



May 15, 2019

Ms. Nancy Colbert Puff
Deputy City Manager
City of Portsmouth
Finance/Purchasing Department
City Hall
1 Junkins Avenue
Portsmouth, NH 03801

Dear Ms. Colbert Puff:

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City of Portsmouth. GovHR USA LLC ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

GovHR was formed as an LLC in Illinois in 2013 (f/k/a Voorhees Associates/2009). GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public sector. We have 11 full time and 8 part time employees and 27 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

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

GovHR CEO Joellen Cademartori will be responsible for your recruitment and selection process. Her biography is attached to this Proposal and her contact information is:

Joellen Cademartori
Chief Executive Officer, GovHR USA LLC
Telephone: 847-380-3238
JCademartori@GovHRusa.com

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

Sincerely,

A handwritten signature in black ink that reads 'Judith M. Schmittgens'.

Judith M. Schmittgens
Corporate Secretary and Compliance Manager

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



**CITY OF PORTSMOUTH, NEW HAMPSHIRE
PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES
May 15, 2019**

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City of Portsmouth. GovHR USA (“GovHR”) prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

Firm Narrative and Recruitment Approach

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your City Manager search. GovHR clients are informed of the progress of a recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

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

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize dedicated email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next City Manager. We will work closely with you on the format that best meets your needs.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

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847.380.3240 | GovHRUSA.com

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the City with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to the City, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

Candidates will be interviewed by video to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the City Manager. We will ask follow up questions and probe specific areas. By utilizing video interviews we will have an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the City's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.
- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours

discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V –Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the City, the schedule will incorporate a tour of Portsmouth's facilities and interviews with senior staff, if the City so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

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

Citizen Involvement in the Recruitment Process

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

Leadership/Personality Assessments

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are

not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

One-Way Video Interviews

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

Optional 360° Evaluation

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

Examples of Successful Community Outreach Processes

GovHR has handled a number of high-profile recruitment and selection processes that required unique facilitation and outreach skill sets. The following are three recent examples:

Austin Texas

Burleson, Texas -- City Manager -- October 2018

The Burleson Texas City Manager process included interviews with two stakeholder panels comprised of community leaders as well as a meet and greet with the City Council and other key City staff members. This is a similar process that GovHR used for Burleson when they selected a City Manager seven years earlier.

June 2018 -- Police Chief Public Engagement Process

GovHR was hired by the City of Austin to coordinate its public engagement process for the selection of Austin's next Chief of Police. This resulted in an extensive report that summarized public feedback from three public forums (including one televised on local PBS station and had opportunity for live call in and questions via twitter); panel interviews, a dedicated email for gathering feedback and data from the city's 311 system. GovHR developed a more than 500-page report that included an executive summary as well as a summary of the data compiled to assist the City Manager in this important appointment.

Cambridge, Massachusetts -- City Manager Recruitment and Selection Process -- 2016

GovHR was selected by the Cambridge Mayor and City Council to facilitate the recruitment and selection process for their City Manager position. We worked with an 18-member Search Committee. This process involved a full week comprised of 30 different stakeholder meetings where the consultants listened to the wide variety of interests and perspectives that make up the Cambridge community. We also met with the key business leaders and representatives from the educational institutions – Harvard, MIT and Lesley Universities.

Recruitment Schedule

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

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of City officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to the City of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by the City; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets
➤ Weeks 11-12	Interviews of selected finalist candidates; recommendation of final candidate; negotiation, offer, acceptance and appointment

References

The following references can speak to the quality of service provided by GovHR. The scope of work for each of these recruitments was the same or substantially similar to what is described above and proposed for the City of Portsmouth.

Mamaroneck, NY (Village Manager, 2018/155 employees, \$36 million budget) - Joellen Earl

Mayor Tom Murphy
123 Mamaroneck Ave.
Mamaroneck, NY 10543
914-777-7722
tmurphy@vomny.org

Bloomington, IL (City Manager, 2018/550 employees, \$210 million budget) - Joellen Earl

Nicole Albertson
Human Resources Director
109 E. Olive St.
Bloomington, IL 61701
309-434-2215
nalbertson@cityblm.org

Cambridge, MA (City Manager, 2016/2900 employees, \$574 million budget) - Heidi Voorhees, Joellen Earl & Lee Szyborski

Sheila Keady Rawson
Personnel Director

795 Massachusetts Ave.
Cambridge, MA 02139
617-349-4000
skeady@cambridgema.gov

Williamstown, MA (Town Manager, 2015/195 employees, \$22 million budget) – Lee Szymborski & Joellen Earl

Jane Patton
Town Board Selectman
31 North Street
Williamstown, MA 01267
413-458-3500
patton721@yahoo.com

Normal, IL (City Manager, 2017/380 employees, \$100 million budget) - Heidi Voorhees

Mayor Chris Coos
Town of Normal
11 Uptown Circle
Normal, IL 61761
309-454-9503
mayer@normal.org

Firm Experience and Personnel

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public sector. We have 11 full time and 8 part time employees and 27 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 29 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state-of-the-art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- The firm has a total of twenty-seven consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

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

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette, IL. Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

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

Consultant Assigned

GovHR CEO Joellen Cademartori will be responsible for your recruitment and selection process. Her biography is attached to this Proposal and her contact information is:

Joellen Cademartori
Chief Executive Officer
GovHR USA LLC
Telephone: 847-380-3238
JCademartori@GovHRusa.com

Ms. Cademartori has completed more than 50 executive recruitments across the country, including recent City Manager searches in Bloomington, Illinois (2018) and Cambridge, Massachusetts (2016); the Village Manager search for Mamaroneck, NY (2018), and successful Town Manager searches for Enfield, Connecticut; Provincetown and Williamstown, Massachusetts. She also served as the Assistant Town Manager in Barnstable, Massachusetts (2001 – 2003), and as the Assistant Town Administrator in Yarmouth (1993 – 2000) and Northborough (1992- 1993) Massachusetts.

A complete list of Ms. Cademartori's and GovHR's clients is available on our website at www.govhrusa.com.

Philosophy

Executive search is an important decision-making process for an organization and our primary goal is to provide our client with the information to make the best hiring decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique,

needs and circumstances facing our local government, public management, and related not-for-profit clients.

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the City not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Portsmouth beyond the planned four visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

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

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 29 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the Local Government Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have video interviewed them, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

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

ACCEPTED BY THE CITY OF PORTSMOUTH, NEW HAMPSHIRE

BY: _____

TITLE: _____

DATE: _____

CONSULTANT BIOGRAPHY

Joellen Cademartori

Joellen Cademartori is the chief executive officer and co-owner of GovHR USA and has nearly 30 years of cumulative experience working in the public sector as a municipal leader, and in human resources and management consulting. Joellen's exceptional communication style has enabled her to develop and maintain strong relationships with her peers, elected and appointed officials, and related local government partners. She has built a solid reputation as a skilled negotiator, who is both fair and impartial.

The ability to problem solve and think strategically are at the core of Joellen's strengths. She is a consensus builder and has the proven ability to work with conceptual ideas, develop and supervise scopes of work, and produce desired results for her clients. She is also skilled at working in challenged environments, with a strong record of success in helping clients to navigate tough executive recruitment and consulting projects.

The public sector human resources and management projects Joellen has worked on have earned her respect in local governments across the country. Due to her commitment and dedication to local government, she is known an industry leader in executive recruiting, interim staffing, in addition to human resources and management consulting work.

Throughout her career, Joellen has been privileged to serve on numerous local, state and national committees. A personal and professional highlight for her was being on the International City/County Management Association (ICMA) Executive Board as a representative from the Northeast Region. Joellen regularly speaks in front of groups, and writes about a variety of local government topics, which include generational diversity, succession planning, performance management, resume development and interviewing skills and techniques. She is dedicated to developing the next generation of managers and remains passionate about excellence in local government.

Professional Education, Training and Instruction

- Bachelor's degree in Economics, Worcester State College, Worcester, MA
- Master of Public Administration, Northeastern University in Boston, MA
- Senior Executive Institute, Leading, Educating and Developing (LEAD) Program, at the University of Virginia's Weldon Cooper Center for Public Service

Professional Development and Speaking Engagements

- Succession Planning for the Public Sector - IPELRA Training Session - 2017
- Putting Your Best Food Forward: Interview/Presentation Skills for Women - Women Leading Government Conference, Massachusetts - 2017
- Workforce for Tomorrow - IPELRA Annual Conference - 2016
- Hire Hard, Manage Easy - Iowa League of Cities Annual Conference - 2015
- Not Your Parents' Local Government: Diversity, Recruitment, and Retention in the 21st Century - NCCCMA Winter Conference - 2014
- Next-Gen Elected Officials: How Do They Change the Council Dynamics? - ICMA Annual Meeting - 2014
- Traveling to the Beat of a Different Drum: Workplace Strategies for a Multi-Generational Workforce, IPELRA Annual Conference - 2013
- New Approaches to Succession Planning - IGFOA Annual Conference - 2012
- New Service Delivery Models: 2012 and Beyond - IPELRA Annual Conference - 2011
- Preparing for Your Career in Local Government - Northern Illinois University - 2011

Memberships and Affiliations

- International City and County Management Association (ICMA), Current Member
- ICMA – Task Force on Deputy/Assistant Managers 2017-2018, Current Member
- ICMA - Task Force on Women in the Profession 2012 – 2014, Member
- ICMA - Conference Planning Committee 2010 – 2011, Chair
- ICMA - Conference Evaluation Committee 2005 – 2006, Member
- ICMA - Conference Planning Committee 2005 – 2006, Member
- ICMA - Governmental Affairs & Policy Committee 2003 - 2006
- ICMA Regional Vice President - ICMA Executive Board 2001 – 2003, Board Member
- ICMA Conference Planning Committee 2000 – 2001, Board Member
- ICMA Assistants Steering Committee 1994 – 1997
- Illinois City and County Management Association (ILCMA), Current Member
- North Carolina City and County Management Association 2004 –2007, Member
- Massachusetts Municipal Management Association (MMMA) 2000–2001, Member
- Massachusetts Municipal Personnel Association – 1990 – 2003, Member

Local Government Professional Background

24 Years of Local Government Leadership and Management

- Director of Administrative Services, Evanston, IL 2009-2011
- Director of Human Resources, Evanston, IL 2007-2009
- Assistant County Manager, Catawba County, NC 2004-2007
- Assistant Town Manager, Barnstable, MA 2000-2003
- Assistant Town Administrator, Yarmouth, MA 1993-2000
- Assistant Town Administrator, Northborough MA 1992-1993
- Acting Town Administrator, Northborough MA 1991
- Administrative Asst. to the Town Administrator, Northborough, MA 1988-1990
- Intern, Town of Holden 1987



GovHR Recruitments by Position

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR	
City Management	Alaska	Unalaska	City Manager	4,768	2017	
		Seward	City Manager	2,693	2019	
	Colorado	Eagle	Town Manager	6,739	2017	
		Englewood	City Manager	34,957	2019	
	Connecticut	Cheshire	Town Manager	29,261	2017	
		Enfield	Town Manager	45,246	2015	
		Meriden	City Manager	60,838	2018	
	Deleware	Newark	City Manager	33,398	2018	
	Florida	Largo	Assistant City Manager	82,244	2018	
	Georgia	Decatur	Assistant City Manager	24,000	2018	
			City Manager	24,000	2018	
	Illinois	Algonquin	Village Manager	30,046	2012	
			Arlington Heights	Village Manager	75,100	2014
		Bensenville	Village Manager	20,703	2015	
		Berkeley	Interim Village Administrator	5,148	2016	
					5,221	2014
			Village Administrator (Annual Cont	5,221	2014	
		Bloomington	City Manager	78,005	2018	
		Buffalo Grove	Temp-to-Hire Assistant City Manag	22,267	2014	
			Interim Deputy Village Manager	42,909	2012	
		Campton Hills	Village Manager	42,909	2010	
			Interim Village Manager	11,310	2016	
		Carbondale	City Manager	25,092	2011	
		Cary	Municipal Consultant	17,840	2016	
			Village Administrator	18,713	2011	
		Clarendon Hills	Interim Village Manager	8,652	2014	
			Village Administrator	8,572	2014	
			Village Manager	8,572	2010	
		Crest Hill	City Administrator	20,837	2015	
		Darien	Outsourced - City Administrator	22,086	2018	
		Decatur	City Manager	76,178	2014	
					73,814	2018
		DeKalb	City Manager	44,862	2013	
					43,849	2018
			Interim Assistant City Manager	43,423	2014	
	Dixon	City Manager	15,333	2015		
	East Moline	City Administrator	21,300	2011		
					2016	
	East Peoria	City Administrator	23,503	2016		
	Effingham	City Administrator	12,384	2010		
				12,577	2018	
	Elmhurst	City Manager	43,300	2010		
	Fox Lake	Village Administrator	10,550	2013		
	Fox Lake	Interim Village Administrator	10,563	2013		
	Freeport	City Manager	25,000	2017		
	Galesburg	City Manager	33,706	2010		
	Glen Ellyn	Assistant Village Manager	27,000	2013		
Interim Assistant Village Manager		28,042	2017			
Village Manager		27,000	2010			



GovHR Recruitments by Position

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Illinois	Glencoe	Assistant Village Manager	8,723	2015
City Management	Illinois		Village Manager	8,723	2013
City Management	Illinois	Hainsville	Management Consultant	3,665	2017
City Management	Illinois	Hanover Park	Village Manager	37,973	2012
City Management	Illinois	Highland Park	City Manager	31,365	2011
City Management	Illinois	Highwood	Temp-to-Hire City Manager	5,407	2011
City Management	Illinois	Hinsdale	Village Manager	16,816	2013
City Management	Illinois	Homer Glen	Interim Village Manager	24,365	2018
City Management	Illinois		Village Manager	24,220	2011
City Management	Illinois	Homewood	Assistant Village Manager (Virtual)	19,464	2017
City Management	Illinois		Interim Assistant Village Manager	51,738	2017
City Management	Illinois	Inverness	Village Administrator	7,400	2013
City Management	Illinois	Joliet	City Manager	147,500	2013
City Management	Illinois				2017
City Management	Illinois	Kenilworth	Village Manager	2,562	2012
City Management	Illinois		Assistant Village Manager (Virtual)	15,732	2017
City Management	Illinois	La Grange	Village Manager	15,732	2017
City Management	Illinois	La Grange Park	Interim Assistant Village Manager	13,483	2016
City Management	Illinois	Lake Bluff	Assistant to the Village Manager	5,700	2016
City Management	Illinois	Lake Forest	City Manager	19,375	2018
City Management	Illinois	Lake Villa	Village Administrator	8,774	2013
City Management	Illinois	Lake Zurich	Village Manager	19,631	2015
City Management	Illinois	Libertyville	Village Manager	20,431	2016
City Management	Illinois		Interim Deputy Village Administrat	20,405	2018
City Management	Illinois	Lincoln	City Administrator	14,500	2014
City Management	Illinois		Interim City Administrator	13,969	2017
City Management	Illinois		Temp-to-Hire City Administrator	14,186	2013
City Management	Illinois	Lincoln	City Administrator	14,500	2018
City Management	Illinois		Assistant Village Manager/Community Development Director	7,500	2016
City Management	Illinois	Lincolnshire	Village Manager	7,500	2012
City Management	Illinois	Lindenhurst	Village Administrator	14,468	2017
City Management	Illinois	Lockport	Interim City Administrator	25,077	2013
City Management	Illinois	Lombard	Village Manager	43,165	2013
City Management	Illinois	Marengo	City Administrator	7,614	2011
City Management	Illinois	Mettawa	Part-time Village Administrator	500	2010
City Management	Illinois	Mokena	Village Administrator	19,042	2015
City Management	Illinois	Moline	City Administrator	43,100	2017
City Management	Illinois	Monmouth	City Administrator	9,444	2014
City Management	Illinois	Morton Grove	Village Administrator	23,500	2011
City Management	Illinois	Mt. Prospect	Village Manager	54,771	2015
City Management	Illinois	New Lenox	Village Administrator	25,000	2011
City Management	Illinois	Niles	Interim Assistant Village Manager	30,001	2013
City Management	Illinois	Normal	City Manager	54,264	2017



GovHR Recruitments by Position

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Illinois	Oak Brook	Interim Assistant Village Manager	8,058	2014
City Management	Illinois		Village Manager	7,883	2014
City Management	Illinois	Oak Park	Interim Assistant Village Manager	8,077	2015
City Management	Illinois	Orland Park	Village Manager	60,000	2016
City Management	Illinois	Pekin	City Manager	33,223	2016
City Management	Illinois	Prairie Grove	Village Manager - Direct Hire	1,857	2018
City Management	Illinois	Princeton	City Manager	7,500	2011
City Management	Illinois	River Forest	Village Administrator	11,635	2010
City Management	Illinois	Rock Island	City Manager	39,684	2011
City Management	Illinois	Schiller Park	Interim Village Manager	11,692	2019
City Management	Illinois			11,775	2015
City Management	Illinois		Village Manager	11,870	2015
City Management	Illinois	Shorewood	Village Administrator	17,495	2018
City Management		Skokie	Village Manager	65,000	2013
City Management		South Barrington	Interim Village Administrator	4,808	2014
City Management		Tinley Park	Village Manager	58,000	2013
City Management		Volo	Village Administrator	3,300	2013
City Management		Washington	City Administrator	15,700	2015
City Management		Wauconda	Village Administrator	13,603	2013
City Management				13,896	2017
City Management		Wilmington	Interim City Administrator	5,724	2016
City Management		Woodridge	Village Administrator	32,971	2017
City Management		Anna	Outsourced - City Administrator	11,940	2018
City Management		Gilberts	Interim Village Administrator	7,724	2018
City Management		Barrington	Village Manager	10,455	2018
City Management		Willowbrook	Village Administrator	8,967	2019
City Management	Indiana	Munster	Town Manager	23,603	2014
City Management	Iowa	Bondurant	City Administrator	5,493	2017
City Management		Burlington	City Manager	25,663	2011
City Management		Newton	City Administrator	15,000	2016
City Management		Washington	City Administrator	7,266	2011
City Management		Webster City	City Manager	8,000	2016
City Management		West Liberty	City Manager	3,736	2013
City Management	Maryland	Greenbelt	City Manager	23,753	2016
City Management		Hagerstown	City Administrator	40,612	2015
City Management		Sykesville	Town Manager	3,941	2017
City Management	Massachusetts	Cambridge	City Manager	110,000	2016
City Management		Eastham	Town Administrator	4,956	2016
City Management		Provincetown	Town Manager	2,990	2015
City Management		Williamstown	Town Manager	8,400	2015
City Management	Michigan	Alpena	City Manager	10,410	2012
City Management		Caro	City Manager	4,208	2012
City Management		Delta Charter Township	Township Manager	32,400	2014
City Management		Hamtramck	City Manager	21,752	2017
City Management		Kalamazoo	City Manager	75,000	2013
City Management		Oakland Township	Township Manager	16,779	2013
City Management				19,132	2018
City Management		Oxford	Interim Village Manager	3,532	2017
City Management		Rochester	City Manager	13,000	2015



GovHR Recruitments by Position

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Michigan	Eastpointe	City Manager	32,442	2018
City Management			Interim City Manager	32,673	2018
City Management		Troy	City Manager	83,181	2018
City Management		Albion	City Manager	8,337	2018
City Management		Adrian	City Administrator	20,676	2018
City Management			Interim City Administrator	20,676	2018
City Management		Clawson	Interim City Manager	11,946	2018
City Management		Ferndale	City Manager	20,428	2019
City Management	Minnesota	Woodbury	Assistant City Administrator	68,820	2017
City Management	Missouri	Ferguson	City Manager	21,111	2015
City Management		Maryland Heights	City Administrator	27,436	2015
City Management		Republic	City Administrator	15,590	2016
City Management		University City	City Manager	35,115	2017
City Management		Wildwood	City Administrator	35,517	2014
City Management			City Manager	35,524	2019
City Management		South Lyon	City Manager	11,327	2018
City Management	New Jersey	Waldwick	Borough Administrator	9,800	2015
City Management	New York	Mamaroneck	Village Manager	19,426	2018
City Management	North Carolina	Fayetteville	Assistant City Manager	208,000	2012
City Management					2017
City Management				210,000	2018
City Management			Interim Project Manager	208,000	2017
City Management	Ohio	Oberlin	City Manager	8,390	2016
City Management	Pennsylvania	Ferguson Township	Township Manager	18,300	2017
City Management		Mt. Lebanon	Municipal Manager	33,137	2015
City Management	Pennsylvannia	South Fayette Township	Township Manager	14,416	2018
City Management	Rhode Island	North Kingston	Town Manager	26,326	2015
City Management	Texas	Burleson	City Manager	36,990	2011
City Management				43,960	2018
City Management		Garland	Assistant City Manager	233,206	2016
City Management		Missouri City	Assistant City Manager	74,139	2019
City Management	West Virginia	Morgantown	City Manager	31,000	2016
City Management		Bridgeport	City Manager	8,582	2019
City Management	Wisconsin	Bayside	Assistant Village Manager	4,400	2019
City Management		Bellevue	Village Administrator	15,524	2017
City Management		Beloit	City Manager	36,966	2015
			Finance & Administrative Services		
City Management			Director	36,966	2014
City Management		Brown Deer	Village Manager	12,061	2012
City Management		Burlington	City Administrator	10,511	2014
City Management		Cedarburg	Town Administrator	11,475	2015
City Management		Fon du Lac	City Manager	43,021	2012
City Management		Fort Atkinson	City Manager	12,300	2012
City Management		Glendale	City Administrator	12,920	2016
City Management		Hartford	City Administrator	14,251	2015
City Management		Hobart	Village Administrator	8,500	2016
City Management		Janesville	City Manager	63,480	2013
City Management		Lake Geneva	City Administrator	7,710	2015
City Management		Lisbon	Town Administrator/Clerk	2,521	2014



GovHR Recruitments by Position

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
City Management	Wisconsin	Oak Creek	City Administrator	34,626	2016
City Management	Wisconsin	Plymouth	Director of City Services	8,468	2010
City Management	Wisconsin	Prairie du Chien	City Administrator	5,900	2017
City Management	Wisconsin	Princeton	City Administrator	1,504	2010
City Management	Wisconsin	Racine	City Administrator	78,200	2016
City Management	Wisconsin	Richfield	Village Administrator	11,500	2009
City Management	Wisconsin	Rome	Town Administrator	2,720	2016
City Management	Wisconsin	Shorewood	Interim Village Manager	16,948	2017
City Management	Wisconsin		Village Manager	13,331	2017
City Management	Wisconsin	Waukesha	City Administrator	71,000	2012
City Management	Wisconsin				2014
City Management	Wisconsin	West Bend	City Administrator	31,000	2016
		Whitewater	City Manager	14,300	2012
		Beloit (Town)	Town Administrator	7,083	2016
		Rhineland	City Administrator	7,800	2018

Executive Recruitment for

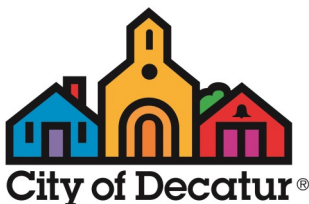
DECATUR, GEORGIA

GovHR USA, LLC is pleased to announce the recruitment and selection process for City Manager for the City of Decatur, Georgia. The current City Manager is retiring after 25 years of service to the City of Decatur. This brochure provides background information on the City of Decatur as well as the requirements and expected qualifications for the City Manager position. Additional information about Decatur can be found on the City's website: www.decaturgia.com.

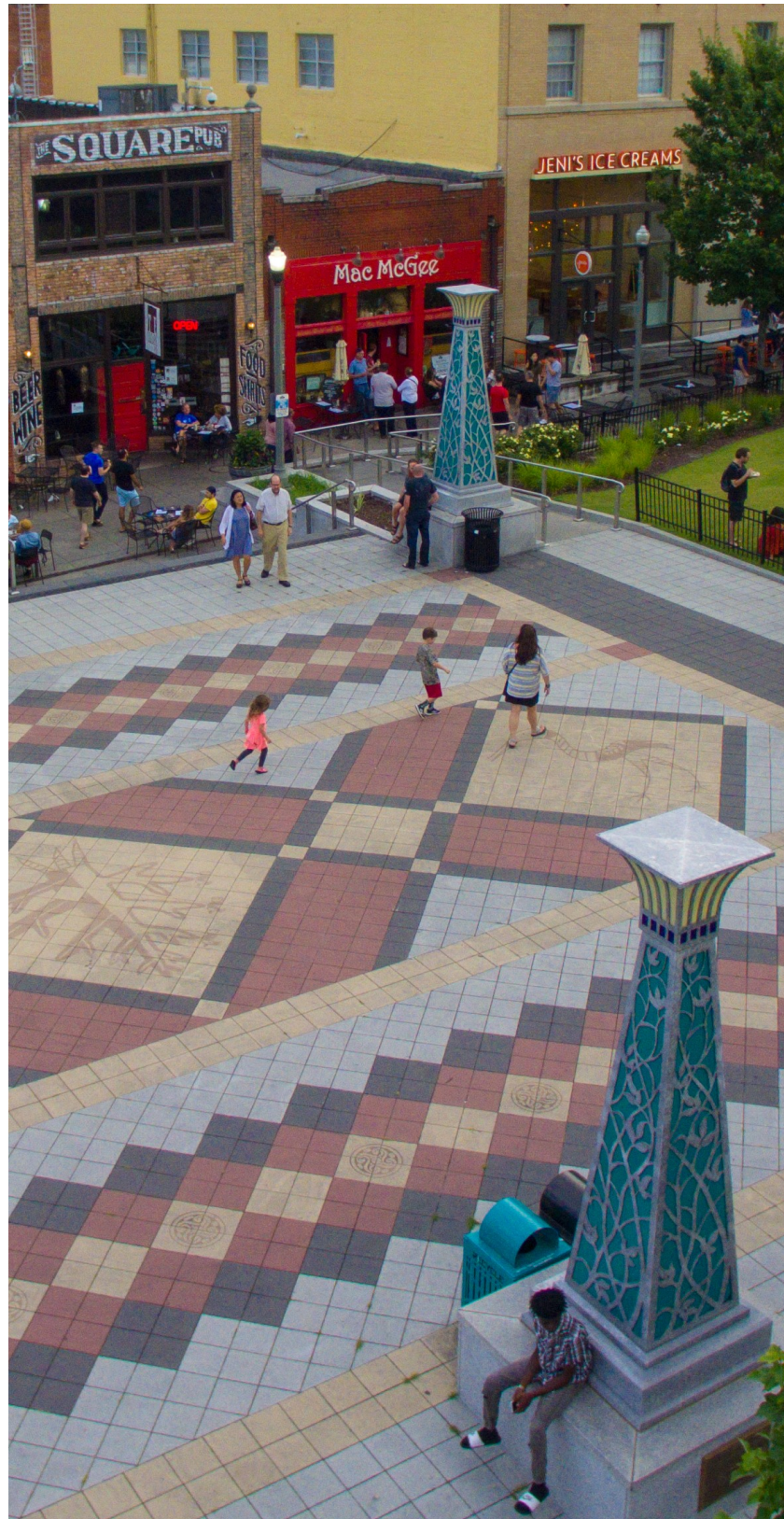
Candidates interested in applying for the position should submit a résumé and cover letter, along with contact information for five work-related professional references by October 8, 2018, to www.govhrjobs.com. Questions regarding this opportunity should be directed to the Executive Recruiter working with the City of Decatur:

Heidi Voorhees, President

GovHRUSA, LLC
630 Dundee Road, Suite 130
Northbrook, Illinois 60062
847-380-3243
Mobile: 847-902-4110
Email: HVoorhees@GovHRUSA.com
Formal Applications should be submitted to:
www.GovHRjobs.com



CITY MANAGER



PROFESSIONAL ANNOUNCEMENT

Decatur, GA (pop. 24,000). Welcoming, historic city with beautiful neighborhoods and an exciting downtown seeks highly progressive, visionary candidates to apply to serve as the next City Manager. A 2018 All-America City, Decatur is dedicated to engaging its citizenry in strategic and comprehensive planning to ensure smart growth and responsiveness to community issues. Located adjacent to Atlanta, Decatur is the county seat for DeKalb County and is known for its excellent school system, political and administrative stability, collaboration with community partners and numerous festivals that are an important part of the fabric of this diverse community.

- The City Manager is appointed by the five elected City Commission members. The current City Manager is retiring after serving in that capacity for 25 years. Decatur has had only two City Managers in the last 45 years. The City Commission is the legislative and policymaking body for the City of Decatur. Operating under the council-manager form of government, five City Commissioners are elected in nonpartisan elections for overlapping four-year terms: two from District 1, two from District 2, and one At-Large. Each January, Commissioners elect two of their fellow members to serve as Mayor and Mayor Pro Tem.
- The City has a \$58 million total budget, which includes a \$26 million general fund budget. Decatur is a full-service city including police, fire, public works, community and economic development, planning and zoning, finance, human resources, active living, children and youth services, civic engagement,

communications and marketing, and special events. The City has 204 full-time employees, and 150 part-time seasonal employees. The City's operations are organized under three Assistant City Managers: the ACM for Administrative Services, the ACM for Community and Economic Development Services and the ACM for Public Works. The City Manager's office also includes a Deputy City Manager for Capital Construction.

- The City works closely with community and institutional partners including the City Schools of Decatur (CSD), Decatur Arts Alliance, the DeKalb History Center, the Decatur Business Association, the Wylde Center, Welcoming America, Leadership DeKalb, Decatur Makers, the Decatur Housing Authority and many, many others, all dedicated to community building and working together to share facilities when possible and to advance the strategic goals of the City. The City is home to Agnes Scott College, a highly regarded private liberal arts college for women with 1100 students and Columbia Seminary, which offers a graduate theology program. Emory University and Georgia State University are nearby. Decatur's downtown district is home to a MARTA station which connects its residents easily to the City of Atlanta and the greater metropolitan area, including Hartsfield Jackson International Airport.

Candidates for the Decatur City Manager position must be experienced local government leaders with a commitment to strategic planning, excellence in customer service, financial stability and a desire for ongoing innovation in local government policymaking. In addition, candidates



must have a management and leadership style that reflects collaboration, team building and a calm, professional demeanor. Continuing the City's focus on professional development for employees throughout the organization is essential. Candidates must possess a bachelor's degree in public administration, business administration or related field. A master's degree in public administration, business administration or other field is highly valued. ICMA Credentialed Manager designation is also desirable. Residency in the City of Decatur is required. Starting salary range is \$170,000 - \$180,000 +/- DOQ. Interested candidates should apply by October 8, 2018, with a resume, cover letter and contact information for 5 professional references to Heidi Voorhees, President, GovHRUSA. Electronic submissions at www.govhrjobs.com.



Decatur Yesterday and Today

The first European settlers began moving into the area that is now DeKalb County in the early 1820s. A majority of the early settlers were farmers or skilled tradespeople of English, Scottish, and Irish ancestry. Migrating from other parts of Georgia, the Carolinas and Virginia, they settled mainly on medium-to-small farms, and the area in what is now DeKalb County was rural and sparsely populated. In 1822, the Georgia General Assembly designated a site for a new courthouse in the newly-established DeKalb County on the site of the current Old Courthouse on the Square. On December 10, 1823, the Georgia General Assembly incorporated the City of Decatur. Decatur was named in honor of Stephen Decatur, a popular early-American naval hero.

Today Decatur combines the best in a vibrant small-city atmosphere with the sophistication and excitement of a college town--along with all the benefits and amenities of living in a major metropolitan area. The City is just minutes east of downtown Atlanta, minutes west of Stone Mountain, and a MARTA rail station is right under the downtown square.

A Well-Planned, Award-Winning City

Well-Planned...

Decatur's success is the result of thoughtful, long-range planning that actively engaged the community. The 1982 Decatur Town Center Plan outlined how the city could attract visitors through festivals and special events. In 1987 the "Decatur Beach Party," debuted on the MARTA plaza in downtown Decatur. Today, the AJC Decatur Book Festival, draws close to 80,000 attendees yearly. In addition to the Book Festival, Decatur has an Arts Festival, a Craft Beer Festival, a Wine Festival, a Barbecue, Blues & Bluegrass Fest and the recently debuted and highly popular Porchfest, a grassroots music festival which takes place in the Oakhurst neighborhood. Bands and musicians perform on porches throughout the neighborhood. In 2017 more than 200 artists performed for thousands of residents and visitors. Residents of Decatur are fond of saying "We have a festival for that!" when describing the depth and breadth of community celebrations.



In 1997, ground was broken for the first downtown residential mixed-use development. Today, downtown Decatur has a number of completed mixed-use developments with several more underway. Community-driven strategic plans were completed in 2000 and in 2010. The 2000 edition led to a community transportation plan, which included the first transportation health impact assessment in the United States. For the last several years the city has been reducing the number of vehicle travel lanes, adding bike lanes and widening sidewalks. Last December commissioners approved an updated community transportation master plan that will

ultimately construct seven separate bike paths and trails totaling nine miles. It's anticipated the work could take at least 10 years. The next comprehensive planning process for 2020-2030 will begin in 2019.

Entertaining...

Careful planning has not stifled spontaneous creativity. For example, Decatur's crosswalks are large colorful painted flowers and the utility boxes along the public right away have been turned into works of art. Speaking of art, public art is all over Decatur with residents loaning extraordinary and unique pieces of art for all to enjoy. The Decatur Arts Alliance works closely with the City to coordinate and sometimes purchase art for the public art exhibits in the downtown and Oakhurst areas. Street musicians can be found entertaining visitors strolling around the City's Plaza in route to one of the downtown's numerous and unique restaurants and shops.



2018 All-America City!

In June 2018, Decatur was one of ten cities across the country named an All-America City by the National Civic League. The honor recognizes civic engagement in addressing critical issues and creating strong connections among residents, businesses, non-profits and government groups. Decatur was recognized specifically for the results of the Better Together Community Action Plan, the Police Department's intentional focus on community engagement and training, and the I Am Decatur photo portraits that represent the diverse backgrounds and experiences of community members.

Better Together is a citizen-led, government-supported effort to build deeper connection, understanding, and mutual respect among the Decatur community.

The process facilitated a substantive community conversation about the myriad differences — in culture, race, age, abilities, politics, economic resources, and more — that make up the City of Decatur. That took shape as a variety of citizen-participation opportunities in the fall of 2015, and culminated in the creation of a tangible 60-point **Community Action Plan** focused on cultivating a more just, welcoming, inclusive, equitable and compassionate experience for all who visit, live or work in the City of Decatur.

The City Organization

The Decatur City organization includes 204 full time and 150 part-time seasonal employees who are encouraged to participate in interdepartmental teams and committees as well as professional development opportunities. Teams have clear authority and focus on technology, wellness, performance management and other topics. The Administrative Professional staff members from all departments meet regularly and have a budget for professional development.

The city's leadership has been dedicated to recruiting a diverse workforce to reflect the community they serve. While an ongoing effort, the City has been successful in developing a diverse team throughout the city organization. The City's organizational culture has been one where most of the interaction with the City's Commissioners is through the City Manager, Deputy City Manager and Assistant City Managers. There is a high degree of positive collaboration between the senior staff and the City Commission and a mutual respect of one another's roles and responsibilities. The organizational culture is also one of openness, equity and approachability. The City Manager and other senior leaders regularly roll up their sleeves and assist in the administration of the City without regard to hierarchy.

The City organization is focused on customer service, both internal and external. Highly responsive, personable customer service is expected. In an effort to professionally develop employees and foster innovation, the City has an employee academy led by employees. The E-5 Academy started as an innovation project through the Alliance for Innovation. The Academy is a nine-month leadership development program where employees meet monthly in part to understand how their work aligns with the larger goals of the municipal government. The group then works on innovative projects that can improve city operations. Members of the group attend the Alliance for Innovation's Transforming Local Government annual conference. Department leaders are encouraged to participate in their professional associations and stay current in their fields so

they can bring innovation and current best practices back to the City.

In 2007, the City issued \$16 million in bonds which were used to improve public facilities and parks over the next ten years. Many of the public buildings are LEED certified and reflect the community's history and artistic creativity. The City regularly partners with the school district and non-profit organizations to share services, buildings and programs.

It will be critical for the next City Manager to maintain stability and high morale of all city government employees during this transition, keeping current plans and initiatives on track, most particularly the 2020-30 strategic plan effort.

Decatur Fast Facts

Year Incorporated – 1820

Population – 24,000

Land Area (sq. miles) – 4.2

Median Age – 35.4

Number of Households (2016) – 7,987

Median Household Income (2016) - \$87,003

Median Home/Condo Price- (2016) - \$458,371

Three MARTA transit stations inside the city limits

6 miles from downtown Atlanta

17 miles from Hartsfield-Jackson Atlanta Int'l Airport



Challenges and Opportunities for the Next City Manager

The next City Manager can expect to work closely with the Mayor, City Commission, community partners and staff members on the following:

- In 2019, the City will embark on its next Comprehensive Strategic Plan for 2020-2030. This is an extensive, year-long process that will include community engagement in a wide variety of ways. In addition to public meetings, previous community planning processes have included surveys, planning charrettes and more than 100 dinners hosted by community ambassadors. Later this year, the City staff will be developing an RFP for a consulting firm to assist in and guide this effort.
- As Decatur has grown and prospered, it has experienced a significant increase in housing prices, raising concerns among residents that the City is lacking “lifecycle housing” and out-pricing many current and future residents. The addition of multi-family housing has raised concerns of overcrowding in the school district. The City is convening a Housing Summit in November 2018 to begin discussing these issues. The City has always tried to look at issues through the “lens of equity” and chart a carefully planned path for its future.
- The next City Manager will need to work with the staff to identify opportunities to keep the budget stable and grow commercial tax opportunities through downtown development, strategic annexation, and smart growth near transit. It will be critical to grow the partnership with the school district to maintain resident satisfaction and identify all opportunities to share greenspace and facilities for active living and school usage. In addition, the City Manager will need to cultivate the City's strategic position relative to regional transportation initiatives and leverage transit in the City of Decatur to attract employment and sustainable business growth.
- The City recently purchased a 77-acre parcel of land from the United Methodist's Children's Home. Twenty-two of those acres are in a permanent conservation easement. The City has hosted a community planning process to develop a master plan for the property which may include affordable housing, non-profit organizations' offices and recreational facilities, among other uses.

- The City has a very talented, dedicated and experienced staff that has thoughtfully worked with the elected officials and the community on the planning and implementation of the plans that have made Decatur such a desirable community in which to live, work and play. Many of these staff members could retire in the next few years, resulting in a significant loss of institutional knowledge and talent.
- It will be important to maintain stability and the high morale of residents, businesses and community partners during the transition to a new City Manager. The next City Manager should take all opportunities to be highly visible and accessible to the community and use the first year to get to know Decatur, build trust with key stakeholders in the community and learn as much as possible about what residents think, feel, and want for their future.

THE CITY MANAGER POSITION

The next City Manager for Decatur must be an experienced local government leader with a commitment to collaboration, consensus building, integrity and transparency. The City Manager must fully embrace the culture of the Decatur community and City organization, honoring the City's commitment to strategic planning and community engagement, innovative public policy that reflects best practices, fiscal stewardship and exceptional customer service. The Commissioners highly value and

respect the City's leadership team and seek a leader who possesses a management and leadership style that encourages collaboration, continuous improvement and professional development. The next City Manager must be comfortable following a long-tenured, highly respected and successful City Manager.

The starting salary range for the position is \$170,000 - \$180,000 +/- DOQ. Residency in the City of Decatur is required within a reasonable time frame.

Education, Skills and Abilities for the City Manager

The successful candidate must have a bachelor's degree from an accredited college or university, with the major field of study in public administration, business administration, finance, planning or related field. A master's degree in public or business administration is highly desirable along with an ICMA Credentialed Manager designation.

Ideal candidates will be experienced local government professionals who are active in their professional association. Service as a City Manager or Deputy/Assistant City Manager in a community similar to Decatur is highly desired. The ability to understand the City's culture and history is very important, along with the ability to carefully guide well planned change in an open and transparent manner.



Candidates must have the ability to develop an effective, collaborative working relationship with the City Commission and possess experience in facilitating the development of strategic plans and then adhering to and implementing those plans. Candidates must be curious about new ideas and best practices in local government and be willing to bring those suggestions forward with a can-do attitude.

Candidates must possess demonstrated leadership and management skills with the ability to establish strong working relationships with staff at all levels of the organization. Candidates must be approachable and accessible to the staff, taking a genuine interest in the municipal services they deliver and in the professional development of the staff at all levels of the municipal organization.

Candidates will ideally have experience working in a diverse community and leading a diverse workforce. Candidates must value and fully embrace equity and inclusion and incorporate these values whenever possible when considering organizational policies and community issues.

Candidates must have experience in succession planning and in attracting talent for key leadership positions. Candidates must be skilled in recognizing internal talent ready for promotion and know when to conduct external searches where necessary.

Candidates must be comfortable collaborating with a highly educated and engaged community that expects outstanding customer service, responsiveness from the City Manager and a calm, professional demeanor.

Candidates must practice proactive, collaborative leadership with the City's community partners and with other units of government, particularly the school district and the County, regularly communicating on current and future issues.

Candidates will also be expected to continue Decatur's leadership in regional, state and national issues that impact local government.

Candidates will ideally have experience in managing and leading with a focus on sustainability and smart growth – understanding current transit and mobility issues, green and open space initiatives and how they can be incorporated into the City's strategic goals.

Candidates should possess experience in economic development and redevelopment with the ability to support business attraction and provide appropriate oversight

of municipal regulatory processes, ensuring an efficient permitting process.

Candidates must embrace technology and understand how to utilize it to further communicate with the community and continue to promote innovation and efficiency in Decatur's local government services. Candidates will ideally be able to organize government staffing and operations in creative ways to meet the challenges of a growing population with higher density, more traffic, and more students in the schools.

Candidates should have strong strategic planning skills with the ability to organize, plan and implement multi-faceted projects that include numerous municipal partners as well as state and regional organizations.

Candidates must have strong written and oral communication skills and should have the ability to tailor communications and presentations to connect and effectively communicate with a variety of audiences.

Characteristics and Traits for the City Manager

Candidates should have a reputation for personal and professional integrity and trustworthiness, and for leading an organization by example and conducting all personal and professional interactions honestly, fairly and ethically.

Candidates should have a calm, professional demeanor with the ability to exhibit grace under pressure and an unflappable style in dealing with conflict. Candidates must be skilled in balancing competing interests with an intelligent, active and often persistent citizenry.

Candidates should be politically savvy, but not political, and must have the maturity, self-confidence and strength of professional convictions to provide administrative insights and counsel to the City Commission and staff. They must be able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional and impartial manner.

Candidates must be able to create an environment dedicated to teamwork and empowerment by seeking input from key staff and then setting the course for the leadership team to follow, with clear expectations, and allowing senior staff to manage and produce results.

Candidates must be comfortable with and seek out community interaction and engagement, participating in community events and being accessible to the residents and businesses in Decatur.

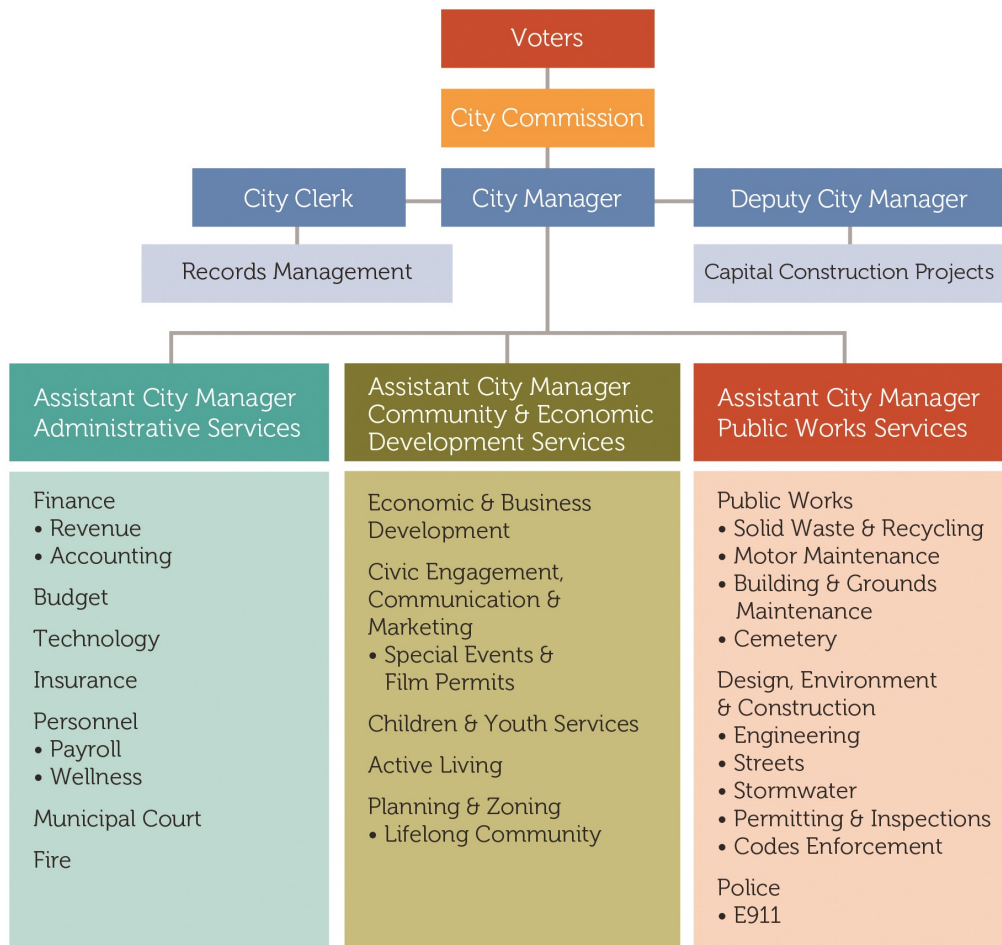
Candidates must have a vision of where the City can go, consistently moving the City forward. A willingness and desire to listen to new ideas and be innovative and creative when addressing those ideas is essential.

Candidates must display a strong work ethic and an optimistic “can-do” attitude when addressing the complex issues facing municipal governments across the country and in Georgia.

Candidates must have well-developed customer service and leadership skills, reinforcing responsiveness throughout the organization.



City Organization





Executive Recruitment for

BLOOMINGTON, ILLINOIS

GovHR USA is pleased to announce the recruitment and selection process for the City Manager of Bloomington, Illinois. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply online by April 23, 2018 with cover letter, resume, salary history, and contact information for five professional references at www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3238.

Joellen C. Earl, CEO

GovHRUSA, LLC
630 Dundee Road, Suite 130
Northbrook, Illinois 60062
847-380-3238

Formal Applications should
be submitted to:

www.govhrusa.com/current-positions/recruitment



CITY MANAGER



PROFESSIONAL ANNOUNCEMENT

City of Bloomington, Illinois, City Manager

Bloomington, IL (population 76,710) A vibrant community seeks an experienced professional to be in a key leadership position in its organization of 650 FTEs with a \$200 million annual budget. Bloomington is located in the heart of Central Illinois, approximately 125 miles southwest of Chicago, 155 miles northeast of St. Louis, and 64 miles northeast of Springfield. Bloomington is the County Seat of McLean County. The City is a home-rule municipality. The City Manager is appointed by and reports to the City Council. The City seeks candidates with a record of accomplishment in a full-service community. A Bachelor's Degree in public administration, business administration, or related field is required plus five years' experience as a City Manager or Assistant City manager. Master's degree in Public Administration or Business Administration, or related field is desired. Strong general management, economic development, fiscal and personnel management, leadership skills and a partnership-oriented, consensus building attitude is critical. Outstanding organizational skills, interpersonal communication skills and excellent writing skills are required. Residency is strongly preferred. The current salary range is \$125,773 to \$188,660 DOQ; however, the City Council will consider a salary of up to \$225,000 depending upon the qualifications and experience of the successful candidate. Candidates should apply online by April 23, 2018 with cover letter, resume, salary history, and contact information for five professional references at www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3238.

COMMUNITY BACKGROUND

The City of Bloomington, incorporated in 1856, is a home rule unit of government under the 1970 Illinois Constitution. The City of Bloomington is located in the heart of Central Illinois, approximately 125 miles southwest of Chicago, 155 miles northeast of St. Louis, and 64 miles northeast of Springfield, the State Capital. Bloomington is the County Seat of McLean County, the largest county in Illinois (approximately 762,240 acres). Bloomington (pop. 76,610) is a twin City with the Town of Normal (pop. 52,497). Interstates 39, 55 and 74 converge on Bloomington-Normal, as well as US Route 51 and State Route 9. The twin cities are also serviced by two major railroad lines and Amtrak, as well as air transportation at the Central Illinois Regional Airport, one of the fastest-growing airports in the country, which services commuter, corporate, and private aircraft.

History

Prior to the 1820s, the area of today's Bloomington was at the edge of a large grove enjoyed by the Kickapoo people before the first Euro-American settlers arrived in the early 1820s. Springing from the settlement of Keg Grove, later called Blooming Grove, Bloomington was named as county seat on December 25, 1830, when McLean County was created. When the County of McLean was incorporated, a county seat was established; however, the legislation stated the site of Bloomington would be located later. James Allin, who was one of the promoters of the new county, offered to donate 60 acres of his own land for the new town. His offer was accepted, and Bloomington was laid out. Its lots were sold at a big party on the 4th of July 1831. At this time there were few roads, but rich soils



brought new farmers who began commerce by conducting their business in the newly formed county. People came from all over to trade and do business at the town's center, known today as Downtown Bloomington, including Abraham Lincoln who was working as a lawyer in nearby Springfield. In 1856, the City of Bloomington incorporated.

Economic Environment

Bloomington was ranked #1 in the State of Illinois and #28 nationally on [Forbes](#) list of "The Best Small Places for Business and Careers." The economic strength of the Bloomington-Normal metropolitan area is well diversified with no single dominating industry, although there are many substantial medium-sized businesses and institutions. Diverse and stable employment sources include State Farm, Illinois State University, Illinois Wesleyan University, Country Insurance & Financial Services, BroMenn Medical Center, and OSF Saint Joseph Medical Center. Multiple mid-size and small companies have insulated the Bloomington-Normal economy from severe economic swings that other communities have experienced, and this has allowed the community to maintain steady, balanced growth. Bloomington is located in one of the most productive agricultural areas in the nation, but the economy is diverse and well-balanced. In addition to the major manufacturers and industries, there are two universities, two hospitals, a convention center, one indoor mall, one outdoor mall, and many banks and Savings & Loan Associations located in Bloomington-Normal. The City of Bloomington is one of the fastest-growing metropolitan areas in Illinois. New construction continues to enhance residential, industrial and commercial growth.

Education

The following higher education facilities are located in Bloomington or in close proximity: **Heartland Community College** was established in 1990 and classes were first offered in the fall of 1991. Since then, enrollment has grown to over 5,000 credit students and 12,000 non-credit students. HCC offers associate and transfer degrees and certifications in 50 different areas. **Illinois State University** was founded in 1857; ISU was the first public university in Illinois. With a 2017-2018 enrollment of 20,784, ISU has six colleges and offers a range of programs at the bachelor, master, and doctoral levels. **Illinois Wesleyan University** is a private university founded in 1850. IWU has a student enrollment of 1,771 undergraduates. Recognized as one of the nation's premier private residential liberal arts universities, IWU offers 80+ major, minors and programs. **Lincoln College** -

Normal is a private residential college, offering academic and vocational programs to 1,100 students. Accredited by the North Central Association, Lincoln offers associate degrees as well as bachelor's degrees in business management and liberal arts with a student/faculty ratio of 15:1.



Parks and Entertainment in McLean County

There are 44 parks in Bloomington, 19 in Normal and over 2,500 acres of regional parks in McLean County. In addition to parks, Bloomington-Normal boasts numerous entertainment venues including Grossinger Motors Arena, Bone/Braden Auditorium at ISU, Redbird Arena, the Bloomington Center for the Performing Arts, and more. For a complete listing of venues, events and shopping information, please visit the Bloomington-Normal Area Convention and Visitor's Bureau website: www.visitbn.org.

BLOOMINGTON CITY GOVERNMENT

The City of Bloomington operates under the Council-Manager form of government. The City is governed by a City Council elected on a non-partisan basis composed of nine Council members and a Mayor. The City Council is responsible to enact ordinances, resolutions, and regulations which govern the City, adopt the annual budget, as well as appoint members of various statutory and ordinance boards. The City Manager is responsible to carry out the policies and ordinances established by City Council, oversee the day-to-day operations of the City, and appoint the department heads of the City's departments. The Council is elected to four-year

staggered terms, while the Mayor is elected to a four-year term. The Mayor is elected at large, the Council members by ward.

As a Home-Rule municipality, Illinois State Statutes allow Bloomington to have no legal debt limit, nor is the City required to seek referendum approval for the issuance of general obligation debt. Similarly, as a Home-Rule municipality, Bloomington is not subject to property tax caps imposed by the Illinois State Legislature.

City departments include Administration, Legal, Finance, Human Resources, Information Services, Police, Community Development, Fire, Public Works, Water, City Clerk, Finance, and Parks and Recreation. The current overall City budget is \$200 million and there are 650 FTEs.

There are eleven employee collective bargaining units in the City. Bargaining units include Fraternal Order of Police, International Association of Firefighters Local 49, AFSCME Local 699, Machinists, Laborers Local 362, which includes support staff, parking, inspectors, and library employees. Eighty-five percent of employees are in a bargaining unit.



ROLE OF THE CITY MANAGER

The City Manager is appointed by and serves under the direction of the City Council. The budget goals and policies are set by the Mayor and City Council. The City Manager is responsible for organizing and supervising City operations to attain required objectives and is held accountable for results. The City Manager supervises

directly or indirectly through Department Heads, all City employees and functions as the appointing authority in matters related to the selection, development and disciplining of City staff.

Though not inclusive, the essential responsibilities and principal duties for the position by direct action or through delegation to others include:

- Initiate and participate in studies to establish or revise City services and facilities to best meet the needs of the community and to improve the efficiency of City operations.
- Supervise the development of budget forecasts. Compile the annual budget requests for consideration by the Mayor and City Council. Develop proposals for funding through City funds and supplement grants and aid from other sources. Assist the Mayor and City Council in its budget deliberations and coordinate the publishing of the budget as approved by the Mayor and City Council.
- Advise and assist the Mayor and City Council in deliberations. Compile agendas and related background materials. Schedule hearings and meetings with individuals. Research information and data. Recommend policy and courses of action as requested.
- Participate in the organization and staffing of City departments. Initiate or evaluate proposals to reorganize staff and revise operational systems to reduce costs or improve services. Develop leadership skills in Department Directors, via education opportunities and assignments of responsibility.
- Supervise and participate in the selection, training and evaluation of staff. Supervise the administration of employee compensation and benefit programs.
- Coordinate City operations with those of other governmental agencies in the area. Participate in the negotiation and administration of mutual assistance agreements and contracts for the delivery of municipal services.
- Supervise and participate in the investigation and resolution of complaints regarding City services.

Issues, Challenges, and Opportunities

The following is a list of statements which embody some of the issues, challenges, and opportunities that City Officials think are important for the new City Manager to assist in addressing. They are not listed in order of priority or importance but are set forth to give candidates a sense of the type and scope of issues the City will be addressing.



- Bloomington has experienced significant growth over the past decades. However, the business landscape is changing. Thus, it will be important to maintain, enhance and promote ongoing and new economic development initiatives and programs for the City, both in the downtown area and in some outlying areas, especially in light of some significant employee reductions that are being planned by one of the City's largest employers. Focus on downtown revitalization and retail redevelopment of Eastland Mall, as well as other sites throughout the City, including the historic districts, will be necessary.
- The ideas and interests of the City Council are not always in harmony. Under the Council-Manager form of government, the City Manager must be able to provide guidance and support to the City Council as they weigh and deliberate policy matters. Further, the City Manager must be willing to serve as the barrier between the City staff and elected officials, which at times is necessary, to complete the work of the City. If needed, the City Manager may need to employ a direct style with the City Council, or with individual members, to ensure the decisions made and direction given reflect the wishes of the entire body.
- The City Council would like to have more streamlined meetings and better agenda management, so it will be important for the City Manager to work with the City Council to develop better and more efficient procedures for meetings.
- It is important to improve the working relationships with regional governmental partners, particularly the Town of Normal, state agencies, and local businesses to improve the City's reputation as a partner. The City Manager is a board member of the Bloomington-Normal Economic Development Council (BNEDC), the county-wide economic development organization.
- The contract with the management company at the City's arena will need to be renegotiated by the new City Manager. The venue construction and its management have been criticized in the past, so the outcome of the negotiations will be of significance for the City.
- The City is experiencing budget constraints and would like to reduce costs related to personnel. An analysis of the City organization to determine if it is possible to consolidate leadership and personnel to reduce the costs associated with salaries and benefits will need to be conducted. In addition, exploring areas of service or facility sharing/consolidation with neighboring units of government to share costs while maintaining or enhancing services may be beneficial to the community.
- The City Council is willing to make tough choices if they are provided with good information to make decisions. The next City Manager will work with staff to provide comprehensive information to the City Council including background information, pros and cons as they relate to different policy alternatives, and recommendations relative to the best courses of action for the City Council to consider.
- The City staff is competent and hardworking and willing to do what it takes to complete their work with the tools they have at their disposal. The City Manager will need to support the staff, promote educational opportunities and organizational efficiency while at the same time helping to find a work/life balance that is desired by the City staff.
- The City has a need to update technology to become more efficient and to enhance communications. A robust understanding of how technology can enhance municipal operations will be beneficial and the need to

find and allocate more resources to technology will be important to achieve the City's goals in this area.

- Infrastructure needs in the City are in need of attention and funding. A plan to fund improvements for facilities and other infrastructure is needed. The current need is \$400+ million with no funding mechanism.
- The City Manager must work with operating departments to ensure responsiveness to citizen concerns. It is important that the City Manager is visible and accessible to Department Heads and employees to address matters that arise in a timely and efficient manner.
- It is expected that the City Manager will participate in local activities and find ways to become an integral part of the community of Bloomington, work with the downtown and other community stakeholders on matters of importance affecting residents, visitors and students.
- The media in Bloomington are robust and involved. The City Manager must possess excellent skills at working with the media to help ensure the communications with the public are on point, comprehensive and balanced.
- The City of Bloomington is proud of its efforts to conduct its operations in an open and welcoming environment. The City Manager will ensure the continued transparency of governmental operations and decision making by working with the public and elected officials on providing open communications.



CANDIDATE QUALIFICATION CRITERIA

The following factors of education, experience, management style, and personal traits have been identified as "ideal" attributes for the City Manager to possess in order to function effectively in this position. The current salary range is \$125,773 to \$188,660 DOQ; however, the City Council will consider a salary of up to \$225,000 depending upon the qualifications and experience of the successful candidate.

Education and Experience

A Bachelor's Degree in public administration, business administration, or related field is required plus five years' experience as a City Manager or Assistant City manager. A Master's degree in Public Administration or Business Administration, or related field is desired.

Have a thorough understanding and the experience managing municipal operations in a full-service community. Posses the ability to lead a multi-faceted organization, with many stakeholders, and the leadership skills to set the strategic direction for City personnel and operations to support the policy directives of the City Council.

Considerable experience with economic development programming including major employer attraction, real estate development/reuse, brownfield redevelopment, and retail retention/attraction efforts. The position is tasked with final review and direction for incentive/development agreements; thus, hands-on economic development experience is highly desired.

Possess strong leadership skills to deal with a multitude of situations and personalities. Have the ability to vary style based on the situation but also be seen as a collaborator and consensus builder for the City.

Have the experience and willingness to provide the initiative and administrative leadership in assisting elected and appointed officials collectively to identify, analyze, and thoroughly deliberate and address public policy questions in a timely manner.

Be adept with technology and understand its applications in a municipal setting, across departments, and the importance of using the technological tools to gain efficiency in operations.

Have the experience to evaluate the City's organizational structure, staffing and operations, to find further efficiencies while at the same time maintaining a highly competent, responsive and productive workforce. Have a commitment to learning and staff development and the ability to continue to provide opportunities for learning while being mindful of fiscal restraints.

Have the demonstrated track record of creating a diverse workforce, one that closely represents the residents it serves.

Have strong fiscal management experience involving budgeting, financial forecasting, revenue enhancement, and capital improvement programming within a traditional, conservative fiscal environment—all toward ensuring continual provision of a high level of governmental services in a cost-effective manner.

Have knowledge of organizational and personnel management and experience working in a unionized environment, including collective bargaining, with a record of dealing firmly, fairly, and respectfully in labor/management activities; and possess ability to make tough personnel decisions. Understand the importance of succession planning to ensure the continuity of operations in the future and be able to work with staff to develop a comprehensive and meaningful plan.

Have the ability and experience to personally prepare and maintain records, written reports, correspondence and similar communications, and possess effective verbal communication and public speaking skills.

Have experience in intergovernmental relations and the ability to develop strong working relationships and personally interact with other jurisdictions and agencies in a constructive, cooperative, and mutually supportive manner, while representing the City's interests tactfully and firmly.



Management Style/ Personal Traits

Encourage and facilitate a working environment in which management, staff, and employees, as well as Council Members, are working together openly and harmoniously as a "team."

Share information equally among elected officials, submitting reports and information in a timely manner, presented in a concise format, including presentation of an array of alternatives as well as a specific recommended course of action when proposing matters for Council policy consideration and action.

Be able to make tough decisions and follow through on their implementation. Be able to say "no" when necessary, while keeping the City's interests in the forefront of decision making.

Have a clear vision of what needs to be achieved and the ability to clearly communicate this vision so that everyone in the organization understands what is needed in their roles.

Be articulate and an effective communicator, both orally and in writing, as well as one who possesses good listening skills; be approachable and available to elected officials, staff, residents, and other stakeholders.

Provide prompt, thorough, and fully responsive implementation and follow through on Council policy decisions, action, and direction. Be responsive to staff requests for information and/or direction so work can continue to flow in timely and efficient manner.

Possess a straightforward, personable, professional and businesslike style in dealing with others, representing the City in an honest and positive manner.

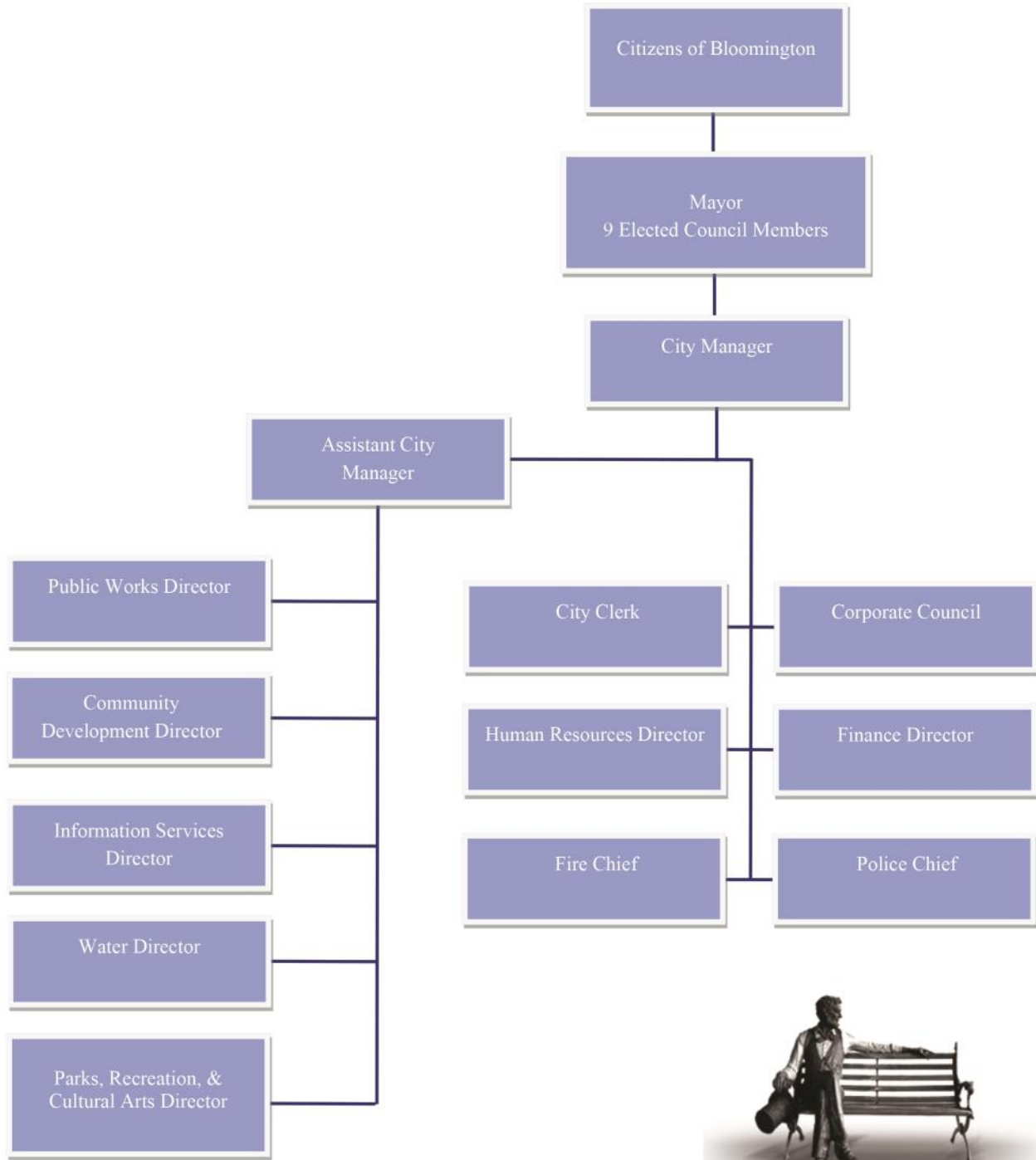
Feel comfortable in delegating authority and responsibility to appointed staff, while remaining accountable for implementation and appropriate follow up. Trust and empower staff to complete work in a timely and thorough manner.

Provide the initiative, vision, and leadership in assisting elected officials and residents to identify, analyze, and thoroughly deliberate and address public policy questions which are critical toward meeting both current and longer-range needs of the City; assist in maintaining a balance of viewpoints between demands of special interest groups and desires of residents.

Bloomington, Illinois

Be willing to devote time, energy, and support to meetings and activities occurring beyond normal office hours. Be willing to encourage and utilize outside resources and expertise available throughout the community.

Be willing to commit reasonable tenure to serving as City Manager and have the desire to become a resident of the City of Bloomington.





MEET THE CANDIDATES

CITY MANAGER

Employee Feedback is due by 11:00 a.m. on Wednesday, June 6, 2018.

Please access the survey to provide feedback by either copying the link into your browser or use the QR code provided.

<https://www.surveymonkey.com/r/Bloomington-CM>



Recruitment Services Provided by



630 Dundee Road, Suite 130
Northbrook, Illinois 60062
847-380-3240



JIM CULOTTA



Jim Culotta is the City Administrator for Washington, Illinois. As Administrator in Washington and throughout his career, Jim has fostered good government, which is exemplified by integrity, strategic collaboration, and continuous improvement.

Prior to his current position in Washington, Jim was the Town Administrator for Cedarburg, Wisconsin, Assistant to the Village Manager in Barrington, Illinois, and Director of Administration & Interim Town Manager for Fishers, Indiana. During his tenure, these communities received several recognitions and awards, including Money Magazine's #8 Best Place to Live, Wisconsin Good Government Award, WCMA Outstanding Program Award, two bond rating upgrades, and the Wisconsin Public Policy Forum's Effective Use of Technology or Data Award.

Jim is a member of the ICMA and is a Credentialed Manager, which is a designation given to professional local government managers that are qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development.

Jim earned a Master of Public Administration from George Washington University and a bachelor's degree in Political Science and History from St. Norbert College. He also completed the Public Performance Measurement Certificate from Rutgers University and the ICMA Gettysburg Leadership Institute.

Jim believes it's important to give back to the community. He is an active member of his church and his volunteer work has included the Lions Club, Rotary International, Junior Achievement, and coaching youth sports.

TIM GLEASON



Tim Gleason is City Manager for the City of Decatur (IL) a community with approximately 75,000 residents. As City Manager, Mr. Gleason is responsible for the delivery of public services from a city government with an all funds budget exceeding \$170 million annually, made up of ten

different departments.

Tim served in the U.S. Army. Upon being honorably discharged he returned home to central Illinois and began a career in law enforcement. Tim is a graduate of the University of Illinois at Springfield for both his Bachelors and Masters degrees. After a 20+ year career in law enforcement, he served three years with the State of Illinois as CEO of IL Correctional Industries and as a Deputy Director at the IL Department of Commerce and Economic Opportunity. Tim served as the City Manager for Washington, IL for two and a half years. His tenure in Washington covered the EF4 tornado that destroyed a large portion of the community on November 17, 2013 causing \$150+ million in damage. After the rebuilding of Washington, Tim became City Manager in Decatur where he is in his fourth year. In addition to his full-time position he serves as an Adjunct Professor for Criminal Justice at his alma mater, is

a Credentialed Manager through the International City/County Management Association, is the Vice Chairman for the IL Law Enforcement Training and Standard Board and recently completed the Center for Homeland Defense and Security's "Executive Leaders Program" at the Naval Postgraduate School in Monterey, CA.

STEVE RASMUSSEN



Stephen Rasmussen was born in Cheyenne, Wyoming, and graduated from Cheyenne Central High School. He then attended and graduated from the US Air Force Academy and was immediately commissioned a Second Lieutenant of Infantry in the US Army. He spent over 28 years on active

duty commanding a company, battalion, brigade, and, ultimately, the third largest Army post in the country. He served two combat tours and was awarded the Combat Infantry Badge. He received Masters Degrees in both English and International Affairs and taught at the Military Academy at West Point and is a graduate of both the Army War College and the Air War College.

Following retirement from active duty as a full colonel and a base commander, he pursued a career in city management serving first as the Assistant to the City Manager in Maryland Heights, Missouri, and then as the City Administrator in Ottumwa, Iowa. As City Administrator there, he oversaw the development and construction of a regional conference center, the continued development of a regional airport, and the

continued restoration of the historic downtown.

Following service in Ottumwa, Iowa, he was chosen to be the City Administrator of Jefferson City, Missouri's State capital and the center of political activity in the state. There he worked to develop a capitol region hotel and conference center and the continued development of that city's historic downtown as well. Following service in Jefferson City, he served as Executive Vice President of a small search firm specializing in getting interim managers and administrators for small cities in the central US and then served as the Interim City Administrator for the City of Fairview Heights, Illinois.

In 2014, he was chosen to be the Assistant City Manager for Bloomington, Illinois. In that position he acted as City Manager in the City Manager's absence as well as supervising the four operational departments: Public Works, Parks and Recreation, Community Development, and the Water Department, as well as overseeing Facilities Management. In November, 2017, he became the Interim City Manager, the position he still holds, serving in that role as well as continuing in his role as Assistant City Manager. In this capacity, he oversees the day-to-day operation of the City's twelve departments, supervises the development of the annual budget, prepares agendas for Council consideration, and coordinates with other governmental agencies in the area.



CITY MANAGER SELECTION PROCESS

Candidate Interview Guide

Suggested Questions

Oral Presentation: Please give a 5 minute presentation on a project you are particularly proud of and your role in its success.

1. We have your background materials in front of us, but would you begin by *briefly* reviewing your professional career path and career goals? Why are you interested in serving as our next City Manager?
2. You have reviewed background materials on the City. What are your candid reactions and observations? How does “our City” compare to the community you currently or most recently served?
3. What do you consider as essential relationships which must exist between the Manager, Mayor and Trustees?
4. How do you work effectively with a Board that is divided or has a strong minority opinion on an issue? Please describe a situation you’ve handled with a Board that has faced a contentious issue and had strong, diverging opinions.
5. What process or procedures do you follow to effectively communicate with the Mayor and Board Members? How would you keep us informed and avoid "surprises"?

6. Describe a situation when you've disagreed with your governing board and how you approached that difference of opinion.

7. How would you describe your management and leadership style in relationship to City Staff? If you were our next City Manager, how would you do to get to know the senior management team? How would you get to know our employees?

8. What process do you utilize to recruit and select department heads? Please provide specific examples of how you have decided when to promote internally and when to go outside of the organization.

9. How do you hold direct reports accountable for projects and/or issues you've delegated to them?

10. How did you handle a situation in which an employee did not perform up to your expectations?

11. Please describe your approach to customer service and how you instill your philosophy into a large organization?

12. What experience have you had with collective bargaining? Please describe a success story and a situation that did not work out as you had hoped.

13. Fiscal management expertise is very important to us. What are your skills in this area and what techniques have you followed to manage municipal funds effectively?
- a. What is your impression of the cities fiscal health?
 - b. Have you obtained any stimulus dollars for the community you currently serve? What process did you utilize to put your request together?
 - c. What is your role in the development of the budget?
 - d. What cost saving measures have you recommended for your current community? What specific areas would you look at in this community?
14. Business and economic development are high priority issues for the City. What is your experience in business and economic development? Please give us an example of the most complicated redevelopment project you've handled. What were the outcomes? What did you learn and what would you do differently?
15. If you were selected as our next City Manager, what do you predict your tenure would be?
16. You currently live in _____. Would you relocate to? We realize that we did not require residency.(this question will vary with candidates – some would definitely have to move --)

17. Are there any events in your professional or personal life that may reflect negatively upon your performance or which would be awkward or embarrassing to us if reported upon by our local/regional news media?

18. What questions do you have of us? What matters need further discussion? *Please be candid.*

Based on your knowledge of the City and our discussion today, are you still interested in being considered for the City Manager position?



PORTSMOUTH, NEW HAMPSHIRE
EXECUTIVE RECRUITMENT SERVICES – CITY MANAGER
COST PROPOSAL
May 15, 2019

Summary of Costs	Price
Recruitment Fee: We do not typically separate our Fee by the Phases defined in RFP. The quoted fees and expenses would break out approximately to: Candidate Profile, Recruitment Plan and Timeline 15%; Active Recruitment, 50%; and Candidate Identification and Selection, 35%.	\$14,000
Recruitment Expenses: (not to exceed) Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc.	4,000
Advertising: *Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	2,500*
Total:	\$20,500**

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

The above cost proposal is predicated on four consultant visits to the City; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client’s needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required); the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the City will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

- 1st Payment:** 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).
- 2nd Payment:** 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).



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

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)