington Heights	Village Manager	75,100
		Building Director	75,100
	Village of Bensenville	Director of Public Works	20,703
		Village Manager	20,703
	Village of Brookfield	Community & Economic Development Director	19,500
	Village of Buffalo Grove	Chief of Police	41,495
		Village Manager	42,909
	Village of Burr Ridge	Director of Public Works/Village Engineer	10,700
	Village of Carpentersville, IL	Fire Chief	38,241
	Village of Cary	Chief of Police	18,713
		Village Administrator	18,713
	Village of Cherry Valley	Director of Public Works	3,081
	Village of Clarendon Hills	Community Development Director	8,572
		Village Administrator	8,572
		Village Manager	8,572
	Village of Elk Grove Village	Director of Marketing & Business Development	34,737
	Village of Fox Lake	Village Administrator	10,550
	Village of Franklin Park	Community Development Director	17,898
		Information Technology Director	17,898
	Village of Glen Ellyn	Assistant Village Manager	27,000
		Finance Director	27,000
		Public Works	27,000
		Village Manager	27,000
	Village of Glencoe	Assistant Village Manager	8,723
		Public Safety Director	8,723
		Village Manager	8,723
	Village of Grayslake	Chief of Police	24,400
	Village of Gurnee	Community & Economic Development Director	31,295
	Village of Hanover Park	Chief Information Officer	38,510
		Finance Director	38,510
		Human Resources Director	38,510
		Village Manager	37,973
		Public Works Director	37,973
	Village of Hinsdale	Public Services Director	16,816
		Village Manager	16,816
	Village of Homer Glen	Village Manager	24,220
	Village of Inverness	Village Administrator	7,400
	Village of Kenilworth	Village Manager	2,500
	Village of La Grange Park	Chief of Police	13,579
		Director of Finance	13,579
	Village of LaGrange	Director of Community Development	15,732
	Village of Lake Bluff	Chief of Police	5,722
		Village Engineer	5,722
	Village of Lake Villa	Village Administrator	8,774
	Village of Lake Zurich	Village Manager	19,631
	Village of Lincolnshire	Chief of Police	7,500
		Village Manager	7,500
		Assistant Village Manager/Community Development Di	7,500
	Village of Lombard	Fire Chief	43,165
		Village Manager	43,165
	Village of Mettawa	Part-time Village Administrator	500
	Village of Mokena	Chief of Police	19,042
		Village Administrator	19,042
	Village of Morton Grove	Village Administrator	23,270
	Village of Mt. Prospect	Village Manager	54,771
	Village of New Lenox	Village Administrator	25,000
	Village of Northbrook	Chief Information Officer	37,000
		Fire Chief	37,000
	Village of Northfield	Director of Community & Economic Development	5,400
	Village of Northbrook	Village Engineer	37,000

POSITIONS BY STATE - CLIENT LIST

STATE	CLIENT NAME	POSITION	Pop
	Village of Oak Brook	Director of Public Works	8,041
		Village Manager	7,883
	Village of Oak Lawn/NORCOMM Public Safety Communica	Deputy Director	Multi
	Village of Oak Park	Human Resources Director	52,401
	Village of Park Forest	Director of Public Works	21,975
	Village of Plainfield	Economic Development Director	41,734
		Director of Planning	41,734
	Village of River Forest	Director of Public Works	11,635
		Village Administrator	11,635
		Assistant Finance Director	11,200
	Village of Schaumburg	Chief of Police	75,000
		Director of Engineering & Public Works	75,000
		Director of Human Resources	75,000
	Village of Schiller Park	Village Manager	11,870
	Village of Shorewood	Village Administrator	15,615
	Village of Skokie	Economic Development Specialist	66,468
		Village Manager	65,000
	Village of Tinley Park	Chief of Police	58,000
		Director of Public Works	58,000
		Village Manager	58,000
	Village of Volo	Village Administrator	3,300
	Village of Wauconda	Chief of Police	13,603
		Village Administrator	13,603
	Village of West Dundee	Community Development Director	8,000
		Director of Public Works	8,000
		Fire Chief	8,000
	Village of Winnetka	Finance Director	12,422
	Village of Woodridge	Chief of Police	32,971
	West Chicago Fire Protection District	Fire Chief	Multi
	West Suburban Consolidated Dispatch Center	Executive Director	Multi
	West Suburban Special Recreation Association	Executive Director	Multi
	Will County Center for Economic Development	Vice President	Multi
World Business Chicago	Executive Dir. of the Plan for Econ. Growth & Jobs	Multi	
Wynstone Property Owners Association	Director of Public Safety	1,500	
Indiana	Munster Parks & Recreation	Parks & Recreation Director	23,603
	Town of Chesterton	Utility Superintendent	11,000
	Town of Munster	Director of Public Works	23,603
		Town Manager	23,603
Town of St. John	Chief of Police	15,677	
Iowa	City of Burlington	City Manager	25,663
	City of Des Moines	City Manager/Economic Development Director	203,400
	City of Sioux City	City Engineer	83,000
	City of Washington	City Administrator	7,266
	City of Webster City	City Manager	8,000
	City of West Liberty	City Manager	3,736
Maryland	City of Hagerstown	City Administrator	40,612
Massachusetts	Town of Provincetown	Town Manager	2,990
	Town of Williamstown	Town Manager	8,400
Michigan	Berrien County Road Commission	Managing Director	156,941
		Re-Do Managing Director	156,941
	City of Alpena	City Manager	10,410
	City of Battle Creek	City Manager	51,911
	City of Caro	City Manager	4,208
	City of Kalamazoo	City Manager	75,000
	City of Midland	Chief of Police	40,807
		Fire Chief	40,807
	City of Rochester	City Manager	13,000
	City of Rochester Hills	Executive Director of the Older Persons Commission	35,155
	Delta Charter Township	Township Manager	32,400
	Kalamazoo County	County Administrator	256,725
	Lake County	County Executive	11,386
Muskegon County	County Administrator	172,200	

POSITIONS BY STATE - CLIENT LIST

STATE	CLIENT NAME	POSITION	Pop
Michigan	Oakland Township, MI	Township Administrator	16,779
	Township of Oakland	Township Manager	16,779
Missouri	City of Ferguson	City Manager	21,111
	City of Kirkwood	Fire Chief	27,596
	City of Maryland Heights	City Administrator	27,436
	City of Republic	City Administrator	15,590
	City of Wildwood	City Administrator	35,517
	St. Louis County Municipal League	Executive Director	Multi
Montana	City of Bozeman	Chief of Police	39,860
		Fire Chief	39,860
Nebraska	City of LaVista	Finance Director	18,336
New Jersey	Borough of Waldwick	Borough Administrator	9,800
	Cherry Hill Fire Protection District	Fire Chief	69,900
North Carolina	City of Fayetteville	Chief Development Officer	208,000
		Chief Information Officer	208,000
		Assistant City Manager	208,000
Ohio	City of Kettering	Chief of Police	55,870
		Human Resources Director	57,502
	City of Oberlin	City Manager	8,390
Oregon	Multnomah County	Director of Animal Services	766,135
Pennsylvania	Allegheny County	Chief of Emergency Services	1.23 million
		Police Superintendent	1.23 million
	Municipality of Mt. Lebanon	Chief of Police	12,422
	Town of McCandless	Municipal Manager	33,000
Rhode Island	Town of North Kingston	Chief of Police	28,457
Texas	Austin Water Utility	Town Manager	26,326
		Division Manager	770,000
		Operations Managers (5)	770,000
	City of Austin	Chief Animal Services Officer	885,400
		Director of Healthcare and Human Services	885,400
		Assistant Director of Parks & Recreation	885,400
		Dir. Of Parks & Rec.	885,400
		EMS Director	885,000
		Intergovernmental Relations Officer	885,000
	City of Austin, Cultural Arts Division	Cultural Arts Division Program Mgr.	885,400
	City of Burleson	City Manager	36,990
	City of Corpus Christi	Dir. of Human Resources	305,215
	City of Garland	Chief Information Officer	233,206
		Fire Chief	233,206
		Human Resources Director	233,206
		Managing Director of Finance	233,206
Building Official		233,206	
Planning & Comm. Dev. Dir.		233,206	
Emergency Physicians Advisory Board		Medical Director	Multi
Washington, D.C	International City/County Management Association	Executive Director	Multi
Wisconsin	Adams County	County Administrator	20,480
		Executive Director - Community Development	
	City of Baraboo	Authority	11,755
	City of Beaver Dam	Chief of Police	15,000
	City of Beloit	Director of Human Resources	36,966
		Police Chief	36,966
		Finance & Administrative Services Director	36,966
		City Manager	36,966
		City of Burlington	Chief of Police
		City Administrator	10,511
		Director of Public Works	10,511
		Fire Chief	10,511
	City of Fon du Lac	City Manager	43,021
	City of Fort Atkinson	City Manager	12,300
	City of Franklin	City Engineer/Director of Public Works	36,310
		Economic Development Director	36,310
Director of Information Technology		36,310	
City of Green Bay	Plan Review Administrator	10,479	

POSITIONS BY STATE - CLIENT LIST

STATE	CLIENT NAME	POSITION	Pop
	City of Hartford	City Administrator	14,251
	City of Janesville	City Manager	63,480
		Develop City Manager Profile	63,480
	City of Lake Geneva	City Administrator	7,710
	City of Middleton	Finance Director	17,422
	City of Milton	Finance Director/Treasurer	5,546
	City of Oak Creek	Director of Streets, Parks & Recreation, & Forestry	34,626
	City of Oshkosh	Director of Public Works	66,700
		Finance Director	66,700
	City of Plymouth	Director of City Services	8,468
	City of Princeton	City Administrator	1,504
	City of River Falls	Chief of Police	15,200
	City of Sparta	Chief of Police	9,600
	City of Waukesha	Fire Chief	71,000
		City Administrator (2012)	71,000
		City Administrator (2014)	71,000
	City of Wausau	Fire Chief	39,160
		Public Works Director	39,160
	City of Wauwatosa	Assessor	47,000
		Director of Finance	47,000
		Director of Public Works	47,000
		Econ. Dev. Director	47,000
		Fire Chief	47,000
		Information Services Director	47,000
		Public Works	47,000
		Health Officer	47,000
	City of Whitewater	City Manager	14,300
	Dunn County	County Manager	44,122
	Eau Claire County	County Administrator	101,400
	Polk County	Chief Deputy Sheriff	43,476
	Town of Beloit	Town Administrator	36,966
	Town of Cedarburg	Town Administrator	11,475
	Town of Lisbon	Town Administrator/Clerk	2,521
	Town of Rib Mountain	Clerk/Treasurer	6,825
	Village of Brown Deer	Chief of Police	12,000
		Village Manager	12,061
	Village of Fontana-on-Geneva Lake	Director of Public Works	8,000
	Village of Richfield	Village Administrator	11,500
	Washington County	Human Resources Director	132,000
	Waukesha County	911 Center Director	400,000



Leaders at the Core of Better Communities

ICMA Executive Director Recruitment
Outreach Effort
Report on Process and Findings

Presented to:
ICMA Executive Board
December 12, 2015



GovHR USA

Voorhees Associates GovTempsUSA

TABLE OF CONTENTS

- I. EXECUTIVE SUMMARY – Page 1
- II. INTERVIEWS WITH ICMA EXECUTIVE BOARD MEMBERS – Page 4
- III. INTERVIEWS WITH ICMA STAFF MEMBERS – Page 9

APPENDICES – ELECTRONIC

Appendix A – Member Survey Results

<http://www.govhrusa.com/media/143771/ICMA-Member-Survey.pdf>

Appendix B – Past President Survey Results

<http://www.govhrusa.com/media/143765/ICMA-Past-Presidents.pdf>

Appendix C – Past Vice-President Survey Results

<http://www.govhrusa.com/media/143762/ICMA-Past-VP.pdf>

Appendix D – State Association Presidents – State Presidents - Senior Advisor Survey Results

<http://www.govhrusa.com/media/143756/ICMA-State-Liason.pdf>

Appendix E – Emerging Local Governing Leaders Survey Results

<http://www.govhrusa.com/media/143759/ICMA-ELGL.pdf>

Appendix F – Corporate Partner Survey Results

<http://www.govhrusa.com/media/143768/ICMA-Survey-Corporate-Partners.pdf>

I. Executive Summary

GovHR USA, LLC (GovHR) was officially retained by the ICMA Executive Board to conduct the search for Robert O'Neill's replacement in August 2015. Immediately thereafter outreach to ICMA Executive Board members, staff, the general membership and the corporate partners commenced. The following report includes the results of the outreach efforts made by GovHR. The report is organized into three sections: Executive Summary, Outreach Efforts and Findings.

GovHR Consultants traveled to Washington, D.C. to start the outreach efforts with ICMA staff at the end of August, 2015, see Exhibit A. Following that trip, the Consultants traveled to the ICMA Conference in Seattle where they met with the outgoing, current and new members of the ICMA Executive Board, see Exhibit B. In addition, the Consultants established a listening booth at the conference in the exhibit hall. At the listening booth, conference attendees were able to take a survey and/or talk to one of the Consultants about their thoughts regarding the next Executive Director. Shortly after the conference in Seattle, several surveys were sent to solicit input from the following stakeholder groups:

- General Membership
- Past Presidents
- Past Vice-Presidents
- State Association Presidents-State Liaison-Senior Advisors
- Emerging Local Government Leaders
- Corporate Partners

As a result of the outreach efforts, GovHR developed a profile for the Executive Director's position. Within the profile, the desired characteristics and traits are included as well as the opportunities and challenges the new Executive Director will face upon starting in the position late next summer/early fall.

The characteristics described as critical based on the outreach efforts of all stakeholder groups, with the exception of the Corporate Partners, include the following:

- Leadership Qualities:
 - Thought Leader
 - Approachable
 - Transparency
 - Ambassador for the Profession

- Skills and Abilities:
 - Skill in Developing a Vision for ICMA
 - Ability to Establish Relationship with Executive Board
 - Skill in Developing a Strong Team at ICMA Headquarters
 - Ability to Advocate for the Profession
 - Strong Communication Skills

Note: While the ICMA Executive Board as a whole generally expressed that candidates should have experience in local government, a majority felt it should not be mandatory that candidates have prior experience as a professional local government manager.

The remainder of the report includes a summary of the information gathered during the interviews with the ICMA Executive Board and the ICMA Staff. The Appendices include links to all of the results of the Survey Monkey surveys that were sent to the various stakeholder groups should a Board Member wish to look at the details.

Lastly, there will be some comments included in the presentation that will be made in Little Rock regarding the Corporate Partner survey as the questions contained in that survey were different than those asked of the other stakeholder groups.

GovHR looks forward to presenting the summary and findings of the outreach efforts and the draft recruitment profile to the Search Committee and Executive Board in December.

II. INTERVIEWS WITH ICMA EXECUTIVE BOARD MEMBERS

I. Experience and Background, including types of experience, qualities, traits, necessary skills and attributes.

A. Experience as a Local Government Manager

The majority of Board members felt that while service as a city or county manager or administrator was ideal and highly desirable, it should not be mandatory. It is essential that candidates have experience in local government and a clear understanding of the profession, its trends and its challenges. Association management experience is a plus.

B. Experience working with a Board of Directors

Board members are seeking candidates who are facilitative and collaborative with a calming presence during Board discussions. The ICMA Board is a diverse group that has regular turnover. In addition, Board members are seeking candidates who can respectfully convey an opinion that may differ from the Board's direction. Candidates must also be strong and frequent communicators, practicing a no surprises approach to Board relations.

C. Communication Skills

Board members are seeking candidates with exceptional communication and platform skills who are able to be an ambassador for the profession. Strong social skills are essential, including well developed listening skills. It is also important for candidates to be skilled and effective writers.

D. Thought Leadership

The majority of Board members believed that thought leadership needs to be tempered with realism with respect to new initiatives. A need to prioritize was mentioned frequently. Some board members mentioned the need for the

Executive Director to have an intellectual rigor and ability to teach, though other members felt there were other resources available if this did not play to a finalist candidate's strengths.

E. Willingness to Travel

Nearly all Board members discussed the need for balance with respect to travel and the importance of being on top of what is going on with the internal organization. The need for connection with the membership was acknowledged by nearly all Board members, as was the inevitability of extensive travel; however, nearly all Board members mentioned the need to lead, manage and communicate with the staff.

F. Embrace ICMA Values

Board members strongly believe that the Executive Director must understand, uphold and promote ICMA's fundamental principles of democratic government, its core values and the profession's Code of Ethics. The Executive Director must champion the profession and defend and promote the Council/Manager form of government.

G. Personal Dynamism and Energy

Board members believe the Executive Director must be visionary and dynamic as well as someone who is genuinely approachable, open and respectful; someone who can engage and relate to a diverse membership and be comfortable as the face of the profession.

H. Leadership Skills

Board members are seeking candidates who can inspire the membership and be an advocate/ambassador for the profession, particularly with the younger members. Candidates must have strong public speaking skills and also be

approachable and comfortable talking one on one with members. Several Board members mentioned the importance of ICMA's role in the Big 7 and the need to have a very collaborative relationship with the Alliance for Innovation. The next Executive Director must be comfortable leading an organization with a diverse population and must also promote diversity and inclusion. The need for cultural competency was frequently mentioned.

I. Management Style

Board members indicated a need for the next Executive Director to have a strong presence with the ICMA staff. The next Executive Director must be more engaged on a daily basis even if is through technology. Board members recognized that the Executive Director is the link between the staff and the membership, as many staff members do not have local government experience. Board members felt the Executive Director must possess a collaborative management style, however, be able to critically examine the organization and make changes if necessary.

II. Internal/Organizational Challenges and Opportunities.

A. International Issues within the Association

Board members indicated a strong desire for the next Executive Director to have an appreciation for the importance and relevance of the international membership and activities. There are more than 30 international affiliate organizations and the Executive Director must be an ambassador to them as well.

B. Staff Management and Organizational Issues

Board members felt the senior staff is well grounded and know their responsibilities; however, there is turnover at the lower levels. Many staff members work remotely complicating the need for communication and

coordination. More structure may be required in the day to day activities of the internal organization and there is also a need to build trust after last year's layoffs.

The ICMA staff could face significant turnover in its senior positions in the next few years, requiring the next Executive Director to engage in succession planning and effectively manage the transition of key staff positions if necessary.

It was strongly felt that the next Executive Director needs to have more focus on the staff, looking at the structure of the organization and the responsibilities of the organization's leaders, ensuring that the ICMA organization has a strong culture of responsiveness.

C. Financial Management

Board members overwhelmingly commented on the need for the next Executive Director to have strong financial skills with the ability to critically examine ICMA's programs with a focus on adhering to ICMA's core functions and businesses. The need to prioritize programs and projects and take on only what can be effectively managed was frequently mentioned. Board members also noted that core operations cannot be connected to or affected by international grant programs.

III. External Issues, Challenges and Opportunities.

Board members frequently stated that the next Executive Director must address diversity and inclusion in the association's membership and at the Board level. Board members discussed the need for diversity and inclusion in gender, race, ethnicity, and age.

Board members also cited the need for the Executive Director to be a visionary with respect to innovation and the long term health of communities with the ability to speak

at a high level about controversial issues. Candidates must also be able to identify and speak about trends related to civic health.

Board members mentioned the need for the next Executive Director to build strategic partnerships that advance ICMA's mission and financial condition, with the ability to participate in fundraising when needed.

III. Interviews with ICMA Staff Members

I. Experience and Background, including types of experience, qualities, traits, necessary skills and attributes.

A. Experience as a Local Government Manager

Staff members generally felt that candidates must have experience in local government – it would be ideal if the Executive Director had been a city or county manager or administrator but the majority did not think it should be mandatory. Staff members often pointed out the difference in the financial structure of ICMA and a municipality and the need for the Executive Director to be comfortable with the financial ups and downs of a member based organization that relies heavily on grant funding. Staff members further felt it important that the Executive Director have an entrepreneurial approach and understand ICMA’s business lines.

B. Experience working with a Board of Directors

Staff members frequently commented on the need to prioritize projects with the Board, understanding that while the organization has downsized, the list of projects has not and new Presidents and Board members often bring new initiatives to the table. The ability to adhere to the strategic plan was frequently cited. Some staff members commented on the desire to see more staff involved with the Board and in attendance at Board meetings where appropriate.

C. Communication Skills

Similar to the Board member comments, the staff members believe it is very important for the Executive Director to be an excellent communicator, someone who keeps staff in the loop and also represents to the staff the trends the

Executive Director is seeing in the field. Staff members commented on the need for excellent platform skills.

D. Thought Leadership

The staff saw the importance of thought leadership and the benefits ICMA has reaped from Bob O’Neill’s approach, but others felt this was not the most essential part of the position – there are others in the field that can be drawn upon to assist in the thought leadership role.

E. Willingness to Travel

Like Board members, the staff understands the need for travel and the resulting information the Executive Director brings back to the staff. The staff also understands the importance of the Executive Director being the face of the profession. Many staff members also commented on the need for the Executive Director to be present with the ICMA staff and to spend time understanding the impact of the layoffs as well as provide more structure to the day to day activities.

F. Embrace ICMA Values

Staff members strongly believe that the Executive Director must be an advocate for ethical public management, talk about core values, honor the non partisan aspect of the profession and subscribe to the Code of Ethics.

G. Personal Dynamism and Energy

Staff members are hoping for an Executive Director who is inspirational and with a vision for the organization. They are also hoping to have someone optimistic about the future and who is also approachable to all staff and ICMA members.

H. Leadership Skills

Staff members talked of the need for the Executive Director to lead an organization with a diverse population, someone with clarity in leadership and who can build trusting relationships. The next Executive Director must be able to energize the membership for the next generation and explain ICMA's value proposition.

I. Management Style

Staff members commented on the need for an Executive Director who is comfortable with delegation and empowers staff to do their work. Other staff members commented on the need for more structure and more engagement by the next Executive Director in the day to day operations of the organization. Staff members frequently commented on the need for more engagement with the Executive Director.

II. Internal/Organizational Challenges and Opportunities.

A. International Issues within the Association

Staff members commented that the next Executive Director should have an understanding of the organization's international initiatives – several staff members commented that someone with international experience might be a great candidate.

B. Staff Management and Organizational Issues

Staff members commented on the need to look at the organizational structure, evaluate the core services of ICMA and address the responsibilities of the leadership. There was a feeling that the organization is trying to do too much.

Staff members frequently commented on the possible retirements of several senior staff members and the need for succession planning. The next Executive Director will inherit a younger staff that does not have much contact with or experience in local government. Staff members also commented on the need for cross training.

Staff members believe that in the first year, the Executive Director needs to connect to the staff and be supportive of the COO to ensure internal systems continue to function effectively.

C. Financial Management

Staff members frequently commented on the differences between running a municipality and running a member based association and the need for the next Executive Director to understand these inherent differences.

Staff members also commented on the need to examine ICMA's financial framework and increase net assets so there is a cushion in light of ICMA's constantly evolving business model. In addition, some of ICMA's core business lines such as publishing have changed dramatically. Staff members commented on the need for the next Executive Director to be comfortable with technology and how it can be used to reach out to members.

III. External Issues, Challenges and Opportunities.

Staff members see the importance of partnerships with similar external organizations and the need to build connections and alliances with those partners, including the Big 7.

Staff members see the need for the Executive Director to lead on diversity and inclusion in the profession and also lead the discussion on what ICMA's future is – ICMA is serving many, many more constituencies which may confuse some members.

Staff members see an opportunity for the next Executive Director to be a part of national conversations on emerging issues in state and local government such as environmental issues and race issues.

Announces a Recruitment For

TOWN MANAGER

For Town of Provincetown, Massachusetts

GovHR USA, LLC is pleased to announce the recruitment and selection process for the position of Town Manager for the Town of Provincetown, Massachusetts. This brochure provides background information on the Town of Provincetown as well as the requirements and expected qualifications for the position. Additional information about Provincetown can be found on the Town's website: <http://www.provincetown-ma.gov/>.

Candidates interested in applying for the position should submit their resume and cover letter, along with contact information for five work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, GovHR USA, 650 Dundee Road, Suite 270, Northbrook, IL 60062. Tel: [847-380-3238](tel:847-380-3238). First review of resumes will commence on April 20, 2015.

Joellen Earl, Chief Executive Officer
GovHR USA

650 Dundee Road, Suite 270
Northbrook, IL 60062
TEL: 847-380-3240
FAX: 866-401-3100

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

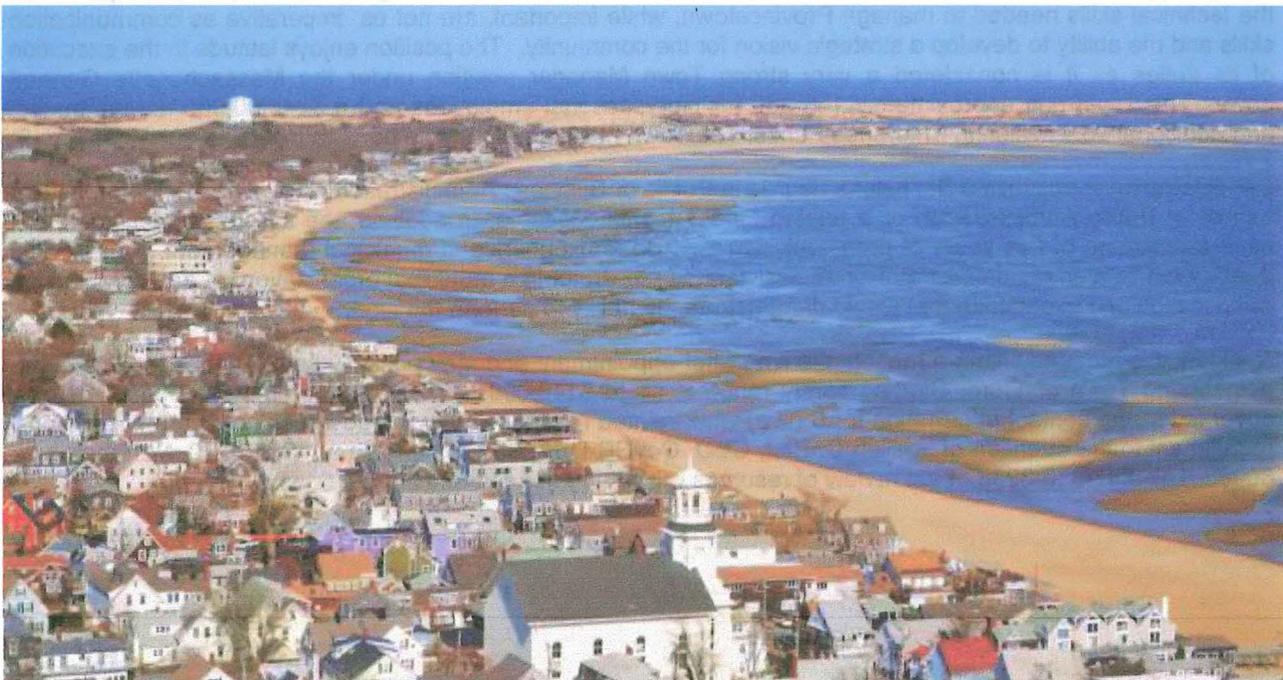
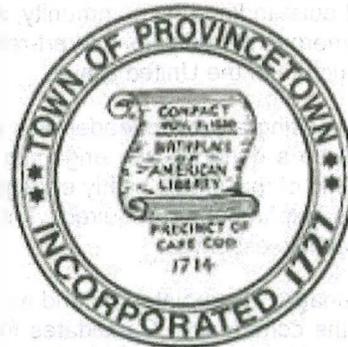


Photo by: Dan McKeon 2014

PROFESSIONAL ANNOUNCEMENT

Town Manager, Provincetown, MA (pop. 3,000/30,000). Provincetown is located at the tip of Cape Cod, overlooking the beautiful Atlantic Ocean and Cape Cod Bay and surrounded by the Cape Cod National Seashore. This picturesque community features some of the most beautiful seaside venues found anywhere in the United States. The origins of this unique community date back to the Pilgrims' landing in the Mayflower in 1620. Provincetown, in Barnstable County, is located 116 miles southeast of Boston by road but is connected by seasonal high speed ferry and scheduled air service throughout the year. The Town consists of 17.5 square miles, 75% of which lies inside the National Park. The Town has 2,820 full-time residents and a seasonal population that can fluctuate between 20,000 and 50,000.

In the summer months, Provincetown is a popular international tourist destination, welcoming to all visitors including the LGBT community. The Town has an active nightlife and a variety of restaurants, shops and lodging options. In addition to the well-known nightlife, Provincetown is the country's largest whale watching gateway, with ecotourism representing an ever-increasing share of visitors. Provincetown has some of the most spectacular beaches and oceanside bike trails in the country, further supporting a broad tourist base. Known traditionally as a fishing community of multi-generation families of Portuguese descent, Provincetown also offers a vibrant and outstanding arts community, and is home to both renowned and emerging artists and writers. The Town has numerous art galleries and art-related cultural institutions and boasts the Pilgrim Monument, the tallest all-granite structure in the United States.

The Town is seeking a proven leader with a vision for Provincetown as its next Town Manager. The successful candidate will be a dynamic and engaging person with excellent communication skills who wishes to become part of the fabric of this small, highly engaged community. An understanding of the Open Town Meeting form of government is helpful but not required. The desire to live and work in a small town, among close-knit groups of diverse residents is essential.

The Town Manager is appointed by and works closely with the Board of Selectmen, as the Board sets the policy direction for the community. Candidates for the position will enjoy working with a collaborative, dedicated and highly competent team of Department Heads, technical staff and an outstanding Assistant Town Manager. Thus the technical skills needed to manage Provincetown, while important, are not as imperative as communication skills and the ability to develop a strategic vision for the community. The position enjoys latitude in the execution of its duties as it is considered a very strong Town Manager position under the Massachusetts General Laws. The Town has approximately 150-200 full-time/seasonal employees and a \$24,000,000 annual budget and additional \$6.4 Million in Enterprise Funds. The Town holds an AA Stable bond rating.

Candidates must possess a Bachelor's degree in Public or Business Administration or a related field; a Master's degree in Public Administration or a related field is highly desirable. In addition, the successful candidate will have a minimum of five years of progressively responsible experience in municipal management, with at least three years as a chief administrator or an assistant administrator in a municipal organization, or any combination of education and experience that would demonstrate the ability to perform the work.

Residency is required within a reasonable time after appointment and may possibly be expanded to include the neighboring Town of Truro. Starting salary range is up to \$140,000 DOQ. Candidates should send resume, cover letter and contact information for 5 (five) work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, GovHR USA, 650 Dundee Road, Suite 270, Northbrook, IL 60062. Tel: [847-380-3238](tel:847-380-3238). First review of resumes will commence on April 20, 2015.

Community Background

Provincetown is a small seaside village. Its chief features are expansive dunes, and a sparkling, 2-mile wide harbor which fills with ferries, whale watch boats, yachts, fishing boats and small motor and sailboats in the summer. Though the Pilgrims chose to settle across the bay in Plymouth, the outermost portion of Cape Cod enjoyed an early reputation for its valuable fishing grounds. Provincetown harbor was considered the best and the Town became a thriving whaling port during the 19th century. Summer tourism began in earnest when World War I put Europe out of bounds for the New York artists and writers that traditionally traveled abroad. As fishing declined, tourism and real estate management have become the backbone of the Town's economy.

The beautiful and inspirational environment attracts many to reside here year-round. In contrast to the summer months, Provincetown enjoys a very quiet and close-knit community in the off season. During this time, many of the seasonal residents leave, and the remaining residents enjoy the tranquil beauty of the community and its surroundings.

Provincetown Schools is an International Baccalaureate World School providing both Primary Years and Middle Years Programs for students in grades Pre K through 8. The School District of approximately 120 students benefits from rich and collaborative community partnerships and the extraordinary environmental resources surrounding the School. Provincetown Schools is a learning community committed to academic excellence and the nurturance of globally minded citizens.



Photo by: Marilyn Lober Colucci 2014

In the summer months, Provincetown is a popular international tourist destination, welcoming to all visitors including the LGBT community. The Town has an active nightlife and a variety of restaurants, shops and lodging options.

In addition to the well-known nightlife, Provincetown is the country's largest whale watching gateway, with ecotourism representing an ever-increasing share of visitors. Provincetown has some of the most spectacular beaches and oceanside bike trails in the country, further supporting a broad tourist base. Known traditionally as a fishing community, Provincetown also offers a vibrant and outstanding arts community. It is home to both renowned and emerging artists and writers, and has numerous art galleries and art related cultural institutions.

The Municipal Organization

The Town Manager is appointed by the Board of Selectmen. The Board of Selectmen consists of five members elected for three-year overlapping terms, arranged so that the term of at least one member shall expire each year. They are elected at large by voters and the position is non-partisan.

The Board of Selectmen is the primary policy making, planning, and goal setting agency of the Town. They insure that the Provincetown General By-Laws are up to date and republished at least every five years, and make provisions for traffic regulation and control. The Board of Selectmen shall exercise the powers and duties prescribed by the Massachusetts General Laws, the Provincetown General By-Laws, or the Charter, and which are not vested in a Town officer or another Town board by the Massachusetts General Laws, the Provincetown General By-Laws, or the Charter.

Town of Provincetown

One of the most important roles is reviewing and adopting the annual budget that funds the Selectmen's priorities, Town operations, and capital projects for the fiscal year which begins every July. They also awards contracts, set user fees, and approve property tax rates.

Provincetown operates under the Open Town Meeting form of government. The Town Meeting shall be held at least one time annually to discuss and vote on matters before the community such as the municipal budget, employee compensation, large capital projects and purchases, and any changes to Town bylaws. The elected Town Moderator presides over the Town Meeting. Several committees will also make reports at the Town Meeting, including the Finance and School Committees.

In addition to the Board of Selectmen, Finance and School Committees, Provincetown enjoys the benefit of the dedication and assistance of its residents in running the municipal government. There are numerous boards, committees and commissions that meet regularly, some elected and some appointed, to discuss, recommended and/or act on matters facing the Town. Many of the committee meetings are televised and can be viewed at <http://provincetowntv.org/govt/>. The Town's website has a full listing of the boards, committees and commissions and their associated charges and responsibilities.

The Town Manager is responsible for the appointment of all Town staff and oversees the day-to-day operations of the community. To assist the Town Manager with that effort, there are approximately 125-200 full-time/seasonal employees. There is a highly competent team of Department Heads, technical staff and an outstanding Assistant Town Manager, which allows the Town Manager to focus on community projects and needs, as the day-to-day operations are in excellent hands. Traditional services range from finance, community development and housing, council on aging, library and recreation, to public health, public safety and public works. In addition, the Town owns and leases the operation of the municipal airport and has some specialized departments such as Harbor & Pier, Shellfish and Tourism. The municipal budget is \$24,000,000 and the Town holds an AA Stable bond rating.



Photo by: Dan McKeon

The Position

Some of the essential functions of the position of Town Manager are as follows:

Serves as the Chief Administrative officer of the Town; plans, directs, implements and administers all of the daily operations of the Town. Manages the municipal budget; prepares budget-related warrant for town meetings and presents proposed budgets to the Board of Selectmen.

Coordinates the activities of the Board of Selectmen with activities of other departments, boards and commissions; implements policy direction established by the Board of Selectmen; keeps Selectmen fully informed regarding departmental operations, fiscal affairs and general issues. Provides reports as necessary. Prepares for meetings of the Selectmen and attends all such meetings unless excused. Serves as the official

Town Manager

Town representative for internal and external relations in the absence of the Board and/or Chair.

Serves as personnel manager, chief procurement officer and on the Commission of Public Safety, providing leadership in the Town's community-oriented policing program.

Serves as liaison to other levels of government, outside agencies and parties, and community stakeholders. Provides a vital public relations function for the Town.

Opportunities for the Town Manager

Provincetown applied for and was awarded a Design and Resiliency Team (DART) grant. Working with AIA and the New England Municipal Sustainability Network, the Provincetown 365 plan was developed. The plan focuses on developing a resilient community, as community stakeholders articulated the desire to identify more community and affordable housing and strengthening the local economy by improving the waterfront and the design of commercial areas. The plan was delivered to the community in November of 2014. The plan will be considered along with the review of the Local Comprehensive Plan.

There is an opportunity to develop or redevelop a number of land parcels in Provincetown and have a significant and positive impact on the future of the community. If the land can be developed in a manner to create year-round employment and housing opportunities, progress will be made toward achieving the residents' desire to develop a resilient community.

The Town Manager will have a significant amount of expertise available to assist with running municipal government. The residents who serve on the numerous boards, committees and commissions contain a wealth of information and institutional knowledge that can help the Town Manager in decision-making and in guiding the recommendations offered to the Board of Selection for consideration.

The business community in Provincetown is an active and engaged partner and does an excellent job of assisting in promoting the Town as an international tourist destination. There are numerous options for lodging, eating and shopping. Provincetown also offers an established art community and has numerous art galleries and art-related cultural institutions. All of these assets continue to bring guests to the community year after year.

The fishing industry is an integral part of the history of Provincetown and is an important part of the Town's current economy. Deep-sea and shell fishing operations occur for a majority of the year and are visible on the Town's waterfront. In addition, recreational boating and whale watching, which attract a large amount of day visitors, are activities that occur during the summer months and into the shoulder seasons.



Provincetown is an exquisite and beautiful community year-round. The new Town Manager will enjoy living among a close-knit group of people, some whose families stretch back generations, who are active, resilient and thoroughly respect and appreciate all that the region has to offer.

Challenges for the Town Manager

The cost of living is high in Provincetown and housing is in short supply. This phenomenon will present a challenge for a new Town Manager in relocation and it continues to be a

Town of Provincetown

pressing challenge for the residents of the community. Developing affordable housing to attract and retain year-round residents is a critical need of the community.

The population in Provincetown is aging. Finding ways to reverse this trend to move toward a more multigenerational population is desired by the community.

The seasonal nature of the community reinforces the need for seasonal workers to support the seasonal residents and guests. Housing for seasonal workers is expensive and scarce. Also, there is a high turnover of residents annually that feeds into the feeling that many of the people who reside in the community are there on a short-term basis and thus are not investing in the long-term growth and viability of the Town.

The further development of Provincetown is particularly challenging as the ability to develop any land is constrained by water supply and parking.

Desired Education, Characteristics and Traits for the Town Manager

The following education, experience, characteristics and traits have been identified by the Town of Provincetown.

Candidates must possess a Bachelor's degree in Public or Business Administration or a related field; a Master's degree in Public Administration or a related field is highly desirable, and five years of progressively responsible experience in municipal management, three of which as a chief administrator or an assistant administrator in a municipal organization, or any combination of education and experience that would demonstrate the ability to perform the work.

Candidates must be prepared to articulate a vision for Provincetown and must possess the leadership and management skills to work with the stakeholders in a diverse and engaged community, to make the collective community vision become a reality.

The Town Manager shall work in partnership with the Board of Selectmen, assisting the Board in achieving its goals and understanding and respecting the Board's responsibilities as they relate to setting the overall policy direction of the community. The Board of Selectmen will set and the Town Manager will execute policy.

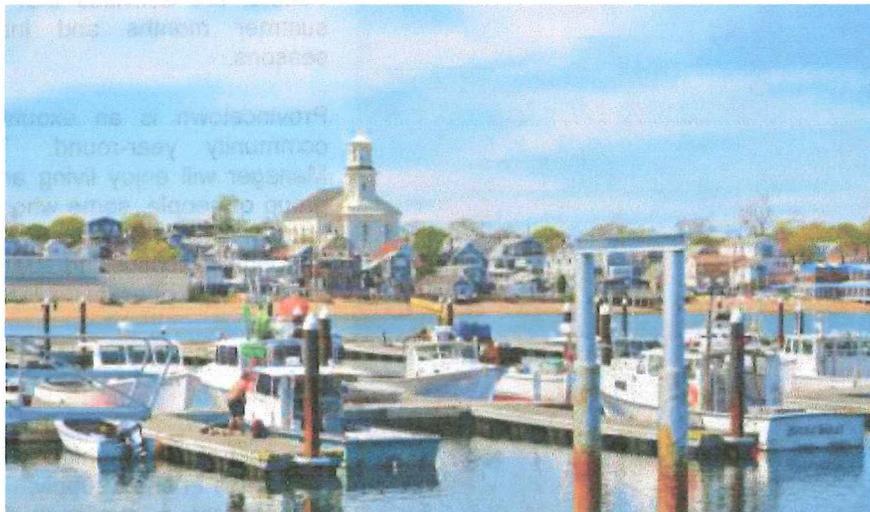


Photo by: Dan McKeon

Town Manager

Listening and hearing the ideas, thoughts and comments of the elected and appointed officials, the residents and guests, and members of the staff is paramount. An open door is essential in Provincetown. Residents and guests will visit the office on a regular basis and the Town Manager must be willing to have meaningful discussions with all who walk through the door.

Public speaking and public appearances are necessary and encouraged. Being able to articulate the goals of the Selectmen and the community to other parties, both in Provincetown and in other forums where this is a vested interest, is an essential requirement. The Town Manager must possess a speaking style that is articulate, focused and significantly dynamic and engaging.

Previous Town Managers in Provincetown have been well-educated and exceedingly knowledgeable about municipal policies, procedures and operations. The new Town Manager will also possess the same qualities.

A thinker and a creative person and someone who will challenge and encourage people to ponder and develop new and exciting ideas for Provincetown will be welcomed into the community. Provincetown residents are smart, engaged and passionate about their community. The new Town Manager will be able to capture this enthusiasm and steer the community into the future.

Salary and Residency

Residency is required within a reasonable time after appointment and may possibly be expanded to include the neighboring Town of Truro. Starting salary range is up to \$140,000 DOQ.



Photo by: Dan McKeon

City of Harrison
City Manager



Sample Interview Recruitment Portfolio





GovHR USA

GovTempsUSA

January 23, 2016

Mr. Jacob Schmidt
City of Harrison
123 Right Way Drive
Harrison, IL 65432

Dear Mr. Schmidt,

This report contains the application materials for the three candidates selected for an interview on February 15th.

For use in the selection process, the enclosed materials provide each candidate's career overview and comparative data, resume, application materials, suggested interview questions, and an interview evaluation form.

Additional background work including felony court records searches, credit history, and motor vehicle records searches are being conducted. We will be prepared to review this information during the interview process if necessary.

We look forward to being of continued assistance as you conclude this recruitment.

Sincerely,

Heidi J. Voorhees
President
GovHR USA, LLC

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

**City of Harrison
City Manager Candidates**

**Recommended for Interview
Presented in Alphabetical Order**

Candidate 1 Joe W. Carter
City Administrator
City of Mary, Maryland

Candidate 2 Sally P. Jerome
Interim City Manager
City of Maclin, Illinois

Candidate 3 Walter L. Miller
City Administrator
City of Anytown, Illinois

City of Harrison, Illinois
City Manager Interview Schedule

Saturday, February 6th

10:00 a.m. – 11:00 a.m. Joe W. Carter

11:00 a.m. – 12:00 p.m. Sally P. Jerome

12:00 a.m. – 1:00 p.m. Lunch Break

1:00 p.m. – 2:00 p.m. Walter L. Miller

2:15 p.m. Deliberations

Sunday, February 7th

9:00 a.m. Candidate A

10:00 a.m. Candidate B

Joe W. Carter

Contact Information

Address: 6444 Mary Street
Mary, Maryland 23502

Cell: 240-555-7777

Email: jcarter@xxx.com

Education

- Master of Public Administration, 1986
University of South Dakota, Vermillion, South Dakota
 - Bachelor of Science – History, 1984
University of South Dakota, Vermillion, South Dakota
-

Work History

1993 to January 2013

City of Mary, Maryland (population 21,000)

City Administrator

1988 to 1993

Town of Jackson, Maryland (population 3,551)

Town Manager

1986 to 1988

Village of Cherry, Ohio (population 4,800)

Village Manager

1985 to 1986

City of Jasper, South Dakota (population 10,000)

Assistant to the City Manager

Data Summary:

Candidate:	Joe W. Carter
Organization:	City of Mary, Maryland
Position:	Former City Administrator
Organization Budget:	\$36 million
Total Number of Employees in Organization:	260
Salary:	\$96,000
Expected Salary:	\$120,000-\$130,000
Reporting Relationship:	Reported to the Mayor & City Council
Years of Experience:	28

Professional Affiliations:

- International City/County Management Association
- Maryland City/County Management Association
- Maryland Municipal League

January 1, 2016

Heidi Voorhees
GovHR USA
650 Dundee Road, Suite 270
Northbrook, IL 60062

Dear Ms. Voorhees,

Please accept the attached resume as application for the position of City Manager with the City of Harrison, Illinois as outlined in the executive search recruitment profile.

As you will note in my resume I would be able to bring over 28 years of the education and experience that you address in your recruitment notice.

I believe you will find that my professional experiences are extremely compatible with the qualifications that the officials of the City of Harrison are looking for in your next City Manager. I have attempted in my list of references to provide you and the others participating in this selection process a cross section of individuals who would be able to address many of the accomplishments that I have been able to participate in during my tenure in Maryland. The past nearly twenty (20) years have been a time of tremendous professional and personal growth for me as we have attempted to streamline a local government that for many years was mired in inefficient and ineffective government practices. The elected officials that I have had the opportunity to be employed by and work with provided me with the greatest latitude and guidance that anyone in this profession could enjoy. I hope you have an opportunity to talk with the references provided so that a full picture of Maryland can be made.

I would look forward to returning to the Midwest and closer to my family that still reside in the South Dakota and Minnesota area.

If you have any further questions or desire further information please do not hesitate to contact me.

Respectfully,

Joe W. Carter

Joe W. Carter
6444 Mary Street
Mary, Maryland 31502

Cell: 240-555-7777
E-Mail: jcarter@xxx.com

OBJECTIVE:

To continue to develop my professional skills and advance in my chosen career of professional public management.

EDUCATION:

- ***Master of Public Administration***, University of South Dakota, Vermillion, South Dakota. Minor area of study in Public Finance, Graduated May 1986.
- ***Bachelor of Science in History***, University of South Dakota, Vermillion, South Dakota., Minors in Political Science and Computer Science. Graduated May 1984.

PRESENT WORK EXPERIENCE:

City Administrator
City of Mary, Maryland
(September 1993-January 2013)

For nearly twenty years I served as the City Administrator of Mary, which is a full-service city of 21,000. Mary is located approximately two hours from Pittsburgh, PA, Baltimore, MD and Washington, DC. The City has a full-time work force of approximately 270. The City provides the following services which are under the direction of the City Administrator; police protection, full-time fire protection and ambulance service, parks and recreation, public works, engineering, community development (which includes federal urban programs in Section 8 housing and management of the City's annual entitlement from the Community Development Block Grant program), and administration (includes the Departments of Finance and Management Information Systems). The City also provides water and wastewater services for the both the City and the surrounding region with a population of approximately 50,000.

Mary is a Council-Manager community and I serve at the pleasure of a five-member elected at-large Mayor and City Council.

Management accomplishments during my tenure are:

- Reorganization of the City government from 16 different divisions into 8 specific departments (1995) and then 8 departments into 4 (2002) with day-to-day management of the departments by appointed Directors appointed by the City Administrator.
- Implementation of a pay classification and compensation plan for all full-time employees that resulted in four separate unions and management coming under one pay table and adoption of new job descriptions for all employees.
- Served as lead negotiator in contract negotiations with two AFSCME/PublicWorks unions, IAFF/Fire and UFCW/Police on behalf of the City.

- Initiated a “reengineering” process with the Department of Utilities/Public Works and the AFSCME union to make the department more competitive and attempt to avoid “contract operations” by the private sector of the City utilities.
- Used technology throughout the City government that includes all relevant data processing functions but also e-mail communications, electronic storage of current city records and documents, electronic imaging of past city records and documents, SCADA for utilities, in-car police computers, VOIP telephone protocol and automated meter reading of utility accounts.
- Initiated the reorganization of the Department of Community Development and oversaw the adoption of a new comprehensive plan, development of the City’s first strategic plan, adoption of a revised zoning code consistent with both plans and the City’s first economic development plan.
- Oversaw the redevelopment of historic Downtown through adoption of local tax incentives and acquisition of several state grants leading to upper story revitalization and renovation of several major buildings. This led to over \$ 50 million dollars in public/private investment and over 200 new jobs. Participated in the implementation of Maryland’s first Heritage Area, and the efforts in revitalizing the historic Downtown area. I also served for four years on the authority board as a voting member.
- Restructured the City’s several million in long-term debt and have overseen the issuance of \$50 million in new long-term debt to cover the cost of a variety of public works projects involving bridge replacements, upgrade to the Water Filtration and Wastewater Treatment Plants, Combined Sewer Overflow improvements, road projects and improvement to public facilities.
- Implemented the City’s first Tax Increment Financing District and second Special Taxing District for a medical park.
- Implemented a city “Wi-Fi” system.

PAST WORK EXPERIENCE:

**Town Manager
Town of Jackson, Maryland
(1988-1993)**

Between 1988 and 1993 I served as the Town Manager of Jackson, which was a full-service community of 3,551. This was a contractual position to a three-member elected at large Town Council.

Management accomplishments during my tenure were:

- Application and receipt of over \$ 1.25 million in grant funds for a variety of public improvement and works projects.
- Construction of a nature trail and redevelopment of two town parks.
- Construction of a multi-purpose community pavilion and renovation and expansion of a community/senior center
- Administration of a \$ 2.5 million renovation of the town wastewater treatment facility.
- Installation and management of a \$ 50,000 computer system.
- Development and establishment of a successful town-wide recycling program.
- Responsibility for total revision of the Town Zoning Code and Code of Ordinances.
- Establishment of employee merit pay system and revision of Town’s personnel policy.

**Village Manager
Village of Cherry, Ohio
(1986-1988)**

For two and one-half years prior to accepting the position in Jackson, I served as the Village Manager of Cherry that was a community of 4,800. In that position I served a seven-member Council.

Management accomplishments during my tenure were:

- Completion of a village-wide sanitary sewer system.
- Participation in the adoption of a Council-Manager form of government.
- Establishment of a contracted municipal trash system.
- Revision to the process and adoption of the Village budget.
- Redistricting of the Village election process.
- Negotiations with the police union

**Assistant to the City Manager
City of Jasper, South Dakota
(1985-1986)**

While attaining my Master of Public Administration I worked full-time for a year and one-half as the Assistant to the City Manager of Jasper (pop. 10,000). This high involvement administrative position provided me the following activities:

- Providing reports and analysis to the City Manager and nine-member City Council
- Reformatting of the City budget to a computer format.
- Development and installation of a telecommunication system to all municipal buildings.
- Direct responsibility for preparation and implementation of the \$ 10 million City budget.
- Liaison between the City Manager and nine Department Heads.
- Participant in labor negotiations with City Manager and labor union.

PROFESSIONAL ORGANIZATIONS:

- Full Member of the International City/County Management Association (ICMA).
- Member of the Maryland City/County Management Association (MCCMA).
- Maryland Municipal League

CITY OF HARRISON, ILLINOIS

CITY MANAGER SELECTION PROCESS

Interview and Candidate Evaluation Guide

May 10, 2013

In order to provide common bases of comparison, all Candidates should be asked the same major questions. Inevitably, the discussion will vary; however, when a point arises in one interview that appears to have an important bearing upon a Candidate's qualifications, an attempt should be made to raise the same point with other Candidates as well.

The interview panel will decide prior to the start of the interviews what questions are to be asked, and who should ask each particular question. Following the initial response of the Candidate to a question, others should then feel free to ask further related questions for purposes of seeking clarification or illustrations.

Questions should relate to past experience of the Candidate and to particular characteristics and needs/expectations of the City Manager position. It is recommended that you be very candid in asking questions and attempt to resolve all "ifs" or confusion regarding a Candidate's philosophy, management style, etc.

In order to capture your reactions and thoughts following each Candidate's interview, you may wish to make notes on this Interview Guide regarding Candidates' responses to each question of particular interest to you. You may also wish to complete the Candidate Evaluation Form included for each candidate. This will be helpful for you to reference when you will be sharing your impressions with each other and the Consultant.

Suggested "Library" of Questions

1. Welcome. We have your background materials in front of us and we have had a chance to review them. Tell us why the Harrison City Manager position is attractive to you.

2. In your background, what role did you play in developing and implementing a strategic/vision plan? What were the challenges incurred?

3. What has been your experience in developing a comprehensive capital plan? How detailed was the plan; how many years did the plan cover; and how was it updated and maintained?

4. What technique have you employed to reduce operating or program expenses, and how would you prioritize reductions or cuts?

5. Can you give us an example of an innovative technique which you developed to enhance revenues for your organization?

6. How would you describe your management and leadership style, and what steps would you take to establish a rapport with the employees and ensure that we will work together as a high functioning team?

7. What process do you use to ensure that projects and/or assignments you have delegated to your Department Heads are completed on time and meet your expectations and how do you communicate this to your staff?

8. How would you evaluate the performance of the Department Heads and the activities for which they have been assigned responsibility?

9. What are your long term professional goals? How does this position relate to them?

10. What do you consider to be your three (3) major strengths, and how are they important to the job of City Manager?

11. What is your philosophy with regard to contract/labor negotiations?

12. Give us an example of a politically sensitive situation you found yourself in, and explain how you handled that situation.

13. Being a City Manager is a stressful job. What do you like to do to relax and recharge yourself for when you get back in the office?

14. To you, which is more desirable: an organization that is run in an efficient business-like manner or an organization that is run in a personal and friendly way? Why?

15. What tenure could you reasonably consider committing to the City of Harrison?

16. Open Questions.

17. We've asked you a lot of questions today. What questions do you have of us, and would you like to add anything we didn't cover?

Thank you.

CITY OF HARRISON, ILLINOIS

City Manager Candidate Evaluation Form

Department Heads

Candidate Name

FACTORS OF QUALIFICATION	Lacking	Qualified	Superior
Points	0	1	3
Education and Training			
Interview Impressions:			
General Impression-Professional Presence/Appearance			
Overall Background & Depth of Relevant Experience			
Reason(s) for Seeking Position			
Responsiveness to Questions			
Verbal Communication Skills			
Leadership Skills			
Self Confidence/Maturity			
Trustworthiness/Integrity			
Responses to Interview Questions:			
Interest in Galesburg			
Developing and Implementing a Strategic Plan			
Development of a Comprehensive Capital Plan			
Reducing Operating and Program Expenses			
Revenue Enhancement Techniques			
Management and Leadership Style; Rapport with Employees			
Delegation of Projects/Assignment to Department Heads			
Evaluating the Performance of Department Heads			
Long Term Professional Goals: Galesburg			
Three (3) Major Strengths			
Philosophy Regarding Contract/Labor Negotiations			
Handling a Politically Sensitive Situation			
Relaxing/Stress Reduction Techniques			
Business-like organization v. Personal/Friendly Organization			
Tenure to the City of Galesburg			
Open Questions			
Subtotal	0		
TOTAL POINTS (Add three subtotal columns)			

Sally P. Jerome

Contact Information

Address: 980 Saginaw Lane
Hinsport, Illinois 60000

Cell: 847-555-1122
Work: 847-555-4433

Email: sjerome@xxx.net

Education

- Master of Public Administration, 1989
University of Illinois, Chicago, Illinois
- Bachelor of Arts – Communication, 1984
University of Illinois, Chicago, Illinois

Work History

2004 to Present	<u>City of Maclin, Illinois (population 2,300)</u>
August 2012 to Present	Interim City Manager
2008 to August 2012	Assistant City Manager
2004 to 2008	Assistant to the City Manager
1998 to 2004	<u>Village of Waveland, Illinois (population 34,000)</u>
	Assistant to the Public Works Director
1994 to 1998	<u>YMCA of Metropolitan Chicago</u>
	Resident Services Director
1990 to 1994	<u>City of Rose, Illinois (population 17,000)</u>
1992 to 1994	Management Analyst, Public Works
1990 to 1992	Intern, City Manager's Office

Data Summary:

Candidate:	Sally P. Jerome
Organization:	City of Maclin, Illinois
Position:	Interim City Manager
Organization Budget:	\$ 5.4 million
Total Number of Employees:	47
Current Salary:	\$ 92,500
Expected Salary:	As advertised
Reporting Relationship:	Reports to the City Council
Years of Experience:	23

Professional Affiliations:

- International City/County Management Association
- Illinois City/County Management Association
- Illinois Association of Municipal Managers Assistants
- Illinois Public Employer Labor Relations Association
- National Public Employer Labor Relations Association

January 1, 2016

Ms. Heidi Voorhees, Co-Owner
GovHR USA
650 Dundee Road, Suite 270
Northbrook, IL 60062

Dear Ms. Voorhees,

Please accept my resume for the City Manager position. My experience as Assistant City Manager and Interim City Manager for Maclin has prepared me for this opportunity to serve. The attached resume details my professional experience, but I want to highlight certain areas of expertise and leadership.

Maclin has afforded me the opportunity of hands-on leadership where I effectively work with a small staff to carry out daily operations and accomplish the goals set by the elected body. Recently, I negotiated a traffic signal agreement with a shopping center owner, and am currently working with the City Engineer on a drainage program affecting private residences and reviewing proposals for a red light camera vendor. I work closely with the Chamber of Commerce to encourage businesses to move into or remain in the City by analyzing incentives and being responsive to their needs.

I am responsible for the preparation of the annual City budget and five year capital improvement plan. In 2009, working with the former City Manager, I developed an emergency financial plan and applied budget cut backs for the latter half of FY 10 and FY 11, reducing expenditures nearly 10 %. This was accomplished without union concessions or furloughs.

My demeanor is calm and professional. I am approachable, eager to better understand the pros and cons of an issue and prepared to lead. I look forward to interviewing to be the next City Manager for the City of Harrison, Illinois. You may contact me at (847) 555-1122.

Sincerely,

Sally P. Jerome

Sally P. Jerome
980 Saginaw Lane
Hinsport, Illinois 60000
(847) 555-1122
sjerome@xxx.net

PROFESSIONAL EXPERIENCE

CITY OF MACLIN, ILLINOIS

Interim City Manager

Assistant City Manager

Assistant to the City Administrator

Acting Building & Zoning Administrator

2004 – present

August 2012 – present

May 2008 – August 2012

2004 – May 2008

December 2006

- ◆ Prepare City Council agenda and participate at all City Council meetings.
- ◆ Manage \$5.4 million annual general fund budget submission to council.
- ◆ Coordinate, follow-up and summarize the city's two-year strategic action plan.
- ◆ Lead City's collective bargaining team. Perform economic contract costing.
- ◆ Direct all human resources and risk management programs and policies.
- ◆ Liaison to the Greater Maclin Chamber of Commerce Business Recruitment and Retention Team; liaison to the City Hotel Commission.
- ◆ Develop and implement municipal administrative policies.
- ◆ Supervise and evaluate all department heads and a number of support staff.
- ◆ Write proposal specifications, bid documents and execute contract documents.
- ◆ Editor-in-chief and head writer for city newsletter, web site and public access cable TV.
- ◆ Secured Illinois Clean Energy Community Foundation Grant.

VILLAGE OF WAVELAND, ILLINOIS

Assistant to the Public Works Director

1998 - 2004

- ◆ Prepared and submitted all department division budgets; monitored expenditures.
- ◆ Collective bargaining team member.
- ◆ Facilitated labor/management safety meetings; investigated and responded to grievances.
- ◆ Developed and implemented orientation program; created safety manual.

YMCA OF METROPOLITAN CHICAGO

Resident Services Director

1994 – 1998

- ◆ YMCA liaison to Greater North Michigan Avenue Association.
- ◆ Supervised housekeeping, front desk and security operations.
- ◆ Coordinated housing for residents during \$ 23M reconstruction of 21-story residence.
- ◆ YMCA liaison to construction management firm, during renovation.
- ◆ Completed annual budget and monitored expenditures.
- ◆ Developed and monitored resident payment plans.

CITY OF ROSE, ILLINOIS
Management Analyst, Public Works
Intern, City Manager's Office

1990-1994
1992-1994
1990-1992

- ◆ Acting Budget Manager. Coordinated and balanced \$100,000,000 budget.
- ◆ Analyzed contracted attorney fees to determine in-house savings.
- ◆ Analyzed boards and committees to consolidate and reduce duplication.
- ◆ Managed follow-through of Aldermanic service requests.
- ◆ Researched and reported on public works issues.

EDUCATION

MASTERS OF ARTS (MPA) Public Administration
University of Illinois at Chicago
Graduated in 1989
Pi Alpha Alpha Honor Society

BACHELOR OF ARTS (BA) Communication
University of Illinois at Chicago
Graduated in 1984

PROFESSIONAL MEMBERSHIPS

International City/County Management Association (ICMA)

Illinois City/County Management Association (ILCMA)

Illinois Association of Municipal Managers Assistants (IAMMA)

Illinois Public Employer Labor Relations Association (IPELRA)

National Public Employer Labor Relations Association (NPELRA)

CITY OF HARRISON, ILLINOIS

CITY MANAGER SELECTION PROCESS

Interview and Candidate Evaluation Guide

May 10, 2013

In order to provide common bases of comparison, all Candidates should be asked the same major questions. Inevitably, the discussion will vary; however, when a point arises in one interview that appears to have an important bearing upon a Candidate's qualifications, an attempt should be made to raise the same point with other Candidates as well.

The interview panel will decide prior to the start of the interviews what questions are to be asked, and who should ask each particular question. Following the initial response of the Candidate to a question, others should then feel free to ask further related questions for purposes of seeking clarification or illustrations.

Questions should relate to past experience of the Candidate and to particular characteristics and needs/expectations of the City Manager position. It is recommended that you be very candid in asking questions and attempt to resolve all "ifs" or confusion regarding a Candidate's philosophy, management style, etc.

In order to capture your reactions and thoughts following each Candidate's interview, you may wish to make notes on this Interview Guide regarding Candidates' responses to each question of particular interest to you. You may also wish to complete the Candidate Evaluation Form included for each candidate. This will be helpful for you to reference when you will be sharing your impressions with each other and the Consultant.

Suggested "Library" of Questions

1. Welcome. We have your background materials in front of us and we have had a chance to review them. Tell us why the Harrison City Manager position is attractive to you.

2. In your background, what role did you play in developing and implementing a strategic/vision plan? What were the challenges incurred?

3. What has been your experience in developing a comprehensive capital plan? How detailed was the plan; how many years did the plan cover; and how was it updated and maintained?

4. What technique have you employed to reduce operating or program expenses, and how would you prioritize reductions or cuts?

5. Can you give us an example of an innovative technique which you developed to enhance revenues for your organization?

6. How would you describe your management and leadership style, and what steps would you take to establish a rapport with the employees and ensure that we will work together as a high functioning team?

7. What process do you use to ensure that projects and/or assignments you have delegated to your Department Heads are completed on time and meet your expectations and how do you communicate this to your staff?

8. How would you evaluate the performance of the Department Heads and the activities for which they have been assigned responsibility?

9. What are your long term professional goals? How does this position relate to them?

10. What do you consider to be your three (3) major strengths, and how are they important to the job of City Manager?

11. What is your philosophy with regard to contract/labor negotiations?

12. Give us an example of a politically sensitive situation you found yourself in, and explain how you handled that situation.

13. Being a City Manager is a stressful job. What do you like to do to relax and recharge yourself for when you get back in the office?

14. To you, which is more desirable: an organization that is run in an efficient business-like manner or an organization that is run in a personal and friendly way? Why?

15. What tenure could you reasonably consider committing to the City of Harrison?

16. Open Questions.

17. We've asked you a lot of questions today. What questions do you have of us, and would you like to add anything we didn't cover?

Thank you.

CITY OF HARRISON, ILLINOIS

City Manager Candidate Evaluation Form

Department Heads

Candidate Name

FACTORS OF QUALIFICATION	Lacking	Qualified	Superior
Points	0	1	3
Education and Training			
Interview Impressions:			
General Impression-Professional Presence/Appearance			
Overall Background & Depth of Relevant Experience			
Reason(s) for Seeking Position			
Responsiveness to Questions			
Verbal Communication Skills			
Leadership Skills			
Self Confidence/Maturity			
Trustworthiness/Integrity			
Responses to Interview Questions:			
Interest in Galesburg			
Developing and Implementing a Strategic Plan			
Development of a Comprehensive Capital Plan			
Reducing Operating and Program Expenses			
Revenue Enhancement Techniques			
Management and Leadership Style; Rapport with Employees			
Delegation of Projects/Assignment to Department Heads			
Evaluating the Performance of Department Heads			
Long Term Professional Goals: Galesburg			
Three (3) Major Strengths			
Philosophy Regarding Contract/Labor Negotiations			
Handling a Politically Sensitive Situation			
Relaxing/Stress Reduction Techniques			
Business-like organization v. Personal/Friendly Organization			
Tenure to the City of Galesburg			
Open Questions			
Subtotal	0		
TOTAL POINTS (Add three subtotal columns)			

Walter L. Miller

Contact Information

Address: 5498 Tazewell Drive
Libertyville, Illinois 60048

Home: 847-622-1234
Cell: 847-999-9876
Work: 847-450-5000

Email: wmliller@xxx.org

Education

- Master of Public Administration
University of Kansas, Lawrence, Kansas
 - Bachelor of Arts – Political Science
University of Wisconsin, Madison, Wisconsin
-

Work History

2002 to Present

City of Anytown, Illinois (population 30,000)

City Administrator

1996 to 2003

City of Smith, Missouri (population 36,500)

Assistant City Manager

1994 to 1996

ABC Crime Commission, Wichita, Kansas

State Coordinator, Community Development Division

1993 to 1994

City of Rock, Kansas (population 310,000)

Management Intern

Data Summary:

Candidate:	Walter L. Miller
Organization:	City of Anytown, Illinois
Position:	City Administrator
Organization Budget:	\$55.2 million
Total Number of Employees in Organization:	150 full-time
Current Salary:	\$107,630
Expected Salary:	\$170,000
Reporting Relationship:	Reports to the Mayor & City Council
Years of Experience:	18 years

Professional Affiliations:

- International City/County Management Association
- Illinois City/County Management Association
- Illinois Municipal League
- Southwestern Illinois City Management Association
- St. Louis Area City Management Association

Walter L. Miller
5498 Tazewell Drive
Libertyville, Illinois 60048

January 1, 2016

Heidi J. Voorhees
Co-Owner
GovHR USA
650 Dundee Road, Suite 270
Northbrook, IL 60062

Dear Ms. Voorhees:

This letter is in response to the opening of City Manager with the City of Harrison, Illinois. I believe my experience and education give me the knowledge, enthusiasm, and creativity to face the challenges of the position.

I currently serve as the City Administrator for the City of Anytown, Illinois. Anytown is a full-service city government, providing police, fire, parks, water, and sewer. Anytown is a rapidly growing suburb and I have managed many development challenges during my nine-year tenure.

My management style is participatory and team-oriented. Anywhere's Team Management Program seeks input from all levels of the organization to face the City's challenges. I have used my collaborative management style to empower department heads and employees to be innovative and creative when developing such projects as the Performance Measurement Balanced Scorecard and Comprehensive Plan.

As the economy declined, we implemented several measures that allowed us to reduce our staff by 12% yet continue the high level of service our citizens expect. We are currently restructuring our budget according to the concepts described in "The Price of Government" that integrates citizen engagement and City Council priorities with a comprehensive program inventory.

These examples demonstrate my participative style of city management and community leadership. It is my goal to be a city manager in a dynamic city that will provide opportunities and challenges. I believe Harrison is that kind of city. I appreciate your consideration of my enclosed resume. Please contact me if you have additional questions.

Best regards,

Walter L. Miller

Walter L. Miller

5498 Tazewell Drive
Libertyville, Illinois 60048
Email: wmiller@xxx.org

Home: 847.622.1234
Cell: 847.999.9876

Job Objective City Manager

Work Experience

2002-Present

City Administrator, City of Anytown, Illinois. A full-service city serving a population of 30,000, with 150 full-time employees and \$20 million annual operating budget (\$69 million total budget).

Relevant Experience:

Finance and Management

Team Management: Team-oriented manager with an emphasis on facilitation, coordination, and communication.

Supervision: Manage and supervise all departments, including Police, Fire, Planning, Engineering, Streets, Water, Sewer, Parks, Finance, and Library.

Performance Management: Comprehensive performance measurement program with Performance Dashboard, Balanced Scorecard, and participation in the ICMA Center for Performance Measurement.

Annual Budget: Develop annual budget each year for the Mayor and City Council. Over the past three years, I have coordinated \$3.4 million in budget cuts and a 12% reduction in workforce (one layoff) while maintaining service levels.

Growth Management

Subdivision Ordinance: Overhauled subdivision regulations including a Park Land Dedication provision.

Comprehensive Plan: Conducted complete update to long range plan.

Development Design Standards: Developed a Commercial Design Handbook and Residential Visual Preference Survey that defined standards for both commercial and housing architecture, streetscaping, green space, sustainability, and density requirements.

Zoning Code: Updated all ordinances in the Zoning Code, including signs, planned uses, environmental, and special uses.

Transportation Plans: Developed road plans for high growth residential areas to promote connectivity and smooth traffic flow.

Library Master Plan: Conducted study of future needs for public library.

Economic Development

Tax Increment Financing District: Created two new TIF districts.

Special Service Areas: Innovative financing mechanism where the city issues bonds that are paid by the developer and city has no financial responsibility.

Financial Incentives: Developed sales tax rebates for major retail developments.

Sub Area Plans: Developed detailed plans for future business park.

New Facility Construction

Public Safety Facility: \$8 million Police/EMS facility constructed in 2004.

Family Sports Park: \$20 million, 203-acre park, Phase 1 in 2006, Phase 2 in 2010.

Conference Center: \$6 million, 60,000 sq. ft. building, constructed in 2008.

1996-2003

Assistant City Manager, City of Smith, Missouri: A full-service charter city government serving a population of 36,500, with 350 full-time employees and \$30 million annual operating budget.

1994-1996

ABC Crime Commission – State Coordinator, Community Development Division (Wichita, Kansas): A non-profit organization that conducted research on crime in Kansas.

1993-1994

City of Rock, Kansas – Management Intern: A full-service city government serving a population of 310,000, with 3,500 full time employees and \$309 million annual operating budget.

Education

Senior Executive Institute, University of Virginia, 2009
Credentialed Manager, ICMA, 2001
Master of Public Administration, University of Kansas, 1990
Bachelor of Arts, University of Wisconsin-Madison, 1988; Major in Political Science, Integrated Liberal Studies Certificate

Computer Skills

All Microsoft Office software: Word, Excel, Access, Outlook, PowerPoint
Mobile applications: Blackberry, iPad, Tablet
GIS applications
Social Media applications: Blog, Twitter, Facebook, Linked In

Activities and Affiliations

International City/County Management Association (ICMA)
Board of Directors, Illinois City/County Management Association (ILCMA)
City Managers Committee, Illinois Municipal League
President, Southwestern Illinois City Management Association (SWICMA)
Kansas University City/County Managers and Trainees (KUCIMAT)
Board of Directors, Rotary Club

CITY OF HARRISON, ILLINOIS

CITY MANAGER SELECTION PROCESS

Interview and Candidate Evaluation Guide

May 10, 2013

In order to provide common bases of comparison, all Candidates should be asked the same major questions. Inevitably, the discussion will vary; however, when a point arises in one interview that appears to have an important bearing upon a Candidate's qualifications, an attempt should be made to raise the same point with other Candidates as well.

The interview panel will decide prior to the start of the interviews what questions are to be asked, and who should ask each particular question. Following the initial response of the Candidate to a question, others should then feel free to ask further related questions for purposes of seeking clarification or illustrations.

Questions should relate to past experience of the Candidate and to particular characteristics and needs/expectations of the City Manager position. It is recommended that you be very candid in asking questions and attempt to resolve all "ifs" or confusion regarding a Candidate's philosophy, management style, etc.

In order to capture your reactions and thoughts following each Candidate's interview, you may wish to make notes on this Interview Guide regarding Candidates' responses to each question of particular interest to you. You may also wish to complete the Candidate Evaluation Form included for each candidate. This will be helpful for you to reference when you will be sharing your impressions with each other and the Consultant.

Suggested "Library" of Questions

1. Welcome. We have your background materials in front of us and we have had a chance to review them. Tell us why the Harrison City Manager position is attractive to you.

2. In your background, what role did you play in developing and implementing a strategic/vision plan? What were the challenges incurred?

3. What has been your experience in developing a comprehensive capital plan? How detailed was the plan; how many years did the plan cover; and how was it updated and maintained?

4. What technique have you employed to reduce operating or program expenses, and how would you prioritize reductions or cuts?

5. Can you give us an example of an innovative technique which you developed to enhance revenues for your organization?

6. How would you describe your management and leadership style, and what steps would you take to establish a rapport with the employees and ensure that we will work together as a high functioning team?

7. What process do you use to ensure that projects and/or assignments you have delegated to your Department Heads are completed on time and meet your expectations and how do you communicate this to your staff?

8. How would you evaluate the performance of the Department Heads and the activities for which they have been assigned responsibility?

9. What are your long term professional goals? How does this position relate to them?

10. What do you consider to be your three (3) major strengths, and how are they important to the job of City Manager?

11. What is your philosophy with regard to contract/labor negotiations?

12. Give us an example of a politically sensitive situation you found yourself in, and explain how you handled that situation.

13. Being a City Manager is a stressful job. What do you like to do to relax and recharge yourself for when you get back in the office?

14. To you, which is more desirable: an organization that is run in an efficient business-like manner or an organization that is run in a personal and friendly way? Why?

15. What tenure could you reasonably consider committing to the City of Harrison?

16. Open Questions.

17. We've asked you a lot of questions today. What questions do you have of us, and would you like to add anything we didn't cover?

Thank you.

CITY OF HARRISON, ILLINOIS

City Manager Candidate Evaluation Form

Department Heads

Candidate Name

FACTORS OF QUALIFICATION	Lacking	Qualified	Superior
Points	0	1	3
Education and Training			
Interview Impressions:			
General Impression-Professional Presence/Appearance			
Overall Background & Depth of Relevant Experience			
Reason(s) for Seeking Position			
Responsiveness to Questions			
Verbal Communication Skills			
Leadership Skills			
Self Confidence/Maturity			
Trustworthiness/Integrity			
Responses to Interview Questions:			
Interest in Galesburg			
Developing and Implementing a Strategic Plan			
Development of a Comprehensive Capital Plan			
Reducing Operating and Program Expenses			
Revenue Enhancement Techniques			
Management and Leadership Style; Rapport with Employees			
Delegation of Projects/Assignment to Department Heads			
Evaluating the Performance of Department Heads			
Long Term Professional Goals: Galesburg			
Three (3) Major Strengths			
Philosophy Regarding Contract/Labor Negotiations			
Handling a Politically Sensitive Situation			
Relaxing/Stress Reduction Techniques			
Business-like organization v. Personal/Friendly Organization			
Tenure to the City of Galesburg			
Open Questions			
Subtotal	0		
TOTAL POINTS (Add three subtotal columns)			



Announces a Recruitment For

EXECUTIVE DIRECTOR

For THE INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

On behalf of the International City/County Management Association (ICMA) Executive Board, GovHR USA is pleased to announce the recruitment and selection process for an Executive Director. This brochure provides background information on the Association and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by March 4, 2016 with cover letter, résumé, and contact information for five professional references. To apply on-line visit www.govhrusa.com/current-positions/recruitment or to apply via mail send the required information to the attention of Heidi Voorhees, President, and Joellen Earl, CEO, GovHR USA, 630 Dundee Road, Suite #130, Northbrook, IL 60062. Email: HVoorhees@GovHRUSA.com or JEarl@GovHRUSA.com; Tel: 847-380-3240. ICMA is an Equal Opportunity Employer.

Heidi Voorhees, President
Joellen Earl, CEO

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

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

ICMA



PROFESSIONAL ANNOUNCEMENT

The International City/County Management Association (ICMA), based in Washington, D.C., seeks dynamic, creative, visionary candidates for its next **Executive Director**. The organization is the leading authority on leadership and management for professional local government managers and administrators serving U.S. and international municipalities. ICMA's services support more than 10,000 members.

ICMA was founded in 1914 as a professional organization for city managers under the council-manager form of government established during the U.S. progressive reform movement to promote principled and effective municipal government management. Today, nearly three-quarters of cities, towns, and counties in the United States—plus a significant number of local governments around the globe—have established the position of professional manager.

Governed by a 21-member Executive Board representing U.S. and international regions, ICMA is a richly diverse organization of local government managers/administrators, assistants, department heads and others, all ascribing to a Code of Ethics and core beliefs that underpin their delivery of local government services.

The Executive Director oversees a workforce of 96 and a budget of more than \$29 million. The current Executive Director is retiring at the end of 2016 after serving the Association since 2002. The next Executive Director will

be skilled in executive leadership, consensus building, and promoting the Association and the profession. The next Executive Director will work closely with the Executive Board and members to support and advocate for professional and ethical local government management.

This position requires demonstrated success in organizational leadership and management, a collaborative style with stakeholders and a vision for advancing the principles of the profession.

Candidates must have a bachelor's degree in public policy, political science, public administration, related liberal arts or business administration. A Master's degree or other advanced degree is required. Knowledge of international, U.S. and state policy issues and political processes is a plus. At least 10

years executive experience including experience as a professional local government manager or administrator or as Deputy or Assistant Manager is highly preferred; experience working with an elected board or other governing body is required. Excellent written and verbal communication skills, effective public speaking and knowledge of local government processes essential. Position requires extensive travel as well as a regular presence in the Washington D.C. home office. Salary is commensurate with the position. Establishment of a presence and/or residency within the Washington, D. C. metropolitan area is required within a reasonable amount of time after appointment. Submit cover letter, résumé and contact information for five professional references by March 4, 2016 to Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer, GovHR USA, 630 Dundee Road, Suite #130, Northbrook, IL 60062. Tel: 847-380-3240. ICMA is an Equal Opportunity Employer.



THE PROFESSION OF LOCAL GOVERNMENT MANAGEMENT

Born out of the U.S. progressive reform movement at the turn of the 20th century, the council-manager system was designed to combat corruption and unethical activity in local government by promoting effective management within a transparent, responsive, and accountable structure. Reformers sought to counteract the corruptive influences of political machines and spoils systems which dominated local governments at the time. The first municipality to appoint a city manager was Staunton, Virginia in 1908.

Today, the council-manager form of local government can be found in tens of thousands of communities throughout the world, and is the foundation for similar variations to professional local government management. One hundred years since the council-manager system was first established, professional management of local governments is also found in mayor-council systems, as well as in village, borough, county and town governments.

Since its adoption by 31 cities in 1914, professional local government management has grown to become the most popular form of government among communities with populations of 2,500 or more. In 2016, nearly three-quarters of cities, towns, and counties in the United States—in addition to a significant number of local governments around the globe—have established the position of professional manager. More than 150 million Americans—nearly half the U.S. population—live in communities with professional managers in place. World-wide, local government professionals serve in Canada, Mexico, the United Kingdom, Europe, Australia, New Zealand and Asia.

ASSOCIATION BACKGROUND

ICMA was founded in 1914 as the City Managers' Association, a professional organization for appointed city managers and administrators. Its purpose was to bring reform and accountability to local governments and to be an advocate for professional management in local government. In 1924, ICMA members expressed their commitment to high standards of conduct by adopting a code of ethics.

The organization changed its name in 1989 to the International City/County Management Association (ICMA) to reflect the diversity of its expanding membership. In 2005, as part of its brand revitalization, the organization agreed to go by its four-character abbreviation, ICMA.

Today ICMA represents more than 10,000 local government executives and urban experts worldwide. Members include appointed managers/administrators and assistant managers/administrators serving cities, towns, and counties; directors of state associations of local governments and other local government employees; students and instructors; and other individuals who share the goal of improving local government. These members have a deep sense of responsibility to the community and to furthering the ICMA mission to create excellence in local governance by developing and fostering local government management worldwide.

In addition to its headquarters in Washington, D.C., ICMA has established ICMA México-Latinoamérica in Guadalajara and the ICMA China Center in Beijing in partnership with the China University of Political Science and Law, and maintains a long-term presence in South Asia through its relationship with the Urban Management Centre in Ahmedabad, India. The organization also maintains donor-funded field offices for specific projects around the world.



The organization is a leading authority on leadership and management in the public sector with its publishing and professional development services ICMA Press and ICMA University. It offers technical assistance and other services to local governments world-wide through ICMA International and ICMA Results Networks.

CORE SERVICES

Over its more than 100 years as a member-driven Association, ICMA has delivered a variety of programs, publications and services supporting its members. Today, these services support more than 10,000 members, addressing the needs of nearly 40,000 local governments and several million employees serving communities throughout the world. Primary among the Association's many offerings are the following core services:

Leadership Development

Leadership development remains central to ICMA. The Association's latest strategic plan "places this call to leadership at the forefront of everything ICMA and its members will do to bring a legacy of professional success into the new century." Recent efforts in this area include a membership-driven task force examining leadership and what forces and challenges will affect local government managers in the next 10 – 25 years, and what skills will be needed to face those challenges. Other efforts undertaken lately include studies seeking to advance women in the profession, next-generation managers, inclusiveness and diversity.

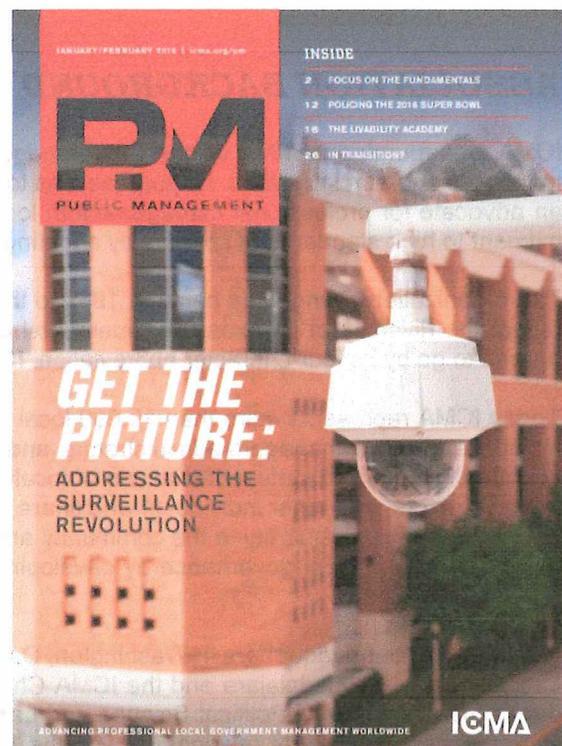
Professional Development

Professional development offerings to enhance the leadership and management skills of members are delivered in a comprehensive array of high-quality programs in a variety of formats. Chief among these is the Association's mainstay, the ICMA Annual Conference, an event that typically draws more than 3,000 attendees. In 2016, the Conference will mark its 102nd year.

ICMA provides resources and technical assistance to its members in a variety of ways including print and, with growing emphasis, electronic publications. Books, magazines, periodicals, case studies, and white papers provide a variety of ways for members to build and enhance their technical background and expertise.

A weekly on-line newsletter and monthly *Public Management* magazine is supplemented by the Association's Knowledge Network (KN), an online community for local government professionals. KN, with more than 50,000 users, is built on offering substantial content, social networking among experts and other professionals in local government on topics related to local government, allowing a free flow exchange of concepts, idea and best practices with local government professionals around the world.

Through its survey research, ICMA has gathered more data on local government than any organization except the federal government. ICMA's survey topics include contracting for service delivery, economic development, technology, labor-management relations, and e-government. ICMA's database of local governments includes all cities, towns, townships, villages, and boroughs with a population of 2,500 or greater and all counties.



ICMA University

ICMA fulfills its commitment to continuing education and lifelong learning by offering conferences, workshops, and other opportunities through the ICMA University. These offerings focus on improving the skills of local government senior executives and their staffs in such areas of local government management as leadership, performance measurement, planning, finance, community decision-making, information technology, indoor air quality, land use controls, solid waste management, and vacant properties. ICMA has offered webinars on e-government, emotional intelligence, GIS and emergency response, and water security.

ICMA's conferences, workshops, and webinars present attendees with opportunities to acquire new tools and techniques to address the problems facing communities and local government managers.

ICMA also offers a Voluntary Credentialing Program. Members can seek to become a credentialed manager by means of a peer-review process, a self-directed program offering an opportunity for members to quantify the unique expertise they bring to their communities. ICMA's conferences, workshops, and webinars present attendees with opportunities to acquire new tools and techniques to address the problems facing communities and local government managers.

ICMA Program Centers and Best Practices

ICMA's U.S. Program Centers seek to improve the efficiency and effectiveness of local government management by identifying and developing leading management practices, providing education and training around these leading practices, and offering technical assistance in their implementation. ICMA partners with foundations, universities, federal agencies, and private providers to address the range of issues facing local governments. Offerings include the Center for Performance Analytics, the Center for Sustainable Communities, and the Center for Management Strategies.

International Networks

International Programs promote ICMA's mission in the international context, and the Association's work in this area seeks to build sustainable communities by promoting good governance. With funding from the U.S. Agency for International Development (USAID), the organization that carries out the country's foreign aid program, ICMA provides technical assistance, training, and resources to municipalities in developing and decentralizing countries. ICMA's programs are operating in almost two dozen countries across the globe.



In mid-2015, ICMA secured a major project contract in the Philippines through USAID to help the Philippines sustainably strengthen its local economies. The SURGE project (Strengthening Urban Resilience for Growth with Equity), focuses on the nation's second-tier cities, which are quickly emerging as instruments of future economic growth. ICMA, together with its partners, will focus on achieving USAID's goal of transforming 12 second-tier cities outside of Metro Manila to improve the ability of those cities to plan in ways that are economically and environmentally resilient.

Advocacy

ICMA supports the long-term sustainability, support, and loyalty to the local government management profession by building awareness of the profession and the ICMA brand. This includes educating elected officials and the public about the values, mission and ethics of professional management, through a variety of vehicles.

Funding for tools to advocate and support professional local government management comes from the Fund for Professional Management. ICMA's Fund actively supports adoption and retention of the council-manager plan, and related forms of professionally managed local governments. Efforts include supporting grassroots, citizen-based groups interested in creating or sustaining professional management positions. Along these lines, ICMA has developed the *Life, Well Run* campaign.

Ethics Education and Training

Equity, transparency, honor, integrity, commitment, and stewardship are standards for excellence in democratic local governance. ICMA promotes such ethical conduct through its Code of Ethics, training for local governments, publications on ethics issues, technical assistance, and advice to members. Additionally, the organization's members adhere to the principles of the ICMA Code of Ethics as a condition of membership and agree to submit to a peer-to-peer review of their conduct under established enforcement procedures.

ASSOCIATION MEMBERSHIP

ICMA members are the key local government decision makers. They are the senior level city, county, and town executives whose decisions affect millions of people in thousands of communities across the globe.

Of the three levels of government, local government has the greatest impact on the quality of citizens' lives. ICMA exists to serve those who work continuously to advance excellence in local governance and improve quality of life throughout the world.

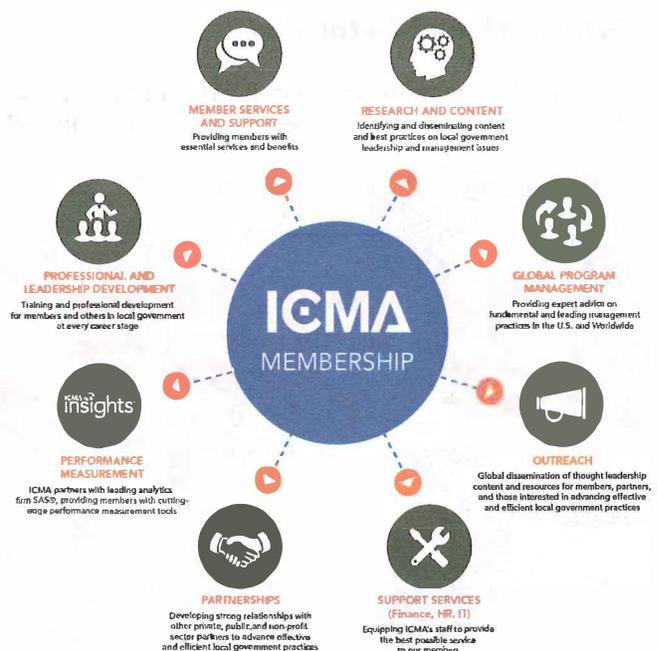
ICMA members see the community in its entirety, without being tied to one department, one interest group, or one political point of view. Working in partnership with elected officials, ICMA members help translate policy into action and visionary ideas into real results. They manage the day-to-day operations that keep services running, while planning for the future. They develop and implement the budget, procure products and services, supervise department heads, and engage community stakeholders.

Members of the Association total more than 10,000 senior local government executives and their staffs in cities, towns, counties, and other regional entities in the United States and 33 other countries. At the core of that group are nearly 6,000 senior local government executives. ICMA members also include directors of state associations of local governments, academics, stu-

HOW WE ARE ORGANIZED:

WITH MEMBERSHIP AT ITS CORE,

ICMA is organized around delivering key resources, products, and services worldwide in support of its mission.



Executive Director

dents, and others who share our interest in improving local governance. Within the last year, ICMA adjusted its dues structure to specifically attract department heads in local government.

ICMA's reach extends beyond its core membership. The Association partners with federal agencies, the private sector, foundations, and other organizations on projects that target the extensive local government market.

VISION, MISSION AND STRATEGIC PLAN

In 2015, by appointment of the President and Executive Board, the Strategic Planning Committee kicked off a two-year process for updating ICMA's strategic plan. The last strategic plan was adopted in 2008. The strategic plan represents ICMA's vision, mission, and core beliefs, followed by outcomes the plan seeks to achieve and the strategies ICMA will employ to implement the plan. In summary, the plan's vision, mission and core beliefs are as follows:

Vision Statement

We are the premier association of professional local government leaders building sustainable communities to improve lives worldwide.

Mission Statement

To create excellence in local governance by developing and fostering professional local government management.

ICMA Core Beliefs

1. Serving as stewards of representative democracy.
2. Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics.
3. Advocating for professional management as an integral component of effective local governance and community building with council-manager government as the preferred local government structure.
4. Building sustainable communities as a core responsibility of local government.
5. Networking and exchanging knowledge and skills across international boundaries.
6. Ensuring that local governments and the association reflect the diversity of the communities we serve.
7. Committing to lifelong learning and professional development.
8. Building up the quality of the profession and the association through an engaged network of members personally committed to that end.



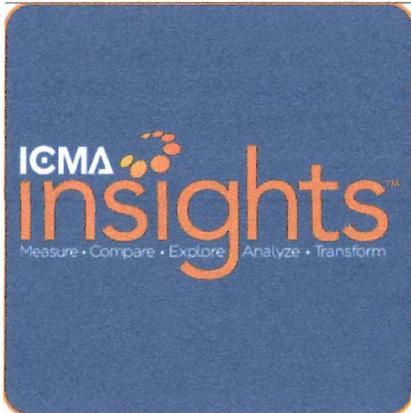
ASSOCIATION GOVERNANCE AND THE EXECUTIVE DIRECTOR

The Association is governed by a 21-member Executive Board. They act in the capacity of directors, overseeing the organization's financial, member-related, and programmatic affairs and selecting the ICMA president. The board also enforces the organization's Code of Ethics, which governs the professional and personal conduct of the membership. Board members attend four board meetings annually.

International City/County Management Association

The ICMA Executive Board is made up of the president, president-elect, past president, and 18 vice presidents. Three vice presidents are from each of the organization's five U.S. regions (e.g., the Northeast, Southeast, Midwest, Mountain Plains, and West Coast); with the remaining three vice presidents coming from countries outside the U.S.

The Association has had a full-time Executive Director since 1929. Reporting to the Executive Board, the Executive Director has the overall strategic and operational responsibility for ICMA's staff, programs, financial viability, and the execution of the Association's mission. The Executive Director is the Executive Board's primary point of contact.



The current Executive Director, Robert J. "Bob" O'Neill, Jr., was appointed in 2002 as the fifth Executive Director of ICMA. He will retire at the end of 2016.

In addition to the Executive Director, ICMA's staff totals approximately 96 people. Staff responsibilities are divided into the following areas: Business Development & Partnerships, Executive Office, Finance & Contract Administration, Human Resources & Office Administrations, Information Technology, ICMA Insights, Member Recruitment & Services, Outreach, Professional Development, Research & Content, the Center for State & Local Government Excellence, and Global Program Management. (Sources: Various ICMA publications.)

CHALLENGES AND OPPORTUNITIES

The incoming Executive Director will be faced with a number of challenges and opportunities that are unique to the Association, yet not uncommon for local government professionals or association executives in today's environment. The issues are categorized as those affecting the Association's internal, day-to-day operations, and those issues affecting local governments today and in the future, matters of which the new Executive Director will need to possess a fluency and command. They include:

INTERNAL ORGANIZATIONAL ISSUES, CHALLENGES AND OPPORTUNITIES

Staff Management

ICMA staff is a mix of seasoned professionals possessing long tenure with the organization, while other staff members are new to the Association, and new to the dynamics of local government management. The new Executive Director will need to understand this fabric of the organization, and plan accordingly, keeping the following conditions in mind:

- The organization could face several senior staff retirements within the next five years, and adeptness at succession planning will be critical. Simultaneously, the Executive Director should be able to address high staff turnover in entry level or early career positions.
- A need to develop staff, enabling and exposing more of them to the Association's membership, while also challenging staff to suggest and seek ways for themselves to engage more with members.
- A desire to instill ICMA staff with a deeper understanding of the profession, considering most do not have local government management experience.

The new Executive Director is encouraged to assess whether the current organizational structure is still relevant and effective in meeting the changing needs and demands of the membership. Within that assessment, appreci-

Executive Director

ate that currently some of the staff telecommute. Consider, too, if there are opportunities, or needs, for the cross-training of staff.

The Executive Director is expected to be visible to staff, establishing a regular and consistent means of communication with them, and be capable of motivating and helping the staff team reach their potential and professional goals.

The Association's staff within the last 18 months experienced a significant number of layoffs due to the earlier than expected conclusion of major grant programs. The Executive Director should possess the skills to build an effective and loyal team, and be able to connect to staff by developing strong professional and mentoring relationships.

International Issues

ICMA's international programs promote the Association's mission in the international context, and the Association's work in this area seeks to build sustainable communities by promoting good governance. The new Executive Director will be expected to grow the international component of ICMA by developing more programming, and more tangible connections with the Association's North American members.

The Executive Director should appreciate the perspective that "local government is local government," no matter where in the world those services are provided, and that non-U.S. countries may not call local government leaders a "city manager" but that the issues and intent are the same, and there are many commonalities among these issues.

The Executive Director should possess the cultural competency to effectively interact internationally, and be adept at transcending a dominant U.S. culture in the association while still appreciating that U.S. members comprise a majority of the membership.

The new Executive Director should have a working knowledge, or possess the ability to quickly understand the components of USAID and other contracts, and their significance to the Association.

The Executive Director is expected to continue as an ambassador to the international community, keeping ICMA relevant to its international members, and assuring that the Association continues to be viewed as the preeminent expert on local government.

Financial Management

The new Executive Director will begin his/her duties midway through the Association's FY 2017 Budget, which commences July 1, 2016. Yet, the FY 2016 ICMA Budget should provide candidates insight into the Association's finances, as well as an understanding of the Executive Board's expectations of the new Director as it concerns financial management of the Association.

The FY 2016 Budget is projected as a break-even year with revenues and expenses at \$29,344,000. Traditionally, a significant portion of the Association's revenues come from grants and contracts. In FY 2016, 46% of the budget is from these sources.

From FY 2009 to FY 2012, ICMA had international funding in excess of \$16 million each year with FY 2012 having the highest levels of over \$19 million largely from funding in Afghanistan. The Association planned for a reduction in this level of funding by building reserves and focusing on increasing revenues from sources other than grants and contracts; however, the reduction in international programs came more quickly and dramatically than expected. Consequently, international program revenue fell from \$15 million in FY 2014 to approximately \$ 8 – 10 million in FY 2015, requiring the discontinuance of some programming, and resulting in staff layoffs.

International City/County Management Association

Having weathered these fluctuations, the Association is financially healthy, with net assets of approximately \$6 million. The Association's approach to the newly awarded multi-year \$25 million grant through USAID to help the Philippines sustainably strengthen its local economies is expected to be cautious.

The FY 2016 Budget focuses on the Association's strategic priorities, with core activities such as professional development, member benefits, engagement and growth, as well as financing some of the recommended initiatives from several of the Association's Task Forces, taking the forefront.

The next Executive Director will be expected to carefully monitor the association's finances and possess an intimate knowledge of the organization's financial picture. An understanding of the staffing and budgeting components that are linked to grants that keep the programs afloat for a finite period of time, and a know-how to appropriately structure the support systems necessary to manage these grant programs, is expected.



The next Executive Director can anticipate the need to analyze, and perhaps re-focus some of the Association's programming ensuring that programs are operating effectively and are self sustaining. The ability to prioritize projects is critical – though there has been a reduction in staff, there has not been a corresponding reduction in projects and programs. The Association has a long-standing and significant affiliation with the ICMA Retirement Corporation (ICMA RC). In 1972, ICMA created ICMA RC as a separate, not-for-profit organization to provide a portable retirement plan for municipal managers. Since 1972, ICMA RC has grown significantly, with more than 9,100 employer plans in place serving tens of thousands of local government employees. ICMA RC manages total-plan assets in excess of \$56 billion. Maintaining and nurturing the strong working relationship with ICMA RC is expected of the next Executive Director.

The next Executive Director can anticipate the need to analyze, and perhaps re-focus some of the Association's programming ensuring that programs are operating effectively and are self sustaining. The ability to prioritize projects is critical – though there has been a reduction in staff, there has not been a corresponding reduction in projects and programs. The Association has a long-standing and significant affiliation with the ICMA Retirement Corporation (ICMA RC). In 1972, ICMA created ICMA RC as a separate, not-for-profit organization to provide a portable retirement plan for municipal managers. Since 1972, ICMA RC has grown significantly, with more than 9,100 employer plans in place serving tens of thousands of local government employees. ICMA RC manages total-plan assets in excess of \$56 billion. Maintaining and nurturing the strong working relationship with ICMA RC is expected of the next Executive Director.

nificantly, with more than 9,100 employer plans in place serving tens of thousands of local government employees. ICMA RC manages total-plan assets in excess of \$56 billion. Maintaining and nurturing the strong working relationship with ICMA RC is expected of the next Executive Director.

Professional Development

Professional development offerings to enhance the leadership and management skills of ICMA members are delivered in a comprehensive array of high-quality programs and in a variety of formats; they are a core deliverable of the Association. The new Executive Director can expect to assure the Association offers meaningful and relevant professional development programming. Along these lines, the new Executive Director can also anticipate to:

- Review the Association's comprehensive member-service offerings, and assess whether the Association can continue to support these levels of services, all the while ensuring there is no diminution of core services should changes be required.
- Stay current on technology, utilizing social media platforms and Web offerings. The Executive Director should be technologically savvy and willing to embrace new and breaking technology.
- Be able to harvest common themes of interest to local government practitioners, and build professional programs tailored to those themes, while also being able to identify niche issues, and being attuned enough to these trends to react programmatically.

Executive Director

Diversity, Inclusion and Next Generation

The Association and its members are committed to ensuring that local governments and the Association itself reflect the diversity of the communities they serve. A core belief held by the Association is that professional local government management must attract and cultivate a diverse and talented group of individuals dedicated to the highest ideals of public service.

ICMA's strategy to building a more diverse membership is organized around programs to introduce the profession to students; engage and attract graduate students to ICMA; provide an entrée to the profession via the ICMA Management Fellows Program; offer resources and professional development opportunities targeted to individuals from students to mid-career managers; attract and retain early career and department directors to ICMA via a lower dues rate; and build stronger relationships with state and affiliate organizations. In addition, member engagement opportunities, such as serving on an ICMA task force or committee, serve as a way to build the leadership pipeline. A formal Membership Diversity Strategic Plan was adopted in 2013.

The Executive Director is expected to embrace these ideals, and work toward more diversity in the profession, assuring inclusion in the Association, including Executive Board membership. Candidates will have concrete experience in not only appreciating these issues, but institutionalizing these values.



As ICMA's membership is increasing, the Executive Director should not only appreciate the growing diversity of the membership and how to be responsive to that diversity, but seek to actively engage and nurture members of all backgrounds. There are affiliated organizations and ad hoc committees such as the International Hispanic Network, the National Forum for Black Public Administrators, Leadership ICMA, and League of Women in Government that the Executive Director can expect to engage and utilize to help the Executive Board achieve the goals of the Membership Diversity Strategic Plan.

EXTERNAL ISSUES, CHALLENGES AND OPPORTUNITIES

ICMA's Executive Director operates on a national and international stage, representing a profession with more than 100 years of history, tradition, and transformation. The platform on which the Director stands changes as rapidly as the world that surrounds it. Accordingly, the Executive Director should be a nimble subject-matter expert on local government, the global trends affecting it and what may touch the future of the profession. The next Executive Director can expect to:

- Work to assure that local governments are dealing with their communities' changing demographics. Along these lines, the Executive Director must be cognizant of the changing, sometimes volatile nature of politics, and what that means to the Association's members. The Executive Director and ICMA staff are expected to be quick to address fast-changing issues.
- Be capable of establishing networks and strong working relationships with ICMA's affiliated State Associations, as well as peer organizations such as the National League of Cities, U.S. Conference of May-

International City/County Management Association

ors, National Association of County Organizations, National Association of County Administrators and others. The Executive Director should enhance ICMA's stature with these organizations in his/her participation in the Big 7 Meetings and other national forums.

- Be adept at addressing the "silver tsunami," the wave of Baby Boomer local government managers whose retirements will most likely prompt more engagement with elected officials. The Association may need to educate elected officials, and their constituents, to shore up professional local government management.
- Understand today's economic climate, and how to support members whose local governments are dealing with "the new economy" and ever-tightening resources such as tax caps. In a similar vein, recognize that there is a need to anticipate issues and create forums for community conversations. Professional managers are creating new, proactive methods for solving community problems, while the Association simultaneously continues to create new tools to promote community engagement and transparency.
- Harvest trends and leading-edge ideas by working with ICMA staff to provide professional development opportunities for managers as they sort through a variety of trends. For instance, identify private sector best practices that are translatable to the public sector, and seek to programmatically educate the membership about these trends. Similarly, deliver programs that are of unique concern for the public sector.
- Look for opportunities to enhance ICMA's presence in the international arena, understanding the impact ICMA can have globally; be culturally competent in all international efforts, ensuring mutual respect and mutually beneficial interactions. Understand how ICMA's international efforts enhance the organization's world presence as well as financial viability.
- Uphold the ICMA Code of Ethics by swiftly addressing ethical issues among members, with an eye toward increasing the Association's responsiveness. Be able to identify and translate national events as examples of unacceptable behavior, assuring that these poor reflections do not cast shadows upon the profession's reputation.

CANDIDATE QUALIFICATION CRITERIA

The Association is seeking highly professional candidates who are passionate about local government management, and who possess high energy and stamina to lead a diverse member-driven organization of more than 10,000. To capture as best possible what education, experience, management, and leadership criteria were necessary for the next Director, the Association conducted an extensive engagement effort to solicit the input of a variety of stakeholders. That work included listening sessions, surveys and individual interviews with more than 1,000 ICMA members including managers, administrators, assistants and department heads; current and past Executive Board members; ICMA staff; State Association leaders; ICMA Corporate partners, and ICMA affiliates. The following synthesizes this input, and highlights the important skills and abilities for the candidates to possess and demonstrate. The starting salary and benefits for the position are commensurate with the duties and responsibilities.

Education and Executive Experience

Candidates must have a bachelor's degree in public policy, political science, public administration, related liberal arts or business administration. A Master's degree or other advanced degree is required. Other advanced executive-level training such as ICMA Credentialed Manager, participation in senior executive programs and involvement in academia is a plus.

Executive Director

At least 10 years executive experience including experience as a professional local government manager or administrator or as Deputy or Assistant Manager is highly preferred; experience working with an elected board or other governing body is required. Excellent written and verbal communication skills, effective public speaking and knowledge of local government processes is essential. Experience with a large member-driven association is highly valued.



Candidates must have experience as an inspirational, motivating leader with the ability to effectively connect with members and non-members of all backgrounds.

Candidates must have experience managing an organization with assets exceeding \$20 million; candidates must possess well-developed finance and budgeting skills with the ability to foresee and address organizational changes and other factors that may impact ICMA's short- and long-term financial viability.

Candidates must have experience in the development, analysis and implementation of core service programs utilizing a mix of entrepreneurial skills tempered with realistic expectations for success for new initiatives.

Candidates must have a strong record of effective communication and collaboration, working closely with a Board of Directors, state associations, affiliates, international organizations and external partners to forward the mission of ICMA.

Candidates must have experience in executive leadership and management of a professional staff with the ability to effectively delegate while maintaining accountability and a high level of communication.

Candidates must possess extensive knowledge of and experience in local government management, understanding the demands of the profession and have a demonstrated record of effectively addressing today's most pressing local government issues.

Candidates must possess the ability to manage a member-driven association, which presents challenges uniquely different than municipal governments; experience working with other associations, such as a state municipal league, is a plus.

Embrace ICMA Values

Candidates must possess unimpeachable personal and professional ethics and integrity.

Candidates must understand, uphold and promote ICMA's fundamental principles of democratic government, its core values and the profession's Code of Ethics. Furthermore, candidates must champion the profession and the Association; build on the credibility and reputation of ICMA.

Candidates must defend the foundational and historical tenets of the Council/Manager form of government, while also respecting and working with the fact that "building community" is more than just a form of government.

International City/County Management Association

Candidates must be an advocate for ethical local government management, speaking to the Association's core beliefs.

Experience working with a Board of Directors

Candidates must have a demonstrated record of effectively working with a Board of Directors, practicing a no surprises approach in communicating with the Board.

When making recommendations to the Board, candidates must be strong in their convictions, but also be collaborative and flexible in instances when the Board does not accept a recommendation and seeks a different solution.

Candidates must keep the Board apprised of issues of concern to the membership, including those that may not rise to the level of Board discussion.

Candidates must discern the difference between consensus building and unanimity and also when to assist in the facilitation of the Board's discussion.

Candidates must be nimble enough to adapt to changing Board members, as one-third of the Board turns over annually. Be comfortable, patient and encouraging with a diverse composition of Board members, some of whom may not have served on a national board of directors.

Leadership Style

Candidates must be the ambassador for the profession in the United States and abroad with the ability to provide a vision for the membership and inspire members of all ages and backgrounds.

Candidates must be committed to diversity and inclusion, ensuring that ICMA does all it can to better reflect the diversity inherent in the cities served by its members.

Candidates must be empathetic leaders able to understand the stresses and demands on the membership and provide thoughtful guidance and critical resources when appropriate.

Candidates must be able to strategically think about the profession's place in a larger context, be thought provoking, and know about the issues in the profession.

Candidates must continue and enhance ICMA's ability to stay ahead of the curve on emerging trends. Be a thought-leader on current and emerging issues affecting local governments. Enlighten people on issues that they may not have even thought about.

Candidates must be well-read, and connect with a variety of people to determine what's new, and use data to support and substantiate these new ideas.

Management Style and Personal Traits

Candidates must be committed to the development and leadership of a professional staff, providing direction and leadership on new initiatives, ongoing programs and communication regarding the status of the local government management profession.

Executive Director

Candidates must have experience in the review of organizational programs and core services, with the ability to effectively roll out change if appropriate, seeking staff's input and opinions and communicating with them regarding policy and/or procedural changes.

Candidates must have experience in the strategic examination of an organization, undertaking succession planning and effectively planning for transitions in key leadership positions.

Candidates must ensure the organization is responsive and accountable to the membership, placing a high value on customer service.

Candidates must possess extremely well-developed communication skills with the ability to give inspirational public presentations as well as ensure that internal communications are effective and keep employees apprised of organizational initiatives.

Candidates must possess a true passion for public service with the desire to make a difference.

Candidates must be innovative and optimistic about the future, seeing possibilities in time of strife or controversy and be willing to partner with external organizations to find creative solutions to pressing and complex issues.

Candidates must be approachable, with a genuine desire to connect with the membership and the ability to engage in conversations with compassion and empathy; approach life with humility and a sense of humor.

Willingness to Travel

Candidates must possess energy and stamina, and appreciate a high demand on the Executive Director's schedule requiring significant travel and outreach to state associations and international contacts.



Candidates must embrace the need to be the national and international representative of the organization by means of a demanding schedule.

Candidates must be able to balance a travel schedule with accessibility and time for staff, and possess the ability to keep abreast and fluent on issues inside the organization.

City of Harrison

City Manager



Sample Recommendation

Recruitment Portfolio





January 23, 2016

Mr. Jacob Schmidt
City of Harrison
123 Right Way Drive
Harrison, IL 65432

Dear Mr. Schmidt,

Thank you for the opportunity to assist the City of Harrison in the recruitment and selection process for the City Manager position. We had a successful outreach effort yielding 34 resumes from 10 states. Enclosed are the GovHR USA recommendations of those candidates I believe are most suited to the position.

I look forward to reviewing the credentials for these candidates on February 5th. At that time, I will provide you with additional information on the candidates, including comments from references and insights gained from candidate interviews.

It is absolutely critical that the information in these notebooks remain confidential. Candidates have applied in confidence for this position and early release of their identities could negatively impact their current employment.

Again, thank you for the opportunity to assist you in this important recruitment!

Sincerely,

A handwritten signature in cursive script that reads 'Heidi Voorhees'.

Heidi J. Voorhees
Co-Owner
GovHR USA, LLC

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

**City of Harrison
City Manager Candidates**

**Recommended for Interview Consideration
Presented in Alphabetical Order**

Candidate 1 Joe W. Carter
City Administrator
City of Mary, Maryland

Candidate 2 Sally P. Jerome
Interim City Manager
City of Maclin, Illinois

Candidate 3 Walter L. Miller
City Administrator
City of Anytown, Illinois

Joe W. Carter

Contact Information

Address: 6444 Mary Street
Mary, Maryland 23502

Cell: 240-555-7777

Email: jcarter@xxx.com

Education

- Master of Public Administration, 1986
University of South Dakota, Vermillion, South Dakota
 - Bachelor of Science – History, 1984
University of South Dakota, Vermillion, South Dakota
-

Work History

1993 to January 2013

City of Mary, Maryland (population 21,000)

City Administrator

1988 to 1993

Town of Jackson, Maryland (population 3,551)

Town Manager

1986 to 1988

Village of Cherry, Ohio (population 4,800)

Village Manager

1985 to 1986

City of Jasper, South Dakota (population 10,000)

Assistant to the City Manager

Data Summary:

Candidate:	Joe W. Carter
Organization:	City of Mary, Maryland
Position:	Former City Administrator
Organization Budget:	\$36 million
Total Number of Employees in Organization:	260
Salary:	\$96,000
Expected Salary:	\$120,000-\$130,000
Reporting Relationship:	Reported to the Mayor & City Council
Years of Experience:	28

Professional Affiliations:

- International City/County Management Association
- Maryland City/County Management Association
- Maryland Municipal League

January 1, 2016

Heidi Voorhees
GovHR USA
650 Dundee Road, Suite 270
Northbrook, IL 60062

Dear Ms. Voorhees,

Please accept the attached resume as application for the position of City Manager with the City of Harrison, Illinois as outlined in the executive search recruitment profile.

As you will note in my resume I would be able to bring over 28 years of the education and experience that you address in your recruitment notice.

I believe you will find that my professional experiences are extremely compatible with the qualifications that the officials of the City of Harrison are looking for in your next City Manager. I have attempted in my list of references to provide you and the others participating in this selection process a cross section of individuals who would be able to address many of the accomplishments that I have been able to participate in during my tenure in Maryland. The past nearly twenty (20) years have been a time of tremendous professional and personal growth for me as we have attempted to streamline a local government that for many years was mired in inefficient and ineffective government practices. The elected officials that I have had the opportunity to be employed by and work with provided me with the greatest latitude and guidance that anyone in this profession could enjoy. I hope you have an opportunity to talk with the references provided so that a full picture of Maryland can be made.

I would look forward to returning to the Midwest and closer to my family that still reside in the South Dakota and Minnesota area.

If you have any further questions or desire further information please do not hesitate to contact me.

Respectfully,

Joe W. Carter

Joe W. Carter
6444 Mary Street
Mary, Maryland 31502

Cell: 240-555-7777
E-Mail: jcarter@xxx.com

OBJECTIVE:

To continue to develop my professional skills and advance in my chosen career of professional public management.

EDUCATION:

- ***Master of Public Administration***, University of South Dakota, Vermillion, South Dakota. Minor area of study in Public Finance, Graduated May 1986.
- ***Bachelor of Science in History***, University of South Dakota, Vermillion, South Dakota., Minors in Political Science and Computer Science. Graduated May 1984.

PRESENT WORK EXPERIENCE:

City Administrator
City of Mary, Maryland
(September 1993-January 2013)

For nearly twenty years I served as the City Administrator of Mary, which is a full-service city of 21,000. Mary is located approximately two hours from Pittsburgh, PA, Baltimore, MD and Washington, DC. The City has a full-time work force of approximately 270. The City provides the following services which are under the direction of the City Administrator; police protection, full-time fire protection and ambulance service, parks and recreation, public works, engineering, community development (which includes federal urban programs in Section 8 housing and management of the City's annual entitlement from the Community Development Block Grant program), and administration (includes the Departments of Finance and Management Information Systems). The City also provides water and wastewater services for the both the City and the surrounding region with a population of approximately 50,000.

Mary is a Council-Manager community and I serve at the pleasure of a five-member elected at-large Mayor and City Council.

Management accomplishments during my tenure are:

- Reorganization of the City government from 16 different divisions into 8 specific departments (1995) and then 8 departments into 4 (2002) with day-to-day management of the departments by appointed Directors appointed by the City Administrator.
- Implementation of a pay classification and compensation plan for all full-time employees that resulted in four separate unions and management coming under one pay table and adoption of new job descriptions for all employees.
- Served as lead negotiator in contract negotiations with two AFSCME/PublicWorks unions, IAFF/Fire and UFCW/Police on behalf of the City.

- Initiated a "reengineering" process with the Department of Utilities/Public Works and the AFSCME union to make the department more competitive and attempt to avoid "contract operations" by the private sector of the City utilities.
- Used technology throughout the City government that includes all relevant data processing functions but also e-mail communications, electronic storage of current city records and documents, electronic imaging of past city records and documents, SCADA for utilities, in-car police computers, VOIP telephone protocol and automated meter reading of utility accounts.
- Initiated the reorganization of the Department of Community Development and oversaw the adoption of a new comprehensive plan, development of the City's first strategic plan, adoption of a revised zoning code consistent with both plans and the City's first economic development plan.
- Oversaw the redevelopment of historic Downtown through adoption of local tax incentives and acquisition of several state grants leading to upper story revitalization and renovation of several major buildings. This led to over \$ 50 million dollars in public/private investment and over 200 new jobs. Participated in the implementation of Maryland's first Heritage Area, and the efforts in revitalizing the historic Downtown area. I also served for four years on the authority board as a voting member.
- Restructured the City's several million in long-term debt and have overseen the issuance of \$50 million in new long-term debt to cover the cost of a variety of public works projects involving bridge replacements, upgrade to the Water Filtration and Wastewater Treatment Plants, Combined Sewer Overflow improvements, road projects and improvement to public facilities.
- Implemented the City's first Tax Increment Financing District and second Special Taxing District for a medical park.
- Implemented a city "Wi-Fi" system.

PAST WORK EXPERIENCE:

Town Manager Town of Jackson, Maryland (1988-1993)

Between 1988 and 1993 I served as the Town Manager of Jackson, which was a full-service community of 3,551. This was a contractual position to a three-member elected at large Town Council.

Management accomplishments during my tenure were:

- Application and receipt of over \$ 1.25 million in grant funds for a variety of public improvement and works projects.
- Construction of a nature trail and redevelopment of two town parks.
- Construction of a multi-purpose community pavilion and renovation and expansion of a community/senior center
- Administration of a \$ 2.5 million renovation of the town wastewater treatment facility.
- Installation and management of a \$ 50,000 computer system.
- Development and establishment of a successful town-wide recycling program.
- Responsibility for total revision of the Town Zoning Code and Code of Ordinances.
- Establishment of employee merit pay system and revision of Town's personnel policy.

**Village Manager
Village of Cherry, Ohio
(1986-1988)**

For two and one-half years prior to accepting the position in Jackson, I served as the Village Manager of Cherry that was a community of 4,800. In that position I served a seven-member Council.

Management accomplishments during my tenure were:

- Completion of a village-wide sanitary sewer system.
- Participation in the adoption of a Council-Manager form of government.
- Establishment of a contracted municipal trash system.
- Revision to the process and adoption of the Village budget.
- Redistricting of the Village election process.
- Negotiations with the police union

**Assistant to the City Manager
City of Jasper, South Dakota
(1985-1986)**

While attaining my Master of Public Administration I worked full-time for a year and one-half as the Assistant to the City Manager of Jasper (pop. 10,000). This high involvement administrative position provided me the following activities:

- Providing reports and analysis to the City Manager and nine-member City Council
- Reformatting of the City budget to a computer format.
- Development and installation of a telecommunication system to all municipal buildings.
- Direct responsibility for preparation and implementation of the \$ 10 million City budget.
- Liaison between the City Manager and nine Department Heads.
- Participant in labor negotiations with City Manager and labor union.

PROFESSIONAL ORGANIZATIONS:

- Full Member of the International City/County Management Association (ICMA).
- Member of the Maryland City/County Management Association (MCCMA).
- Maryland Municipal League

Sally P. Jerome

Contact Information

Address: 980 Saginaw Lane
Hinsport, Illinois 60000

Cell: 847-555-1122
Work: 847-555-4433

Email: sjerome@xxx.net

Education

- Master of Public Administration, 1989
University of Illinois, Chicago, Illinois
 - Bachelor of Arts – Communication, 1984
University of Illinois, Chicago, Illinois
-

Work History

2004 to Present	<u>City of Maclin, Illinois (population 2,300)</u>
August 2012 to Present	Interim City Manager
2008 to August 2012	Assistant City Manager
2004 to 2008	Assistant to the City Manager
1998 to 2004	<u>Village of Waveland, Illinois (population 34,000)</u>
	Assistant to the Public Works Director
1994 to 1998	<u>YMCA of Metropolitan Chicago</u>
	Resident Services Director
1990 to 1994	<u>City of Rose, Illinois (population 17,000)</u>
1992 to 1994	Management Analyst, Public Works
1990 to 1992	Intern, City Manager's Office

Data Summary:

Candidate:	Sally P. Jerome
Organization:	City of Maclin, Illinois
Position:	Interim City Manager
Organization Budget:	\$ 5.4 million
Total Number of Employees:	47
Current Salary:	\$ 92,500
Expected Salary:	As advertised
Reporting Relationship:	Reports to the City Council
Years of Experience:	23

Professional Affiliations:

- International City/County Management Association
- Illinois City/County Management Association
- Illinois Association of Municipal Managers Assistants
- Illinois Public Employer Labor Relations Association
- National Public Employer Labor Relations Association

January 1, 2016

Ms. Heidi Voorhees, Co-Owner
GovHR USA
650 Dundee Road, Suite 270
Northbrook, IL 60062

Dear Ms. Voorhees,

Please accept my resume for the City Manager position. My experience as Assistant City Manager and Interim City Manager for Maclin has prepared me for this opportunity to serve. The attached resume details my professional experience, but I want to highlight certain areas of expertise and leadership.

Maclin has afforded me the opportunity of hands-on leadership where I effectively work with a small staff to carry out daily operations and accomplish the goals set by the elected body. Recently, I negotiated a traffic signal agreement with a shopping center owner, and am currently working with the City Engineer on a drainage program affecting private residences and reviewing proposals for a red light camera vendor. I work closely with the Chamber of Commerce to encourage businesses to move into or remain in the City by analyzing incentives and being responsive to their needs.

I am responsible for the preparation of the annual City budget and five year capital improvement plan. In 2009, working with the former City Manager, I developed an emergency financial plan and applied budget cut backs for the latter half of FY 10 and FY 11, reducing expenditures nearly 10 %. This was accomplished without union concessions or furloughs.

My demeanor is calm and professional. I am approachable, eager to better understand the pros and cons of an issue and prepared to lead. I look forward to interviewing to be the next City Manager for the City of Harrison, Illinois. You may contact me at (847) 555-1122.

Sincerely,

Sally P. Jerome

Sally P. Jerome
980 Saginaw Lane
Hinsport, Illinois 60000
(847) 555-1122
sjerome@xxx.net

PROFESSIONAL EXPERIENCE

CITY OF MACLIN, ILLINOIS

Interim City Manager

Assistant City Manager

Assistant to the City Administrator

Acting Building & Zoning Administrator

2004 – present

August 2012 – present

May 2008 – August 2012

2004 – May 2008

December 2006

- ◆ Prepare City Council agenda and participate at all City Council meetings.
- ◆ Manage \$5.4 million annual general fund budget submission to council.
- ◆ Coordinate, follow-up and summarize the city's two-year strategic action plan.
- ◆ Lead City's collective bargaining team. Perform economic contract costing.
- ◆ Direct all human resources and risk management programs and policies.
- ◆ Liaison to the Greater Maclin Chamber of Commerce Business Recruitment and Retention Team; liaison to the City Hotel Commission.
- ◆ Develop and implement municipal administrative policies.
- ◆ Supervise and evaluate all department heads and a number of support staff.
- ◆ Write proposal specifications, bid documents and execute contract documents.
- ◆ Editor-in-chief and head writer for city newsletter, web site and public access cable TV.
- ◆ Secured Illinois Clean Energy Community Foundation Grant.

VILLAGE OF WAVELAND, ILLINOIS

Assistant to the Public Works Director

1998 - 2004

- ◆ Prepared and submitted all department division budgets; monitored expenditures.
- ◆ Collective bargaining team member.
- ◆ Facilitated labor/management safety meetings; investigated and responded to grievances.
- ◆ Developed and implemented orientation program; created safety manual.

YMCA OF METROPOLITAN CHICAGO

Resident Services Director

1994 – 1998

- ◆ YMCA liaison to Greater North Michigan Avenue Association.
- ◆ Supervised housekeeping, front desk and security operations.
- ◆ Coordinated housing for residents during \$ 23M reconstruction of 21-story residence.
- ◆ YMCA liaison to construction management firm, during renovation.
- ◆ Completed annual budget and monitored expenditures.
- ◆ Developed and monitored resident payment plans.

CITY OF ROSE, ILLINOIS

Management Analyst, Public Works

Intern, City Manager's Office

1990-1994

1992-1994

1990-1992

- ◆ Acting Budget Manager. Coordinated and balanced \$100,000,000 budget.
- ◆ Analyzed contracted attorney fees to determine in-house savings.
- ◆ Analyzed boards and committees to consolidate and reduce duplication.
- ◆ Managed follow-through of Aldermanic service requests.
- ◆ Researched and reported on public works issues.

EDUCATION

MASTERS OF ARTS (MPA)

Public Administration
University of Illinois at Chicago
Graduated in 1989
Pi Alpha Alpha Honor Society

BACHELOR OF ARTS (BA)

Communication
University of Illinois at Chicago
Graduated in 1984

PROFESSIONAL MEMBERSHIPS

International City/County Management Association (ICMA)

Illinois City/County Management Association (ILCMA)

Illinois Association of Municipal Managers Assistants (IAMMA)

Illinois Public Employer Labor Relations Association (IPELRA)

National Public Employer Labor Relations Association (NPELRA)

Walter L. Miller

Contact Information

Address: 5498 Tazewell Drive
Libertyville, Illinois 60048

Home: 847-622-1234
Cell: 847-999-9876
Work: 847-450-5000

Email: wmiller@xxx.org

Education

- Master of Public Administration
University of Kansas, Lawrence, Kansas
 - Bachelor of Arts – Political Science
University of Wisconsin, Madison, Wisconsin
-

Work History

2002 to Present

City of Anytown, Illinois (population 30,000)

City Administrator

1996 to 2003

City of Smith, Missouri (population 36,500)

Assistant City Manager

1994 to 1996

ABC Crime Commission, Wichita, Kansas

State Coordinator, Community Development Division

1993 to 1994

City of Rock, Kansas (population 310,000)

Management Intern

Data Summary:

Candidate:	Walter L. Miller
Organization:	City of Anytown, Illinois
Position:	City Administrator
Organization Budget:	\$55.2 million
Total Number of Employees in Organization:	150 full-time
Current Salary:	\$107,630
Expected Salary:	\$170,000
Reporting Relationship:	Reports to the Mayor & City Council
Years of Experience:	18 years

Professional Affiliations:

- International City/County Management Association
- Illinois City/County Management Association
- Illinois Municipal League
- Southwestern Illinois City Management Association
- St. Louis Area City Management Association

Walter L. Miller
5498 Tazewell Drive
Libertyville, Illinois 60048

January 1, 2016

Heidi J. Voorhees
Co-Owner
GovHR USA
650 Dundee Road, Suite 270
Northbrook, IL 60062

Dear Ms. Voorhees:

This letter is in response to the opening of City Manager with the City of Harrison, Illinois. I believe my experience and education give me the knowledge, enthusiasm, and creativity to face the challenges of the position.

I currently serve as the City Administrator for the City of Anytown, Illinois. Anytown is a full-service city government, providing police, fire, parks, water, and sewer. Anytown is a rapidly growing suburb and I have managed many development challenges during my nine-year tenure.

My management style is participatory and team-oriented. Anywhere's Team Management Program seeks input from all levels of the organization to face the City's challenges. I have used my collaborative management style to empower department heads and employees to be innovative and creative when developing such projects as the Performance Measurement Balanced Scorecard and Comprehensive Plan.

As the economy declined, we implemented several measures that allowed us to reduce our staff by 12% yet continue the high level of service our citizens expect. We are currently restructuring our budget according to the concepts described in "The Price of Government" that integrates citizen engagement and City Council priorities with a comprehensive program inventory.

These examples demonstrate my participative style of city management and community leadership. It is my goal to be a city manager in a dynamic city that will provide opportunities and challenges. I believe Harrison is that kind of city. I appreciate your consideration of my enclosed resume. Please contact me if you have additional questions.

Best regards,

Walter L. Miller

Walter L. Miller

5498 Tazewell Drive
Libertyville, Illinois 60048
Email: wmliller@xxx.org

Home: 847.622.1234
Cell: 847.999.9876

Job Objective City Manager

Work Experience

2002-Present

City Administrator, City of Anytown, Illinois. A full-service city serving a population of 30,000, with 150 full-time employees and \$20 million annual operating budget (\$69 million total budget).

Relevant Experience:

Finance and Management

Team Management: Team-oriented manager with an emphasis on facilitation, coordination, and communication.

Supervision: Manage and supervise all departments, including Police, Fire, Planning, Engineering, Streets, Water, Sewer, Parks, Finance, and Library.

Performance Management: Comprehensive performance measurement program with Performance Dashboard, Balanced Scorecard, and participation in the ICMA Center for Performance Measurement.

Annual Budget: Develop annual budget each year for the Mayor and City Council. Over the past three years, I have coordinated \$3.4 million in budget cuts and a 12% reduction in workforce (one layoff) while maintaining service levels.

Growth Management

Subdivision Ordinance: Overhauled subdivision regulations including a Park Land Dedication provision.

Comprehensive Plan: Conducted complete update to long range plan.

Development Design Standards: Developed a Commercial Design Handbook and Residential Visual Preference Survey that defined standards for both commercial and housing architecture, streetscaping, green space, sustainability, and density requirements.

Zoning Code: Updated all ordinances in the Zoning Code, including signs, planned uses, environmental, and special uses.

Transportation Plans: Developed road plans for high growth residential areas to promote connectivity and smooth traffic flow.

Library Master Plan: Conducted study of future needs for public library.

Economic Development

Tax Increment Financing District: Created two new TIF districts.

Special Service Areas: Innovative financing mechanism where the city issues bonds that are paid by the developer and city has no financial responsibility.

Financial Incentives: Developed sales tax rebates for major retail developments.

Sub Area Plans: Developed detailed plans for future business park.

New Facility Construction

Public Safety Facility: \$8 million Police/EMS facility constructed in 2004.

Family Sports Park: \$20 million, 203-acre park, Phase 1 in 2006, Phase 2 in 2010.

Conference Center: \$6 million, 60,000 sq. ft. building, constructed in 2008.

1996-2003

Assistant City Manager, City of Smith, Missouri: A full-service charter city government serving a population of 36,500, with 350 full-time employees and \$30 million annual operating budget.

1994-1996

ABC Crime Commission – State Coordinator, Community Development Division (Wichita, Kansas): A non-profit organization that conducted research on crime in Kansas.

1993-1994

City of Rock, Kansas – Management Intern: A full-service city government serving a population of 310,000, with 3,500 full time employees and \$309 million annual operating budget.

Education

Senior Executive Institute, University of Virginia, 2009
Credentialed Manager, ICMA, 2001
Master of Public Administration, University of Kansas, 1990
Bachelor of Arts, University of Wisconsin-Madison, 1988; Major in Political Science, Integrated Liberal Studies Certificate

Computer Skills

All Microsoft Office software: Word, Excel, Access, Outlook, PowerPoint
Mobile applications: Blackberry, iPad, Tablet
GIS applications
Social Media applications: Blog, Twitter, Facebook, Linked In

Activities and Affiliations

International City/County Management Association (ICMA)
Board of Directors, Illinois City/County Management Association (ILCMA)
City Managers Committee, Illinois Municipal League
President, Southwestern Illinois City Management Association (SWICMA)
Kansas University City/County Managers and Trainees (KUCIMAT)
Board of Directors, Rotary Club