



SEPTEMBER 2022

# Recruitment Services Proposal

FOR THE CITY OF GUNNISON

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PRESENTED BY

**Greg M. Prothman**

President, GMP Consultants

**GMP CONSULTANTS**

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September 14, 2022

Mr. Diego Plata  
Mayor  
City of Gunnison  
201 W. Virginia Ave  
Gunnison, CO 81230

Dear Mayor Plata,

Thank you for the opportunity to provide a proposal to assist the City of Gunnison with the recruitment of a new City Manager. We have had the opportunity to assist the City of Gunnison with the recruitment of the City's Public Works and Community Development directors and it would be a privilege to assist the City with the selection of its next city manager.

Our consultants have collectively worked on over 400 executive searches and have a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe our proven process provides a best practices approach to attracting high quality candidates and ensuring a good fit for your organization.

We are well positioned to assist the City with this important recruitment as we are currently conducting city manager searches for the cities of Sammamish (WA), Pasco (WA), Astoria (OR), and Livingston (MT) as well as just recently completed searches for Gunnison County Assistant County Manager, Island County (WA) County Administrator and Newcastle (WA) City Manager. Gunnison will benefit from our knowledge of potential applicants resulting from these recruitments!

If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206)714-9499 or [greg@gmphr.com](mailto:greg@gmphr.com). I look forward to hearing from you and hope to have the opportunity to work together soon.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Greg Prothman', written over a light blue horizontal line.

Greg M. Prothman  
President,  
GMP Consultants LLC



## TABLE OF CONTENTS

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ABOUT GMP CONSULTANTS ..... 2

PROJECT TEAM MEMBERS ..... 3

WORKPLAN & APPROACH ..... 5

PROFESSIONAL REFERENCES ..... 7

PROFESSIONAL FEE ..... 7

GUARANTEE & WARRANTY ..... 7

LOCAL GOVERNMENT CAO SEARCHES BY GMP CONSULTANTS ..... 8

WORK SAMPLES: POSITION PROFILE AND INVITATION TO APPLY LETTER ..... 9

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## ABOUT GMP CONSULTANTS

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GMP Consultants is a public sector executive search firm with a collective 200 years of local government leadership experience with both regional and national relationships. GMP Consultants offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience. We have served in a wide range of executive positions, from city and county management to public works, management information systems, and finance.

### Our Qualifications

Founded and led by Greg M. Prothman, formerly the CEO of Prothman, GMP consultants have worked on over 400 executives searches and over 80 public sector consulting projects. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations.

### Our Philosophy

Our business philosophy centers on the understanding that this is a “people” related industry. We have a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe that attention to others’ needs is the key to effective customer service.



## Why Choose GMP?

What you get with GMP Consultants is personal service. You appreciate it when phone calls are returned, projects stay on schedule and your challenges are given thorough and creative thinking. While other companies may assign your business to lesser experienced staff, we offer exceptional service from senior-level consultants.

- **Service & Relationship** - Our consultants bring a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- **Customized Solutions** - We take the time to become familiar with your organization to ensure that we offer the best solution and not just a single service.
- **People First** - We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- **Team Approach** - Our entire consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking.

## PROJECT TEAM MEMBERS

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### **Greg M. Prothman – President**

Greg offers a unique combination of 20+ years of experience in various functions of government and 25 years of experience in public sector recruitment. Prior to forming GMP Consulting, Greg founded and was the driving force at Prothman Company as its CEO. Prior he was a partner at Waldron & Company. Early in his career Greg served as a police officer for the University of Washington and the City of Renton. He left police work after completing his Master's degree in Public Administration and accepted an administrative position for the City of Des Moines, WA. He was quickly promoted to Assistant City Manager and then City Manager. A Seattle native, Greg completed his BA at Western Washington University and his Master of Public Administration (MPA) degree from the University of Washington. Additionally, he completed the Senior Executives in State and Local Government program at Harvard University. Greg is a volunteer member of Seattle Mountain Rescue and a member of Crystal Mountain Ski Patrol.

### **Bob Larson – Senior Consultant**

Bob is an experienced municipal manager who has served in senior management positions and local government since 1986. He is recently retired from City of Gig Harbor where he served as City Administrator. Previously he served for 16 years with the City of Snoqualmie as City Administrator. He also has city management experience in Minnesota where he provided management expertise with two communities. Bob is a former Washington City Manager Association President as well as serving on the Board of Directors for NORCOM. He is known and well respected within municipal government for his leadership and management qualities. Bob has a strong background in municipal finance, capital programs development, creating community partnerships, economic development, customer service improvements and organizational development. Bob has a Bachelor of Science Degree in Urban & Regional Planning and a Masters in Urban & Regional Planning. Bob is an avid skier and hiker.



**Sarah Marsh – Content Designer**

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of American History and is the author of two books honored by the National Council for the Social Studies.

**Kate Hansen – Recruitment Coordinator**

Kate is a certified Project Management Professional (PMP) with a background in business, nonprofit, and fire administration. She has served as a Public Records Officer as well as a political campaign manager, and brings a distinguishing blend of attention to detail, creativity, and critical thinking. Kate holds a B.A. in Theatre from Chapman University with an emphasis on stage management.

**ADDITIONAL GMP TEAM MEMBERS**

**Andrew Neiditz – Senior Consultant**

Andrew is a tenured public administration professional bringing over 40 years of public sector leadership and management experience. Prior to retirement Andrew was the first executive director for the newly created South Sound 911 where he managed the consolidation of dispatch services for 19 police and 22 fire departments. Prior, he served as city manager for the City of Lakewood, WA for eight years and City Administrator for the City of Sumner, WA for six years. Andrew also has extensive leadership experience at county level having served as Deputy County Executive for Pierce County, WA for eight years. Andrew is a recognized leader in his professional associations having served as International City Manager Association’s regional Vice President and Washington City Manager Association President. Andrew has a Bachelor of Arts in Social Work from Stockton State College and a Master of Public Administration from the University of Oregon. In addition to being an ICMA credentialed manager he has also attended the Senior Executive Program, State and Local Government at Harvard University.

**Matt Fulton – Senior Consultant**

Matt brings over 30 years of local government leadership experience serving as a city manager in both small (7,000 pop.) and large organizations (65,000 pop.) in Minnesota and Wisconsin. He has worked in suburban and free-standing full-service environments as well as in fully developed and fast-growing communities. During his career, Matt has had the opportunity to provide leadership at the local, state, and national levels, including serving as Midwest Vice President on the ICMA Executive Board of Directors, a member on the Minnesota League of Cities Board of Directors, and as President of the Minnesota City/County Management Association. Over the past four years, he has served as Polco’s VP for National Engagement, helping local governments build stronger engagement approaches and assessing performance from the perspective of residents and community stakeholders. His continual engagement with community leaders across the country has helped him strengthen his already strong national network of talented local government professionals and organizational connections. Matt has a Masters degree in Public Administration from the University of WI and an undergraduate degree in urban planning from the University of Minnesota-Duluth.

**Ted Barkley – Senior Consultant**

Ted is a recently "retired" 35 years of city management experience. He served 8 years as City Manager for Belgrade, Montana. 14 years as City Manager for Ellensburg, Washington, 8 years as City Manager in Montrose, Colorado, and 5 years as Assistant City Manager in Garden City, Kansas. Prior to administrative leadership positions, Ted was a police officer worked in private business. Ted most recently has served on the Board of Directors of the Montana League of Cities and Towns, as Board Chair of the Montana Municipal Interlocal Agency. and is currently on the Board of Directors for the Northern Rocky Mountain Economic Development District. Ted has a strong background in managing emergency services, including Police, Fire



and EMS. He has managed a broad variety of municipal utilities, including water, wastewater, stormwater, electric and gas. His experience also includes citizen engagement, collaborative partnerships, risk management. He has had the good fortune of selecting, working with, and leading excellent staff. Ted has a Master of Public Administration from the University of Kansas, and Bachelor of Liberal Arts from Colorado College. He enjoys hiking, riding his bicycle, exploring backroads and byways, and spending time with his family.

## WORKPLAN & APPROACH

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### INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

#### Review and Finalize Search Process and Schedule

We meet with the City via Zoom to review project needs, process, schedule, and identify the scope of the recruiting market. Our goal is to thoroughly understand your organization, current challenges, timeline, and preferred qualifications for this recruitment.

#### Develop, Review, and Approve a Detailed Recruitment Profile & Invitation

We create a custom recruitment profile highlighting the strengths of your job opportunity as well as your unique needs. Examples of prior recruitment profiles are included in this proposal and typically feature:

- Why Apply?
- Community Profile
- The Organization, Department, & Position
- The Ideal Candidate / Education & Experience
- Challenges & Opportunities
- Compensation & Benefits
- Resources
- Your Social Media (if applicable)

### STRATEGIC MARKETING

**Targeted Recruitments** - Having 20 plus years of designing and implementing national recruitments, GMP Consultants will create and conduct a nationwide recruitment and candidate generation process, employing recruitment strategies designed to encourage competitive applicants from diverse backgrounds and experiences. We will develop a national advertising strategy placing ads on websites, job boards, periodicals, and social media such as LinkedIn. Ad placement will include:

- Intl. City Managers Association (ICMA)
- Washington Association of Cities
- Oregon League of Cities
- Association of Idaho Cities
- Municipal Management Association of Northern California
- Colorado Municipal League
- Colorado City County Managers Association
- Kansas City Managers Association
- Wisconsin City Managers Association
- California City Management Association
- Ohio City Managers Association
- Texas City Managers Association
- Illinois City Management Association
- Careers in Government
- Government Jobs

**Development of Candidate Database for Direct Mail Invitations** - We will mail approximately 500 to 700 letters of invitation to city managers/administrators in the western United States.



## CANDIDATE SCREENING AND SHORTLIST PRESENTATION

**Candidate Application Materials** - Candidates are asked to submit a cover letter, application, resume, answers to supplemental questions (designed to measure writing and thinking skills) and professional references.

**Selection & Interview of Semifinalists** - We review all candidate application materials and identify the most promising semifinalists. We conduct a one-hour interview with each semifinalist and provide written observations.

**Search Work Session** – We meet with you to review semifinalists. Prior to the meeting we send you each applicant’s cover letter, resume, essay questions, the consultant semifinal interview notes, and candidate summary sheet. The City Council selects the finalist candidates and design the final interviews.

## FINAL INTERVIEWS & SELECTION

**Design and Preparation of Final Interviews** - We help you decide on the structure and schedule of the interviews, including the panel participants and facilitators. We tailor the process to fit your needs and prepare all the candidate materials for the interviews.

**Reference & Background Checks** - We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers. Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check.

**Candidate Travel** - We help you identify which candidate travel expenses your organization wishes to cover and then work with the candidates to coordinate the most cost-effective travel arrangements.

**Final Interviews & Selection** - The City Council (and advisory panels if used) interviews finalists. We facilitate a debrief with all panel participants. After the debrief, we facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.

**Candidate Appointment** - We facilitate potential contract elements with the City Council. Once your top candidate has been selected, we assist as needed with the job offer, contract negotiations, and employment agreement.



## PROFESSIONAL REFERENCES

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**Island County, WA** pop. 84,000

Catherine Reid, HR Director

Creid@islandcountywa.gov

360-240-5584

*County Administrator*

**Gunnison County, CO** pop. 17,000+

Matthew Birnie, County Manager

MBirnie@gunnisoncounty.org

970-641-3061

*County Manager*

*Chief Financial Officer*

*Asst. County Manager*

**City of Newcastle, WA** pop. 12,000

Linda Newing, Mayor

lindan@newcastlewa.gov

206-280-6551

*City Manager*

*Community Development Director*

**City of Pasco, WA** pop. 74,266

Dave Zabell, City Manager

zabell@d@pasco-wa.gov

509-834-9343

*Police Chief, Finance Director*

*City Manager, Deputy City Manager*

**City of Lakewood, WA** pop. 60,564

John Caulfield, City Manager

jcaulfield@cityoflakewood.us

253-983-7703

*City Manager*

**City of Belgrade, MT** pop. 11,075

Neil Cardwell, City Manager

ncardwell@cityofbelgrade.net

406-388-3760

*City Manager (2)*

*Human Resources Director*

## PROFESSIONAL FEE

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The fee for conducting a City Manager recruitment is \$18,000. The professional fee covers all consultant and staff time required to conduct the recruitment. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. The City will be responsible for reimbursing expenses incurred on the City's behalf.

Expenses include:

- Websites, job boards and other advertising (approx. \$1,600 - 1,900)
- Direct mail announcements (approx. \$1,200 - 1,400)
- Consultant travel: Mileage at IRS rate and \$65 per hour
- Background checks (approx. \$170 per candidate)

The City has the right to cancel the search at any time. The City's only responsibility would be the fees and expenses incurred prior to cancellation.

## GUARANTEE & WARRANTY

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Should the selected candidate leave the employment of the City within the first 12 months of appointment, we will conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure. If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment once with no additional professional fee, the only cost to you would be the expenses.





## LOCAL GOVERNMENT CAO SEARCHES BY GMP CONSULTANTS

**Association of Washington Cities (AWC)**  
Chief Executive Officer

**City of Arlington, WA**  
City Administrator

**City of Bainbridge Island, WA**  
City Administrator (2)

**City of Battle Ground, WA**  
City Manager (2)  
Deputy City Manager

**City of Belgrade, MT**  
City Manager (2)

**Blaine County, ID**  
County Administrator (2)

**City of Bothell, WA**  
Deputy City Manager  
Assistant City Manager

**CAM-PLEX Multi-Event Facilities (WY)**  
General Manager

**City of Canby, OR**  
City Administrator

**City of Carnation, WA**  
City Manager (2)

**City of Casper, WY**  
City Manager

**City of Chehalis, WA**  
City Manager (2)

**City of Chelan, WA**  
City Administrator (3)

**Clackamas County, OR**  
County Administrator

**Clatsop County, OR**  
County Manager (2)

**City of Colorado Springs, CO**  
Assistant City Manager

**City of Connell, WA**  
City Administrator (2)

**City of Covington, WA**  
City Manager (2)

**Cowlitz 911, WA**  
Executive Director

**City of Damascus, OR**  
City Manager

**Deschutes County, OR**  
County Administrator

**City of DuPont, WA**  
City Administrator

**City of Duvall, WA**  
City Administrator

**Eagle County, CO**  
County Manager

**East Multnomah Soil & Water Conservation District (OR)**  
Executive Director

**eCityGov Alliance (WA)**  
Executive Director

**City of Edgewood, WA**  
City Manager (2)

**City of Ellensburg, WA**  
City Manager

**City of Fife, WA**  
City Manager

**City of Fircrest, WA**  
City Manager (2)

**Franklin County, WA**  
County Administrator

**City of Gillette, WY**  
City Administrator

**City of Gladstone, OR**  
City Administrator

**Gunnison County, CO**  
County Manager  
Assistant County Manager (2)

**City of Hailey, ID**  
City Administrator

**City of Hermiston, OR**  
City Manager

**City of Hood River, OR**  
City Manager

**Hood River County, OR**  
County Administrator

**Intercity Transit, WA**  
General Manager

**Island County, WA**  
County Administrator

**ICOM- 911, WA**  
Executive Director

**Island Transit (WA)**  
Executive Director

**Issaquah Food & Clothing Bank (WA)**  
Executive Director

**City of Issaquah, WA**  
City Administrator  
Deputy City Administrator (2)

**Island County**  
County Administrator

**Jefferson County, WA**  
County Administrator

**City of Kelso, WA**  
City Manager

**City of Kenmore, WA**  
City Manager (2)

**City of Ketchum, ID**  
City Administrator

**Ketchum Community Development Corp. (ID)**  
Executive Director

**KITTCOM – 911, WA**  
Executive Director

**City of Lacey, WA**  
City Manager

**City of Lake Forest Park, WA**  
City Administrator (3)

**City of Lake Oswego, OR**  
City Manager

**City of Lake Stevens, WA**  
City Administrator

**City of Lakewood, WA**  
City Manager & Asst. City Manager

**Lane County, OR**  
County Administrator

**City of Leavenworth, WA**  
City Administrator (2)

**City of Lebanon, OR**  
City Manager

**City of Lewiston, ID**  
City Manager (2)



**Lincoln City, OR**  
City Manager

**City of Longview, WA**  
City Manager

**County of Los Alamos, NM**  
County Administrator

**City of Louisville, CO**  
City Manager

**City of Lynden, WA**  
City Administrator

**MACC 911, WA**  
Executive Director

**City of McMinnville, OR**  
City Manager

**City of Newcastle, WA**  
City Manager (2)

**City of Pasco, WA**  
City Manager  
Deputy City Manager

**City of Post Falls, ID**  
City Administrator

**City of Port Angeles**  
City Manager

**City of Port Townsend**  
City Manager

**City of Prosser, WA**  
City Administrator (2)

**City of Puyallup, WA**  
City Manager (2)

**City of Ridgefield, WA**  
City Manager

**City of Riverton, WY**  
City Administrator

**City of Sammamish**  
City Manager

**San Juan County, WA**  
County Manager

**City of Scappoose, OR**  
City Manager

**City of Seattle, WA**  
Labor Standards Division Director  
Fire Chief

**City of Shelton, WA**  
City Administrator (2)  
Management Assistant

**City of Shoreline, WA**  
City Manager  
Deputy City Manager

**SNOCOM 911, WA**  
Executive Director

**Snohomish County, WA**  
Executive Director

**Snohomish County PUD (WA)**  
Assistant General Manager

**South Sound 911**  
Executive Director

**City of Spokane Valley, WA**  
City Manager  
Deputy City Manager (2)

**City of Stanwood, WA**  
City Administrator

**City of Stevenson, WA**  
City Administrator

**City of Sultan, WA**  
City Administrator (2)

**Summit County, UT**  
County Manager

**City of Sun Valley, ID**  
City Administrator

**City of Sunnyside, WA**  
City Manager

**City of Thorne Bay, AK**  
City Administrator

**Twin Transit (WA)**  
General Manager

**City of Vancouver, WA**  
Assistant City Manager

**City of Walla Walla, WA**  
City Manager

**Washington Association of County Officials**  
Executive Director (2)

**Washington Counties Risk Pool**  
Executive Director

**Washington School Information Processing Cooperative - WSIPC**  
Executive Director

**Water & Sewer Risk Management Pool (WA)**  
Executive Director

**City of West Linn, OR**  
City Manager

**City of Whitefish, MT**  
City Manager

**City of White Salmon, WA**  
City Administrator

**City of Wood Village, OR**  
City Administrator

**City of Woodburn, OR**  
City Administrator

**City of Woodinville, WA**  
City Manager (2)

**Woodinville Water District, WA**  
General Manager

**City of Woodland, WA**  
City Administrator

**City of Wrangell, AK**  
Borough Manager

**City of Yakima, WA**  
City Manager  
Assistant City Manager

## WORK SAMPLES: POSITION PROFILE AND INVITATION TO APPLY LETTER

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(Attached). Additional samples available at [gmphr.com](http://gmphr.com).

# ASSISTANT COUNTY MANAGER PUBLIC WORKS

GUNNISON COUNTY, COLORADO

EXECUTIVE  
RECRUITMENT BY





# WELCOME TO GUNNISON COUNTY

Nestled in the heart of Colorado's Rocky Mountains, Gunnison County is known for its mountain culture and almost two million acres of preserved wilderness offering world-class outdoor recreation opportunities.

Winter sports enthusiasts flock to the region for world-class skiing and snowboarding at Crested Butte Mountain Resort, as well as cross-country skiing, snowmobiling, dog sledding, snowshoeing, and ice fishing. The warmer months offer kayaking, rafting, fly-fishing, mountain biking, rock-climbing, and more.

Hailed as an "all seasons" destination, tourism is the primary economic driver in Gunnison County where second homes and vacation rentals comprise the majority of residences. The region also has a long legacy of ranching and mining that are important to both the economy and character of Gunnison County.

A tight-knit community of about 17,000 year-round residents live in and around the County's mountain towns. They place a high value on their quality of life and appreciate the small, safe communities where they care for their neighbors and enjoy access to the incredible landscape around them. An intellectually interesting and stimulating life is also important to residents. More than half of the County's adult population have a bachelor's degree or higher.

At an elevation of 7,700 feet lies the county seat – the city of Gunnison. Gunnison is known as the basecamp to the Rocky Mountains and home to Western Colorado University. To the north is the town of Crested Butte which is the official Wildflower Capitol of Colorado.

Sitting at 9,375 feet above sea level, Mt. Crested Butte is home to around 800 year-round and part-time residents and includes the ski area of Crested Butte which rises above town to a height of 12,162 feet. These towns are part of Gunnison Valley, known as a "a vibrant, welcoming community of entrepreneurs and adventurers." Gunnison-Crested Butte Regional Airport serves the entire region with commercial flights.



# THE ORGANIZATION



Gunnison County cherishes its sense of community and place. The County strives to preserve and promote the well-being of the County's citizens, natural environment, and rural character. The County delivers services and sets standards that reflect its values and preserve the region's unique quality of life for present and future generations to enjoy.

Gunnison County is managed by County Manager Matthew Birnie who reports to a three-member Board of County Commissioners serving four-year overlapping terms.



In 2018, 2019, 2020 & 2021 the International City/County Management Association (ICMA) recognized Gunnison County, CO for its commitment to data-driven government management and reporting with a Certificate of Excellence in Performance Management. It is striking that of the five counties nationwide that achieved this distinction, the next smallest has a population of 270,000 and all of the others have over one million residents.



# THE DEPARTMENT



**The Public Works Department** is dedicated to providing infrastructure, construction, and management services so residents and visitors can safely travel on County roads, conduct business, pursue recreational interests, and enjoy living in a more sustainable environment.



The County is responsible for 850 miles of county, forest service, and BLM roads, as well the snow plowing of approximately 215 miles of roads. The Public Works department has an operating budget of \$12 million with a team of 45 full-time employees. Services include:



- Road & Bridge Construction & Maintenance (including trails)
- Solid Waste (Landfill and Recycling Center)
- Water Treatment and Distribution
- Wastewater Collection (5 systems)
- Fleet Facility
- Noxious Weed Management
- Transportation-Related Activities



## THE POSITION

**The Assistant County Manager for Public Works** is one of three new collaborative Assistant County Manager positions recently created to enhance and distribute executive oversight across Gunnison County. The goal of these positions is to increase organizational resilience and ability to quickly adapt to change or a crisis, such as COVID. This position works under the broad policy guidance and direction of the County Manager.

## THE IDEAL CANDIDATE

Gunnison County seeks an experienced and engaging leader who can work effectively with employees across the organization. The ideal candidate is an adaptive problem solver with experience developing and motivating employees in the pursuit of County goals and initiatives. This person will be a skilled communicator and relationship builder who understands the importance of customer service – including within the organization.

The successful candidate will need strong technical knowledge; a comprehensive understanding of federal, state, and local laws, regulations, codes, and statutes; and experience developing long-range plans for robust infrastructure and maintenance programs in a mountain environment.

Full job description available online at [gmphr.com](http://gmphr.com).



# OPPORTUNITIES & CHALLENGES

**Recruitment & Retention** – The new Assistant County Manager will need to develop employee recruitment and retention strategies to help the department remain competitive in the tight job market.

**Funding Sources** – Like many counties, revenue streams continue to be challenging. The new Assistant County Manager will need to bring creative strategies for additional funding that ensures sufficient support for road and bridge infrastructure, construction and maintenance.

**Increasing Demand for Service** – Population and tourism growth have increased demand for services. Many new residents are moving from urban areas and have high expectations of service that rural agencies may be challenged to provide.

## COMPENSATION & BENEFITS

Gunnison County is offering a salary range of \$118,529 to \$167,657 for this position dependent upon experience and qualifications. The comprehensive benefits package includes:

- Medical, dental, and vision coverage
- Vacation Leave based on years of service starting at 10 hours/month
- Sick Leave: 8 hours for each month of service
- 11 paid holidays
- 40 hours of Executive Leave per year
- Dependent Care FSA
- Medical, dental, and vision FSA: H.S.A or FSA

## RESOURCES

### Gunnison County Performance Report 2019-2020

–Released Sept 2021

[www.gunnisoncounty.org/ArchiveCenter/ViewFile/Item/4154](http://www.gunnisoncounty.org/ArchiveCenter/ViewFile/Item/4154)

### Gunnison County Employee Newsletters

[www.gunnisoncounty.org/Archive.aspx?AMID=78](http://www.gunnisoncounty.org/Archive.aspx?AMID=78)

### Gunnison/Crested Butte Tourism Association

[www.gunnisoncrestedbutte.com](http://www.gunnisoncrestedbutte.com)

### Gunnison County Chamber of Commerce

[www.gunnisonchamber.com](http://www.gunnisonchamber.com)



## TO APPLY

Apply online at  
[www.gmphr.com](http://www.gmphr.com)

First Review: **March 27, 2022**

For more information:

**Greg M. Prothman**

GMP Consultants

[greg@GMPPhr.com](mailto:greg@GMPPhr.com)

206-714-9499





# EXECUTIVE DIRECTOR

## GUNNISON VALLEY REGIONAL HOUSING AUTHORITY

Gunnison, Colorado

Dear Colleague,

GMP Consultants is assisting Gunnison Valley Regional Housing Authority (GVRHA) in finding an **Executive Director**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to other housing professionals who may be interested?

Thank you for your consideration and assistance.

Greg M. Prothman  
GMP Consultants





# GUNNISON VALLEY REGIONAL HOUSING AUTHORITY

The Gunnison Valley Regional Housing Authority (GVRHA) was created in 2012 as a regional initiative to provide affordable housing within Gunnison County. It is managed by an intergovernmental agreement among the City of Gunnison, Town of Crested Butte, Town of Mt. Crested Butte, and Gunnison County, each of which have representatives on the nine-member board of directors and contribute financially to the organization.

Operating out of offices in both Gunnison and Crested Butte, GVRHA works to ensure that ALL of those wishing to call this beautiful Valley home find a diverse selection of housing from which to choose.

## THE EXECUTIVE DIRECTOR

The Executive Director is hired by the Board of Directors and works directly with the County and Municipalities on planning, outreach, and implementation of affordable housing. The Director oversees a budget of \$600,000 and a team of three experienced and energized staff, with an additional administrative position currently under consideration by the Board. The outgoing Executive Director is retiring after leading the organization for seven of its ten years.

Responsibilities include leading the day-to-day operations of GVRHA programs, collaborating with the Board for strategic planning, supervising staff, property management, Board and public relations, as well as fundraising, budgeting, and financial management.

## THE IDEAL CANDIDATE

The ideal candidate will have Bachelor's degree and at least 5 years of relevant experience in the field of affordable housing. Desired experience also includes fundraising, program & project management, and providing regional leadership, vision, and strategy. A growth mindset as well as strong communication and public relations skills are important.

## WHY APPLY?

**Fresh ideas and vision** – This is a great opportunity for a visionary changemaker. The Board and staff have embraced this leadership transition time as an opportunity to evolve the organization into its next stage.

**Board Support** – The new ED will benefit from a foundation of support among the Board, staff, elected officials, and institutions.



LEARN  
MORE

Visit [gmphr.com](http://gmphr.com)

Salary: \$115,000 - \$150,000 DOQ

First Review: July 17, 2022

Andrew Neiditz, GMP Consultants  
[aneiditz@gmphr.com](mailto:aneiditz@gmphr.com) / 253-732-8081



The background of the top half of the page features the official seal of the City of Gunnison, Colorado. The seal is circular and contains a detailed illustration of a mountain landscape with a river, a forest, and a large set of antlers. The words "CITY OF GUNNISON" are written along the top inner edge of the seal, and "COLORADO" is written along the bottom inner edge. The seal is rendered in a light, semi-transparent style on the left side and in a more vibrant, detailed style on the right side.

# **Proposal to provide Professional Executive Search Services for the City Manager Position**

**SEPTEMBER 14, 2022**

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Provided to Ben Cowan, Finance Director, City of Gunnison, CO  
By Government Professional Solutions (GPS)



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## Table of Contents

Approach .....	4
Experience .....	9
Demonstrated ability to complete a thorough and detailed report .....	12
References.....	13
Agreement to use City of Gunnison contract .....	17
Agreement to complete project according to project schedule .....	18
Overall cost and value of project .....	19
Appendix .....	20

September 14, 2022

Ben Cowan, Finance Director  
201 W. Virginia Ave.  
Gunnison, CO 81230






Dear Ben Cowan,

Government Professional Solutions, LLC (GPS), welcomes the opportunity to submit this proposal for executive search services to help the City of Gunnison find and hire the best candidates to serve as its next City Manager.

GPS offers you a distinct alternative to the traditional executive search firm. We are a government consultancy comprised of only senior level, former city managers with MPA degrees. Our services are based on best practices built from a combined 30+ years of experience in the public sector and city management. Our firm philosophy is rooted in the highest ethics and integrity, and relationships are at the core of everything we do.

We believe, and hope you will agree, that we are the best partner to guide you through this very important executive search process for several reasons:

-  **Our ability to leverage an extensive network of public officials across the U.S.** Throughout our decades of public service, we have developed and continue to grow long-lasting relationships with countless public executives, managers, and staff.
-  **Our insight into what it takes to be successful at city and county management.** As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face. Not to mention, we have also been on the candidate side as we have applied and been hired for these very same types of positions.
-  **Our commitment to giving you customized and personal service of the highest quality.** GPS Partner, Chris Lowe, will be the only consultant working on this project and will work closely with you to customize a search approach that best serves your specific objectives. This means you know exactly who you are working with from start to finish, that you can count on receiving senior level expertise, and that the process will be seamless.

Chris Lowe prepared this submittal and can be reached by email or phone (info below).  
Thank you very much for your consideration of our firm and proposal.

Sincerely,

Bret Bauer, Partner and Co-Founder  
104 Harbor Haven St.  
Gun Barrel City, TX 75156  
(316) 207-0688  
[bbauer@governmentpros.com](mailto:bbauer@governmentpros.com)

Chris Lowe, Partner and Co-Founder  
18605 Arrowwood Dr.  
Monument, CO 80132  
(785) 766-9104  
[clowe@governmentpros.com](mailto:clowe@governmentpros.com)

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## Approach

Government Professional Solutions (GPS) does not operate like most national search firms. Our approach is collaborative, customized, personal, and **relationship based**. As former city managers who have served full-service cities and their elected officials, we understand first-hand how the executive search function must fit within the larger mission of the local government and the community. We are passionate about public service and we know at the core, that means our focus is about getting to know people - those in your community, and those wishing to serve your community.

### **City managers who know how to hire City Managers**

As former city managers and candidates ourselves, we know how to get in front of top candidates. We are connected to modern, accomplished City Manager candidates, both directly and indirectly through our extensive network of public officials. We have worked with many of them as colleagues and have personally networked with them at industry association and other events. We have served with them on boards and held leadership positions in the same organizations. We are connected to them through the university MPA programs. Most importantly, we know both the seasoned veterans AND the young up-and-coming professionals who are highly sought after by cities.

We also know the newsletters, publications, and websites these professional candidates subscribe to because we subscribe to them ourselves, and we understand which sources are trusted most.

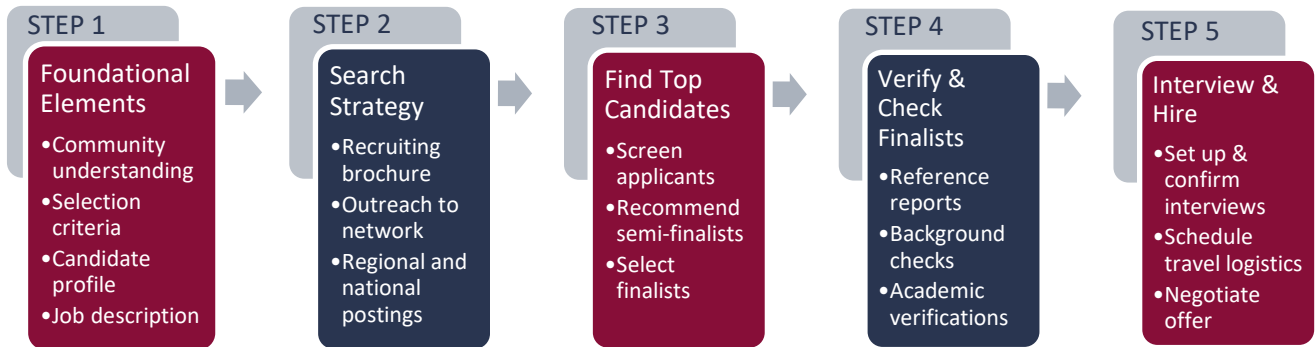
Finally, because of our lengthy and direct experience in the public sector, we are also able to screen candidates quickly and efficiently. An initial conversation by one of our senior level partners quickly yields an accurate assessment of capability and fit. This enables us to focus the majority of our energy and resources on those candidates who have the highest probability of becoming semi-finalists in the search.

### **A single dedicated senior level consultant by your side**

Because our recruitment searches are conducted start to finish by one of our partners, you get an extremely efficient process. A single senior level person dedicated to every step of your project means no gaps or delays in information transfer among multiple staff members and consultants. It means that both you and the candidates get a very direct and responsive line of communication. And, it means you get a level of experience and personal service you know you can count on.

GPS Partner, Chris Lowe, will be the consultant on this project.

GPS will customize a search process that best serves your specific objectives and situation. Below is the general workflow we will follow



## STEP 1: DEVELOP FOUNDATIONAL ELEMENTS

### Understanding you and the community

The first, and most important step of our process is to spend time getting to know you and your community.

In our experience we have found that too often the process of finding the next leader for an organization is a cookie-cutter process focused on developing a community profile and quickly finding a candidate. As public executives, we understand how important it is to understand your community and to have a complete, professional, and thorough process to find top level talent for your future leaders. That is why we structure time to spend in your community to experience its amenities, economy, people, and infrastructure, and to get to know your organization and community, both individually and as a collective group.

Developing the ideal candidate profile begins with a survey sent to you and designated staff prior to our first meeting. Members individually complete these surveys to help begin to paint the picture about what you want to see in your next City Manager. We can also distribute similar customized surveys to stakeholders that you identify to make sure there is broad based support for the process.

We then meet on-site with you, designated staff, and stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your position. We work with you to thoroughly understand (or help identify) the position’s requirements, current challenges, strategic priorities, and expectations.

Information obtained from these efforts, coupled with our review of any provided resources, is used to prepare selection criteria, a job position, and a candidate profile,

### Timeframe:

1 week

### Deliverables:

- Community understanding
- Selection criteria surveys
- Job position
- Candidate profile

all of which will be approved by you before recruitment begins. Spending time getting these items right is critical to ensuring an efficient and effective process to follow.

## STEP 2: DESIGN A CUSTOM SEARCH STRATEGY

We work collaboratively with you to develop a comprehensive outreach strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. We will recommend a strategy that includes national, state, regional, and local elements.

### Leveraging our network

Central to that strategy is to leverage our extensive network of public officials. Often, we know qualified candidates who are not actively seeking new employment and will not necessarily respond to an advertisement.

One of the tools we leverage is a comprehensive recruitment brochure that can accompany all networking and outreach efforts. This brochure typically includes the candidate profile defined in Step 1, a summary of city challenges and priorities, and information that positions your location as a highly attractive place to live and work. *(Please see example provided in the Appendix)*

### Leveraging the ICMA & other professional organizations

From our decades in city leadership and as candidates ourselves, we depend on the International City/County Management Association (ICMA), as do the type of candidates you want for this position. Most public employees are members, and it is the first stop for anyone in the industry looking for a new job. We have personally found our own jobs as well as hired people through the ICMA. As 15-year members of the organization, we are highly familiar with its leadership, processes, and network. ICMA also publishes a monthly magazine, PM, which we often use for advertising.

We use our extensive networks at the state level to ensure we are adequately marketing to in-state candidates through both the Colorado Municipal League and the Colorado City & County Management Association.

We value diversity and our recruitment process reflects that. We work with the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network (an affiliate of ICMA).

### Timeframe:

1-2 weeks

### Deliverables:

Timeline

Recruitment brochure

Advertisement

## STEP 3: FIND TOP CANDIDATES

Upon approval of the custom search strategy and marketing tools, we promptly begin the search process, starting first and foremost with our network.

### Timeframe:

5-6 weeks

Application packets will be received and categorized according to the rating criteria established by you and your team to ensure the candidate pool has the matching skills and background. You will receive weekly updates on the development of the candidate pool. Information on all applicants will be retained and organized for recordkeeping purposes and will be transmitted to you upon completion.

Each candidate submitting an application packet is sent a timely acknowledgement, including an approximate schedule for the recruitment. Throughout the process, communications are maintained with each candidate regarding information about the recruitment progress and their status.

We will screen candidates against the position and criteria defined in Step 1 and recommend a list of 10-15 semi-finalists to you.

Two important tools we use during this process are a candidate questionnaire and a due diligence questionnaire, both customized to your unique position and situation (please see examples of each in the appendix). The candidate questionnaire goes to all semi-finalists and provides additional information about their background and experience. The due diligence questionnaire goes only to finalists.

We also ask semi-finalists to engage in video storytelling where they are given an opportunity to tell us about their journey in public service. This is intended to help us, and you better assess who they are as people and as leaders. This approach can help in developing a more comprehensive understanding of the candidate's ability to think on their feet as well as their personal and professional demeanor.

We will provide you with a semi-finalist report that includes copies of all marketing media, the master applicant list, as well as a cover letter, resume, completed questionnaire, and video (if used) for each semi-finalist.

From there, we will review semi-finalist information with you and ask you to select finalists for interviews.

## Deliverables:

Custom questionnaires

10-15 semi-finalist recommendations

Timely and regular communications to candidates

Regular updates to you and your team

Semi-finalist report

## STEP 4: VERIFY AND CHECK FINALISTS

When you approve a group of finalists for on-site interviews, we will begin the process of conducting reference checks, background checks, and academic verifications. A confidential reference report is prepared for each finalist to complete our understanding of his or her management and leadership characteristics and professional work performance.

For the background checks, we will collect information on the candidates in the following areas:



City/County/State Criminal



Federal District Civil Litigation

## Timeframe:

2 weeks

## Deliverables:

Reference check results

Background check results



-  Federal District Criminal
-  City/County/State Civil  
Litigation
-  Employment Verification
-  Reference Verification

-  Judgement/Tax Lien
-  Sex Offender Registry
-  Motor Vehicle Driving Record
-  Educational Verification

Academic  
verification results

## STEP 5: INTERVIEW AND HIRE




Upon completing the candidate verifications and checks, we will work collaboratively with you to develop the final interview process.

We will provide you with a Final Candidate Report prior to commencement of interviews. This report will include a copy of the recruitment brochure and interview schedule, as well as cover letter, resume, completed questionnaires, and reference/background results for each finalist to be interviewed. It will also include our individual analysis of each candidate compared to the ideal candidate profile developed with you (e.g., our evaluation of minimum professional qualifications, responses to questionnaires, etc.). *Note: A minimum of one week is required to develop the packet of information for your review once finalists have been identified.*

Accompanying the final report will be guidelines for interviewing the finalists, suggested interview questions, and a customized interview grading tool for your interview panel(s). We will attend finalist interviews to support continuity of the process.

We will work with you to develop an interview process that is thorough and inclusive of your organization and community. Successful options we have used in the past include: a community meet and greet (this allows community members, elected officials, and staff to meet and visit with the finalists), community interview panel to serve as one of the events for finalists during the in-person interview process, and/or a community dialogue event.

\*Additional options available to you are:

-  Participation in deliberation of candidates
-  Assistance with developing a compensation package and related employment considerations
-  Assistance with employment agreement negotiation.

Finally, we will notify candidates of the final decision and will confirm final process close out items with you.

### Timeframe:

2-3 weeks

### Deliverables:

Interview and  
travel itinerary  
schedules

Final Candidate  
Report

Interview  
guidelines

Suggested  
interview questions

Interview grading  
tool

Candidate  
notifications

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## Experience

### **30+ years combined experience in city management**

GPS is comprised of only senior level, former city managers with MPA degrees. Our partners share a passion for serving the public and bring a combined 30+ years of experience in leading communities. Their public service careers include serving as City Manager, Town Manager, and Assistant City Administrator throughout the country.

Resumes of Partners, Bret Bauer and Chris Lowe, are included in the appendix. Chris Lowe will be the consultant assigned to this project and will execute all tasks involved. No outside consultants are expected to be used.

### **15 years of successful recruiting history**

#### **RECENT RECRUITMENTS**

City Manager-La Grange, TX  
Chief of Police-Paonia, CO  
Chief of Police-Hutto, TX  
Executive Director-Aubrey, TX  
Town Administrator-Elizabeth, CO  
Community Development  
Director-Elizabeth, CO  
Public Works Director-Hutto, TX  
Chief Financial Officer-Hutto, TX  
Public Works Director-Aubrey, TX  
Assistant City Manager-Baldwin  
City, KS

At GPS, we have been conducting executive level recruitments for 15 years. We believe the perspective we bring as former city managers and candidates, combined with the principled approach we developed based on decades of experience, enables us to help you find and hire the right candidate for the job the first time around.

As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face. Not to mention, we have also been on the candidate side as we have applied and been hired for these very same types of positions.

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## More than an executive search firm

GPS was founded with one central objective: to use our industry experience and decades of public service to help cities and counties improve their communities. Since 2006, GPS Partners Bret and Chris have been expanding their government experience and network in cities across the country to position themselves to be the best trained public servants available to serve cities and counties on a diverse range of projects, challenges, and opportunities.

Our breadth of services includes:



Executive Search



Budgeting



Human Resources (Class. &  
Comp. Studies)



Leadership Development



Utility Management



Project Management (Interim Services)

The compass in our logo depicts our goal of providing guiding direction to our public clients and we strive to be a steady partner throughout that journey. We firmly believe in the value of **trusted relationships**, and want to be your **trusted partner**, not just another vendor.

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## The GPS Guarantee

While others in the industry may offer a 1-year guarantee, we are confident in our process, and offer a 24-month guarantee against resignation or termination for any reason. Any subsequent search will be done for actual cost.

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*“Chris Lowe, with Government Professional Solutions, was professional, enthusiastic, and showed great dedication to the Town’s search for their next Town Administrator, while taking on the role as the interim Town Administrator. He provided team management skills and a hands-on approach to ensure the sustainability of the town, staff and Board.” Megan Vasquez, Mayor of Town of Elizabeth, Colorado*

*“Chris led us on a remarkable journey of discovery as to how to function at our highest level as a Board of Trustees, beginning with a series of strategic planning workshops to identify first: who we are as a community; and secondly: what are the values we embrace and how can we best preserve and protect them.*

*I wholeheartedly recommend Government Professional Solutions for their firsthand professional expertise and experienced understanding of the unique challenges facing municipalities. They truly create the solutions needed for those striving to do their best for the communities in which they serve.” Tammy Payne, Trustee of Town of Elizabeth, Colorado*

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## Demonstrated ability to complete a thorough and detailed report






We hope the steps outlined in the Approach section of our proposal have demonstrated that our process is highly thorough and detailed. Additionally, we trust the background, experience, and reputation presented about our firm, and in particular the partner assigned to this project, Chris Lowe, have demonstrated the accountability and integrity we bring to this important effort.

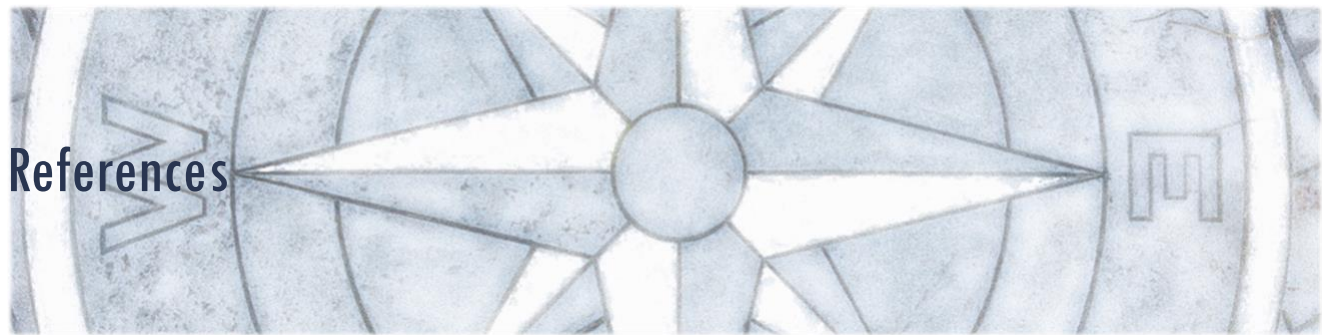
Likewise, we are confident the final candidate reference report we provide to you will be comprehensive and detailed, and will equip you with everything you need to carefully and thoroughly interview final candidates and make a sound and supported final decision. The report will include:

### Information on each finalist:

-  Cover letter and resume
-  Completed questionnaires
-  Reference/background results
-  GPS analysis/evaluation
-  Video Storytelling (if used)

### Additional supporting information:

-  Recruitment brochure
-  Interview schedule
-  Interview guidelines
-  Suggested interview questions
-  Customized interview grading tool



Owner/address/telephone contact	<b>City of Hutto, Texas / Stacy Schmitt, Assistant to the City Manager</b> 500 West Live Oak Street, Hutto, TX
Project name	Executive Recruitment for Chief of Police
Dates of service	2022
Project description	Perform national executive recruitment services to recruit for a Chief of Police to be a part of Hutto’s Executive Team.
Capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	<b>Aubrey Municipal Development District, Aubrey, Texas / Jesse Auer, President</b> 107 S. Main Street, Aubrey, TX 76227 (940) 440-9343, <a href="mailto:jauer@aubreytx.gov">jauer@aubreytx.gov</a>
Project name	Executive Recruitment for Executive Director
Dates of service	2022
Project description	Advertise, evaluate, interview, and hire a new Executive Director
Capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	<b>Town of Elizabeth, Colorado / Patrick Davidson, Town Administrator</b> 151 S. Banner Street, Elizabeth, CO 80107 (303) 646-4166, <a href="mailto:pdavidson@townofelizabeth.org">pdavidson@townofelizabeth.org</a>
Project name	Executive Recruitment for Community Development Director
Dates of service	2022
Project description	Advertise, evaluate, interview, and hire a new Community Development Director
Capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	<b>Town of Elizabeth, Colorado / Megan Vasquez, Mayor</b> 151 S. Banner Street, Elizabeth, CO 80107
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	(303) 646-4166, <a href="mailto:megan.vasquez@townofelizabeth.org">megan.vasquez@townofelizabeth.org</a>
Project name	Executive Recruitment for Town Administrator
Dates of service	2021
Project description	Advertise, evaluate, interview, and hire a new Town Administrator
Capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	<b>City of Hutto, Texas / Warren Hutmacher, City Manager</b> 500 West Live Oak Street, Hutto, TX
Project name	Executive Recruitment for Chief Finance Officer
Dates of service	2021
Project description	Perform national executive recruitment services to recruit for a Chief Financial Officer to be a part of Hutto's Executive Team.
Capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	<b>City of Hutto, Texas / Warren Hutmacher, City Manager</b> 500 West Live Oak Street, Hutto, TX
Project name	Executive Recruitment for Public Works Director
Dates of service	2021
Project description	Perform national executive recruitment services to recruit for a Public Works Director to be a part of Hutto's Executive Team.
Capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	<b>City of Aubrey, Texas / Mark Kaiser, City Administrator</b> 107 S. Main Street, Aubrey, TX (940) 440-9343, <a href="mailto:mkaiser@aubreytx.gov">mkaiser@aubreytx.gov</a>
Project name	National Public Works Director Recruitment
Dates of service	2021
Project description	Advertise, evaluate, interview, and hire a new Public Works Director
Capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	<b>City of Aubrey, Texas / Mark Kaiser, City Administrator</b> 107 S. Main Street, Aubrey, TX (940) 440-9343, <a href="mailto:mkaiser@aubreytx.gov">mkaiser@aubreytx.gov</a>
Project name	National Finance Director Recruitment

Dates of service	2021
Project description	Advertise, evaluate, interview, and hire a new Finance Director
Capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	<b>Town of Argyle, Texas / City Manager</b> 308 Denton St., Argyle, TX 76226 (940) 464-7273
Project name	Strategic Plan Development and Implementation
Dates of service	2020
Project description	Attended strategic planning committee meetings and work sessions to developed and implemented a strategic plan to include all municipal activities. Plan was adopted by the City Council.
Capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this Strategic Plan
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	<b>City of Gun Barrel City, Texas / Jim Braswell, Former Mayor</b> 400 E. Pedregosa St., Unit K, Santa Barbara, CA 93103 (903) 340-0203, <a href="mailto:jimbraswell@me.com">jimbraswell@me.com</a>
Project name	Wage and Benefit Study and Adjustment
Dates of service	2016, 2017, 2018, and 2019
Project description	As part of the annual budget process, wages and benefits were reviewed and compared to comparator cities for implementation.

Owner/address/telephone contact	<b>Baldwin City, Kansas / Ken Wagner, Former Mayor</b> 915 Industrial Park Road, Baldwin City, KS 66006 (785) 594-6486 (work), (785) 423-1227 (cell), <a href="mailto:kwagner@heritagetractor.com">kwagner@heritagetractor.com</a>
Project name	Wage and Benefit Study and Adoption of New Total Compensation Plan for both wages and benefits
Dates of service	2013
Project description	Full-service city with 75 employees and three utilities including electric generation and transmission. The benefit structure previously funded was unsustainable and so a Wage and Benefit Study was ordered by the City Council. The classification structure was reviewed for internal equity and updated. Comparator cities were established and data was collected. An updated comprehensive wage and benefit structure was adopted upon completion of the project.



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## Testimonials

*“As a Trustee of the Town of Elizabeth, Colorado, I am pleased and honored to write on behalf of Chris Lowe and his partner, Bret Bauer, of Government Professional Solutions. GPS was chosen to conduct the search effort for a permanent Town Administrator who could restore confidence for the staff and the community within an atmosphere of doubt. The decision to engage Chris and Bret was easy, given their individual backgrounds in city management and boots on the ground experience. Almost immediately upon their selection, our currently serving Interim Administrator accepted a permanent position closer to his home, and the Town was once again without daily leadership. Chris offered GPS’ services to serve in this role while they continued the search for a permanent Administrator. My personal view is that this was an unexpected blessing, as in this way Chris could not only utilize his professional expertise in the search effort but would also come to know the subtle nuances of our Board, the organization, and the community to identify the perfect pool of candidates. Additionally, the Board engaged GPS to conduct the search effort to fill the vacant position of Community Development Director. **Chris led us on a remarkable journey of discovery as to how to function at our highest level as a Board of Trustees, beginning with a series of strategic planning workshops to identify first: who we are as a community; and secondly: what are the values we embrace and how can we best preserve and protect them.** Chris allowed us to explore myriad ideas while sharpening the focus on how those ideas reflect our values and goals. Never had we participated in such an important exercise, and the experience established unity and helped build consensus among Board members that had earlier struggled with distrust and dissonance. Chris and Bret shepherded us through the process of evaluating the many highly qualified candidates they attracted for us to consider, and we selected someone whom I believe will be not only a neighbor but an exceedingly engaged contributor serving our community of residents and business owners. This of course signaled a conclusion to the tremendously productive time spent with Chris, but it is my hope that we will maintain our relationship with future engagements, especially with respect to strategic planning and budget workshops that were invaluable and frankly life-changing for our Board and staff. **I wholeheartedly recommend Government Professional Solutions for their firsthand professional expertise and experienced understanding of the unique challenges facing municipalities. They truly create the solutions needed for those striving to do their best for the communities in which they serve.**” - Tammy Payne, Trustee of Town of Elizabeth, Colorado*

*“Chris Lowe, with Government Professional Solutions, was **professional, enthusiastic, and showed great dedication to the Town's search for their next Town Administrator**, while taking on the role as the Interim Town Administrator. He provided team management skills and a hands-on approach to ensure the sustainability of the town, staff and board.” - Megan Vasquez, Mayor of Town of Elizabeth, Colorado*

*“I’m writing this letter of recommendation on behalf of Bret Bauer, Partner & Co-Founder of Government Professional Solutions (“GPS”) who I have had the pleasure of working with over the past 7 months related to our Chief Financial Officer placement with the City of Hutto, and our most recent placement for a Director of Public Works & Engineering. Bret (along with his colleague Chris Lowe) have been extremely thorough with the recruitment process from inception to negotiating, and extending the offer. **Bret’s experience of serving in city management roles has been extremely beneficial, as he understands the needs of city government experience for these types of placements, which is most valuable during the screening process.** This streamlines my time as the City Manager to focus on City issues, as I know we are in good hands, as Bret takes the time needed to figure out exactly the type of background and personality we are in search of for any given position, and only presents those top-notch candidates meeting our criteria. GPS creates the hiring brochure, which is necessary to initially attract potential candidates, and is meticulous in their overall screening process and always carves out time to answer any questions I might have during the process. They have great attention to detail, and a great pool of candidates. This is the reason I have continued to use GPS for other placements*

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within the City of Hutto. **I would highly recommend Government Professional Solutions to any City or Government entity looking to recruit for executive-level positions.**" - Warren Hutmacher, City Manager of Hutto, Texas

*"As the former mayor of Gun Barrel City, Texas, it was my pleasure to work with Bret Bauer, our city manager, for over four years. Bret had the experience and background to immediately work on and solve problem areas within our city infrastructure. It took no time at all for Bret to gain the trust and admiration of the city employees. **Cities are faced daily with problems that require outside professional help. These professional(s) must have firsthand knowledge of how municipalities operate. Mr. Bauer and Mr. Lowe have that knowledge from their years of working for and with cities. GPS is the company any city can depend on for help when help is needed.**"* - Jim Braswell, Former Mayor of Gun Barrel City, Texas

*"Effective and efficient government operations is more important than ever. I've known Chris Lowe for over a decade and his ability to improve government services and achieve goals for a community is outstanding. **The consultants with GPS are highly qualified to assist you in solving problems and guiding public decision-makers toward the best paths forward for improvement.**"* - Dave Corliss, City Manager of Castle Rock, Colorado

*"In government, there are two types of leaders; those that are interested in getting the job done, and those afraid to tackle the tough problems. In my twenty plus years of work with governmental entities, I can say that Chris Lowe was among the best and most committed to getting the job done. Chris has a keen ability to find the right tool and the right path to solve a variety of problems, whether negotiation with an employee group, transition of the City to an updated or automated process, or responding to a politically charged community issue. Strength of character and integrity are hallmarks of how Chris approaches his work. His research and presentations to elected officials are thorough, data driven, and effective. I have watched him build consensus around difficult problems, and implement solutions that have carried his communities forward through tough challenges. **If your community has a problem in search of a solution, Chris Lowe can navigate those waters with your organization and help you find your port in a storm.**"* - Douglas B. Harris, City Attorney, Harris, & Sommer, LLC

## Agreement to use City of Gunnison contract

GPS is happy to execute a standard contract form provided by the City or if preferred, we can provide our standard engagement agreement. GPS further acknowledges that our firm maintains, or will acquire, the minimum or greater of the insurance limits required.

# Agreement to complete project according to project schedule

The timeline at right provides a general breakdown of tasks, milestones, and timeframes to support a thorough and successful recruitment process.

This timeline is a suggestion only and we will work with you to finalize and approve an exact timeline.

## SUGGESTED TIMELINE

The Board will be asked to approve a final timeline before any recruitments begin, the timeline may be lengthened, if so desired

### City of Gunnison, Colorado City Manager Search



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## Overall cost and value of project

GPS offers a firm, fixed fee of \$21,500 to conduct a professional executive search, **which includes all our expenses and costs.**

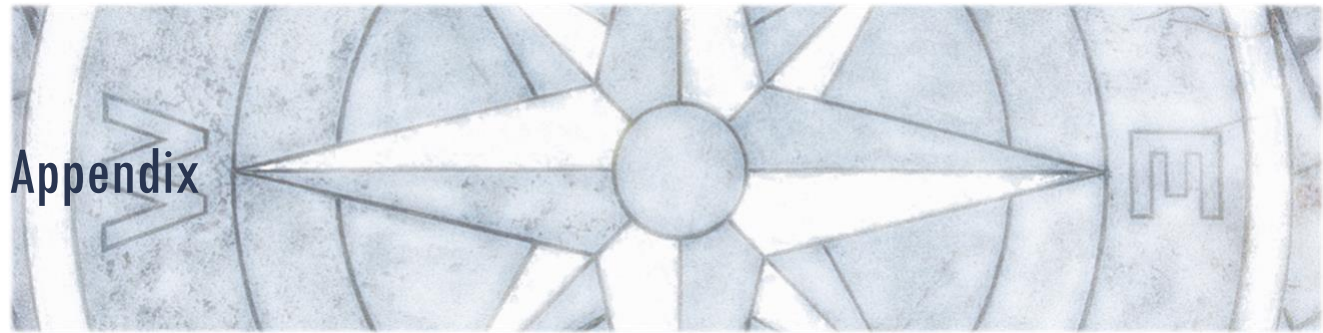
In other words, the only thing you will pay GPS is the agreed upon fee. This includes costs for professional graphic design, background and academic verification, and consultant travel and expenses. This means the only other costs you will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations, and meals for the interview process.

The advantage to you is you know exactly what you will pay and do not have to worry about reviewing costs associated with the project.

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

-  \$10,500 upon execution of contract
-  \$7,000 upon selection of group of semi-finalists
-  \$4,000 upon completion of negotiations with final candidate

If the City of Gunnison would be interested in services beyond the scope of services to perform a professional executive search, GPS would charge an hourly rate of \$75.00.



Appendix includes:

- Sample City Manager search report (Final Candidate Report)
- Sample recruitment brochure
- Sample questionnaire (candidate and due diligence)
- Resumes (Chris Lowe and Bret Bauer)
- Certificate of insurance

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# Final Candidate Report for



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Below are the documents in this Final Candidate Report:

- Ideal Candidate Profile
- Recruitment Brochure
- Marketing Media (Job Advertisement)
- Master Applicant List (Selection Grading Criteria Matrix)
- Interview Schedule
- Resume
- Candidate Questionnaire
- Due Diligence Questionnaire
- Zoom Video Recording (already provided)
- Background Summary
- Internet Research
- Email Correspondence



## Elizabeth Town Administrator Candidate Profile

The Town Administrator shall be someone with confidence borne from expertise, possessing a calm and approachable demeanor. He/she will have outstanding leadership skills, a management style who can work without supervision, is trustworthy and dependable. He/she will lead by example and always demonstrate honesty, integrity, and diplomacy. The Town Administrator will be friendly, calm and collected, even during chaos, and will desire to immerse themselves in and be a part of this rural community.

The Town Administrator will be a motivator who will work collaboratively with staff and empower them. This person will possess a positive and supportive management style who can build staff up. He/she will be respectful of all, mentor, set priorities, provide resources, have high expectations and ensure accountability. This person will encourage teamwork and is comfortable getting in the trenches to get the job done.

He/she will be professional, but also friendly and outgoing with a sense of humor. This person must have outstanding communication skills, both verbal and written. The Town Administrator will be able to lead and guide the Board without taking sides or playing politics. He/she will have a strong financial and budgeting background and will ensure that the financial data is accurate every time, all the time, will develop capability for the Town to provide financial reports and an annual budget that are accurate and understandable even to those without financial background, and make clear and concise presentations to the City Council and public.

The Town Administrator will have a Master's degree from an accredited college or university in Accounting, Public Finance, Business or Public Administration, or related field and a minimum of 7 years of progressively responsible management and supervisory experience as a city or county manager in the public sector for a similar size or as an Assistant or Deputy in a larger community, or equivalent experience in the private sector for an organization of similar size and complexity. Credentialing as a Certified Manager by the International City/County Managers' Association is preferred.



ELIZABETH, COLORADO IS HIRING A

# TOWN ADMINISTRATOR



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POSITION MARKETED BY  
GOVERNMENT PROFESSIONAL SOLUTIONS  
GOVERNMENTPROS.COM





# WELCOME TO THE TOWN OF ELIZABETH, COLORADO



Located just 40 miles southeast of Denver, the charming Town of Elizabeth is located in a highly desirable area close to the convenience of amenities in Parker and Castle Rock, but far enough away from the suburbs to retain its rural, small town feel. The Town's population is growing with more than 1,800 residents, and as the largest municipality in Elbert County, serves more than 30,000 people across the county.

## The Community

Elizabeth, founded in 1855, was originally a saw mill camp. In 1858, gold was discovered in the creek. A gold rush followed, but the quality and quantity of the gold never led to a boom for the Town. However, settlers steadily moved in to work the land. Elizabeth was incorporated in 1890 and has had a post office since 1882.

While Elizabeth continues to grow, its classic, small town sense of community is alive and well, where everyone knows each other's name and neighbors wave at one another on the road.

The Town's historic downtown harkens back to its past, and serves as the hub for many festivals and events, including:

- The famous Elizabeth Stampede and Rodeo, held in conjunction with the "Elizabash" street fair
- Weekly farmers' market with produce, music, beer, and artisans June through September
- Wine in the Pines & Pints in the Pines
- Historic Walk and Talks in historic Main Street
- Celtic Festival
- Harvest Festival
- Mayor's Tree Lighting



## Education

Elizabeth School District is a top-rated, high-performing school district known for its family-oriented culture, student-focused philosophy, and caring staff. Governed by a five-member board of education, students are always at the heart of everything the district does.

With six schools in the district boundary, students can start in half- and full-day preschool programs and free all-day kindergarten, available at both Running Creek and Singing Hills elementary schools.

Elizabeth Middle School (grades 6-8), recently ranked 17th-highest middle school in Colorado (out of 270), complements its academic offerings with innovative outdoor education field trips.

Elizabeth High School, offering numerous Advanced Placement classes and college course offerings, continues to have an impressive four-year graduation rate at 90.1% (exceeding the 80.7% state average).

Finally, Legacy Academy is a K-8 charter school operated by a group of parents, teachers and community members under their own governance.

## Demographics

With a 2020 population of 1,848, Elizabeth is the 120th largest city in Colorado. The Town is currently growing at a rate of 8.26% annually and its population has increased by 36.08% since the most recent census, which recorded a population of 1,358 in 2010. Elizabeth reached its highest population of 1,848 in 2021. Spanning 1.3 square miles, Elizabeth has a population density of 1,417 people per square mile.

According to Zillow.com, the typical home value of homes in Elizabeth is \$613,934 (this value is seasonally adjusted and only includes the middle price tier of homes). Elizabeth home values have gone up 12.1% over the past year.



### Business & Commerce

Major industries in Elizabeth include:

- Construction (16.4%)
- Accommodation & food services (7.7%)
- Educational services (7.7%)
- Food & beverage stores (5.8%)
- Finance & insurance (5.8%)
- Professional, scientific, technical services (5.5%)
- Broadcasting & telecommunications (4.6%)

The School District is the largest employer in the Town of Elizabeth.

As the commercial hub of Elbert County, Elizabeth has a significant retail presence that includes Walmart, Safeway, Tru-Value, NAPA Auto Parts, O'Reilly Auto Parts, Sonic, Anytime Fitness, Taco Bell, and a new Dairy Queen.

### Government

The Town of Elizabeth is comprised of multiple departments that deliver various functions and services. These include Town Administration, Town Clerk, Community Development, Police, and Public Works (includes Water and Wastewater). The Town Administrator supervises all departments. The Board of Trustees appoints the Town Administrator, Town Clerk, and Police Chief.

The Town has approximately 30 full-time employees, including 10 in the Police Department (8 of whom are sworn personnel).

The Community Development Department is responsible for providing planning services to the community, including short- and long-range planning, zoning, building, and economic development.

The Town Clerk's office performs a wide variety of administrative services and support.

The Public Works Department provides services related to maintenance and operation of the Town's infrastructure, including management and upkeep of the town water/wastewater system, road maintenance and repair, and taking care of town parks and rights of way.

### Highlights from the 2021 Adopted Budget:

Allocation of 4% sales and use tax:

- 1% to General Fund
- 1.5% to Streets Fund (90% to Streets CIP and 10% to Streets Maintenance)
- 1.5% to Municipal CIP

Total sales tax revenue: \$2.765 million

Total property tax revenue: \$631k

Water utility revenue (sales and tap fees):

\$1.125 million

Wastewater utility revenue (sales and tap fees):

\$1.1 million

Retired \$2.5 million of debt in 2021

Street capital fund total revenue (sales and use tax): \$1.175 million

Street capital fund total debt service: \$494k

Completed \$1.6 million trail system project in 2020 and dedicated \$4 million to street paving projects in 2021.



# THE POSITION

ELIZABETH, CO | TOWN ADMINISTRATOR

## Under the general direction of the Town Board of Trustees, the Town Administrator:

- Serves as the lead member of the Management Team as a positive, active, and engaged member.
- Plans, organizes, coordinates, directs, reviews, and manages the daily activities and programs of the Town.
- Provides professional guidance, leadership, and advice to the Board of Trustees.
- Performs a wide variety of tasks to facilitate Town administrative operations and best practices.
- Provides quality customer service to citizens and promotes consistency and transparency in the Town's actions.
- Administers and supervises all Town departments, except the Town Attorney and Municipal Judge.
- Supervises enforcement of all laws and ordinances.
- Prepares and recommends an annual budget to the Board of Trustees, administers the approved budget, and keeps the Board fully advised at all times of the Town's financial condition.
- Performs short- and long-term strategic planning.
- Recommends, prepares, and presents ordinances, resolutions, code changes, and contracts according to best practices.
- Performs other duties as may be prescribed by ordinance, resolution, or by Board of Trustees direction.

## Current Projects and Opportunities

- Administer \$3.2 million paving and widening project.
- Review and update as necessary the Town's overall budget process to maintain good fiscal stewardship of public funds and financial transparency.
- Develop an updated Personnel Policy Manual and Job Descriptions consistent with current state statutes.
- Creative and effective management of Town growth.
- Explore intergovernmental partnerships.
- Strategic engagement of the business community and Chamber.



# THE IDEAL CANDIDATE

- Master's Degree in Public Administration or related field preferred.
- Five to ten years experience as a City Manager, or equivalent education and experience in the public or private sector for an organization of similar size and complexity.
- ICMA Credentialed Manager preferred.
- Experienced in public finance and capital improvement planning.
- Practitioner of best management practices in public administration.
- Experienced in short- and long-term strategic planning.
- Provides positive leadership to the organization.
- Strong verbal and written communication skills.
- Leads by example and always demonstrates honesty, integrity, and diplomacy.
- Motivator who works collaboratively with and empowers staff, encourages teamwork, is respectful, and provides mentoring and resources.
- Sets priorities, has high expectations, and expects deadlines to be met.
- Calm and collected.
- Provides professional and diplomatic advice and support to all members of the Board of Trustees.
- Professional, but also friendly and outgoing with a sense of humor.

## HOW TO APPLY



**Compensation:** Salary range \$140-160,000, depending on qualifications. Competitive benefit package includes ICMA 457/Roth IRA with 3% match, life insurance, 100% employee health coverage/80% family, vision and dental. Reasonable relocation expenses, cell phone stipend, and separation benefits negotiable.

**To apply,** please email your cover letter and resume in .pdf format by Monday, August 23, 2021 to [clowe@governmentpros.com](mailto:clowe@governmentpros.com). Position is open until filled. Faxed and mailed submissions will not be considered. Direct questions to Chris Lowe at (785) 766-9104 or [clowe@governmentpros.com](mailto:clowe@governmentpros.com).

For additional information about the Town of Elizabeth, please visit:

[TownofElizabeth.org](http://TownofElizabeth.org)

[ElizabethChamber.org](http://ElizabethChamber.org)

[ElizabethSchoolDistrict.org](http://ElizabethSchoolDistrict.org)

[ElizabethStampede.com](http://ElizabethStampede.com)

*The Town of Elizabeth is an Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, national origin, sex, age, disability, genetic information, or any other status protected by law or regulation. It is the Town's intention that all qualified applicants be given equal opportunity and that selection decisions are based on job-related factors.*

Elizabeth, Colorado  
Town Administrator

Located just 40 miles southeast of Denver, the charming Town of Elizabeth is located in a highly desirable area close to the convenience of amenities in Parker and Castle Rock, Colorado, but it retains its rural, small town feel. Elizabeth is currently growing at a rate of 8.26% annually and its population has increased by 36% since the last census serving a population of over 30,000 as the largest municipality in Elbert County.

The Town Administrator manages a \$15M operating budget and leads a team, which includes Public Works, Water, Wastewater, Community Development, Police and the Town Clerk. This position also plans, recommends, and oversees capital improvement projects.

Please use the following link to apply:

For more information about this position, please reach out to Chris Lowe, GPS Partner at [clowe@governmentpros.com](mailto:clowe@governmentpros.com) (785) 766-9104.

## Town of Elizabeth, Town Administrator Candidate Selection Criteria (Matrix)

**Evaluator: Chris Lowe**  
Scoring: 1-10 with 10 being the highest  
Categories are weighted & equal 100

<b>Experience:</b> Relevance of previous management experience and success with a similar organization	<b>Education:</b> Relevant Education and/or Training	<b>Philosophy, Demeanor &amp; Approach:</b> Candidate's ability to manage and implement Board objectives	<b>Accomplishments:</b> Previous accomplishments demonstrating innovative mindset	<b>Versatility: Budgeting and Public Finance</b> knowledge (including previous budget preparation, strategic financial planning and management)	<b>Longevity:</b> Candidate's previous record of serving an organization long-term	<b>Presentation:</b> Candidate's overall resume/application approach (organization, legibility, literacy)
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	(25%)	(20%)	(20%)	(10%)	(15%)	(5%)	(5%)	TOTAL SCORE	SemiFinalist	Finalists							
▲	6.0	▲	6.0	◆	5.0	▲	7.0	◆	5.0	▲	5.90						
●	10.0	●	10.0	●	9.0	●	10.0	▲	7.0	●	8.0	▲	9.45	Yes			
◆	3.0	▲	7.0	◆	5.0	◆	3.0	◆	3.0	●	9.0	◆	4.70				
▲	5.0	◆	3.0	▲	6.0	▲	7.0	▲	6.0	●	8.0	▲	7.0	▲	5.45		
▲	7.0	●	9.0	▲	6.0	▲	7.0	▲	8.0	▲	7.0	◆	4.0	▲	7.25		
●	8.0	●	9.0	▲	6.0	▲	7.0	▲	7.0	●	8.0	●	8.0	▲	7.55	Yes	
▲	5.0	▲	7.0	◆	5.0	◆	6.0	▲	5.0	●	8.0	▲	7.0	▲	5.80		
●	8.0	●	10.0	▲	7.0	▲	7.0	▲	6.0	▲	7.0	▲	7.0	▲	7.65	Yes	
●	10.0	●	8.0	●	9.0	●	9.0	●	10.0	●	10.0	●	9.0	●	9.25	Yes	Yes
▲	7.0	◆	5.0	▲	7.0	●	8.0	▲	5.0	▲	7.0	▲	7.0	▲	6.45		
▲	7.0	●	10.0	▲	6.0	◆	6.0	▲	7.0	◆	5.0	▲	7.0	▲	7.20		
●	9.0	▲	7.0	●	9.0	●	8.0	●	9.0	●	10.0	●	9.0	▲	8.50	Withdraw	
●	9.0	●	10.0	▲	7.0	●	8.0	▲	7.0	◆	5.0	●	9.0	▲	8.25	Yes	
▲	5.0	●	10.0	◆	5.0	◆	5.0	◆	3.0	●	10.0	●	8.0	▲	6.10		
◆	4.0	◆	5.0	◆	5.0	▲	5.0	▲	5.0	●	10.0	▲	7.0	◆	5.10		
●	9.0	●	8.0	▲	7.0	▲	7.0	▲	6.0	●	8.0	▲	7.0	▲	7.60	Yes	Yes
▲	5.0	●	8.0	◆	5.0	◆	6.0	▲	5.0	●	10.0	▲	7.0	▲	6.10		
▲	6.0	▲	6.0	▲	7.0	◆	5.0	▲	5.0	●	8.0	●	8.0	▲	6.05		
◆	4.0	●	10.0	▲	6.0	◆	5.0	◆	4.0	●	8.0	●	8.0	▲	6.05		
◆	3.0	▲	7.0	◆	4.0	◆	5.0	◆	4.0	●	8.0	▲	7.0	◆	4.85		
▲	7.0	●	8.0	▲	7.0	◆	6.0	▲	6.0	●	10.0	▲	7.0	▲	7.05		
●	10.0	●	9.0	●	8.0	▲	8.0	▲	7.0	●	10.0	●	9.0	●	8.70	Yes	Yes
●	9.0	●	10.0	●	8.0	●	8.0	●	8.0	●	9.0	●	9.0	▲	8.75	Yes	
▲	7.0	●	10.0	▲	7.0	▲	7.0	▲	7.0	◆	5.0	▲	7.0	●	7.50	Yes	Yes
◆	2.0	◆	3.0	◆	4.0	◆	5.0	◆	2.0	◆	4.0	◆	5.0	◆	3.20		
▲	7.0	●	8.0	▲	7.0	▲	7.0	▲	7.0	●	10.0	▲	7.0	▲	7.35		
▲	6.0	●	10.0	▲	6.0	▲	7.0	◆	4.0	●	8.0	▲	7.0	▲	6.80		
●	9.0	●	9.0	●	8.0	▲	7.0	●	8.0	●	9.0	●	9.0	▲	8.40	Withdraw	
●	10.0	●	10.0	▲	7.0	●	8.0	●	8.0	●	9.0	●	9.0	▲	8.85	Withdraw	
▲	6.0	●	8.0	▲	7.0	●	8.0	▲	7.0	●	10.0	●	9.0	▲	7.35		
▲	6.0	●	10.0	▲	7.0	▲	7.0	▲	6.0	●	8.0	●	9.0	▲	7.35		
▲	5.0	●	10.0	▲	7.0	▲	7.0	▲	6.0	●	8.0	●	9.0	▲	7.10		



**Town Administrator Interview Schedule**

October 22nd -Friday PM

Candidate #1 – [REDACTED]

Candidate #2 – [REDACTED]

Candidate #1

PW

1:30 pm– 2:30 pm

DH

2:30 pm – 3:30 pm

Trustees

3:30 pm– 5:00 pm

\*Dinner break– 5:00 pm to 5:30 pm\*

Candidate #2

PW

3:30 pm -4:30 pm

DH

4:30 pm – 5:30 pm

Trustees

5:30 pm – 7:30 pm

October 23rd - Saturday AM to PM

Candidate #3 – [REDACTED]

Candidate #4 – [REDACTED]

Candidate #3

PW

9: 00 am – 10:00 am

DH

10:00 am – 11:00 am

Trustees

11:00 am – 1:00 am

\*Lunch break– 1:00 to 1:30 \*

Candidate #4

PW

11:00 am -12:00 pm

DH

12:00 pm – 1:00 pm

Trustees

1:30 pm – 3:30 pm





July 22, 2021

Mayor Vasquez and Board of Trustees  
Town of Elizabeth, Colorado  
c/o Government Professional Solutions

RE: Application for Town Administrator

Dear Mayor and Town Board of Trustees:

I am writing to express my interest in the position of Town Administrator for Elizabeth, Colorado. I believe with my background, I offer a unique set of skills which will enable me to be successful in this position, and to assist the town, its Elected Officials, and staff with their current goals and those opportunities that will arise in the future.

I have worked in municipal government in Gillette, Wyoming over the past six years. During that time, I served in the roles of: Assistant City Attorney, City Attorney and City Administrator. In June 2017, the then serving City Administrator abruptly left his position with the City of Gillette. This vacancy started a chain reaction wherein no less than ten (10) key City positions became vacant in the months that followed. I was asked to serve as the Interim City Administrator to stabilize the organization, to address financial concerns, and to finalize the restructuring of City operations. After successfully accomplishing those tasks, and a failed national recruitment for a successor, the Gillette City Council asked that I consider serving permanently in the position, which I accepted in late November 2017 and served until February 2021.

During this time, I was charged with representing the City in many different capacities. I assisted in long term planning and development necessary for the community to meet its long-term goals. I oversaw day-to-day operations of each aspect of the City, including all its employees. I facilitated seeking and obtaining funding from the Wyoming Legislature, Federal Agencies, and other organizations. I was responsible for working with various governmental agencies, businesses, and non-profits to accomplish common goals for the community. Lastly, I worked and met daily with citizens to address their concerns and issues, some of which included City policies that were not favored by portions of the community.

As the City Administrator, I was responsible for creating, implementing, and enforcing organizational policies. For purposes of establishing standards for daily operations, the City made use of the ethos of *Services with P.R.I.D.E.* (Productivity, Responsibility, Integrity, Dedication and Enthusiasm). This was the standard used within the organization, whether by the elected officials, senior staff, or seasonal park employees. Part of my duties was to ensure that this

standard was more than a concept, but rather was a standard that employees promoted amongst themselves, as well as an expectation of the community.

Further, as the Administrator, I was responsible for assuring that employees were installed in the most appropriate placements for the success of the City. I was directly responsible for the hiring and retention of the senior leadership team, supervisors, and managers. I, in conjunction with the Human Resources Department, trained new supervisors on the legalities of workplace management, including issues involving hiring, promotion, compensation, workplace harassment, workplace safety training, discipline and termination. Additionally, I was responsible for annual employment evaluations for the senior leadership team, but also was responsible for assisting employees who were struggling in their work, or who showed drive and initiative above and beyond their co-workers.

As a manager my style is straight forward. I expect honesty, dedication, and hard work from my employees. I like to hold weekly meetings with my Leadership Team to discuss operational issues. Team members are free to speak their mind, challenge my position, and challenge one another behind closed doors. The discussions are always respectful. I value their thoughts and experience in their respective fields. Once I have decided a course of action, they actively assisted in implementing it, even if they do not necessarily agree with it. Unprofessional actions such as gossiping, backstabbing, and circumventing one another is not tolerated at any level within the organization.

My interaction with elected officials is nothing but professional. I leave politics to the elected officials but do contribute suggestions and well-reasoned input into policy decisions. I provide candid, honest opinions and advice to assist the elected officials in their duties. I remain calm under crisis to assist in making informed decisions, instead of allowing ill-advised courses of actions to take place based on snap judgments. Problems are confronted head-on and are not kept from my employers. Elected officials must have complete and honest information if they are to make an informed decision about the best course of action. Accordingly, I provide information that is thorough, but concise.

In my interactions with citizens, I am an active listener and communicator. Each person is treated with respect and dignity, even if they do not reciprocate. In my interactions I provide not only an answer to their question or concern but take the time to explain why something is done a certain way. Ultimately, while the citizen may not like an answer, providing the basis behind the decision often alleviates concerns. Nevertheless, I convey the citizen's concerns and suggestions to the elected officials, for any follow-up action that might be required.

As the Administrator I have been active with local and state elected officials to advance Gillette's needs. Even though Gillette is the third largest community in the State, and the source of as much as 25% of the entire state's General Fund Revenue, it must actively compete for state funds and a voice in the Wyoming Legislature. I have had the privilege to work alongside members of the County Commissioners, the State Legislature, the State Lands Investment Board, and the Governor's Office to secure Gillette a "place at the table" when discussing the community's needs.

Prior to my work with the City of Gillette, I practiced law throughout the State of Wyoming. It is here where I learned many of the skills which I believe are valuable. As an attorney in Wyoming, with such a small population, you must be professional, civil, candid, and honest. Word travels quickly within the legal community and among the Judges throughout the State. Losing the respect of the Judges, before whom you appear, or attorneys with whom you must regularly interact, is fatal to a legal career. As a civil litigation attorney, you are required to study and learn complex issues, determine the appropriate course of action, then convey that information to others, whether it be an opposing party, a Judge or a Jury. The skills and values I learned as an attorney – professionalism, speaking candidly, honesty, integrity, respectfulness, civility, and communication – have benefited me, and I believe would assist me in working for the Town of Elizabeth, as well.

As noted in my résumé, I take an active role in my community. I have served on many Boards and organizations to benefit the community, long before I entered the public sector. I believe that those experiences have enriched me personally, and I believe my time and contributions have been significant to those organizations as well. I would anticipate becoming involved in Elizabeth with the same level of enthusiasm.

I grew up in Saratoga, Wyoming, a small agricultural community in the Southern part of Wyoming. After having raised my family in Northeastern Wyoming, my wife and I are looking to relocate to Colorado. We have family in the Denver-metro area, as well as in Northern Colorado and Southern Wyoming. We are looking forward to moving back to a small community, which offers many regional opportunities for outdoor activities, the arts, entertainment, and recreation and growth. Elizabeth is ideal in this regard, and the opportunity to relocate to an area of which we have planned to move is exciting. Thank you for your time, and I look forward to visiting with you about how my background and knowledge can assist in fulfilling the duties as Town Administrator.

Thank you for considering the attached resume as you begin the screening process. I would ask you to note that many of the current projects you are involved in, are ones that I oversaw and expedited for the City of Gillette. I look forward to answering any questions you may have regarding my background or interest in the position. Please feel free to contact me at the above listed cell phone number as necessary.

Sincerely,



Enclosure: Resume



**WORK EXPERIENCE:**

**DAVIDSON LAW - GILLETTE, WYOMING (4/1/21 TO PRESENT)**

Attorney: A boutique law firm specializing in real estate and oil and gas transactions, employment law, and business and estate planning.

**CITY OF GILLETTE, WYOMING (11/10/2014 TO 2/28/2021)**

City Administrator (11/2017 - 2/2021): Responsibilities included: overall administration of the City of Gillette, implementation of the fiscal policies and budgets set by the Gillette City Council including the management of its \$151MM budget (FY2019-2020) and financial reserves of approximately \$208MM; management of day-to-day operations of the City including the departments of Public Works, Public Utilities, Police, Development Services, Human Resources, and Finance; implementation of internal policies and directives; direct management of all Department Heads and Divisions, and oversight of 283 FTE budgeted positions and 37 part-time seasonal employees.

Accomplishments:

- reduced General Fund budget by \$14.7MM to create a balanced budget with no anticipated loss of employees and with little to no anticipated impact in services to the citizens of the City (2020)
- secured over \$3MM in COVID-19 relief funds from the State of Wyoming to offset salary, PPP, capital expenditures during the pandemic (2020)
- initiated the funding, design, and construction of a \$20MM wastewater facility upgrade using Wyoming State Land and Investment Loan funds (2020)
- negotiated agreements with the Campbell County School District for the establishment of a new 64,000 aquatic center, securing state high school swimming competition, and separately negotiating agreements for state high school softball and state high school soccer to be held in Gillette for 2021 through 2025 (2020)
- assisted in finalizing the Pathfinder Camporee to be held in Gillette in 2025 with an estimated 52,000 attendees and approximately \$22M in additional local revenue (2020)

- negotiated an additional Power Purchase Agreement to increase available electricity of at least 5MW with wheeling rights to compliment City's prior agreements with Black Hills Energy (2019)
- assisted Campbell County Land Board in securing \$6MM in grants, loans, and direct funding for the remodeling and update of the CAM-PLEX Heritage Center and Energy Hall (2019)
- increased General Fund Operation Reserves by \$4.7MM (from 120 days to 150 days) (2019)
- implemented a comprehensive compensation study, rewriting all job descriptions, staffing structures, and compensation paid to employees (2019)
- negotiated renewed funding of the Madison Regional Water Project with the Wyoming State Legislature (over \$10MM in FY2018-2019; estimated \$4.1MM in FY2020-2021; total project \$210MM) (2019)
- completed the annexation of two (2) adjacent subdivisions into the City which included approximately *1,500 new residents*, two (2) additional parks, and associated streets, infrastructure, and services (2018)

Interim City Administrator (6/2017 - 11/2017): Responsibilities included oversight of day-to-day operations of the City of Gillette as Interim City Administrator.

Accomplishments:

- restored stability to City operations after resignation or loss of the City Administrator, the Director of Development Services, the Community and Government Relations Director, the Director of Utilities, the Finance Director, the Administrative Services Director, the City Attorney, the Fleet Manager, the Municipal Court Judge, and Assistant City Attorney
- implemented a *\$50MM budget reduction* for FY2017-2018 prepared and approved by Council immediately prior to predecessor City Administrator leaving the City [budget reduced from \$160MM in FY2016-2017 to \$110MM in FY2017-2018]
- maintained quality of City operations after reduction of operating budget and the reduction in staff from approximately 319 FTE to 247 FTE through a combination of attrition and reductions in force (RIF)

City Attorney (1/2017 – 6/2017): Represented the City in Municipal, State and Federal Courts and State and Federal Administrative Agencies. Provided legal advice to the Mayor/City Council, the City Administrator and Staff. Provided legal services to individual departments and prepared revisions to the City Code. Prepared legal documents as required. Prosecuted misdemeanor offenses within the Gillette Municipal Court.

- advised supervisors regarding FLMA, EEOC, workers' compensation, discrimination in hiring, discrimination in the workplace, wage and overtime disputes, discipline, and terminations
- reviewed and drafted finance agreements for the City of Gillette regarding grants, bonding initiatives, optional sales tax disputes, and funding of Joint Powers Boards
- represented the City in contract disputes, including the hiring and retention of outside defense council, assisted in discovery disclosures, and represented City in preparation for trial
- represented the City in hearings before the Wyoming Legislature; prepared and argued administrative matters before the Department of Workforce Services, the Wyoming Department of Environmental Quality, the Wyoming Department of Transportation
- represented the City in negotiating easements, prepared eminent domain notices, and resolution of construction contract disputes associated with the Madison Regional Water Project

Assistant City Attorney (11/2014 - 12/2016): Assisted the City Attorney in his duties, including working directly with departments and divisions on specific projects as requested; conducted interviews and investigations for the Human Resources Department and the Police Department; prosecuted misdemeanor offenses in Gillette Municipal Court; and prepared and reviewed contracts and deeds for execution by the City

- reviewed and drafted finance agreements for the City of Gillette regarding acquisition of lands and construction of college housing, infrastructure improvements, and utility franchise agreements
- advised the Police Department on use of force, suspect pursuits, governmental liability claims, joint dispatch agreements, jurisdiction, workers' compensation, and officer injuries
- revised and rewrote Gillette City Code Chapter 3 (Alcoholic Beverages), Chapter 17 (Public Utilities) and Chapter 19 (Taxi Cabs and Vehicles for Hire), and select revisions to other sections and chapters
- advised City engineers and contact engineers regarding land acquisition for the Madison Regional Water Project, assisted in the completion of title opinions, negotiation of access and placement of pipelines and associated infrastructure, eminent domain notices, assisted in contract claims and disputes, and performance bond issues

**DALY, DAVIDSON & SORENSON, LLC - GILLETTE, WYOMING (8/1998 - 10/2014)**

Partner/Corporate Officer (5/2003 – 10/2014): General civil practice with an emphasis in the areas of contract litigation, construction litigation, litigation against governmental entities and agencies, oil and gas law, real estate transactions, business transactions, and general civil litigation.

Represented clients before governmental entities, administrative agencies, State and Federal Courts from pre-litigation negotiations through appeals.

- represented Plaintiffs and Defendants in complex civil litigation including contract disputes, covenants-not-to-compete, real estate transactions, workers' compensation issues, negligence, employment matters, business licenses, and related commercial matters
- prepared agreements regarding the creation of limited liability companies, S-Corp, C-Corp, incorporation of foreign and domestic corporate entities, drafting operating agreements, stock purchase agreements, winding-up and dissolution actions by shareholders and members
- represented clients in complex real estate transactions including contracts for deed, mortgages, deeds in lieu, purchase and sale of agricultural land, water right determinations, purchase and sale of mineral interests (coal, oil, gas and uranium), surface use and surface damage agreements
- represented both landowners and producers in matter such as mineral leases, grazing leases, surface use and damage agreements, construction site locations, permitting of wells and discharge of well by-products, eminent domain and condemnation for purposes of wells, roadways, infrastructure and electrical lines, environmental damage claims under the Clean Water Act, soil pollution from mineral extraction, and associated takings
- represented lenders, financial institutions, oil and gas companies, coal companies, and title companies regarding title examinations, title reports, and title opinions, including independent reviews of encumbrances, easements, leases, subleases, short-sales, mortgages, liens, judgments mineral and surface leases and defects to title

Associate Attorney (8/1998 - 5/2003): General civil practice including domestic relations, agricultural law, creditor representation, employment issues, corporate representation, oil and gas transactions and litigation, and general civil litigation.

**ADMITTED TO PRACTICE LAW:**

Wyoming State Courts (1998); United States District Court, District of Wyoming (1998); United States Court of Appeals, Tenth Circuit (2001); Bankruptcy Appellate Panel for the Tenth Circuit (2001); United States Tax Court (inactive) (2002); United States District Court, District of Colorado (inactive) (2004). *Eligible for single client admission in the State of Colorado.*

**EDUCATION:**

University of Wyoming, College of Law, Laramie, Wyoming, J.D. (1998); University of Wyoming, College of Arts and Science, Laramie, Wyoming, B.S. Political Science, B.S. Economics (1993).

## **WYOMING SUPREME COURT REPORTED CASES:**

*Boley v. Greenough*, 2001 WY 47, 154 Oil & Gas Rep. 133 (Wyo. 2001); *Watson v. Watson*, 2002 WY 180 (Wyo. 2002); *Dorsett v. Moore*, 2003 WY 7 (Wyo. 2003); *Hoy v. Miller*, 2006 WY 147 (Wyo. 2006); *Morris v. CMS Oil and Gas Company*, 2010 WY 37 (Wyo. 2010)

## **PROFESSIONAL AFFILIATIONS:**

Wyoming State Bar Association  
Society of Human Resource Managers (SHRM) - Powder River Chapter  
International City/County Management Association (ICMA)

## **CIVIC ACTIVITIES:**

Court Appointed Special Advocates (CASA) for the Sixth Judicial District, Campbell County  
- Board Member 2000, Vice-President 2002, President 2003

Rocky Mountain Elk Foundation -Powder River Chapter, Gillette, Wyoming (Life Membership)  
- Board Member 2007 through 2011, Merchandise Chair 2009, 2010, and 2011

United Way of Campbell County, Gillette, Wyoming  
- Board Member 2008 through 2014, Secretary 2009 and 2010

Campbell County Chamber of Commerce, Gillette, Wyoming  
- Board Member 2009 through 2014, President 2014

Greater Wyoming Council - Boy Scouts of America, Main Office, Casper, Wyoming  
- Board Member 2012 through 2019, Shooting Sports Coordinator 2015-2019

Campbell County Emergency Response Team (CERT), Gillette, Wyoming  
- FEMA (Homeland Security) 2002 through 2008

## **HONORS:**

Casper Star Tribune - Recipient of the *Twenty Under 40* Award - Class of 2010  
GALI – Gillette Area Leadership Institute Graduate (2010)  
Boy Scouts of America, Chocadewakowa District, District Award of Merit (2015)  
Nominated for City of Gillette “Rising Star Award” (2015)  
Boy Scouts of America, Greater Wyoming Council Silver Beaver Award (2016)  
Nominated for City of Gillette “Team of the Year” (2017)

**REFERENCES PROVIDED UPON REQUEST**



Candidate Questionnaire  
Town Administrator  
Elizabeth, Colorado

**1. How many employees and what size budget do you oversee?**

My last employer, the City of Gillette, had a total of 283 full time equivalent (FTE) positions, and an additional 37 seasonal employees. I had a total of 10 direct reports.

The FY2021 overall budget for the City of Gillette was approximately \$146MM, including General Fund revenues of approximately \$32MM, optional 1% sales tax of \$21.5MM and General Fund Reserves of \$14.7MM or 150 days of operations. The FY2020 overall budget was approximately \$151MM, the FY2019 overall budget was approximately \$124MM, and the FY2018 overall budget was approximately \$110MM.

**2. Please detail the specific city departments you have supervised.**

As Administrator, I had direct reports from the Director of Development Services (Engineering, Code Compliance and Building Inspection), the Director of Finance, the Director of Human Resources, the Police Chief, the Director of Public Works (streets, parks, building maintenance, and solid waste), and the Director of Utilities (water, wastewater, electrical and fiber-optics). As Administrator, I was directly responsible for the operations of the Municipal Court, the Public Information Office, the Office of Public Affairs and Governmental Relations, and the Municipal Clerk. Additionally, when I was the City Attorney for Gillette, I managed that office.

**3. Please explain why you left your last three positions.**

During the Spring 2020 the Council sought to expel one of its members for comments made on Facebook. The Councilmember resigned but sought to rescind his resignation two days later. In the months that followed, the City was faced with protests prior to Council meetings, during Council meetings, and at other times. There were armed marches around the community as well. When the former Councilmember (and another) were elected during the 2020 General Election it caused a 4-3 split in the Council. I was asked to engage in activities that were contrary to City Policy and which I believed were contrary to Wyoming law. I brought these matters to the attention of the Mayor and Council President. A majority of the Council sought my termination. I was terminated on February 28, 2021. The City paid my full severance as required under my Employment Contract, as the termination was without fault.

Prior to this I served as the Assistant City Attorney for Gillette, where I was promoted to City Attorney, then Interim City Administrator and then Administrator. Prior to these positions at the City, I left my law firm of 16 years to work in the public sector.

**4. Are there any gaps in your employment history? If so, please explain in detail.**

The only gap in my employment history is when I made the transition from being the City Administrator to opening Davidson Law as my new law practice. My position at Davidson Law is not a full-time position, as I wanted to be able to wind-down the practice when I obtained another governmental position as a City Administrator or City Attorney.

**5. What is your proudest professional accomplishment?**

In 2017 the City in conjunction with the Campbell County Visitor's Bureau commissioned a study regarding the prospect of Sports Tourism in the community. The City had previously acquired 320 acres from the State of Wyoming in which to build park facilities but had only been able to install rough utilities and four turf softball fields. (The facility is known as the Energy Capital Sports Complex). The final Sports Tourism report made recommendations of ways to create regional facilities that might attract larger events to the community. With direction from the City Council, I was charged with exploring options for the build out of the Complex and was likewise directed to "find" the money to cover the build out.

With the help of the Utilities Department, the Development Services Department, the Finance Department, and the Parks Department we began to develop plans on what could be accomplished if different sums of money were set aside. By 2019 we had been able to set aside \$8.6MM in cash-on-hand in which to construct three (3) turf multi-purpose fields (with lighting), a splash park, restroom and concession stands, an additional 130 designated parking spots, and an ADA/Inclusive Children's Park. The buildout also included fiber-optic ability so that games can be watched anywhere in the world via the internet. The project was fully completed in April 2021 ahead of schedule and slightly under budget.

With these new facilities in place, I was able to negotiate directly with the Campbell County School District for them to secure High School State Soccer, High School State Girls Softball and High School Regional Football at the Facility. Additionally, a lease was secured by the District that is allowing them to construct a new School Aquatics Facility that will ensure that Gillette holds High School State Swimming for the next ten (10) years. It is anticipated to be operational in 2023. In total, these improvements are calculated to bring an additional \$8MM to \$12MM into the community annually in terms of economic development.

On a more individual level, I am proud of making the transition from the private practice of law, to becoming Assistant City Attorney, to City Attorney, to Interim City Administrator to City Administrator in less than three (3) years; a substantial professional accomplishment that is also personal in nature.

**6. Please describe your experience and skills in budgeting and municipal financial management.**

Wyoming municipalities have no independent taxing authority. Rather, they secure a vast majority of their funding from state sales tax, largely from the mineral extraction industries. As the price of oil, gas and coal have fluctuated greatly over the past several years, I have had to work with the

Finance Department to create a budget anew each year. For example, when I was asked to act as the Interim City Administrator, I was required to implement a \$50MM reduction in the budget from \$160MM in FY2016-2017 to \$110MM in FY2017-2018 with a reduction of force from 319 FTE to 247 FTE.

In the following two (2) years, the revenue numbers for the City improved somewhat, but specific steps were needed to repair the damage done from the prior reductions in terms of not only the reduction in staff, but delayed upgrades to the Information Technology Division as well as deferred facility maintenance and the Fleet Division. As such, it was necessary to largely build a brand new budget once again to take these large capital expenses into account.

With the start of the COVID-19 pandemic, Wyoming was profoundly hit economically. Oil was selling in Wyoming at a negative price per barrel, natural gas prices had fallen by half, tourism had all but ceased, and unemployment claims jumped significantly (not from COVID itself, but from job losses due to price decreases in oil, gas and coal). As such, like the FY2017-2018 the budget had to be created anew, as the City was still struggling in meeting capital concerns, while also maintaining the smaller workforce triggered several years earlier.

As such, I have a great deal of experience in municipal finance in dealing with both substantially rising and declining revenues, establishing and funding reserve accounts, prioritizing capital expenditures based on both immediate need and long-term planning, and dealing with shifts in the labor market. As Administrator, I also served on the City's Long Term Investment Committee which was responsible for the management of the City's total reserves of nearly \$208MM.

**7. Briefly describe your experience and skills in long range strategic planning.**

I have considerable experience in long range strategic planning, but from several sources. In the public sector, of course, long term planning is involved in items such as capital improvement projects, future budgeting, and identifying the needs of the community from 5 to 20 years in the future. For Gillette, this included improvements to roadways, infrastructure, bridges, technology, economic development and expansion

I also have considerable experience in the non-profit sector regarding long range strategic planning. As noted in my resume, I actively served on several important boards in my community that sought to balance current financial and operational needs with long term funding concerns. For example, with CASA, United Way of Campbell County, and the Campbell County Chamber of Commerce, the issues were finding new revenue streams in an ever-fluctuating economy, combined with the need for new office and operational facilities. Additionally, we had to determine what services to offer the community, and how to tailor those services so that largest number of citizens were served by these entities for an extended period.

**8. Please describe a personal experience in delivering or ensuring that excellent customer service was provided in your organization.**

In 2018 the City of Gillette annexed two subdivisions into the City. This annexation including approximately 1,500 new residents, additional parkland, streets and infrastructure. The annexation

had been contested by over 40% of the new residents. In the months leading to the annexation there was considerable misinformation being spread about City services and whether the City would provide comparable services to those provided in other parts of the community. The goal was to provide the same level of service as offered to the rest of the community, which needed to be conveyed to the residents for a successful transition.

To ensure this occurred, I attended multiple meetings of the homeowners' associations related to the new residents. I directly answered questions and concerns that were presented to me by both the board members and the citizens in attendance. I rode the solid waste trucks to ensure that the same quality of service was provided. I rode on snowplow and street sweeping assignments to determine that we were meeting the standards for the rest of the community and what we needed to do better. I instructed the parks department to assess the playground equipment, sprinkler systems, picnic tables and benches, and other issues that needed reviewed. The report found that the parks would be considered substandard and in need of repair. Working with the Finance Department and the Public Works Department, we were able to alter and re-prioritize projects to ensure that the playgrounds and park areas were improved in those new subdivisions, including additional trees, sprinkler repairs, and new playground equipment.

Finally, several citizens met with me to discuss concerns they had with crime in their area and code compliance concerns. To address the code compliance issues, I instructed staff to send out reminders of the City Code in advance of enforcement and made trash and recycling receptacles available for free for a period to encourage compliance. Regarding the criminal concerns, most involved vehicle break-ins and thefts from garages. I sought and received grant funding for new LED streetlights, reduced speed limits in certain areas, and worked with the Police Department to hold public meetings on personal safety and security as well as worked with the Department to establish directed patrols aimed at these issues.

**9. How do you view your role in dealing with elected officials with differing viewpoints?**

It is important to identify and remember that as an Administrator, my obligation is to implement the long-term strategies of the elected officials. I follow the direction of the majority of the Council on any specific action. However, it is not nearly that simple. Elected officials do differ in the opinion as to both the means to an end, and the end itself.

I leave politics to the elected officials but do contribute suggestions and well-reasoned input on policy decisions as may be warranted. I provide candid, honest opinions and advice, as elected officials must have a complete view of an issue if they are to make an informed decision. It is inappropriate for me to act to sway those with differing opinions. I have always thought I did my best in these situations by relying on my litigation skills – I present both sides of the argument, addressing the positives and negatives of a decision. Ultimately, I respect and support the decision of the elected officials, even if it is contrary to my own.

**10. What do you feel are your greatest strengths as a leader?**

My greatest strengths as a leader are self-awareness, reliability, being able to make difficult or decisions, conflict resolution, and effective negotiations. In terms of self-awareness, I am aware

of my strengths and weaknesses in both my knowledge of aspects of municipal operations and my leadership skills. As such, being self-aware allows me to surround myself with others who can fill in those voids for me and whom I can rely upon in those situations.

With reliability, I am consistent and candid in what I do and what I say. Over time, staff know likely what my thoughts will be on matters in advance. Therefore, they can prepare to discuss matters that not just support my general thoughts on a matter, but more importantly they can prepare to challenge what they may see as my predetermined answer.

I believe the ability to make difficult or even *courageous* decisions is important for any leader. As an attorney I am trained to weigh the risks and benefits of certain actions, and to rely on logic and data to make decisions. I believe this educational training has helped me in making difficult decisions for my organizations.

Lastly, conflict resolution and effective negotiations go somewhat together. Finding a positive solution for all involved in a matter is always the most beneficial result. While not always possible, I do believe that negotiated or compromised solutions often present the most workable solutions as both sides assist in the compromise and benefit in the result thereby providing the appropriate buy-in to make the resolution successful.

#### **11. What do you feel are your greatest strengths as a manager?**

As a manager my greatest strengths are communication, conflict resolution, and agility/operational agility. For purposes of communication, I believe that while broad discussions can be helpful to an organization, the final decision must be clear and concise. That final decision must also be shared so that everyone understand the expectations and what they need to accomplish in terms of the decision that has been made. As a manager, if the final product was not what you had intended, the responsibility may be all yours if you were not clear and concise in your expectations.

Secondly, I would identify conflict resolution as a strength. This involves the process of not only working to find a solution for an issue, but also identifying competing needs in a way to realign a team when there is dissention or complications. For example, in the Spring, the Parks Department becomes concerned about finding seasonal employees. The HR Department's goal is to provide the best candidates to the Parks Department for review. All the while the Finance Department is concerned about funding. The goals are ultimately the same – summer maintenance of the parks – but the priorities, needs, and ideas may differ substantially. Identifying the conflict, among these groups and in their presence, can do much to realign priorities and work towards a better organization.

Finally, agility or operational agility is a strength I possess. City operations are fluid, whether it be a change of the makeup of the elected officials, a change in staffing, laws, or outside forces such as weather events. Being willing and able to change as a manager allows me to confidently manage and lead others for unplanned and even unpredictable events. Agility is a key component to carrying out the job successfully.

**12. What areas do you perceive that you need to be working on to become a better leader and manager?**

I believe life is an on-going education and improvement process. As such, I welcome the opportunity to learn and evolve, so any opportunity to self-evaluate and look at ways to enhance myself is beneficial. One area that I have worked to become a better leader is to avoid micro-managing situations that arise. Skilled experts exist in every level of an organization, who know far more than you about how things ideally operate and how they do not. As such, my approach has been to learn from them. I question why and how things are done, not as a criticism, but rather by fully disclosing that I do not know or understand something that they are doing. It is an opportunity for me to enhance my knowledge base, and it is an opportunity for them to understand that I respect them and their thoughts and opinions.

A second item that I work on is appreciating my own successes. I am always ready to admit when I have been wrong or made a mistake. However, I am very reluctant to take credit for things that I accomplish, or successes that I have had in my own personal and professional life. I equated taking pride in success as gloating. I have learned that it is permissible to own one's successes just as readily as one owns up to their own failures. There is, in fact, a healthy balance to the two. As such, when I acknowledge my own success, it also provides an opportunity as a leader and manager to also acknowledge those within the organization that helped with that accomplishment as well.

Finally, working as an Administrator has taught me that it is fine to concede that you do not have a specific answer at that moment to a question that is posed. I try to anticipate questions and concerns in advance of a topic coming up for discussion. That is appropriate for the position. However, specifically not knowing an answer to a question that was not considered is alright as well. Given that municipalities deal with hundreds of issues, and a varying broad scope of topics, no one can know all the possible questions or answers without research. Accepting that I may need time for myself, or others to come up with a solution is fine, if everyone understands why we need to investigate a situation or formulate an answer.

**13. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.**

In building a strong team environment, it is important to have a positive working climate with loyalty and trust. Members of the team must understand the need to work collaboratively for the common benefit of the organization. In Gillette, I made use of weekly meetings of the Department Heads to discuss upcoming agenda items, projects, and any other concerns that might arise. It was an opportunity, behind closed doors, for Senior Staff to discuss problems within their own department, City operational concerns, or any other matters of concern. All conversations were done with respect and with the intent of bettering the group, and at times they did become somewhat heated. However, everyone in the room knew, and it was expected, that disagreements in the room stayed in the room, and that at the end of the meeting, everyone was on the same page. Those discussions could not have taken place if there was not loyalty and trust among those members.

During these meetings, I also relied on Department Heads to be ready to address concerns they might have with implementing my goals for the organization or those of the elected officials. The elected officials trusted the Department Heads enough that they would ask that I poll the Department Heads to determine their thoughts on specific matters impacting the City. Again, this was input from the team, knowing that in the end the elected officials would determine the appropriate course of action. This promoted the spirit of loyalty, trust and collaboration that I believe is vital to a well operating team.

As Administrator, I believe you also have an obligation to motivate all the employees in the organization. I think communicating the common goals for the Council and for Administration is important. I think employees need reminded that they are all important for the operations of the City and the role they play in the community. For example, I made a point to acknowledge snowplow drivers for their hard work during Spring storms with breakfast burritos in the morning. For officers who had a been hurt while on the job, I reached out to them individually to make sure they knew I appreciated what they did, that they were valuable to the community, and to wish them a speedy recovery. I also honored employees for their years of service with the organization. At each of these opportunities, employees would freely ask me questions about the organization and my thoughts and would also share their concerns.

**14. If you are selected for the position, what do you believe will be your greatest, most immediate challenge in your new role?**

I believe the largest challenge would be to better learn about the community and the internal operations of the Town. I would accomplish this through several different routes. First, I would welcome the opportunity to meet with the Town Clerk, Deputy Town Clerk, the Community Development Assistant, the Finance Officer, the Chief of Police and others to become versed on what they can tell me about the organization – most importantly listen to what is working and what is not. I would have similar conversations with the Elected Officials as well.

The second phase in learning about the community and internal operations is to review the budget. A budget provides invaluable information as to what a community believes is important and what it does not. It is insight that may not be always readily apparent on the surface, but following the dollars provides guidance as to what is deemed important.

Finally, I would work to integrate myself into the community. There are several events coming up for Elizabeth that would provide wonderful opportunities to get to know people in the community, including the Historic Walk and Talk, Wine in the Pines, the Harvest Festival, and the Mayor's Tree Lighting. All these events provide an occasion for me to better know my neighbors in the community and determine their needs and desires for the Town.

**15. Please describe your personal management philosophy and guiding values.**

My managing philosophy is one of teamwork to accomplish a common goal. I expect honesty, dedication and hard work from my employees. I insist employees feel free to discuss issues that they have with a decision I have made and to freely speak their mind behind closed doors. This does not mean I will necessarily change my mind as to how to proceed, but it does offer me some

important feedback and insight, as well as building a relationship with that employee. I truly value the thoughts and opinions of my co-workers. Nevertheless, once a decision is made, I also ask for and count on their support in the matter.

I also recognize that some issues simply cannot be made through teamwork. Sometimes hard decisions must be made, and I fully recognize that the elected officials have hired me to make those complicated and sometimes unpleasant decisions. I do my best to be fair and consistent in these situations, such as employment matters, and act honestly and with professionalism. At the end of the day, my job is to make sure that the community I serve is safe, that the direction of the elected officials is being followed, and that the citizens' tax dollars are being spent responsibly. Those are duties that ultimately rely on the Administrator to make final decisions.

As to my guiding values, I was raised by my Grandparents who had survived the Great Depression and World War II and grew up on a family ranch where hard work, loyalty to the brand, and family were important. I was involved in the Boy Scout program as a youth and even work as an adult leader today with my sons' troop. The Boy Scouts maintain what is called the Scout Law, which states: "A Scout is trustworthy, loyal, helpful, friendly, courteous, kind, obedient, cheerful, thrifty, brave, clean and reverent." While some may disagree with the Scouts in some of their practices, I firmly believe that the Scout Law does offer valuable advice as to guiding values. Few problems cannot be solved if these basic tenants are followed. The work ethic installed by my Grandparents, combined with the guidance of the twelve points of the Scout Law provide many if not all of the guiding values I bring forward in both my personal and professional life.



# Due Diligence Questionnaire

## Town Administrator

### Town of Elizabeth, CO



#### Candidate Information

Full Name (First, Middle, Last): [REDACTED]	<i>Phone Information</i>
	Cell: [REDACTED]
Nicknames: [REDACTED]	Home: [REDACTED]
	Office:

Please answer each of the following questions completely and thoroughly.

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? If so, please explain the circumstances.  
NO.
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.  
NO.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.  
NO.
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.  
During the Spring 2020, the Council sought to expel one of its members for comments made on Facebook. The Councilmember resigned but sought to rescind his resignation two days later. In the months that followed, the City was faced with protests prior to Council meetings, during Council meetings, and at other times. There were armed marches around the community as well. When the former Councilmember (and another) were elected during the 2020 General Election it caused a 4-3 split in the Council. I was asked to engage in activities that were contrary to City Policy and which I believed were contrary to Wyoming law. I brought these matters to the attention of the Mayor and Council President. After several meetings, a majority of the Council sought my termination. I was terminated on February 28, 2021. The City paid my full severance as required under my Employment Contract, as the termination was without fault.

5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?

N/A.

6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?

NO.

7. It is important that the successful candidate be an active part of the Town and its culture. Do you have a problem adhering to a reasonable commuting distance limitation as a condition of residency in a proposed employment contract?

NO.

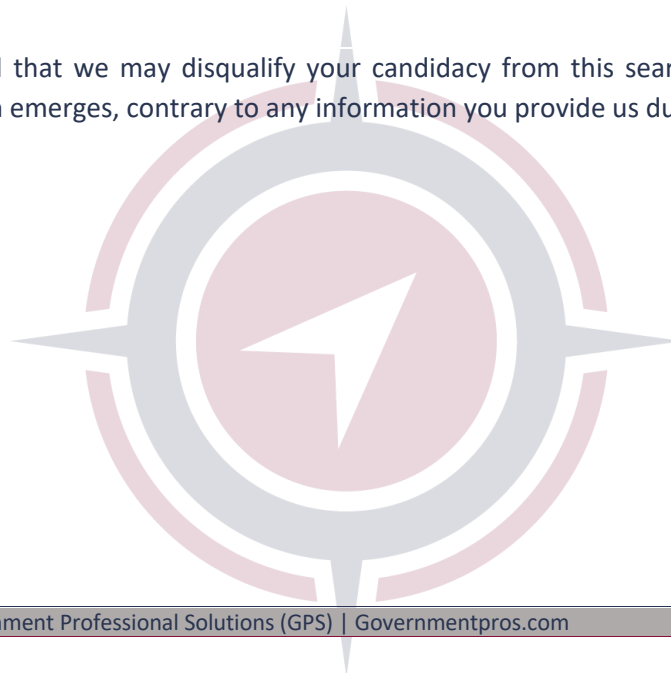
8. Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.

There is nothing in my background that I perceive or view as an issue, or which would impair my ability to perform the duties of Town Administrator. I do not have social media, other than LinkedIn, and so I am unaware of what could exist in this regard. However, in full disclosure of anything that might otherwise apply to the question, I offer the following:

In either 2013 or 2014 the law firm of Daly Davidson & Sorenson, LLC was sued by a former client regarding billing practices. As I was not with the firm at the time litigation ensued, the case caption was amended to Daly & Sorenson, LLC. The Supreme Court found no basis for the claim of unreasonable or abusive billing practices. I am mentioned, briefly, in the Supreme Court opinion, but I do not find it to be negative in nature. The case may be found at: [Manigault v. Daly & Sorenson, LLC, 2018 WY 33 \(2018\)](#).

9. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?

YES.



# Background Check Summary for



## Criminal Records Checks:

Nationwide Criminal Records Search	No Records Found
State	
Wyoming	No Records Found
Minnesota	No Records Found
County	
Campbell County, WY	No Records Found

## Civil Records Checks:

Federal	No Records Found
County	No Records Found

## Motor Vehicle:

Wyoming	No Records Found
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**Education:** Confirmed

**Employment:** Candidate's current employer required a signed release, so was deemed a non-responsive employer.





Gillette News Record  
February 26, 2021

**[REDACTED] out as city administrator**

**[REDACTED]** is no longer the Gillette city administrator, the city announced Friday afternoon.

Michael Cole will replace **[REDACTED]** on an interim basis while also continuing his current role as utilities director, according to the one-sentence announcement.

There is no timeline on the process to find a replacement for **[REDACTED]** said city spokesperson Geno Palazzari.

It's not clear if **[REDACTED]** resigned or was terminated, and his abrupt departure comes less than 24 hours after the City Council met in a special executive session Thursday evening. The executive session was called to discuss personnel, according to an announcement of the meeting.

The meeting notice also said that "no action will be taken following the meeting."

It wasn't clear in Friday's statement when the decision to name Cole to the interim post was made.

**[REDACTED]** replaced Carter Napier in late 2017.

The pay range for city administrator ranges anywhere from \$107,000 to \$150,000 per year.

Councilman Shay Lundvall said he could not discuss personnel matters, but added that "we will keep moving forward with the best of our abilities."

Attempts to reach Mayor Louise Carter-King and city attorney Anthony Reyes were made, but they did not respond as of Friday afternoon.

County 17

November 22, 2017

## Offered Permanent City Administrator Position

The Gillette City Council has offered the City Administrator position to City Attorney [REDACTED]. The council will need to formally approve the offer at the regular meeting on Dec. 5, but according to city spokesperson Geno Palazzari, [REDACTED] has tentatively accepted the offer.

“The City Council and I appreciate Mr. [REDACTED] stepping up into the position. He has served well as interim city administrator, and we have every confidence he will be great in the permanent administrator role,” said Mayor Louise Carter-King.

The city has been playing musical chairs with the position since June, when Carter Napier stepped down to pursue an opportunity in Casper, with the same title. At that time, [REDACTED] assumed the interim role while the city pursued a recruitment campaign for a permanent replacement.

The recruitment efforts came to an end last September, when the council passed on three final candidates over concerns of a lack of consensus among council members on any of the three candidates. The city didn't want to hire anyone for the position without full support of the council, since the position requires working closely with the council members.

Sawley Wilde then assumed the interim position from [REDACTED] on Oct. 1. The city said [REDACTED] needed to focus on the attorney issues surrounding the annexation of Crestview and Antelope Valley.

Then last week, Wilde stepped down from the interim administrator position and assumed his former position as public works director, citing personal reasons, and [REDACTED] once again stepped into the interim position. Palazzari stated the legal matters involved in the annexation were complete, and [REDACTED] could once again focus on the duties of the administrator position.

[REDACTED] had been with the city since 2014.

The city has had a lot of personnel changes in the past year. While most were retirements, Tom Pitlick, who was the finance director, followed Napier to Casper. Director of the Development and Engineering Department Dustin Hamilton left Wyoming this past summer.

Utilities Director Kendall Glover, Community and Government Relations Manager Patti Davidsmeier, and City Attorney Charlie Anderson all retired. The positions were filled internally.

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News Channel Nebraska  
October 12, 2021

## **Kimball announces finalists for city administrator**

KIMBALL - Annette Brower and [REDACTED] have been selected as the finalists for the City of Kimball's city administrator position.

The two will be interviewed by Mayor Keith Prunty and City Council members on Saturday. [REDACTED] will be interviewed at 11 a.m. and Brower at noon. The interviews will be held at the Kimball Transit Center (233 S. Chestnut) and the public is invited to attend.

Brower currently as the City Clerk and City Treasurer in Kimball. She previously served as the Interim City Utilities Administrator and has held positions with Kimball County, the State of Nebraska DMV in Kimball, Fort Collins Police Department and Ventura County Sheriff's Office. She received her degree in Accounting from Western Nebraska Community College.

Brower was nominated by Prunty for the city administrator position in 2020, but the City Council rejected the nomination due to concerns over the selection process.

[REDACTED] worked in municipal government in Gillette, Wyo. the last six years. He served in the role of Assistant City Attorney, City Attorney, Interim City Administrator and City Administrator. Prior to his time in Gillette, [REDACTED] practiced law throughout Wyoming. He received Bachelor of Science Degree in Economics and Political Science from the University of Wyoming and his Juris Doctor Degree from the University of Wyoming, College of Law.

Prunty is aiming to have a candidate selected and approved by the end of October.

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The city administrator is responsible for providing strategic leadership and direction for overall city operations, carrying out the policies and ordinances of the city council, coordinating with the mayor, and directing the administrative functions and operations of various city departments.



**Subject:** Fw: Town Administrator Position - Elizabeth, Colorado  
**Date:** Monday, October 18, 2021 at 3:32:08 PM Central Daylight Time  
**From:** Chris Lowe  
**To:** Bret Bauer  
**Attachments:** Outlook-ecfjbpt3.png, Outlook-u2xgggwd.png

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



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**From:** Chris Lowe <clowe@governmentpros.com>  
**Sent:** Sunday, August 8, 2021 2:17 PM  
**To:** [REDACTED]  
**Subject:** Re: Town Administrator Position - Elizabeth, Colorado

Hi, [REDACTED].

Thank you for your interest in the Town Administrator position with the Town of Elizabeth. I am in receipt of your materials. First review of resumes will begin on August 24, 2021.

Thanks again for your application materials.

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



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**From:** [REDACTED]  
**Sent:** Wednesday, August 4, 2021 9:52 AM  
**To:** Chris Lowe <clowe@governmentpros.com>; Bret Bauer <bbauer@governmentpros.com>  
**Cc:** [REDACTED]  
**Subject:** Town Administrator Position - Elizabeth, Colorado

Mr. Lowe and Mr. Bauer:

I am writing to confirm you had received my application for the open position in Elizabeth, Colorado. Please let me know if you did not receive the information, or if you are requiring anything else. Thank you for your time, and have a great day.



**Subject:** Fw: Town Administrator Position - Elizabeth, Colorado  
**Date:** Monday, October 18, 2021 at 3:32:19 PM Central Daylight Time  
**From:** Chris Lowe  
**To:** Bret Bauer  
**Attachments:** Outlook-mjmo1s2r.png

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



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**From:** Chris Lowe  
**Sent:** Thursday, August 5, 2021 11:13 AM  
**To:** [REDACTED]  
**Subject:** RE: Town Administrator Position - Elizabeth, Colorado

Hi, [REDACTED]. You should have received an email from me confirming receipt either the day of or the day after you sent it. I am currently on vacation with limited internet access. I will confirm that I have your materials and send you an email when I am back in the office on Sunday.

Thanks very much for your interest and I'll be in touch shortly.

Chris Lowe

Sent from my T-Mobile 4G LTE Device

----- Original message -----

**From:** [REDACTED]  
**Date:** 8/4/21 10:52 AM (GMT-06:00)  
**To:** Chris Lowe <clowe@governmentpros.com>, Bret Bauer <bbauer@governmentpros.com>  
**Cc:** [REDACTED]  
**Subject:** Town Administrator Position - Elizabeth, Colorado

Mr. Lowe and Mr. Bauer:

I am writing to confirm you had received my application for the open position in Elizabeth, Colorado. Please let me know if you did not receive the information, or if you are requiring anything else. Thank you for your time, and have a great day.

[REDACTED]

**Subject:** Fw: Additional Information Requested: Town Administrator position Elizabeth, Colorado  
**Date:** Monday, October 18, 2021 at 3:33:07 PM Central Daylight Time  
**From:** Chris Lowe  
**To:** Bret Bauer  
**Attachments:** Outlook-h5op3ihw.png

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



---

**From:** Chris Lowe  
**Sent:** Wednesday, September 1, 2021 5:04 PM  
**To:** [REDACTED]  
**Subject:** RE: Additional Information Requested: Town Administrator position Elizabeth, Colorado

[REDACTED]  
I do have your questionnaire returned. I should have sent a confirmation earlier. I will call you tomorrow to discuss the next step of the process.

Thanks,  
Chris

Sent from my T-Mobile 4G LTE Device

----- Original message -----

**From:** [REDACTED]  
**Date:** 9/1/21 4:33 PM (GMT-07:00)  
**To:** Chris Lowe <clowe@governmentpros.com>  
**Subject:** Re: Additional Information Requested: Town Administrator position Elizabeth, Colorado

Mr. Lowe:

I was just following up to make sure you received my packet. I wouldn't want an opportunity like this to slip away due to technology. Thank you for your time.

[REDACTED]  
On Aug 29, 2021, at 1:31 PM, Chris Lowe <[clowe@governmentpros.com](mailto:clowe@governmentpros.com)> wrote:

Thanks! It should say Thursday September 2 not Tuesday.

Chris

Sent from my T-Mobile 4G LTE Device

----- Original message -----

From: [REDACTED]  
Date: 8/29/21 1:24 PM (GMT-07:00)  
To: Chris Lowe <[clowe@governmentpros.com](mailto:clowe@governmentpros.com)>  
Cc: [REDACTED]  
Subject: Re: Additional Information Requested: Town Administrator position Elizabeth, Colorado

Mr. Lowe:

I am in receipt of your email. Thank you for the phone message directing me to it. I will get it completed and back to you. Thank you for your time.

[REDACTED]

On Aug 26, 2021, at 4:19 PM, Chris Lowe <[clowe@governmentpros.com](mailto:clowe@governmentpros.com)> wrote:

Good afternoon, [REDACTED].

Thank you for your interest in the Town Administrator position with the Town of Elizabeth, CO. I would like to congratulate you on being identified as a semifinalist to be considered further. To better understand how your qualifications could fill the position and satisfy the needs of the Town, please respond to the attached Candidate Questionnaire.

**Candidate Questionnaire Instructions:**

Your returned document may be shared with hiring officials as they prepare to narrow the group further. Please make sure to proof your document carefully, as we do not edit your text. Please return the document in PDF format.

**Please return the completed Candidate Questionnaire to Chris Lowe at [clowe@governmentpros.com](mailto:clowe@governmentpros.com) by 5:00 p.m. MST on Tuesday, September 2, 2021.**

Please confirm receipt of this email, and if you have any questions, please feel free to reach out to me at [clowe@governmentpros.com](mailto:clowe@governmentpros.com).

Thank you and have a great day.

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104  
<Outlook-bzazyqjj.png>

**Subject:** Fw: Zoom meeting request, Town Administrator position Town of Elizabeth, CO  
**Date:** Monday, October 18, 2021 at 3:34:11 PM Central Daylight Time  
**From:** Chris Lowe  
**To:** Bret Bauer  
**Attachments:** Outlook-4zjk4dzc.png, Outlook-kjwy0mhn.png

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



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**From:** Chris Lowe  
**Sent:** Friday, September 3, 2021 10:39 AM  
**To:** [REDACTED]  
**Cc:** Bret Bauer <bbauer@governmentpros.com>  
**Subject:** Zoom meeting request, Town Administrator position Town of Elizabeth, CO

Good morning, [REDACTED].

Thank you for your interest in the Town Administrator position for the Town of Elizabeth, CO. You are among a select and smaller group of candidates to be considered further. To better understand how your qualifications could fill the position and satisfy the needs of the Town, please accept the following email (separate email) inviting you to participate in a zoom meeting with me, Chris Lowe, and Bret Bauer, Partner at Government Professional Solutions. Your invitation will arrive via email following this email from me. If you do not receive it, please check your spam folders and let me know if you do not have it.

**Zoom Meeting:**

**Your zoom meeting will be 11:30 a.m MOUNTAIN Time, Friday, September 10, 2021.**

**Tips for a zoom meeting:**

- Please allow for up to 20 minutes for your zoom meeting.
- Familiarize yourself with the details of this recruitment. Link for brochure:  
[https://a1b82c65-871f-4d28-a3d2-44fb0f2e54b6.filesusr.com/ugd/22be36\\_7d0753cb0dbc4a9681c5ae8e93accbcb.pdf](https://a1b82c65-871f-4d28-a3d2-44fb0f2e54b6.filesusr.com/ugd/22be36_7d0753cb0dbc4a9681c5ae8e93accbcb.pdf)
- Check the camera angle to ensure you are looking directly into the camera and the background presents a professional setting.
- Position yourself so that there are no bright lights shining behind you.
- Try to limit extraneous noise that could interfere with our ability to hear you.
- Dress in business attire as you would for an on-site interview.
- Be yourself.

Please keep in mind, this exercise is used to measure how well you can communicate. This process is not a replacement for the in-person interview, it is but one factor among many that will be considered by the Town of Elizabeth as they move to their final decision. This zoom meeting will be recorded.

Please confirm receipt of this email, and accept the zoom invitation. If you have any questions, please feel free to reach out to me at [clowe@governmentpros.com](mailto:clowe@governmentpros.com) or (785)766-9104.

Thank you and have a great day.

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



**Subject:** Fw: Thank You for Your Time Today  
**Date:** Monday, October 18, 2021 at 3:34:23 PM Central Daylight Time  
**From:** Chris Lowe  
**To:** Bret Bauer  
**Attachments:** Outlook-of43hmc5.png

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



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**From:** Chris Lowe  
**Sent:** Saturday, September 11, 2021 12:10 PM  
**To:** [REDACTED]  
**Subject:** RE: Thank You for Your Time Today

Thanks, [REDACTED], enjoyed our meeting as well!

Chris

Sent from my T-Mobile 4G LTE Device

----- Original message -----

**From:** [REDACTED]  
**Date:** 9/10/21 12:35 PM (GMT-07:00)  
**To:** Chris Lowe <clowe@governmentpros.com>  
**Cc:** [REDACTED]  
**Subject:** Thank You for Your Time Today

Mr. Lowe:

Thank you for your time today, and another opportunity to further our discussions with regard to the position with Elizabeth. As always, should you need anything, please do not hesitate to let me know. Have a great day and a wonderful weekend.

[REDACTED]

[REDACTED]

**Subject:** Fw: Due Diligence Questionnaire  
**Date:** Monday, October 18, 2021 at 3:34:57 PM Central Daylight Time  
**From:** Chris Lowe  
**To:** Bret Bauer  
**Attachments:** GPS due diligence questionnaire - Elizabeth TA.docx, Outlook-d3p3fqud.png, Outlook-ymosbdry.png

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



---

**From:** Chris Lowe  
**Sent:** Wednesday, September 29, 2021 5:02 PM  
**To:** [REDACTED]  
**Cc:** Bret Bauer <bbauer@governmentpros.com>  
**Subject:** Due Diligence Questionnaire

Good evening [REDACTED],

Congratulations, as I noted by phone, you have been identified by the Board of Trustees as a finalist for the position of Town Administrator. I want to thank you again for your interest in serving the Town. To further understand how your qualifications could fill the position and satisfy the needs of the Town, please respond to the attached Due Diligence Questionnaire.

**Due Diligence Questionnaire Instructions:**

Your returned document may be shared with hiring officials as they prepare to narrow the group further. Please make sure to proof your document carefully, as we do not edit your text. Please return the document in PDF format.

**Please return the completed Due Diligence Questionnaire to Chris Lowe at [clowe@governmentpros.com](mailto:clowe@governmentpros.com) by 5:00 p.m. CST on Friday, October 8, 2021.**

Please confirm receipt of this email, and if you have any questions, please feel free to reach out to me at [clowe@governmentpros.com](mailto:clowe@governmentpros.com).

The Consumer Report Disclosure and Authorization form will be sent separately which will allow us to begin the background check process.

Thank you and have a great evening.

**Subject:** Fw: Due Diligence Questionnaire  
**Date:** Monday, October 18, 2021 at 3:35:07 PM Central Daylight Time  
**From:** Chris Lowe  
**To:** Bret Bauer  
**Attachments:** Outlook-3sz4iav3.png

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



---

**From:** [REDACTED]  
**Sent:** Wednesday, September 29, 2021 6:19 PM  
**To:** Chris Lowe <[clowe@governmentpros.com](mailto:clowe@governmentpros.com)>  
**Subject:** Re: Due Diligence Questionnaire

Good evening Chris,

I received the email.

[REDACTED]

On Sep 29, 2021, at 5:02 PM, Chris Lowe <[clowe@governmentpros.com](mailto:clowe@governmentpros.com)> wrote:

Good evening [REDACTED],

Congratulations, as I noted by phone, you have been identified by the Board of Trustees as a finalist for the position of Town Administrator. I want to thank you again for your interest in serving the Town. To further understand how your qualifications could fill the position and satisfy the needs of the Town, please respond to the attached Due Diligence Questionnaire.

**Due Diligence Questionnaire Instructions:**

Your returned document may be shared with hiring officials as they prepare to narrow the group further. Please make sure to proof your document carefully, as we do not edit your text. Please return the document in PDF format.

**Please return the completed Due Diligence Questionnaire to Chris Lowe at [clowe@governmentpros.com](mailto:clowe@governmentpros.com) by 5:00 p.m. CST on Friday, October 8, 2021.**

Please confirm receipt of this email, and if you have any questions, please feel free to reach out to me at [clowe@governmentpros.com](mailto:clowe@governmentpros.com).



The Consumer Report Disclosure and Authorization form will be sent separately which will allow us to begin the background check process.

Thank you and have a great evening.

Thanks,

Chris Lowe, Partner

(C) (785) 766-9104

<Outlook-d3p3fqud.png>

<GPS due diligence questionnaire - Elizabeth TA.docx>

**Subject:** Fw: Consumer Report and Background Authorization  
**Date:** Monday, October 18, 2021 at 3:35:31 PM Central Daylight Time  
**From:** Chris Lowe  
**To:** Bret Bauer  
**Attachments:** - ESS DISCLOSURE & AUTH - interactive 2020.pdf, Outlook-fw1qm50n.png, Outlook-ikpiosac.png

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



---

**From:** Chris Lowe  
**Sent:** Wednesday, September 29, 2021 5:10 PM  
**To:** [REDACTED]  
**Cc:** Bret Bauer <bbauer@governmentpros.com>  
**Subject:** Consumer Report and Background Authorization

Good evening, [REDACTED].

Please find attached the Consumer Report Disclosure Form. We ask that you sign and return to us at your earliest convenience. This will allow us to begin a background check process.

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



**Subject:** Fw: Interview Schedule  
**Date:** Monday, October 18, 2021 at 3:35:42 PM Central Daylight Time  
**From:** Chris Lowe  
**To:** Bret Bauer  
**Attachments:** Outlook-xmhnjgc4.png, Outlook-ek3tumkq.png

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



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**From:** Chris Lowe <clowe@governmentpros.com>  
**Sent:** Thursday, October 14, 2021 12:58 PM  
**To:** [REDACTED]  
**Subject:** Re: Interview Schedule

Hi, [REDACTED], good to hear you made it back. Sorry for the delay in getting back to you. Tuesday morning would be fine. How about 10 am?

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104



---

**From:** [REDACTED]  
**Sent:** Wednesday, October 13, 2021 8:58 AM  
**To:** Chris Lowe <clowe@governmentpros.com>  
**Cc:** [REDACTED]  
**Subject:** Re: Interview Schedule

Good morning Chris. I am back in the US and was wondering if we could set up a conference call for Tuesday morning (10/19). I would like to visit a little about the process, the Council themselves, and other similar issues. Thank you for your time.

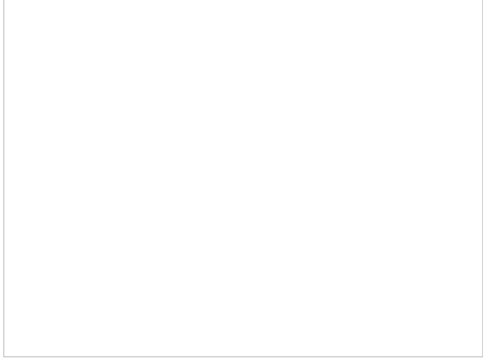
[REDACTED]

On Oct 8, 2021, at 3:08 PM, Chris Lowe <[clowe@governmentpros.com](mailto:clowe@governmentpros.com)> wrote:

Good afternoon, [REDACTED]. Attached is the interview schedule for your Finalist interview with the Town. As we discussed on the phone, the format is a PW tour, meeting with Department Heads and then the Trustees. Light sustenance will be available at the lunch and dinner hour as noted. The address to come to for the start of the tours/interview is 151 S Banner St, Elizabeth, CO 80107

If you plan to stay at a hotel the evening before your interview, please feel free to do so. These two are recommended in Castle Rock and get the best reviews.

[https://www.ihg.com/holidayinnexpress/hotels/us/en/castle-rock/denme/hoteldetail?cm\\_mmc=GoogleMaps\\_-\\_EX\\_-\\_US\\_-\\_DENME](https://www.ihg.com/holidayinnexpress/hotels/us/en/castle-rock/denme/hoteldetail?cm_mmc=GoogleMaps_-_EX_-_US_-_DENME)



### [South Denver Hotels With Indoor Pools | Holiday Inn Express & Suites Denver - South Castle IHG](#)

Welcome to the Holiday Inn Express & Suites® in Castle Rock, CO. Castle Rock's newest hotel is conveniently located on the I-25 corridor, minutes away from Denver or Colorado Springs. The Holiday Inn Express & Suites is centrally located to dining, shopping, and numerous Colorado attractions including the Outlets at Castle Rock, Cielo at Castle Rock, S. Miller Park, and ...

[www.ihg.com](http://www.ihg.com)

[https://www.bestwestern.com/en\\_US/book/hotel-rooms.06157.html?ata=00171880&ssob=BLBWI0004G&cid=BLBWI0004G:google:gmb:06157](https://www.bestwestern.com/en_US/book/hotel-rooms.06157.html?ata=00171880&ssob=BLBWI0004G&cid=BLBWI0004G:google:gmb:06157)

We will also reimburse mileage to and from the interview, so please keep track of that so our finance folks can reimburse you.

I am excited for you to be a part of this process. If I can be of any assistance at all as you prepare, please let me know.

Thanks,

Chris Lowe, Partner  
(C) (785) 766-9104  
<Outlook-1sfyxpzt.png>  
<Town Administrator Interviews.pdf>

[REDACTED]

# Candidate Questionnaire

[Position]  
[Location]



## Candidate Information

Full Name (First, Middle, Last):	<i>Phone Information</i>
	Cell:
Nicknames:	Home:
	Office:

*Please answer each of the following questions completely and thoroughly.*

1. How many employees and what size budget do you oversee?
2. Please detail the specific city departments you have supervised.
3. Please explain why you left your last three positions.
4. Are there any gaps in your employment history? If so, please explain in detail.
5. What is your proudest professional accomplishment?
6. Briefly describe your experience and skills in budget development and administration.
7. Please describe your experience and skills in municipal financial management.
8. Briefly describe your experience and skills in long range strategic planning.
9. Please describe a personal experience in delivering or ensuring that excellent customer service was provided in your organization.
10. What do you feel are your greatest strengths as a leader?
11. What do you feel are your greatest strengths as a manager?
12. What areas do you perceive that you need to be working on to become a better leader and manager?
13. Please describe your philosophy and approach to building a strong team environment and motivating your employees to perform at their highest levels.
14. If you are selected for this position, what do you believe will be your greatest, most immediate challenge in your new role?
15. Please describe your personal management philosophy and guiding values.

# Due Diligence Questionnaire

[Position]  
[Location]



## Candidate Information

Full Name (First, Middle, Last):	<i>Phone Information</i>
	Cell:
Nicknames:	Home:
	Office:

Please answer each of the following questions completely and thoroughly.

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? If so, please explain the circumstances.
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? If so, please provide details, explain the circumstances and final outcome.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? If so, please provide relevant details, explain the circumstances and the final outcome.
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? If so, please provide relevant details, and explain the circumstances.
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time?
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded?
7. Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? If so, please explain, provide details of the circumstances and current disposition.
8. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process?



# CHRIS LOWE

J.D., M.P.A.

Partner and Co-Founder

## SUMMARY

Chris Lowe is a dynamic leader and creative problem-solver with a deep affinity for public service. He draws upon 15 years of experience in city management and over 20 years in the public sector to help guide public clients through myriad opportunities and challenges, from economic development and funding, to human resources and utility management.

## EDUCATION

**Juris Doctor**, Marquette University, Milwaukee, WI

**Master of Public Administration (MPA)**, Bowie State University, Bowie, MD

**Bachelor of Arts, Political Science and Government**, University of Kansas, Lawrence, KS

## CONTACT

(785) 766-9104

clowe@governmentpros.com

LINKEDIN:

<https://www.linkedin.com/in/chris-lowe-823bb4173/>

## ASSOCIATIONS

International City/County Manager's Association (ICMA)  
Government Finance Officers Association (GFOA)

## SPECIFIC EXPERIENCE

### Executive Recruitment & Human Resources

- Personally recruited and hired more than 50 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and implemented performance measurement programs
- Developed and implemented compliant personnel policies, procedures manuals, and employee handbooks
- Negotiated collective bargaining agreements with unions

### Budgeting & Finance

- Developed and managed more than \$75 million in municipality annual budgets
- Supervised competitive bond sales to finance public infrastructure improvements
- Led efforts to refinance bonded indebtedness, saving millions in debt service
- Created and implemented accounting manuals and investment policies

### Community Strategic Planning

- Created full scope community strategic plans
- Conducted council retreats with goal setting priorities
- Led extensive community engagement efforts
- Conducted numerous stakeholder interviews

### Economic Development

- Developed public private partnerships and negotiated economic development agreements, resulting in new community services, financial savings, and local business expansion
- Secured grant funding for various community improvements, from city lighting to transportation infrastructure
- Administered multi-million capital improvement programs



# BRET BAUER

M.P.A.

Partner and Co-Founder

## SUMMARY

Bret Bauer brings more than 15 years of public sector experience and best practices to his work with public clients. Serving in city management roles in Missouri, Kansas and Texas gave Bret significant experience in utility and budget management, human resources, and economic and community development. Bret's ethics and integrity have also earned him widespread recognition and trust.

## EDUCATION

**Master of Public Administration (MPA),  
Bachelor of Science, Criminal Justice**  
Wichita State University, Wichita, KS

## CONTACT

(316) 207-0688

[bbauer@governmentpros.com](mailto:bbauer@governmentpros.com)

LINKEDIN:

<https://www.linkedin.com/in/bret-bauer-mpa-icma-cm-b89ab3b3/>

## ASSOCIATIONS

International City/County Manager's Association (ICMA)  
Government Finance Officers Association (GFOA)  
Texas City Managers Association (TCMA), Ethics Committee 2019-2020, Membership Committee 2017-2019  
East Texas City Managers Association (ETCMA), Board VP 2019-2020

## SPECIFIC EXPERIENCE

### Executive Recruitment & Human Resources

- Personally recruited and hired more than 25 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and managed training exercises for county staff and residents on emergency preparedness and the National Incident Management System
- Conducted ethics training

### Budgeting & Finance

- Managed multi-million-dollar municipal budgets, both departmental and annual
- Developed capital improvement programs and strategic plans
- Managed and oversaw payroll processes

### Community Strategic Planning

- Created full scope community strategic plans
- Led extensive community engagement efforts
- Conducted multiple stakeholder interviews
- Conducted council retreats with goal setting priorities

### Economic & Community Development

- Led numerous economic development successes in new development and redevelopment
- Led successful negotiations with developers

### Project & Program Management

- Managed and oversaw Public Works and Parks Departments
- Streamlined departments to operate more efficiently and effectively, including a Build/Code Enforcement department

### Utility Management

- Developed, maintained, and managed National Pollutant Discharge Elimination System permits
- Recommended to serve on the Kansas Municipal Energy Agency





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
07/14/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> SECURITY SERVICE CUSO LLC 34341010 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	<b>CONTACT NAME:</b> PHONE (866) 467-8730 (A/C, No, Ext):		<b>FAX (A/C, No):</b>
	<b>E-MAIL ADDRESS:</b>		
		<b>INSURER(S) AFFORDING COVERAGE</b>	<b>NAIC#</b>
<b>INSURED</b> Government Professional Solutions, LLC 104 HARBOR HAVEN ST GUN BARREL CITY TX 75156-4319	<b>INSURER A :</b> Hartford Underwriters Insurance Company		30104
	<b>INSURER B :</b>		
	<b>INSURER C :</b>		
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS		
A	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> General Liability			34 SBA AG7X1Y	07/13/2022	07/13/2023	EACH OCCURRENCE	\$1,000,000	
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000	
							MED EXP (Any one person)	\$10,000	
							PERSONAL & ADV INJURY	\$1,000,000	
GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:							GENERAL AGGREGATE	\$2,000,000	
							PRODUCTS - COMP/OP AGG	\$2,000,000	
A	<b>AUTOMOBILE LIABILITY</b>			34 SBA AG7X1Y	07/13/2022	07/13/2023	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000	
	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> AUTOS	<input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS						BODILY INJURY (Per person)	
								BODILY INJURY (Per accident)	
								PROPERTY DAMAGE (Per accident)	
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB			34 SBA AG7X1Y	07/13/2022	07/13/2023	EACH OCCURRENCE	\$1,000,000	
	<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> RETENTION \$ 10,000							AGGREGATE	\$1,000,000
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> Y/N <input type="checkbox"/> N/A		
							PER STATUTE	OTHER	
							E.L. EACH ACCIDENT		
							E.L. DISEASE -EA EMPLOYEE		
							E.L. DISEASE - POLICY LIMIT		
A	Professional Liability			34 SBA AG7X1Y	07/13/2022	07/13/2023	Each Claim Limit	\$100,000	
							Aggregate Limit	\$100,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

**CERTIFICATE HOLDER**

For Informational Purposes  
 104 HARBOR HAVEN ST  
 GUN BARREL CITY TX 75156-4319

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Susan S. Castaneda*

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Public Sector Executive Search and Organizational Consulting

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Website: [krw-associates.com](http://krw-associates.com)

Managing Partners:

Lorne Kramer, MPA - Lynn Johnson, BA - Jerry Williams, DPA

## **PROPOSAL**

### **City of Gunnison, Colorado City Manager Recruitment Services September 15, 2022**

September 15, 2022

Mayor Diego Plata and Members of City Council, City of Gunnison, CO  
P.O. Box 239  
201 W. Virginia Ave.  
Gunnison, CO 81230  
City Manager Recruitment Attn: Ben Cowan, Finance Director

RE: City Manager Recruitment Services

Dear Mayor Plata and Members of Council,

*KRW Associates LLC* (KRW) requests that you consider this proposal as a working document for the upcoming selection and assessment process for the position of City Manager for the City of Gunnison. The intent of this Proposal is to provide a structure and timeline regarding KRW's services, concisely summarize the duties and responsibilities regarding the process, state the set fee, and validate the working relationship. *KRW Associates LLC* (KRW) is a limited liability company headquartered in Arvada, CO with offices in Denver and Goodyear, Arizona.

Based on our professional experience conducting successful executive searches and practitioner backgrounds we believe we are extremely well suited to assist you with this assignment. We have extensive professional backgrounds as former city managers, police chiefs and executive search consultants, and have contacts and professional relationships with highly qualified executives throughout the country.

The principals of KRW Associates LLC have served a variety of cities, counties, and other entities with successful executive searches for many years. In particular, we have extensive experience working in mountain resort communities. (Please refer to the enclosed sample client list and enclosed biographical information.) We believe that no executive search firm knows Colorado cities and towns as thoroughly and personally as our firm. We are uniquely qualified to perform a recruitment and selection process for your City Manager position. In conjunction with the City of Gunnison, we have the capability to take this process from the announcement stage through the final selection and reference checks of candidates. Due to low overhead and travel costs, our fees are typically more competitive than other firms. We have contacts with city managers and other municipal executives throughout the nation and will elicit their

cooperation and support with our processes. This, coupled with our KRW candidate database, helps us to solicit quality candidates. We can also advise you with important candidate information, as well as the final negotiation process. Enclosed please find several items: a.) a project cost sheet; b.) a list of references; c.) consultant biographies; and d.) sample list of clients. Hopefully these items provide the information needed to make an informed decision.

Sincerely,

*Lorne Kramer*

Lorne C. Kramer, MPA  
KRW Managing Partner  
(719) 310-8960  
[chiefcos@aol.com](mailto:chiefcos@aol.com)

## Table of Contents

<b>Cover Letter .....</b>	<b>Page 1</b>
<b>Table of Contents .....</b>	<b>Page 3</b>
<b>Statement of Experience and Qualifications .....</b>	<b>Page 4</b>
<b>Recruitment Process .....</b>	<b>Page 5</b>
<b>Potential Candidates .....</b>	<b>Page 6</b>
<b>Recent and Active Projects.....</b>	<b>Page 6</b>
<b>Scope of Work and Schedule.....</b>	<b>Page 6</b>
<b>Mission Statement .....</b>	<b>Page 6</b>
<b>Recruitment Philosophy.....</b>	<b>Page 6</b>
<b>Project Communication.....</b>	<b>Page 8</b>
<b>Challenges .....</b>	<b>Page 8</b>
<b>Diversity.....</b>	<b>Page 8</b>
<b>Attachments:</b>	
<b>Project Cost Sheet.....</b>	<b>Page 9</b>
<b>Warranty .....</b>	<b>Page 9</b>
<b>References .....</b>	<b>Page 10</b>
<b>Qualifications of Key KRW Associates Personnel.....</b>	<b>Page 11</b>
<b>Detailed Sample of Former Clients.....</b>	<b>Page 13</b>

## **Experience and Qualifications**

KRW Associates, LLC (KRW) is a Limited Liability Corporation with a national clientele and is headquartered in Arvada, Colorado, with offices in Denver, and Goodyear, Arizona. We are specialists in all aspects of Public Sector executive recruitment.

We have decades of public sector executive experience as practitioners and a background of successful executive placements around the country. This experience, combined with the highest level of graduate public administration education of any search firm in the country, makes for energetic, enlightened and reliable expertise that extends throughout the United States.

KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for Government Leadership while retaining quality and credibility. We understand the job and the needs of the hiring authority. We provide advice and support regarding important candidate information and the final negotiation process. Because of our extensive relationships and contacts, we are confident we will identify and bring only quality candidates worthy of consideration by the city.

KRW's philosophy of customer service is founded on directly meeting the needs and desires of the client with a customized service package designed for the unique needs of each client. The candidate selection is made by City leadership with information and guidance about all applicants provided by KRW. This provides the city with the ability to select the candidate that is the best fit for your community. We work thoroughly and quickly, and do not believe in unnecessarily prolonged executive searches. We will help you get this project successfully completed in a timely manner.

The KRW team, comprised of the three managing partners and ten associates, has been operating since the LLC's establishment in 2007. The principals of KRW Associates LLC have served a variety of cities, counties, and other entities with successful executive searches, including City and Town Managers. In the past three years KRW has completed successful placements of Colorado City/Town Managers in Trinidad, Eagle, Fort Morgan, Cripple Creek, Ouray, Routt County, Wellington, Bayfield, and Sterling. In addition, KRW has successfully recruited and placed executive level people in Ogallala, Nebraska, Mead, Greeley, Grand Junction, Fort Collins, Breckenridge, Durango, Castle Rock, Morrison, Pueblo, Manitou Springs, Glenwood Springs, and Fairplay to name a few. In addition, our experience in successful executive search encompasses other executive-level positions such as Police and Fire Chiefs, Executive Directors, and Public Works Directors. We believe that no executive search firm knows municipal government and their needs as thoroughly and personally as our firm. We are uniquely qualified to perform a recruitment and selection process for your City Manager position.

Besides executive recruitment, KRW Associates LLC provides a variety of additional services including organizational audits, training solutions, strategic planning and assessment centers. KRW brings the expertise of our partners to every project as well as the experience of other qualified subject matter experts as necessary.

Lorne Kramer and Jerry Williams are the Founders and Managing Partners and will be directing the project. Mr. Kramer is the former City Manager, Deputy City Manager and Police Chief for the City of Colorado Springs, Colorado and has been involved in executive search for over 15 years. Dr. Williams has been active in executive search since 2001. He is the former Police Chief in Arvada and Aurora, Colorado. He most recently was the Director of the master's program in Police Executive Leadership at CU Denver. Mr. Lynn Johnson is also a Managing Partner and has over 42 years in law enforcement; 20 years at the command and executive level. Lynn retired from the Arvada Police Department in 2016 as a Deputy Chief of Police, having served as Chief in both Operations and Administration Divisions. In addition, KRW Associate Mark Collins, a former City Manager in both Colorado and Wyoming will be involved in the project. Mark also served as a University Vice President and currently teaches graduate

classes in Public Administration.

Detailed biographies of the managing partners and associates are attached. In addition, a list of KRW's references for similar projects and a sample list of our clients are included. (See Attachments.)

### **Recruitment Process**

Regarding a process for the City of Gunnison City Manager, we propose a schedule and timeline which would progress as quickly as possible once the proposal is accepted and a Service Agreement signed.

KRW has an established recruitment protocol which has been very successful for many years. Working with the City Council, and city staff, KRW would follow this process:

- a. Conduct meetings with the Mayor/City Council to compile input/information relative to the skills, abilities, attributes desired in the new City Manager and develop a profile for the position announcement and discussion with potential candidates.
- b. KRW also recommends interviews with department heads to obtain their insight into the ideal qualities of the new city manager.
- c. Based on this information, KRW will draft the City Manager position announcement, submit it to the City for approval, and post the announcement both locally and nationally (with emphasis in the Rocky Mountain Region) for a minimum of 30 days.
- d. Candidates will be directed to submit application materials to KRW Associates electronically. KRW will conduct an initial screening of applicants to ensure minimum qualifications are satisfied.
- e. During the open period KRW will evaluate applicant resumes as well as perform outreach to contacts and solicit potential suitable candidates.
- f. KRW will rank the applicants in three "tiers" (Tier 1.a", "Tier 1.b.", etc.), based on credentials and qualifications, in descending order for the Mayor/Council review. KRW will confer with the Mayor/Council to select the top candidates as semi-finalists to move to the next phase of the process.
  - As required in the RFP, KRW will submit seven (7) binders with all applicant materials for council review.
- g. KRW will conduct due diligence process, including telephonic interviews and national media check on the top candidates and provide a written report to the Mayor/Council to review and consider before selecting the finalists.
- h. Meet with the Mayor/Council to discuss candidates and select finalists.
- i. Perform reference checks, criminal background and social media checks on the final candidates and prepare a written report for Council review.
- j. Work with the City in designing the assessment/interview process and assisting the city in organizing candidate visits. The specific process will be discussed with the Mayor/Council but may include a community reception and panel interviews.
- k. Administer the assessment/interview process in Gunnison and assist with final candidate deliberations.

Potential candidates: Our firm has a database of both assistant and town and city managers/administrators who have previously applied for open positions. In addition, we have contact with a vast network of municipal executives. They call our firm regularly, updating us on potential candidates, and checking for opportunities for themselves. Also, we are in constant contact with “sitting” managers/administrators, seeking their knowledge of the best professional candidates. The database is also used for targeted mailing. KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for the appointing authority while retaining quality and credibility. We understand the job, the public sector, and the needs of the hiring authority and the community. ***Ninety percent of our placements are still in the job or have tenure of at least five years.***

**Recent Successful Recruitments and Placements:**

**Eagle Town Manager; Trinidad City Manager; Basalt Planning Director; Cripple Creek City Administrator; Fort Collins Police Chief; Routt County, County Manager; Fort Morgan City Manager; Sterling City Manager; Fort Morgan Police Chief; Blackhawk Police Chief; Canon City Police Chief; Windsor Police Chief; Ouray Town Administrator; Glenwood Springs Police Chief; Alamo, Texas College District Chief of Police; Idaho Springs Police Chief; and Summit County Public Works Director.**

**Current Active Projects:**

**Glenwood Springs City Manager; Hudson Town Manager, Fraser Public Works Director; Estes Park Police Chief; and Gilpin Ambulance Authority Chief/Manager.**

**Scope of Work and Schedule**

**1. Mission Statement:**

KRW relies heavily on establishing the most productive, trusting, and cooperative relationship with our clients as possible. Relationships are an important value for the firm. We do not believe in long, drawn out processes and work diligently to ensure the timeline and established process protocols are met. We have a reputation as knowledgeable professionals and cost our proposals with the appreciation for budget challenges and affordability.

**2. Recruitment Philosophy:**

As outlined below, it is the recruitment protocol and professional philosophy of KRW to collaborate with elected officials and city staff to obtain input as to the qualities, abilities, education, and experience desired of an ideal candidate. Other stakeholders identified by the city may also be interviewed. Information developed from the input from the interviews will be incorporated into an advertisement that will be posted nationally after city approval.

1. **Late September 2022** – Finalize Service Agreement

2. **Early October** – Meet with the Mayor/Council:

In conjunction with the Mayor/Council, develop a clear, detailed set of criteria that includes criteria regarding executive and administrative qualifications and experience and knowledge. The advertisement will form a candidate profile/recruiting specification for the City Manager position that will be used to attract and evaluate high-caliber applicants.

○ Design an advertising/communication/marketing campaign to include:

- Developing a profile of the city, highlighting the unique characteristics of Gunnison’s history and character, and outlining the job description, qualifications, and preferred experience and education of the ideal candidate.

- KRW does not recommend costly, printed brochures as a recruitment option. Recruitment notices to targeted audiences and using social media and online media is proven to be a more effective means of communicating the opportunity.
  - Contacting professional associations
  - Advertising on professional and industry websites/ job boards (ICMA, CML, CCCMA, CAST (Colorado Association of Ski Towns), Adjoining Rocky Mountain area states, etc.)
  - Posting on the KRW Associates website
  - Posting on the Gunnison website
  - Identifying and aggressively marketing the position to potential candidates in the field, using KRW's established database and professional contacts
  - Additional methodologies may be included after the needs and desires of the Mayor/Council being more fully identified.
  - On-site meeting with the Mayor/City Council
  
- 3. **Mid - Late October** – Upon Council approval KRW will post the position nationally for 45 days. All applications will be submitted to KRW electronically. Applications will consist of 1) cover letter, 2) current resume, and 3) six professional references. KRW will receive and initially screen applications and resumes for minimum requirements, using the city approved criteria to include the KRW tiered ranking process. As outlined in the RFP, KRW will provide the City with seven (7) binders with all applications and supporting material. A status of the specifics of the search will be provided periodically throughout the duration of the process, to include the posting period. KRW will handle administrative details such as correspondence with candidates and inquiries about their candidacy.
  
- 4. **Mid November** – Review and rank resumes. Facilitate a process whereby the Council can develop a group of semi-finalists. This will essentially be a review of the KRW tiering of qualified applicants and narrowing the group down to a number manageable for the next step. KRW will conduct telephonic interviews and perform due diligence including personal interviews and media checks on the semi-finalists and provide a written report to the Mayor/Council to review and consider before selecting the finalists.
 

**Note:** To expedite the process, it is recommended that this conference with the Council be either a conference call or Skype/Zoom session.
  
- 5. **Late November** – KRW will conduct further due diligence on finalists including reference checks, social media and national criminal background inquiries. A detailed report will be prepared for Mayor/Council review on findings.
  
- 6. **December** – Design interview and assessment materials including sample interview questions and/or assessment exercises, a “suitability” rating template, as well as note-taking sheets. Administer the interview process on-site in Gunnison for final candidates. The specific process will be discussed with City Council. Suggested formats may include a community reception (Meet & Greet), two separate interview panels—City Council and a Professional/Staff panel. KRW will prepare material including appropriate questions for the panels and facilitate the interviews.
  
- 7. **Late December - 2022** – Assist the City with a job offer to the selected candidate.



## Methods used to communicate and to work with the City

As stated in this Proposal the KRW team will communicate frequently by email, phone calls and conference calls throughout the project. If the need arises for us to meet in person, we will do so. KRW will make the project a priority and will be available to all contacts/liaisons of the city whenever the need arises to answer questions or concerns or to provide clarification.

## Major challenges to the search—anticipated potential recruitment issues

1. Attracting qualified candidates—Recently it has been our experience that executive search has been impacted by the economy and the COVID Pandemic. Many otherwise interested candidates are hesitant to make career or relocation decisions. If within 10 days of posting, KRW determines we are not attracting the quality candidates necessary to fill the position, we will begin an intensive outreach approach including email blasts, brochure distribution and personal contact with known qualified executives locally, regionally, and nationally.
2. Ensuring continual, responsive communication between KRW and the City—Certain “decision points” are critical to the process of maintaining the proposed schedule. To ensure critical information is communicated in a timely, effective manner, the Council will appoint a “primary contact” and KRW will ensure we have established excellent relationships with our contacts from the City so that the recruitment process is efficient and smooth.
3. Ensuring an excellent candidate experience—KRW will ensure that all interactions involving direct contact with the candidates are confidential, objective, and timely. All contacts will be conducted with the utmost professionalism, ensuring a positive experience with both KRW and the City.
4. **NOTE REGARDING DIVERSITY RECRUITING:** KRW is committed to Diversity in the recruiting strategy. For KRW, Diversity recruiting is the practice that is free from biases of any kind. It is merit-based recruitment and although an aggressive outreach is conducted to attract a diverse pool of candidates it is structured to give all applicants, regardless of background an equal opportunity.

**Summary:** In summary, the scope of work for *KRW Associates LLC* includes conferring with the Council to develop a candidate profile, completing a national advertisement, receiving and reviewing candidate application materials, resume evaluation, screening, and ranking, due diligence as outlined above, and the on-site administration of an assessment (interview) process.

Thank you for consideration of our proposal and potential working agreement by use of this Letter of Agreement.

Sincerely,

*Lorne Kramer*

Managing Partner  
KRW Associates LLC

## AGREEMENT

Signed:

\_\_\_\_\_  
Authorized Signature  
City of Gunnison, CO

Date

\_\_\_\_\_  
Lorne C. Kramer  
Managing Partner  
*KRW Associates, LLC*

Date

# Attachment A

## PROJECT COST SHEET

**Note: There are no hidden charges in the proposal. This is a “Not to Exceed” proposal for services**

### *The City of Gunnison, Colorado – 2022*

#### CITY MANAGER- RECRUITMENT AND SELECTION PROCESS

- |   |                    |
|---|--------------------|
| <b>1. Oversight and administration of executive search process .....</b>  | <b>\$16,000.00</b> |
| Includes overall project administration; preparation of the ideal candidate profile for advertising; potential candidate outreach; reviewing and screening resumes; telephone and e-mail follow up; due diligence on semifinalists; development of candidate finalist lists; and criminal background and reference checks and recommendations to the Mayor/Council regarding both semi-finalists and finalist candidates. |                    |
| <b>2. Assessment System.....</b>  | <b>\$4,500.00</b>  |
| Includes use of all custom written materials, research support materials, training, and process administration of exercises to City Manager candidates/finalists. Exercises may include structured interviews with City Council, professional staff and community members as well as presentation exercises.  |                    |
| <b>3. Assessor training, included in set fee.....</b>   | <b>No charge</b>   |
| <b>4. Final Candidate orientation included in set fee.....</b>  | <b>No charge</b>   |
| <b>5. Travel.....</b>   | <b>\$1,500.00</b>  |
| <b>6. National Criminal Background/Social Media Investigation<sup>1</sup> .....</b>   | <b>\$600.00</b>    |
| <b>7. Meals.....</b>  | <b>No charge</b>   |
| <b>8. Copying/Printing of Assessment Materials.....</b>   | <b>No charge</b>   |
| <b>* ESTIMATED CONSULTANT COSTS FOR PROJECT.....</b>  | <b>\$22,600.00</b> |

***There are no consultant per-diem costs.*** Costs of advertisements in professional publications or websites, or other expenses related to candidates will be the responsibility of the City of Gunnison. In addition, the City of Gunnison would bear the cost of candidate travel, lodging and associated expenses.

#### **Process of Payment:**

- 1 Upon execution of the service agreement, KRW will invoice the City for 30% (\$6,780.00) of the all-inclusive project cost. This initial payment will cover certain costs incurred on behalf of the city such administration and advertising.
- 2 A second payment on of 30% (\$6,780.00) will be invoiced following the due-diligence process on semi-finalist
- 3 Final payment 40% (\$9,040.00) will be invoiced upon successful completion of the project.
- 4 Costs for services beyond this agreement would be billed at \$100 per hour.

**WARRANTY:** KRW Associates is confident of their capacity to produce a quality group of candidates and ultimately the selection of the right person for the position. In the event a person is not selected by the City or the candidate selected does not complete a full year in the position due to performance related issues KRW Associates will complete a follow up process charging only for travel and related expenses.

---

<sup>1</sup> Based on 5 finalists—may be adjusted with final project invoice

## Attachment B

### References for Projects of Similar Scope in the past three years:

#### **City of Glenwood Springs, CO**

Executive Search, City Manager  
Steve Boyd, Chief Operating Officer  
(303) 668-8567  
[Steve.boyd@cogs.us](mailto:Steve.boyd@cogs.us)

#### **City of Fort Morgan, CO**

Executive Search: City Manager  
Ron Shaver, Former Mayor  
(970) 467-0567

#### **City of Cripple Creek, CO**

Executive Search: City Administrator  
Carol Stotts, H.R./Risk Management Director  
(719)-689-3469  
[cstotts@cripple-creek.co.us](mailto:cstotts@cripple-creek.co.us)

#### **City of Sterling, CO**

Executive Search, City Manager  
Bob Brown, HR Director  
970 522-9700  
[brown@sterlingcolo.com](mailto:brown@sterlingcolo.com)

#### **Routt County, CO**

Executive Search: County Manager  
Timothy Corrigan, Commission Chair  
(970) 870-5316  
[tcorrigan@co.routt.co.us](mailto:tcorrigan@co.routt.co.us)

#### **City of Ouray, CO**

Executive Search: City Administrator  
Melissa Drake, Human Resources Director  
(Former Interim City Administrator)  
(970) 325-7066  
[drakem@cityofouray.net](mailto:drakem@cityofouray.net)

#### **Town of Eagle, CO**

Executive Search: Town Manager  
Scott Turnipseed, Mayor  
970-328-6354  
[scott.turnipseed@townofeagle.org](mailto:scott.turnipseed@townofeagle.org)

Additional client references in the past three years are available upon request.

## Attachment C

### Qualifications of KRW Key Personnel

**Lorne Kramer** served as the City Manager of Colorado Springs, Colorado from 2001 to 2007, a municipality of over 400,000 people. Prior to this appointment, he was the Deputy City Manager and the Police Chief for 11 years. During his years as City Manager, Mr. Kramer was successful in reorganizing municipal operations; addressing fiscal shortfalls; orchestrating the successful passage and implementation of the Public Safety Sales Tax initiative focused on increased public safety projects throughout the city; gaining citizen support for the Rural Transportation Authority; implementing the Storm-water Enterprise and enhancing the Development Review Process.

While the Chief of Police, the Colorado Springs Police Department received national recognition for many progressive and innovative programs and accomplishments in the areas of crime reduction, gang violence and community partnerships. He was both President and Vice President of the national Police Executive Research Forum (PERF) and President of the Colorado Association of Chiefs of Police. He was appointed by the Governor of Colorado to the Peace Officer Standards and Training Board (POST) and the Drug Control Systems Board.

His academic accomplishments include a master's degree in Public Administration from the University of Southern California, and a bachelor's degree from the University of Redlands, California graduating with honors from both institutions. He is also a graduate of the University of Southern California's Management Policy Institute, California's Law Enforcement Command College, the National Executive Institute and the Rocky Mountain Leadership Institute. Mr. Kramer is the former Executive Director of the Colorado Springs Leadership Institute. He has been involved in executive search since 2007 and has successfully placed city and town managers, police chiefs, fire chiefs, public works directors and many others.

**Dr. Jerry Williams** spent over 20 years as a public sector executive, as well as directing key leadership programs at three nationally recognized universities. Dr. Williams has over 30 years of experience in the criminal justice field and has served as police chief in Arvada and Aurora, Colorado. Dr. Williams was a graduate of the FBI's National Academy (114 Session.)

Dr. Williams is a Past President of the Police Executive Research Forum (PERF) and former Chair of the National Commission on Law Enforcement Accreditation. Dr. Williams was a member of the National Institute of Justice series Perspectives on Policing held at the John F. Kennedy School of Government, Harvard University. Williams is a former Principal Associate for the Institute for Law and Justice, a public sector criminal justice consulting firm located in the Washington, D.C. area.

Jerry has held Executive Director and faculty positions at three universities, the Blackwood Law Enforcement Management Institute of Texas at Sam Houston State University, the Administrative Officer Management Program at North Carolina State University, and the Executive Leadership Master's Program at the University of Colorado Denver. In 2009, Dr. Williams was a panel member in the University of Denver's Strategic Issues year long program entitled *Architecture for Immigration Reform: Fitting the Pieces of Public Policy*. He has been involved in executive search consulting since 2001. He holds a DPA from the University of Colorado Denver, a master's degree in Criminal Justice from the University of Colorado Denver, and a BA in History and Sociology from Metropolitan State University of Denver.

**Lynn Johnson** is a former Deputy Chief and has over 42 years in law enforcement; 20 years at the command and executive level. Lynn retired from the Arvada Police Department in 2016 as a Deputy Chief of Police, having served as Chief in both Operations and Administration Divisions. Lynn began his career in 1974, serving in a variety of assignments including Patrol, Traffic, Investigations, Drug Enforcement, and Internal Affairs. During his career Lynn has supervised or managed Police Records, Property and Evidence, Police Communications, SWAT, and Accreditation.

Lynn has a bachelor's degree in Political Science from Fort Lewis College. Lynn is a graduate of the 204th session of the FBI National Academy and the 24th session of the Drug Enforcement Administration National Training Institute. Additionally, Lynn attended The Senior Management Institute for Police and is a graduate of Harvard University's Kennedy School of Government, Senior Executives in State and Local Government Program in 2007. Lynn is a graduate of the Leadership in Police Organizations course and instructed the Organizational Leadership portion of the course. Lynn served as the Chairman of the Jefferson/Broomfield Emergency Communications Authority for 8 years and served on the Jefferson County Community Corrections Board. Lynn served as the Interim Chief of Police in Durango Colorado for six months after his retirement from the Arvada Police Department.

**Mark Collins** is a KRW Associate and has over 25 years of experience as a City Manager, Town Manager and County Manager in both Colorado and Wyoming. Previously he served as the City Manager in Gunnison CO, Town Manager in Grand Lake CO, and most recently, County Manager in Routt County, CO. He was also the City Administrator in Sheridan and the City Manager in Laramie Wyoming.

Additionally, Mark served ten years as the Associate Vice President for Administration at the University of Wyoming. He holds a MPA in Public Administration, an MS in Geography/Parks/Recreation Administration and a BS in History. He is a Certified Public Manager and is an Adjunct Professor at the University of Colorado-Denver and the University of Wyoming. He is an avid cyclist and runs rivers in the summer seasons

**Gina McGrail** has worked as a KRW Associate since 2019. She joined following her 27-year career with the Colorado Fire and Police Pension Association (FPPA) where she served as the Chief Benefits Officer for nine years and led the teams responsible for benefits administration, communications, member and employer education and affiliations. In this role, she was also involved with matters related to benefit plan design and implementation, strategic planning, the annual legislative proposals and rules making initiatives. She has led and participated in search processes for executives, staff, contractors and vendors.

Gina earned a bachelor's degree from the University of Northern Colorado, and two Associate's Degrees from Northeastern Junior College. She holds the designation of Certified Employee Benefits Specialist (CEBS) from the International Foundation of Employee Benefit Specialists from the Wharton School, University of Pennsylvania.

While working in the public pension industry, Gina was active in the National Pension Education Association (NPEA) (audit committee), the National Association of Governmental Defined Contribution Administrators (NAGDCA), the Institutional Investors Forum (presenter and facilitator), the International Society of Certified Employee Benefits Specialists (ISCEBS)-Colorado Chapter.

## **Attachment D**

### **SAMPLE LIST OF CLIENTS**

CITY OF AMARILLO (TX)  
CITY OF AVON (CO)  
TOWN OF BASALT (CO)  
CITY OF BOULDER (CO)  
CITY OF BRECKENRIDGE (CO)  
CITY OF BRIGHTON (CO)  
CITY OF CASTLE ROCK (CO)  
CITY OF COMMERCE CITY (CO)  
CITY OF CRAIG (CO)  
CITY OF CRIPPLE CREEK (CO)  
CITY OF DILLON (CO)  
CITY OF DURANGO (CO)  
TOWN OF EDGEWATER (CO)  
EL PASO COUNTY (CO)  
CITY OF ENGLEWOOD (CO)  
CITY OF EVANS (CO)  
CITY OF FORT COLLINS (CO)  
CITY OF FORT LUPTON (CO)  
CITY OF FERNDALE (MI)  
CITY OF FRISCO (CO)  
CITY OF GEORGETOWN (CO)  
CITY OF GLENWOOD SPRINGS (CO)  
CITY OF GOLDEN (CO)  
TOWN OF GRANBY (CO)  
CITY OF GRAND JUNCTION (CO)  
CITY OF GREENWOOD VILLAGE (CO)  
JEFFERSON COUNTY (CO)  
JOINT POWERS WATER BOARD (WY)  
CITY OF LARAMIE (WY)  
CITY OF LONE TREE (CO)  
CITY OF MANITOU SPRINGS (CO)  
CITY OF MENLO PARK (CA)  
CITY OF MILLIKEN (CO)  
CITY OF MONTE VISTA (CO)  
TOWN OF MONUMENT (CO)  
TOWN OF MORRISON (CO)  
CITY AND COUNTY OF MONTROSE (CO)  
PITKIN COUNTY (CO)  
PUEBLO COUNTY (CO)  
CITY OF SHERIDAN (WY)  
CITY OF SILVERTHORNE (CO)  
SOUTH METRO FIRE DISTRICT (CO)  
CITY OF TELLURIDE (CO)  
CITY OF TRINIDAD (CO)  
TOWN OF WELLINGTON (CO)  
CITY OF WHEAT RIDGE (CO)  
TOWN OF WINDSOR (CO)  
TOWN OF VAIL (CO)  
WEST METRO FIRE DISTRICT (CO)

# Town of Eagle, Colorado

## Town Manager

Hiring Range: \$150,000 –\$175,000 - DOQ

Plus excellent benefits

Seeking a dynamic,  
experienced, successful,  
professional to accept  
the position of  
Town Manager.

The Town of Eagle is being assisted by KRW Associates, LLC.

Applications are to be submitted to:

[apply@KRW-associates.com](mailto:apply@KRW-associates.com)

Deadline:

First Review: March 18, 2022

Final Submissions due: April 4, 2022. (5:00 PM Mountain)



## The Community

The Town of Eagle is a warm, friendly, and vibrant community boasting boundless opportunities for adventure chasers and those with a healthy love of the outdoors. Stunning scenery highlights the incredible geographic diversity of the area, including lush forests, high-mountain peaks, clear rivers, paved and unpaved hiking, biking and horseback riding trails. Eagle sits in the heart of the Eagle River Valley with expansive open space vistas framed by majestic mountains. Many residents walk or ride their bikes to work, concerts in the park and restaurants. Eagle is an amazing and active mountain town.

Eagle is a Home Rule Town and is the county seat of Eagle County, Colorado. Incorporated in 1905, this historic town operates under a Council-Manager form of government led by a 7-member Town Council, elected at-large. Eagle is less than a 40-minute drive from the world class ski resorts of Vail and Beaver Creek. The Eagle/Vail airport is 5 miles from downtown. Major airlines provide services to and from a variety of destinations with the busiest time during ski season. Eagle is located on Interstate 70 with easy access to therapeutic Glenwood Hot Springs and Grand Junction to the west and exciting mile-high city life of Denver to the east. Residents enjoy excellent schools, high quality municipal services, and access to extensive public lands.



The area is known for its world-class skiing, biking, paddling, hiking, golfing, fishing, all within easy access of the Town. In addition, a wide variety of cultural offerings attract both locals and visitors ranging from internationally acclaimed dance and symphony performances to outdoor concerts, rodeos, food festivals, and celebrations.

The Town sits at an elevation of 6621 ft. and boasts a moderate mountain climate with an average of 290 days of sunshine each year. The Town of Eagle is a unique community with a small-town atmosphere but anticipating significant growth and change in the future.





# The Position

Reporting to the Town Council, the Town Manager is the Chief Administrative Officer for the Town. The Manager is responsible for developing long-range plans for the Town of Eagle with guidance from the Town Council and assists in the achievement of common goals and objectives.



## Essential Functions

- Functions as the Chief Administrative Officer of the Town of Eagle.
- Prepares Town Council meeting agendas and materials for bi-weekly meetings and special sessions, attends all meetings of the Town and participates in an advisory capacity.
- Prepares a comprehensive annual operating budget and capital improvement plan.
- Provides written report on the finances and administrative activities at the end of each fiscal year.
- Ensures fiscal responsibility and modern accounting and financial reporting practices.
- Develops performance measurement systems for municipal services.
- Plans for short-term and long-term financing for capital projects.
- Makes recommendations for appointments and removal of relevant positions and membership on committees.
- Provides oversight of personnel functions, policies and procedures, classification and compensation plans and benefits.
- Assures compliance with relevant federal laws and regulations, Colorado General Laws and municipal bylaws, ordinances, and regulations.
- Serves as the Chief Procurement Officer.
- Applies for and administers federal, state, and private grant funds.
- Acts as the liaison with state and federal government, local civic and business entities, and interested members of the public.
- Enforces all terms and conditions of any contract, including any public utility franchise, to which the Town is a part or party.
- Facilitates the flow and understanding of goals, ideas, and information between and among elected officials, employees, and citizens.
- Performs other duties as may be assigned by the Mayor or Town Council.
- Encourages transparency and public engagement on Town matters.





Every season is the perfect season to  
live, work and play in Eagle!

## Qualifications

- ◆ Bachelor's Degree in public administration, business administration or closely related field.
- ◆ Minimum 7-10 years of commensurate experience in public administration or a field closely related to a multi-service business organization or municipal government including a minimum of 5 years managing an exempt level staff of 5-10 direct reports.
- ◆ Experience as an assistant executive in a larger municipality will be considered, as will a diverse record of education and experience that demonstrates the ability to meet the necessary requirements of the position.
- ◆ A master's degree in a related field is highly preferred.



**KRW** associates  
Public Sector Executive Search and Organizational Consulting

# Knowledge, Skills & Abilities

- ◆ Demonstrated success with progressively responsible management experience.
- ◆ Previous success in developing organizational goals in alignment with the Council’s strategic initiatives, demonstrated ability to reach those goals.



Eagle’s residents and businesses have a deep appreciation for the quality of life the community offers.

- ◆ Ability to assess potential risks and benefits of Council and staff decisions and effectively communicate these in making sound decisions for the Town.
- ◆ Ability to effectively manage the budget and finance process and priorities.
- ◆ Demonstrated skills in leadership, communication, engaging and motivating staff, and working effectively with the public.
- ◆ Knowledge of Home Rule Town local and state laws.
- ◆ Ability to use independent judgment and assume full responsibility for decisions and actions.



**KRW**associates  
Public Sector Executive Search and Organizational Consulting



## The Ideal Candidate

- ◆ A person who is eager to embrace the Town of Eagle and its community. The Town Manager is expected to be visible leader who is willing to establish themselves for the long-term in Eagle.
- ◆ Has broad-based experience with all facets of local government including public works, public safety, housing, and tourism.
- ◆ Has practical knowledge of contemporary public administration practices including a working knowledge of municipal finance, economic development, human resource management, and community development.
- ◆ Skilled in preparing and administering municipal programs, proven proficiency in analyzing comprehensive reports and providing professional oversight of important projects and initiatives.
- ◆ Must have demonstrated effective leadership and can develop and mentor staff to ensure a healthy and efficient work environment comprised of team members who are prepared and eager to meet the challenges of operating a highly functioning municipality.
- ◆ Previously demonstrated the ability to establish and maintain effective working relationships with Town employees, elected officials, community members and key regional stakeholders.
- ◆ A visionary who has an appreciation for and understanding of small-town values and the relationship and balance with economic growth and tourism.

Eagle attracts world-class events and visitors through abundant recreational opportunities and year-round outdoor adventures.

# Compensation & Benefits

**Hiring Range:** \$150,000—\$175,000

## Benefit Summary

Town of Eagle offers a comprehensive array of benefits to promote health and financial wellness for employees and their family.

## Insurance

- ◆ Two medical insurance plans to choose from, including an HRA and HSA
- ◆ Life Insurance paid 100% by the Town for the employee
- ◆ Dental Insurance paid 90% by the Town on employees and dependents
- ◆ Vision Insurance paid 100% by the Town on employees, 50% on dependents
- ◆ Short-Term Disability and Long-Term Disability paid for by employer
- ◆ Wellness center and on-site wellness testing.

## Retirement

- ◆ Retirement, eligible the first of the month following 30 days of employment
- ◆ 401(a) Colorado Retirement Association (CRA), Town contribution 7%
- ◆ 401(a) requires mandatory 4% Employee Contribution in 2022 5% in 2023, 6% in 2024 and 7% in 2025
- ◆ 457(b) for additional non-matching employee retirement contributions

## Vacation (based on years of service), Sick Leave & Paid Holidays

- ◆ 14 Days Vacation—0-2 years
- ◆ 20 Days Vacation—3-5 years
- ◆ 25 Days Vacation—6+ years
- ◆ 12 Days Sick Leave per year
- ◆ 15 Paid Holidays per year

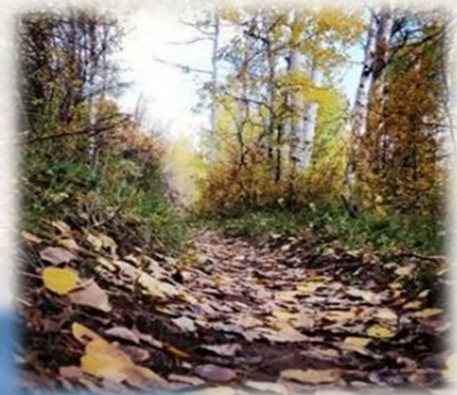
Despite significant growth in population and business activity, Eagle has retained its historical roots. In many ways, it is still a traditional small town with unique western values!

## Miscellaneous

- ◆ Eagle Pool Pass for employee and immediate family members
- ◆ Employee Assistance Program
- ◆ Employee Down Payment Assistance Program

## Residency & Housing

- ◆ There is no residency requirement, but the successful applicant is expected to reside within a 10-mile radius of the Town of Eagle.
- ◆ Housing assistance may be available.



## To Apply

Application materials accepted electronically at:

[apply@krw-associates.com](mailto:apply@krw-associates.com)

Attach three required documents:

- 1) a cover letter,
- 2) a resume and
- 3) contact information for six professional references.

**Deadline:** First Review: March 18, 2022

**Final Submissions:** April 4, 2022  
(5:00 PM Mountain)

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## Questions?

KRW Associates LLC is assisting the Town of Eagle with this search. Questions should be directed to:

[info@krw-associates.com](mailto:info@krw-associates.com)

Or by phone to:

Mark Collins, 307-460-1941,  
Lorne Kramer, 719-310-8960 or  
Gina McGrail, 303-249-9572

The Town of Eagle is an equal opportunity employer.



A close-up photograph of two hands shaking, symbolizing agreement or partnership. The image is overlaid with a teal circular graphic. The hands are positioned in the center of the frame, with one hand slightly above the other. The background is blurred, showing what appears to be a person's arm and a bracelet.

September 16, 2022

# City of Gunnison, Colorado

Proposal to provide City Manager recruitment services



September 16, 2022

Mayor and City Council City of Gunnison  
P.O. Box 239  
201 W. Virginia Ave.  
Gunnison, CO 81230  
City Manager Recruitment  
Attn: Ben Cowan, Finance Director

Baker Tilly US, LLP  
2500 Dallas Parkway, Suite 300  
Plano, TX 75093  
T: +1 (972) 748 0300  
F: +1 (214) 452 1165  
bakertilly.com

*Delivered electronically*

Dear Mayor and City Council:

This proposal marks the beginning of a valuable relationship we plan to build with the City of Gunnison. Based on what we have learned from you in your request for proposal (RFP) process, we are confident we are the right fit to serve you with forward-thinking executive recruitment services so you can keep your focus where it belongs: serving your citizens. Our proposal meets your RFP requirements and describes our unique proposition to enhance and protect value while meeting your key objectives to identify a City Manager to support the City's Vision Statement as follows.

By 2030 Gunnison's residents and guests will experience a vibrant western community where they live, learn and earn in harmony with the City's incredible natural surroundings. Gunnison and Western Colorado University will be recognized together as a strong and vibrant premier "university town" in the Colorado Rocky Mountains. In the future, Gunnison will realize:

- Increasing prosperity through an abundance of entrepreneurs creating and bringing jobs and investments to the community.
- Attainable housing for Gunnison's residents and employees.
- Thoughtfully planned development which is supported by local natural and man-made resources, enhanced by the City's character and image as a charming mountain community, and maintained by an exceptional sense of place.
- Safe interconnected trails, sidewalks, roads and transit systems which provide enjoyable and intuitive access to all areas of the community.
- A sustainable, carbon neutral future addressing energy and water resource consumption to be resilient to climate change.
- A long-term growth plan for the City to incrementally and responsibly expand beyond the current City limits and make informed decisions in conjunction with the County for the three mile area.

We believe that our record of successfully placing qualified and very accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public-sector organizations nationwide, will be beneficial for your City Manager recruitment and will allow us to find the candidate who has the traits, skills, experience and overall competence you desire for your organization.



City of Gunnison, Colorado  
September 16, 2022

We know that you have options when it comes to selecting an executive recruitment firm. However, we believe that our unique approach, highly regarded customer service, record of success, our experience and overall ability to identify, recruit and place top-level executives in similar roles, sets us apart from our competitors. Additionally, we offer the following unique features:

- Customized profile development
- Proprietary management/leadership assessment reports
- Link to one-way semifinalists' video interview responses to position specific questions
- Proprietary online application and document management tool

As your Value Architects™, we are determined to support you in achieving your mission to help you identify your next City Manager. Thank you for the opportunity to serve you. Our team is excited to earn your trust, and, as always, we look forward to discussing your questions and feedback.

Sincerely,

BAKER TILLY US, LLP



Edward G. Williams, Ph.D., Director

+1 (214) 608 6363 | [edward.williams@bakertilly.com](mailto:edward.williams@bakertilly.com)



Anne Lewis, Director, Practice Leader

+1 (703) 923 8214 | [anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com)

# Contents

EXECUTIVE SUMMARY .....	1
PROVIDING ORGANIZATIONAL INFORMATION .....	5
MEETING YOUR NEEDS WITH OUR RESOURCES .....	6
PREVIOUS RECRUITMENT SERVICES .....	10
YOUR VALUE ARCHITECTS™ .....	14
PROVIDING EXECUTIVE RECRUITMENT SERVICES .....	19
CO-DEVELOPING A TIMELINE TO MEET YOUR DEADLINES .....	25
VALUABLE PERSPECTIVES .....	26
VALUE FOR FEES .....	27
EVIDENCE OF QUALIFICATION TO DO BUSINESS IN COLORADO .....	30
SUBCONTRACTORS .....	31
APPENDIX A: PRIORITIZING DIVERSITY, INCLUSION AND BELONGING FOR SUCCESS.....	32
APPENDIX B: ENGAGEMENT TEAM MEMBER RESUMES .....	37
APPENDIX C: SAMPLE BROCHURE .....	49
APPENDIX D: SAMPLE TTI REPORT .....	56



**Baker Tilly is responsive, interactive and produces the results they say they will. We are very pleased with the services they provide and consider Baker Tilly a leader among accounting and advisory firms.**

*Controller*



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# Executive summary

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*What makes Baker Tilly different from other firms? Our solution truly begins by listening to what Gunnison needs.*

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## Understanding your needs to help achieve your objectives and mission

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

Baker Tilly public sector executive recruiters will collaborate with you or your designated staff, to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for this recruitment. The information we gather helps us customize colorful and informative marketing, recruitment and outreach strategies, and materials that present the City of Gunnison as a thoughtfully planned development which is supported by natural and man-made resources enhanced by the character and image as a charming mountain community maintained by an exceptional sense of place. This naturally beautiful, family-friendly community maintains more than 440 acres of parks and open space in and around the City offering a wide variety of recreational opportunities for both citizens and visitors. Furthermore, we will note that the City Council has outlined the following key priorities of infrastructure and public safety, economic prosperity and housing, multi-modal transportation and environmental sustainability and resiliency.

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

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

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

## Enhancing and protecting your value: our future together

We are prepared to tailor our service methodologies to your specific needs and develop real outcomes to your organization's challenges — as evidenced by our team's understanding of the City of Gunnison and the distinctive factors that impact your industry. We will continue to deepen our understanding of the City's objectives and are ultimately dedicated to helping you achieve your mission. **After all, your mission is our mission.**

Our highly regarded executive recruitment process includes five major tasks:

TASKS	PROCESS
1. Recruitment brochure development and advertising	<ul style="list-style-type: none"> <li>We schedule and meet with the City of Gunnison's City Council, appointed management team members and/or key stakeholders, as instructed, to understand your leadership vision, strategic direction and candidate expectations, then use the information we gather to develop a candidate profile, which will require your input and final approval. We consider the profile our search baseline.</li> </ul>
2. Execution of recruitment strategy and identification of quality candidates	<ul style="list-style-type: none"> <li>Using the profile you approve, we develop a colorful, informative and appealing brochure, then embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profile.</li> <li>Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects who we identify by building a detailed query into our searchable applicant database.</li> <li>Using our proprietary applicant tracking system, we communicate with all applicants about the process, established timelines and next steps in the process.</li> </ul>
3. Screening of applications, review of semi-finalists and selection of finalists	<ul style="list-style-type: none"> <li>Once we identify those applicants who most closely match your desired profile, we assign them several tasks including our Due Diligence Questionnaire and Candidate Questionnaire, while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment and continuation in our process.</li> <li>We also provide selected applicants with a link that will take them to our proprietary one-way video interview portal. There, the candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy as it relates to your desired profile.</li> <li>Once we gather the responses from the items listed above, we prepare and provide you with an electronic (PDF) Semi-Finalists Report listing 10 to 15 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters and Due Diligence Questionnaire responses.</li> <li>We then ask you to identify four or five, plus one alternate, as finalists. We then ask this group to complete our management and leadership style assessment, which provides us with additional information, including development needs, strengths, personality and behavior analysis. This tool provides us with information about each finalist, which we have found to be important to the selection process.</li> </ul>
4. Background report checks, reference checks, social media	<ul style="list-style-type: none"> <li>We secure authorization from each finalist to conduct a comprehensive background records check and reports.</li> </ul>

TASKS	PROCESS
presence, academic verifications	<ul style="list-style-type: none"> <li>We obtain a list of up to ten current or former supervisors, peers or direct reports from each finalist to contact as references.</li> <li>We provide you with a report summarizing all responses to our customized reference questionnaire.</li> <li>We verify academic credentials and professional certifications.</li> <li>We conduct an exhaustive review of social and electronic media sites and other publications, to identify any information that may be relevant to the hiring of everyone you interview.</li> <li>We provide a comprehensive reference check and report for each finalist.</li> </ul>
5. Final interview process	<ul style="list-style-type: none"> <li>Once you identify your finalists, we collaborate with your designated staff to design, prepare and provide technical support to ensure a smooth, effective and efficient interview process, which may include the scheduling and support for virtual interviews. If requested, we collaborate with the selected finalist and your designated staff to finalize an employment agreement.</li> </ul>

THERE ARE NUMEROUS BENEFITS TO UTILIZING BAKER TILLY FOR YOUR EXECUTIVE RECRUITMENT NEEDS  
*We strive to distinguish ourselves from peer organizations.*

### Why Baker Tilly is ideally suited to serve Gunnison

There are many ways Baker Tilly has distinguished itself from peers in public sector executive recruitment. What makes Baker Tilly different from other firms? **Our executive recruitment solution truly begins with your needs.** The City of Gunnison deserves to collaborate with a provider that goes beyond checking your recruitment boxes through proactive, responsive insights, a tailored approach and communication. We encourage you to consider how the unique combination of our qualifications make us the right fit to serve the City– today and for years to come.

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
Carefully structured process supported by technology	<ul style="list-style-type: none"> <li>Comprehensive and seamless process refined by years of interaction with local government and not-for-profit employers and prospective candidates</li> <li>Leverage the search process with technology tools including video interview system, management/leadership style assessment analysis and online application platform</li> <li>Efficient management of candidate information and provide the City Council with unique information about each candidate’s leadership and management style and ability to respond extemporaneously to video questions</li> </ul>
Public sector recruiting specialization and experience	<ul style="list-style-type: none"> <li>Experienced executive recruitment professionals passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts</li> <li>Successful recruitment of more than 1,400 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000</li> </ul>

WHAT WE UNDERSTAND THE CITY NEEDS	HOW WE WILL DELIVER
<b>Thorough candidate evaluation</b>	<ul style="list-style-type: none"> <li>• Active recruitment of qualified candidates, drawing from our extensive personal and professional connections with capable individuals, assuring the City of its access to established managers and rising stars</li> <li>• Thorough evaluation of the final candidates, including detailed information from references and a careful review of background records to ensure sound professional and personal character</li> </ul>
<b>Diversity in executive recruitment</b>	<ul style="list-style-type: none"> <li>• Committed to diversity in executive recruitment as a reflection of our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect</li> <li>• Ensure diversity is a focus of our recruitment strategy and candidate pools through involvement with the National Forum for Black Public Administrators (NFBPA), the Hispanic Network’s National Corporate Advisory Council and other organizations</li> </ul>
<b>Delivering value on the City’s budget</b>	<ul style="list-style-type: none"> <li>• Full-service engagement includes advertising, preparation of a recruitment brochure, background, reference and academic verification checks and up to three on-site visits</li> <li>• Work closely to meet the City’s needs and any unexpected circumstances that may arise during the course of your recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates</li> </ul>
<b>Triple guarantee</b>	<ul style="list-style-type: none"> <li>• Focus on assisting with your executive recruitment until you make an appointment</li> <li>• Guarantee your executive recruitment for 12 months against termination or resignation for any reason – or we come back to fill your City Manager position for no additional professional fee</li> <li>• Commitment not to not directly solicit any candidates selected under this contract for another position while employed with your organization</li> </ul>
<b>Transparency and confidentiality</b>	<ul style="list-style-type: none"> <li>• No preconceived notions or expectations about the City and prospective candidates</li> <li>• Work closely with the City to make sure the process is transparent</li> <li>• Ensure applications are kept confidential, where permitted by state and local laws, to ensure candidates can express interest without jeopardizing current employment to maximize the number qualified applicants</li> </ul>
<b>Keeping the City involved and minimizing disruption</b>	<ul style="list-style-type: none"> <li>• Comprehensive process incorporates the active participation of the Mayor a City Council at key steps in the process</li> <li>• Keep decision makers fully advised and informed of all aspects of the process without requiring them to expend substantial amounts of time or putting aside other pressing issues.</li> <li>• City staff can stay focused on their primary and assigned functions while Baker Tilly manages the search process</li> </ul>

**BAKER TILLY DIFFERENTIATES ITSELF FROM OTHER EXECUTIVE RECRUITMENT FIRMS**  
*The City of Gunnison will benefit from our understanding of best practices within the executive recruitment space.*

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# Providing organizational information

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*Our firm has the reputation, resources and reach to address the challenges you face as a public sector organization — both now and in the future.*

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## Name of organization

Baker Tilly US, LLP

## Home office location

205 N Michigan Ave

Chicago, IL 60601

T: +1 (312) 729 8000

F: +1 (312) 729 8199

Web: [www.bakertilly.com](http://www.bakertilly.com)

## Type of business organization

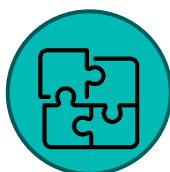
Baker Tilly US, LLP is registered as a limited liability partnership in the State of Illinois

# Meeting your needs with our resources

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

## Offering our resources: Baker Tilly at a glance

We dedicate ourselves to delivering efficiency, quality, creativity, innovation and forward-thinking solutions. We are passionate about enhancing and protecting our clients' value, which is a collective effort by everyone across our firm. The City of Gunnison will receive an exceptional experience for your governance team, and — ultimately — those you serve. Below are some key facts about our firm.



**130**  
administration  
recruitments



**400+**  
recruitments  
since 2017



**60+**  
office locations  
across the U.S.



**250+**  
workplace and  
culture awards

### COMPREHENSIVE EXPERIENCE TO SERVE YOU

*Gunnison will receive support and guidance from a respected firm that continues to grow — as evidenced by INSIDE Public Accounting naming Baker Tilly as the 10th largest accounting firm in the United States on their 2022 IPA Top 100 list.*

## Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate more than 90 years in the marketplace by honoring our roots and continuing to shape our future. We embrace the fact that business can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we innovate and change to work better.



Our roots took hold in 1931 in Waterloo, Wisconsin, where we began as a public accounting firm specializing in canning factory audits. Since that time, we have grown with more than 40 different business combinations, each with its own rich history, expanding our presence coast to coast and globally and expanding our scope across industries, services and areas of expertise. One thing has not changed over time: **our shared passion for enhancing and protecting our clients' value.**

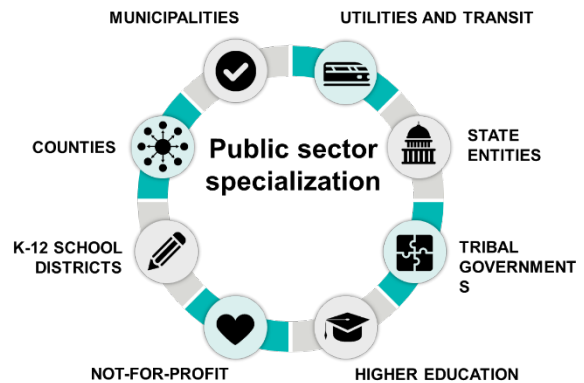
As we reimagine our lasting impact, we remain grounded in our timeless core values. Through dedication, creativity and adaptability, Baker Tilly will become more connected to our clients, our people, our communities and our profession.



## Public sector specialization

**Baker Tilly has served local governments since our establishment 91 years ago. We are one of the few professional services firms with a state and local government practice dedicated entirely to serving governmental clients.**

Unlike many of our contemporaries, Baker Tilly is organized by industry, not service line. What does this mean for the aaa? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in executive recruitment projects. The aaa will be collaborating with knowledgeable professionals who understand the specific challenges you face and provide innovative solutions to help you overcome them.



**COMMITMENT TO THE PUBLIC SECTOR**  
*Baker Tilly has been in business for more than 90 years and public sector entities were some of our first clients.*

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. Recognizing this complexity, and eager to serve as a true **Value Architect™** to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 60 years ago.


**More than 420 Baker Tilly professionals — including nearly 40 partners and principals — focus directly on serving state and local governments**, providing hundreds of thousands of client service hours annually to the public sector. Nationwide, **our practice serves more than 3,100 state and local government entities**, including cities, counties, municipalities, school districts, public utilities and transit organizations. Your team is ready to help you find solutions to the obstacles that stand between you and your goals.

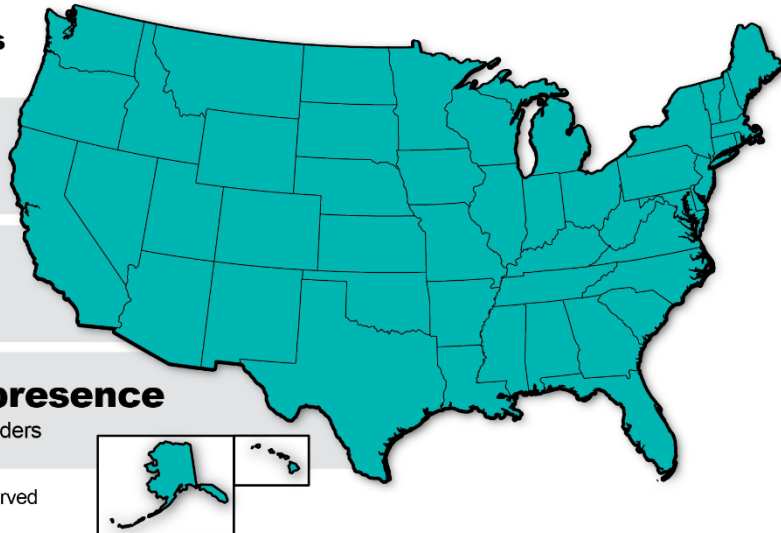
### Public sector: experience that matters

**3,100+**  
public sector clients in the U.S.

**90+ years**  
industry experience

**Coast-to-coast presence**  
industry trainers and thought leaders

 States where Baker Tilly has served public sector clients



## Standing on our values

Our core values infuse our culture and drive the way we plan to work with Gunnison. They are what we believe and what we expect from each other. They guide our decisions, inspire our actions and gauge how we do business. They are shorthand for what we stand for — and what we stand against. Our core values are fundamental and timeless and come to life through our own experiences and personal expression. Our core values are highlighted below.

 <b>BELONGING</b> We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. We commit to a diverse and inclusive workplace upheld by fairness, compassion and equality.	 <b>COLLABORATION</b> We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.	 <b>INTEGRITY</b> We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.	 <b>PASSION</b> We put forth our best effort every day for the benefit of our people, clients and firm. There is a sense of urgency and relentless energy in everything we do. We love our profession and take great pride in it.	 <b>STEWARDSHIP</b> We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.
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### SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

*Gunnison and Baker Tilly have a strong cultural fit, and our commonalities will lay the foundation for trust, open communication, a seamless project approach and an enduring relationship.*

For additional information on Baker Tilly's prioritization of Diversity, Inclusion and Belonging for Success (DIBS), please see **Appendix A**.

## Our executive recruitment philosophy

Baker Tilly's executive recruitment philosophy is to pursue an unrelenting commitment to high-quality service for our clients and the candidates to demonstrate the highest standards of integrity, ethical conduct and professionalism.

Throughout the engagement, the Baker Tilly professionals will serve as technical advisors to the City to ensure that the recruitment process is conducted in a professional manner. The objective of Baker Tilly is to generate a diverse pool of high-quality candidates and assist you with the screening and evaluation of these candidates. Due to our extensive professional relationships with hundreds of public sector organizations and prospective candidates nationwide, Baker Tilly is positioned to confidently promote your City Manager position to diverse, qualified candidates as a desirable career opportunity.

With any consulting assignment, but particularly with executive recruitments, reliable and timely communication is fundamental to the project's success. At key points during the recruitment, the engagement leader will communicate by phone, e-mail or in person with appropriate leaders from your organization to discuss the progress of the recruitment and to review subsequent steps in the process. These regular status reports are important to ensure success in the engagement.

## Additional organizational management and human capital services

PLANNING AND STRATEGY	MANAGING AND PERFORMANCE
<ul style="list-style-type: none"><li>• Position classification studies</li></ul>	<ul style="list-style-type: none"><li>• Compensation and benefit systems</li></ul>
<ul style="list-style-type: none"><li>• Organizational improvement studies</li></ul>	<ul style="list-style-type: none"><li>• Personnel policies</li></ul>
<ul style="list-style-type: none"><li>• Resource sharing</li></ul>	<ul style="list-style-type: none"><li>• Career ladders</li></ul>
<ul style="list-style-type: none"><li>• Strategic workforce planning</li></ul>	

### MEETING GUNNISON'S HUMAN CAPITAL NEEDS

*Baker Tilly provides a full array of organizational management and human capital services designed to meet the unique needs of state and local governments.*

## Serving Gunnison effectively from anywhere

Baker Tilly goes to market by industry and service specialization, so we assign team members based on skill set rather than geographic location. Each team member selected to serve Gunnison will bring individual strengths that directly benefit your engagement. Based on our understanding of your needs, we can provide the best service by managing our relationship with the City out of our Plano, Texas office based on a similar experience serving organization's like yours.

Your engagement team has the technology tools to support Gunnison in meeting objectives from anywhere. None of this is new to our Baker Tilly professionals. We have led a borderless client service approach for many years and are adept at providing a seamless remote experience for all clients, whether they are down the street, on the other side of the country or across the ocean. Every Baker Tilly professional receives a laptop and remote access credentials to connect to our internal network resources from outside the office.

Your team is only a day away for face-to-face meetings, if appropriate — the same level of commitment we provide “local” clients. When we are not able to meet in person, we leverage Microsoft Teams, our web conferencing software, to host remote meetings. It is almost as good as being in the same room and saves everyone time, cost and carbon footprint. This approach has been very successful for similar clients and we will make sure it is successful for you.

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

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

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

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

# Previous recruitment services

*Your engagement team has conducted more than 400 successful recruitment projects since 2017.*

Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many different disciplines that comprise the City of Gunnison’s organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and individualized touch in our internal standard and commitment to outstanding service that meets or exceeds your expectations. Since 2017, our combined consultant team has conducted more than 400 executive searches.

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

We have structured the Baker Tilly project team to draw upon our 60-plus years of collective service to the public sector and to leverage Baker Tilly’s experience and capacity to find exceptional, qualified candidates.

Since its beginnings, our firm has emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives our internal standard for delivering outstanding services and leading-edge products.

## Providing similar services to clients

Below is a partial list of relevant public sector executive recruitments delivered by the Baker Tilly team since 2017.

LIST OF RELEVANT PROJECTS: 2017 – PRESENT				
Year	Client	State	Project	Population
Current	Apex	NC	Assistant Town Manager	58,780
Current	Belle Meade	TN	City Manager	2,912
Current	Beloit	WI	City Manager	36,657
Current	Branson	MO	City Administrator	10,000
Current	Evans	CO	City Manager	22,165
Current	Fargo	ND	City Administrator	121,889
Current	Harrisonburg	VA	City Manager	54,033
Current	Port Arthur	TX	Assistant City Manager	53,937
Current	Shorewood	MN	City Administrator	7,974

PREVIOUS RECRUITMENT SERVICES

LIST OF RELEVANT PROJECTS: 2017 – PRESENT				
Year	Client	State	Project	Population
Current	Staunton	VA	City Manager	25,750
2022	Beaumont	TX	City Manager	118,428
2022	Belton	MO	City Manager	23,480
2022	Blue Springs	MO	City Administrator	54,850
2022	Brevard	NC	City Manager	7,900
2022	Buda	TX	City Manager	15,108
2022	Denton	TX	City Manager	136,195
2022	Golden	CO	City Manager	20,399
2022	Huber Heights	OH	City Manager	40,006
2022	Joplin	MO	Assistant City Manager	50,386
2022	Kearney	NE	City Manager	33,464
2022	Kinston	NC	City Manager	20,083
2022	La Marque	TX	City Manager	16,627
2022	Minnetrissa	MN	City Administrator	7,621
2022	North Kansas City	MO	City Administrator	4,477
2022	Oak Hill	TN	City Manager	4,587
2022	Overland Park	KS	City Manager	191,278
2022	Salisbury	NC	City Manager	33,727
2022	Spicer	MN	City Administrator	1,188
2022	Staunton	VA	City Manager	25,750
2022	Willmar	MN	Assistant City Administrator	19,628
2021	Carrboro	NC	Town Manager	21,230
2021	Clearwater	FL	City Manager	115,159
2021	College Park	MD	City Administrator	32,196
2021	Corpus Christi	TX	Assistant City Manager	323,733
2021	Evansville	WI	City Administrator/Finance Director	5,378
2021	Grand Rapids	MI	Deputy City Manager	192,294
2021	Greeley	CO	City Manager	105,888
2021	Inver Grove Heights	MN	City Administrator	34,344
2021	Kimball	NE	City Administrator	2,578
2021	Long Grove	IL	Village Manager	7,956
2021	Louisville	CO	City Manager	20,860
2021	Moline	IL	City Administrator	41,902
2021	Rockville	MD	Deputy City Manager	66,940
2021	Shakopee	MN	Assistant City Administrator	40,731
2021	Stonecrest	GA	City Clerk	54,202
2020	Fairmont	MN	City Administrator	10,126
2020	Front Royal	VA	Town Manager	15,239
2020	Herington	KS	City Manager	2,304
2020	Kansas City	MO	City Manager	488,943

PREVIOUS RECRUITMENT SERVICES

LIST OF RELEVANT PROJECTS: 2017 – PRESENT				
Year	Client	State	Project	Population
2020	Lake Ozark	MO	Asst City Admin/Comm Eco Devel Director	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	St. Joseph	MO	City Manager	74,959
2019	Beeville	TX	City Manager	12,937
2019	Cloquet	MN	City Administrator	11,938
2019	Hobbs	NM	City Manager	37,764
2019	Lake Lotawana	MO	City Administrator	2,099
2019	Norman	OK	City Manager	122,843
2019	Paris	TX	City Manager	24,800
2019	Park City	KS	City Administrator	7,499
2019	Port Arthur	TX	City Manager	53,937
2019	Willmar	MN	City Administrator	19,628
2018	Addison	TX	City Manager	15,368
2018	Asheville	NC	City Manager	89,121
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Billings	MT	City Administrator	110,323
2018	Burnsville	MN	City Manager	61,434
2018	Christiansburg	VA	Town Manager	21,533
2018	Grand Rapids	MI	City Manager	192,294
2018	Herington	KS	City Manager	2,362
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Middleburg	VA	Town Administrator	828
2018	Mora	MN	City Admin/Public Utilities GM	3,453
2018	Salina	KS	City Manager	46,994
2018	Shawnee	KS	City Manager	64,323
2018	York	PA	Business Administrator	43,859
2017	Berthoud	CO	Town Administrator	5,807
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	11,938
2017	Dickinson	TX	City Administrator	19,595

## PREVIOUS RECRUITMENT SERVICES

LIST OF RELEVANT PROJECTS: 2017 – PRESENT				
Year	Client	State	Project	Population
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Lake Havasu City	AZ	City Manager	53,743
2017	Littleton	CO	City Manager	44,275
2017	Manassas Park	VA	City Manager	16,149
2017	Morehead City	NC	City Manager	9,203
2017	Mounds View	MN	City Administrator	12,525
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	8,009
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Township of Roxbury	NJ	Township Manager	23,324

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# Your Value Architects™

*Gunnison will work with a consistent team of Value Architects™ who understand your organization and can add value from day one. The combination of your engagement team's executive recruitment experience and service knowledge translates into tangible results for the City.*

## Aligning key engagement team members with your goals

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, and this means a personal interest in the City of Gunnison from some of our most experienced team members. Engagement team members are introduced below and complete resumes are available in **Appendix B**.

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

### INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR GUNNISON

#### *Engagement leadership*



**Edward G. Williams, Ph.D., Director**

2500 Dallas Parkway, Suite 300, Plano, TX 75093  
+1 (214) 842 6478 | [edward.williams@bakertilly.com](mailto:edward.williams@bakertilly.com)

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across various disciplines including, state and municipal government, community and educational institutions. His areas of expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development, for the City of Missouri City, deputy personnel director for the State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in Educational Leadership and Policy Analysis from the University of Missouri, Educational Specialist degree in Higher Educational Administration, Master of Higher Education Administration, and Bachelor's in Education from the University of Missouri. He is bilingual and proficient (reading, writing and speaking) in the Spanish language.



## INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR GUNNISON

*Consulting team***Art Davis, Director**

5440 West 110th Street, Suite 300, Overland Park, KS 66211  
 +1 (816) 868 7042 | [art.davis@bakertilly.com](mailto:art.davis@bakertilly.com)

Art is a director in Baker Tilly's executive recruitment practice. He is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He has more than 30 years of experience in local government, executive recruitment and organizational management. Art has served as a city administrator in Missouri and in other local government positions in Kansas. He specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits. Art earned a Master of Public Administration from the University of Kansas as well as a Bachelor of Arts, political science and public administration from William Jewell College.

**Patricia Heminover, Director**

30 East Seventh Street, Ste. 3025, St. Paul, MN 55101  
 +1 (651) 223 3058 | [patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com)

Patty has been with the firm since 2010. She has more than 20 years of public education experience, most recently as superintendent of South St. Paul Schools in South St. Paul, Minnesota. She brings considerable experience developing budgets, leading organizational and process improvements and successfully overseeing conflict resolution. Patty was also South St. Paul Schools' director of human resources and finance, prior to serving as its superintendent. She served for three years as the co-superintendent of schools for Cleveland Public Schools in Cleveland, Minnesota, after working as its director of human resources and business services for six years. Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota. She earned a Master of Education Administration from Minnesota State University.

**Yolanda Howze, MPA, IPMA-SCP, SPHR, SHRM-SCP, Director**

205 North Michigan Avenue, 28<sup>th</sup> Floor, Chicago, IL 60601  
 +1 (312) 240.3401 | [yolanda.howze@bakertilly.com](mailto:yolanda.howze@bakertilly.com)

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years' public sector human resources experience—primarily in municipal government. Yolanda was assistant to the city manager/director of human resources with the City of University City, Missouri and director of human resources with the City of Bellaire, Texas. Prior to joining Baker Tilly, Yolanda was a senior consultant II with Gallagher's Human Resources Compensation & Consulting practice where she was responsible for managing projects and providing consulting services to public sector and higher education clients in all aspects of classification and compensation systems and other areas of human resources. As a human resources leader, Yolanda's experience and competencies include full cycle recruiting and retention (including executive recruiting), total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development, and safety and risk management. Yolanda earned a dual Bachelor of Arts in psychology and organizational leadership from Maryville University in St. Louis, as well as a Master of Arts in public administration and policy analysis from Southern Illinois University-Edwardsville. Yolanda is also a Senior Certified Human Resources Professional—SPHR, SHRM-SCP, IPMA-SCP.

## INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR GUNNISON

**Anne Lewis, Practice Leader | Director**

8219 Leesburg Pike, Suite 800, Tysons, VA 22182  
+1 (703) 923 8214 | [anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com)

Anne leads Baker Tilly's public sector executive recruitment team. Prior to joining Baker Tilly, Anne served as an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention & visitors bureau executive director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs. She specializes in providing executive recruitment services to local governments and nonprofits. Anne holds a Master of Science as well as a Bachelor of Science from Shenandoah University.

*Supporting team***Karen Edwards, SHRM-CP, Recruitment Analyst**

8626 North Himes Avenue, Tampa, FL 33614  
+1 (813) 915-5616 | [karen.edwards@bakertilly.com](mailto:karen.edwards@bakertilly.com)

Karen is a recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements. She has more than 30 years of experience in human resources, administrative positions and customer service. Karen earned a Bachelor of Science in business administration - human resource management from Western Governors University.

**Cecilia Hernandez, MPA, Senior Recruitment Analyst**

2500 Dallas Parkway, Suite 300, Plano, TX 75093  
+1 (214) 736 1606 | [cecilia.hernandez@bakertilly.com](mailto:cecilia.hernandez@bakertilly.com)

Cecilia is a senior recruitment analyst with Baker Tilly's executive recruitment practice. She started as an intern in September 2017. In her role as recruitment analyst, she collaborates with Baker Tilly consultants in the initial screening and vetting of candidates. She creates reports, submits profiles to conduct background checks and verification of their education, and stays connected with candidates throughout the complete recruitment process. Cecilia is experienced in working with local governments. Prior to employment with Baker Tilly, she worked in implementing retention of local government records. Cecilia holds a Master of Public Affairs from the University of Texas at Dallas with a Local Government Concentration and a Bachelor of Science in public affairs from the University of Texas.

**Michelle Lopez, Senior Recruitment Analyst**

30 East Seventh Street, Ste. 3025, St. Paul, MN 55101  
+1 (651) 223 3061 | [michelle.lopez@bakertilly.com](mailto:michelle.lopez@bakertilly.com)

Michelle is a senior recruitment analyst with Baker Tilly's executive recruitment practice group. Known for her attention to detail and organizational skills, Michelle plays a key role in ensuring that recruitment projects are completed in a thorough and timely manner. Her colleagues appreciate her customer service skills and determination to ensure that both clients and candidates remain informed and engaged throughout the recruitment

**INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR GUNNISON**

process. Her responsibilities include organizing assignments and workflows, coordinating information and resources, and identifying, analyzing, and implementing solutions to ensure her team and clients always have the latest recruiting tools at their disposal. Michelle has an Associates in Arts degree and more than 10 years of experience as a key support staff member. Michelle has an Associates in Arts degree and more than 10 years of experience as a key support staff member. She is currently pursuing a Bachelor of Science degree in organizational leadership.

**Diane Segulia, Recruitment Analyst**

30 East Seventh Street, Ste. 3025, St. Paul, MN 55101  
 +1 (651) 223 3094 | [diane.segulia@bakertilly.com](mailto:diane.segulia@bakertilly.com)

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. She is a team player who prides herself on delivering high quality work to the team. Diane joined Baker Tilly in 2015 as the receptionist. She joined the executive recruitment practice group as an administrative assistant in October 2019 and began her role as a recruitment analyst in June 2022. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources, and collaborating with candidates and clients through all phases of an executive recruitment.

**Carrie Thompson, Recruitment Analyst**

8219 Leesburg Pike, Suite 800, Tysons VA 22182  
 +1 (703) 923 8040 | [carrie.thompson@bakertilly.com](mailto:carrie.thompson@bakertilly.com)

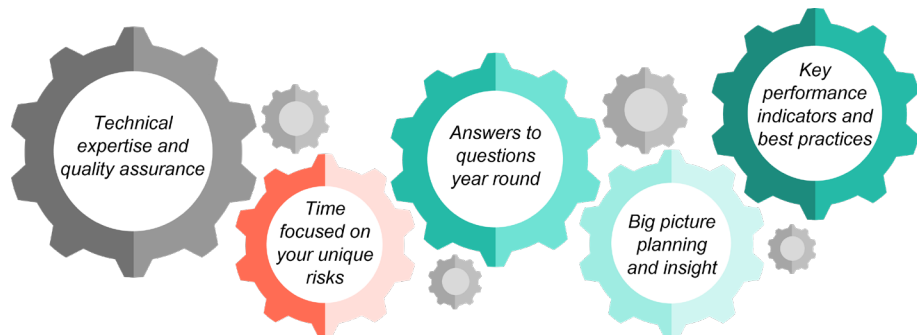
Carrie has than four years of experience in recruiting coordination including interview scheduling and candidate communication. She facilitates smooth sailing during the recruitment process. Carrie runs reports, coordinates outreach and organizes important documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success. Carries earned a Bachelor of Arts in communication with a concentration in media production and criticism from George Mason University.

**GUNNISON WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY**

*All engagement team members are committed to Gunnison's success. Their industry experience and service expertise translates into tangible results for the City.*

**Building trust and maximizing value with significant involvement**

We will be responsive to your needs, quickly resolve challenges and build trust. You can expect to receive technical insights and an approach customized to your unique structure, culture, timing and strategic goals.



The graphic details how we will build trust and maximize value with the City.

**COLLABORATING WITH YOU AS YOUR TRUSTED VALUE ARCHITECT™**

*Your engagement team will be deeply involved in the engagement to give them an in-depth working knowledge of your organization and processes to deliver value throughout the year.*

## Cultivating an engaging culture to offer a consistent team

You can expect to see the same engagement team members every year and avoid the time and cost commitments of onboarding a new team. We view our commitment to staff continuity as the cornerstone of building a lasting relationship with the City of Gunnison.



**EMPHASIZING OUR CULTURE**  
*What makes our firm special? The emphasis we put on our culture. We take care of our people so we can take care of our clients.*

Exceptional professionals thrive at Baker Tilly because we cultivate an engaging culture through diversity and inclusion, work-life balance, continuous learning opportunities, career advancement and employee recognition. As a result, **we had our lowest firm turnover in a decade during fiscal year 2021**. We invite you to click on the video to the right to learn more about Baker Tilly's unique culture.

### EVIDENCE OF OUR TEAM MEMBER-FOCUSED CULTURE AND COMMITMENT TO EXCELLENCE

Ranked as the **10th largest accounting and advisory firm in the U.S.** according to INSIDE Public Accounting's 2022 Top 500 Firms list

Recognized as **one of America's Best Large Employers** in 2021 and 2022 by Forbes

Received **250+ culture awards and workplace recognitions** firmwide

Ranked as a **top 10 accounting and advisory firm for workplace prestige and quality** on Vault Accounting's Accounting 50 list; **culture** is the number one reason that team members join our ranks and stay at our firm

For the seventh year in a row, Baker Tilly has been certified as a **Great Place to Work®**

### CULTIVATING AN ENGAGING CULTURE

*Our commitment to attracting and retaining a top-quality workforce benefits Gunnison through engaged team members and staff continuity.*

# Providing executive recruitment services

*Our relationship-driven approach is led by a project team who delivers a cost-effective, quality engagement for Gunnison. We will deliver executive recruitment solutions that address the state and local government industry's underlying complexities and your unique opportunities.*

## The Baker Tilly executive recruitment process

### Task 1: Kickoff, marketing, recruitment and outreach

Our comprehensive recruitment process begins with the development of a detailed marketing and recruitment brochure, which includes specific details, outlined in the candidate profile, which we consider the most important first step in your recruitment process. The candidate profile includes important details such as required and desired education, professional certifications, professional experience, leadership traits and attributes, management style and related personal characteristics. These qualifications may serve as predictive indicators of the success of your next City Manager. The recruitment brochure will also include key information about your city, community and information that captures and conveys the essence of your organization.

To launch the project, the project team leader will meet (on-site or virtually as allowed by established social distancing and stay at home regulations) with City Council or designee to discuss your desired and required qualifications and coordinate stakeholder input, upon the direction of the City Council. During this meeting, we also gather information on your strategic initiatives, goals and objectives, organizational culture, reporting structures and similar information. Additionally, we attempt to understand the overall scope and responsibilities of your next City Manager, including individual and organizational goals. We also attempt to understand the key issues, challenges and opportunities your City Manager will face. Additionally, we gather information about the total reward (compensation and benefits) you offer for this position. [See example of a recruitment brochure in **Appendix C.**]

Once we gather all necessary information, we prepare a draft recruitment brochure for your review and approval. We then update the brochure or make your suggested edits or revisions, then launch your executive search. As you can see, the candidate profile is central to our strategy and outreach.

### ADVERTISEMENTS FOR THE CITY MANAGER POSITION COULD BE PLACED WITH:

- International City/County Management Association
- National Forum of Black Public Administrators
- Local Government Hispanic Network
- Careers in Government (careersingovernment.com)
- LinkedIn
- Colorado Municipal League
- Colorado City & County Management Association

**BAKER TILLY PLACES ADS IN PROFESSIONAL PUBLICATIONS, WEBSITES AND LOCAL PRINT MEDIA**  
*We will work with Gunnison to develop an advertising and marketing strategy to notify potential candidates about your City Manager position.*

## PROVIDING EXECUTIVE RECRUITMENT SERVICES

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<b>Position profile and recruitment brochure development</b>	<ul style="list-style-type: none"> <li>Onsite or virtual interview with the City</li> <li>Baker Tilly will receive information regarding Gunnison's budgets, organizational charts, images, logos, etc.</li> <li>Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)</li> </ul>	2 weeks
<b>Approve brochure, begin advertising and distribute marketing letter</b>	<ul style="list-style-type: none"> <li>Brochure sent to the City for final approval</li> <li>Begin advertising and distribution of recruitment brochure</li> </ul>	2 weeks

### **Task 2: Execution of recruitment strategy and identification of quality candidates**

The Baker Tilly project team leader, utilizing the information gathered during Task 1 of our process, also works with the City Council and/or designated staff to develop a broad and far-reaching marketing and advertising campaign. We believe this step enhances our ability to notify and invite potential candidates from a talented and diverse pool of professionals. Our team will also advertise your vacancy in relevant and appropriate national professional publications, membership organizations and known recruitment websites. We further believe that our highly trafficked [website](#), which includes an exclusive location dedicated to highlighting your vacancy, also encourages potential candidates to consider this opportunity.

Our exhaustive marketing, recruitment and outreach campaign includes a national, state, regional or local scope, as you direct. Another important and essential factor that sets us apart from our competition is the ability to customize queries and search our extensive database of former applicants or former candidates in prior searches. Many of the individuals in our database have manifested interest in specific opportunities, organization size or geographic locations. We view this as an additional opportunity to identify a larger pool of potentially great applicants for your position.

We believe that often times, well-qualified candidates are not actively seeking new employment opportunities. In fact, most may not be actively reviewing job postings or even responding to advertised announcements. However, when we present a potential applicant with key information about an exciting new opportunity, many times they will review, consider and apply for the position, especially if presented by a trusted, experienced firm or a member of their network. We take pride in our ability to locate diverse, highly qualified candidates across the nation based on the professional contacts and relationships we have developed and nurtured over many years.

We supplement our outreach by querying our customizable database, which includes information on recent and past applicants for similar positions. This provides the Baker Tilly team with the ability to customize applicant flow and tracking and communicate inquiries for candidates based on characteristics important to the City of Gunnison such as geographic location, particular experience, expertise and credentials.

During this part of our process, the project team leader will work with the City Council or designee to reach consensus on the leadership traits and management style you desire your next City Manager will bring to your organization. Additionally, we identify the qualifications, experience and education you desire and/or require. We then use our proven strategies to identify other key competencies and work values that many organizations would typically associate with individual success in similar positions nationwide.

Each candidate submitting a resume is sent a timely acknowledgement by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communication is maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional way they are treated during our recruitments.

## PROVIDING EXECUTIVE RECRUITMENT SERVICES

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<b>Execution of recruitment strategy and candidate outreach</b>	<ul style="list-style-type: none"> <li>Online data collection and profile development</li> <li>Development of interactive, searchable applicant database for recruitment of your City Manager</li> <li>Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy</li> <li>Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics</li> </ul>	4-5 weeks

### **Task 3: Screening of applicants and recommendation of semi-finalists**

During Task 3, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine an overall match to your desired profile. This measure helps us review the overall accuracy and efficiency of our classification and review process. We then narrow the list to a group of 10 to 15 semifinalists for your review and to identify four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider.

Another unique aspect of our recruitment process is our use of a proprietary, web-based one-way video interview. Each finalist has a limited number of minutes to answer each question, which each applicant sees for the first time when the interview begins. We do not provide questions in advance. Each finalist then has 30 seconds to respond. This tool allows our team to develop a more comprehensive understanding of each candidate’s ability to “think quickly.” The one-way videos also allow us to evaluate the professional demeanor of each applicant. Our team will provide the City Council and/or the designated staff with a link to review.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<b>Applicant screening and recommendation of semi-finalists</b>	<ul style="list-style-type: none"> <li>Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database</li> <li>Most promising applicants are asked to complete candidate questionnaires and provide due diligence information</li> <li>Media, internet and social media scan for information pertinent to future employment</li> <li>Top candidates identified as semi-finalists</li> <li>Semi-Finalist Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered</li> <li>Baker Tilly and the City Council review video interviews</li> <li>Project team leader meets with the City Council to review recommended semi-finalists</li> <li>City Council selects finalists for on-site interviews</li> <li>Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed</li> </ul>	2-3 weeks

## PROVIDING EXECUTIVE RECRUITMENT SERVICES

### Task 4: Conducting background checks, reference checks and academic verifications

Once the City Council has identified a list of “Finalists” Baker Tilly begins the process of conducting reference checks, background report checks and academic verifications. We then prepare a Confidential Reference Report to complete our research and understanding of each applicant’s qualifications, management style, leadership traits or characteristics and professional work performance.

BACKGROUND CHECKS WILL INCLUDE INFORMATION FROM THE FOLLOWING AREAS:	
• Consumer credit	• Bankruptcy
• City/county – criminal	• State district Superior Court – criminal
• City/county – civil litigation	• State district Superior Court – civil litigation
• Judgment/tax lien	• Federal district - criminal
• Motor vehicle driving record	• Federal district – civil litigation
• Educational verification	• Sex offender registry

#### REFERENCE CHECKS, BACKGROUND RECORDS CHECKS AND ACADEMIC VERIFICATIONS

*Gunnison will receive a report that includes a thorough verification of each finalist’s background.*

To ensure the overall quality standards of our process, we require a minimum of 10-15 business days between the time you identify finalists for interviews and the time we are able to provide you with our Final Report.

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<b>Design final process with the City for on-site interviews with finalists</b>	<ul style="list-style-type: none"> <li>Baker Tilly confirms interviews with candidates</li> </ul>	1-2 days
<b>Background checks, reference checks and academic verification</b>	<ul style="list-style-type: none"> <li>Baker Tilly completes background records checks, reference checks and academic verifications of finalists</li> </ul>	2-3 weeks

### Task 5: Final interview process

Upon completion of Task 4, we will work with your City Council and designated staff to develop the final interview process. We customize the process according to your needs and desired outcomes, functions of the position, preference and directives. This may include steps that are important to you, our client. As such, the final interview process may include meetings with the department heads and the opportunity for a meet and greet with community members and individual tours of the City. Recognizing the impact of national, state or locally imposed restrictions in response to the COVID-19 Pandemic, we work with your organization to adjust all aspects of our process as you deem necessary and appropriate.

Prior to the interviews we provide documentation on each of the finalists, highlighting leadership and management profile (Gap Analysis) and a summary of our comprehensive/customized reference checks, background report checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The project team leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. If requested, we will assist the City Council with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.



## PROVIDING EXECUTIVE RECRUITMENT SERVICES

PROJECT MILESTONE	DELIVERABLES	TIMELINE
<b>Final Report prepared and delivered to the City</b>	<ul style="list-style-type: none"> <li>Final Report is prepared including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions</li> </ul>	1 day
<b>On-site interviews with finalists</b>	<ul style="list-style-type: none"> <li>Interviews are scheduled</li> <li>Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates, if requested</li> </ul>	1-2 days
<b>Offer made/accepted</b>	<ul style="list-style-type: none"> <li>If requested, Baker Tilly participates in candidate employment agreement negotiations</li> <li>Baker Tilly notifies candidates of decision</li> <li>Baker Tilly confirms final process close out items with Gunnison</li> </ul>	1-2 days

### Our strategy for recruitment of diverse candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In every recruitment, we use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider Gunnison’s City Manager opportunity. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know that the Baker Tilly executive recruitment team will fairly consider each application based on qualifications and the established profile.

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

### Triple guarantee

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

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. Therefore, we offer an industry leading triple guarantee.

1. First, we commit to conduct your recruitment until you have selected a finalist and made an appointment for the fees and tasks quoted in this proposal. In the event you are unable reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and

## PROVIDING EXECUTIVE RECRUITMENT SERVICES

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present a second supplemental group of qualified applicants for you to consider until you select a finalist.

2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason) we will repeat the executive search at no additional professional fee but will include project-related expenses. *Please note that candidates appointed from within your organization do not qualify for this guarantee. Furthermore, this guarantee is subject to further limitations and restrictions of your state laws.*
3. Baker Tilly will not directly solicit any candidate selected under this agreement, for any other position, while the candidate remains in your employ.

# Co-developing a timeline to meet your deadlines

*Your time is valuable, and one significant way we will add value to Gunnison is by delivering our services on time*

A typical timeline is 100-120 days from project kickoff to extending an offer of employment. The Baker Tilly project team leader will discuss your anticipated or desired timeline during the initial kickoff meeting. It is our intent to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. For this proposal target dates are to be determined. Once you approve, and based on mutual agreement, we will provide actual dates in our service agreement. The following is an example of a timeline for an executive recruitment process.

PROJECT MILESTONE	DELIVERABLES
<b>Profile development, advertising and candidate outreach</b>	<ul style="list-style-type: none"> <li>• Baker Tilly completes on-site interviews to develop candidate profile and recruitment brochure</li> <li>• Baker Tilly sends draft recruitment brochure to the City</li> <li>• The City returns draft brochure (with edits) to Baker Tilly</li> <li>• Baker Tilly begins recruitment advertising and marketing</li> <li>• Online data collection and profile development</li> </ul>
<b>Applicant screening and assessment and recommendation of semi-finalists</b>	<ul style="list-style-type: none"> <li>• Baker Tilly commences formal review of applications, most promising candidates complete questionnaires</li> <li>• Candidates complete recorded interview online</li> <li>• Baker Tilly completes formal review of applications and sends selected resumes to the City Council for review</li> <li>• Candidates' recorded interviews are presented</li> <li>• Baker Tilly meets with the City Council and recommends semi-finalists; City Council selects finalists for on-site interviews</li> <li>• Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed</li> </ul>
<b>Comprehensive background check, academic verification and reference checks completed for finalists</b>	<ul style="list-style-type: none"> <li>• Baker Tilly completes reference checks/background checks/academic verification on finalists</li> </ul>
<b>On-site Interviews with finalists</b>	<ul style="list-style-type: none"> <li>• Baker Tilly sends documentation for finalists to the City Council</li> <li>• The City Council conducts on-site interviews with finalists</li> </ul>
<b>Employment offer made / accepted</b>	<ul style="list-style-type: none"> <li>• The City Council extends employment offer to selected candidate</li> </ul>

**COMMITMENT TO SUCCESSFULLY DELIVER RECRUITMENT SERVICES TO MEET GUNNISON'S REQUIREMENTS**  
*Gunnison's time is valuable. We will co-develop a timeline to provide the City's executive recruitment services on time.*

# Valuable perspectives

*We are always happy to provide references because it is important for you to talk with the organizations we serve. Our similar client base equals experience-derived insights for Gunnison.*

## Demonstrating successful relationships with similar clients

Dr. Williams is the designated project leader for your City Manager executive search. We encourage you to connect with the clients below to learn more about the value of their relationship with Baker Tilly and to verify the quality of work Baker Tilly has consistently delivered to each client as part of these recently completed executive recruitment projects. Each client will offer a unique perspective as you consider your own needs.

CITY OF GREELEY, COLORADO			
<b>Name</b>	John Gates	<b>Title</b>	Mayor
<b>Phone</b>	+1 (970) 350-9772	<b>Email</b>	<a href="mailto:John.Gates@greeleygov.com">John.Gates@greeleygov.com</a>
<b>Services</b>	Selection of City Manager (2021)		

CITY OF GOLDEN, COLORADO			
<b>Name</b>	Laura Weinberg	<b>Title</b>	Mayor
<b>Phone</b>	+1 (303) 384-8179	<b>Email</b>	<a href="mailto:lweinberg@cityofgolden.net">lweinberg@cityofgolden.net</a>
<b>Services</b>	Selection of City Manager (2022)		

CITY OF LOUISVILLE, COLORADO			
<b>Name</b>	Dennis Maloney,	<b>Title</b>	Mayor Pro-Tem – Ward III
<b>Phone</b>	+1 (303) 494-9257	<b>Email</b>	<a href="mailto:DennisM@louisvilleco.gov">DennisM@louisvilleco.gov</a>
<b>Services</b>	Selection of City Manager (2021)		

### PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

*At Baker Tilly, relationships matter. Our Value Architects™ have a record of successfully enhancing and protecting similar clients' value — resulting in experience-based insights for Gunnison.*

# Value for fees

*Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieving Gunnison's mission*

## Delivering a professional fee estimate for the City of Gunnison

We are excited about the opportunity to work with Gunnison and have prepared the below fee estimate to meet the City's needs and objectives. Our fees allow for thorough and insightful advice from experienced professionals without unnecessary add-on or startup charges.

The all-inclusive professional fee includes the cost of professional services by the project team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Baker Tilly is not responsible for candidates travel expenses for travel to client location for on-site interviews. Clients generally manage these matters directly with the finalists.

Baker Tilly will bill for this engagement in four installments: 30% upon execution of this agreement, 30% at Phase I, 30% at Phase II; and 10% upon acceptance of an employment offer by the finalist. The fee is not contingent. If you terminate this engagement before completion, Baker Tilly shall invoice the City for any unpaid portion of the fee.

Feel free to direct all questions regarding the professional fee and project-related expenses to Edward Williams via email at [edward.williams@bakertilly.com](mailto:edward.williams@bakertilly.com) or via phone at +1 (214) 608 6363.

### PROPOSED SERVICES

#### **Phase I**

Task 1 — Project kickoff; candidate profile; development of marketing, recruitment and outreach strategy

Task 2 — Acknowledge applications and begin reviewing and classification of all applicants

#### **Phase II**

Task 3 — Develop and assign Due Diligence Questionnaire, Applicant Questionnaire, One-Way Video Interview questions (customized to each search); review responses; prepare electronic Semi-Finalist Report for client evaluation and selection of potential finalists

Task 4 — Secure up to ten references; conduct background check that includes, but is not limited to consumer credit, bankruptcy, city/county (criminal), state district superior court, city/county (civil litigation), state district superior court (civil litigation), judgments/tax liens, federal district (criminal), motor vehicle driving record, federal district (civil litigation), academic credentials verification, professional certification verification, social security, sex offender registry, etc.; administer leadership/management assessment, Finalist Report, (resumes, cover letter, Due Diligence Questionnaire, Candidate Questionnaire Response, Reference Report, media presence and social media check report)

#### **Phase III**

Task 5 — Interview process preparation, invitations, technical support, suggested interview questions; final process/on-site interviews with finalists

PROPOSED SERVICES	
<b>Conclusion</b>	
Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
<b>TOTAL ALL-INCLUSIVE FEE*</b>	<b>\$26,950</b>

\* BAKER TILLY MAY CONSIDER A PROFESSIONAL FEE REDUCTION BY 10% FOR SUBSEQUENT RECRUITMENTS not to exceed 25% of the proposed cost on any single search during the subsequent 12-month period.

OPTIONAL SERVICES FOR CONSIDERATION	FEE
At your request, Baker Tilly can conduct a web-based community survey to help your organization identify key issues or priorities that your organization may consider as you launch an executive search. Depending on your need, we administer the survey, which your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.	\$1,650
On rare occasions, a client desires the delivery of additional search related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits by the project team leader to your organization. Baker Tilly will bill Gunnison at an hourly rate of \$220, plus expenses for additional work specifically requested by your organization that is outside of the scope of this project or as described in the proposed scope. Prior to beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required prior to commencing any additional services.	\$220 per hour plus expenses

**COMMITMENT TO VALUE FOR FEES**

*Gunnison can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.*

## Negotiations

If selected, we will provide the City of Gunnison with our standard engagement terms. Should the City wish to provide alternate terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

## Committing to responsiveness and accessibility

Real-time communication and responsiveness are key to our relationship, and the City of Gunnison will work with dedicated engagement team members who will be available when you need us, where you need us, for as long as you need us. We will resolve your issues quickly and offer timely, forward-looking insight and advice to benefit your organization.

We will provide periodic communications to the Mayor, members of the City Council and others designated to keep them informed of our progress on the search. Much of the information generated during a recruitment is confidential data under Data Practices; we work with your point of contact to keep everyone involved in the recruitment process informed about the confidentiality of candidate information. When your City Council selects finalists, we will create a media profile with public information about the finalists you can share with the media and members of the public if requested. If applicable, Baker Tilly may be able to advise the City on similar matters as it relates to candidate information sharing that may emerge during your search.

We believe that timely, effective and concise information is one of the most important components of any successful search. This can include weekly or biweekly communication with the client on the number of applicants received and the overall progress of each search. Equally as important is communication with all applicants, acknowledging receipt of applications immediately after submittal. Other communication

essentials include inviting semi-finalists to complete due diligence, applicant questionnaire or one-way video interviews and providing applicants with sufficient time to complete process assignments by sharing important dates and deadlines. Furthermore, we provide direct access (via email or telephone) to all applicants in the event they have questions about any aspect of a search. Similarly, the aaa's project manager will have the project team leader's telephone number where he or she can call, email or text the consultant on any aspect of each search. Our communications are always professional and respectful. We pride ourselves in delivering outstanding customer service and believe this is timely and essential to our collective success.

We take pride in acquiring clients that will serve as future references for our responsive service and we commit to providing on-going communications and dialogue in a way that will support a transparent and trustworthy relationship into the future.

**Phone calls**











We are very responsive to phone calls which are generally returned within 24 hours or the next business day.

**E-mails or written questions**

We are very responsive to emails or written questions which are generally returned within 24 hours or the next business day. Baker Tilly also manages and tracks applicant information and provides regular communications, updating the applicants on the status of the recruitment.

**Supporting Gunnison with our value-for-fees approach**

We will provide the highest quality service for a fair and reasonable fee. Below is an overview of our value-for-fees approach and how it benefits you.

 <p>A team that works with a similar client base and is ready to lead a smooth and beneficial transition</p>	 <p>Frequent check-ins and timely responses to your inquiries</p>	 <p>Controlled costs through a service approach designed for your organization; no surprise billing or add-on charges</p>	 <p>Knowledge retention through a commitment to staff continuity</p>	 <p>Proactive ideas and industry insight shared year-round via complimentary articles, toolkits, webinars, e-books, alerts, whitepapers and newsletters</p>
 <p>Support from the full breadth and depth of Baker Tilly's resources across the U.S. and around the world</p>	 <p>Practical, flexible and collaborative approach designed for your unique needs</p>	 <p>Full range of service solutions to grow with your needs</p>	 <p>Use of innovative technology and software tools to support real-time communication, efficiencies and compliance</p>	 <p>High level of experienced partner and manager involvement for a big-picture perspective</p>

**COMMITMENT TO VALUE FOR FEES**

*Gunnison can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.*

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# Evidence of qualification to do business in Colorado

## Colorado Secretary of State registration

Baker Tilly US, LLP is registered to do business with the Colorado Secretary of State.

ID number: 20051478668



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# Subcontractors

Baker Tilly is confident in its ability to execute the defined scope of work. Therefore, we do not intend to utilize subcontractors in the provision of the proposed City Manager recruitment services.

# Appendix A:

Prioritizing diversity, inclusion and belonging for success

*At Baker Tilly, DIBS is who we are rather than what we do. Creating an environment where all team members are valued empowers us to bring our authentic selves to work each day. When our contributions reflect our individual best, we achieve better results for Gunnison.*



**MEET SHANE LLOYD,  
DIBS STRATEGY LEADER**

*In his role as Head of Diversity, Inclusion and Belonging at Baker Tilly, Shane oversees our company's DIBS initiatives and serves on influential national diversity and inclusion boards.*

Belonging is a core Baker Tilly value. We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality.

Throughout our firm, you will find our DIBS philosophy and practices embedded into everything we do. We hire people who bring new perspectives and experiences, including Shane Lloyd, who joined Baker Tilly as our [DIBS strategy](#) leader in 2021. Shane was named to the Washington Business Journal's 2022 "40 under 40," a prestigious list that recognizes individuals with impressive careers who demonstrate a strong commitment to philanthropy and community building.

Shane was also selected as Program Chair to The Conference Board's Diversity, Equity and Inclusion (DEI) Strategist 1 council, where he will strategize on key topics and trends to educate and connect other senior DEI leaders in the corporate space. Read more about the council [here](#).

We embrace our differences and believe a more open, connected world serves everyone better. DIBS is the lens that helps us see things more broadly and lights the path for us to follow. This benefits our people, our clients and our communities. [Watch this video](#) to learn more about the ways Baker Tilly celebrates diversity, inclusion and belonging and values the contributions of every team member across our firm.

### **DIBS steering committee**

Baker Tilly's national DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging.

A cross-section of leaders across our firm oversees our strategy – from inclusion-related communications to accountability measures for our key diversity goals and coordination of our signature initiatives described below and on the following pages.



**WE EMBED DIBS INTO ALL ASPECTS OF OUR BUSINESS**  
*From how we recruit, develop and promote team members, to the way we serve clients and treat each other. Day in, day out.*



## Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, share their stories, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions, enhances the retention of women at all firm levels, creates an environment where women feel empowered and supports our advocacy of advancing women in business.

It also helps us share knowledge gained with clients and creates a workforce that reflects our client base.

## Supporting Opportunity, Advancement and Recognition (SOAR)



SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Diversity makes each of our professionals unique; inclusion is how that unique team collaborates to achieve common goals. Our SOAR strategy rests on four key pillars: talent acquisition, advancement, education and awareness, and recognition.

## NexGen: joining workforce generations



Today, four generations coexist in the workplace – baby boomers, Gen X, millennials and Gen Z – and each brings unique viewpoints influenced by events and experiences in their lifetime. With NexGen, we aim to empower the next generation of team members to collaboratively engage in our firm's progress while promoting an overall investment in our future. Key components of NexGen's vision involve discovering how different generations can build

rewarding professional relationships that are mutually beneficial. NexGen amplifies the voices of our firm's next generation of professionals, providing leadership and growth opportunities along the way.

## PRIDE team member network



Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace. This effort includes involvement, support, understanding and acceptance from colleagues across our firm.

## Racial Equity Action Plan (ACTION) and focus on social justice



Our firm developed an ACTION plan to support our strategic goal of increasing the retention of team members of color and to create positive change in our communities and our profession. As initial steps in our plan, we convened our DIBS steering committee and formed a racial equity advisory group consisting of a diverse group of team members. We then worked closely with a highly

respected consulting firm to assess the current state of our workplace as it relates to diversity, inclusion and racial equity. We used their recommendations to refine our DIBS strategic plan and inform the next steps in our journey.

Baker Tilly team members continue to take the time to have difficult conversations and reflect deeply. Colleagues shared stories of how racism and discrimination affect their daily lives – stories they did not feel comfortable sharing before. Others gained new insight into their own unconscious biases and the steps needed to overcome them. We are committed to continuing on this learning journey and achieving tangible results together.

## Baker Tilly Foundation support for racial justice advocacy



As a firm, we have made our position clear: We stand against racism and discrimination in any form. Our Baker Tilly Foundation's board of directors, with input from our team members, selected key racial justice organizations as recipients of direct financial support from our firm with a commitment to match team member donations. Additionally, our local SOAR committees support social justice causes across the United States through event sponsorship, fundraising initiatives and volunteer engagement.

Baker Tilly backs Human Rights Campaign initiatives and national associations for accountants of color. In May 2022, Baker Tilly signed on to the Human Rights Campaign's [Business Statement Opposing Anti-LGBTQ State Legislation and Business Coalition for Equality Act](#), taking a stand against legislation that would attempt to exclude LGBTQ+ people from full participation in daily life and promoting workplace equality.

Baker Tilly is also expanding our connections and alignment with key professional organizations. We are a Platinum Sponsor of the 2022 National Association of Black Accountants (NABA) National Convention and a participant in conferences for the Ascend Pan-Asian professional network and the Association of Latino Professionals in Finance and Accounting (ALPFA).

## Tone from the top: CEO Action for Diversity & Inclusion

### CEO **ACTION** FOR DIVERSITY & INCLUSION

Baker Tilly is a member of [CEO Action for Diversity & Inclusion](#), a steering committee of CEOs focused on making diversity and inclusion a business priority. CEO Action for Diversity & Inclusion is the most extensive alliance of business leaders openly committed to sharing successful diversity initiatives and lessons learned. As a member, Baker Tilly pledges to:

- Make our workplace a safe place to have open conversations about diversity and inclusion
- Implement and expand unconscious bias education
- Share best, and unsuccessful, practices
- Create and share strategic inclusion and diversity plans with our board of partners



**BAKER TILLY RECOGNIZED WITH  
PERFECT SCORE ON CORPORATE  
EQUALITY INDEX**

*The Human Rights Campaign awarded Baker Tilly 100 points out of 100 on the 2022 Corporate Equality Index (CEI), an industry-standard measure created to evaluate corporate policies, practices and benefits that support LGBTQ+ team members.*

As evidence of our commitment to DIBS, examples of public recognition received in recent years are listed below.

### PUBLIC RECOGNITION AND AWARDS FROM INDEPENDENT PUBLICATIONS FOR OUR DIBS EFFORTS

Winner of the 2022 [Human Rights Campaign Foundation's Best Places to Work](#)  
[Business Wire](#) and [Inside Public Accounting](#) articles on Shane Lloyd's appointment as Baker Tilly's Head of Diversity, Inclusion and Belonging  
[Podcast with Shane Lloyd](#) on diversity  
 Host of 2020 ["Diversity Well Beyond the Theory: The 'how' in recruitment, retention and inclusion"](#) event in Tysons, Virginia  
 Recognition as 2018 [Corporate Partner of the Year](#) by the National Association of Black Accountants (NABA) Metropolitan Washington, D.C. Chapter  
 Winner of Corp! Magazine's ["Salute to Diversity" Award](#)  
 Journal of Accountancy article featuring Baker Tilly's diversity initiatives: ["The business case for diversity and inclusion at CPA firms"](#)  
 Pennsylvania Institute of Certified Public Accountants (PICPA) article by a Baker Tilly team member discussing her experience with diversity at our firm: ["CPA Now - My Experience with a Diversity Initiative"](#)  
 Twin Cities Business article highlighting Baker Tilly's commitment to our GROW initiative: ["All In: Hiring Women Executives"](#)

“

We do not view diversity, inclusion and belonging as a program or something we “have to do.” We genuinely believe this is who we are. This includes the way we recruit, how we develop and promote team members, how we serve clients and how we treat each other. This is not easy to do. **It is much easier to roll out a program as “evidence” of our commitment. However, we are not interested in scratching the surface. We want to effect change for the long run — in our firm and in our profession.**

*Baker Tilly CEO, Alan Whitman*

# Appendix B:

Engagement team member resumes

DIRECTOR

# Edward G. Williams, Ph.D.

*Edward Williams brings character, competence and expertise to every project.*



## **Baker Tilly US, LLP**

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Suite 300  
Plano, TX 75093  
United States

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[edward.williams@bakertilly.com](mailto:edward.williams@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## **Education**

Bachelor of Arts, education  
University of Missouri  
(Kansas City, Missouri)

Master of Higher Education  
Administration  
University of Missouri  
(Kansas City, Missouri)

Ph.D., Educational Leadership  
and Policy Analysis  
University of Missouri  
(Kansas City, Missouri)

## **Languages**

English  
Spanish

Edward has more than 20 years of collective experience in human resources and organizational development at various levels, and across various disciplines including, state and local government, community and educational institutions.

## **Specific experience**

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

## **Industry involvement**

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

## **Community involvement**

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

## **Continuing professional education**

- Institute for Management Studies - Houston
- International Personnel Management Association



DIRECTOR

## Art Davis

*Art Davis, a director with Baker Tilly, has pursued his passion to improve local government and create great communities for more than 30 years.*



### **Baker Tilly US, LLP**

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Suite 300  
Overland Park, KS 66211  
United States

T: +1 (816) 912 2036  
[art.davis@bakertilly.com](mailto:art.davis@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

### **Education**

Bachelor of Arts in political science  
and public administration  
William Jewell College  
(Liberty, Missouri)

Master of Public Administration  
University of Kansas  
(Lawrence, Kansas)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties, and not-for-profits.

### **Specific experience**

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- Nearly 15 years' experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

### **Industry involvement**

- International City/County Management (ICMA), member since 1984

DIRECTOR

# Patricia Heminover

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



## **Baker Tilly US, LLP**

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Suite 3025  
St. Paul, MN 55101  
United States

T: +1 (651) 223 3058  
[patty.heminover@bakertilly.com](mailto:patty.heminover@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## **Education**

Bachelor of Science, consumer science, business administration  
Minnesota State University – Mankato

Mini MBA program, human resources management  
University of Saint Thomas (Saint Paul, Minnesota)

Master of Education, administration  
Minnesota State University – Mankato

Patty has been with the firm since 2010. Before joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

## **Specific experience**

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

## **Industry involvement**

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, member
- State Negotiators Association, Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

## **Continuing professional education**

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

## DIRECTOR

# Yolanda Howze, M.P.A., IPMA-SCP, SPHR, SHRM-SCP

*Yolanda Howze, a director with Baker Tilly, brings more than 25 years of public sector experience including 20 years as a multifaceted and competent human resources leader.*



## Baker Tilly US, LLP

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Chicago, IL 60601-5927  
United States

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[yolanda.howze@bakertilly.com](mailto:yolanda.howze@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Dual Bachelor of Arts in  
psychology and organizational  
leadership  
Maryville University  
(St. Louis, Missouri)

Master of Arts in public  
administration and policy analysis  
Southern Illinois University  
Edwardsville (SIUE)

Yolanda is a well-regarded, award-winning human resources professional with more than 20 years of public sector human resources experience, primarily in municipal government.

Having worked in the public sector for more than 25 years, Yolanda is passionate about her craft and being of service to others, which, in addition to her employment experience, she has demonstrated through professional conference presentations/speaking events and serving on local and regional boards and committees including IPMA-HR, as well as other community involvement.

## Specific experience

- Human capital professional and administrator executive
- Executive recruitment, total rewards and classification administration, performance management, project management, HRIS and process improvement, change management, labor relations, emergency management and disaster recovery, training and organizational development and safety and risk management

## Industry involvement

- International Public Management Association - Human Resources (IPMA-HR)
- Society for Human Resource Management (SHRM)
- Texas Municipal Human Resources Association (TMHRA)
- IPMA-HR Texas Chapter, (former) Conference Program Committee
- IPMA-HR Central Region, (former) vice president ('10)
- IPMA-HR Central Region, (former) Secretary - treasurer ('09-'10)
- IPMA-HR Greater St. Louis Chapter, (former) president

## Community involvement

- The Hearts of Grace Foundation
- The Bailey Foundation
- Dulles High School Varsity Girls Basketball and Boosters

DIRECTOR

# Yolanda Howze, M.P.A., IPMA-SCP, SPHR, SHRM-SCP

*Page 2*

## **Continuing professional education**

- International Public Management Association-Human Resources (IPMA-HR)
- IPMA-HR Greater St. Louis Chapter
- Human Resources Certification Institute (HRCI)
- Society for Human Resources (SHRM)

# Anne Lewis

*Anne Lewis leads Baker Tilly's public sector executive recruitment team and brings nearly 20 years of local management experience.*



## **Baker Tilly US, LLP**

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Suite 800  
Tysons, VA 22182  
United States

T: +1 (703) 923 8214  
[anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com)

**[bakertilly.com](http://bakertilly.com)**

## **Education**

Bachelor of Science, business  
administration and management  
Shenandoah University  
(Winchester, Virginia)

Master of Science, organizational  
leadership and public  
administration  
Shenandoah University  
(Winchester, Virginia)

Prior to joining Baker Tilly, Anne served as an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitors bureau executive director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

## **Industry involvement**

- International City/County Management Association, Credentialed Manager (ICMA)
  - Task force on recruitment guidelines handbook
  - Task force on women in the profession
  - Task force on internship guidelines
- Government Finance Officers Association (GFOA)
- Virginia Local Government Management Association (VLGMA), former member of executive board
- Virginia women leading government

## **Community involvement**

- Shenandoah University Alumni Association, executive committee
- Shenandoah Apple Blossom Festival®, board of directors

## **Continuing professional education**

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

# Karen Edwards, SHRM-CP

*Karen Edwards, a recruitment analyst with Baker Tilly, has been with the firm since 2021.*



## **Baker Tilly US, LLP**

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Tampa, FL 33614  
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T: +1 (813) 915-5616

[karen.edwards@bakertilly.com](mailto:karen.edwards@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## **Education**

Bachelor of Science in business  
administration - human resource  
management  
Western Governors University

Karen is a recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include assisting in the coordination of executive recruitments. Karen manages outreach, generates reports, conducts detailed background checks and analyzes data to ensure the success of all engagements.

## **Specific experience**

- More than 30 years of experience in human resources, administrative positions and customer service
- Proficient in analyzing data, creating and implementing standard operating procedures and preparing presentations and reports
- Adept at identifying inefficiencies to enhance organizational performance and streamlining office operations
- History of success adapting in dynamic environments to effectively manage multiple projects simultaneously

SENIOR RECRUITMENT ANALYST

# Cecilia Hernandez

*Cecilia Hernandez is a senior recruitment analyst with Baker Tilly's executive recruitment practice.*



**Baker Tilly US, LLP**

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[cecilia.hernandez@bakertilly.com](mailto:cecilia.hernandez@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Bachelor of Science, public affairs  
University of Texas at Dallas  
(Richardson, Texas)

Master of Public Affairs with a local  
government concentration  
University of Texas at Dallas  
(Richardson, Texas)

## Languages

English  
Spanish

Cecilia is responsible for supporting the consultants throughout each recruitment process and stays connected with the candidates for any questions or concerns they have.

## Specific experience

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

SENIOR RECRUITMENT ANALYST

# Michelle Lopez

*Michelle Lopez, a senior recruitment analyst at Baker Tilly, has been with the firm since 2017.*



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[michelle.lopez@bakertilly.com](mailto:michelle.lopez@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Associate in Arts, liberal arts  
Minneapolis Community College  
(Minneapolis, Minnesota)

Bachelor of Science, project  
management (currently pursuing)  
Colorado State University – Global  
Campus

Michelle assists in the organizational management of the executive recruitment process. Along with coordinating internal workflow, she also collaborates with clients and candidates to ensure objectives are met throughout the process.

## Specific experience

- More than 10 years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization



## RECRUITMENT ANALYST

# Diane Segulia

*Diane Segulia, a recruitment analyst at Baker Tilly, has been with the firm since 2015.*



### **Baker Tilly US, LLP**

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[bakertilly.com](http://bakertilly.com)

## **Education**

University of Minnesota – partial  
credits (Minneapolis, Minnesota)

Diane is a recruitment analyst with Baker Tilly's executive recruitment practice group. Her responsibilities include conducting research for the consultants, completing background checks, coordinating information and resources, and collaborating with candidates and clients through all phases of an executive recruitment.

## **Specific experience**

- More than 10 years of administrative support experience in public sector and private sector organizations
- Compiling and organizing candidate materials
- Coordinating with candidates throughout the recruitment process
- Conducting reference checks for potential candidates
- Coordinating and scheduling interviews
- Recruitment marketing research and organization

## RECRUITMENT ANALYST

# Carrie Thompson

*Carrie Thompson, a recruitment analyst with Baker Tilly, has been with the firm since 2021.*



### **Baker Tilly US, LLP**

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Suite 800  
Tysons, VA 22182  
United States

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[carrie.thompson@bakertilly.com](mailto:carrie.thompson@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## **Education**

Bachelor of Arts in communication  
with a concentration in media  
production and criticism  
George Mason University

Carrie facilitates smooth sailing during the recruitment process. She runs reports, coordinates outreach and organizes important documents. Along with her work behind the scenes, she collaborates with clients and candidates to help them on their journey to success.

## **Specific experience**

- More than 15 years of customer service experience for multiple industries
- More than four years of experience in recruiting coordination, including interview scheduling and candidate communication
- Expertise in marketing and position advertising via LinkedIn
- Reference and extensive background checks for potential candidates

## **Community involvement**

- Mission trip volunteer with Herndon United Methodist Church

# Appendix C:

Sample brochure



# CITY MANAGER

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CITY OF LOUISVILLE, COLORADO



PUBLIC SECTOR EXECUTIVE RECRUITMENT

# THE COMMUNITY

Established in 1878, Louisville retains connections to its modest mining and agricultural beginnings, while continuing to transform into one of the most livable, innovative, and economically diverse communities in the nation. Covering nine square miles, Louisville has a population of 20,867 residents and is located in Boulder County, about six miles east of Boulder and twenty-two miles northwest of Downtown Denver. 72% of Louisville residents have a Bachelor's or higher degree, contributing to a median household income of \$109,797.

Louisville is a small town with big ambitions as one of the nation's leaders in economic and environmental sustainability. The City owns, either alone or in conjunction with other governmental entities, approximately 2000 acres of designated open space. Throughout the community, there are also 29 parks and over 32 miles of interconnecting trails for biking and hiking. These neighborhood trails connect Louisville to a larger network of trails along U.S. HWY 36 and other major regional roadways enabling residents to savor the natural beauty of the entire northern metro area within minutes.

In addition to the many outdoor recreational opportunities, Louisville residents have access to arts and culture, sports, great restaurants, and the state's third highest ranked school district. In the City's 2020 Citizen Survey, 99% of survey respondents rated Louisville as a place to live as excellent or good and 98% rated its quality of life as excellent or good. Residents and visitors can experience a vibrant, authentic Main Street that includes extensive outdoor dining; a thriving craft beer industry; Bon Appetit magazine's best new bakery; a historical museum; landmarked homes and public buildings; art galleries and boutiques; an in-season farmers' market; live music venues; and a state-of-the-art library. Community events are numerous and fun, including assorted 5K and 10K runs, bike races, outdoor music concerts, art walks, and seasonal festivals.

The proximity to The University of Colorado and the Colorado School of Mines as well as several national laboratories, including NOAA, NIST, and NCAR, has spawned a robust, high-tech business and manufacturing presence in Louisville's Colorado Tech Center, a master planned business park. Employees in the Colorado Tech Center can work on the nation's next space shuttle, exercise at the nearby climbing gym, and then enjoy a craft brew down the street.

Nestled near the gorgeous Rocky Mountain foothills, Louisville is perennially ranked as one of the best small towns in the United States for its outstanding quality of life. As Money magazine noted, "Add in dry, clear weather, little crime, good health care, low taxes, and Louisville is pretty tough to beat."

For more information, visit <https://www.louisvilleco.gov/home>



## THE ORGANIZATION

The City of Louisville operates under the Council-Manager form of government and is a home rule charter city. The non-partisan City Council consists of the Mayor, elected at-large, and six council members, elected from three wards. Terms of office are four years and limited to two terms. Ward representative elections are staggered, with elections happening in odd-numbered years.

The City designed its structure and operations to ensure an open and responsive government that integrates a highly dedicated staff, thoughtful elected officials, an involved citizenry, diverse businesses, and regional cooperation to provide high-quality and cost-effective services. Louisville provides a wide range of services to residents and businesses including water and sewer; police protection; planning, zoning, and building safety; street and road maintenance; parks, open space and recreation; a library; a historical museum, and a golf course. Louisville employs 200 full-time employees and 225 part-time and seasonal employees. The FY2021 General Fund Budget is a program-based budget and totals \$22.8 million. The city has placed a \$51M debt and tax increase question on the 2021 ballot for future transportation improvement projects. For more information about the City of Louisville, <https://www.louisvilleco.gov/>

## VALUES

- **Innovation** Leading and embracing change and transformation through creative thinking, diverse perspectives, learning, and continuous improvement.
- **Collaboration** Proactively engaging colleagues and other stakeholders in developing solutions through open communication. Fostering a culture where every employee feels valued, supported and inspired to achieve both common and individual goals.
- **Accountability** Fulfilling our responsibilities, owning our actions, and learning from our mistakes.
- **Respect** Treating people, processes, roles, and property with care and consideration. Celebrating differences and encouraging authenticity.
- **Excellence** Doing our best work by building on our individual and collective strengths. Exceeding expectations with responsive, efficient, and effective customer service.

## VISION

*A vibrant, healthy community with the best small town atmosphere*





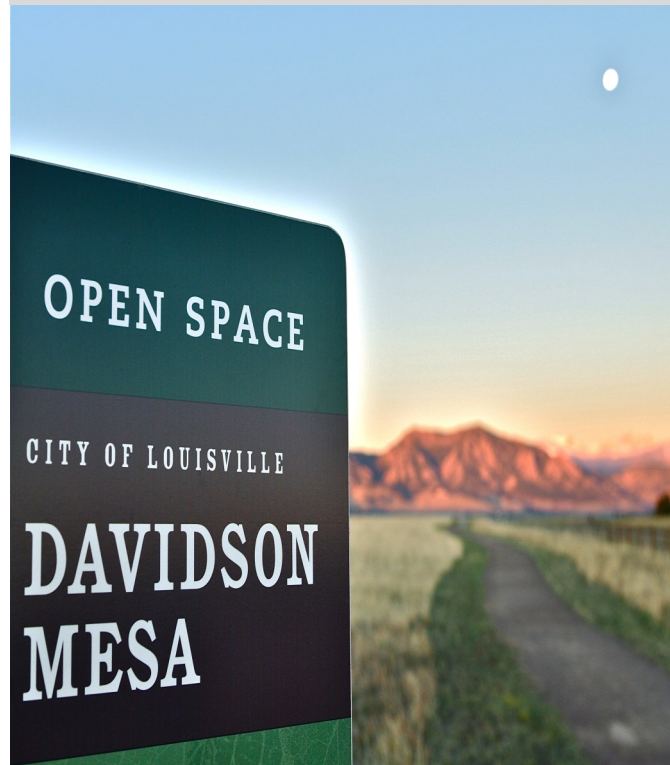
## THE CITY MANAGER

The City Council appoints the city manager, city attorney, the municipal judge, the prosecuting attorney, and the members of 15 separate boards and commissions. The City Manager serves as the chief administrative officer, who implements council policies, provides organizational leadership and manages the delivery of city services, programs, initiatives and the day-to-day business operations of the city including Public Works, Police, Parks and Recreation, Planning and Building Safety, Human Resources, Library and Museum Services, City Clerk, Finance, Information Technology, and Economic Vitality.

The new city manager will have a unique opportunity to evaluate current staffing levels and service delivery efficiencies, and then lead an initiative to enhance existing talent levels within the organization and work collaboratively with key stakeholders to plan and deliver excellent city services. The city manager will also lead, supervise and manage service delivery in all city departments, programs and services according to “best practices” and consistent with city council directives. The city manager will also provide professional consultation to assist the city council in making informed decisions regarding city operations and policy matters and will coordinate, submit and administer the city’s annual budget, capital improvement plan and long-term financial management plan, while addressing the issues and concerns of citizens, businesses and institutions as they may relate to the city’s planning, operations and governance. With the support of a deputy city manager, a \$2,808,340 annual departmental budget and eight (8) department directors, the city manager keeps the city council informed on a regular basis of all cities affairs and is visible in the community.

## Success Factors

- *Engaged Community*
- *Vibrant Economic Climate*
- *Financial Stewardship and Asset Management*
- *Quality Programs and Amenities*
- *Healthy Workforce*
- *Reliable Core Services*
- *Collaborative Regional Partner*
- *Supportive Technology*



## DESIRED CAPABILITIES

The City of Louisville desires to hire an energetic professional who relishes challenging situations, enjoys a diverse range of opinions, and has an unwavering commitment to public service. The next city manager will be an effective communicator, comfortable interacting with all audiences, especially elected officials, businesses, and an informed and engaged citizenry. He or she needs to understand and collaborate on the technical, economic and political aspects of complex issues and be able to frame and clearly articulate alternative recommendations for consideration. The next city manager will be an approachable leader and experienced at using creativity to build and maintain partnerships with government, private, and nonprofit organizations throughout the region. The ideal candidate will inherit a hard-working group of employees and a need to bring departments together to solve issues and bridge the gap between policy and administration. The new city manager will be a perceptive and strategic thinker, with an ability to inspire and motivate, focusing the organization on its future vision to guarantee Louisville's long-term success.

## DESIRED ATTRIBUTES AND CHARACTERISTICS

- Ability to lead by example and hold others to high standards of service delivery excellence;
- Ability to inspire actions in the pursuit of the organizational strategy and initiatives;
- Ability to speak publicly in an engaging and informative style;
- Ability to understand, prioritize and effectively manage city council priorities and expectations;
- Ability to demonstrate and appreciate continuous learning and professional development;
- Commitment to actively and continuously build leadership and management skills;
- Ability to connect and relate to individuals at all levels within the organization and community; and
- Possession of outstanding communication and presentation skills.



## EDUCATION AND EXPERIENCE

A bachelor's degree in public administration, finance, business administration, or a closely related field from an accredited college or university and a minimum of five (5) years related experience (department director, assistant city manager or city manager) in a similar or larger organization required. A master's degree and city management credentials, such as the International City Management Association Credentialed Manager or similar designation is desired but not required. The City Charter requires residency within the city's corporate limits within six months of employment.

## COMPENSATION AND BENEFITS

The City of Louisville offers a competitive total rewards program that includes a base salary range of \$186,067 - \$218,903 depending on experience and qualifications. Additionally, the city offers a \$525.00 monthly vehicle allowance, and a \$50.00 monthly cell phone allowance, and a robust benefit package that includes medical insurance (DHMO, HDHP with HSA or Triple Option POS Plan), dental insurance, vision care, Flexible Spending Accounts, basic life insurance, short- and long-term disability coverage, retirement program (401a), deferred compensation (457 and/or ROTH IRA), paid leave bank, family medical leave bank, computer loans, tuition reimbursement program, and employee assistance program.



## APPLICATION PROCESS

We invite qualified professionals to visit our application portal, create a profile, submit a cover letter and resume and allow us the opportunity to review your credentials and consider your qualifications for this outstanding career opportunity:

<https://bakertilly.recruitmenthome.com/postings/3129>

Application review begins on Monday, October 25, 2021. Following the first review date, we will evaluate all applications against the posted qualifications, and may extend invitations to submit additional information, including due diligence questionnaire, written questionnaire, references, and a formal interview (virtual or in-person) to a select few. This announcement will remain posted and we will continue to accept applications until the city reaches an agreement with a finalist. For more information, please email Edward Williams at [edward.williams@bakertilly.com](mailto:edward.williams@bakertilly.com) or call (214) 842-6478.

The City of Louisville, CO is an Equal Opportunity Employer and values diversity at all levels of its organization.



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# Appendix D:

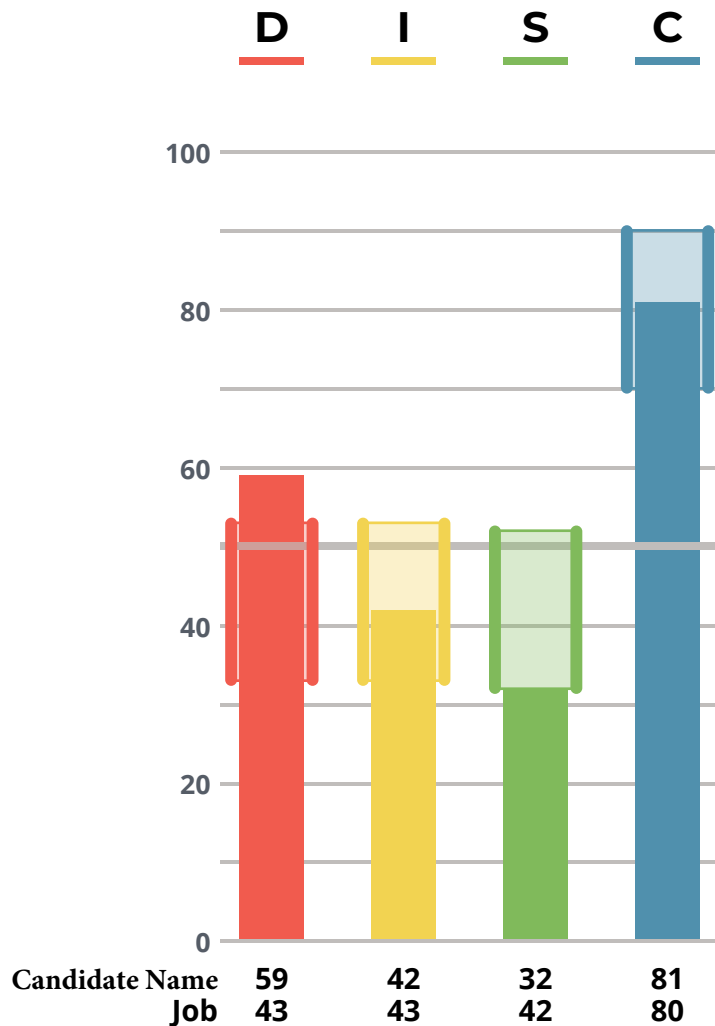
Sample TTI report


# Workplace Behaviors®



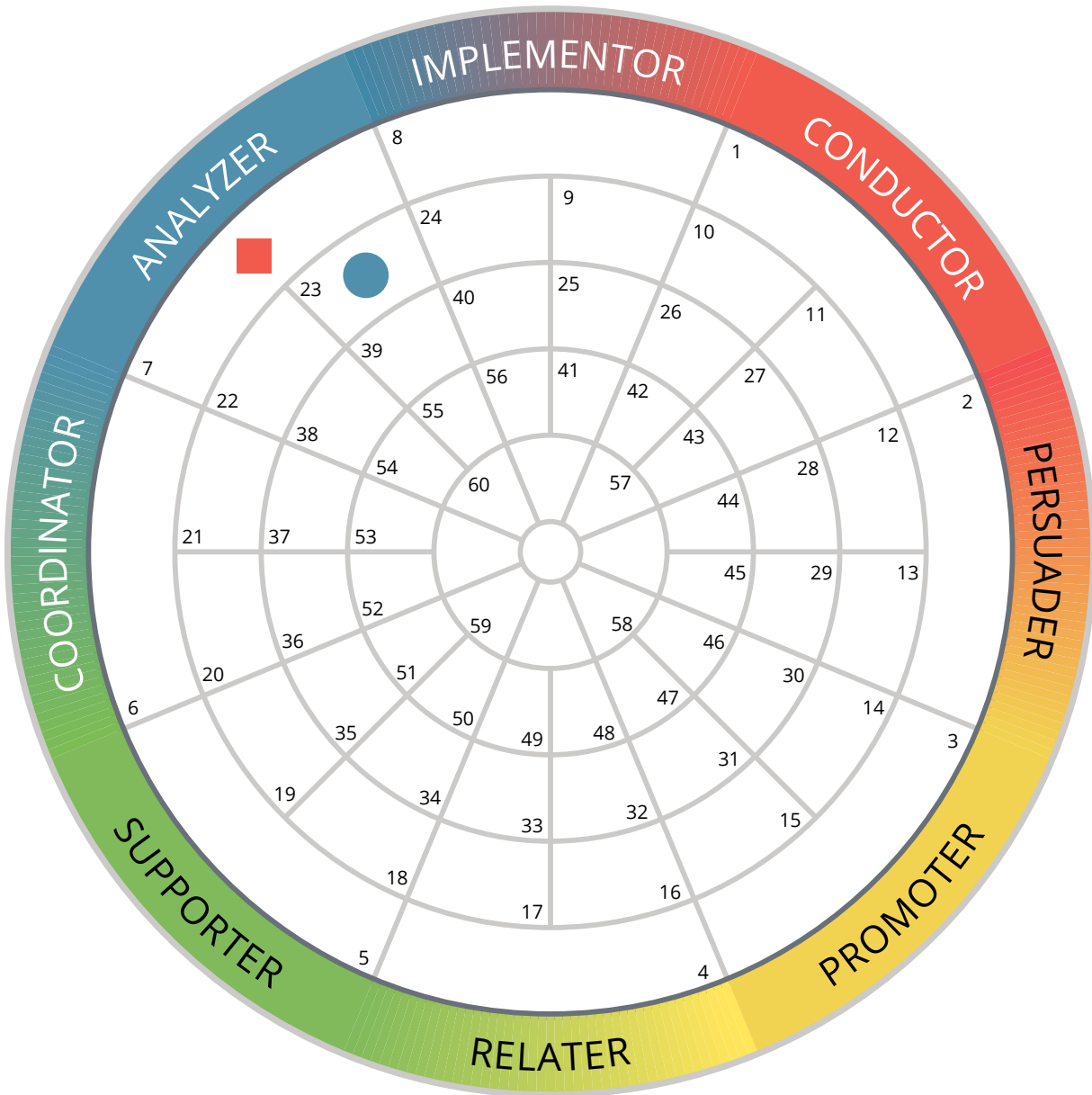
## Candidate Name

The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



 Job Range (20 point range)

# The Success Insights® Wheel










■ Job - (7) ANALYZER





● Candidate Name - (23) IMPLEMENTING ANALYZER





# Comparison Analysis






## For Consulting And Coaching



Job Competencies Hierarchy	Zone Range	Person
1. Time and Priority Management	79 — 100	62 
2. Self Starting	87 — 100	61 
3. Decision Making	94 — 100	88 
4. Personal Accountability	85 — 100	58 
5. Diplomacy	72 — 100	66 
6. Teamwork	74 — 100	67 
7. Project Management	82 — 100	69 

Primary Driving Forces Cluster	Zone Range	Person
1. Collaborative	58 — 100	46 
2. Harmonious	36 — 58	24 
3. Altruistic	35 — 59	21 
4. Structured	36 — 58	46 

Job Behavioral Hierarchy	Zone Range	Person
1. Organized Workplace	81 — 100	85 
2. Analysis	54 — 80	80 
3. Persistence	62 — 80	65 
4. Following Policy	61 — 80	70 

 Exact match     
  Fair compatibility  
 Good compatibility     
  Poor compatibility     
  Over-focused

# **City of Gunnison, Colorado Request for Proposal City Manager Recruitment Services**

September 16, 2022



630 Dundee Road  
Suite 225  
Northbrook, IL 60062

**Primary Contact Person:**

Laurie Pederson  
Director of Administrative Services  
847-380-3198  
[LPederson@GovHRusa.com](mailto:LPederson@GovHRusa.com)

## Table of Contents

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<b>Cover Letter</b> .....	<b>3</b>
<b>Firm Profile</b> .....	<b>4</b>
Our Leadership .....	4
Why Choose GovHR? .....	5
Our Philosophy .....	5
Notable Highlights from 2019 – Present .....	6
City Management Recruitment Experience .....	6
<b>Our Team</b> .....	<b>7</b>
<b>References</b> .....	<b>8</b>
<b>Project Approach and Methodology</b> .....	<b>9</b>
Phase I: Position Assessment, Position Announcement & Brochure .....	9
Phase II: Advertising, Candidate Recruitment & Outreach .....	9
Phase III: Candidate Evaluation & Screening .....	10
Phase IV: Presentation of Recommended Candidates .....	10
Phase V: Interviewing Process & Background Screening .....	10
Phase VI: Appointment of Candidate .....	11
<b>Project Timeline</b> .....	<b>12</b>
<b>Commitment to Diversity, Equity &amp; Inclusion in Recruitments</b> .....	<b>12</b>
<b>Recruiting During the Great Resignation</b> .....	<b>13</b>
<b>Full Scope Recruitment – Price Proposal</b> .....	<b>14</b>
<b>The GovHR Guarantee</b> .....	<b>15</b>
<b>Optional Assessment Center</b> .....	<b>15</b>
<b>Optional Services</b> .....	<b>16</b>

## Attachments

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Consultant Biography  
Client List  
Sample Brochure

## Cover Letter

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September 16, 2022

Mayor and City Council City of Gunnison  
P.O. Box 239  
201 W. Virginia Ave.  
Gunnison, CO 81230  
City Manager Recruitment  
Attn: Ben Cowan, Finance Director

To the Mayor and City Council City of Gunnison:

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

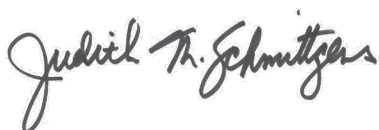
GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise and work exclusively in the public sector. We have 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants. Our employees and project consultants are located across the country, giving us a national presence. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

GovHR Vice President Kathleen Rush will be responsible for your recruitment and selection process. She will be assisted by a home office Recruitment Coordinator, and a Reference Specialist. Her biography can be found on the following pages attached to the proposal and her contact information is:

**Kathleen Rush**  
Vice President  
630-432-2677  
[KRush@GovHRusa.com](mailto:KRush@GovHRusa.com)

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see, let us know. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3198, 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,

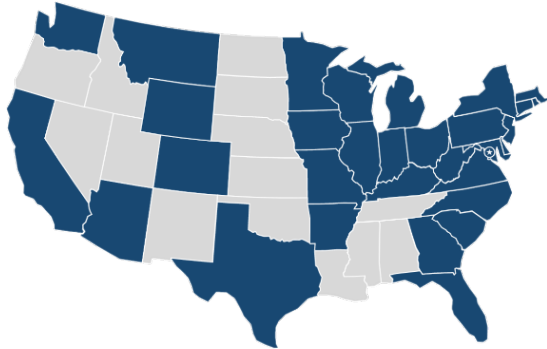


Judith Schmittgens  
Corporate Secretary and Compliance Manager



## Firm Profile

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009 and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.



GovHR has 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants who are based in Arizona, Colorado, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Ohio, Tennessee, Texas and Wisconsin, giving us a national presence. Additionally, GovTempsUSA, GovHR's subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

Our consultants are experienced executive recruiters who have conducted over 1,000 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.

## Our Leadership



**Heidi Voorhees**  
President  
847-380-3240

[HVoorhees@GovHRusa.com](mailto:HVoorhees@GovHRusa.com)

*Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.*



**Joellen Cademartori**  
Chief Executive Officer  
847-380-3238

[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

*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.*

## Why Choose GovHR?

**Unparalleled Expertise and Level of Service:** We are a leader in the field of local government recruitment and selection with experience in **41 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% 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. 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.

**Delivering the Best:** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process, includes 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. Additionally, before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.

**A Partner from Start to Finish:** 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 can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.

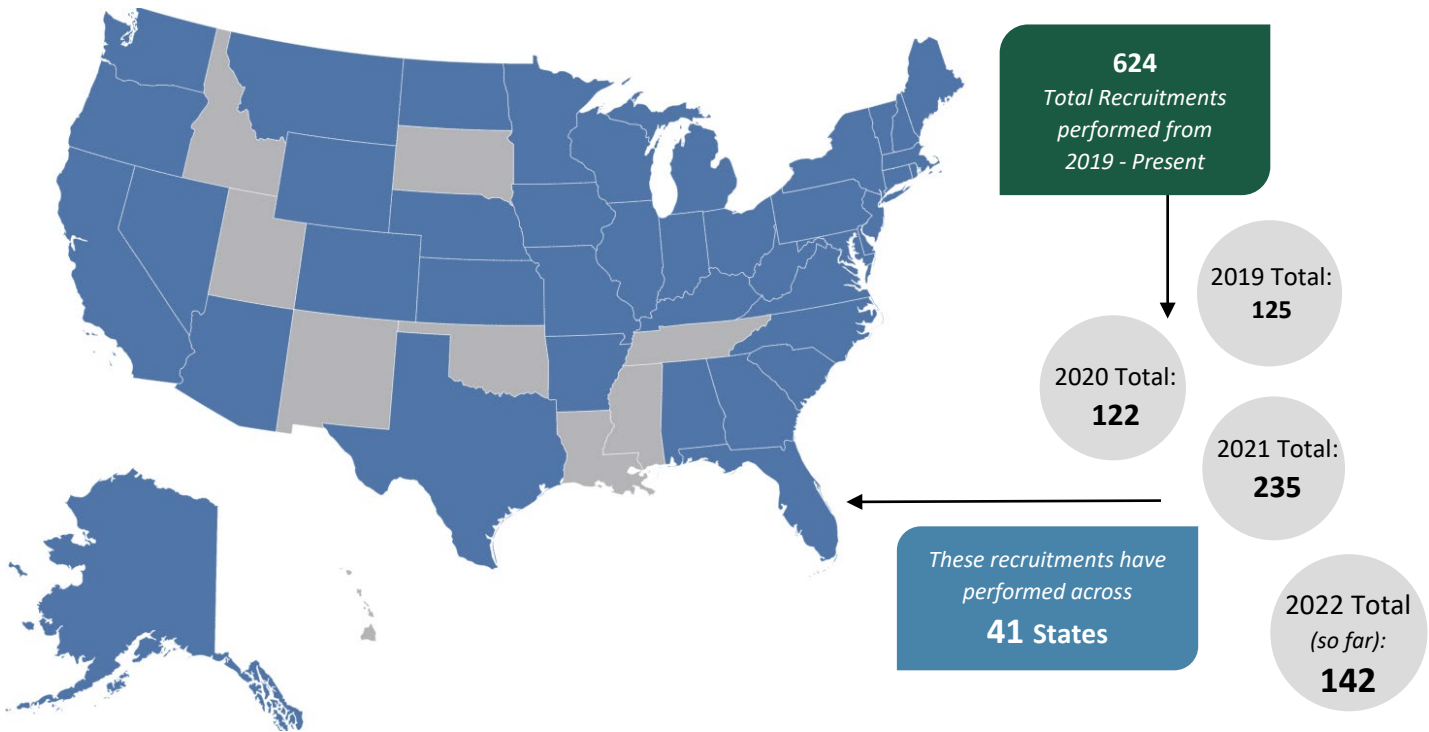
**Services for Any Budget and Any Search:** We strive to meet the specific needs of our clients. We offer several options for recruitment services to meet your needs and your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe that best fits your needs. However, you may find all our services [here on our website](#).

## Our Philosophy

Executive search is an important decision-making process for a community and our primary goal is to help our client to make a good decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process.

Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client’s organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

### Notable Highlights from 2019 – Present



### City Management Recruitment Experience

GovHR consultants have successfully conducted more than two-hundred and forty (240) City Management recruitments across thirty-three (33) states since the year 2010. Eighty-five (85) of these two-hundred and forty (240) recruitments were City Manager positions.

Within the state of Colorado, GovHR has provided City Manager recruitment services for the cities of Eagle and Englewood in the years 2017 and 2019 respectively. However, we have provided recruitment services for various positions to a total of sixteen (16) municipalities throughout the state of Colorado since 2016.

## Our Team

GovHR employs a team of professionals with backgrounds in local government and the not-for-profit sector. With your staff needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced Vice President Kathleen Rush. She will act as your project manager and primary point of contact for this project. She will be responsible for your recruitment and selection process. Her full biography can be found as part of the Appendix.

### Project Manager & Main Point of Contact



**Kathleen Rush**

Vice President

630-432-2677

[KRush@GovHRusa.com](mailto:KRush@GovHRusa.com)

Kathleen F. Rush has over 30 years’ experience as a local government management professional including Woodridge and Riverside, Illinois. She is known for her extensive professional network. Ms. Rush has great track record of success in recruiting within the State of Colorado. She has provided recruitment services to five (5) municipalities within the State since the year 2020. Please see her list of Colorado recruitments below. Her full client list can be found on our website.

<b>CLIENT</b>	<b>POSITION</b>	<b>POPULATION</b>	<b>YEAR</b>
Adams County	County Manager	519,572	2022
Aspen	Chief Building Official	7,170	2022
Aspen-Pitkin Housing Authority	Executive Director/Department Director	Multi	2021
Fort Collins	Diversity, Equity, and Inclusion Officer Total		
	Housing Manager	165,080	2020
Wellington	Finance Director	11,500	2020

### Proposal Inquiries



**Laurie Pederson**

Client Services & Administrative Director

847-380-3198

[LPederson@GovHRusa.com](mailto:LPederson@GovHRusa.com)

## References

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We are a proven leader in public sector consulting. ***More than one-third of the organizations served by GovHR are repeat clients.*** Our team provides a growing pool of highly qualified candidates who are well-suited to handle the challenges and expectations of professional positions in local government and the not-for-profit sector.

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

### **Adams County, CO**

#### **(County Manager, 2022)**

Lynn Baca, Chairperson, County Board  
4430 South Adams County Parkway  
Brighton, CO 80601  
303-659-2120  
[lbaca@adcogov.org](mailto:lbaca@adcogov.org)

### **Fort Collins, CO**

#### **(Diversity, Equity and Inclusion Officer, 2021)**

#### **(Housing Manager, 2021)**

Jacqueline Kozak-Theil, Chief Sustainability Manager  
300 LaPorte Avenue  
Fort Collins, CO 80524  
970-416-2170  
[jkozak-thiel@fcgov.com](mailto:jkozak-thiel@fcgov.com)

### **Wellington, CO**

#### **(Finance Director, 2020)**

Kelly Houghteling, Deputy Town Administrator  
3735 Cleveland Ave.  
Wellington, CO 80549  
970-568-935  
[Houghkm@wellingtoncolorado.gov](mailto:Houghkm@wellingtoncolorado.gov)

## Project Approach and Methodology

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

### Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

#### Information Gathering:

- One-on-one or group interviews with stakeholders identified by the client.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$125/hours plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

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

Development of a thorough **Recruitment Brochure** for client review and approval.

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

### Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 14,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 7,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:

- Leadership and management skills
- Size of organization
- Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
  - Public sector publications & websites (approximately 20 online sources)
  - Social media: LinkedIn (over 20,000 connections), Facebook, Instagram and Twitter
  - GovHR will provide you with a list of advertising options for approval

### **Phase III: Candidate Evaluation & Screening**

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
  - Completion of a questionnaire explaining prior work experience
  - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
  - References provided by the candidate are contacted
  - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the Client's process is professional and well regarded by all who participate.

### **Phase IV: Presentation of Recommended Candidates**

Phase IV will include the following steps:

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

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

### **Phase V: Interviewing Process & Background Screening**

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations

- Provide you with an electronic file that includes:
  - Candidates’ credentials
  - Set of questions with room for interviewers to make notes
  - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities

Background screening will be conducted along with additional references contacted:

<b>GovHR USA Background Screening</b>	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ U.S. Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans and Judgements
- National Sex Offender Registry	✓ Motor Vehicle Record
- Most Wanted Lists FBI, DEA, ATF, Interpol	✓ Education Verification – All Degrees Earned
- OFAC Terrorist Database Search	<b>Optional:</b> Credit Report – Transunion with score (based on position and state laws)
- OIG, GSA, SAM, FDA	<b>Optional:</b>
- All felonies and misdemeanors reported to the National Database	Professional License Verification
	Drug Screen
	Employment Verification

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

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

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

- Tour of Client facilities
- Interviews with senior staff
- Conduct a public forum for the community to meet the finalist candidates.

### **Phase VI: Appointment of Candidate**

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



## Project Timeline

Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase I		Phase II				Phase III			Phase IV	Phase V		Phase VI	

Weeks 1 & 2	Phase 1: Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 thru 9	Phase 3: Candidate Evaluation & Background Screening
Week 10	Phase 4: Presentation of Recommended Candidates
Week 11 & 12	Phase 5: Interview Process & Additional Background Screening
Weeks 13 & 14	Phase 6: Appointment of Candidate

## Commitment to Diversity, Equity & Inclusion in Recruitments

GovHR has a long-standing commitment to Equity, Diversity and Inclusion in all of our recruitment and selection processes. Since our firm's inception we have supported, with our time and financial resources, organizations that advance women and other underrepresented minorities in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

**GovHR Team Members have moderated and spoken on DEI initiatives at the International City and County Management Association conference and state conferences in Illinois, Michigan, Wisconsin, and North Carolina.** Our employees and consultants have undergone Implicit Bias Training and we are frequent speakers on incorporating DEI values into recruitment and selection processes. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Fort Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

## Recruiting During the Great Resignation

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The GovHR team is aware of the lasting impact that the Great Resignation has had on nearly all local government positions. Data shows annual quit rates have been at record highs the past two years. Additionally, there is a growing trend of public workers accelerating retirement plans, a drastic change from when workers were *postponing* retirement.

Our team of consultants work diligently to ensure the success of each recruitment and will be transparent upfront and throughout the process regarding any obstacles or delays they anticipate. Despite these challenging times, we have still seen a tremendous amount of success in our recruitments largely due to our consultants' outreach methods and our team's marketing strategies.

### GOVHR'S RECOMMENDATIONS TO RECRUIT AND RETAIN TOP TALENT

**Responsive: Roll out the Welcome Mat!** Candidates may struggle with relocating for a new position as well as be concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

**Encouraging:** Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

**Competitive:** Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

**Resourceful:** Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully consider requirements such as CPA, Professional Engineer and others that will limit your talent pool – consider using the word "ideally" or "preferably."

**Understanding:** These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

**Innovative:** Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. GovHR will assist you in being as innovative as possible in your outreach.

**Transparent:** Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are now showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information if we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.

## Full Scope Recruitment – Price Proposal

Summary of Costs: Full Scope	Price
Recruitment Fee:	<b>\$19,500</b>
Recruitment Expenses: (not to exceed) <ul style="list-style-type: none"> <li>➤ Expenses include candidate due diligence efforts</li> </ul>	<b>\$1,500</b>
Advertising: <i>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.</i>	<b>\$2,500*</b>
<b>Total:</b>	<b>\$23,500**</b>

\*\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

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

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

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

### Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

<b>1<sup>st</sup> Invoice upon acceptance of proposal:</b>	40% of the Recruitment Fee
<b>2<sup>nd</sup> Invoice upon recommendation of candidates:</b>	40% of the Recruitment Fee
<b>Final Invoice upon completion:</b>	20% of the Recruitment Fee plus all expenses

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

## The GovHR Guarantee

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

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Client or the employee's own determination, leave the employ of the Client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.

## Optional Assessment Center

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If requested, GovHR will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. GovHR consultants will prepare all the related documents and scoring sheets for any three (3) of the following exercises to be completed on the Assessment Center day:

- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of the Client's choosing

Optional Assessment Center Fee: \$8,000\*

\*The fee assumes that the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the client in selecting three (3) professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The client will be responsible for paying a \$500 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

The Assessment Center fee does not include lodging, travel and meal expenses for the GovHR facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the client chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.

## Optional Services

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### GovTemps USA

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

### Recorded One-Way Video Interview of Candidates

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

### Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

### 360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.



# KATHLEEN F. RUSH



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

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

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

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

## PROFESSIONAL EDUCATION

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

## PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

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

## MEMBERSHIPS AND AFFILIATIONS

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

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

## PROFESSIONAL BACKGROUND

*Over 30 years’ experience as a local government management professional*

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



**City and County Management (2019 - Present)**

<b>STATE</b>	<b>CLIENT</b>	<b>POSITION</b>	<b>POPULATION</b>	<b>YEAR</b>	
Alaska	Bethel	City Manager	6,500	2019	
	Homer	City Manager (Professional Outreach)	5,300	2019	
	Seward	City Manager	2,693	2019	
Arizona	Buckeye	City Manager	69,744	2021	
Colorado	Adams County	County Manager	519,572	2022	
	Englewood	City Manager	34,957	2019	
	Larimer County	County Manager	359,066	2022	
Connecticut	East Hampton	Town Manager	13,000	2019	
	Enfield	Town Manager	45,246	2021	
	Manchester	General Manager	59,710	2021	
Florida	Deerfield Beach	Assistant City Manager	80,000	2022	
	Escambia County	County Administrator	321,905	2022	
	Gainesville	Assistant City Manager	133,997	2021	
	Lakeland	City Manager	110,000	2020	
	Palm Beach	Assistant City Manager	85,933	2021	
	Pinellas County	Assistant County Administrator	970,600	2020	
		Deputy County Administrator/Chief of Staff	970,600	2019	
	Walton County	County Administrator	75,305	2022	
Georgia	Albany	City Manager	77,434	2021	
Illinois	Centralia	City Manager	13,000	2020	
	Crest Hill	City Administrator	21,169	2021	
	Decatur	Deputy City Manager	76,178	2019	
	Forsyth	Village Administrator	3,490	2021	
	Fox Lake	Village Administrator	10,550	2021	
	Galesburg	City Manager	33,706	2022	
	Geneseo	City Administrator (Virtual)	6,500	2019	
	Greenville	City Manager	7,000	2021	
	Homewood	Assistant Village Manager (Virtual)	19,464	2021	
	La Grange	Village Manager	15,610	2022	
	La Grange Park	Assistant Village Manager	13,579	2020	
	Lake County	County Administrator	703,462	2019	
		Lake Forest	Assistant City Manager (Professional Outreach)	19,375	2022
		Mundelein	Village Administrator	31,385	2020
		Niles	Village Manager	30,001	2021
	North Chicago	Chief of Staff	30,020	2021	
	Northbrook	Village Manager	35,000	2021	
	Oak Brook	Village Manager	8,058	2021	
	Oak Park	Assistant Village Manager/Human Resources Director	52,000	2019	

		Village Manager	52,000	2021
	Orland Park	Village Manager	60,000	2019
	Palos Heights	City Administrator (Virtual)	12,480	2021
	Peoria	Assistant City Manager	115,234	2021
	Pingree Grove	Village Manager	10,000	2020
	Plainfield	Village Administrator	41,734	2021
	Princeton	City Manager	7,700	2019
	River Forest	Village Administrator	11,635	2021
	Rock Island	City Manager	39,684	2021
	Savoy	Village Administrator (Virtual)	8,607	2020
	Schaumburg Township	Township Administrator (Virtual)	140,000	2021
	St. Clair Shores	Assistant City Manager (Professional Outreach)	59,984	2021
	Sycamore	City Manager (Professional Outreach)	18,557	2021
	Tazewell County	County Administrator	135,394	2022
	Vernon Hills	Village Manager	25,911	2021
	Villa Park	Assistant Village Manager (Virtual)	22,038	2021
		Village Manager	22,038	2022
	Washington	City Administrator	15,700	2021
	Wauconda	Village Administrator	14,125	2021
	Willowbrook	Village Administrator	8,967	2019
	Winnetka	Assistant Village Manager	12,417	2019
Indiana	St. John	Town Manager (Professional Outreach)	18,047	2020
Iowa	Indianola	City Manager	15,833	2022
	Knoxville	City Manager	7,300	2021
	Marion	Deputy City Manager	30,000	2022
	Muscatine	City Administrator	23,819	2020
	Windsor Heights	City Administrator	4,860	2019
Kentucky	Paducah	City Manager	24,850	2021
	Paris	City Manager	9,846	2021
Maine	Bangor	City Manager	33,039	2021
Maryland	Sykesville	Town Manager	3,941	2019
	Westminster	City Administrator	18,522	2021
Massachusetts	Brookline	Assistant Town Administrator - Finance (Virtual)	58,732	2022
	Williamstown	Town Manager	7,806	2021
Michigan	Charlotte	City Manager	9,100	2020
	Clawson	City Manager	11,946	2021
	Eastpointe	City Manager	32,673	2019
	Ferndale	City Manager	20,428	2019
	Kalamazoo County	County Administrator	265,066	2022
	Lincoln Park	City Manager	36,665	2019
	Ottawa County	County Administrator	296,200	2021
	Rochester	City Manager	13,017	2022
	Royal Oak	City Manager	59,112	2020
	Royal Oak Township	Township Manager	2,600	2021
	Troy	Assistant City Manager	83,181	2019
Minnesota	Becker	City Administrator	4,874	2021



	Buffalo	Assistant City Administrator	15,855	2021
	Hibbing	City Administrator	15,855	2021
	Minnetonka	City Manager	53,953	2022
	St. Louis Park	City Manager	48,662	2021
	Waconia	City Administrator	13,500	2021
Missouri	Ballwin	City Administrator	30,181	2020
	Cape Girardeau	City Manager	38,000	2020
	University City	Assistant City Manager	35,172	2020
		Assistant to the City Manager/Director of Human Resources	35,172	2020
	Warrensburg	City Manager	20,200	2021
	Webster Groves	City Manager	22,800	2020
	Wildwood	City Manager	35,524	2019
Nevada	Boulder City	City Manager	16,207	2021
New Hampshire	Portsmouth	City Manager	21,796	2019
New York	Long Beach	Deputy City Manager (Virtual)	33,275	2021
				2022
	Mamaroneck (Town)	Town Administrator	29,156	2021
	Scarsdale	Village Manager	17,837	2021
North Carolina	Fayetteville	Assistant City Manager	210,000	2022
North Dakota	Minot	City Manager	45,700	2020
Pennsylvania	Centre County	County Administrator	158,172	2022
	Ferguson Township	Township Manager	18,300	2022
Texas	Austin	Assistant City Manager	885,000 Total	
	McKinney	Assistant City Manager	191,645	2019
	Missouri City	Assistant City Manager	74,139	2019
		City Manager	74,139	2021
Vermont	Winooski	City Manager	7,997	2022
Virginia	Chesapeake	City Manager	245,000	2019
	Portsmouth	City Manager	96,000	2020
	Salem	City Manager	25,643	2019
	Virginia Beach	City Manager	442,707	2019
Washington	Burien	City Manager	52,066	2022
	Duvall	City Administrator (POS)	8,090	2021
	Yakima	Assistant City Manager	97,000	2021
West Virginia	Bridgeport	City Manager	8,582	2019
				2021
Wisconsin	Adams County	County Manager/Administrative Coordinator	20,220	2021
	Baraboo	City Administrator	12,048	2019
	Bayside	Assistant Village Manager	4,400	2019
	Beaver Dam	City Administrator	16,291	2021
	Beloit (Town)	Town Administrator	7,083	2020
	Franklin	Director of Administration	36,155	2019
	Harrison	Village Manager	13,185	2021
	Monroe	City Administrator	10,827	2020
	Plymouth	City Administrator/Utilities Manager	8,540	2020

	Port Washington	Assistant City Administrator/Human Resources Director	11,250	2022
	Whitewater	City Manager	14,300	2022



ADAMS COUNTY  
COLORADO

# COUNTY MANAGER



## EXECUTIVE RECRUITMENT





# ADAMS COUNTY, COLORADO COUNTY MANAGER

## POSITION IN BRIEF

ADAMS, CO (519,572 population) is seeking a highly skilled leader with a forward thinking outlook who thrives on balancing divergent viewpoints and advancing one-of-a-kind initiatives; an individual who fosters positive relationships and remains approachable when engaging with residents and taxpayers to statewide elected officials. Adams County is the second fastest growing county in Colorado and enjoys a reputation for developing best practice efforts to support its constituents. Uniquely positioned in the Denver metro area, the county incorporates rural and urban land use, from aerospace to agricultural. County leaders are keenly focused on ensuring constituents have the resources they need to thrive. The County Manager is charged with implementation of operational policies and ancillary decision making consistent with the vision and goals of the Board of Commissioners. He/she/they regularly partners and supports county elected officials to facilitate effective discharge of their responsibilities. The County Manager is appointed jointly by and reports to a board consisting of five elected at-large county commissioners. The County Manager spearheads the effective implementation of policy and the overall operations of a \$574.4 million budget with a total operating budget of \$242.4 million and capital investment of \$51.4 million as well as management and leadership of over 2,300 FTE.

## 2021 DEMOGRAPHICS SNAPSHOT

**519,572** Population

Census Estimate; **166,450**  
households

**1,224 Square Miles**  
(North to South 17 miles; East to  
West 72 miles)

**\$71,202** Median Household  
Income

**33.7** Median Age

**83.8%** High school diploma;  
**24.3%** Bachelor's degree

**\$372,220** Median  
Property Value

## THE COUNTY

Adams County is a prime location in the Denver metro area; it spans 1,200 square miles and is home to suburban as well as rural communities including the cities of Brighton, Commerce City, Federal Heights, Northglenn, and Thornton; portions of Arvada, Aurora, and Westminster; along with the town of Bennett, and a portion of the town of Lochbuie and unincorporated communities include Henderson, Strasburg, and Watkins. The local transportation network offers easy access to all major highways and air travel. There is a wide range of housing choices and affordable living for individuals and families with an average commute time of 30 minutes.

As one of the national leaders in new job growth, it is clear why industry and business thrive in Adams County. There are significant employment offerings both in the aerospace, transportation sector, and healthcare as well as in the leisure and hospitality industry. Major industries in Adams County include aerospace, aviation, bio/life companies, food/agribusiness, and manufacturing. Adams County has a rich history of agriculture. Historically known as the “breadbasket” of the Denver area as a result of a productive canning operation, commercial dairies, and a sugar beet factory.

Adams County was established in 1902 when voters approved separating from Arapahoe County and creation of this new government. During the last 60 years, enormous growth has occurred in Adams County. In 1950, the population was estimated to be 40,234 and today, it is approaching 520,000 residents with a projected population of 708,646 in 2040. While many areas of Adams County have experienced significant growth over this time, the eastern portion of the county remains largely rural with wide open spaces where land and sky meet.

The county offers many opportunities to its residents and a superior quality of life. To learn more about Adams County, [view this video](#).



**ADAMS COUNTY**  
**COLORADO**





- 2022 Total Budget: **\$574.4 million**
- 2022 Operating Budget **\$242.4 million**
- Capital Investment **\$51.4 million.**
- Over **2,300** full time employees

## COUNTY ORGANIZATION

Adams County operates under a 5-member board in which each member is elected at-large. The board meets weekly on Tuesdays for public hearings and work sessions. The board chairperson is elected by the board members. Two of the five members are up for re-election in November 2023 and a third member is running for national office. At present, all five commissioners have the same party affiliation. Adams County converted to the board/manager form of government in 2012 as a result of a citizen-led initiative to address concerns related to inappropriate actions by elected officials and county board members.

Other elected officials in Adams County include the Assessor, Clerk and Recorder, Coroner, District Attorney, Sheriff, Surveyor, and the Treasurer and Public Trustee. These key partners are supported in their service provision by the operating departments of the county including support for human resources, information technology, communications, and finance. The County Manager will regularly interact and coordinate with these key partners and the board. Of note, the county is actively engaged in a lawsuit against the Treasurer and Public Trustee essentially for failure to provide accurate and timely financial records.

The County Manager is appointed by the board members jointly and serves at the pleasure of the board. The County Manager is responsible for the administration of all departments and functions under the jurisdiction of the board. He/she/they provide leadership to the organization in support of residents, the board, and the employees. The primary responsibilities include board policy implementation, selection and management of all department directors, direction of program and service delivery, and resource management of the organization. The County Manager conveys the board's policy direction through the three deputy county managers who oversee Community Infrastructure and Development Services, Community Services and Public Involvement, and, People and Culture Services and Administrative Operations (see organization chart for department listing). The county attorney is the other position in the organization that reports directly to and is appointed by the board. A very close and collegial working relationship between these two key leadership positions facilitates the success of county efforts.

The [2022 Adams County budget](#) is \$574.4 million with a total operating budget of \$242.4 million and capital investment of \$51.4 million. There are multiple county facilities offering services to residents and housing over 2,300 full time employees in their efforts to provide vital public services. There is currently one labor agreement with AFSCME representing Human Services employees.



## MISSION

To responsibly serve the Adams County community with integrity and innovation.

# GOALS

## Education and Economic Vitality

Adams County supports economic prosperity by attracting new businesses, retaining existing businesses, and supporting the growth and development of small businesses. We do that by creating programs that facilitate a highly-skilled and well-educated workforce; support a positive image and brand for Adams County, and foster a viable economic environment for our business community.

## High Performing, Fiscally Sustainable Government

A high performing government knows and delivers what its citizens want, is customer centric, has an innovative culture, and uses the best technology. We consider the sustainability of our services and service delivery in all areas of government operations. We have the right people in the right jobs and align our resources with our priorities. We implement best practices and empower our people with collaboration, adaptability, and teamwork.

## Quality of Life

Our citizens feel safe and protected within their neighborhoods. Our communities are visually attractive and have outstanding park, recreational, open space, and cultural amenities. Our citizens are actively engaged in their community. Sustainability of development and natural resource preservation are an integral part of our growth and redevelopment.

## Safe, Reliable Infrastructure

Adams County provides an appropriate, sustainable, public infrastructure that supports the quality of life of our citizens and employees, meets the needs of our businesses and supports economic development, and is maintained at the level of service our citizens and employees need.

## Community Enrichment

Adams County provides a human service network that protects the vulnerable in our community. We improve lives through integral community partnerships.

# OPPORTUNITIES, PROJECTS, AND/OR KEY ISSUES

The County Manager will navigate and lead a highly regarded, multi-faceted organization while sustaining a focus on the service needs resulting from the sustained growth and explosive development of the county. Opportunities include:

## • FOSTERING ALIGNMENT

Marshaling the passion, vision, and initiatives of a highly engaged board that enjoys the momentum resulting from creative and unique projects which support the county's reputation as a leader in the region, the state, and nation will require consistent attention and persistent mindfulness. While their approaches differ, the highly engaged board members share a passion for their community and its advancement. The County Manager serves as a sounding board, confidant, troubleshooter, ombudsman, spokesperson, and guardian.

## • STRATEGIC LEADERSHIP

It is critical the new County Manager be skilled to direct and lead the county through its highly professional staff as they tackle significant initiatives including:

- ⇒ Standing up a new county health department following a decision to separate from Tri-County Health Department.
- ⇒ Establishing a new county park, the size of New York's Central Park, which will be a focal point for the region and provide substantial amenities to the residents of the county.
- ⇒ Addressing the persistent and divergent affordable and attainable housing challenges that persist in Adams County, similar to most of Colorado, despite considerable prior progress and attention.
- ⇒ Balance the rural/urban needs of this expansive county to ensure the needs of its diverse residents are met in a fiscally responsible manner.
- ⇒ Continue with cutting edge efforts like Colorado Air and Space Port, and diversification of commercial and business opportunities to foster continued prosperity for Adams County.
- ⇒ Create additional community outreach opportunities, transparency, and engagement in a post pandemic environment.

## • ORGANIZATIONAL SUPPORT

As an employee-centric organization, Adams County has reaped success in attracting high-quality employees. Despite these efforts, Adams County has experienced effects of the Great Resignation and challenges of regular attrition, staff turnover, and effects of COVID fatigue. Attention will be required to maintain a culture of innovation, responsiveness, and loyalty among staff. Adams County recognizes to serve the community effectively, diversity, equity, inclusion, and belonging must remain a primary focus. The organization continues to promote programs and initiatives to serve the community without bias.

## • COMMUNITY ENRICHMENT AND STEWARDSHIP

Maintaining a forward-thinking attitude to develop successful, diverse programs and events which engage county residents from all areas, specifically reaching those who may not have the means or occasion to interact with county services requires persistence and spirit. The new County Manager should serve as a community builder helping to spearhead and encourage community enrichment opportunities to enhance quality of life and a sense of belonging. Fostering a sense of empathy, supported by targeted programs to generate resilience, opportunities for prosperity, culture and health will be on the forefront of the priorities. Demonstrating a sense of the people will be necessary. The [Murals of Hope](#) program recently conducted during COVID offers an example.





## IDEAL CANDIDATE

- Eight years of experience in a county, state agency, local government, or other highly complex organization of a similar size and breadth, with at least four years of experience in an executive leadership role as a manager, deputy, director or assistant manager.
- A Bachelor's Degree in public administration, governmental administration, law, city, or regional planning, or related field. A Master's Degree and ICMA Credentialed Manager desirable.
- An intentional and visionary leader with expertise and passion to develop and execute innovative and responsive policy decisions. The next County Manager will have strong political acumen to navigate and anticipate resource allocation, potential obstructions, and the legislative arena at the local, state, and federal level.
- A collaborative partner to the elected office holders; an individual who will confidently articulate the interactions between their offices and the county commissioners and county staff.
- Continue efforts to transform operations, addressing transparency, professionalism, and modern management concepts, principles, strategies, practices and techniques. An attentive leader who will foster enthusiasm and creativity; an individual who is comfortable delegating to a skilled staff.
- An experienced manager who will consider creative solutions to fiscal constraints, competing needs, development, and growth challenges. An individual who will seek and foster intergovernmental partnerships to leverage financial, human capital, and political resources.
- An engaging, approachable leader who will educate and inform elected and appointed officials, constituents, and employees while championing the mission and values in the execution of county activities and operations. A polished communicator who embraces transparency and advocates for diversity, equity, and inclusion efforts.





## COMPENSATION AND BENEFITS

The County offers competitive compensation with a target starting salary between \$225,000 and \$275,000 +/- DOQ along with a comprehensive benefits package including medical, dental, and vision insurance; life insurance; health saving and flexible spending accounts; 401(a) employer retirement contributions; paid time off; tuition reimbursement assistance; and a wellness program including an employee fitness center and clinic. Residency is not required but applicant must be willing to relocate to the Denver metro area upon acceptance of job offer.

## HOW TO APPLY

Apply electronically to our automated application system at [www.GovHRjobs.com](http://www.GovHRjobs.com) with resume, cover letter, and contact information for five professional references by April 4, 2022, to Kathleen Rush, GovHR USA. Questions about this position, call 847.380.3240.

[Click here to apply.](#)



EXECUTIVE RECRUITMENT

[www.GovHRUSA.com](http://www.GovHRUSA.com)



# BUCKEYE, ARIZONA CITY MANAGER



## Executive Recruitment



## COMMUNITY INFORMATION

BUCKEYE, AZ (Population: 105,000) - Buckeye is a city in Maricopa County, Arizona, and is the western most suburb in the Phoenix metropolitan area. It is the fastest growing city in the USA for the past ten years, according to the U.S. Census. With less than ten percent of their 640 square mile planning area currently built out, they expect years of steady growth. By the year 2040, population estimates indicate their population will be over 300,000.

Founded in 1880 as a 440-acre agricultural community, Buckeye embraces their history while providing a great quality of life for their residents. In January of 2014, Buckeye changed from a town designation to a city, to better reflect the growth and vision of the future, while maintaining a neighborly atmosphere for residents and high ethical standards for employees.

Buckeye takes great pride in balancing their western and agricultural heritage with their rapid growth to ensure residents experience a great quality of life, where they are proud to raise their families. Their focus is to continue to attract new employers and retail services to the community for the next several years.



## KEY OPPORTUNITIES

Buckeye is located on a robust transportation corridor that provides direct access to the Union Pacific Railroad, Interstate 10, State Route 85 and future Interstates 11 and 30 with interconnections to Interstate 8, Loop 303 and other major highways. This transportation system, combined with significant available land, a growing workforce, and a lower cost environment has resulted in significant new employment growth in the community, primarily in advanced manufacturing, logistics, and energy related industries.

With a short drive of about 35 miles or less to downtown Phoenix, Buckeye residents can take advantage of cultural, economic and entertainment venues found in major urban areas, yet they can return to the ease and ambiance of an essentially rural community where neighbors know each other.

Within the last two years, several new companies announced plans to relocate operations to Buckeye, resulting in over 4,000 new jobs being added to the market. Several others are finalizing plans before any official announcements are shared.

The city is making substantial efforts in the development of thoughtful and comprehensive master plans that include retail, commercial, entertainment, health care, education and employment centers. It should be noted that residential construction has been the primary source of Buckeye's revenue over the past several years.

The City's Water Resources Master Plan was approved by Council in April of 2020. The plan outlines numerous options to acquire additional water supplies. There is enough water for all current residents, and those who are moving to Buckeye in the next 20 years (approx. 250,000 residents).

To date, Buckeye has not obtained a Designation of Assured Water Supply (DAWS), so developers obtain a Certificate of Assured Water Supply (CAWS) to build in the city. CAWS holders must enroll in Central Arizona Groundwater Replenishment District (CAGRDR) which provides groundwater replenishment by purchasing and recharging water at recharge facilities in the West Salt River Valley groundwater basin. CAGRDR does not replenish groundwater within the city's planning area, and the only artificial groundwater replenishment in Buckeye is occurring at the city's Tartesso recharge facility. Buckeye does plan to construct additional recharge facilities in the future. The CAGRDR groundwater replenishment requirement of all these Master Planned Communities (MPCs) significantly exceeds the volume of water that may be available from the CAGRDR. Without a change in direction, the physical groundwater supply underneath Buckeye will decrease and will not be sustainable.

## BUCKEYE CITY GOVERNMENT

Buckeye operates under a council-manager form of government. The seven-member City Council consists of six members elected by the district to serve staggered four-year terms. The Mayor is elected at-large for a four-year term and serves as a voting member of the council. All city elections are non-partisan. The City Council is responsible for passing ordinances, adopting the budget, appointing members of commissions, and hiring the City Manager. The City Manager carries out the policies and ordinances of the City Council, oversees the day-to-day operations of the city, and appoints the various department directors.

The City provides traditional municipal services such as public safety (police, fire, and city court), general aviation airport for business and recreational flying, road construction and maintenance, parks, recreation and culture, planning and zoning, and general administrative and support services. Water and wastewater utility services are provided to many of the residents through the city's enterprise funds.

Sanitation, refuse collection, and recycling services are provided through a separate enterprise fund. The City provides or will provide, street lighting and maintenance for developing areas through legally formed street lighting and maintenance improvement districts. The City provides and accounts for several community facilities districts and improvement districts designed to provide funding for the construction and acquisition of public infrastructure improvements.

Buckeye is a fiscally-conservative driven community placing value on keeping the financial stability of the community at the forefront of their capital planning and growth. They are a value-driven organization dedicated to responsive, respectful, and courteous customer service. The total budget for 2021 -2022 including all funds is approximately \$329M with a general fund budget of \$122.1M. When fully staffed, the city has 653 full-time equivalent employees.





## CHALLENGES/OPPORTUNITIES FOR THE CITY MANAGER

- Buckeye places a high value on quality of life through its commitment to tourism, open space, and recreational activities in the community, and providing exceptional venues for them. This will be a continued focus as the community continues to grow in the future.
- As growth continues, the city will need to keep a pulse on the services being offered and how to make them as efficient and effective as possible. The ability to fully understand organizational development and streamlining processes as growth continues will be imperative for the City Manager.
- The City continues to seek ways to provide water to the growing community. The City Manager will need to fully understand how water is distributed to Buckeye and also the requirements of Buckeye to continue to have enough water to serve the fast-growing community.
- The development community is a major partner with the City as well as a contributor to the growth of Buckeye. Providing excellent customer service to them as well as residents of the community is vital. The next City Manager will need to instill a process for continual improvements in how services are delivered and evaluate their effectiveness as well as how those services continue to support and foster the quality growth of the community.

The City Council is seeking candidates who are strong leaders and experienced in city management with a proven record of providing effective leadership in a complex organization. Ideal candidates will be innovative and creative, willing to look outside the traditional government structure to solve problems, as well the ability to move agendas forward in a multi-stakeholder environment. The successful candidate will demonstrate excellent communication skills and significant career success and have demonstrated experience in building and maintaining collaborative and effective relationships. Additional experience in strategic planning, budgeting and project management, and complex problem solving with the ability to work effectively in a wide variety of governmental disciplines is critical.

The following factors of education, experience, and leadership and management skills have been identified as *ideal* attributes for the City Manager to possess to function effectively in the position.

## EDUCATION AND EXPERIENCE

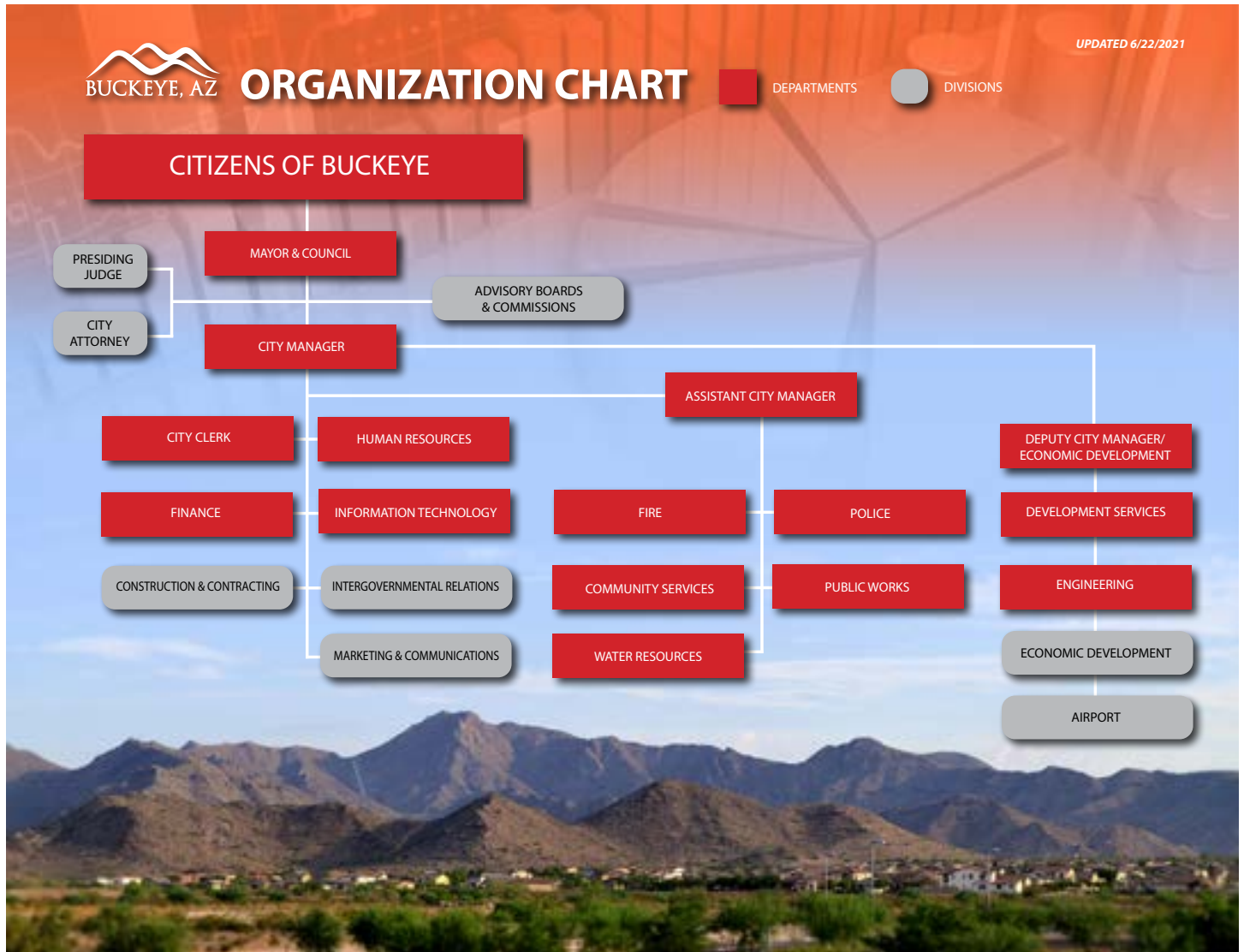
- A Bachelor's degree, Master's degree is preferred in public or business administration or related field.
- Ten years of progressively responsible experience as a City Manager or an Assistant City Manager, including considerable experience at a senior level interacting with elected officials and other stakeholder groups. Significant and relevant experience leading a municipality, similar in scale and complexity as the City of Buckeye, as a City Manager, Assistant City Manager, or a related administrative/managerial capacity.
- Have a strong understanding of governmental finances and budgetary preparations. Possess the ability to formulate a budget and capital improvement plan and present the proposed budget to City Council in a way that provides the most accurate information and transparency for City operations and financial stability.
- Possess strong analytical skills with the ability to examine programs, budgets, and proposed policies for efficiency and effectiveness; have an understanding of how city services must adapt to a growing community through organizational assessments.
- Have the ability to pivot when needed to keep the City moving forward as it continues to grow through residential, commercial, and industrial developments and fostering business-community relationships with the City.
- Have experience in delivering clear and concise written and oral presentations to all levels of the organization. Experience should include elected officials and community organizations.
- Have proven and successful managerial skills utilizing a consensus-building, collaborative approach to managing staff members; have the ability to remain accountable for all city departments activities without unnecessary micromanagement of senior staff.
- Be committed to the community and the city management profession and have a willingness to commit to a long-tenured service in the community including residing within the City of Buckeye.



## LEADERSHIP AND MANAGEMENT SKILLS

- Have a collaborative and open, friendly personality and management style and be one who can establish trust quickly with others. Be willing to go out into the public and listen to their concerns.
- Have good listening skills and a willingness to work through challenges in a collegial, respectful manner with the ability to offer alternative ideas for problem-solving.
- Provide administrative insight and advice to the City Council and staff; be transparent when providing information to the council to assist with their decision-making.
- Exhibit a style characterized by candor, directness, tactfulness, and diplomacy, with the ability to admit when mistakes were made, and when corrective action needs to be taken.
- Be flexible and open to change with a willingness to learn and ask questions. Be assertive, when necessary, yet empathetic.
- Have a genuine passion for public service from both an internal standpoint and for service to the community. Have a high energy level and enthusiasm for meeting the challenges and responsibilities of the manager's position.





## Compensation and Benefits

Compensation is negotiable and will be based on the candidate’s qualifications and experience. The City offers a comprehensive benefits package, including health, dental, State pension, 457 (b) plan, 4/10 workweek, and more.

## How to Apply

Apply online with a cover letter, resume, and contact information for at least five (5) professional references by December 3, 2021, to [www.GovHRUSA.com](http://www.GovHRUSA.com) and to the attention of Sarah McKee, Senior Vice President, GovHR USA, 630 Dundee Road, Suite 2250, Northbrook, IL 60062. Tel: 847-380-3240, EXT 120.

**The City of Buckeye, AZ is committed to compliance with the American Disabilities Act and is an Equal Opportunity Employer. Diversity and inclusion are critical to their success. They seek to recruit the most talented people from a diverse candidate pool and strongly encourage all qualified candidates to apply.**



## Executive Recruitment

[www.GovHRUSA.com](http://www.GovHRUSA.com)





**MOSAIC**  
PUBLIC PARTNERS

# EXECUTIVE SEARCH **PROPOSAL**



## **CITY MANAGER CITY OF GUNNISON, COLORADO**

**DATE SUBMITTED**  
**SEPTEMBER 16, 2022**

**SUBMITTED TO**  
**MR. DIEGO PLATA**

MAYOR  
CITY OF GUNNISON

**PREPARED BY**  
**GREG NELSON**

MOSAIC PUBLIC PARTNERS  
200 Gateway Dr., #1908, Lincoln, CA, 95648  
916-550-4100  
greg@mosaicpublic.com  
connect@mosaicpublic.com



MOSAIC  
PUBLIC PARTNERS

September 16, 2022

Mayor Diego Plata  
and members of the City Council  
City of Gunnison  
201 West Virginia Avenue, P.O. Box 239  
Gunnison, CO 81230

**RE: PROPOSAL TO PROVIDE EXECUTIVE SEARCH SERVICES – CITY MANAGER**

**DEAR MAYOR PLATA AND MEMBERS OF THE CITY COUNCIL:**

Mosaic Public Partners is pleased to have the opportunity to present our qualifications and approach to your executive search needs for the position of City Manager. Mosaic Public Partners was founded on the principles of providing higher levels of innovation and client collaboration to complement the tried-and-true principles of executive search. By using private-sector technologies and search methodologies, we can deliver a better client experience and results, while staying within the constraints of the public sector.

Members of our project team are seasoned public sector executives who have a true passion for the work of public agencies. Mosaic Public Partners believes deeply in the value of building teams made up of diverse members and ensuring our search processes are inclusive and reflective of our client's unique expectations. Our consultants have conducted over one hundred-fifty executive searches across the United States, bringing both experience and a national perspective on current trends and issues. If selected, both principals of the firm will lead this recruitment.

If selected as the City's search firm for this recruitment, both principals of the firm would be involved throughout, as well as the firm's consultant based in Gunnison, Julie Baca. This would provide the City of Gunnison the added benefit of having three lead recruiters assigned to the search effort and to assist the City Council throughout the process. Additionally, the rare opportunity to recruit for the City Manager position of a consultant's hometown adds a unique and heightened

level of personal and professional accountability. We know this, because just last year one of the firm's principals, Greg Nelson, had the opportunity to lead the recruitment for his hometown of Lincoln, California. That client is proudly listed as a reference for the City of Gunnison in this proposal.

Gunnison presents unique opportunities and challenges based on its incredible location. Given that Gunnison is nestled between two outstanding ski mountains, is home to an award winning educational and medical community, and enjoys a diverse population, it will make Gunnison an attractive home for talented city manager candidates.

Additionally, the City of Gunnison offers a potential City Manager a history of strong professional management and stability, which is hard to find in many communities. Gunnison's commitment to civility would be highlighted and celebrated within the marketing materials. Gunnison has committed staff, volunteers and passionate citizens that work together to support the success of leadership and the City.

While the cost of housing will clearly be a challenge, the City historically has offered a highly competitive salary to its City Manager. That, combined with Gunnison's unique intrinsic qualities would certainly help mitigate a challenging housing market and would help attract strong candidates to the position.

We have attached the candidate profile for the current search for the City Manager for the City of Addison, Texas so you can see the manner in which we represent our clients.

After reviewing our proposal, please contact us at (916) 550-4100 if you have questions 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.

Best Regards,



**Greg Nelson**  
**Founder and Managing Partner**  
**greg@mosaicpublic.com**



**Bryan Noblett**  
**Founder and Managing Partner**  
**bryan@mosaicpublic.com**

# INDEX

- 1 Professional Qualifications**
- 4 Why Choose Mosaic Public Partners?**
- 5 Relevant Experience**
- 7 References**
- 8 Approach And Search Methodology**
  - 8 Project Management
  - 8 Candidate Profile Development
  - 9 Outreach And Recruiting
  - 10 Candidate Screening And Evaluation
  - 10 Presentation Of Candidates
  - 11 Selection Process
  - 11 Background And Final Qualification
  - 11 Negotiation
  - 11 Closeout Communications
- 12 Executive Search Timeline**
- 14 Project Team**
- 18 Cost Proposal And Guarantee**

# PROFESSIONAL QUALIFICATIONS

Mosaic Public Partners was founded to create a better partner for public agencies needing to fill critical positions. We bring higher levels of innovation and client collaboration to the tried-and-true principles of executive search. Using private sector technologies and search methodologies, squared within the constraints of the public sector, allows us to deliver an improved client experience and better results.

We are seasoned public sector executives who have profound respect for the work of public agencies. We are passionate about placing today's public leaders, which enables public agencies to deliver exemplary leadership to their constituents.

Mosaic Public Partners is a Limited Liability Company (LLC) registered in the state of California. Mr. Greg Nelson and Mr. Bryan Noblett are the founders and managing partners of Mosaic Public Partners with 55% and 45% respective ownership. There are no known conflicts of interest related to this executive search and no subcontractors are utilized. The firm is registered to conduct business in the State of Colorado.

The firm's sole focus is executive search for public agencies, and it began operations in January of 2022 after its principals served several years leading public sector executive searches for a legacy search firm. Since January, Mosaic Public Partners has assisted clients in 28 executive search efforts. The firm provides direct client services through four executive recruiters:

Mr. Greg Nelson	Founder and Managing Partner	Lincoln, CA
Mr. Bryan Noblett	Founder and Managing Partner	Elk Grove, CA
Ms. Jackie Seabrooks	Senior Consultant	Dallas, TX
Ms. Julie Baca	Senior Consultant	Gunnison, CO

The executive search team is supported by a Business Support Manager, a Research Associate, and a Graphics Designer.

## MOSAIC APPROACH

Placing today's public leaders is our mission. Aligning the right candidates with the right opportunities helps our clients to build effective teams. We enjoy building relationships with the people involved in our searches, whether it is the candidates, hiring managers, team members or stakeholders. Establishing meaningful connections with those involved in our search processes is the basis from which we derive our success as a trusted partner and client-focused search firm.

# PROFESSIONAL QUALIFICATIONS (CONT.)

## CLIENT FOCUSED

Mosaic Public Partners provides a client-focused, customized approach to every search. We create an open, transparent, and interactive search process for both our clients and candidates. As a small firm we remain highly responsive to client needs and objectives, along with being personally available during the search process. Honest communication, collaboration and connecting with people are key components in a successful search. At Mosaic Public Partners, we pride ourselves on excellent customer service, agility, and responsiveness. We tailor our workload so that we can be readily available to assist with all elements of the search process for our clients and candidates alike.

The use of our innovative executive recruiting platform allows our clients unparalleled real-time access and visibility of the search process. Our commitment is that clients have a 360-degree view of all elements of their recruitment at any time. Our clients can see the candidate pool in real-time while the recruitment is progressing, rather than having to wait until the recruitment period closes to learn about the candidate pool. This type of transparency ensures our recruitment efforts are properly calibrated to our client's expectations. We are proud to bring this private sector software to our public sector searches to make them as efficient and transparent as possible for our clients.

## TRUSTED PARTNERS

Our founding partners are two former public sector executives, each with exemplary service careers. We understand local government and the importance of accountability and responsiveness. Our combined career histories exemplify professionalism and a dedication to public service, along with a keen understanding of what it takes to be an effective leader in a public sector environment. Leveraging their public service careers, our founding partners became experienced executive search consultants, bringing with them a continued dedication to public service and an ethical, confidential, and discrete approach to assisting public agencies in the executive search process. Mosaic Public Partners is your trusted partner in placing today's public leaders.

# PROFESSIONAL QUALIFICATIONS (CONT.)

## **COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION**

The Mosaic Team celebrates and prioritizes diversity, equity, and inclusion in its search practices and in its own organizational culture. We understand the dynamic nature of diverse teams and our clients' need to build organizations that are as representative of the communities they serve. Simply stated, the need for public employers and public sector search firms to build recruitment processes anchored by a commitment to diversity, equity and inclusion is more important now than ever. It is no longer adequate for public employers or executive search firms to speak about increasing DEI efforts; rather, intentional efforts must be woven into our cultures and work practices. Mosaic Public Partners is committed to ensuring outreach to diverse candidate pools via inclusive and strategic advertising, targeted outreach, and other methods which are all intended to deliver a diverse, highly qualified candidate pool to our clients. Evidence of this commitment can certainly be seen in the placements our founding partners have made over the past several years.

# WHY CHOOSE MOSAIC PUBLIC PARTNERS?

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## NATIONAL REACH

While we have extensive experience conducting searches throughout the western United States, our work across the nation brings a valuable perspective on issues and candidate markets to our clients. We invite you to view our consultants' body of executive search experience at:

[mosaicpublic.com/consultant-portfolio](https://mosaicpublic.com/consultant-portfolio)

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## DIVERSITY

Today's public sector leadership teams thrive when they are diverse in race, ethnic and cultural identity, gender, background and thought. Mosaic Public Partners is here to assist, guide and lead in that endeavor.

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## COLLABORATION

Mosaic Public Partners believes that executive searches are more successful when the consultants and clients work closely together throughout the engagement. We treat each search as a true partnership with our clients.

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## EXPERIENCE

Public service is the world in which we've lived. Our search team has over 80 years of public service experience. Having attained executive level positions in our public sector careers has given us valuable insight and an advantage in understanding and responding to the nuances and challenges of selecting public sector leaders.

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## SERVICE

Our team will be your partner from start to finish. We are committed to providing excellent service to clients and candidates alike, as well as representing our clients at the highest level.

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## INNOVATION

Applying private sector technologies to the tried-and-true practices of public sector searches allows Mosaic Public Partners to deliver needed agility and improved communications to our clients.



# RELEVANT EXPERIENCE

The following projects are highlighted for their relevance to the upcoming City of Gunnison City Manager recruitment. In each, the city's permanent population belies the complexity of its municipal operation.

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## City of Bishop, California

### City Administrator

Population – 3,820

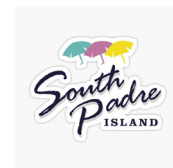


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## City of South Padre Island, Texas

### City Manager

Population – 2,066



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## City of Morro Bay, California

### City Manager

Population – 10,757



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## Town of Addison, Texas

### City Manager

Population – 17,381



# ADDITIONAL EXPERIENCE

The following is a listing of additional, related experience for the assigned consultants to this proposal, some of which is attributed to the consultants’ tenure at a prior firm.

<b>CLIENT</b>	<b>POSITION</b>
2021 City of Austin – Austin, TX	Assistant City Manager
2021 City of Lewisville – Lewisville, TX	City Manager
2021 City of Burleson – Burleson, TX	Deputy City Manager
2021 City of Citrus Heights – Citrus Heights, CA	City Manager
2021 City of Lincoln – Lincoln, CA	City Manager
2021 City of Indio – Indio, CA	City Manager
2019 City of Bishop – Bishop, CA	City Manager
2019 City of South Padre Island – South Padre Island, TX	City Manager
2019 City of Allen – Allen, TX	City Manager
2019 City of Denton – Denton, TX	City Manager
2019 City of Sugar Land – Sugar Land, TX	City Manager
2018 City of Austin – Austin, TX	4 Assistant City Managers
2018 City of Austin – Austin, TX	Deputy City Manager
2018 City of Brownsville – Brownsville, TX	City Manager
2018 City of Lawrence – Lawrence, KS	City Manager
2018 City of Suisun City – Suisun City, CA	City Manager
2018 Town of Apple Valley – Apple Valley, CA	Town Manager
2017 City of Moorpark – Moorpark, CA	City Manager
2016 City of Reno – Reno, NV	City Manager
2016 City of South Jordan – South Jordan, UT	Assistant City Manager
2016 City of McKinney – McKinney, TX	City Manager
2016 City of McKinney – McKinney, TX	Assistant City Manager
2015 City of Lawrence – Lawrence, KS	City Manager
2015 City of Sanger – Sanger, CA	City Manager

# REFERENCES

The consultants at Mosaic Public Partners are proud of their past work and are happy to provide the following references that we believe are relevant to the City of Gunnison in this City Manager search.

## **A REFERENCE FOR A CURRENT CITY MANAGER SEARCH:**

### **TOWN OF ADDISON, TEXAS**

Passion Hayes

Human Resources Director

Phone: (972) 450-2819

[phayes@addisontx.gov](mailto:phayes@addisontx.gov)

Search: City Manager (2022 – current search)

## **A REFERENCE FOR A RECENT COLORADO CLIENT:**

### **CITY OF WESTMINSTER, COLORADO**

Jody Andrews

Deputy City Manager

Phone: (303) 658-2003

[jandrews@cityofwestminster.us](mailto:jandrews@cityofwestminster.us)

Search: Economic Development Director (2021) \*

## **A REFERENCE FOR A RECENT CITY MANAGER SEARCH IN ONE OF OUR CONSULTANT'S HOME TOWNS:**

### **CITY OF LINCOLN, CALIFORNIA**

Holly Andreatta

Mayor

Phone: (916) 434-2490

[holly.andreatta@lincolncal.gov](mailto:holly.andreatta@lincolncal.gov)

Search: City Manager (2021) \*, Director of Community Development (2022),  
Director of Public Works (2022)

\* Search performed by our consultants while with a former firm

# APPROACH AND SEARCH METHODOLOGY

We approach every executive search as a partnership with our client. In this light, we use a proven framework as the foundation for the project and collaboratively tailor the work plan to meet the unique needs and wishes of our clients. In every search, we aim to provide our client with three deliverables, 1) a diverse selection of qualified candidates, 2) a thoughtful, inclusive, and well-communicated search process, and 3) sound advice and consultation. The following is a representation of the approach and methodology to a Mosaic Public Partners search.

## KICKOFF

### PROJECT MANAGEMENT

The consultants of the project team, Mr. Nelson, Mr. Noblett and Ms. Baca, will meet via videoconference with key city staff that will support the recruitment. The objectives of this meeting are to learn points of contact and communication preferences. If not already established, we recommend the Council establish a Search Committee of two members as the search firm's interface to the Council outside of key milestone meetings. We would then seek to meet via videoconference with the Search Committee to conduct a stakeholder analysis, develop the project timeline, and to create the preliminary selection process.

The project team would also seek to meet with the City Attorney to review issues related to the past and future City Manager's employment contract as well the legal restrictions on confidentiality afforded to the search.

### CANDIDATE PROFILE DEVELOPMENT

Based on the project management kickoff meeting, Mr. Nelson and Mr. Noblett will travel to Gunnison and, together with Ms. Baca, meet with City Council members individually, as well key City staff members and other identified community stakeholders to solicit input on the desired qualities sought in the next City Manager, as well as anticipated challenges and opportunities the next City Manager will likely face. The project team will also gather important documents, information, and media from the City to be used in the development of the candidate profiles.

Utilizing the input received, Mosaic Public Partners will create a candidate profile that accurately and attractively presents the opportunity to prospective candidates.

# APPROACH AND SEARCH METHODOLOGY (CONT.)

Once approved by the Search Committee, the candidate profile serves as the standard by which all prospective candidates are evaluated, as well as for guiding the search strategy.

The Search Committee will be provided with online access to Mosaic Public Partners' recruitment software through a client portal that ensures the search strategy and approach are properly calibrated for success. The Search Committee may also use this online portal to provide the City Council with timely information on the status of the search, as desired. If needed, the consultant team is available to provide updates directly to the Council on the status of the search during executive session meetings. Our goal is to ensure that our clients are continually kept updated on the recruitment.

## OUTREACH

### OUTREACH AND RECRUITING

Based upon the search strategy developed with the Search Committee, Mosaic Public Partners will immediately launch targeted and comprehensive search efforts that source candidates from five primary categories.

- **Advertising Campaign:** Advertisements will be placed in sources targeted to attract a diverse selection of highly qualified candidates. To reach a national audience of diverse candidates, we would propose to advertise the position with:
  - International City/County Management Association (ICMA)
  - Colorado City/County Management Association (CCCMA)
  - League of Women in Government
  - Local Government Hispanic Network
  - National Forum for Black Public Administrators
  - Additional sites tailored to the outreach strategy developed
- **Website and Social Media Campaign:** Mosaic Public Partners provides a comprehensive social media marketing campaign that includes custom graphics, eye-catching photos and distribution on LinkedIn, Facebook, Instagram, and Twitter accounts to share the position with potential candidates. Social media posts are crafted at several points throughout the recruitment process. In addition, partners and recruiters share Mosaic Public Partners blog and social media posts on their

# APPROACH AND SEARCH METHODOLOGY (CONT.)

respective LinkedIn accounts. Mosaic Public Partners will also highlight the position on our website with a blog post, listing in our 'Upcoming Career Opportunities,' and ultimately on our 'Careers' page once the position is open.

- **Direct Outreach:** The search consultants have extensive candidate networks in Texas and across the nation. These networks will be leveraged to identify and recruit candidates that appear well matched to the candidate profile.
- **Indirect Outreach:** By using the same candidate networks, Mosaic Public Partners is able to seek nominations from other leading public sector executives who often provide excellent insight into rising talent.
- **Researched Outreach:** Using the search strategy as a guide, Mosaic Public Partners will apply innovative technologies to find and recruit candidates that may not have been identified through other methods.

Each potential candidate is personally engaged by the search consultants and many hours are typically spent answering questions and providing information to candidates to minimize any barriers that may be a discouragement.

## CANDIDATE SCREENING AND EVALUATION

The search consultants perform an initial evaluation of candidates based upon their submitted materials. Candidates who are well aligned with the candidate profiles, along with all internal candidates, are interviewed via videoconference to further evaluate their qualifications and fit for the position.

As a result of the initial screenings, the most well-matched candidates are identified and a thorough internet and news search is conducted to help understand each candidate's public persona, as well as to ensure that any items that may be seen as controversial are known and understood.

## SELECTION

## PRESENTATION OF CANDIDATES

Ms. Baca will meet in-person with the City Council in executive session to present the candidates that submitted interest in the position. From this meeting, a small group of candidates is invited to participate in the selection process.

# APPROACH AND SEARCH METHODOLOGY (CONT.)

## SELECTION PROCESS

The search consultants will provide on-site facilitation of the interviews. Mosaic Public Partners will design and provide tailored interview materials for all interview panels and ensure the City retains the completed materials for records retention needs. Customarily, this initial round of interviews will reduce the field of candidates to a smaller number who are then invited for a second interview with the Council.

City Manager candidates are justly concerned about the confidentiality of search processes, particularly with their current employers. In order to access the widest available talent, Mosaic Public Partners prefers to conduct reference checks when finalists have been identified. References contacted are individuals the search consultant designates and not simply those provided by the candidate.

The search consultants will facilitate a “meet the candidates” reception or forum and will provide consultation on the potential format and suggested practices. In addition, Mosaic Public Partners will collect feedback from the attendees and present that information to the Council for consideration in its final selection.

## BACKGROUND AND FINAL QUALIFICATION

Once the Council has identified its candidate of choice, the search consultants will perform a thorough background investigation of the candidate and provide the results in a report form to the City.

## NEGOTIATION

Mosaic Public Partners will negotiate on the City’s behalf to succeed in reaching an agreement with the selected candidate. Across earlier candidate conversations, the search consultants attempt to ensure the candidates’ salary and benefit expectations are in accord with the City’s to prevent surprises at this critical culmination of the recruitment.

## CLOSEOUT COMMUNICATIONS

Throughout the search process, Mosaic Public Partners maintains professional communications with all candidates involved. We realize that we are representing The City of Gunnison throughout the recruitment and ensure that each person we interact with is left with a favorable impression of the City. In this final communication, we inform all candidates who were not selected of their status and the City’s appreciation for their interest.

# EXECUTIVE SEARCH TIMELINE

At the beginning of each search engagement, Mosaic Public Partners meets with clients to collaboratively craft a work plan and timeline that best aligns with our client's needs. Our consultants will suggest best practices and share examples from prior engagements to tailor a process that is thoughtful and well communicated.

The typical duration of a search project is 12-17 weeks. Additionally, the selected candidate will customarily need to provide 30-days for notice and transition, if selected from outside of the organization. This brings the total duration to approximately 16-21 weeks.

A more specific timeline will be crafted in collaboration with the Search Committee during the first steps of the search engagements. We are confident that we can deliver a successful search effort that meets the needs of the City of Gunnison.

The following timeline represents the key milestones of an executive search, including tasks and approximate durations.

KICKOFF	<b>Project Management</b> Pre-kickoff meeting: project schedule, stakeholder analysis, communication methods, collection of background material	<b>1-2 Weeks</b>
	<b>Candidate Profile Development</b> Client input meetings, stakeholder input meetings Drafting and layout of candidate profile	
OUTREACH	<b>Outreach and Recruiting</b> Advertising strategy and campaign Candidate research and identification Seek nominations Recruit candidates	<b>4-6 Weeks</b>
	<b>Candidate Screening and Evaluation</b> Paper screening Screening interviews News and internet research	<b>2 Weeks</b>



# EXECUTIVE SEARCH TIMELINE (CONT.)

SELECTION

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## **Presentation of Candidates**

**1 Week**

Client meeting to review candidates and select those to advance  
Candidate updates

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## **Selection Process**

**2–3 Weeks**

Consult and design interview process  
Facilitation of on-site interview process, typically 4–7 candidates

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## **Background and Final Qualification**

**1–2 Weeks**

Background investigation and thorough reference checks for finalist candidate

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## **Negotiation**

**1 Week**

## **Closeout Communications**

**Concurrent**

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# PROJECT TEAM

If awarded the search, both Founders and Managing Partners of the firm and a Senior Consultant would serve on the project team, supported by the firm's Business Support Manager, a research associate, and a graphics designer.

## **GREG NELSON**

### **FOUNDER & MANAGING PARTNER**

For the better part of a decade, Mr. Nelson has led a successful executive search practice for a national search firm. In his role, Mr. Nelson has successfully recruited public sector executives on a national scale for a diverse array of field and positions. His work has included positions with intense community interest, high levels of stakeholder involvement, and those with political sensitivities.

In the first twenty years of his career, Mr. Nelson served leadership roles in municipal government where he was known for his progressive and principled leadership. Under his tenure, the City increased employee engagement, citizen satisfaction (amongst the highest in a national survey), and made drastic improvements in the labor-management climate. He created public-private partnerships that allowed for superior levels of service during budget shortfalls, while enhancing relationships with stakeholders in the community. Additionally, he has provided expert testimony for state and local legislative bodies. Mr. Nelson was a co-founder of a municipal Human Rights Committee, engaging businesses and citizens in workshops and community dialogue on diversity and social equity issues, in and out of the workplace.

Mr. Nelson holds a Master's degree in Public Administration from the University of Illinois-Springfield with a graduate certificate in Public Sector Labor Relations.

As a founder of Mosaic Public Partners, Mr. Greg Nelson leverages decades of experience in the public sector with many years of successful experience leading executive searches for a variety of client roles across the nation.



## PROJECT TEAM *(CONT.)*

### **BRYAN NOBLETT**

#### ***FOUNDER & MANAGING PARTNER***

Bryan Noblett spent over 34 years working as a public safety leader in the Greater Sacramento Region. The majority of his career was spent working in leadership and executive level roles. Bryan placed a strong focus on staff development and on ensuring his organization was responsive to commu-

nity needs throughout his career. He possesses a strong commitment to customer service and worked diligently as a municipal government executive to ensure his organization was focused on partnering with the community it served. In addition, Bryan is well-versed in labor negotiations and working collaboratively with labor groups to achieve successful outcomes. Bryan's passion for leadership development, talent assessment and public service led him to accept a position with a nationally recognized public sector search firm shortly after his retirement. Bryan holds a Bachelor's degree in Criminal Justice, a Master's degree in Organizational Leadership and has attended a number of prestigious professional development courses.

As a long time contributor to city executive teams, Bryan possesses a thorough understanding of all areas of public sector leadership. He spent the last 2 years partnering with municipal clients and communities across the country by assisting them in recruiting talented leaders to serve as Police Chiefs, City Managers, Chief Financial Officers and other executive-level leadership positions. Bryan deeply values his connections with people, which has led to several outstanding placements and ongoing relationships with clients and candidates alike.

As a founder of Mosaic Public Partners, Bryan is excited to focus on client needs and work with candidates to place today's public leaders.

# PROJECT TEAM *(CONT.)*

## **JULIE SZYMULA BACA** **SENIOR CONSULTANT**



Julie Szymula Baca has over thirteen of years' experience in City Management. She holds a Master's in Public Administration from Southern Illinois University and an undergraduate degree from Western Colorado University in Political Science with a law emphasis. As a previously ICMA Certified Administrator, Ms. Baca served on the ICMA Diversity Committee and had the pleasure serve on various executive Boards throughout her career.

Julie also served for over twelve years as an executive in higher education, filling the roles of Chief Financial Officer, Chief Administrative Officer and Vice President of Finance and Administration at Gunnison's own Western Colorado University. Julie has extensive experience in the areas of talent management, grant management, capital construction, community engagement as in a certified mediator who enjoys working with both internal and external organizational stakeholders. Julie served on various community boards and commissions to remain engaged in strategic community planning and policy generation for local governments. She is a community builder with public service at her core.

Julie is very active in the Gunnison community, serving on the One Valley Leadership Council Executive Board, the Club 20 Executive Board, among others.

As a Senior Consultant with Mosaic Public Partners she leverages her extensive public sector leadership experience to serve public agencies with gaps in leadership in order to gain the most continuity of service possible. Her focus is to provide efficient and effective delivery of service during an executive search in order to deliver the highest quality experience for the candidates and the clients we serve.



## PROJECT TEAM *(CONT.)*

### **SHERI NOBLETT**

#### ***BUSINESS SUPPORT MANGER***

Sheri Noblett spent over 30 years working in the public sector in the Greater Sacramento Region. Over the course of her career, she had direct involvement in the design and implementation of numerous infrastructure and leisure service projects that improved the lives of many in the region. Sheri is a highly skilled project manager and utilized her keen organizational skills to deliver stellar projects on time and on budget.

Her extensive experience in the public sector and working in collaboration with multiple project stakeholders makes Sheri a valued partner with respect to integrating the input from others to deliver the best possible project outcomes. She possesses a strong customer service orientation and has a wealth of understanding of municipal service. Sheri holds a Bachelor's degree in Landscape Architecture, is licensed in California and possesses many certifications that bolstered her public service career.

# COST PROPOSAL AND GUARANTEE

## COST PROPOSAL

Our flat fee to provide executive search services as outlined in this proposal for the position of City Manager is \$32,000.

The flat fees include both professional services and consultant expenses related to the aforementioned work plans. These expenses include advertising, consultant travel, administrative support, printing, postage, technology, educational verifications on top candidates and background checks on the selected candidates.

### Invoicing will be in four installments for the City Manager search:

- |   |         |
|---|---------|
| 1. Upon execution of the Professional Services Agreement: | \$9,600 |
| 2. After Presentation of Candidates:                      | \$9,600 |
| 3. After Initial Interviews:                              | \$9,600 |
| 4. After accepted Offer of Employment:                    | \$3,200 |

The flat fee is based upon up to two consultant trips for the search consultants, Mr. Nelson and Mr. Noblett: 1) for the kickoff meetings, and 2) to facilitate candidate interviews. All other client meetings will be by Ms. Baca in person or will be conducted via videoconference. Should the City request additional consultant meetings that require trips, they will be invoiced at \$1,500 per day, per consultant, plus actual travel expenses. Any additional expenses will be invoiced at the end of the project and are supplemental to the flat fee. Candidate travel expenses shall be the responsibility of the City.

This cost proposal and professional search services referenced herein are valid for 120 days from date of submittal.

**\$32,000 FLAT FEE**

# COST PROPOSAL AND GUARANTEE (CONT.)

## OPTIONAL SERVICES

Should the City be interested in utilizing a survey to extend opportunities for employees of the City of Gunnison and/or the community to provide input into the recruitment and selection of the next City Manager, Mosaic Public Partners will develop a survey instrument and provide a summary report to help inform the selection. The City would be responsible for any announcements to create awareness of the survey opportunity. The optional fee for either an employee or community survey is \$2,500, or \$5,000 for both.

## GUARANTEE

Mosaic Public Partners offers an industry-standard one-year guarantee on our full search process. If, within a one-year period after appointment, the selected candidate voluntarily resigns or is dismissed for cause, Mosaic Public Partners will conduct another search effort without additional fees for professional services. The City would be expected to reimburse the firm for all incurred expenses which are approximately 30% of the flat fee.

If a placement is not made in the first search attempt, Mosaic Public Partners will conduct a second search effort with no charge for professional services. The City would be expected to pay for all incurred expenses.

Mosaic Public Partners will never actively recruit our placement while they are employed with the City.

## INSURANCE

Mosaic Public Partners maintains the following insurance coverages:

Errors and Omissions/Professional Liability	\$2,000,000
General Liability/Commercial	\$2,000,000
Automobile Liability (hired/non-owned)	\$1,000,000
Workers Compensation	\$1,000,000
Data Breach Liability	\$250,000

Friday, September 16, 2022

**Re: Proposal101105-22**

Hello,

We are pleased to offer our proposal for recruitment and staffing services for the **CITY MANAGER** Positions for the **City of Gunnison, Colorado**. Our services include (but are not limited to) - defining an effective job description, sourcing and screening candidates as per your requirements, arranging interviews with the candidates, serving job offers, and conducting background checks as required.

We are a team of 17 recruiters spread across two continents with several years of experience & expertise. Dreamforce is more than capable to offer and serve as a reliable hiring support team for you. We are confident that we have the industry know-how and the necessary tools and technology to provide efficient placement services to ultimately contribute to your success.

If we can be of any further service, or if you have any questions, please do not hesitate to contact us. We would like to review this proposal with you and your associates at your convenience.

Kind Regards,

**Kristina Cruz-Camacho**

CEO | Dreamforce Services Inc.

Location: 8A-2491 Lakeshore blvd W, Etobicoke, ON, M8V1C5  
Contact No: +1 (647) 455-5518  
E: [recruit@dreamforceservices.com](mailto:recruit@dreamforceservices.com)



Dreamforce Services Inc.  
Right Talent @ Right Price  
<https://www.dreamforceservices.ca/>



*Right Talent @ Right Price*





## 1. BACKGROUND:

### A. Company Background:

Dreamforce is not just another recruitment firm. We are a distinguished team of Recruiters, Sales Associates, and Marketers who deliver business growth through a high-end variety of recruitment services and innovative employer branding campaigns, including but not limited to catering to Recruitment Process Outsourcing, Temporary Staffing & Direct-Hiring needs,

Our recruiters have in-depth knowledge of the Government & Private sector. We have the competencies to fill permanent, temporary, and contract recruitment services in North America. We service a diverse, multi-disciplinary network of clients, placing quality candidates from entry-level to executive searches. The majority of our business is based on high-caliber candidate search, place, and retention by our clients.

We will put all our experience and expertise into finding you the right candidate for our clients. Our team of experts will get to work on tailoring an effective recruitment strategy, using our proprietary data-driven system to target the right candidates. This proven methodology has helped thousands of businesses successfully fill their vacancies

We also offer a customized assessment test package with our services which test a candidate's skill, cognitive ability & Behavior, this gives us an edge over our competitors. For More Information, please see our catalog provided with this proposal.

### B. Our Recruiting staff's background: (Key Personals)

#### a. Kristina Cruz-Camacho: (CEO of Dreamforce Services):

Kristina is the Founder & CEO of Dreamforce Services Inc., a talent search organization. Her approach to recruiting is one based on deliverables, transparent data, and using multiple sources/platforms to find the greatest diversity and quality of candidates. Currently, she handles 9 recruiter teams in Dreamforce. She has been working in recruiting for the past 12 years and specializes in top & mid-level hiring, her impactful outreach, recruitment research, and tooling are keys to our success.

Kristina's customized business approach combines deep insight into the dynamics of organization and markets with close collaboration at all levels of the client's organization. Ensuring clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results.

#### b. Jeffrey Barrozo: (Head of Recruitment)

He is a seasoned human resource/recruiting professional with over 10 years of experience in facilitating government & private organizations by staffing top, mid & entry-level talent. Moreover, he has strong experience in the hiring process implementation, internal and external client engagement/support, and candidate management. He manages 5 recruiters & overlooks the rest of them.

#### c. Harry Gunjal: (Customer Acquisition & Support Lead)

Harry had demonstrated a history of working with the government & private sector with 7+ years of experience in customer acquisition & support. Skilled in public speaking, and customer management. He is handling an acquisition & support team for Dreamforce. He will be handling all client's complaints if any.

Note: Due to space limitations, we could only discuss the Pillars of Dreamforce, do let us know if you would like to know more about our foot soldiers



## 2. HIRING PROCESS OR METHOD

- A. Define the Job description with clients & Client's budget for this role
- B. Devise a recruitment plan
- C. Advertise the position & candidate search using our Data-driven system & different recruitment channels.  
*Note: This task will be shared among our 17 recruiters for quick results.*
- D. Preliminary Interview & Initial Screening
- E. Client Interviews
- F. Assessment test to check skills, cognitive abilities, behavior, etc.
- G. Unbiased evaluation
- H. Reference & background check
- I. Salary negotiation
- J. Candidate finalization
- K. Onboarding

*Note: For better understanding, please see our catalog provided with this proposal.*

## 3. HIRING TIMELINE

SR. NO.	HIRING PHASE	REQUIRED DAYS	TIMELINE
1	Define the JD with the Client & client's budget for the role	1-2	1 <sup>st</sup> Week
2	Devise a recruitment plan	3-5	1 <sup>st</sup> Week
3	Advertise the position & candidate search	7-28	2 <sup>nd</sup> - 6 <sup>th</sup> Week
4	Preliminary interview & initial screening <i>(Conducted by Dreamforce)</i>	2-3	2 <sup>nd</sup> - 6 <sup>th</sup> Week
5	Client interviews (depends on your availability)	5-7	3 <sup>rd</sup> - 8 <sup>th</sup> Week
6	Assessment test (optional)	3-5	4 <sup>th</sup> - 8 <sup>th</sup> Week
7	Unbiased evaluation,	3-5	4 <sup>th</sup> - 8 <sup>th</sup> Week
8	Reference & background check	2-3	4 <sup>th</sup> - 8 <sup>th</sup> Week
9	Salary negotiation	1-2	4 <sup>th</sup> - 8 <sup>th</sup> Week
9	Candidate finalization	1-2	4 <sup>th</sup> - 8 <sup>th</sup> Week
10	Onboarding	1-2	4 <sup>th</sup> - 8 <sup>th</sup> Week

*Notes: This process can be modified depending on client needs/requirements.*

## 4. CLIENT REFERENCES:

1. Client Name: Northwind Canada Inc.  
Contact Person: Maggie Tran      Contact Number: 905-940-1923 Ext. 251
2. Client Name: Mutual Mobile  
Contact Person: Aditya Ponugonti      Contact Number: 647-679-9397
3. Client Name: City of Niagara Falls  
Contact Person: Ahmed Aziz      Contact Number: 647-627-6807



## 5. REPLACEMENT GUARANTEE:

If the placed candidate voluntarily leaves the employment of the clients or is terminated within 60 days from the date of employment for non-performance (other than because of a layoff, reduction in workforce, change in corporate ownership, breach of an employment agreement, conditions, change in location or job content), then we will provide a replacement candidate at no additional charge provided that clients have paid for the placement.

## 6. INSURANCE

Upon being selected as a successful contractor, Dreamforce will provide a certificate of insurance, if needed.

## 7. INDEMNIFICATION

To the fullest extent permitted by law, Dreamforce Services Inc agrees to indemnify, defend and hold harmless the client, its elected officials, officers, agents, volunteers, lessees, invitees, and employees from and against all suits, claims damages, losses, and expenses including but not limited to attorney's fees, court costs or alternative dispute resolution costs arising out of or related to any such suit, claim, damage, loss or expense involving an injury to a person or persons, whether bodily injury or other personal injuries (including death), or involving an injury or damage to property (including loss of use or diminution in value), but only to the extent that such suits, claims, damages, losses or expenses were caused by the negligence or other wrongdoing of Proposer, or any supplier or subcontractor, or their agents or employees,

## 8. ASSESSMENT TEST SAMPLE:

A demo sample is provided with this proposal. The purpose is to show you how results are shared with clients. Please note as it contained candidate information, you are requested to treat that sample as a **confidential part** of the bid. Please do inform us if you have to make it public.



## COMMERCIALS

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1. *Cost of Recruitment Service...*  
..... 10 % of the Gross Yearly Remuneration
  
2. *Cost of Assessment Test (Optional)...*  
..... 05 % of the Gross Yearly Remuneration
  
3. *Cost of Additional Recruitment Related Work (Optional)...*  
(Any other work which is not mentioned in the Proposal) ..... \$110 Per Hour

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Note:

1. *Payment Terms: Net 15*
2. *All prices are in USD & Taxes are not included*
3. *Services will be provided Remotely*



Date: Friday, September 16, 2022

DREAMFORCE SERVICES INC

Contractor Name

Recipient:

**CITY OF GUNNISON, COLORADO**

I, the undersigned (Kristina Cruz-Camacho), CEO of Dreamforce Services Inc., acting on behalf of the said company, assure you to deliver the services as promised in this proposal. I am also assuring you that Dreamforce will fulfill all the requirements proposed in this RFP if you choose to work with us.

I will be the point of contact for communications, support complaints, or any other legal issue that may arise in the future. Lastly, if you have any questions or concerns regarding this proposal, please feel free to contact us at your earliest convenience.

by:

*Kristina Camacho*

Authorized Signature

**Kristina Cruz-Camacho**

CEO | Dreamforce Services Inc.

Contact No: +1 (647) 455-5518

E: [recruit@dreamforceservices.com](mailto:recruit@dreamforceservices.com)



*Right Talent @ Right Price*



# Hiring With DreamForce

Right Talent @ Right Price



# DO YOU KNOW?

**74 percent of companies that made a poor hire lost an average of US\$14,900 per poor hire.**

*Are you one of them?*



# OUR PRE-INTERVIEW PROCESS



## DEFINE JD

One on One  
Discussion with  
Employer



## CANDIDATE SEARCH

Extensive Candidate  
Research



## PRELIMINARY DISCUSSION

Validation of  
Interest & Expectation



## ASSESSMENT TESTS

Testing Domain,  
Psychometric,  
Cognitive Skills



## EVALUATION

Selecting right  
candidates who  
are in budget



## INTERVIEW

Setting up 1<sup>st</sup>  
round of interview



A top-down view of a white desk with various items: a white coffee cup with black coffee, a pair of black-rimmed glasses, a black keyboard, a black pen, a silver pen, a small potted plant, and a decorative white object.

“

Never hire someone who  
knows less than you do about  
what he's hired to do.”

—Malcolm Forbes

# PRE-EMPLOYMENT TESTS

## Personality test

personality tests are used to evaluate the human personality to make the right hiring decisions.

## Coding/Skill tests

This is highly effective in determining which applicants possess the required problem-solving skills to be successful on the job.

## Behavioural assessment

A behavioral assessment measures the behavioral competencies of individuals in a simulated work environment.

## Role-based tests

These types of pre-employment cognitive tests are curated as per job functions and job roles.

## Cognitive ability test

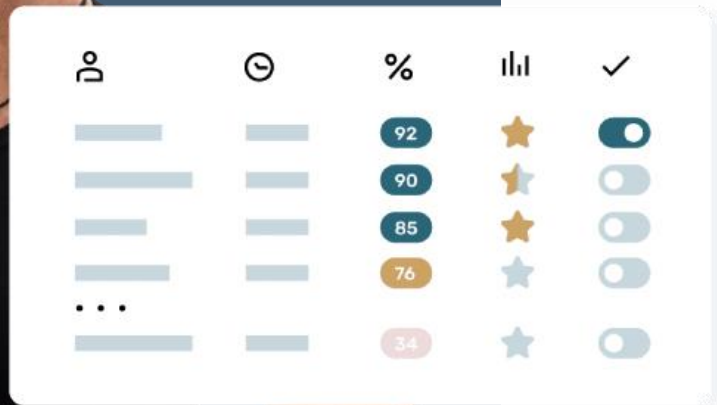
A pre-employment aptitude test assesses individuals' abilities such as critical thinking, verbal reasoning, numerical ability, problem-solving, decision-making, etc.

## Remote work assessment

Remote work skills and competencies, once considered to be ancillary, are now at the forefront due to COVID-19.

# Say goodbye to unconscious bias.

92%



- Diverse teams perform better.
- With Dreamforce, you give all applicants an equal, unbiased opportunity to showcase themselves.
- This ensures you get the best talent from all walks of life

# EVALUATION



# 08/10

Domain Test

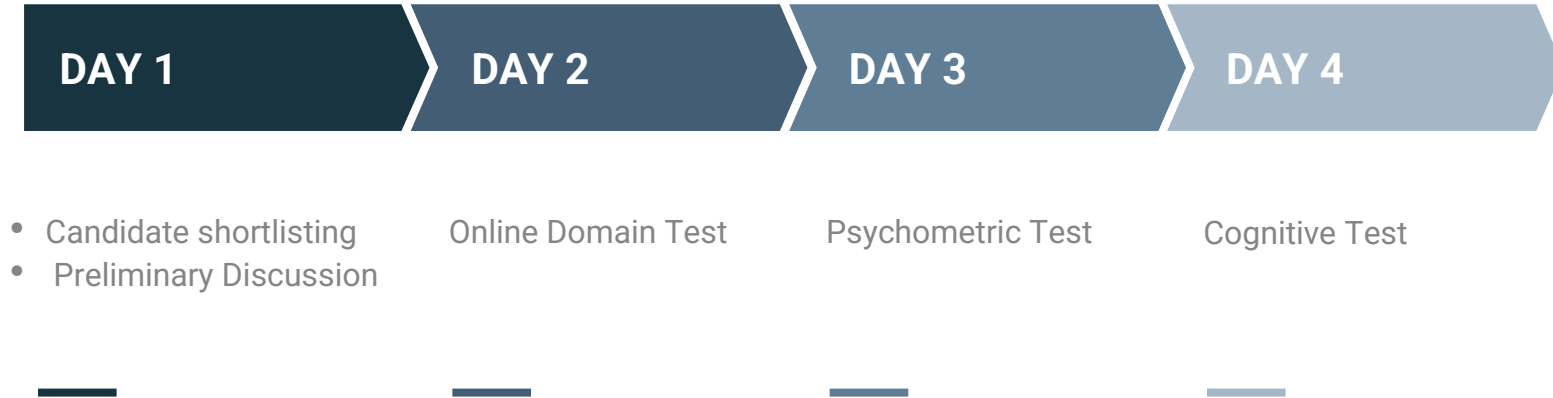
# 07/10

Psychometric Test

# 09/10

Cognitive Test

# DreamForce Process Timeline



- Candidate shortlisting
- Preliminary Discussion

Online Domain Test

Psychometric Test

Cognitive Test

*Note: This process can be expedited on case to case basis.*

# Difference with & with out us



Day 1

## Start from Scratch

- Candidate Research
- CV shortlisting
- Assessment test with expensive tools
- Interview rounds
- Salary negotiations
- On Boarding



Day 5

## Join us on Day 5th

- Final Interviews
- Salary Negotiations with our help
- Onboarding  
(we offer online onboarding As well)

Visit us

***Dreamforce Services Inc.***

8A-2491 Lakeshore Blvd W, Etobicoke, ON, M8V1C5



Right Talent @ Right Price



# OUR PRESENCE







**Thanks!**

**Contact Us:**

[recruit@dreamforceservices.com](mailto:recruit@dreamforceservices.com)

+1(647) 455 - 5518

[www.dreamforceservices.com](http://www.dreamforceservices.com)

# PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

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**City Manager  
City of Gunnison, Colorado**

**September 16, 2022**

**This proposal is valid for 120 days**

**Strategic** Government Resources  
P.O. Box 1642, Keller, Texas 76244  
Office: 817-337-8581

JJ Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)





September 16, 2022

Hon. Mayor Diego Plata and City Council  
City of Gunnison, Colorado

Dear Mayor Plata and Council Members,

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

We would like to draw your attention to some key aspects that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR announces all conducted recruitments in our Servant Leadership e-newsletter, which reaches over 45,000 subscribers in all 50 states.
- SGR sends targeted emails to our opt-in Job Alert subscriber database of approximately 6,070 city management professionals.
- As the recruitment firm for the previous City Manager, SGR has an existing appreciation for the nature of the community, and we would welcome the opportunity to work with the City of Gunnison again.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in many ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

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

Respectfully submitted,

Jennifer Fadden, Chief Operating Officer  
[JenniferFadden@GovernmentResource.com](mailto:JenniferFadden@GovernmentResource.com)

# TABLE OF CONTENTS

- 1** Company Profile
- 2** Unique Qualifications
- 3** Project Personnel
- 4** Recruitment Methodology
- 5** Projected Schedule
- 6** Costs & Service Guarantee
- 7** References
- 8** Similar Recruitments
- 9** Sample Contract
- 10** Sample Recruitment Brochure

## Company Profile

### Background

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

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

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

SGR is a full-service firm, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services.

SGR's services are designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 35 full-time employees, 2 part-time employees, 21 recruiters, 15 facilitators and multiple consultants who function as subject matter experts on a variety of projects.

SGR has corporate headquarters in Texas, as well as virtual offices in California, Colorado, Florida, Maryland, Minnesota, New York, North Carolina, Ohio, Oklahoma, and Oregon.

View all SGR team members and bios at: [governmentresource.com/about-us/meet-the-team](http://governmentresource.com/about-us/meet-the-team)

## SGR's Unique Qualifications

### Extensive Network of Prospects

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

- Your position will be announced in SGR's Servant Leadership e-newsletter that reaches over 45,000 subscribers in all 50 states.
- We will send targeted emails to approximately 6,070 opt-in subscribers to SGR's City Management Job Alerts.
- Your position will appear on SGR's Website, [GovernmentResource.com](http://GovernmentResource.com), which has approximately 20,000 visitors per month.
- Your position will be posted to SGR's Job Board, [SGRjobs.com](http://SGRjobs.com), which averages nearly 10,000 unique visitors per month and has more than 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government, Local Government Hispanic Network, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitment through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

### Collective Local Government Experience

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

### Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of

underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

### **Listening to Your Unique Needs**

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great fit regarding values, philosophy, and management style perspectives.

### **Trust of Candidates**

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next generation leaders. We have earned their trust. As a result, SGR is able to bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation well, communicate honestly, and maintain their confidentiality to the greatest extent possible.

### **Accessibility & Communication**

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

### **Comprehensive Evaluation and Vetting of Candidates**

SGR offers a screening process that ensures a detailed understanding of candidate backgrounds and prevents surprises. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain insights beyond what is available through a resume
- Online pre-recorded video interviews that allow search committee members to view candidates in an interview setting prior to the finalist recruitment stage
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, customized to each candidate based on where they have lived and worked
- Thorough automated, anonymous reference checks that provide details on candidates' soft skills from an expansive group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise for finalist candidates, customized to the organization

View a full list of our Executive Recruitment Clients at: [Executive Recruitment Clients](#)

## Project Personnel

**Larry Gilley, Senior Vice President  
Subcontractor for SGR**

[LarryGilley@GovernmentResource.com](mailto:LarryGilley@GovernmentResource.com)

Cell: 325-660-4208



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

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

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



# Recruitment Methodology

A full-service recruitment typically entails the following steps:

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

## **Step 1: Organizational Inquiry and Analysis**

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### **Development of Recruitment Plan and Timeline**

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

### **Individual Interviews with Key Stakeholders**

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. These interviews identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the position, special considerations, and the political environment. This process helps with organizational buy-in and will assist us in developing the position profile.

### **Development of Position Profile Brochure**

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

To view sample recruitment brochures, please visit:

<https://www.governmentresource.com/executive-recruitment/open-recruitments-528>

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

---

### **Advertising and Marketing**

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 47,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, [GovernmentResource.com](http://GovernmentResource.com), and on SGR's Job Board, [SGRjobs.com](http://SGRjobs.com). SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

### **Communication with Prospects**

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast,

accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

### **Communication with Active Applicants**

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

### **Step 3: Initial Screening and Review**

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

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

### **Step 4: Search Committee Briefing / Selection of Semifinalist Candidates**

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At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials. SGR is the only firm that offers this level of reporting detail and transparency.

### **Step 5: Evaluation of Semifinalist Candidates**

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Reviewing resumes is an important and valuable step in the executive recruitment process. However, resumes can be misleading. Resumes fail to disclose the individual's personal qualities and his or her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments and experience. SGR's responsibility is to go deeper than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR's goal is to have a clear understanding of the person behind the resume and what makes them an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

### **Written Questionnaires**

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

### **Recorded Online Interviews**

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

### **Media Searches - Stage 1**

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

## **Step 6: Search Committee Briefing / Selection of Finalist Candidates**

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

## **Step 7: Evaluation of Finalist Candidates**

### **Comprehensive Media Searches - Stage 2**

"Stage 2" of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

### **Comprehensive Background Investigation Reports**

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: [bit.ly/SGRSampleBackgroundReport](http://bit.ly/SGRSampleBackgroundReport).

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report (if desired)
- Federal criminal search
- National criminal search
- County warrants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

### **DiSC Management Assessments (supplemental service)**

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: [bit.ly/SGRDiscProfileSample](http://bit.ly/SGRDiscProfileSample). For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: [bit.ly/SGRDiscTeamReport](http://bit.ly/SGRDiscTeamReport).

### **First Year Game Plan or Other Advanced Exercise**

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

Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

## **Step 8: Interview Process**

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### **Face-to-Face Interviews**

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

### **Stakeholder Engagement**

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

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups during a multi-day interview process.

### **Deliberations**

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

### **Reference Checks**

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference

checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

## **Step 9: Negotiations and Hiring Process**

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### **Determine the Terms of an Offer**

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

### **Negotiate Terms and Conditions of Employment**

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

### **Press Release (if requested)**

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

## **Satisfaction Surveys**

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SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

## **Supplemental Service: Post-Hire Team Building Workshop**

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SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: [bit.ly/sampleIOPTreports](http://bit.ly/sampleIOPTreports).

## Projected Schedule

*Holidays may affect recruitment schedule.*

Task	Weeks
<ul style="list-style-type: none"> <li>Contract Executed</li> <li>Develop Recruitment Plan, Timeline</li> <li><u>Individual Interviews with Key Stakeholders</u></li> </ul>	Week 1
<ul style="list-style-type: none"> <li><u>Deliverable</u>: Position Profile Brochure</li> <li>Search Committee Reviews and Approves Brochure</li> </ul>	Weeks 2-3
<ul style="list-style-type: none"> <li>Advertising and Marketing</li> <li>Accept Applications</li> <li>Communication with Prospects and Applicants</li> </ul>	Weeks 4-7
<ul style="list-style-type: none"> <li>Initial Screening and Review</li> </ul>	Week 8
<ul style="list-style-type: none"> <li><u>Search Committee Briefing</u> / Select Semifinalists</li> <li>Questionnaires and Recorded Online Interviews</li> <li>Media Searches - Stage 1</li> </ul>	Week 9
<ul style="list-style-type: none"> <li><u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews</li> </ul>	Week 10
<ul style="list-style-type: none"> <li><u>Search Committee Briefing</u> / Select Finalist Candidates</li> </ul>	Week 11
<ul style="list-style-type: none"> <li>Comprehensive Media Searches - Stage 2</li> <li>Comprehensive Background Investigation Reports</li> <li>DiSC Management Assessments (supplemental service)</li> <li>First Year Game Plan or Other Advanced Exercise</li> </ul>	Weeks 12-13
<ul style="list-style-type: none"> <li><u>Deliverable</u>: Finalist Briefing Books</li> </ul>	Week 14
<ul style="list-style-type: none"> <li><u>Face-to-Face Interviews</u></li> <li>Stakeholder Engagement (may occur earlier in process)</li> <li>Deliberations</li> <li>Reference Checks (may occur earlier in process)</li> <li>Negotiations and Hiring Process</li> </ul>	Week 15



## Recruitment Costs & Service Guarantee

**Not-to-Exceed Price: \$24,900 \***

*\* Ad placement costs are not included in the Not-to-Exceed Price. Ad placement costs are estimated to be between \$1,750 and \$2,500 and shall be added to the total cost of services upon approval from the organization.*

### Not-to-exceed price includes:

- **Professional Service Fee - \$18,500**
- **Expenses:**
  - **Position Profile Brochure & Marketing - \$1,500**
    - Production of a professional position profile brochure
    - Custom-designed graphics for social media and email marketing
    - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
    - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
    - Featured job placement on SGR's website
    - Featured ad on SGR's job board
    - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
  - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
  - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
  - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
  - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
  - **Up to two (2) multi-day onsite visits** by one Recruiter to the Organization, for up to 2 and 1/2 days per visit. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. *Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.*

### Reimbursable Expenses

- **Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.**

## **Supplemental Services**

The supplemental services listed below are not included in the not-to-exceed price:

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits (over and above the two (2) onsite visits included in the not-to-exceed price above) by one Recruiter will be billed over and above the not-to-exceed price. Travel and onsite time will be billed at a professional fee (per recruiter) of \$1,000 per half-day and \$1,500 per full day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the organization.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

## **Billing**

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

**Service Guarantee**

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

## References

### **Town of Frisco, Colorado**

**Population: 3,000**

O'Lynda Fette, Director of Human Resources

970-668-9135

[OLyndaF@townoffrisco.com](mailto:OLyndaF@townoffrisco.com)

Recruitment: Town Manager, 2022

### **City of Lamar, Colorado**

**Population: 7,800**

Kirk Crespin, Mayor

[kirk.crespin@ci.lamar.co.us](mailto:kirk.crespin@ci.lamar.co.us)

719.691.6050

Recruitment: City Administrator, 2021

### **City of Greeley, Colorado**

**Population: 108,000**

Raymond Lee, City Manager

[raymond.lee@greeleygov.com](mailto:raymond.lee@greeleygov.com)

970-350-9770

Recruitments: Assistant/Deputy City Managers, 2022, Chief of Police, 2022

## City & County Manager/Administrator Recruitments, 2017-Present

### In Progress

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- Blaine, Washington (pop. 5,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Glastonbury, Connecticut (pop. 34,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Highlands County, Florida (pop. 104,000) - County Administrator
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Laredo, Texas (pop. 260,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Montgomery, Texas (pop. 2,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Walla Walla, Washington (pop. 33,000) - City Manager
- Williston, North Dakota (pop. 27,000) - City Administrator

### 2022

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- Aledo, Texas (pop. 5,500) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Kent, Washington (pop. 138,000) - Chief Administrative Officer
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator

- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

## 2021

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- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

## 2020

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- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager

- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

## 2019

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- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

## 2018

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- Anna, Texas (pop. 14,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Cameron, Missouri (pop. 10,000) - City Manager
- Clackamas County, Oregon (pop. 400,000) - County Administrator
- Clallam County, Washington (pop. 75,000) - County Administrator
- Coffeyville, Kansas (9,500) - City Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Erie, Colorado (pop. 26,000) - Town Administrator
- Forney, Texas (pop. 19,000) - City Manager
- Freeport, Texas (pop. 12,000) - City Manager
- Fulshear, Texas (pop. 9,500) - City Manager
- Green Cove Springs, Florida (pop. 7,500) - City Manager
- Humble, Texas (pop. 15,000) - City Manager
- Jacksonville, Texas (pop. 14,000) - City Manager
- Jupiter, Florida (pop. 60,000) - Town Manager
- Lawton, Oklahoma (pop. 94,000) - City Manager
- Lebanon, Missouri (pop. 15,000) - City Administrator
- Lockhart, Texas (pop. 13,500) - City Manager
- Marshall, Texas (pop. 24,000) - City Manager
- Murfreesboro, Tennessee (pop. 130,000) - City Manager
- Nixa, Missouri (pop. 21,000) - City Administrator
- Paducah, Kentucky (pop. 25,000) - City Manager
- Pflugerville, Texas (pop. 60,000) - City Manager
- Plant City, Florida (pop. 38,000) - City Manager
- Riverside, Missouri (pop. 3,000) - City Administrator
- Smithville, Missouri (pop. 10,000) - City Administrator
- Springfield, Missouri (pop. 167,000) - City Manager
- Sunnyvale, Texas (pop. 6,500) - Town Manager
- West University Place, Texas (pop. 14,000) - City Manager
- Wethersfield, Connecticut (pop. 26,000) - Town Manager

## 2017

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- Amarillo, Texas (pop. 200,000) - City Manager
- Bastrop, Texas (pop. 8,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Bozeman, Montana (pop. 45,000) - City Manager



- Brenham, Texas (pop. 17,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clute, Texas (pop. 12,000) - City Manager
- Colleyville, Texas (pop. 23,000) - City Manager
- Grandview, Missouri (pop. 26,000) - City Administrator
- Killeen, Texas (pop. 140,000) - City Manager
- Midland, Michigan (pop. 42,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Saginaw, Texas (pop. 21,000) - City Manager
- San Marcos, Texas (pop. 60,000) - City Manager
- Sealy, Texas (pop. 6,500) - City Manager
- Stephenville, Texas (pop. 20,000) - City Administrator
- Temple, Texas (pop. 75,000) - City Manager
- Topeka, Kansas (pop. 127,000) - City Manager
- Vail, Colorado (pop. 5,000) - Town Manager

**Agreement for Executive Recruitment Services  
for City Manager  
between**

Strategic Government Resources, Inc. ("SGR")  
and  
City of Gunnison, Colorado ("Organization")

**Scope of Services:**

SGR shall provide all services for recruitment as described in the formal proposal submitted and described in abbreviated form as follows:

- Development recruitment plan and timeline
- Production of a professional position profile brochure
- Advertising and marketing
- Communication with prospects and applicants
- Initial screening and review of applications
- Briefing with search committee to facilitate selection of semifinalists
- Written questionnaires, customized to the position, for up to twelve (12) semifinalists
- Recorded online interviews for up to twelve (12) semifinalists
- Stage 1 Media Searches on up to twelve (12) semifinalists
- Electronic delivery of semifinalist briefing books and online interviews
- Briefing with the search committee to facilitate selection of finalist candidates
- Assistance with development of advanced exercise for finalist candidates, if desired
- Comprehensive Stage 2 Media Reports for up to five (5) finalist candidates
- Comprehensive background investigation reports on up to five (5) finalist candidates
- Comprehensive Reference Checks for up to five (5) finalist candidates
- Electronic delivery of finalist briefing books
- Assistance with interview questions and interview schedule
- Assistance with stakeholder engagement, if desired
- Assistance with negotiating terms and conditions of employment, if desired
- Up to Two (2) in-person visits by the Recruiter to the Organization.
- Periodic updates regarding the progress of the search, as frequently as desired

**The Organization agrees:**

- To provide photos/graphics and information necessary to develop position profile brochure
- To respond to drafts of documents and reports in a timely manner; failure to do so may extend timelines and can negatively impact the outcome of the process
- To refer all prospective applicants to SGR and shall not accept applications independently during the recruitment process

- To provide reproduction of hard copy brochure, if desired
- To provide any direct mailings desired by the Organization
- To provide legal opinions to SGR regarding when and if any information must be released in accordance with Public Information requests
- To directly reimburse finalists for travel-related expenses to interview
- That Organization is ultimately responsible for candidate selections and that Organization will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- To comply with the Fair Credit Reporting Act (FCRA) with regard to any pre- or post-adverse action notices and requirements if the Organization decides not to hire a candidate as a result of their credit history report

**SGR shall be compensated by the Organization as detailed below:**

**Not-to-Exceed Price = \$24,900\***

*\* Ad placement costs are not included in the Not-to-Exceed Price. These costs are estimated to be between \$1,750 and \$2,500 and shall be added to the total cost of services upon approval from the organization.*

**Not-to-exceed price includes:**

- **Professional Service Fee - \$18,500**
- **Expenses** (will appear on invoices until not-to-exceed price is reached):
  - **Position Profile Brochure & Marketing - \$1,500**
    - Production of a professional position profile brochure
    - Custom-designed graphics for social media and email marketing
    - An announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
    - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
    - Featured job placement on SGR's website
    - Featured ad on SGR's job board
    - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
  - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
  - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
  - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
  - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
  - **Up to two (2) multi-day onsite visits** by one Recruiter to the Organization, for up to 2 and 1/2 days per visit. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. *Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.*

### **Reimbursable Expenses**

- **Ad placements, as approved by the Organization, will be billed back at actual cost with no markup for overhead.**

### **Supplemental Services (not included in the not-to-exceed price above):**

- SGR will conduct a Stakeholder Survey for \$1,000. SGR will provide recommended survey questions within three (3) business days of project initiation. SGR will set up an online survey within one (1) business day after Organization has reviewed and approved the survey questions. Stakeholders can be directed to a web page or invited to take the survey by email. SGR and Organization will agree to the open survey time period, typically ten (10) to thirty (30) days. Organization shall be responsible for marketing and promoting the survey to stakeholders. A written summary of results is provided to Organization within three (3) business days of survey close date. Survey is not validated statistically.
- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits (over and above the two (2) onsite visits included in the not-to-exceed price above) by one Recruiter will be billed over and above the not-to-exceed price. Travel and onsite time will be billed at a professional fee (per recruiter) of \$1,000 per half-day and \$1,500 per full day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates will be reimbursed directly by the Organization for travel expenses.
- If the Organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

### **Billing:**

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

Organization Contact for Invoicing:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

**Service Guarantee:**

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

**Expenses in the event of a repeat search shall include:**

- Position Profile Brochure Edits, Custom Graphics, and SGR Marketing - \$750
- Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.
- Online interviews - \$225 per candidate.
- Comprehensive media reports - \$500 per candidate.
- Background investigation reports - \$400 per candidate.
- Reference checks - \$225 per candidate.
- DiSC Management Profile - \$175 per candidate
- Should the organization request printing of semifinalist or finalist briefing materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Recruiter travel. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- Stakeholder Survey - \$1,000
- If the Organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

**Terms and Conditions:**

- The Organization reserves the right to terminate this agreement at any time upon giving SGR seven days advanced written notice to SGR, Attn: Melissa Valentine, PO Box 1642, Keller, TX 76244 or by email to [MelissaValentine@GovernmentResource.com](mailto:MelissaValentine@GovernmentResource.com). In such an event, SGR will be compensated for all work satisfactorily completed up to and through the date of termination.
- The Organization acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects throughout the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates who SGR may be having conversations with as part of the recruitment process, may be damaging to the prospects and SGR. Accordingly, the Organization acknowledges and, to the extent provided by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with the Organization or not, including all decisions regarding release of information, until such time that a finalist is named. At the time finalists are determined, all information related to the finalists shall become the property of the Organization and all decisions regarding public disclosure shall be determined by the Organization, except that psychometric assessments, questionnaires, and any information produced by SGR is proprietary and shall not become the property of the Organization or subject to disclosure. If the Organization receives an open records request, the Organization shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt. The Organization shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to the Organization releasing the required information with protected information redacted.
- **All travel will be dependent on COVID restrictions in place at the time and take into consideration and health and safety of team members of both Parties.**

Approved and Agreed to, this the \_\_\_\_\_ day of \_\_\_\_\_, 2022 by and between

\_\_\_\_\_  
Jeri J. Peters, President of Executive Recruitment  
Strategic Government Resources

\_\_\_\_\_  
City of Gunnison, Colorado

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

FRISCO



# TOWN MANAGER



TOWN OF FRISCO  
COLORADO

photo: Michael Murphy

EXECUTIVE  
RECRUITMENT  
PROVIDED BY



# The Community

Approximately 70 miles west of Denver at an elevation of 9,097 feet, the Town of Frisco is situated along Ten Mile Creek in the shadow of 12,900-foot Peak One of the Ten Mile mountain range, bordered on the east by the Dillon Reservoir.

Home to an estimated 3,000 full-time residents, the “Main Street of the Rockies” is largely surrounded by public lands owned by the U.S. Forest Service and offers 360-degree views of the White River National Forest. Its convenient location off of Interstate 70 and situated within 30 minutes of six major ski and ride resorts (Copper Mountain, Breckenridge, Keystone, Arapahoe Basin, Vail, and Beaver Creek), make Frisco a popular basecamp for travelers and second-home owners.

Frisco spans about 1.8 square miles and takes full advantage of its natural beauty and mountain-town charm. This flourishing “resortless resort town” has engaged residents, a thriving commercial district around Summit Boulevard, and a charming Main Street brimming with locally owned shops and restaurants. Access to the outdoors is key to its economy and quality of life, and it shows in the Town’s investments into its natural resources.

Situated on 220 acres of Town-owned land along the shores of the Dillon Reservoir in the Peninsula Recreation Area, the Frisco Adventure Park includes a Nordic Center, which has been in operation for over 30 years, as well as a horse-drawn sleigh ride and chuck wagon concessionaire operation, lift-assisted tubing hill, community beginner ski and ride hill, bike park, skateboard park, 27-hole disc golf course, and multipurpose ball field. Construction will begin soon on a new community and office space currently dubbed “Slopeside Hall,” the next phase in the Peninsula Recreation Area Comprehensive Vision & Project Implementation Plan approved by the Town Council in 2020.



photo: Andrew Maguire



photo: Michael Murphy



# The Community

CONTINUED

The Frisco Bay Marina sits on the eastern end of Main Street, on a slice of the 27-mile shoreline of Dillon Reservoir. A unique asset that sets Frisco apart from most other mountain towns, the full-service marina offers mooring, slip, and boat rentals as well as a 400-foot-long beach.

In addition to nearby skiing, snowshoeing, hiking, fishing, canoeing, kayaking, paddle boarding, and sailing, the Town offers opportunities for camping, picnicking, and biking - pastimes that have become as popular in the region as skiing in recent years. The Ten Mile Recreation Pathway connects Frisco to over 50 miles of paved trails stretching to Vail, Breckenridge, Copper Mountain, and Keystone. The 20-acre Walter Byron park and four-acre Meadow Creek Park provide beautiful settings in which to gather, recreate, and relax.

Residents and visitors alike also enjoy the Frisco Historic Park and Museum, which helps new generations form a connection with the town's past. Frisco's rich history stretches back to the Ute Indians, and it was home to trappers, miners, and ranchers before welcoming outdoor recreationalists. Following a railroad and mining boom in the late 1800s, the community fell on hard times during the Great Depression — at one point dropping to a population of only 18 residents. The community rebounded, however, and that resiliency has helped define the town's character as it has evolved into a modern, sustainable, family-oriented place to call home.

Beyond the recreational amenities and quality of life, residents consistently rank Frisco's small-town atmosphere as a top reason for loving where they live. A series of signature special events, including the Frisco BBQ Challenge, Frisco's Fabulous 4th of July celebration, Fall Fest, and Wassail Days, keep things fun for permanent residents year-round. Residents can enjoy a quieter pace of life — the result of not having a ski resort in town — paired with easy access to the slopes and the many big-city amenities of nearby Denver.



Frisco school children are served by Summit School District's nine campuses and two private options: The Peak School in Frisco and Vail Mountain School in Vail. A number of area campuses, including Colorado Mountain College, the University of Colorado at Boulder, University of Denver, Colorado Technical Institute, Colorado School of Mines, and the University of Colorado Health Science Center, offer higher and continuing education.

The median income of Frisco residents is over \$75,000, and homes in the highly desirable community have a median value of about \$845,000.

*photos: Todd Powell*



# Economic Vitality



Centrally located within Summit County in close proximity to several world-class ski resorts, tourism remains the most important driver of Frisco’s local economy. Visitors from around the globe come to ski and enjoy a vast array of other outdoor recreational opportunities, including the tubing hill and beginner ski and ride hill at the Frisco Adventure Park, Nordic skiing at the Frisco Nordic Center, snowmobiling on Vail Pass, and snowshoeing. Because the town is largely surrounded by public lands and the natural beauty of the Rocky Mountains, tourism continues to be a driving force in the spring, summer, and fall as well. Dillon Reservoir provides boating and fishing enthusiasts a unique opportunity to enjoy the high peaks from the water, and the region’s extensive paved pathway system has become a major draw for cyclists. Not to be forgotten, however, is the impact of housing costs on the local economy, which has and continues to cause challenges around retaining employees who support and provide for the community’s essential services.

The town includes two distinct commercial areas: Summit Boulevard and Main Street. Summit Boulevard (Colorado Highway 9) is the main thoroughfare leading from Interstate 70 through Frisco toward Breckenridge. This vehicle-friendly commercial area boasts most of the Town’s national and regional chain stores, restaurants, and lodging. With Wal-Mart, Safeway, Whole Foods, five fast-food restaurants, and numerous other enterprises, this stretch generates the greatest amount of sales tax revenue for the Town financially. Just off of Summit Boulevard, the community is also home to a series of construction and home improvement-related light industrial facilities and warehouses. In contrast, Main Street hosts many of the locally-owned retail, restaurant, and lodging companies for which Frisco is known, providing a quaint, walkable business and entertainment district.

In recent economic news, the Town of Frisco and Colorado Department of Transportation (CDOT) have partnered to develop a workforce housing project on a lot owned by CDOT previously used as a mobile home park for their employees. The Town had previously identified the parcel as an underutilized site that would be ideal to redevelop for workforce housing, and CDOT had identified a need to develop more desirable permanent housing for their essential employees; 80% designs and cost estimates were completed in December 2021, and a construction RFP is being prepared for release in late spring/early summer.

## Summit County Area Major Employers

- Centura Health
- Climax Molybdenum Mine
- Lowe’s Home Improvement
- POWDR - Copper Mountain Resort
- Safeway
- Starbucks
- Summit
- Summit County School District
- Target
- UPS
- Vail Resorts
- Wal-Mart
- Wells Fargo
- Whole Foods Market



photos: Todd Powell

# Mission, Vision & Values

## Mission:

*To preserve a family-oriented and economically vibrant mountain community that encourages citizen involvement, respects our community character and natural environment, and enhances our quality of life.*

photo: Andrew Maguire



## Core Values:

- Respect
- Trust
- Integrity
- Innovation
- Collaboration

## Vision:

*To be a vibrant community that attracts residents and visitors alike in Summit County.  
To be a modern town that respects its history, its unique character and place in Summit County.  
To be a sustainable community with the flexibility to fulfill residents' needs and visitors' dreams.*

## Commitments:

The Town of Frisco is committed to operating in an open government format that:

- Fosters open communication
- Works to understand issues and concerns
- Encourages involvement
- Maintains the highest level of accountability
- Acknowledges the previous work of the community by updating and implementing adopted plans
- Supports countywide goals consistent with Frisco's interests



photo: Joe Kusumoto



# Governance & Organization



Photo: Jensen Jensen



photo: Todd Powell

The Town of Frisco was chartered as a Colorado home-rule municipality in 1988 and operates under a council-manager form of government in which policymaking and legislative authority are vested in the Town Council, and executive and administrative responsibilities are handled by an appointed Town Manager.

Frisco's Town Council includes a mayor and six council members all elected at-large in non-partisan, staggered four-year terms. The Town Council sets vision and policy, considers legislative issues and requests, approves the annual operating budget, and selects a Town Manager to oversee daily operations. Elected leaders are limited to three consecutive terms.

The incoming Town Manager will be responsible for the activities of approximately 98 full-time, year-round employees as well as 130 seasonal positions, working with an approved Fiscal Year 2022 budget of approximately \$41.9 million in appropriations. The organization was recently named Best Team of the Year by the Summit Chamber of Commerce during their Business Excellence Awards.

The Town provides a full range of services, including police protection, street construction and maintenance; infrastructure; water services; community development and planning; cultural, festival, and athletic events; destination marketing; and recreational amenities and programs. Sewer and wastewater services are provided by a legally separate entity, the Frisco Sanitation District, which the Town does not manage.

Major projects underway include child care programs, including a child care tuition assistance program for parents and guardians who live and/or work within the Ten Mile Basin; a comprehensive compensation study; and a Housing Strategic Plan to address current and future housing needs in the community.

The Town also adopted a Downtown Complete Streets Plan to define the vision and goals for transportation improvements in the Main Street area, will begin construction on an expansion and remodel of the Police Department this spring, and is slated to begin an Arts and Culture Strategic planning process in April to set a course for Frisco's long-term investment in the arts. In order to bring broadband to Frisco, planning for a fiber network will begin this summer.

# Frisco's Strategic Priorities

- **Inclusive Community:** The Town of Frisco is committed to making decisions and policy which welcome and support residents and visitors so they can pursue their full potential in our unique mountain town. This means that the Town of Frisco takes action to dismantle any systems that sustain inequity and racism and commits to ensuring that there are options in housing, childcare, recreation, and education which consider equity, environmental, economic, and access issues.
- **Thriving Economy:** The Town of Frisco strives to create a thriving and sustainable economy for our community by encouraging a variety of businesses which not only provide goods and services but also have a positive impact on the experience of residents and visitors. The Town supports Frisco's economy by recognizing, preserving, and improving upon the assets that sustain our community, including Frisco's iconic Main Street; the commercial core on and around Summit Boulevard; and the outstanding recreational opportunities at the Frisco Bay Marina, Dillon Reservoir, local parks, Frisco Adventure Park, Frisco Nordic Center, and the public lands surrounding Frisco.
- **Sustainable Environment:** The Town of Frisco takes action to collaboratively protect and sustain our treasured environment, by ensuring new development and redevelopment achieves net zero and a balance between the natural and built environment and implementing initiatives to address climate change. In furtherance of a holistic approach, the Frisco Town Council supports a sustainable human ecosystem comprised of our inspiring natural environment.
- **Vibrant Culture, Arts & Recreation:** The Town of Frisco recognizes recreational, historical, artistic, and cultural assets and experiences as foundational to the Town's vibrancy and the quality of life for residents and visitors. The Town commits to providing unique and accessible opportunities for residents and visitors so they may find their own unique adventures and meaningful experiences in Frisco, and the Town pledges to maintain, sustain, and protect these assets and experiences for future generations.
- **Quality Core Services:** The Town commits to providing quality core services with efficiency, excellent customer service, and professionalism. The Town recognizes that a balanced and fiscally sustainable budget is the cornerstone of successfully supporting this goal so that the Town can effectively maintain critical infrastructure and general services, provide essential public safety services, support and improve the Town's recreational and historical assets, communicate effectively to actively engage residents, attract and retain high-performing personnel to deliver exceptional service to the public, and promote economic development.



photo: Michael Murphy

# About the Position

Responsible for providing leadership, efficiency, transparency, accountability, and fiscal responsibility to the organization, the incoming Town Manager will lead Frisco's daily operations and translate the council's vision and goals into budgetary priorities and operational objectives.

The position will oversee approximately 98 full-time employees as well as 130 seasonal positions spread across the Administration; Human Resources; Finance; Communications, Marketing, and Events; Recreation and Culture; Community Development; Police; and Public Works divisions and their work will include implementing Town Council policies; supporting appointed and elected leaders in long-range planning efforts; responding quickly and effectively to community issues; managing a budget of about \$41.9 million in total appropriations; and representing the organization in local and regional associations and partnerships.

Reporting to the Town Council and working with nine direct reports, the Town Manager will provide stability to the organization and maintain a culture that supports a diverse and inclusive work environment with a focus on exceptional customer service and innovation that builds upon Town Council's priorities, momentum, and success.



photos: Todd Powell

# Opportunities & Challenges

Frisco's incoming Town Manager will take on a number of opportunities and challenges in the years ahead, including:

- **Community Relations:** First and foremost, the Town Council wants to see the successful candidate spend time making connections in the community, meeting residents and business owners where they live and work.
- **Interagency Cooperation:** Frisco works in partnership with a number of government agencies in Summit County and beyond. The new Town Manager will need to quickly establish relationships with those various organizations to ensure Frisco's interests within the region.
- **Fiscal Sustainability:** While Frisco entered 2022 on sound financial footing, Town leaders and staff continue working to balance conservative fiscal policy while completing capital improvement projects, meeting service expectations, and supporting the needs and expectations of the community in the face of economic uncertainty. The Town recently hired lobbyists to assist with grant opportunities, and the organization's new leader will work closely with them in strategy implementation.
- **Housing Initiatives:** Increasing access to homes that full-time residents can afford is a top priority of the Frisco Town Council. Elected leaders were recently presented a framework to help guide them in future housing decisions aimed at meeting the "Inclusive Community" goal of increasing full-time residents to 50% and crafting a five-year housing capital plan. This year's election will also include Ballot Question 1, which asks voters about the approval of a 5% excise tax on short-term rentals to fund affordable housing programs and projects.
- **Organizational Stability:** Frisco has had five Town Managers since 2011, including one interim. The council is eager to see the successful candidate establish themselves not only with residents and the community at large, but with staff members at all levels throughout the organization. Providing a sense of stability to the team will be critical to inspiring their best work in pursuit of the community's shared vision.
- **Environmental Sustainability:** In the 2022 budget, the Town is partnering with other local entities in many sustainable environment endeavors and has budgeted a substantial amount of funding to meet the community's goal of achieving Net Zero. This includes investments this year in tools and training in preparation for a future switch to electric vehicles.

photo: Michael Murphy



photo: Todd Powell

# Ideal Candidate

The Town of Frisco is seeking an exceptional leader of high integrity with strong communication skills and a sense of humor. Candidates for this position should lead with compassion, understanding, and a genuine willingness to hear, respect, and encourage various perspectives and ideas. They will be expected to establish and grow relationships within the organization and community and foster a positive, inclusive team culture built upon passion, innovation, creativity, and continuous learning.

The ideal candidate is a strategic thinker who thrives in a collaborative environment, someone who believes government should be accessible, transparent, proactive, and responsive. They are also someone who understands how to manage a team of thoughtful professionals, encouraging action and working steadily toward implementing shared vision and objectives to deliver results.

The Town Council is looking for someone who can champion the organization to the community, work successfully with neighboring municipalities and outside agencies, and provide stability to an award-winning staff eager for mentorship and inspiration.



photos: Todd Powell

# Education & Experience

The Town of Frisco seeks individuals with equivalent combination of education and relevant experience that provides the applicant with the knowledge, skills, and abilities required to perform the job.

For this position, an applicant's length of experience will not be as important as the right type of experience. This includes strong leadership skills and the ability to work closely with the Town Council, working hand in hand with staff and elected leaders to manage the organization successfully.

A typical path for obtaining the knowledge and abilities for this position would include a bachelor's degree in a related field (with an advanced degree preferred), and three to five years of recent, senior-level executive management experience in a multifaceted organization. Experience with a mountain town, resort town, or similar is highly desirable as is experience in municipal government.

Recognizing that the best candidate for the job may be one who comes with relevant transferable skills from a variety of sources and experiences, the Town encourages applicants to think broadly about their background and skill set in considering whether to apply for the position.

Please note that the successful candidate will be required to establish residency in Summit County within a reasonable amount of time following their appointment. If interested, a three (3) bedroom town home designated for use by the Town Manager is available.





# Compensation & Benefits

The Town of Frisco is offering a salary range of \$146,121 to \$233,793 for this position dependent on qualifications and experience. The benefits package includes medical, dental, vision, life, and short- and long-term disability insurance; optional HSA and FSA accounts; and generous vacation, personal, and sick leave in addition to eight paid holidays.

This position is also eligible for a Town vehicle with take-home privileges for use within Colorado, a Town cellphone, relocation assistance, and use of a three-bedroom townhome. Additional employee incentives include discounted ski passes to Copper Mountain Resort, discounted membership to the Silverthorne Recreation Center, passes to the Frisco Nordic Center, Marina discounts, and more.

In planning for retirement, the Town of Frisco offers a 401(a) defined contribution plan as well as a 457 deferred compensation plan in addition to the Town's participation in Social Security. The Town Manager position is eligible for up to a 7% employer match into their 401(a) account, the Town's highest match option, from day one.

## Application Process

### Please apply online.

The deadline to apply is May 1, 2022

For more information on this position contact:

Larry Gilley, Senior Vice President

[LarryGilley@GovernmentResource.com](mailto:LarryGilley@GovernmentResource.com)

325-660-4208



The Town of Frisco provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.



photo: Todd Powell

## Resources

[Town of Frisco Government Website](#)

[Town of Frisco Visitor Website](#)

[Town Manager's Office](#)

[Town of Frisco Community Plan](#)

[The Summit Chamber](#)

[Colorado Ski Country USA](#)

[Colorado Tourism Office](#)



Frisco Government



Visit Frisco



September 16, 2022

Hon. Diego Plata, Mayor, and  
Members of the Gunnison City Council  
City of Gunnison  
201 W. Virginia Ave.  
Gunnison, CO 81230  
(via electronic mail to [bcowan@gunnisonco.gov](mailto:bcowan@gunnisonco.gov))

Dear Mayor Plata and Councilors:

Thank you for inviting Columbia Ltd to compete for the opportunity to assist the City of Gunnison in the recruitment of a new City Manager.

Over the last five-plus years, I served as the lead recruiter on successful City or County Manager recruitments in the following Colorado communities: Aspen, Carbondale, Cortez, Parachute, Telluride (twice), San Miguel County, Summit County (Assistant County Manager), Teller County, Timnath, Vail, Wellington, Windsor, and Winter Park, among others. In addition, during this same period, I served as the lead recruiter for City Manager searches in Arizona (Flagstaff), California, New Mexico, and Washington. I am currently recruiting Fremont County's next County Manager.

I would serve as Gunnison's recruiter. I have served 23 of the last 25 years in Colorado local government, including experience as a county manager, city manager (acting), deputy district attorney, county attorney, and district counsel, including 17 years at the executive level, both full- and part-time. I lived in Glenwood Springs for nearly nine years, so I am familiar with life on the Western Slope, and especially with the nuance and complexity of Colorado's resort and mountain towns. I am the only recruiter ever to have recruited the city or town manager positions in all of the following jurisdictions: Aspen, Telluride, Vail, and Winter Park. Representing Gunnison would be a privilege.

The attached proposal includes more detailed information regarding Columbia Ltd, the search process and timeline, professional fee and expenses, a placement guarantee, and references.

Please feel free to call me directly at (970) 987-1238 if you have any questions.

Sincerely,

*/s/ Drew*

Andrew (Drew) Gorgey  
CEO and Founder

Attachment

## CONTENTS

<b>Columbia ltd</b>	<b>1</b>
In General	
<i>“Excellence in executive recruiting.”</i>	
Values-based. Mission-driven.	
Experience	
Commitments to Local Government and Professional Development	
<b>THE Columbia ltd TEAM</b>	<b>2</b>
Philosophy	
Your Team	
<b>RECRUITMENT PROCESS</b>	<b>5</b>
<b>RECRUITMENT SCHEDULE</b>	<b>7</b>
<b>PROFESSIONAL FEE</b>	<b>9</b>
Professional Fee	
Optional Services and Costs	
Payment Terms	
Insurance	
Good Standing	
<b>GUARANTEE</b>	<b>10</b>
Placement Guarantee	
Ethics	
Good Faith, Transparency, and the Council-Manager Form	
Diversity, Equity, and Inclusion	
Reopening the Recruitment	
<b>REFERENCES</b>	<b>11</b>
<b>CERTIFICATE OF GOOD STANDING</b>	<b>12</b>
<b>CANDIDATE PROFILE SAMPLES (2)</b>	<b>14</b>

## Columbia ltd

### In General

Columbia ltd provides executive search services to local government agencies throughout the western United States. Founded and incorporated in 2016 by Chief Executive Officer and lead recruiter Andrew Gorgey, the firm maintains its principal place of business and headquarters in Colorado Springs, Colorado. Please visit: <https://columbialtd.com>.

Mayors, commissioners, supervisors, council members, trustees, directors, and board members trust Columbia ltd to help them with one of the most important decisions they will ever make, choosing their next manager. Similarly, managers and human resources professionals trust Columbia ltd to find high-performing professionals to complete their leadership teams.

### *“Excellence in executive recruiting.”*

The essence of our motto, “Excellence in executive recruiting,” is a deep commitment to our clients and the communities we serve. We listen actively, and carefully. Through diligence, a strong work ethic, working with a sense of urgency, attention to detail, and anticipation of every client agency’s unique needs, we are able to find the chief executive, director, manager, or department head, who best fits the community, its elected officials, the organization, and its professional management. We help you find the ideal candidate to address the challenges you are facing now, to execute faithfully your policy priorities, to help develop strategy and meet your goals, and to provide solid, consistent leadership and management for years to come.

### Values-based. Mission-driven.

Columbia ltd is the executive recruiter of choice in the western United States. This is because we are completely committed to a principle-centered, values-based approach to the essential local government function of bringing the best-qualified professionals into the organization. Everything we do is fueled by these eight values: **Excellence, Professionalism, Ethics, Courage, Adaptability, Innovation, Continual Improvement, and Service.** These are not just words – these are core values to which we adhere every day. Living our values allows us to meet

### **Our Mission:**

We serve local governments and their citizens through excellence in executive recruiting, advancing organizations, improving teams, and enhancing communities, one recruitment at a time.

We ensure each client agency has meaningful choice between highly-qualified candidates, who meet the needs of the organization and community, in every professional discipline for which we recruit.

We are committed to maintaining a positive, professional working environment, and to the professional development of every Columbia ltd team member.

### Experience

Columbia ltd will celebrate its six-year anniversary in December, 2022. In its early years, Columbia ltd provided executive recruiting services to an established, California-based executive search firm. At that time, client contracts were with that firm. Columbia ltd and Andrew Gorgey provided professional services, served as lead recruiter, and successfully completed the recruitments. With that in mind, Columbia ltd has successfully completed dozens of city/county manager and other recruitments in five states, and over 50 other executive recruitments in seven western states in every major discipline.

### Commitments to Local Government and Professional Development

Columbia ltd is an associate member of the Colorado Municipal League and a cooperating member of the Washington City/County Management Association. At the invitation of the International City/County Management Association (ICMA), Columbia ltd offers training and advisory services to local government managers in career transition. Columbia ltd is also a proud sponsor of the City/County Management Associations in Arizona, Colorado, and Washington. Andrew Gorgey has lectured on recruiting trends, interviewing, and related topics at the state management conferences in those three states, and at the Schools of Public Affairs at the University of Colorado and Arizona State University, and at Arizona’s Next Generation Leadership Conferences at the University of Arizona in Tucson, and in Scottsdale.

## **THE Columbia ltd TEAM**

### **Philosophy**

The philosophy of Columbia ltd is that citizens are the ultimate client in every executive recruitment we perform, so that in addition to our values-based, mission-driven approach, we are always aware of the public service underlying our professional services. In this way, we help elected officials hire the best chief executives, and we help chief executives hire the best new additions to their executive leadership teams.

Although we have considerable geographic reach, we carefully manage both the number of recruiting assignments we accept, and more important, when and how we accept them. This allows us to maintain the highest possible service level for all clients, because each recruiter maintains a limited, manageable number of assignments at any given time. Furthermore, each recruiter's assignments are appropriately scheduled, so that clients never compete against each other for the same talent, and every client, recruitment, and process step receive the recruiter's full, effective attention.

### **Your Team**

#### **Andrew Gorgey, CEO and Founder**

Since founding Columbia ltd in 2016, Andrew (Drew) Gorgey has established himself as one of the premiere executive recruiters in the United States. A sought-after industry professional, Mr. Gorgey has completed dozens of major executive recruitments in Arizona, California, Colorado, New Mexico, Oregon, Utah, and Washington.

Mr. Gorgey has served in Colorado local government for 22 of the last 24 years, including 11 years at the executive and management levels, making his first executive hire in 2004. Mr. Gorgey served as County Manager and County Attorney for Garfield County in Glenwood Springs, Colorado. He also served as First Assistant and Chief Deputy County Attorney in El Paso County in Colorado Springs, Colorado. In addition, Mr. Gorgey served as Acting City Manager for the City of Glenwood Springs. Mr. Gorgey continues to serve local government as General Counsel to the Garfield County FML District, a part-time executive position he has held since June 2011. He continues to serve local governments throughout the United States as leader of Columbia ltd, and as an executive recruiter.

Mr. Gorgey is gifted at organizational assessment and accurate analysis of an entity's business case, critical in effective executive recruitment. His candid, genuine, and respectful style, discretion, professionalism, and legendary work ethic are all major benefits to client agencies, as are his experience and expert-level communications skills. Mr. Gorgey's strong skills in talent identification, recruitment, development and retention, and his commitment to excellence in the hiring process, have helped many diverse organizations advance, improve, and meet their strategic objectives quickly.

Moving to Colorado in 1987, Mr. Gorgey began his career in the resort and hospitality industry, serving as a Corporate Trainer for The Broadmoor, a Forbes Five-Star and AAA Five-Diamond Resort in Colorado Springs. He later served as Editor of *The Colorado Springs Business Journal*. Since his youth, Mr. Gorgey has been an enthusiastic student of leadership, dedicating substantial volunteer hours to leadership positions in various professional associations. The El Paso County Bar Association in Colorado Springs named Mr. Gorgey "Outstanding Young Lawyer" in 1999 and elected him one of the Association's youngest Presidents in 2003-04. Mr. Gorgey twice served the Colorado Bar Association as Vice President. He is also Past President of the Association of Colorado County Administrators. Mr. Gorgey has lectured on leadership at the American Bar Association's prestigious Bar Leadership Institute in Chicago, the Colorado Bar Association's Bar Leadership Training course (COBALI), and the Special District Association of Colorado's Leadership Academy, among others. He has lectured on recruitment, interviewing, and related topics at the City/County Management Association conferences in Arizona, Colorado, and Washington, as well as at the Arizona State University School of Public Affairs and Arizona's Next Generation Leadership Conference at the University of Arizona. He completed the International City/County Management Association's (ICMA's) Gettysburg Leadership Institute in 2017.

Mr. Gorgey holds an undergraduate degree in English from the University of Colorado, as well as a Juris Doctor from the University of South Carolina School of Law. He has been a member of the Glenwood Springs Sunset Rotary Club since 2015, serving as the club's Scholarship Chairman for many years.

### **Sue Autry, Senior Executive Recruiter and Strategist**

Based in Westchester County, New York, Sue Fowler Autry has a reputation for professionalism in human resources and executive recruitment enjoyed by few others in the United States. Following successful careers in banking, elite private-sector executive recruiting (Texas), employment law, finance, and manufacturing, Ms. Autry held executive leadership and management positions for 20 years in local government human resources.

Creative and resourceful, Ms. Autry meets the challenges of every assignment, regardless of difficulty, with a “can do” attitude. Her career started in banking, where she was the first female Officer Candidate in a large Atlanta bank. Under a Consent Decree at the time, the bank retained Ms. Autry to focus on affirmative action, compliance, and recruiting. After a few years, Ms. Autry’s talent and excellent reputation drew the attention of several executive search firms.

A private sector executive search firm noticed Ms. Autry’s success managing the bank’s college recruiting, executive hiring, and manpower planning. The firm’s partners invited her to Dallas and within a year made her an equal partner. Ms. Autry’s strong intuition and relationship-building skills with clients brought success. Her work in affirmative action and compliance piqued her interest in law, so after years of successful recruiting practice, she sold her company shares to her partners and was admitted to the Southern Methodist University School of Law.

After graduation, she practiced employment and labor law at Haynes and Boone, LLP (Dallas). In the years that followed, Ms. Autry was recruited away from the firm to major private sector assignments including with First National Bank of Texas, where she improved operations of the \$9 billion personal trust administration department. She was recruited a second time to the team that brought Northern Trust of Chicago to Texas. Northern Trust as Statewide Marketing Director. In an unexpected turn, family health issues led her to assume responsibility for her spouse’s footwear manufacturing company. As President and CEO, Ms. Autry transformed the company from manufacturing to licensing of the company’s patents and trademarks.

Ms. Autry transitioned to the public sector as a human resources consultant, but the City of Colorado Springs, Colorado, quickly hired her full-time to manage employee relations, disciplinary hearings, executive recruitments, pay for performance, performance management, and benefits. She redrafted all of the City’s policies and procedures. El Paso County, CO, recruited her to a similar role, but the City soon recruited her back to serve as Human Resources Manager for the police department. The police chief quickly promoted her, giving Ms. Autry responsibility for Management Services (finance, human resources, information technology, records and ID, the volunteer program, fleet, facilities, and asset management). In Colorado’s second-largest city, Ms. Autry was the only civilian on the chief’s command staff.

Her years of success in both the private and public sectors uniquely position Ms. Autry to help clients resolve difficult organizational challenges. She understands city and county organizations in a way most search consultants never will. Ms. Autry excels in identifying candidates in alignment with Columbia Ltd’s mission of advancing organizations, improving teams, and enhancing communities, one recruitment at a time.

Ms. Autry holds bachelor’s and master’s degrees from Georgia State University, as well a Juris Doctor from the Southern Methodist University School of Law.

### **Elizabeth (Liz) Eubank, Administrative Assistant**

Elizabeth (Liz) Eubank came to Columbia Ltd as an award-winning customer service specialist from Vail Resorts (Colorado), where she earned the Spirit of Beaver Creek (Ski Resort) Award in recognition of her professionalism and her exemplification of corporate values. During her tenure, Ms. Eubank led The Ambassadors, an essential guest service group, and Street Team “On the Spot,” an employee engagement program. She also completed extensive leadership training in emotional intelligence, the DISC assessment, managing expectations, team dynamics, leadership communications, delivering performance feedback, developing talent on the team, championing change, coaching to develop, and navigating conflict. In addition to over 17 years of experience in hospitality and customer service, Ms. Eubank previously worked for the Town of Vail, Colorado, as a local government concierge. Ms. Eubank also has

considerable direct experience with information technology, and diverse experience in emergency medicine, health care, and live theater.

Ms. Eubank brings a formidable work ethic and strong sense of professionalism to Columbia ltd, where she creates a highly-organized, welcoming environment, which is a solid base for true teamwork and excellent client relations.

Ms. Eubank holds a bachelor's degree (Sociology), *magna cum laude* and with distinction, from the University of Colorado. She also has certifications in Yoga Teacher Training, Health Coaching, and running a chainsaw.

### **Michelle Holder, Research Manager**

Formerly with the City of Aspen, Colorado, Michelle Holder brings skill and excellence to Columbia ltd in several areas pertaining to local government: project management, community engagement, program management, priority-based budgeting, sustainability reporting, and research. A Certified Professional Project Manager, Lean Six Sigma Green Belt, and graduate of the highly-regarded Roaring Fork Leadership Academy (Aspen), she is passionate about empowering communities by helping them realize their largest goals. Ms. Holder earned her bachelor's degree (Political Science and Criminology) from the University of Florida and her Master of Public Administration degree from the University of North Carolina at Chapel Hill. She is based in Portland, Oregon.

### **Kathy Callaway Conarro, Art Director**

Kathy Callaway Conarro has been a graphic designer for over twenty years. The art director and production manager at a reputable alternative news weekly in the United States for over ten years, she also served for over five years as creative director at a fast-growing, international professional sports corporation, before relocating to Central America. Ms. Conarro ensures every local government client is marketed in a genuine, positive, and impactful way and offers creative guidance in corporate marketing.

Ms. Callaway Conarro holds a bachelor's degree in art with an emphasis in graphic design from Western Washington University. She works from her office in Roatán, Honduras.

### **Background Checking, Candidate Evaluation, Social Media, Marketing, and Cybersecurity**

Columbia ltd retains experts and contracts with established vendors in key areas related to background checking, emotional intelligence and integrity testing, social media, marketing, and cybersecurity, all essential aspects of an effective, confidential, successful, and safe recruitment process.

## **RECRUITMENT PROCESS**

Professional executive recruitment generally follows the service steps described below. Columbia ltd can customize the recruitment process to meet your specific needs.

### **First Steps**

The recruitment begins with a brief, organizational conference call or videoconference meeting, a time when we get to know each other, manage initial administrative details, and discuss a preliminary schedule for the recruitment. Your Recruiter is the project manager for Columbia ltd, and likewise, we ask that you identify a single point of contact to serve as a project manager on behalf of Gunnison. During this meeting, we will finalize the professional services agreement, make arrangements to gather data from you relevant to the recruitment (current job description, salary range, organizational and departmental budget basics, etc.), submit our initial invoice, and identify a date for the Kickoff Meeting. We will share some thoughts about how to plan the Kickoff Meeting in a way that maximizes the benefit of that time for you. We'll give you other information you'll need, such as specifications for photos to be used in the Candidate Profile, etc.

### **Kickoff Meeting (On-Site Meeting No. 1)**

The Kickoff Meeting is the first of three on-site meetings when your Recruiter is physically present in Gunnison, meeting in person with you and your team. Your Recruiter will listen actively, and carefully, interviewing whomever you designate and gathering information about the community, the organization, the department, and the position you are trying to fill. This is cultural immersion: the goal for the day is for your Recruiter to leave Gunnison with the best possible understanding of who you are, where you've been, where you're going, and what you're looking for. We will coordinate a marketing and advertising plan and discuss recruiting strategies and tactics used to find your next City Manager. The kickoff meeting can include one-on-one interviews with elected officials, a group meeting with the executive leadership team, meetings and interviews with key stakeholders and community representatives, and whatever else you may need. All recruitments are a little different, and we will make sure we address your unique situation. During the kickoff process, we are working together to define, then describe precisely the Ideal Candidate for the City Manager position, the person best suited to meet your needs, both immediately and for the long-term.

The Candidate Profile is the work product resulting from the interviews, meetings and cultural immersion at the Kickoff Meeting. More than a marketing brochure or advertisement, the Candidate Profile is a carefully written document that drives the recruitment process, the central point of reference that literally keeps everyone on the same page. We describe your community, organization, and opportunity accurately and specifically. We also announce the final recruitment schedule, so everyone has the same expectations and can plan accordingly. Columbia ltd uses electronic and digital distribution, and also still uses targeted direct mailing to deliver the Candidate Profile to approximately 300 to 400 qualified candidates.

### **Go Live Date**

Although word about the City Manager opportunity will be out well before this, it's helpful to declare a Go Live Date, the earliest, reasonable date at which the search responsibly "opens." This is the day the completed Candidate Profile is posted to the Gunnison and Columbia ltd websites. As legendary basketball Coach John Wooden famously said, "Be quick, but don't hurry." In order to keep the recruitment on schedule, it is very important that both Columbia ltd and Gunnison quickly meet their respective responsibilities regarding group drafting and final approval of the Candidate Profile.

### **Active Recruitment Period**

The Active Recruitment Period is the four to six weeks (depending on your needs) between the Go Live and Filing Deadline dates. During this time, Columbia ltd executes the national marketing and advertising campaign, including use of the Professional Diversity Network (and its eight affinity sites), and the outlets most relevant to the professional discipline at issue. We also begin targeted direct mailing and digital distribution of the Candidate Profile to approximately 300-400 qualified candidates. Your Recruiter serves as the point of contact for all interested persons and prospective candidates, answering their questions about Gunnison, the position, and the recruitment process. Columbia ltd is your agent and responds in full to all inquiries on your behalf, treating each person with respect and professionalism, just as you would want them to be treated. We acknowledge all cover letters and resumes within two business days after receipt.



### **Filing Deadline**

The Filing Deadline is the date by which Columbia ltd receives cover letters and resumes.

### **Initial Review, Preliminary Screening, and Research**

To ensure fairness to applicants, your Recruiter will review all submittals in the same way, at the same time after the Filing Deadline. The Recruiter's initial task is to narrow the field to those candidates best qualified for the position and who most closely fit the description of the Ideal Candidate. Some number of leading candidates are then invited to initial interviews with Columbia ltd. These candidates will receive a written questionnaire to be returned in advance of their interview. Later in the process, these written responses will provide you with deeper insights into each candidate's communication skills, philosophy, and qualifications. Columbia ltd conducts first-level research (internet) for all invitees.

Your Recruiter conducts preliminary screening interviews via videoconference or telephone, with the goal of further narrowing this field as necessary to the candidates most qualified for the City Manager position. Columbia ltd then prepares a written Report of Recommended Candidates for delivery to Gunnison. You will receive the report with enough time for a meaningful review, before we meet with you in person to discuss it.

### **Recommendation of Candidates (On-Site Meeting No. 2)**

During the Recommendation of Candidates meeting, which usually lasts about an hour or two, Columbia ltd will update you in full as to everything that has happened in the recruitment process so far, including an analysis of the applicant pool. Your Recruiter will be there in person to discuss the contents of the written Report of Recommended Candidates, which also includes a list of all persons who applied, as well as detailed information on those candidates recommended by the firm. Your Recruiter will answer your questions regarding the recruitment, "bring paper to life" in describing candidates, and communicate the results of preliminary research. Gunnison will then identify which candidates it would like to advance to the Finalist Interview Process. We will work with you to finalize the process steps and establish the preliminary interview schedule for the Finalist Interview Process. We will then carry out your instructions regarding invitations to prospective finalists. On your behalf, Columbia ltd will notify all other applicants of their status at this time.

### **Finalist Interview Process (On Site Meeting No. 3)**

Columbia ltd will notify you immediately after confirming the participation of all finalists, and we will then conduct second-level research (reference, background) as to these persons. We will work with Gunnison to finalize whichever process steps or components are most appropriate for your Finalist Interview Process, e.g. interview panels, public reception, presentations, etc., provide sample interview questions, and work with you to finalize the schedule. We will again prepare and send timely a written Report of Finalists to Gunnison.

Your Recruiter will assist you with the Finalist Interview Process (1-2 days) to meet your specific needs, including facilitation services, professional guidance, etc. After you have identified your Preferred Candidate for the City Manager opportunity, Columbia ltd is happy to work with you to shape your initial offer, and to provide negotiation assistance.

### **Final Steps**

On your behalf, we will obtain a complete, detailed background report on your Preferred Candidate through Sterling Infosystems, Inc. (<https://www.sterlingcheck.com>), the most established, reputable company in the field. We conduct additional, final reference checking, as needed, at this time. Through our reputable referral partners, we offer several other assessment and support tools. (See Optional Services, Page 9). Gunnison is also encouraged to do whatever other background checking or pre-employment testing it normally would in its established onboarding process. Columbia ltd will continue to offer whatever negotiation assistance you may want or need, working with your professional human resources team and legal counsel, until both sides have reached agreement on the essential terms of an employment contract, offer letter, etc. After contract approval and the first date of employment, we then look forward to observing the successful service of the new City Manager for years to come!

**RECRUITMENT SCHEDULE**  
**(May be modified to meet your specific needs.)**

**CITY OF GUNNISON, CO**  
**CITY MANAGER**

<u>Action Step</u>	<u>Timing</u>
I. First Steps <ul style="list-style-type: none"> <li>• Finalize and approve professional services agreement</li> <li>• Conference call to identify kickoff date, initial responsibilities, and scheduling</li> <li>• Advance preliminary recruitment schedule</li> </ul>	<b>Immediate</b>
II. Kickoff Meeting <b>(On Site Meeting No. 1)</b> and Follow Up <ul style="list-style-type: none"> <li>• Active listening, cultural immersion to facilitate drafting of Candidate Profile</li> <li>• On-site, one-on-one interviews with Mayor and Councilors</li> <li>• Group meeting with executive leadership team</li> <li>• Meetings and interviews with key stakeholders and community representatives</li> <li>• Draft Candidate Profile and obtain approval of final draft</li> <li>• Coordinate Marketing and Recruitment Strategies</li> </ul>	Two Weeks
III. Go Live Date <ul style="list-style-type: none"> <li>• The earliest, reasonable date at which the search responsibly “opens”</li> <li>• Post Candidate profile to Gunnison and Columbia ltd websites</li> <li>• “Be quick, but don’t hurry.” – Coach John Wooden</li> </ul>	ASAP
IV. Active Recruitment Period <ul style="list-style-type: none"> <li>• Execute national marketing and advertising campaign</li> <li>• Targeted direct mailing of Candidate Profile to approximately 300-400 qualified candidates</li> <li>• Execute direct outreach, social media, and networking strategies, actively searching for qualified candidates aligned with Ideal Candidate description</li> <li>• Ensure opportunity is posted with ICMA, CML, etc.</li> <li>• Serve as Gunnison’s agent as to all interested persons and prospective candidates</li> <li>• Maintain contact with Gunnison, advise as appropriate</li> </ul>	Five or Six Weeks
V. Filing Deadline	TBD
VI. Initial Review, Preliminary Screening, and Research <ul style="list-style-type: none"> <li>• Review of all resumes and cover letters</li> <li>• Invite leading candidates to initial interviews, distribute questionnaire</li> <li>• Conduct preliminary screening interviews via videoconference (preferred)</li> <li>• First level research (internet)</li> <li>• Send written report of Recommended Candidates to Gunnison</li> </ul>	Three Weeks
VII. Recommendation of Candidates <b>(On Site Meeting No. 2)</b> <ul style="list-style-type: none"> <li>• Brief City Council in executive session on search and Recommended Candidates</li> <li>• Answer all questions regarding recruitment and candidates</li> <li>• Finalize process steps for Finalist Interview Process and establish Preliminary Schedule</li> <li>• Obtain instructions from City Council</li> <li>• Notify all other applicants of their status</li> </ul>	Two Weeks

- V. Finalist Interview Process (**On Site Meeting No. 3**) TBD
- Secure participation of Finalists and Alternates (if any)
  - Conduct second level research (References and Background) for Finalists
  - Finalize Finalist Interview Process Steps, Schedule, Questions, and Exercises (if any)
  - Send written Report of Finalists to Gunnison
  - Assist Gunnison with Finalist Interview Process (1-2 days), providing professional opinion, recommendations, and facilitation services, as needed
  - Assist City Council as needed with identification of Preferred Candidate
  - Advise as needed with respect to terms to be negotiated with Preferred Candidate
- VI. Final Steps One Week
- Complete detailed background and additional reference checks on Preferred Candidate
  - Assist with contract negotiation as needed until “essential terms” are agreed to
  - Contract approval and start date
  - Observe the successful service of the new City Manager for years to come

## **PROFESSIONAL FEE**

### **Professional Fee**

The all-inclusive professional fee to conduct the recruitment process for your next City Manager is \$24,000. This includes all steps described in the Recruitment Process; three on-site visits (Kickoff, Recommendation of Candidates, and Finalist Interview Process) to include consultant time and travel expenses; preparation, printing, and distribution of the Candidate Profile, including direct mail and digital distribution; national marketing and advertising; direct outreach and candidate management; general expenses related to administration (printing, copying, mailing, postage, internet access, telephone, social media, etc.); background and reference checking as described; preparation, printing, and delivery of two written reports (Recommended Candidates and Report of Finalists); and one complete background report on the Preferred Candidate. Regarding consultant's time, on-site visits include one day each for the Kickoff and Finalist Interview Process, and no more than half a day for the Recommendation of Candidates.

NOTE: It is customary for client agencies to reimburse finalists for travel expenses related to the Finalist Interview Process. These expenses are not included in the Professional Fee above. These costs typically include round-trip airfare (coach); travel to Gunnison from a Colorado airport (car rental and fuel) OR travel to Gunnison from a residence (lower cost alternative between car rental and fuel or mileage reimbursement at the current IRS rate); and hotel accommodations (coach-equivalent) for each Finalist candidate. At the appropriate time, you may have other considerations that carry costs: whether to extend your invitation to a spouse or significant other, whether to pay for meals, offer *per diem* reimbursement, etc.

### **Optional Services and Costs**

The all-inclusive professional fee may be supplemented at your option as follows:

Additional meetings (on-site or virtual)	\$1,000/day plus travel expenses
Additional full background reports	\$350/report
Certified Emotional Intelligence Assessment	\$400/assessment
DISC Assessment	\$75/assessment
Integrity Testing	\$50/person
Later hiring additional candidate <sup>1</sup>	\$5,000/candidate

### **Payment Terms**

Columbia ltd bills the all-inclusive professional fee in three, equal monthly installments. The first invoice is due at the time the professional services contract is approved, serving as a retainer before Columbia provides any executive recruitment services. The second invoice is delivered approximately 30 days after the Kickoff Meeting, the third invoice 30 days after that. All invoices are payable on receipt. If any invoice remains unpaid within 30 days of receipt, Columbia ltd reserves the right to suspend all services until payment in full is received. Additional services and costs, if any, will be billed in due course.

### **Insurance**

Columbia ltd is insured through the State Farm Fire and Casualty Company. Columbia ltd carries Commercial General Liability Insurance (\$1,000,000 Business, \$2,000,000 General Aggregate) and Commercial Liability Umbrella Insurance (\$1,000,000/occurrence). Automobile liability insurance is provided by Farmers Insurance (\$250,000 / \$500,000 Bodily Injury, \$100,000 Property Damage).

Documentation and Certificates of Insurance listing Gunnison as an additional insured provided on request.

### **Good Standing**

Columbia Consulting, Ltd. is a limited liability company registered with the Colorado Secretary of State, operating under the registered trade name, Columbia ltd. The associated certificates of good standing are attached to this proposal.

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<sup>1</sup> Due only if Gunnison hires any candidate recommended by Columbia ltd for another position with Gunnison no later than one year after the first date of employment of the City Manager.

## **GUARANTEE**

### **Placement Guarantee**

If a candidate recommended and placed by Columbia ltd (external candidates only) leaves your employment *for any reason within the first year* (exceptions: serious illness, disability, or death; layoff, or position elimination due to reduction in force or budget shortfall; or promotion to another position within the organization), we guarantee to reopen and conduct the recruitment again at no additional professional fee beyond limited expenses, which will be discussed with you in advance. The first year is measured from the first date of full-time employment with you.

### **Ethics**

Ethics is one of the eight Values on which this company is built. Columbia ltd is completely committed to ethical conduct in every aspect of every recruitment, without exception. In addition, applicants for City and County Manager positions are expected to adhere to the International City/County Association Code of Ethics throughout the recruitment process.

### **Good Faith, Transparency, and the Council-Manager Form**

Good faith on all sides is fundamental to successful executive recruitment. In every aspect of every recruitment, Columbia ltd operates in good faith and, respectfully, insists on the same in return.

We encourage as much transparency and public engagement as possible. That said, candidate confidentiality is protected by law throughout the hiring process in almost all cases. Columbia ltd obeys all laws pertaining to hiring, open meetings, and public records in every state we operate, including those pertaining to executive or closed sessions, which are essential to effective, competitive recruitment. Last, we respect and support the council-manager form of government, and the constitutional and statutory provisions and home-rule charters that control the local governments we serve.

### **Reopening the Recruitment**

It is extremely rare for the recruitment process either not to produce a successful pool of qualified candidates or not to reach agreement with the Preferred Candidate or an alternate from the Finalist Interview Process. In the unlikely event that this occurs, Columbia ltd would meet with you to discuss all alternatives, as well as the reasons, if any, for this outcome. Presuming that both sides made a diligent, good-faith effort in the first recruitment, and if both sides reasonably agree, Columbia ltd would then reopen the recruitment one additional time, conducting the second recruitment at no additional professional fee, beyond limited expenses, which will be discussed with you in advance.

### **Diversity, Equity, and Inclusion**

Columbia ltd is committed to diversity, equity, and inclusion in all aspects of every recruitment — without exception.

Columbia ltd does not discriminate on the basis of race, national origin, ethnicity, color, gender, gender identity, sex, sexual orientation, religion, creed, disability, marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all of our recruitments in every state we operate.

More to the point, we are committed to the development of a diverse, equitable, and inclusive workforce and do our best to help all of our clients achieve those goals. A diverse workforce starts with the Candidate Profile and the candidate pool. We go beyond conventional recruitment tools and use the Professional Diversity Network (and its eight affinity sites) and other tools to construct as diverse, inclusive, and equitable a candidate pool as possible. We ask our clients to consider unconscious bias before and during the Recommendation of Candidates meeting, and encourage the use of bias-awareness training as part of every Finalist Interview Process.

## **CLIENT REFERENCES**

Please feel free to contact any of the following current and recent clients to inquire about their experience with Andrew Gorgey as lead recruiter.

### **Town of Telluride, CO – Town Manager (2017 and 2022), Chief Marshal (Police Chief) (2019), Water and Wastewater Division Manager (2020), and Public Works Director (2022)**

Mayor DeLanie Young

(970) 728-2157, [dyoung@telluride-co.gov](mailto:dyoung@telluride-co.gov)

Town Manager Scott Robson

(720) 201-7888, [srobson@telluride-co.gov](mailto:srobson@telluride-co.gov)

Administrative Services Director Julia Prejs

(970) 728-2151, [jprejs@telluride-co.gov](mailto:jprejs@telluride-co.gov)

### **City of Cortez, CO – Town Manager (2021), Parks and Recreation Director and Public Works Director (both in 2021), and City Attorney (2022)**

Mayor Rachel Medina

(970) 565-3402 (main), [rmedina@cortezco.gov](mailto:rmedina@cortezco.gov)

City Manager Drew Sanders

(801) 330-8683, [dsanders@cortezco.gov](mailto:dsanders@cortezco.gov)

### **Town of Vail, CO – Town Manager (2022)**

Stan Zemler, Acting City Manager (former Vail City Manager)

(970) 390-7748, [SZemler@vailgov.com](mailto:SZemler@vailgov.com)

Krista Miller, Director of Human Resources, Safety & Risk Management

(970) 477-3512, [kmiller@vailgov.com](mailto:kmiller@vailgov.com)

### **San Miguel County, CO – County Manager (2019) and Planning Director (2018)**

Commissioner Lance Waring

(970) 708-0629, [lancew@sanmiguelcountyco.gov](mailto:lancew@sanmiguelcountyco.gov)

County Manager Mike Bordogna

(970) 708-8648, [mikeb@sanmiguelcountyco.gov](mailto:mikeb@sanmiguelcountyco.gov)

### **Teller County, CO – County Administrator (2022), Director of Human Resources (2022)**

Commissioner Dan Williams (Chairperson)

(912) 247-1258, [WilliamsD@co.teller.co.us](mailto:WilliamsD@co.teller.co.us)

County Administrator Ross Herzog

(970) 708-9399, [herzogr@co.teller.co.us](mailto:herzogr@co.teller.co.us)

### **Town of Carbondale, CO – Town Manager (2021)**

Mayor Ben Bohmfalk

(970) 510-1345, [bbohmfalk@carbondaleco.net](mailto:bbohmfalk@carbondaleco.net)

Jay Harrington, Routt County Manager (retained Columbia ltd for this recruitment)

(970) 870-5226, [jharrington@co.routt.co.us](mailto:jharrington@co.routt.co.us)

### **Town of Winter Park, CO – Town Manager (2018)**

Mayor Jimmy Lahrman (former – mayor at time of recruitment)

(970) 531-4231

Town Manager Keith Riesberg

970.726.8081 x207, [kriesberg@wpgov.com](mailto:kriesberg@wpgov.com)

OFFICE OF THE SECRETARY OF STATE  
OF THE STATE OF COLORADO

**CERTIFICATE OF FACT OF GOOD STANDING**

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

Columbia Consulting, Ltd.

is a

Limited Liability Company

formed or registered on 12/30/2016 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 20161889909 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 09/15/2022 that have been posted, and by documents delivered to this office electronically through 09/16/2022 @ 15:54:24 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 09/16/2022 @ 15:54:24 in accordance with applicable law. This certificate is assigned Confirmation Number 14320308 .



A handwritten signature in blue ink that reads "Jena Griswold".

Secretary of State of the State of Colorado

\*\*\*\*\*End of Certificate\*\*\*\*\*

*Notice: A certificate issued electronically from the Colorado Secretary of State's Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's Web site, <http://www.sos.state.co.us/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, <http://www.sos.state.co.us/> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."*

OFFICE OF THE SECRETARY OF STATE  
OF THE STATE OF COLORADO

**CERTIFICATE OF FACT OF TRADE NAME**

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office, a Statement of Trade Name for:

Columbia Ltd

(Entity ID # 20208128981 )

was filed in this office on 12/30/2020 with an effective date of 12/30/2020 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 09/15/2022 that have been posted, and by documents delivered to this office electronically through 09/16/2022 @ 15:54:36 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 09/16/2022 @ 15:54:36 in accordance with applicable law. This certificate is assigned Confirmation Number 14320310 .



A handwritten signature in blue ink that reads "Jena Griswold".

Secretary of State of the State of Colorado

\*\*\*\*\*End of Certificate\*\*\*\*\*  
*Notice: A certificate issued electronically from the Colorado Secretary of State's Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's Web site, <http://www.sos.state.co.us/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, <http://www.sos.state.co.us/> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."*



Town of Vail, Colorado  
**TOWN MANAGER**



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**VAIL, COLORADO**

The Town of Vail, Colorado, is a premier international ski and resort destination, one of Colorado’s crown jewels, and a spectacularly beautiful mountain town that many have called home since its founding. Nestled in a pristine, aspen-lined valley along the banks of Gore Creek in the White River National Forest, Vail (pop. 5,479, area 8.3 sq mi, elev. 8,150 ft) is prized the world over for its excellence, sophistication, and commitment to its core values, such as environmental stewardship, conservation, and sustainability. Even though the daytime population swells to 35,000 in-season, the town maintains a friendly, small-town feel. Vail’s founders have ties to the 10th Mountain Division during World

War II. After years of carefully searching for the perfect location, they opened a ski resort on Vail Mountain in 1962. Residents quickly incorporated the town in 1966. From the beginning, Vail’s founders dedicated themselves to quality and service and envisioned a series of highly ambitious goals for the resort and the town. Through committed hard work over time, they met and exceeded all of these goals. For example, Vail has hosted the FIS Alpine World Ski Championships three times and has established itself as one of the premier mountain resort communities in the world. Vail is the first certified sustainable destination in the United States (Global Sustainable Tourism Council). St. Moritz, Switzerland; St. Anton, Austria; and San Miguel de Allende, Mexico are sister cities.

Today, Vail is a true community and a thriving alpine town, full of world-class culture, diverse shops and restaurants, and abundant amenities, including public art. Residents and visitors enjoy a high quality of life, ample town-owned open space, 5,289 skiable acres, outdoor recreation in every season, 17 miles of recreation paths including the Gore Valley Trail, special events year-round,

an outdoor amphitheater named for Vail’s most famous resident, President Gerald R. Ford, and the Betty Ford Alpine Gardens, the highest botanical gardens in the world. The Vail Recreation District manages area parks, the John A. Dobson Ice Arena, and the Vail Golf Course (18 holes). The Vail Interfaith Chapel serves many denominations, and the Vail Public Library is a community treasure.

Located 97 miles west of Denver along I-70, Vail is about two hours from Denver International Airport. The Eagle County Regional Airport serves the town. Major employers and stakeholders include Vail Resorts, Vail Health Hospital, the U.S. Forest Service, the Colorado Department of Transportation, Eagle County, the Vail Chamber and Business Association, and the Vail Valley Foundation, among others. The Steadman Clinic provides elite sports medicine treatment.

For more information about the Town of Vail, please visit <https://www.vailgov.com>.

**TOWN ORGANIZATION**

Vail operates under a home-rule charter (1972) and a council-manager form of government, including a seven-member town council. Citizens vote on a majority of town council (four council members) every two years, with the top three vote-getters winning four-year terms, and the fourth-highest winning a two-year term. All are limited to eight consecutive years of service. Council members then elect the mayor and the mayor pro tem from within their number every two years. Held in November of odd-numbered years, elections are nonpartisan. Several council members have parents or grandparents, who either served on town council themselves, or played a role in founding the town.

**QUICK FACTS**

Population .....	5,479
Size .....	8.3 sq mi
Elevation .....	8,150 ft
FY 2022 Budget .....	\$81.2 M (CIP \$21.1 M)
Projected Reserves.....	\$90.6M
FTE .....	350

Municipal services include police and fire protection, public works, community development, economic development, library, housing, and the town bus service, one of the largest free transportation systems in the country. The FY 2022 Budget is \$81.2 million (\$57.7M municipal services, \$21.1M capital, and \$2.4M debt service), supporting 350 FTE.

Boards, commissions, and advisory groups, such as the Vail Economic Advisory Council, the Vail Local Housing Authority, Vail Local Marketing District Advisory Council, the Planning and Environmental Commission, and many others all play an important role in the town.

Nuanced and complex issues facing the town include continuing to navigate the post-pandemic environment, completion of the Residences at Main Vail project, balancing growth with environmental stewardship through creation of a Destination Stewardship Plan, affordable and workforce housing, carrying capacity, employee recruitment and retention, the Civic Area Plan, the West Vail Master Plan and the potential formation of a regional transportation authority. Vail is taking proactive steps to mitigate risks in the natural environment, such as wildfire and threats to wildlife. Last, strengthening the town's relationship with Vail Resorts is a critical need and continues to be challenging – the town recently announced its intent to condemn property owned by the ski company.



**TOWN MANAGER POSITION**

The mayor, all council members, the acting town manager, and the town's leadership team collaborated on the preparation of this document. Since 1966, Vail has had only six town managers.

Working at the direction of the town council, the town manager is the chief executive and administrative officer of the town, responsible for the proper administration of the town's affairs day-to-day and for carrying out her or his duties as set forth in the town charter.

A four-year degree in a relevant field of study, preferably in public administration, business administration, or a related field; at least five to ten years of progressively responsible experience in local government, including at least five as a municipal manager, deputy, assistant, or major department head; or any equivalent combination of education and experience are all

required. Graduate study in public administration or a related field, experience serving mountain or resort communities, and breadth of managerial experience (personnel, budgets, finance, capital projects, public relations activities, etc.) are all preferred. The town council is receptive to candidates with additional or comparable experience in the private and nonprofit sectors.

**THE IDEAL CANDIDATE**

Vail's next town manager is a calm, emotionally intelligent, and experienced leader, who appreciates Vail not only as a premier world-class ski destination and a Colorado state treasure, but also as the small-town mountain community it still is, and as her or his home. The ideal candidate is rushing to embrace the challenges, and corresponding rewards, of managing this one-of-a-kind community, including interactions with well-educated, highly-engaged

**WHAT HAPPENS WHEN**

Absent unforeseen circumstances, the recruitment will follow the schedule below. Be mindful of the filing deadline and final interview dates, which are unlikely to change.

**SCHEDULE**

Filing Deadline: .....	July 11, 2022	Recommendation of Candidates: ....	August 2, 2022
Preliminary Interviews: .....	July 25-26, 2022	Finalist Interview Process: .....	August 10-12, 2022

residents, who routinely study town council meeting packets in depth. A strong work ethic, integrity, and a commitment to ethics and transparency are required.

The ideal candidate has well-developed interpersonal skills, including the sophistication and courage to navigate and balance the



passionate personalities on the town council, and the ability to guide the council as a group. This includes being politically astute but apolitical, and the courage to say “no” when called for, firmly but politely.

The successful candidate builds bridges and thrives on collaboration. The next town manager is skilled at creating and maintaining effective relationships in every context: with state and

local and partners, the town’s resort, hospitality, and small business communities, environmental groups, founding families, new residents, and the visitors and patrons, who are the lifeblood of the town. The ideal candidate has expert-level inward- and outward-facing communication and presentation skills, and the ability to relate to persons from every walk of life.

Because Vail was built on exceptional guest service and insistence on quality, the next town manager must have a proven track record in these areas. She or he must help maintain the dynamic equilibrium between the resort experience and community well-being, both of which are important, and interconnected.

The ideal candidate has considerable experience in public sector finance, budget development and management, and grants, as well as good business sense and effective negotiation skills. He or she will manage a flexible, post-Covid workplace.

The successful candidate is an effective manager, who ensures staff provides town council with all information needed to make timely, informed decisions, and the best choices based on all reasonable options. She or he is an effective leader, who inspires the leadership team and maximizes cross-departmental functionality and collaboration. The ideal candidate is proactive, results-oriented, and

fully engaged, a problem-solver.

To be successful, the town manager must be level-headed, empathetic, patient, and free of ego, fully embracing the public service nature of this role. She or he is quietly confident and listens actively. The ideal candidate has a sense of humor and avoids micromanagement.

### Total Compensation

The annual salary range for this position is \$200,000 to \$235,000, and appointment will be made depending upon the qualifications of the selected candidate. In addition, the following benefits are provided: medical, dental, life, AD&D, and long-term disability insurances; flexible spending accounts (health care, dependents); and various EAP programs. Retirement benefits customary to the position are offered: 401(a) automatic, and 457(b) optional. This position enjoys paid vacation, sick leave, and holidays. Relocation assistance and use of the town manager’s residence (a house owned by the town) are subject to negotiation.

### APPLY

To be considered for this excellent professional opportunity, please email only your cover letter and resume to [apply@columbialtd.com](mailto:apply@columbialtd.com), naming your files **Last.First.CL** and **Last.First.Resume**. Receipt of your submittal will be acknowledged within two business days. All applicants will be updated on their status following the Recommendation of Candidates.

If you have any questions regarding the recruitment process, or this opportunity, please feel free to call Andrew Gorgey directly at (970) 987-1238. For more information, visit the Columbia Ltd website: <https://columbialtd.com>.

Town of Telluride, Colorado  
**TOWN MANAGER**



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**TELLURIDE COMMUNITY**

Tucked in a beautiful, box canyon surrounded by breathtaking rugged peaks and waterfalls, the Town of Telluride is an all-season resort town. Originally founded as a mining camp in the 1870s, Telluride reinvented itself in the 1970s as a skiing destination. Today, Telluride (pop. 2,473, elev. 8,750 ft, 2.224 sq mi) is known for its superb skiing, authentic mountain character, and unpretentious attitude, as well as for its cultural events, fine dining, and unmatched, signature festival schedule.

In Colorado’s dramatic San Juan Mountains in a remote area of southwest Colorado, Telluride has a “daytime” population closer to 5,000, swelling to well over 15,000 during ski and festival seasons. Telluride is the county seat and the largest municipality in San Miguel County. Just eight blocks wide and twelve blocks long, the

town is brimming with history and amenities. The core area of Telluride was designated a National Historic Landmark District in 1964. With the town’s colorful Victorian-era homes, clapboard storefronts, boutiques, art galleries, gourmet restaurants, historic buildings, and numerous festivals of almost every kind and type, Telluride is a delight to explore. Bluegrass, Jazz, Blues & Brews, and Film Festivals are legendary, and the Balloon, Wine, Mushroom, and Yoga Festivals have a loyal, growing following.

The area offers a variety of outdoor recreational activities year-round. In winter, the Telluride Ski Resort offers 2,000+ acres of skiable terrain and a mountain experience for all levels of skiers. In summer, outdoor enthusiasts are drawn to mountain biking on thrilling trails, climbing the jagged peaks and wall faces of the San Juan Mountains, as well as hiking, horseback riding, camping, fly fishing, and golfing.

Telluride School District R-1 and the Wilkinson Public Library are highly regarded. Telluride Regional Airport, located seven miles from downtown, and Montrose Regional Airport, located 67 miles to the north, serve the town. Free public transportation

in and around town is provided through the Galloping Goose. In addition, Telluride and the Town of Mountain Village are linked by a spectacular, 13-minute ride on a free gondola, offering stunning views of alpine terrain, the town, mountains, and valley. It is the first and only free public transportation system of its kind in the United States. Colorado SH 145 along the San Miguel River and the valley floor provides access to the town.

Telluride is a thriving, genuine community where people live, work, attend school, and stay actively engaged in civic life. The diverse opinions expressed by these engaged citizens extends far beyond skiing. It is a safe, friendly town with excellent public and private schools. Telluride’s residents are committed to preserving Telluride’s historically significant architecture, open space, and, most of all, its small-town mountain lifestyle.

To learn more about the Town of Telluride, please visit <http://www.telluride-co.gov>.

**TOWN ORGANIZATION**

Originally called Columbia, the rowdy mining camp became a town in 1878, changing its name

**QUICK FACTS**

Population .....	2,473
Size .....	2.224 sq mi
FY 2022 Budget:..	\$.52.1M (GF \$17.7M)
FTE: .....	.92, plus 25-35 seasonal

to Telluride. The town operates under a home-rule charter and a council-manager form of government. Citizens elect the mayor and six council members to four-year, staggered terms, and

environmental issues and is active in the state-level organizations CML, CAST, and CC4CA.

Some of the issues currently facing the town are ongoing recovery

comprehensive planning to manage the town's future and identity.

The adopted FY 2022 Budget is \$52.1 million (GF \$17.7 million), supporting 92 FTE, and between 25-35 seasonal employees. The town council's 2022 Goals & Objectives include: Preserve Community; Protect Health and Quality of Life; Address Critical Infrastructure Needs; and Cultivate Economic Sustainability & Successful Commercial Core.

**TOWN MANAGER POSITION**

The mayor, all council members, and all members of the town's leadership team collaborated on the preparation of this document. Telluride has enjoyed a steady progression of excellent, professional town managers, whose average tenure since 2003 is 4.5 years.

As chief administrative officer, the town manager exercises supervision and control over all eight executive and administrative departments: finance, town clerk, town marshal, administrative services, rental housing, public works, parks and recreation, and planning and building. The town's major operations include public safety, street construction and maintenance, community development, parks, recreation programs, water and wastewater services, and general administration. A separate Telluride Fire Protection District provides fire service and emergency services. The town manager facilitates the



council members elect the mayor pro tem from their number. Two positions report directly to the town council: the town manager and the town attorney.

Telluride enjoys a strong regional identity and healthy intergovernmental relations with San Miguel County, the Town of Mountain Village, and others. Approved by voters in 2016, the San Miguel Authority for Regional Transportation (SMART) addresses regional transportation needs. Telluride also prides itself on vital relationships with Telluride Ski and Golf, the Telluride Tourism Board, and the San Miguel Regional Housing Authority. The town has also taken a leadership position in

from the pandemic, growth and its impacts, climate action, transportation, affordable housing, short-term rentals, economic diversification, open space, parking, historic preservation, childcare, master planning, infrastructure planning, renovations to municipal buildings, and employee retention. Major regional projects include a wastewater treatment plant expansion and upgrades, strategic planning related to gondola replacement and its future operations, and the construction of a medical center at Society Turn. As the town continues to grow and change, town council and the town manager will engage the community in meaningful

**WHAT HAPPENS WHEN**

Absent unforeseen circumstances, the recruitment will follow the schedule below. Be mindful of the filing deadline and final interview dates, which are unlikely to change.

**SCHEDULE**

Filing Deadline .....	January 24, 2022	Recommendation of Candidates...	February 15, 2022
Preliminary Interviews.....	February 3-4, 2022	Finalist Interview Process...	February 24-25, 2022

development of the annual budget, and the council goals & objectives each year.

A four-year degree in a relevant field of study, preferably public administration, political science or business administration; ten years of progressively responsible experience in local government, including five as a municipal manager, assistant, or major department head, or equivalents in education and experience; and residency in the town are preferred. A graduate degree is desirable, as is the ability to speak Spanish.

### **THE IDEAL CANDIDATE**

Telluride's next town manager is an experienced, visionary leader, who appreciates Telluride not only as a state treasure and world-class destination, but as her or his home. The ideal candidate will embrace the challenges, and corresponding rewards, of living in this incomparably beautiful but isolated, small resort town. A strong work ethic, integrity, and a commitment to ethics and transparency are required.

The ideal candidate is committed to the council-manager form of government, doing her or his part to foster and facilitate appropriate roles and responsibilities on both sides, and to ensure the timely delivery of complete information the town council needs to make decisions. The next town manager will also be actively engaged in the

life of the town and receptive to ideas from all quarters, including the local business community, workers, environmentalists, and all others. She or he will develop and maintain effective, collaborative relationships with all regional partners.

The next town manager is proactive, not reactive. She or he has high emotional intelligence and is someone who listens and considers before speaking. These well-educated, politically-involved, and engaged citizens, whose service expectations are high, have elected an equally intelligent and passionate town council, so the next town manager will need intelligence, a thick skin, and expert-level, inward- and outward-facing communication skills. The ideal candidate has the strength and skill to manage many strong personalities, with the ability to say "no" firmly, but diplomatically.

The successful candidate has strong leadership and management skills, with the ability to motivate, develop, and inspire every other town employee, especially the team of department heads. She or he is a team-builder, appreciative and supportive of staff, and collaborative, not a micromanager.

Telluride's issues are nuanced, layered, and complex, so the town manager must be a strategic and tactical thinker, with considerable experience in finance and developing and managing budgets.

Further, the successful candidate is nimble and adaptable, skilled at obtaining consensus, especially between opposite positions, while maintaining personal and professional objectivity.

The successful applicant has a demonstrated, successful track record in the areas of diversity, equity, and inclusion, and in effective community engagement. The next town manager is sophisticated, intelligent, passionate, gracious, and patient, with a sense of humor.

### **TOTAL COMPENSATION**

The annual salary range for this position is \$145,000 to \$195,000, plus a substantial housing allowance or housing opportunity, and relocation assistance. Appointment will be made depending upon the qualifications of the selected candidate. In addition, the following benefits are provided: medical, dental, vision, life, AD&D, and long-term disability insurances; Health Care and Dependent Care Flexible Spending Accounts; and various EAP programs. Telluride pays medical and dental premiums in full for the employee. Premiums for dependents are greatly reduced. Retirement benefits customary to the position through ICMA-RC are offered, 401(a) mandatory, 457(b) optional. This position enjoys paid time off, sick leave, and paid holidays. A merchant ski pass is provided.

### **APPLY**

To be considered for this excellent professional opportunity, please email only your cover letter and resume to [apply@columbialtld.com](mailto:apply@columbialtld.com), naming your files Last.First.CL and Last.First.Resume. Receipt of your submittal will be acknowledged within two business days. All applicants will be updated on their status following the Recommendation of Candidates.

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