



Agenda

Committee of the Whole Meeting

City of Kalamazoo

Monday, June 16, 2025

4:00 PM

City Commission Chambers – 241 West South Street

- A. CALL TO ORDER/ROLL CALL**
- B. COMMUNICATIONS**
- C. PUBLIC COMMENTS**
- D. SPECIAL AGENDA ITEMS**
- E. COMMITTEE OF THE WHOLE**
- F. WORK SESSION**
 - 1. Executive Search Firm Presentations for the City Manager Search Process
- G. COMMISSIONER COMMENTS**
- H. ADJOURNMENT**

INTER-OFFICE *MEMO*

To: Mayor Anderson, Vice Mayor Hess, and City Commissioners

From: Scott A. Borling, City Clerk

Date: June 12, 2025

Re: Proposals for Executive Search Services – City Manager

In late April the City issued a Request for Proposal (RFP) for executive search services for the City Manager position. Ten proposals were submitted, of which nine were determined to be responsive to the requirements of the RFP. At its June 2nd business meeting the City Commission chose to invite the following firms to give presentations on their proposals during the Committee of the Whole meeting on June 16th:

- Strategic Government Resources (SGR)
- CPS HR Consulting
- Raftelis Financial Consultants

The proposal documents from these firms are attached.

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**City Manager
City of Kalamazoo, Michigan**

**Submission Due: May 20, 2025
This proposal is valid for 90 days**

**Proposal Reference #: 91865-018.0
Executive Search Services – City Manager**



Strategic Government Resources
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Office: 817-337-8581

Austin Holifield, Chief Operating Officer
AustinHolifield@GovernmentResource.com



May 20, 2025

Mayor David Anderson and City Commission
City of Kalamazoo, Michigan

Dear Mayor Anderson and City Commissioners,

Thank you for the opportunity to submit this proposal to assist the City of Kalamazoo in your recruitment for a City Manager. At SGR, we take pride in our unique ability to provide personalized and comprehensive recruitment services to meet your specific needs.

We would like to highlight some key aspects that set SGR apart from other recruitment firms and enable 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 has conducted executive recruitments for over 450 local government clients in 37 states, and we value the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.
- We have a broad community of over 20,000 followers on LinkedIn, one platform we utilize to connect with a wide range of active and passive candidates across the nation.
- Our Servant Leadership e-newsletter, with a subscriber base of over 35,000 in all 50 states, announces all SGR recruitments, further extending our reach. Your position will also be posted on SGR's website and our Job Board.
- In addition, SGR sends targeted emails to our opt-in Job Alert subscriber database including over 5,000 city and county management professionals.

We are enthusiastic about the prospect of conducting this recruitment for the City of Kalamazoo, and we are available to schedule a meeting at your convenience to discuss further.

Respectfully submitted,

Austin Holifield, Chief Operating Officer
AustinHolifield@GovernmentResource.com

Table of Contents

- 1. About SGR**
- 2. SGR's Unique Qualifications**
- 3. DEI in Recruitments**
- 4. Project Personnel**
- 5. Approach and Methodology**
- 6. Typical Timeline**
- 7. Fee Proposal**
- 8. Terms and Conditions**
- 9. Placement Guarantee**
- 10. SGR Similar Recruitments**
- 11. References**
- 12. Exceptions to Request for Proposals**
- 13. Requested Addition to Contract**
- 14. Appendices**
 - A. Sample Position Profile Brochure**
 - B. RFP Forms**
 - C. Sample SGR Employment Application**

About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in 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 providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 27 recruiters, 18 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Montana, Nevada, New York, North Carolina, Ohio, Oklahoma, and South Carolina.

View all SGR team members and their bios at: <https://sgr.pub/MeetTeamSGR>

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to over 5,000 opt-in subscribers of SGR's City & County Management Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Trusted Executive Recruitment Partner

Selecting a City Manager is arguably one of the most significant decisions a City Council will make, profoundly impacting the community's future. Our recent engagement with another Michigan city underscores the importance of selecting a search partner who prioritizes your community's needs and long-term success. After an unsuccessful recruitment with a previous firm, this municipality engaged our services for the recruitment of their City Manager. While cost is a considerable factor in selecting a recruitment firm, our comprehensive, value-driven approach represents an essential investment in your City's leadership.

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

View a full list of our Executive Recruitment Clients at: <https://sgr.pub/ERClientList>

Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of

prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

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 diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a "boutique" firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility and Communication

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded one-way semifinalist interviews.
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

DEI in Recruitments

SGR is deeply committed to equal employment opportunity and considers it an ethical imperative. We unequivocally reject any form of bias, expecting that candidates be assessed solely based on their ability to perform the job. Encouraging underrepresented demographic groups to apply is a vital aspect of our commitment. While we cannot guarantee the composition of semifinalist or finalist groups, SGR actively fosters relationships and contacts on a national scale to ensure meaningful participation of underrepresented groups. Our recruitment process is consistently evaluated and refined to incorporate a focus on equity and inclusion.

Statistics are a testament to our commitment to diversity and inclusion. In our 2024 placements, 33% of candidates were female and 31% indicated they were a person of color. Our internal hiring practices are designed to attract diverse talent from various backgrounds and experiences. We understand the importance of words, ensuring our recruitment materials are inclusive and reflect an equity-focused perspective.

We also actively recommend advertising placements to attract a diverse applicant pool, leveraging partnerships with organizations such as the League of Women in Government, the Local Government Hispanic Network, and the National Forum of Black Public Administrators. Tracking candidate demographic data helps us proactively recruit traditionally underrepresented candidates for senior management positions in local government. We welcome feedback from our clients and candidates, using post-recruitment surveys to refine our processes and outcomes.

Project Personnel

Jeffrey Tyne, Senior Vice President

Email: JeffTyne@GovernmentResource.com

Phone: 623-628-1478



Senior Vice President Jeff Tyne joins SGR with over thirty years of experience in local government management. During that time, he cultivated a wealth of expertise across various facets of public administration. His extensive background includes specialized knowledge in public budgeting, strategic management, finance, and comprehensive oversight of diverse operations. Jeff served in multiple leadership roles throughout his distinguished career, culminating in a six-year tenure as the City Manager for Peoria, Arizona.

Jeff holds a Bachelor of Arts in Political Science and a Master of Public Administration, both from Arizona State University. He also attended the Senior Executives in State and Local Government program at Harvard University and is an ICMA Credentialed Manager.

Jeff has always enjoyed being active in the local government profession. For a number of years, Jeff served as a Trustee with the Arizona State Retirement System, the largest pension fund in Arizona. Jeff was also on the Board of Directors for the Arizona City/County Management Association, former chair of the Government Finance Officers Association National Committee on Economic Development and Capital Planning, and served as Past President of the Government Finance Officers Association of Arizona.

Throughout his career, Jeff has consistently recognized the vital link between a community's quality of life and the health of its public organization. He has developed strategic initiatives aimed at fostering stronger connections between his team and the constituents they serve. By aligning elected officials' priorities, upholding professional standards, facilitating positive public engagement, and encouraging individualized staff growth, Jeff firmly believes that local governments can go to great lengths to build the trust and confidence of their community.

Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
 - Project Kickoff Meeting and Develop Anticipated Timeline
 - Stakeholder Interviews and Listening Sessions
 - Develop Recruitment Brochure
- 2. Recruitment Campaign and Communication with Candidates**
 - Advertising and Marketing
 - Sourcing Prospective and Active Candidates
 - Communication with Prospective Applicants
 - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
 - Written Questionnaires
 - Recorded One-Way Semifinalist Interviews
 - Media Searches - Stage 1, as described below
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
 - Comprehensive Media Searches - Stage 2, as described below
 - Background Investigation Reports
 - DiSC Management Assessments (if desired, supplemental cost)
 - First Year Plan or Other Advanced Exercise
 - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (if desired)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine Terms of an Employment Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release Announcing New Hire (if requested)

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

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

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

To view sample recruitment brochures, please visit: <https://sgr.pub/OpenRecruitments>

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Sourcing Prospective and Active Candidates

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We

round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of 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 personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

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

In contrast with the triage process mentioned 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 satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Evaluation of Semifinalists

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively

with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

Written Questionnaires

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

Recorded One-Way Semifinalist Interviews

Recorded one-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

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" or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with a briefing book on the semifinalist candidates via an electronic link. The briefing book includes cover letters, resumes,

and completed questionnaires.

If applicable, a separate email with the link to view the recorded online interviews is sent to the Search Committee. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Comprehensive Media Searches - Stage 2

“Stage 2” of our media search process includes the web-based interface Nexis Diligence™, supplemented by Google as an additional tool. By combining both resources, we offer an enhanced due diligence process to our clients, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. The Stage 2 media search consists of a more complex search, encompassing social media platforms, and has proven to be instrumental in identifying potential adverse news about the candidate that may not have been disclosed previously. The media search provides the Search Committee with an overview of the candidate’s press coverage throughout their career. View a sample media report at: <https://sgr.pub/SGRMediaReport>.

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: <https://sgr.pub/SGRBackgroundReport>.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate’s preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager. View a sample report at: <https://sgr.pub/SGRDiSCReport>.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are

encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

Stakeholder Engagement

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

Deliberations

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite 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, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers 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 finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

Press Release (if requested)

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

Satisfaction Surveys

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Post-Hire Services

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to \$4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

For additional information on our leadership development workshops, please email training@governmentresource.com or visit <https://www.governmentresource.com/leadership-development-training-resources/workshops-retreats>

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please visit <https://www.governmentresource.com/leadership-development-training-resources>.

Typical Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. *

Initial Steps Prior to Posting Position:	
- Contract Execution - Kickoff Meeting to Discuss Recruitment Strategy and Timeline - Organization/Position Insight and Analysis - Stakeholder Interviews and Listening Sessions - Deliverable: Draft Recruitment Brochure - Deliverable: Recommended Ad Placements - Organization Approves Ad Placements - Search Committee Reviews and Approves Brochure	<i>Timing varies. Estimated to take 2 weeks.</i>

Task	Week
- Post Position and Firm up Timeline - Recruitment Campaign and Outreach to Prospective Applicants - Initial Screening and Review by Executive Recruiter	Weeks 1-4
Search Committee Briefing to Review Applicant Pool and Select Semifinalists	Week 5
- Questionnaires - Recorded One-Way Semifinalist Interviews - Media Searches - Stage 1, as described in Approach/Methodology	Week 6
- Deliverable: Semifinalist Briefing Books via Electronic Link - Deliverable: Recorded Online Interviews, if applicable	Week 7
Search Committee Briefing to Select Finalists	Week 8
- Comprehensive Media Searches - Stage 2, as described in Approach/Methodology - Background Investigation Reports - Disc Management Assessments (if desired, supplemental cost) - First-Year Plan or Other Advanced Exercise (if desired)	Weeks 9-10
Deliverable: Finalist Briefing Books via Electronic Link	Week 11
- Face-to-Face Interviews - Stakeholder Engagement (if desired) - Deliberations - Reference Checks (may occur earlier in process) - Negotiations and Hiring Process	Week 12

* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.

Fee Proposal

Not-to-Exceed Price: \$29,419

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$26,919**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
 - Questionnaires for up to 15 Semifinalists
 - Recorded One-Way Interviews for up to 15 Semifinalists
 - Media Searches – Stage 1 Reports for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Comprehensive Stage 2 Media Reports for up to Five (5) Finalists
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

Reimbursable Expenses included in the not-to-exceed price:

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

Reimbursable Expenses not included in the not-to-exceed price:

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:

- There may be additional charges for substantial and substantive changes made to the

recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.

- At your request, SGR can conduct an online stakeholder survey for \$1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. 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. Please note that this type of survey may extend the recruitment timeline.
- Additional questionnaires over and above the 15 included in the Fixed Fee - \$230 per candidate.
- Additional online interviews over and above the 15 included in the Fixed Fee - \$256 per candidate.
- Additional comprehensive stage 2 media reports over and above the maximum of five (5) included in the fixed price above - \$766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$256 per candidate.
- DiSC Management assessments - \$179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization 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 by the recruiter over and above the quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,021 per day. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 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.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

Billing

SGR will bill the fixed fee in four (4) installments: 30% upon contract execution, 30% after the

applicant pool is presented, 30% after finalist interviews, and 10% upon acceptance of employment. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms and Conditions

- The organization agrees not to 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.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

SGR Similar Recruitments

City and County Management Recruitments, 2019-Present

In Progress

- Athens-Clarke County Unified Government, Georgia (pop. 130,000) - County Manager
- Biddeford, Maine (pop. 22,300) - City Manager
- Blaine, Minnesota (pop. 73,500) - City Manager
- Cameron, Missouri (pop. 7,300) - City Manager
- Dundee, Florida (pop. 6,000) - Town Manager
- Edgewater, Florida (pop. 23,600) - City Manager
- Elgin, Texas (pop. 12,300) - City Manager
- Finney County, Kansas (pop. 37,500) - County Administrator
- Heath, Texas (pop. 10,400) - City Manager
- Nederland, Texas (pop. 18,000) - City Manager
- Oak Point, Texas (pop. 6,000) - City Manager
- Pacific, Missouri (pop. 7,500) - City Administrator
- Palm Coast, Florida (pop. 107,000) - City Manager
- Sedalia, Missouri (pop. 22,000) - City Administrator
- Springfield, Missouri (pop. 170,200) - City Manager

2025

- Abilene, Texas (pop. 125,000) - City Manager
- Argyle, Texas (pop. 6,000) - Town Administrator
- Bonner Springs, Kansas (pop. 7,600) - City Manager
- Clay County, Missouri (pop. 260,000) - County Administrator
- Garden Ridge, Texas (pop. 5,000) - City Manager
- Jonestown, Texas (pop. 2,500) - City Administrator
- La Junta, Colorado (pop. 7200) - City Manager
- North Central Texas Council of Governments (NCTCOG), Texas - Executive Director
- Perryton, Texas (pop. 8,500) - City Manager
- Plainview, Texas (pop. 20,000) - City Manager
- Stevenson, Washington (pop. 1,600) - City Administrator
- Trinidad, Colorado (pop. 8,100) - City Manager

2024

- Brunswick, Maine (pop. 21,800) - Town Manager
- Chester County, Pennsylvania (pop. 540,000) - County Administrator
- Coffeyville, Kansas (pop. 8,800) - City Manager
- Des Moines, Washington (pop. 32,400) - City Manager
- Duncan, Oklahoma (pop. 23,000) - City Manager
- DuPont, Washington (pop. 10,200) - City Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Leander, Texas (pop. 67,000) - City Manager

- Leavenworth, Kansas (pop. 37,600) - City Manager
- Manhattan, Kansas (pop. 55,000) - City Manager
- Marysville, Kansas (pop. 3,500) - City Administrator
- Medford, Oregon (pop. 90,900) - City Manager
- Miami, Oklahoma (pop. 12,200) - City Manager
- New Rochelle, New York (pop. 80,800) - City Manager
- New Smyrna Beach, Florida (pop. 32,400) - City Manager
- Orono, Maine (pop. 11,400) - Town Manager
- San Juan County, Washington (pop. 18,600) - County Manager
- St. Joseph, Missouri (pop. 72,000) - City Manager
- Topeka, Kansas (pop. 125,500) - City Manager
- Treasure Island, Florida (pop. 6,500) - City Manager

2023

- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 33,000) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Lafayette, Colorado (pop. 30,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 90,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

2022

- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager

- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town 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
- Leawood, Kansas (pop. 34,000) - City Administrator
- 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
- Montgomery, Texas (pop. 2,400) - City Administrator
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City 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

- 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
- Spokane, Washington (pop. 220,000) - City Administrator

2020

- 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
- 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

- 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
- 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

References

City of St. Joseph, Missouri

Population: 72,000

Relevant Search: City Manager, 2024

Amy Cohorst, Human Resources Director

acohorst@stjosephmo.gov

Clint Thompson, Interim City Manager

cthompson@stjosephmo.gov

Town of Orono, Maine

Population: 11,400

Relevant Search: Town Manager, 2024

Dan Demeritt, Council Chair

ddemeritt@orono.org

Sarah Marx, Council Vice Chair

smarx@orono.org

City of Manhattan, Kansas

Population: 55,000

Relevant Search: City Manager, 2024

Tammy Bissette, Director of Human Resources & Risk Management

tammy.bissette@cityofmnhk.com

785-587-2444

Susan Adamchak, Mayor

susan.adamchak@cityofmnhk.com

785-587-2404

City of New Rochelle, New York

Population: 80,800

Relevant Search: City Manager, 2024

Yadira Ramos Herbert, Mayor

yramosherbert@newrochelleny.com

Michelle Oliveros, City Clerk/Interim Human Resources Commissioner

914-654-2162

City of Topeka, Kansas

Population: 125,500

Relevant Search: City Manager, 2024

Michael Padilla, Mayor

mpadilla@topeka.org

785-368-3895

Exceptions to Request for Proposals

SECTION III: INDEMNITY AND INSURANCE

"Coverage shall include all owned vehicles, all non-owned vehicles, and all hired vehicles."

SGR carries automobile liability insurance for scheduled autos, non-owned autos, and hired autos. The sole company-owned vehicle is listed as a scheduled auto in our automobile liability insurance policy, therefore, we do not carry insurance for "all owned vehicles".

SECTION IV, 3: SCOPE OF WORK AND DELIVERABLES

"3.9 Agree to free recruitment if the candidate does not stay for 24 months."

SGR offers a 12-month placement guarantee, as detailed in the Placement Guarantee section of this proposal. Some costs may apply.

Requested Addition to Contract

"If the City receives an open records request, the City 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 and that the City shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to the City releasing the required information with protected information redacted."



CITY MANAGER

Annual Salary:
Up to \$240,000 DOE/DOQ

Elgin
TEXAS
perfectly situated...

Are you a dynamic and visionary local government leader who can foster community engagement, manage rapid growth, and deliver exceptional city services? If so, apply to be Elgin, Texas' next City Manager!

We're looking for an exceptional, approachable leader who is:

- An excellent communicator with a proven ability to engage effectively with elected officials, community members, and staff

- Experienced in municipal finance, infrastructure planning, and economic development
- Skilled in negotiating, talent management, and navigating the challenges of a growing and historic community

Elgin, Texas. Where small town charm meets progressive growth. Read on to learn more about this opportunity!

ABOUT THE COMMUNITY

Elgin, Texas is a dynamic and rapidly growing community that maintains its welcoming small-town charm. Known as the “Sausage Capital of Texas,” Elgin is recognized for its vibrant arts scene, historic downtown, and a strong sense of community. With a population of approximately 12,800 residents, Elgin offers a close-knit atmosphere where long-time locals and new residents alike find common ground.

Conveniently located just 20 miles east of Austin and within 30 minutes of major employers like Tesla and Samsung, Elgin is perfectly positioned for both commuters and those seeking a quieter lifestyle. Residents enjoy easy access to the amenities of Central Texas while benefiting from a more affordable cost of living. Outdoor enthusiasts take advantage of nearly 120 acres of parkland, a community pool, and a recreation center offering a variety of programs and activities. The city also hosts more than 45 public events annually, celebrating arts, culture, and community engagement.

Elgin’s rich history dates back to the late 1800s as a key hub along the Houston and Texas Central Railroad. Today, the city thoughtfully balances historic preservation with progressive development. The City has a vibrant downtown with a thriving Main Street program and has also made significant investments in infrastructure and business retention and attraction to ensure that Elgin continues to grow sustainably while retaining its unique character.



POPULATION
12,800



MEDIAN HOUSEHOLD INCOME
\$73,441



MEDIAN HOME VALUE
\$277,163
AVERAGE MONTHLY RENT:
\$1,300

History



Tourism



GOVERNANCE & ORGANIZATION

Elgin operates under a council-manager form of government. The Mayor is elected at-large for a two-year term, while the City Council consists of eight members elected by ward, each serving two-year terms. The city provides a full range of municipal services, including:

- **Public Safety** (Police, Fire, Emergency Management)
- **Public Works & Infrastructure** (Water, Wastewater, Streets, Capital Projects)
- **Community Development & Economic Growth** (Planning, Code Enforcement, Economic Development, Main Street)
- **Community Services** (Parks and Recreation, Library, Main Street, Public Information)
- **Administrative & Support Services** (Finance, Human Resources, City Secretary)



THE JOB

The City Manager's Office provides leadership, guidance, and management for the City of Elgin. Core functions include overseeing daily city operations, implementing City Council priorities, managing citywide budgets, and ensuring the delivery of essential services such as public safety, infrastructure, economic development, and community services. The City Manager directly supervises all department directors and coordinates with various boards, commissions, and community partners to advance the city's strategic goals.

Key Responsibilities:

- Promote economic development while preserving Elgin's historic character
- Provide visionary leadership for a rapidly growing city with small-town charm
- Manage a \$27 million budget and oversee 179 employees
- Foster a collaborative and inclusive organizational culture

DEPARTMENTS

- FINANCE
- PUBLIC WORKS
- COMMUNITY SERVICES
- POLICE
- DEVELOPMENT SERVICES
- HUMAN RESOURCES
- ECONOMIC DEVELOPMENT
- CITY SECRETARY



EMPLOYEES

179



CITY BUDGET
\$27
MILLION

KEY PRIORITIES FOR 2025

- FINALIZE EMS SERVICES CONTRACT NEGOTIATIONS
- ADDRESS AGING INFRASTRUCTURE THROUGH CAPITAL IMPROVEMENT PLANNING

[Full Job Description](#)





IDEAL CANDIDATE

The ideal candidate will have experience in municipal government management, economic development, and financial sustainability.

They will demonstrate:

- Strong communication and interpersonal skills, building trust with staff, elected officials, and the community
- Political savvy and tact, knowing when to advocate firmly and when to build consensus
- Proven ability to manage complex municipal budgets and capital improvement programs
- Expertise in leading organizational development, including talent recruitment, retention, and fostering a positive workplace culture

The successful candidate will be an ethical, forthright leader who appreciates Elgin's unique history while guiding it through rapid growth. They will possess strong negotiation skills, especially in working with developers and regional partners, and demonstrate a passion for community engagement and inclusion.

EXPERIENCE & QUALIFICATIONS

REQUIRED:

- Bachelor's degree in Public Administration, Business, Political Science, or a related field
- Seven (7) years of senior-level executive management experience, including at least four (4) years in municipal government leadership
- Residency within Elgin ISD boundaries as required by the City Charter
- The strong ability to work with intergovernmental entities and agencies (Travis/Bastrop counties and TXDOT) to engage in strategic partnerships to advance local and regional infrastructure and transportation plans.
- Strong negotiation skills and a proven ability to engage effectively with developers.

PREFERRED:

- Master's degree in Public Administration (MPA) or a related field
- ICMA Credentialed Manager or Certified Public Manager certification
- Experience in municipal finance, capital improvement planning, economic development, and managing organizational change
- Demonstrated ability to work with diverse stakeholders, negotiate effectively with the development community, and manage the challenges of a rapidly growing city
- Proven success in recruiting and retaining top talent



SALARY & BENEFITS

Compensation: Up to \$240,000, depending on qualifications and experience.

Health Benefits: The City of Elgin offers a comprehensive benefits package, including medical, dental, and vision insurance for employees and their eligible dependents.

Paid Leave: The City offers generous paid leave, including vacation, sick leave and holidays, in accordance with City policies.

Retirement: Participation in the Texas Municipal Retirement System (TMRS) with employee contributions matched 2:1 by the City; optional 457(b) deferred compensation plan available.

Additional Perks:

- Vehicle allowance
- City-provided cell phone and laptop
- Relocation reimbursement available
- Flexible work arrangements may be available, with some opportunity for remote work
- Collaborative, family-oriented work culture with a focus on professional development
- Access to City facilities, including parks and recreational amenities

The City of Elgin prides itself on offering employees a supportive work environment, promoting work-life balance, and encouraging involvement in the community.

HOW TO APPLY

Apply Here



For more information, contact:

Larry Gilley, Senior Vice President

LarryGilley@governmentresource.com | 325-660-4208

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

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 3
 Proposal Reference #: 91865-018.0

SECTION II
PROPOSAL AND AWARD

The undersigned having become thoroughly familiar with and understanding all the proposal/contract documents incorporated herein, agrees to provide executive search services as specified herein:

EXECUTIVE SEARCH SERVICES – CITY MANAGER

PROFESSIONAL SERVICES FEE:	\$ <u>26,919.00</u>
ESTIMATED EXPENSES:	\$ <u>2,500.00</u>
TOTAL NOT TO EXCEED:	\$ <u>29,419.00</u>

The total combined not-to-exceed price quoted must include all costs associated with the performance of the services specified, including materials, supervision, labor, insurance, transportation, delivery, fuel or other surcharges, demurrage, and related costs. Charges not listed in the RFP response will not be allowed. All prices and fees must be in U.S. dollars.

Price stated shall be firm for the full term of this Contract.

Proposer/Contractor has examined and carefully studied the bidding documents and attachments, and acknowledges receipt of the following addenda:

Addendum No: N/A _____

Dated: N/A _____

Proposer shall provide all the information as requested herein with their proposal. **Failure to do so and/or failure to provide post-proposal requested information may be cause for rejecting the proposal as non-responsive.**

By my signature below, I certify that the firm bidding on this contract, when making hiring decisions, does not use a past criminal conviction as a bar to or preclude a person with a criminal conviction from being considered for employment with the bidding firm unless otherwise precluded by federal or state law. I further certify that I have read and agree to be bound by the provisions of the City's Non-Discrimination Clause found in Appendix A and as updated by City Ordinance 1856.

Signed: Austin Holifield Name: Austin Holifield

Title: Chief Operating Officer

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 4
 Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE

Please answer the following questions completely. You may submit answers on this form or as an attachment to this document, additional information (brochures, illustrations, etc.) will also be used in determining qualifications. If not using this form, please follow its format.

1. Firm name: Strategic Government Resources, Inc. DBA SGR

2. Established: Year 1999 State Texas

3. Type of organization:

a. Individual	<u> </u>	b. Partnership	<u> </u>
c. Corporation	<u> ✓ </u>	d. Other	<u> </u>

4. Former firm name(s) if any, and year(s) in business:
Not applicable

5. Home office business address and telephone number where work will be performed.

Work will be performed virtually/remote or onsite with the City.
SGR Physical Address: 6502 Glen Abbey, Abilene, TX 79606; Phone: 817-337-8581

6. Branch office(s) if work will be performed there:

Not applicable; work will be performed virtually/remote or onsite with the City.

7. Personnel of firm who will be working on this project. Attach resumes of key personnel:

YRS

NAME AND TITLE	SPECIALTY	EXPERIENCE	EXPECTED ROLE
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Clay Pearson, Senior Vice President; City Management/Recruitment; 30+ years; Executive Recruiter

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 5

Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE (cont.)

8. Total personnel of firm:

a. Professional: 21 FTEs

b. Non-professional: _____

9. Attach a list of similar projects performed over the last five (5) years. Include: description of professional services provided, project size, contact person and phone number. Projects should demonstrate experience in the types of consulting services you wish to provide.

10. Identify projects in Item 9 which most closely match the work required by the City.

See References section of the proposal.

11. Provide your understanding of the project and any special qualifications you bring to this project.

12. Identify any additional professional consulting service(s) you will utilize to work on this project and their expected role(s).

Not applicable

13. Provide the address for your website.

www.GovernmentResource.com

14. Have any similar agreements held by Proposer for a similar project to the proposed project ever been canceled? Circle one: No Yes If yes, please explain: _____

Yes. Reasons for termination for similar projects have included Covid-19, the client's staffing situation/need for a recruitment changed, a change in their budget allocations, and the client found a satisfactory candidate before before or during the search with SGR prior to completing the search with SGR.

15. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this RFP. Please attach certificate of competency and/or State registration.

No applicable professional licenses for the services requested in the RFP.

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 6

Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE (cont.)

16. List the pertinent experience of the key individuals of your firm (continue on insert sheet if necessary):

See Project Personnel section of the proposal.

17. State the name, title, and contact information of the individual(s) who will have personal management of the day-to-day contract work:

Clay Pearson, Senior Vice President; ClayPearson@GovernmentResource.com; 713-816-8639
Austin Holifield, Chief Operating Officer; AustinHolifield@GovernmentResource.com; 817-753-3171

18. Litigation/Judgments/Settlements/Debarments/Suspensions – Submit information on any pending litigation and any judgments and settlements of court cases relative to providing the services requested herein that have occurred within the last three (3) years. Also indicate if your firm has been debarred or suspended from bidding or proposing on a procurement project by any government entity during the last five (5) years.

No history or litigation, judgements, settlements, debarments, or suspensions.

19. Disclosure of Conflict of Interest

VENDOR SHALL DISCLOSE BELOW, TO THE BEST OF HIS OR HER KNOWLEDGE, ANY CITY OF KALAMAZOO OFFICER OR EMPLOYEE, OR ANY RELATIVE OF ANY SUCH OFFICER OR EMPLOYEE, WHO IS AN OFFICER, PARTNER, DIRECTOR, OR PROPRIETOR OF, OR HAS A MATERIAL INTEREST IN THE VENDOR'S BUSINESS OR ITS PARENT COMPANY, ANY SUBSIDIARY, OR AFFILIATED COMPANY, WHETHER SUCH CITY OFFICIAL OR EMPLOYEE IS IN A POSITION TO INFLUENCE THIS PROCUREMENT OR NOT.

Name

Relationship

None known

I hereby certify that all the information provided is true and answered to the best of my ability.

Signed: Austin Holifield

Name: Austin Holifield
 Type or Print

Title: Chief Operating Officer

Date: May 16 2025 15:39 CST

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 8

Proposal Reference #: 91865-018.0

CITY OF KALAMAZOO EX-OFFENDER POLICY CHECKLIST

As part of the City's commitment to reducing unacceptable poverty, encouraging rehabilitation, reducing recidivism, and strengthening families in Kalamazoo, the City has updated its Purchasing Policy to ensure that firms with whom the City does business share in this commitment by utilizing hiring practices that do not unfairly deny people with arrest and conviction records gainful employment. *(Important: This requirement also extends to any subcontractors the bidder intends to use to fulfill the contract for goods or services being sought from the City.)*

Part I: Proof that the bidder does not inquire about an individual's past arrest or criminal history on the bidder's employment application form

- ✓ Attach a copy of the current application for employment being used by the bidder

Part II: Certification that the bidder does not use an individual's past arrest or criminal history to unlawfully discriminate against them by checking *one or more* of the following:

That pursuant to federal or state law bidder is precluded from hiring persons with certain criminal records from holding particular positions or engaging in certain occupations by providing a cite to the applicable statute or regulation; if checking this box, provide a citation to the applicable statute or rule upon which the bidder is relying: _____

- ✓ That bidder conducts criminal history background checks only as necessary, and only after making a conditional offer of employment; that any withdrawal of an offer of employment to an individual because of a past criminal history is job-related and consistent with business necessity after the individual has been provided an individualized assessment opportunity to review and challenge or supplement the history of past criminal conduct being relied upon by the bidder;

That the use by bidder of criminal history background checks complies with the U.S. Equal Employment Opportunity Commission's Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions and that the bidder has not had a determination rendered against it in past 7 years that it discriminated against a person through the use of an individual's arrest or criminal history

I CERTIFY THAT THE ABOVE STATEMENTS ARE TRUE.

May 16 2025 15:39 CST
 Date

Austin Holifield
 Signature

Austin Holifield
 Printed Name

Chief Operating Officer
 Position

November 2017

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 9

Proposal Reference #: 91865-018.0

I hereby state that all the information I have provided is true, accurate and complete. I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the City of Kalamazoo. I hereby state that I have not communicated with nor otherwise colluded with any other proposer, nor have I made any agreement with nor offered/accepted anything of value to/from an official or employee of the City of Kalamazoo that would tend to destroy or hinder free competition.

The firm's identification information provided will be used by the City for purchase orders, payment and other contractual purposes. If the contractual relationship is with, or the payment made to, another firm please provide a complete explanation on your letterhead and attach to your bid. Please provide for accounts payable purposes:

Tax Identification Number (Federal ID): 460501585

Remittance Address: PO Box 1642, Keller, Texas 76244

Financial Contact Name: Jennifer Brohimer Financial Contact Phone Number: 817-337-8581

Financial Contact Email Address: Finance@GovernmentResource.com

I hereby state that I have read, understand, and agree to be bound by all terms and conditions of this proposal document.

SIGNED: Austin Holifield NAME: Austin Holifield
(Type or Print)

TITLE: Chief Operating Officer DATE: May 16 2025 15:39 CST

FIRM NAME: Strategic Government Resources, Inc. DBA SGR
(If any)

ADDRESS: PO Box 1642, Keller, Texas 76244
(Street address) (City) (State) (Zip)

PHONE: 817-337-8581 FAX: _____

EMAIL ADDRESS: austinholfield@governmentresource.com

FOR CITY USE ONLY - DO NOT WRITE BELOW



Please fill out the form below and click Submit to submit your application for consideration. Fields with an asterisk (*) are required.

Title:	
ID:	
Population:	

* First Name (only):	
* Name you want to be called:	
* Last Name:	
* Address 1:	
Address 2:	
* City:	
* State or Territory:	v
* Zip Code:	
Country:	
* Cell Phone Number:	
* Preferred Phone Number:	
* Preferred Email Address:	
* Current/Most Recent Employer (Include City and State):	
* Current/Most Recent Job Title:	
* Type of Employer/Organization:	v

* Department (select best fit):

* How did you hear about this position?:

- ☐ By submitting this application, I consent to receive SMS updates from SGR at 8444866403 regarding my employment application. My information will not be shared or used for any other purposes. This application is powered by ApplicantStack on behalf of SGR. SMS messages will only be sent by SGR and are used exclusively for hiring-related communications when you have subscribed to receive SMS communications.

* Resume: No file chosen

Supported format: PDF. Please rename your file to be "First Name, space, Last Name, space, Resume" such as "Bob Jones Resume".

- or Upload from:



* Cover Letter: No file chosen

- or Upload from:



*Please attach a cover letter. PDF format preferred. Please name your file as "FirstName space LastName space Cover Letter" such as "Bob Jones Cover Letter." **NOTE: Your cover letter, once submitted, will not display when you log back into your account.***

EMPLOYMENT HISTORY

Answer the following questions for each position held (even if at the same employer) for the **past 10 years**. You may copy and paste the specific information requested below from your resume, but please do not enter "See Resume." This information – in this format – is critical to presenting the prospective employer with the pertinent details of your employment history.

***PLEASE NOTE:** If you have completed this form for a previous application but need to add your most recent position, scroll to the bottom and click on "Add Employer" to complete the form.

Job Title

*

Name of Employer

*

Location (city/state) of employer (Please spell out the full name of the state. Ex: Fort Worth, Texas)

*

What years did you work in this position? (if less than one year, indicate in months.) Ex: 2018-2022, 2018-Present, October 2018-February 2019

*

Job Title

Name of Employer

Location (city/state) of employer (Please spell out the full name of the state. Ex: Fort Worth, Texas)

What years did you work in this position? (if less than one year, indicate in months.) Ex: 2018-2022, 2018-Present, October 2018-February 2019

* Are you currently employed?

- ☐ Yes
☐ No

* If you are not currently employed, why did you leave your recent position? If employed, enter N/A.

* Are you legally eligible to work in the United States?

- ☐ Yes
☐ No

* Please list all maiden names, nicknames, or **any other name variations** used, now or in the past. If none, enter NA.

* What is the population of your current or most recent community, if employed by a local government?

* What are your desired salary and benefit requirements if you are ultimately selected for this position?

* How many employees do you oversee in your current or most recent position?

* What size budget have you been involved with developing and/or managing in your current or most recent position?
Please specify operating or CIP (as applicable.)

* If you don't currently have budget oversight responsibilities, what is the largest budget amount you've managed previously?

* Do you currently have supervisory responsibilities?

- ☐ Yes
☐ No

* If you do not currently have supervisory responsibilities, what is the largest team you've managed previously?

* What are the job titles of your direct reports, if applicable?

* Do you have a Bachelor's degree from an accredited institution?

- ☐ Yes
- ☐ No

* If you DO have a Bachelor's degree as described above, please specify the major field. If not, enter N/A.

* Do you have a Master's degree from an accredited institution?

- ☐ Yes
- ☐ No

* If you DO have a Master's degree as described above, please specify the major field. If not, enter N/A.

* Please list any licenses and/or certifications that are relevant to the position for which you are applying. Examples would be SPHR, SHRM-CP, etc.

* Does your resume reflect at least six (6) years of progressively responsible experience in local government leadership or human resources?

- ☐ Yes
- ☐ No

* Does your resume reflect at least two (2) years of executive-level supervisory experience?

- ☐ Yes
- ☐ No

* Do you have direct experience leading any of the administrative/ operational areas listed below? Please select all that apply. If NO select None of the above.

- ☐ Talent Acquisition/Recruitment & Retention
- ☐ Organizational Development
- ☐ Team & Culture Building
- ☐ General Local Government Operations
- ☐ General Human Resources Operations
- ☐ None of the above

* Briefly describe what you feel is your most significant achievement to date in two (2) of the five (5) administrative/ operational areas listed above.

* Do you have an adequate internet connection and workspace from which to be successful working remotely?

- ☐ Yes
- ☐ No

* I understand that various SGR team members will be contacting me to follow up regarding my application status throughout the search process and that it is recommended that I regularly check both my Inbox and my Spam/Junk folder because these emails often get filtered to the Spam/Junk folder.

☐ I understand.

Clarification comments, if any.

Please read carefully -

I hereby certify that all statements made by me during this online application process, including written application materials, written responses to questionnaire(s), verbal conversations with the Executive Recruitment Team, and any other submittals to SGR during this executive search process are true and complete to the best of my knowledge. I understand that misrepresentations or omissions may be cause for rejection or subsequent dismissal if hired.

Further I acknowledge that any and all materials submitted during this search process may be subject to sunshine laws or open records requests in accordance with respective state laws, which I understand means there is some risk that any and every piece of information or documentation that I provide might ultimately become available to the public. I also acknowledge that extensive research into my background may be conducted and, at some point may be presented to the respective hiring entity during the course of this recruitment. I understand that SGR and/or potential employers and their officers, directors, board members, or others may locate or identify public information or documentation about me that is not completely accurate, factual, and/or credible. I acknowledge that it is my responsibility, if asked about this misinformation, to explain or show how or why it is inaccurate, misleading, and/or false. I also understand that SGR is not responsible for ensuring that the governmental entity only uses information permissible under law in their hiring decisions.

NOTE: This is an acknowledgment only; any and all steps requiring specific consent (ex. background checks) will be preceded with the appropriate release/consent form.

* Signature (type name)

* Date

mm/dd/yyyy

We are an Equal Opportunity employer and do not discriminate on the basis of race, ancestry, color, religion, sex, age, marital status, sexual orientation, national origin, medical condition, disability, veteran status, or any other basis protected by law.

The Information provided will be used for research, reporting, statistical purposes and to monitor legal compliance. To help us comply with these government requirements, please complete the following information.

Completion of this form is voluntary and will not affect your opportunity for employment or terms or conditions of employment if hired. We appreciate your cooperation.

* Gender:

- ☐ Female
☐ Male
☐ I Choose Not to Respond

* Race/Ethnicity:

- ☐ American Indian or Alaska Native (Not Hispanic or Latino)
A person having origins in any of the original peoples of North America and South America (including Central America), and who maintains tribal affiliation or community attachment

- ☐ Black or African American (Not Hispanic or Latino)
A person having origins in any of the Black racial groups of Africa
- ☐ Hispanic or Latino
A person of Cuban, Mexican, Puerto Rican, Central or South American, or other Spanish culture or origin, regardless of race
- ☐ Asian (Not Hispanic or Latino)
A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- ☐ White (Not Hispanic or Latino)
A person having origins in any of the original peoples of Europe, North Africa, or the Middle East
- ☐ Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)
A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- ☐ Two or More Races (Not Hispanic or Latino)
All persons who identify with more than one of the above races
- ☐ I Choose Not to Respond

☐ agree that this form may be electronically signed and agree that my typed signature is the same as a handwritten signature for the purposes of validity, enforceability, and admissibility.



CALIFORNIA
TEXAS
COLORADO
OHIO

CPS HR  CONSULTING
Your Trusted HR Advisor For 40 Years



PROPOSAL

ORIGINAL

City of Kalamazoo

Executive Search Services for City Manager

RFP # 91865-018.0

Due Date: May 20, 2025

3:00 P.M. ET

Submitted by:

Melissa Asher

Chief of Client Services

CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA 95834

P: (916) 471-3358, masher@cpshr.us

Tax ID: 68-0067209

www.cpshr.us

Table of Contents

Cover Letter	1
Section II - Proposal and Award.....	2
Qualifications Questionnaire	3
7. Key Personnel	4
Team Resumes	4
9. Recruitment Experts	8
11. Understanding of the Project	11
12. Additional Services	11
Stakeholder Engagement	11
Personality Inventory Assessment	12
16. Experience of Key Personnel	14
References.....	17
Our Approach	18
Key Stakeholder Involvement.....	18
The City's Needs.....	18
Commitment to Communication	18
Aggressive, Proactive, and Robust Recruitment.....	18
Diversity Outreach Process	19
Methodology and Scope of Work.....	20
Phase I - Develop Candidate Profile and Recruitment Strategy	21
Phase II - Aggressive, Proactive, and Robust Recruitment	22
Phase III - Selection	23

Timeline	25
RFP Contract and Insurance Notations	26
Additional Forms.....	28
Appendix A: Sample Brochure	30

Cover Letter

May 20, 2025

City of Kalamazoo
Purchasing Division
241 West South Street
Kalamazoo, MI 49007

Subject: Executive Search Services for City Manager

Dear James Henderson:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Kalamazoo (City) with the recruitment of a new City Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement. We have 40 years of experience providing human resources services to state and local government agencies and non-profit organizations, and over 20 years of experience placing top executives in public agencies throughout the United States.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please do not hesitate to contact me at (916) 471-3358 or via email at masher@cpshr.us.**

Sincerely,



Melissa Asher
Chief of Client Services

Section II - Proposal and Award

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 3
Proposal Reference #: 91865-018.0

SECTION II PROPOSAL AND AWARD

The undersigned having become thoroughly familiar with and understanding all the proposal/contract documents incorporated herein, agrees to provide executive search services as specified herein:

EXECUTIVE SEARCH SERVICES – CITY MANAGER

PROFESSIONAL SERVICES FEE:	\$ 30,000.00
ESTIMATED EXPENSES:	\$ included in Professional Fee
TOTAL NOT TO EXCEED:	\$ 30,000.00

The total combined not-to-exceed price quoted must include all costs associated with the performance of the services specified, including materials, supervision, labor, insurance, transportation, delivery, fuel or other surcharges, demurrage, and related costs. Charges not listed in the RFP response will not be allowed. All prices and fees must be in U.S. dollars.

Price stated shall be firm for the full term of this Contract.

Proposer/Contractor has examined and carefully studied the bidding documents and attachments, and acknowledges receipt of the following addenda:

Addendum No: _____

Dated: _____

Proposer shall provide all the information as requested herein with their proposal. **Failure to do so and/or failure to provide post-proposal requested information may be cause for rejecting the proposal as non-responsive.**

By my signature below, I certify that the firm bidding on this contract, when making hiring decisions, does not use a past criminal conviction as a bar to or preclude a person with a criminal conviction from being considered for employment with the bidding firm unless otherwise precluded by federal or state law. I further certify that I have read and agree to be bound by the provisions of the City's Non-Discrimination Clause found in Appendix A and as updated by City Ordinance 1856.

Signed: Melissa Asher Name: Melissa Asher
Title: Chief of Client Services

Qualifications Questionnaire

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 4
Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE

Please answer the following questions completely. You may submit answers on this form or as an attachment to this document, additional information (brochures, illustrations, etc.) will also be used in determining qualifications. If not using this form, please follow its format.

1. Firm name: Cooperative Personnel Services dba CPS HR Consulting
2. Established: Year 1985 State California
3. Type of organization:
 - a. Individual
 - b. Partnership
 - c. Corporation
 - d. Other JPA (Gov Entity)
4. Former firm name(s) if any, and year(s) in business:
n/a
5. Home office business address and telephone number where work will be performed.
HQ: 2450 Del Paso Road, Suite 220 Sacramento, CA 95834 (916) 263-3600
6. Branch office(s) if work will be performed there:
Work is generally conducted by remote recruiters, however, everything goes through our HQ's address.
7. Personnel of firm who will be working on this project. Attach resumes of key personnel:

NAME AND TITLE	SPECIALTY	EXPERIENCE YRS	EXPECTED ROLE
David Niemeyer	Executive Recruitment Services	20	Executive Recruiter
Rachael Danke	Executive Recruitment Services	5	Associate Executive Recruiter

7. Key Personnel

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. **Mr. David Niemeyer** and **Ms. Rachael Danke** will serve as your dedicated project team throughout this recruitment process. They will work together to fulfill the City's needs in a timely and effective manner. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the City.

Team Resumes

David J. Niemeyer, Executive Recruiter

David Niemeyer brings 40 years of local government management experience including managing 7 suburban communities. He brings an extensive practitioner's experience in government services to the CPS HR Executive Recruitment team through his roles as Village Manager, City Manager, Village Administrator, and City Administrator/Assistant to the Mayor. Human resources and senior executive recruitment are areas that he excels in and thoroughly enjoys.

Mr. Niemeyer has led recruitments for over 50 local government executive and management positions. This included preparing recruitment profiles and brochures, screening candidates and creating a list of top candidates for the elected officials, developing interview questions, managing assessment centers, conducting background checks, and negotiating employment offers. ***In addition, Mr. Niemeyer has led the City Manager search for Carbondale, IL and Gillette, WY, and the County Administrator Search for Jefferson County, WI.***

He retired as a village manager in 2021 and has been an executive recruiter with CPS HR since then. As a city manager, he was a leader in economic and downtown redevelopment, developing strategic plans for his communities, and reorganizing service delivery to his communities to save money and better serve his residents. David has a reputation as an ethical, engaged, collaborative leader, who has excellent communication and listening skills. He has a calm, focused disposition and has worked with vocal and diverse elected boards and residents to develop a consensus on controversial issues.

Additionally, he has worked in a variety of different communities in terms of wealth, demographic, political stability, culture and differing goals. A candidate that is successful in one community may not be successful in other, and so it is important that a recruiter understands the importance of candidate fit in an organization. Mr. Niemeyer's experience in diverse communities will help in screening candidates that are a good match for an organization.

Employment History

- Executive Recruiter, CPS HR Consulting
- Village Manager, Village of Tinley Park, IL
- Village Manager, Village of Oak Brook, IL
- Village Manager, Village of Homewood, IL
- City Manager, City of Des Plaines, IL
- Village Manager, Village of Richton Park, IL
- Village Administrator, Village of Orland Hills, IL
- City Administrator/Assistant to the Mayor, City of Harvard, IL

Education

- Master's in Public Administration, Northern Illinois University, DeKalb, IL 1985
- Bachelor of Science in Political Science, Northern Illinois University, 1983
- Minors: International Relations, Journalism
- ICMA Credentialed Manager and member of ICMA International Committee

Activities

- Member of ICMA, ILCMA, Metro Managers (past president)

Rachael Danke, Associate Executive Recruiter

Rachael Danke has spent her entire career in the non-profit and public sectors. With over seven years of experience in Human Resources, and a Master's Degree in Human Resources. Rachael has assisted multiple agencies throughout the nation with their talent attraction and retention needs, along with benefits, policy analysis, and strategy. Rachael has experience recruiting for roles such as Chief of Police, Director of Public Works, Director of Human Resources, Executive Director, and other executive roles at the local, state, and special districts level. Before CPS HR Consulting, Rachael was an HRBP for multiple county departments supporting their recruitment and hiring needs. Rachael is excited to continue to attract new talent to the public sector using innovative techniques such as Virtual Career Fairs and talent engagement to ensure the next generation of leaders for tomorrow.

Employment History

- Associate Executive Recruiter, CPS HR Consulting, Sacramento, CA
- HR Consultant, CPS HR Consulting, Sacramento, CA
- Human Resources Technician, El Dorado County, Placerville, CA
- Registry Training Specialist, El Dorado County, Placerville, CA
- Program Coordinator, American Red Cross, Reno, NV

Special Accomplishments

- Creation of employment events, benefits fair and employee appreciation week all on a virtual platform.
- Creation and administration of Telework survey and separate employee/manager Telework manuals.
- Improved employee orientation supplying better information in less time over a virtual platform.

Education

- B.A., Honors Psychology, University of Waterloo
- M.S. Human Resources Management, Pepperdine University (*in progress*)

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 5
Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE (cont.)

8. Total personnel of firm:
- a. Professional: 96 b. Non-professional: 24
9. Attach a list of similar projects performed over the last five (5) years. Include: description of professional services provided, project size, contact person and phone number. Projects should demonstrate experience in the types of consulting services you wish to provide.
10. Identify projects in Item 9 which most closely match the work required by the City.
- City of Carbondale, IL - City Manager Recruitment
- City of Gillette, WY - City Administrator Recruitment
- County of Jefferson, WI - County Administrator
11. Provide your understanding of the project and any special qualifications you bring to this project.
12. Identify any additional professional consulting service(s) you will utilize to work on this project and their expected role(s).
- Please see information included on the following page.
-
-
13. Provide the address for your website.
- cpsr.us
14. Have any similar agreements held by Proposer for a similar project to the proposed project ever been canceled? Circle one: No ☒ Yes If yes, please explain: There are multiple reason's why firms choose not
to continue with the recruitment, either they end up doing it in house or they have decided not to fill the position. We have
not had any contracts cancelled due to our recruiters lack of qualifications or deliverables.
15. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this RFP. Please attach certificate of competency and/or State registration.
- CPS HR is a government entity and operate not for profit so should be exempt, however, should we
be required to obtain a business license with the City, we will obtain said license.
-

9. Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR were female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing of recent similar recruitments to show our experience with similar executive recruitments.

Agency	Title	Year Completed
City of Sacramento, CA	City Manager	Current
City of Arvada, CO	City Manager	Current
City of Missouri City, TX	Assistant City Manager	Current
City of Oklahoma City, OK	Assistant City Manager	Current
San Joaquin Area Flood Control Agency, CA	Executive Director	Current
County of Orange, CA	County Administrative Officer	2025
City of Carbondale, IL	City Manager	2025
San Diego Ethics Commission, CA	Executive Director	2024
California Workforce Association	Executive Director	2024
City of Arcada, CA	City Manager	2024
County Welfare Directors Association of California, CA	Executive Director	2024
Fresno Council of Governments, CA	Executive Director	2024
City of Simi Valley, CA	Deputy & Assistant City Manager, Outreach	2024
City of Farmersville, CA	City Manager	2024
County of San Diego, CA	Chief Administrative Officer	2024
San Diego Association of Governments, CA	Chief Executive Officer	2024
City of Arcata, CA	City Manager	2024
California Student Aid Commission, CA	Executive Director	2024

Agency	Title	Year Completed
Stanislaus County Housing Authority, CA	Executive Director	2024
City of Simi Valley, CA	City Manager	2024
Contra Costa County Employees' Retirement Association, CA	Chief Executive Officer	2024
Orange County Power Authority, CA	Chief Executive Officer	2024
Southern California Public Power Authority	Executive Director	2024
County of Luis Obispo, CA	County Administrative Officer	2024
City of Gillette, WY	City Administrator	2023
City of Phoenix, AZ	Assistant City Manager	2023
City of Phoenix, AZ	Deputy City Manager	2023
City of Baytown, TX	City Manager	2023
City of Littleton, CO	Deputy City Manager	2023
City of Littleton, CO	City Manager	2022
City of Oklahoma City, OK	Assistant City Manager	2022
City of Bellaire, TX	City Manager	2022
County of Trinity, CA	County Administrative Officer	2022
City of Nogales, AZ	City Manager	2022
County of Imperial, CA	County Executive Officer	2022
City of Turlock, CA	City Manager	2022
City of Dallas, TX	Assistant City Manager	2022
City of Tucson, AZ	Assistant City Manager/Chief Financial Officer	2022
City of Piney Point Village, TX	City Administrator	2022
City of Nogales, AZ	City Manager	2022
City of San Diego, CA	Chief Operating Officer	2022
California High Speed Rail	Chief Operating Officer	2022
City of Surprise, AZ	City Manager	2021
City of Aztec, NM	City Manager	2021
County of Yolo, CA	County Administrative Officer	2021
City of Aurora, CO	Deputy City Manager	2021

Agency	Title	Year Completed
City of Dickinson, TX	City Manager	2021
City of Dayton, TX	City Manager	2021
County of Los Alamos, NM	County Manager	2021
City of Hercules, CA	City Manager	2021
City of Clayton, CA	City Manager	2021
City of Marysville, CA	City Manager	2021
County of Flathead, MT	County Administrator	2021
County of Yolo, CA	Assistant County Administrative Officer	2020
City of Greeley, CO	Deputy City Manager	2020
City of Reno, NV	City Manager	2020
City of Bozeman, MT	City Manager	2020

11. Understanding of the Project

CPS HR understands that the City of Kalamazoo is seeking a professional search firm to conduct executive recruitments for it's next City Manager. The City is interested in working with an Executive Search firm with a proven track record of successful placement services for Executive and other top level leadership roles for governmental/public agencies.

CPS HR has been providing Executive Search services for governmental/public agencies for over 20 years. We are a leader in the recruiting space with a success rate of 95% of our placements still being in their positions after two years. We focus solely on governmental/public agency placements which has enabled us to create a deep and wide database and network of contacts to bring you a diverse and highly qualified candidate pool.

12. Additional Services

Stakeholder Engagement

The City Council may desire input from residents, stakeholder groups, employees, etc. To accomplish this task, we have deployed several strategies to gather feedback including community meetings, online surveys, roundtable/visioning meetings, and teleconferences. An example of the breadth this process can take is our recruitment for the City Manager of Columbia, Missouri. Over the course of one week, our team met with over 75 community stakeholders and groups identified by the City Council, held two public meetings, and issued a public survey on the recruitment that obtained over 450 responses. This information was compiled into a comprehensive report and presented to the City Council. This information was used to create

marketing materials and will inform our creation of appropriate applicant screening processes. This kind of engagement is standard for CPS HR and is included in our professional fee.

Personality Inventory Assessment

In order to measure candidates' attitude, motivation, and personality, the County Administrator may wish to consider the use of a personality inventory. CPS HR has a unique relationship with Hogan Assessment Systems to provide its products to the government sector. As an international authority in personality assessment, Hogan has over 30 years of experience helping agencies evaluate leadership potential. Hogan's Leadership Forecast Potential Report, for example, outlines an individual's day-to-day leadership style, including behavioral descriptions and leadership competencies in terms of seven dimensions of normal personality that address a different component of leadership performance. In addition to being informative about individuals' attitude, motivation, and personality, these personality measures are also highly reliable in terms of their prediction for successful job performance. These **optional** reports are priced from \$150 - \$450 per candidate based on the suite of assessments chosen.

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 6
Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE (cont.)

16. List the pertinent experience of the key individuals of your firm (continue on insert sheet if necessary):

Please see resume's available on pages 4-6 and the tables on the following page.

17. State the name, title, and contact information of the individual(s) who will have personal management of the day-to-day contract work:

David Niemeyer, Executive Recruiter; (916) 471-3366; dniemeyer@cpsshr.us

Rachael Danke, Associate Executive Recruiter; (916) 471-1401; rdanke@cpsshr.us

18. Litigation/Judgments/Settlements/Debarments/Suspensions – Submit information on any pending litigation and any judgments and settlements of court cases relative to providing the services requested herein that have occurred within the last three (3) years. Also indicate if your firm has been debarred or suspended from bidding or proposing on a procurement project by any government entity during the last five (5) years. CPS HR does not have any pending litigation, judgments, settlements, debarments

or suspension in the past 5 years. CPS HR has not been debarred or suspended from proposing on procurement projects by any government entity either.

19. Disclosure of Conflict of Interest

VENDOR SHALL DISCLOSE BELOW, TO THE BEST OF HIS OR HER KNOWLEDGE, ANY CITY OF KALAMAZOO OFFICER OR EMPLOYEE, OR ANY RELATIVE OF ANY SUCH OFFICER OR EMPLOYEE, WHO IS AN OFFICER, PARTNER, DIRECTOR, OR PROPRIETOR OF, OR HAS A MATERIAL INTEREST IN THE VENDOR'S BUSINESS OR ITS PARENT COMPANY, ANY SUBSIDIARY, OR AFFILIATED COMPANY, WHETHER SUCH CITY OFFICIAL OR EMPLOYEE IS IN A POSITION TO INFLUENCE THIS PROCUREMENT OR NOT.

Name

Relationship

None

I hereby certify that all the information provided is true and answered to the best of my ability.

Signed: Melissa Asher

Name: Melissa Asher

Type or Print

Title: Chief of Client Services

Date: 05/05/2025

16. Experience of Key Personnel

Please see below a list of prior recruitments completed by the recruiters assigned to the City Manager's recruitment.

Agency	Title	Status	Population
City of Cincinnati, OH	Citizen Complaint Authority Director	Current/Open	311,097
Grand Rapids General Retirement Systems, MI	Administrative Analyst	Current/Open	196,608
Housing Authority of the County of Alameda (HACA), CA	Chief Executive Officer / General Manager	Current/Open	1.622 million
City of Rochester, MN	Design Engineer - Supervisor	Current/Open	122,413
Southwest Ohio Regional Transit Authority, OH	Executive Director	Current/Open	2.27 million
California Joint Powers Risk Management Authority (CJPRMA), CA	Finance Officer	Completed	n/a
County of Trinity, CA	Director of Transportation	Completed	15,670
City of Bozeman, MT	Community Development Director	Completed	57,305
County of Johnson, KS	Human Resources Director	Completed	622,237
County of Inyo, CA	Deputy Director for Public Health and Prevention	Completed	18,527
City of San Carlos, CA	Assistant Community Development Director	Completed	28,862
City of San Diego, CA	Chief Investigator	Completed	1.388 million
City of Flagstaff, AZ	Water Services Director	Completed	
City of Cincinnati, OH	Police Chief	Completed	311,097
City of San Diego, CA	Community Engagement Coordinator	Completed	1.388 million
Selma-Kingsburg-Fowler County Sanitation District, CA	General Manager	Completed	40,000
County of Johnson, KS	Director of Facilities	Completed	622,237
City of Farmers Branch, TX	Police Chief	Completed	35,991

Proposal to the City of Kalamazoo
RFP # 91865-018.0 Executive Search Services for City Manager

City of Madera, CA	Finance Director	Completed	68,079
City of Madera, CA	Public Works Operations Director	Completed	68,079
Sierra Lakes County Water District, CA	General Manager	Completed	2,731
City of Bozeman, MT	Finance Director	Completed	57,305
City of Santa Fe, NM	ADA Coordinator	Completed	89,167
City of Santa Fe, NM	Complete Streets Division Director	Completed	89,167
City of Santa Fe, NM	Transit Director of Administration	Completed	89,167
City of Oakland, CA	Citywide Communications & Engagement Director	Completed	436,504
City of Cincinnati, OH	Fire Chief	Completed	311,097
City of Gillette, WY	City Administrator	Completed	33,496
City of Mesa, AZ	Chief Information Officer	Completed	511,648
City of Bell, CA	Public Works Director	Completed	31,864
Northern Sierra Air Quality Management District, CA	Executive Director	Completed	n/a
City of Madera, CA	Director of Information Technology	Completed	68,079
Maricopa County, AZ	Flood Control Director	Completed	4.586 million
City of San Jose, CA	Division Manager - Planning, Building, and Code Enforcement	Completed	969,655
Greater Los Angeles County Vector Control District, CA	Finance Manager	Completed	18.3 million
Regional Transportation Commission of Washoe Co, NV	Planning Director	Completed	498,022
Napa Sanitation District, CA	Human Resources Manager	Completed	83,300
County of Santa Cruz Housing Authority, CA	Housing Program Director	Completed	261,547

*Proposal to the City of Kalamazoo
RFP # 91865-018.0 Executive Search Services for City Manager*

South Placer Municipal Utility District, CA	General Manager	Completed	404,739
County of Yuma, AZ	Chief Financial Officer	Completed	213,221
City of San Jose, CA	Deputy Director in Planning, Building & Code Enforcement	Completed	969,655
City of Carbondale, IL	City Manager	Completed	21,592
City of Grand Rapids, MI	Chief Sustainability Officer	Completed	196,608
Housing Authority of the County of Alameda (HACA), CA	Deputy Executive Director	Completed	1.622 million
County of Jefferson, WI	County Administrator	Completed	85,743
City of Olathe, KS	Assistant City Engineer/Transportation Manager	Completed	147,461
City of Northlake, IL	Finance Director	Completed	12,270
City of Livingston, CA	Public Services Director	Completed	14,643
City of Livingston, CA	Police Chief	Completed	14,643
City of Livingston, CA	Finance Director	Completed	14,643
City of Carlsbad, CA	Multiple Outreach recruitments	Completed	113,495
City and County of San Francisco, CA	Chief Information Officer	Completed	808,988

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

Reference 1:

Agency: City of Carbondale, IL

Contact: Tara Brown, Human Resources Director

Phone/Email: 618) 457-3247 / tbrown@carbondaleil.gov

Address: 200 S. Illinois Ave., Carbondale, IL 62901

Project(s): Full recruitment for City Manager (2025)

Reference 2:

Agency: City of Gillette, WY

Contact: Deca Wasson, Human Resources Director

Phone/Email: (307) 686-5209; decaw@gillettewy.gov

Address: 201 E. 5th Street, Gillette, WY 82716

Project: Full Recruitment for City Administrator (2023)

Reference 3:

Agency: City of Grand Rapids, MI

Contact: Michelle Eddie, Assistant Human Resources Director

Phone/Email: (616) 780-8630 / meddie@grand-rapids.mi.us

Address: 300 Monroe Avenue NW, Grand Rapids, MI 49503

Project(s): Full recruitment for Chief Sustainability Officer (2025)

Our Approach

Key Stakeholder Involvement

The City Council on behalf of the City of Kalamazoo must be intimately involved in the search for a new City Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the City Council, other key stakeholders may also be invited to provide input for the development of the candidate profile.

The City's Needs

A critical first step in a successful executive search is for the City Council to define the professional and personal qualities required of the City Manager. CPS HR has developed a very effective process that will permit the City Council to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the City Council wishes to establish with the City Manager; and ultimately, the professional and personal qualities required of the City Manager.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new City Manager. We will contact the City Council and the newly appointed City Manager within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

Our recruitment process results in an exceptionally diverse candidate pool and a high level of client satisfaction.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new City Manager is uniquely suited to the City's needs. *CPS HR can perform Outreach Only or Partial Recruitment services when a Full Recruitment is not needed by the City.*



Phase I: Our consultant will meet with the City Council to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

Phase II: The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the City. CPS HR will work with the City Council to determine the process best suited to the City of Kalamazoo.

Below is a breakdown of the services included in each recruitment option.

Task	Description	Outreach	Partial	Full
Phase I - Develop Candidate Profile and Recruitment Strategy				
1	Finalize Schedule		X	X
2	Hold Key Stakeholder Meetings	X	X	X
3	Develop Candidate Profile	X	X	X
4	Develop Recruitment Brochure	X	X	X
Phase II – Aggressive, Proactive, and Robust Recruitment				
1	Place Ads	X	X	X
2	Identify and Contact Potential Candidates	X	X	X
3	Review Application Materials		X	X
4	Conduct Screening Interviews		X	X
5	Submit Client Report		X	X
6	Client Meeting to Select Semifinalists		X	X
7	Notify Candidates		X	X

Phase III – Selection				
1	Prepare Assessment			X
2	Schedule Candidates; Coordinate Travel			X
3	Prepare Evaluation manuals			X
4	Facilitate Finalist Selection Process			X
5	Conduct Reference and Background Checks			X
6	Assist in Negotiation (if requested)			X

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of the City's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new City Manager. Activities will include:

- Identifying key priorities for the new City Manager and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the City Council wishes to establish with the City Manager.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new City Manager in light of the discussions above.
- Discussing recruitment and selection strategies for the City Council's consideration to best produce the intended results.

CPS HR will provide a summary to the City stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at <https://www.cpsshr.us/executive-level-recruitment-2/>.

Phase II - Aggressive, Proactive, and Robust Recruitment

Task 1 - Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 - Resume Review and Screening Interviews

Task 4 - City Council Selects Finalists

The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
• City's website • CPS HR website • ICMA • Town and City Manager Jobs • LinkedIn • Michigan Municipal League • Illinois Municipal League • American Society for Public Administration	• National League of Cities • Illinois City/County Management Association • National Forum for Black Public Administrators • Local Government Hispanic Network • Women Leading Government • Governmentjobs.com • Public CEO

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the City Manager brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the City or continuing to ensure the public confidence in the integrity of the City.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the City Council. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the City Council to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III - Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 - Final Preparation for Appointment

Task 4 - Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the City to review this process and discuss the City's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the City. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the City with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the City wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the City. A written (anonymous) summary of the reference checks is provided to the City.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the City for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new City Manager can be completed in 14 to 16 weeks. Partial recruitments can be completed in 10-12 weeks and Outreach Only projects in 4-6 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/ Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads			➤													
Aggressive Recruiting					➤											
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates										➤						
Semi-finalist Interviews													➤			
Reference/ Background Checks														➤		
Final Interviews															➤	
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

RFP Contract and Insurance Notations

CPS HR's Contracts Manager has reviewed the contract and insurance information included in the RFP. We can accept the terms and conditions set forth in it with two minor notations:

1. CPS HR does not own any autos.
2. Our self-insured retention is \$50,000.

		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 6/25/2024															
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 have ADDITIONAL INSURED provisions or 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).																			
PRODUCER Edgewood Partners Ins. Center 10877 White Rock Road Suite 300 Sacramento - P&C Lic #0B29370 Rancho Cordova CA 95670			CONTACT NAME: Brianna Orchekowski PHONE (A/C, No. Ext): E-MAIL: brianna.orchekowski@epicbrokers.com ADDRESS:																
INSURED Cooperative Personnel Services DBA: CPS HR Consulting 2450 Del Paso Rd., Ste. 220 Sacramento CA 95834			INSURER(S) AFFORDING COVERAGE <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>INSURER</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Hartford Fire Insurance Company</td> <td>19682</td> </tr> <tr> <td>INSURER B: Sentinel Insurance Company, Ltd.</td> <td>11000</td> </tr> <tr> <td>INSURER C: Hartford Casualty Insurance Company</td> <td>29424</td> </tr> <tr> <td>INSURER D: Trumbull Insurance Company</td> <td>27120</td> </tr> <tr> <td>INSURER E: Lloyd's of London</td> <td>85202</td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>			INSURER	NAIC #	INSURER A: Hartford Fire Insurance Company	19682	INSURER B: Sentinel Insurance Company, Ltd.	11000	INSURER C: Hartford Casualty Insurance Company	29424	INSURER D: Trumbull Insurance Company	27120	INSURER E: Lloyd's of London	85202	INSURER F:	
INSURER	NAIC #																		
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INSURER D: Trumbull Insurance Company	27120																		
INSURER E: Lloyd's of London	85202																		
INSURER F:																			
COVERAGES CERTIFICATE NUMBER: 1418989 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/YYYY)	LIMITS												
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:	Y	Y	57UUNBE6937	7/1/2024	7/1/2025	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 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$												
D	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY	Y	Y	57UENBE6965	7/1/2024	7/1/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$												
C	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ \$10,000			57RHUBE7777	7/1/2024	7/1/2025	EACH OCCURRENCE \$ 6,000,000 AGGREGATE \$ 6,000,000 \$												
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y	N/A	57WEBF5WNL	7/1/2024	7/1/2025	☒ PER STATUTE ☐ OTH-ER Stop Gap Applies E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000												
E	Errors & Omissions Claims Made/Retro Date 10/13/1989			PSN0239993974	7/1/2024	7/1/2025	Each Claim/Agg Deductible/Each Claim \$3,000,000 \$50,000												
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Re: Evidence of Coverage.																			
CERTIFICATE HOLDER **Evidence of Coverage** For Insured's Use				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 															
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Additional Forms

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 8
Proposal Reference #: 91865-018.0

CITY OF KALAMAZOO EX-OFFENDER POLICY CHECKLIST

As part of the City's commitment to reducing unacceptable poverty, encouraging rehabilitation, reducing recidivism, and strengthening families in Kalamazoo, the City has updated its Purchasing Policy to ensure that firms with whom the City does business share in this commitment by utilizing hiring practices that do not unfairly deny people with arrest and conviction records gainful employment. *(Important: This requirement also extends to any subcontractors the bidder intends to use to fulfill the contract for goods or services being sought from the City.)*

Part I: Proof that the bidder does not inquire about an individual's past arrest or criminal history on the bidder's employment application form

- ☐ Attach a copy of the current application for employment being used by the bidder

Part II: Certification that the bidder does not use an individual's past arrest or criminal history to unlawfully discriminate against them by checking *one or more* of the following:

- ☐ That pursuant to federal or state law bidder is precluded from hiring persons with certain criminal records from holding particular positions or engaging in certain occupations by providing a cite to the applicable statute or regulation; if checking this box, provide a citation to the applicable statute or rule upon which the bidder is relying: _____
- ☒ That bidder conducts criminal history background checks only as necessary, and only after making a conditional offer of employment; that any withdrawal of an offer of employment to an individual because of a past criminal history is job-related and consistent with business necessity after the individual has been provided an individualized assessment opportunity to review and challenge or supplement the history of past criminal conduct being relied upon by the bidder;
- ☒ That the use by bidder of criminal history background checks complies with the U.S. Equal Employment Opportunity Commission's Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions and that the bidder has not had a determination rendered against it in past 7 years that it discriminated against a person through the use of an individual's arrest or criminal history

I CERTIFY THAT THE ABOVE STATEMENTS ARE TRUE.

05/15/2025

Date


Signature

Melissa Asher

Printed Name

Chief of Client Services

Position

November 2017

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 9
Proposal Reference #: 91865-018.0

I hereby state that all the information I have provided is true, accurate and complete. I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the City of Kalamazoo. I hereby state that I have not communicated with nor otherwise colluded with any other proposer, nor have I made any agreement with nor offered/accepted anything of value to/from an official or employee of the City of Kalamazoo that would tend to destroy or hinder free competition.

The firm's identification information provided will be used by the City for purchase orders, payment and other contractual purposes. If the contractual relationship is with, or the payment made to, another firm please provide a complete explanation on your letterhead and attach to your bid. Please provide for accounts payable purposes:

Tax Identification Number (Federal ID): 68-0067209

Remittance Address: Lockbox#0134327 - PO Box 884327, Los Angeles, CA 90088-4327

Financial Contact Name: Sandy MacDonald-Hopp, CFO Financial Contact Phone Number: 916-529-0467

Financial Contact Email Address: smacdonald-hopp@cpsshr.us

I hereby state that I have read, understand, and agree to be bound by all terms and conditions of this proposal document.

SIGNED: Melissa Asher NAME: Melissa Asher
(Type or Print)

TITLE: Chief of Client Services DATE: 05/15/2025

FIRM NAME: CPS HR Consulting
(If any)

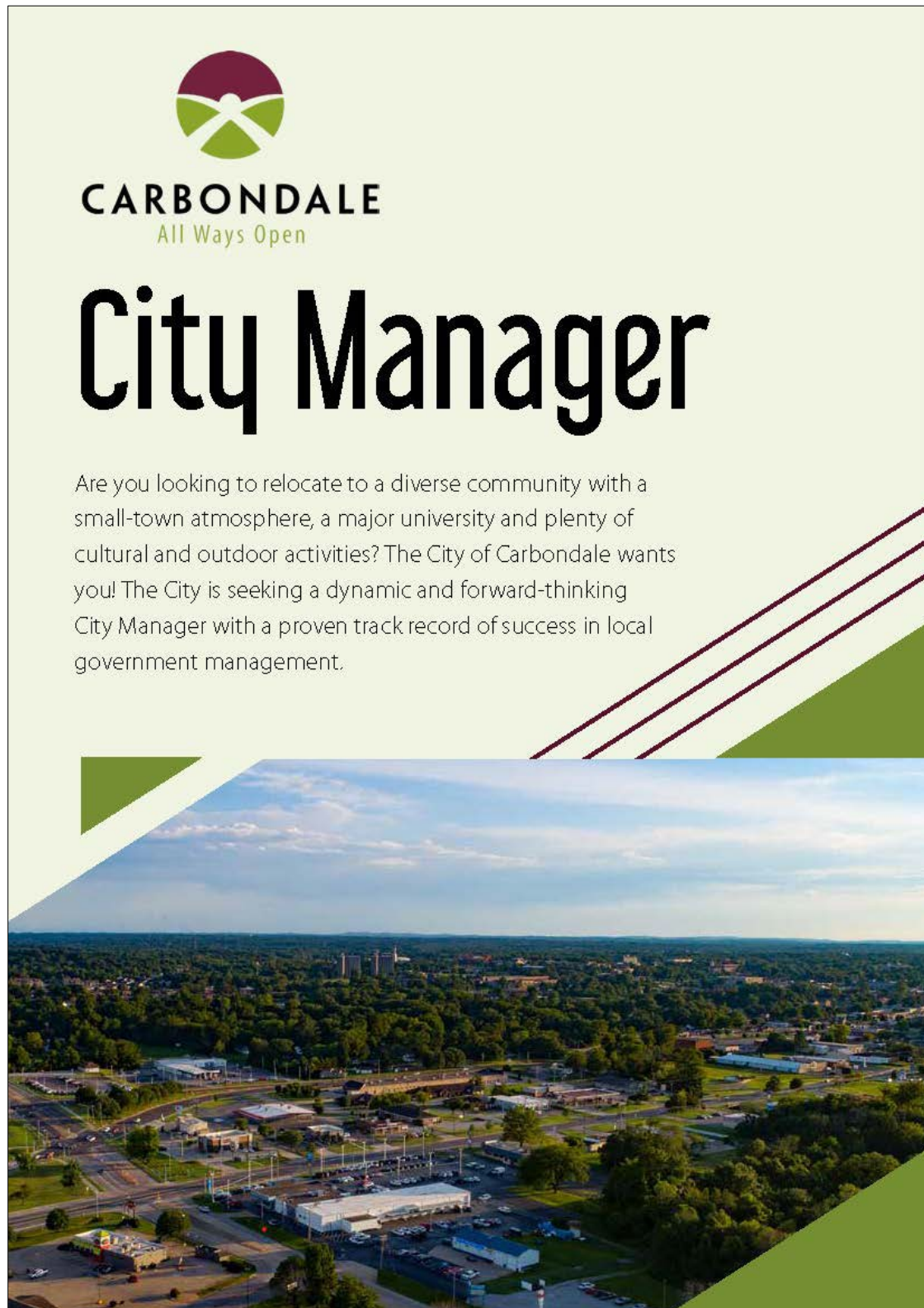
ADDRESS: 2450 Del Paso Road, Suite 220 Sacramento CA 95834
(Street address) (City) (State) (Zip)

PHONE: (916) 471-3358 FAX: (916) 263-3613

EMAIL ADDRESS: masher@cpsshr.us

FOR CITY USE ONLY - DO NOT WRITE BELOW

Appendix A: Sample Brochure



The brochure features a light green background with a stylized logo at the top left consisting of a green circle with a white figure inside, and a maroon semi-circle above it. Below the logo, the text "CARBONDALE" is written in bold black capital letters, followed by "All Ways Open" in a smaller green font. The title "City Manager" is prominently displayed in large, bold, black letters. A paragraph of text follows, describing the city's attributes and the search for a dynamic City Manager. The bottom half of the brochure is a photograph of a cityscape with green trees, buildings, and a clear sky, framed by green and maroon geometric shapes.

CARBONDALE
All Ways Open

City Manager

Are you looking to relocate to a diverse community with a small-town atmosphere, a major university and plenty of cultural and outdoor activities? The City of Carbondale wants you! The City is seeking a dynamic and forward-thinking City Manager with a proven track record of success in local government management.

City of Carbondale Core Values:

As a responsive and caring community, Carbondale's success is not just based on "what we do", but also "how we do it". Our core values define the behaviors important in our interactions with residents, visitors and one another. Accountability, integrity, inclusion, fairness, communication, honesty, and teamwork are the value that guide our vision.



THE CITY

The City of Carbondale, with a population of 21,592 residents (50,000 daytime), is a bustling community of unique shops, diverse commerce, cultural activities, and many other luxuries that would be expected in a large city-yet it maintains the comforts and charm of a small town. The City is home to a thriving business community enormously boosted by Southern Illinois University-Carbondale, recognized nationally for outstanding education, research, and athletics. The City is home to various ethnic groups and cultures, with approximately 10 percent of the population being foreign-born.

Located in the heart of beautiful Southern Illinois, Carbondale and the surrounding region offer scenic lakes, the Shawnee National Forest, and abundant recreational opportunities, including two stops along the Southern Illinois Golf Trail. Carbondale is also the front door of the Shawnee Hills Wine Trail, the home of fabulous restaurants serving international cuisine, the retail center for multiple counties, and the region's cultural center, with many stages filled with music, dance, and live theater. The Southern Illinois Symphony Orchestra has brought outstanding music to Southern Illinois for more than 100 years. Although the title is unofficial, many residents consider Carbondale the "Capital of Southern Illinois".

Carbondale has excellent Amtrak service, with three trains daily to and from Chicago and one daily to and from Memphis and New Orleans. It is less than a 2-hour drive from St. Louis and approximately 5 hours to Chicago.



THE CITY GOVERNMENT

The Mayor and City Council is the legislative and policy body of the City of Carbondale. The Mayor serves as the official representative of the City for all legal purposes and interactions with the Governor. The Mayor and City Councilmembers are elected at large for staggered four-year terms biennially.

The City Manager's office is responsible for carrying out City policy and managing the operations of the City; supervising department heads; appointing, suspending or removing employees; enforcing laws and ordinances within the City; implementing Council goals, policies and programs; preparing the City's budget; serving the City Council; acting as a liaison with the Council and other government and public agencies; and providing professional management and leadership to City departments. The City's most recent City Manager was with the city for almost 13 years and City Manager for eight years and was well respected and liked.

The City has a total of 255 employees. The City has five labor unions; contracts for all of the unions were recently settled. Carbondale's 2025 total budget is approximately \$86 million. The City is in excellent financial shape, and its public safety pensions are nearly fully funded. Carbondale has won numerous awards, including the GFOA Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting Award for more than 30 years.

To learn more, visit www.explorecarbondale.com

PRIORITIES, INITIATIVES, AND CHALLENGES

- » Like many large university communities, Carbondale has been dealing with the effects of a declining student population and the economic effects it has had on the City. The University Mall has seen significant store closures and needs revitalization. The next manager will be expected to lead efforts to establish new economic development strategies as the City works to diversify its tax base and develop ideas to repurpose the University Mall.
- » A new \$23 million multi modal station will open in the City in early 2025 that will serve 30 counties in Southern Illinois. The City expects this to change the complexity of the downtown significantly and they anticipate it will bring a lot more foot traffic to the downtown.
- » The City will be developing a new comprehensive plan in the next 12 months. The new manager will take an active role in leading the development of the new plan.
- » The City has had great success applying for and receiving grants for projects. The new manager is expected to continue to look for opportunities to seek funds from outside agencies that will benefit the City.
- » Carbondale has seen an increase in issues often associated with urban areas, such as homelessness and crime. The next manager will be expected to work with the council and staff to develop new and innovative public safety programs and ideas.





THE IDEAL CANDIDATE

The ideal candidate will:

- » Have strong collaboration and relationship-building skills and be someone who can build bridges.
- » Serve as an engaged and accessible manager who actively interacts with and understands employees while avoiding micromanagement. Trust department heads to effectively manage their teams, with a focus on ensuring accountability and performance standards are met. Have experience navigating and managing political environments effectively.
- » Welcome and embrace diversity.
- » Have experience in working with an active citizenry, and demonstrating successful collaboration with community groups and being an active community member.
- » Not be afraid to make decisions and take measured risks.
- » Have significant experience with economic development and public safety issues.
- » Be an active listener.
- » Have experience dealing with labor unions.
- » Be innovative, with new ideas on how to move the City forward.
- » Have strong financial management skills.
- » Have experience in town/gown relations.
- » Be someone willing to make a longer-term commitment to the City.

EDUCATION AND EXPERIENCE

A Bachelor's Degree from an accredited university in public administration or a similar field is required with a Master's Degree preferred. Must have a minimum of five years' experience in executive level management in a local government of similar size and complexity to the City. The City Manager must maintain their main residence within city limits within 6 months of hiring.

COMPENSATION AND BENEFITS

The compensation and benefits package will be competitive and negotiable depending on the experience and qualifications of the chosen candidate. The starting salary range for this position is **\$172,000-\$210,000** annually.

The position offers the following benefits:

- » 14 paid holidays.
- » Vacation time for executive level positions is negotiable.
- » 12 sick days per year that can be accumulated indefinitely.
- » Health Insurance-Medical, dental, and vision insurance premiums are covered by the City including spouse and family.
- » Illinois Municipal Retirement Fund Pension.
- » Employee Assistance Program.
- » Section 125 Pretax Deductions.
- » Dependent Care Reimbursement Plan
- » Healthcare Flexible Spending Account.
- » Voluntary Deferred Compensation Program.
- » \$500 per month car allowance

Some benefits currently offered to employees may be modified in the future.

APPLICATION AND SELECTION PROCEDURE

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references that will not be contacted until the final interviews (two supervisors, two direct reports, and two colleagues) by the first resume review date of **October 11, 2024**. Resume should reflect years and months of employment, beginning / ending dates, as well as the size of staff and budgets you have managed.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2393>

For further information contact:



David Niemeyer
Executive Recruiter
(916) 471-3326
dniemeyer@cpshr.us
Website: www.cpshr.us

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. The most qualified candidates will be invited to a semi-final virtual interview process with the City. From there, the most qualified candidates will be invited to final interviews in Carbondale. The final interviews will include an opportunity for the public to meet and ask questions of the candidates. An appointment will be made by the Mayor and City Council following comprehensive reference and background checks.



CARBONDALE

Equal Employment Opportunity Employer (EEOC):

The City of Carbondale is an Equal Employment Opportunity Employer. It is the policy of the City of Carbondale to provide equal employment opportunities without regard to race, color, religion, veteran status, marital status, sex, national origin, age, on the basis of genetic information, or the existence of a physical or mental disability.

City of Kalamazoo

Executive Search Services – City Manager

PROPOSAL REFERENCE #: 91865-018.0 / ORIGINAL / MAY 20, 2025



May 20, 2025

Mr. James Henderson
Human Resources Director
City of Kalamazoo
241 West South Street
Kalamazoo, MI 49007

Subject: Proposal for Executive Search Services – City Manager (Proposal Reference: #91865-018.0)

Dear Mr. Henderson:

We are pleased to submit this proposal for executive recruitment services for the City of Kalamazoo (City). Our firm's focus is helping local government and utility organizations solve their financial, organizational, and technology challenges. Our mission is to strengthen communities, and our executive recruitment team does this by helping our clients find the best leaders to move their organizations forward.

Our search team for the City is comprised of skilled recruiters, seasoned in local government management with search experience across the country. Our team has completed over 350 nationwide searches, including successful manager placements in similar college towns such as Morgantown, WV, Boulder, CO, and Harrisonburg, VA. Our strength is in identifying and retaining ideal candidates who meet each organization's unique needs and expectations. We are confident our approach will result in a successful leader for the City.

We look forward to the opportunity to serve the City of Kalamazoo. If you have any questions, please contact me using the information below.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Catherine Tuck Parrish'.

Catherine Tuck Parrish
Senior Vice President
P: 240.832.1778 / E: ctuckparrish@raftelis.com



Making our world better

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

Table of Contents

Firm Overview.....	1
Project Approach	3
References	8
Recruitment Team	12
Cost.....	18
Appendix A: Required Forms.....	20

FIRM OVERVIEW

Who We Are

RAFTELIS HELPS LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

We believe that our Raftelis team is the *right fit* for this search. We provide several key factors that will benefit the City and help to make this recruitment a success.

RESOURCES AND EXPERTISE: With more than 190 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation.

DECADES OF COLLECTIVE EXPERIENCE: Our recruiters and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police, and all disciplines in between.

PERSONAL SERVICE FROM SENIOR-LEVEL RECRUITERS: You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level recruiters.

NICHE EXPERTISE: Our expertise lies in strengthening public-sector organizations. We're specialists rather than generalists, focusing our strengths on delivering results for a specific group of clients.



FIRM CAPABILITIES



EXECUTIVE SERVICES: Identify and develop top talent to lead local governments and utilities

- Executive recruitment
- Executive coaching
- Executive performance evaluations



FINANCE: Promote financial integrity and the equitable recovery of costs to achieve your objectives

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis
- Regulated utility support



COMMUNICATION: Inform and engage with your stakeholders to build understanding and support

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement
- Technical writing and content development



STRATEGIC PLANNING/FACILITATION:

Plan for the future to guide your organization to success

- Organization, department, and community-based strategic planning
- Climate action planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



STORMWATER UTILITY SERVICES: Implement sustainable financial practices to equitably fund your stormwater program

- Stormwater utility development and implementation support



ORGANIZATIONAL ASSESSMENT: Identify needs, plan for the future, and implement positive changes

- Organizational and operational assessments
- Performance measurement
- Staffing analysis
- Sustainability
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing



TECHNOLOGY: Gain insights from your data and develop tools to increase effectiveness and engagement

- Cybersecurity services
- Strategic technology planning services
- Financial management technology services
- Customer management technology services
- Maintenance and asset management technology services
- Data management, analytics, and visualization
- Custom software solutions



SOLID WASTE SERVICES: Deliver effective solid waste services while ensuring financial sustainability and customer engagement

- Solid waste plans & sustainable materials management planning & implementation
- Grant application assistance
- Billing technology planning and implementation
- Collection/routing and disposal/processing planning, procurement, and implementation
- Rates and financial modeling
- Benchmarking and best practices
- Regulation and compliance
- Communications and public engagement

PROJECT APPROACH

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

The City of Kalamazoo has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search for the new City Manager must accomplish. We will identify qualifications and requirements and map out the new manager's first-year goals so that the City and the new employee remain on the same track for success. We will build a customized position profile, ensuring we attract the best applicants from across the country.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search to the specific organization's needs. Often, the professionals best suited to a position are already employed and not searching for a new job via traditional channels. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have demonstrated success assembling candidate pools that are racially, ethnically, and gender diverse. We are dedicated to helping local governments fill leadership positions with candidates that reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise positions with national organizations that represent people of color and women, including the National Forum of Black Public Administrators (NFBPA), the Local Government Hispanic Network (LGHN), and the League of Women in Government. Once the right candidates are found, we help manage the full hiring process, from interviews to background checks to final offers. Our in-depth service empowers clients to achieve their recruitment goals at every step.



39% of our recruitments resulted in the hiring of **females**

21% of our recruitments resulted in the hiring of **people of color**

Supporting Success

We support the top candidate's long-term success by creating a goal-driven work plan that is actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for a successful first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and the City. In the end, we are not just looking for a successful candidate; we are looking for the right leader to be successful in their new position long after their initial hire.

Project Approach

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE CITY MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the City's ideal City Manager. We will meet with the City Commission and the City's Human Resources Director to discuss the timeline and process (one virtual meeting). We will then meet with the Commissioners individually and as a group to understand everyone's unique perspective on the desired skills and experiences the next City Manager should possess (up to eight virtual meetings). We will also conduct virtual meetings with the outgoing City Manager, the City's senior leadership team, and other key stakeholders as identified to gather their input (up to three virtual meetings). The scope of this proposal also reflects the hosting and facilitation of one virtual community focus group and one online survey for community input. During this process of engagement, we will discuss not just the technical skills needed for the position but also what makes the right organizational fit in terms of traits and experiences.

Based on the information gathered in our meetings, we will develop a recruitment plan that focuses on the Great Lakes region and extends across the country. We will prepare a position profile that is unique to the City. The profile will identify the organization's needs, strategic challenges, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates and helps us encourage candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them, that the City has clearly identified objectives for the new City Manager, and that the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City Commission (and other key stakeholders if desired). Modifications will be made as necessary before recruitment begins.

DELIVERABLE:

- Detailed recruitment process documents, including a recruitment plan, position profile, and first-year goals

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and metro areas for our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan. We will place job postings with national, state, and regional professional organizations such as the Michigan Municipal League (MML), the Michigan Association of Counties (MAC), the Ohio City and County Management Association (OCCMA), the International City/County Management Association (ICMA), Engaging Local Government Leaders (ELGL), the NFBPA, the LGHN, and other relevant national, state, and regional professional associations as identified in the recruitment plan.

As soon as the advertisements are completed, we will begin actively and aggressively marketing the position and identifying qualified candidates for assessment. Based on the City's unique needs, we will pinpoint individuals and jurisdictions to directly contact via phone and email. We will also utilize social media (LinkedIn and Facebook) to

broaden our reach. We will contact applicants in our extensive candidate database as well as prospective candidates we have targeted in previous recruitments for similar jurisdictions. In our experience, this combination of outreach is the most effective way to reach top candidates, especially those who are not currently in the job market but may consider a move to an excellent organization like the City of Kalamazoo.

As applications are received, we will acknowledge each one and keep applicants aware of their status. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those applicants who most closely meet the position profile to learn more about their interests, qualifications, and experience. A written summary of these candidates will be prepared and shared with the City. We will then meet with the City Commission (and other key stakeholders if desired) to review a summary of the full applicant pool and details on the most qualified candidates with the skills and experience to succeed in the position. Based on this review, the Commissioners will finalize a list of four to six candidates to invite for virtual semi-final interviews.

DELIVERABLES:

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials, including screening results and preliminary internet research on recommended top candidates

Activity 3 – Support Interviews and Selection

Each person you wish to interview will be contacted by our recruitment team. We will design and facilitate a multi-step interview process, which could include a customized set of scenario-based exercises, one-on-one interviews, panel discussions with City leaders and staff, tours, and community meet-and-greets. We will facilitate pre- and post-interview briefings with all interviewers.

A book containing customized interview questions and information about each candidate will be provided to all interviewers in the semi-final and final interview rounds. Semi-final interviews will be conducted virtually. We will be on-site, in-person, with the City for final interviews and will work with the City to ensure compliance with open meetings laws. We will coordinate scheduling logistics and provide candidates with all relevant details, including any travel policy requirements. We will work with the City's primary point of contact for scheduling, including suitable venues for all in-person interview events. Any travel expenses for the finalists will be borne and reimbursed directly by the City.

The City Commission will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with the top candidate's references to confirm the strength of their credentials. A full background check will be performed on the top candidate, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

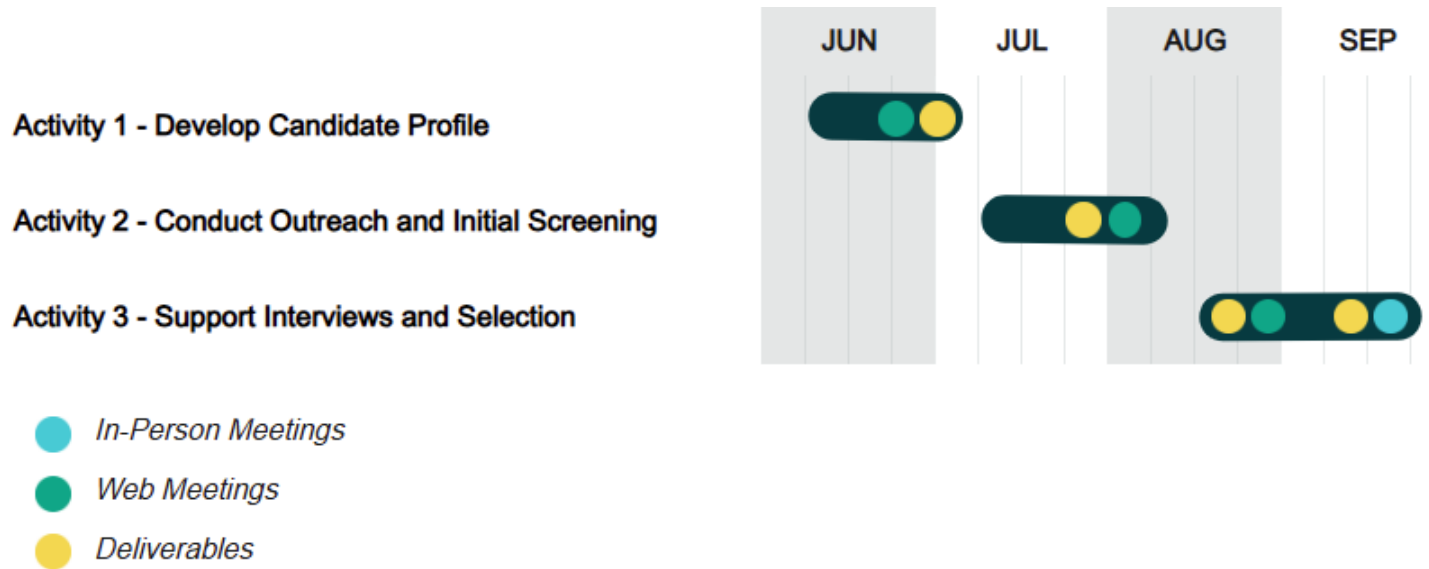
We will also assist in negotiating the employment offer. We can provide information about best practices in salary and total compensation, and we will have obtained information on the top candidates' salary expectations. We will keep all candidates apprised of their status and release them at the appropriate time.

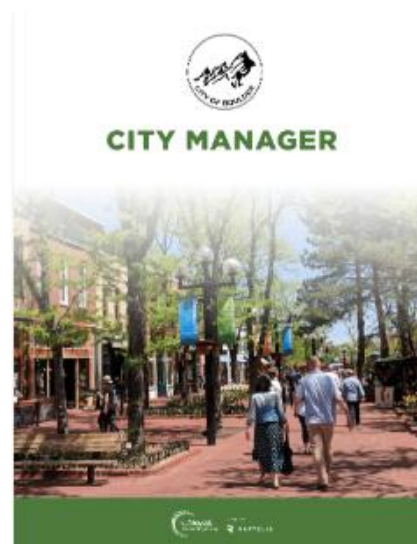
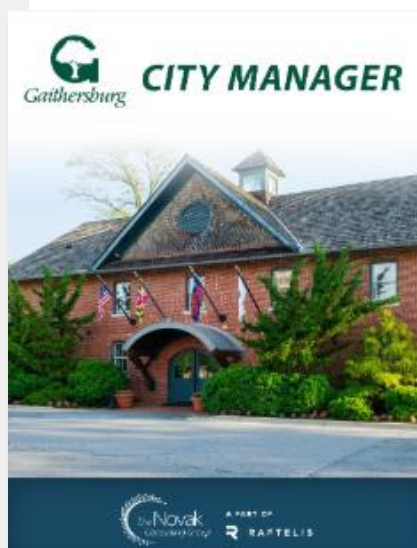
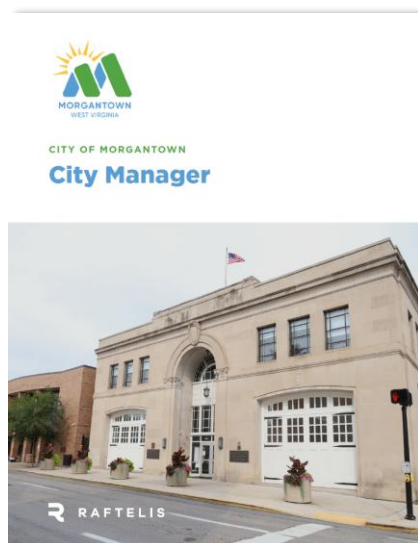
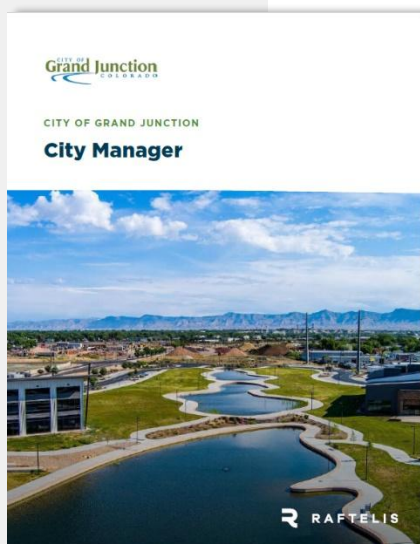
DELIVERABLE:

- Interview book materials, including reference and background check results on the top candidate

Recruitment Timeline

Included below is a proposed timeline for the City Manager search. We will review this timeline with the City during Activity 1 and adjust as necessary when developing the recruitment plan, including any modifications to the number of in-person meetings.





Our team of search professionals and graphic designers develop brochures to graphically communicate the organization's vision, culture, and opportunities to candidates.

Shown here are samples of prior search brochures our team has designed and provided for clients.

REFERENCES

References

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them. The Assistant City Manager search for the City of Novi, MI (included in the table below) resulted in a successful placement, with the individual subsequently promoted to City Manager.

CLIENT NAME	RECRUITMENT TYPE	CONTACT
City of Boulder, CO	- Chief Financial Officer (2025) - Fire Division Chief, Operations (2024) - Police Deputy Chief, Operations (2024) - Senior Risk Manager (2024) - Fire Division Chief, Logistics (2023) - Chief Building Official (2023) - Independent Police Monitor (2020, 2023) - Chief Human Resources Officer (2022) - Director of Planning and Development Services (2020, 2022) - Utilities Engineering Manager (2021) - City Attorney (2021) - City Manager (2020) - Human Resources Information Systems (HRIS) Manager (2020) - Human Resources Senior Manager (2020) - Total Rewards Senior Manager (2020) - Human Resources Director (2017)	Chris Meschuk, Deputy City Manager P: 303.441.3388 E: meschukc@bouldercolorado.gov 1777 Broadway Boulder, CO 80302
City of Grand Junction, CO	City Manager (2024)	Abe Herman, Outgoing Mayor and Council President (<i>term ending May 2025</i>) P: 970.244.1501 E: abeh@gjcity.org 250 North 5th Street Grand Junction, CO 81501
City of Morgantown, WV	City Manager (2020, 2025)	Ryan Simonton, Attorney Kay Casto and Chaney PLLC P: 304.225.0970 E: rsimonton@kaycasto.com 1085 Van Voorhis Road, Suite 100 Morgantown, WV 26505

CLIENT NAME	RECRUITMENT TYPE	CONTACT
City of Gaithersburg, MD	- City Attorney (2024) - IT Director (2022) - City Manager (2020) - Finance Director (2020, 2022) - Public Works Director (2013, 2020) - Director of Finance and Administration (2019) - Engineering Services Division Chief (2019)	Tanisha Briley, City Manager P: 301.258.6300 E: tanisha.briley@gaithersburgmd.gov 31 South Summit Avenue Gaithersburg, MD 20877
City of Novi, MI	Assistant City Manager (2010)	Victor Cardenas, City Manager P: 248.347.0445 E: vcardenas@cityofnovi.org 45175 Ten Mile Road Novi, MI 48375

LIST OF CURRENT MUNICIPAL CLIENTS

Below are the firm's current local government, utility, and special district executive recruitments and the population (or approximate customer count) of the organization.

CLIENT	RECRUITMENT TYPE	POPULATION
City of Bellevue, WA	Assistant Director – Utilities Engineering	155,000
City of Boulder, CO	- Division Chief, Training - Transportation and Mobility Director	108,000
City of Charleston, SC	Information Technology Director	150,000
City of Cupertino, CA	Assistant City Manager	57,285
City of Fort Collins, CO	Housing and Community Vitality Director	174,800
Franklin County, OH	Public Affairs Director	1,300,000
City of Fredericksburg, VA	Capital Projects Manager	30,000
City of Gresham, OR	Watershed and Parks Director	114,000
Loudoun County, VA	- Deputy Director of General Services for Environmental Services - Director of Family Services - Director of Youth Services - Human Resources Director	453,800
City of Newport News, VA	Human Resources Director	183,118
Parker Water and Sanitation District, CO	Chief Financial Officer	60,000
Portland Water District, ME	General Manager	200,000
Sewerage and Water Board of New Orleans, LA	Executive Director	1,013,000

CLIENT	RECRUITMENT TYPE	POPULATION
South Platte Renew, CO	Deputy Director, Engineering	300,000
Port of Greater Cincinnati Development Authority, OH	Executive Vice President/Chief Financial Officer	826,139
City of Winston-Salem, NC	Housing Director	251,343



In addition to the references above, we have successfully completed the following recruitments over the past five years for municipal managers and administrators across the country as well as general managers for utilities and special districts.

Arizona

- Central Arizona Project
- General Manager (2022)

- Town of Clarkdale
- Town Manager (2021)

- Town of Payson
- Town Manager (2020)

Colorado

- City of Boulder
- City Manager (2020)

- City of Grand Junction
- City Manager (2024)

- Jefferson County
- County Manager (2022)

- Summit County
- Interim County Manager (2022)

Delaware

- City of Rehoboth Beach
- City Manager (2022)

Kansas

- City of Eudora
- City Manager (2023)

- WaterOne (Johnson County)
- General Manager (2023)

Maryland

- City of Gaithersburg
- City Manager (2020)

- Town of La Plata
- Town Manager (2025)

- City of Rockville
- City Manager (2024)

Maryland (Cont.)

- Town of St. Michaels
- Town Administrator (2021)

- City of Takoma Park
- City Manager (2021)

Minnesota

- Rochester Public Utilities
- General Manager (2023)

Montana

- City of Helena
- City Manager (2020)

New Hampshire

- Town of Hanover
- Town Manager (2022)

New York

- City of Batavia
- City Manager (2020)

- Livingston County Water and Sewer Authority
- Executive Director (2020)

Ohio

- City of Tipp City
- City Manager (2024)

- City of Westerville
- City Manager (2020)

- City of Wyoming
- City Manager (2021)

Oregon

- City of Beaverton
- City Manager (2021)

- Benton County
- County Administrator (2023)

Oregon (Cont.)

- City of Gresham
- City Manager (2020)

- City of Milwaukie
- City Manager (2024)

- City of Tigard
- City Manager (2025)

Pennsylvania

- Breakneck Creek Regional Authority
- General Manager (2020)

South Carolina

- Mount Pleasant Waterworks
- General Manager (2020)

Virginia

- Fauquier County
- County Administrator (2022)

- Harrisonburg-Rockingham Regional Sewer Authority
- Executive Director (2021)

Washington

- City of Bothell
- City Manager (2021)

- City of Camas
- City Administrator (2020, 2022)

- City of Shoreline
- City Manager (2022)

West Virginia

- City of Morgantown
- City Manager (2020, 2025)

RECRUITMENT TEAM

Recruitment Team

WE HAVE A TEAM OF RECRUITERS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT ARE CRITICAL TO SUCCESS IN THIS CITY MANAGER SEARCH.

Our team includes senior-level recruiters to provide experienced search leadership with support from talented specialist staff. This close-knit group has frequently collaborated on similar successful recruitments, providing the City with confidence in our capabilities. On the following pages, we have included resumes for each of our recruiting team members.



Catherine Tuck Parrish

PRACTICE LEADER/LEAD RECRUITER

Senior Vice President

PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for managers/administrators, police chiefs, fire chiefs, directors of public works, planning, economic development, finance, human resources, and human services, and other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects, such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine has served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, forms of government issues, and recruitment. She also worked for the City of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high-performing organizations, and leadership. She has also spoken at the National League of Cities Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.



Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

Professional History

- Raftelis: Senior Vice President (2025-present); Vice President (2021-2024); Senior Manager (2020-2021); Executive Search Practice Leader, The Novak Consulting Group (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

Anne Lewis

RECRUITER

Senior Manager

PROFILE

Anne is a seasoned professional specializing in executive recruitment services for local and state governments, special service districts, not-for-profit organizations, and school districts. With nearly 20 years of experience in local management, she has a proven track record of success, having previously led the public sector advisory practice executive recruitment team for a national firm. Anne has successfully completed over 125 C-suite level recruitments, including positions for city, county, and town managers, deputy managers, and directors of human services, parks and recreation, tourism, public works, finance, and human resources.

Before consulting with local government, Anne was an assistant county administrator for Loudoun County, Virginia, a deputy city manager for Harrisonburg, Virginia, and an assistant city manager for Winchester, Virginia. She has more than 17 years of experience in local government, including positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director, convention director, and visitor's bureau executive director. She has also been responsible for parks, recreation, and community services, information technology, animal services, general services, and legislative programs.

Anne has presented on recruitment trends and barriers to conference attendees at the Public Sector Human Resources Association, National Association of Counties, Virginia Local Government Management Association, and the Virginia Women Leading Government Leadership Institute.



Specialties

- Public sector executive search

Professional History

- Raftelis: Senior Manager (2025-present)
- Baker Tilly: Managing Director (2023-2025); Co-Practice Leader (2021-2023); Director (2020-2021)
- County of Loudoun, Virginia: Assistant County Administrator (2018-2020)
- Springsted | Waters: Senior Vice President (2016-2018)
- City of Harrisonburg, Virginia: Deputy City Manager (2010-2016)
- City of Winchester, Virginia: Assistant City Manager (2006-2010); Assistant Administration Director (2005-2006); Human Resources Manager (2003-2005); Personnel Assistant (2000-2002)

Education

- Master of Science in Organizational Leadership with an emphasis in Public Administration – Shenandoah University
- Graduate Certificate in Public Management - Shenandoah University
- Bachelor of Business Administration with an emphasis in Management – Shenandoah University
- Associate of Arts and Sciences in Business Administration – Lord Fairfax Community College
- Certificate of Graduation for Senior Executive Institute (SEI) and Leading, Educating, and Developing (LEAD) – University of Virginia Weldon Cooper Center for Public Service

Professional Memberships

- International City/County Management Association
- Task Force on Recruitment Guidelines Handbook; Task Force on Women in the Profession; Task Force on Internship Guidelines; Annual Conference Planning Committee
- Virginia Local Government Management Association
- Executive Committee; Civic Education Committee
- Virginia Women Leading Government
- Social Media Committee
- National Association of County Administrators
- National Association of Counties
- Economic Development Policy Committee
- Virginia Municipal League

Pamela J. Wideman

RECRUITER Senior Manager

PROFILE

Pamela has over 25 years of experience in leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served as the Director of the City of Charlotte's Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela shaped Charlotte's affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 5,000 affordable housing units, created and successfully deployed COVID-19 Pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over \$68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her Department and participated on executive search panels for positions both with the City of Charlotte as well as with other municipalities and organizations. Pamela is a highly sought-after speaker for her expertise in affordable housing and has spoken on numerous panels across the country. Pamela strongly believes that "service is the rent we pay for living on this earth" and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte and on the Mayors and CEOs Committee for U.S. Housing Investment. Pamela was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. She was also recognized as a Women's In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, she was recognized as one of the top 10 "Behind the Scenes" newsmakers by the Charlotte Business Journal in both 2017 and 2020. She currently serves on the Board of Directors for the United Way of Greater Charlotte and the Children and Family Services Center. She is a member of the International City/County Management Association and the National Forum for Black Public Administrators.



Specialties

- Executive Level Management
- Hiring and Recruitment
- Affordable Housing Expertise
- Community Development Policy and Program Development
- Team Development & Leadership
- Consensus Building
- Community Engagement
- Budget Management

Professional History

- Raftelis: Manager (2021 – Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017 – 2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008 – 2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006 – 2008)
- City of Charlotte: Budget Analyst (2003 – 2006)

Education

- Harvard Kennedy School -Senior Executives in State and Local Government (2015)
- UNC-Chapel Hill - Municipal Administration (2007)
- University of North Carolina at Charlotte- Master's in Public Administration (2006)
- Belmont Abbey College -Bachelor of Arts in Business Administration (1999)

Professional Memberships

- International City/County Managers Association
- Urban Land Institute
- National Forum for Black Public Administrators

Kelsey Batt

RECRUITMENT SPECIALIST

Consultant

PROFILE

Kelsey joined Raftelis in 2021, helping to facilitate executive-level recruitments for local governments across the country. As a strong cross-cultural communicator, she utilizes her skills and background in professional writing to serve as a launchpad for all her endeavors.

Kelsey graduated from the Honors College at Purdue University in West Lafayette, Indiana where she earned a bachelor's in both Professional Writing and Creative Writing, as well as a Minor in Italian.

During her time as a student, Kelsey worked diligently at the world-renowned Purdue OWL Writing Lab, pairing with over 1,000 undergraduate and graduate students to help develop positive relationships with both writing and the English language. She also competed on the women's Division I Track and Field and Cross-Country teams while at Purdue, earning six Academic All-Conference Honors from the Big Ten.

She has previously worked as a copywriter at Sweetwater Sound, where she developed the company's first Copy Style Guide and proposed several researched marketing strategies, focusing on inclusion amidst gender inequality in the music industry. Her ideas can be seen implemented throughout their current sales website and internally. Kelsey also has experience in marketing from her time at SDI Innovations, where she produced and edited social media and blog content.



Specialties

- Executive search
- Recruiting
- Editing

Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2021-2023)
- The Purdue Writing Lab & Purdue OWL (2017-2021)

Education

- Bachelor of Arts, School of Liberal Arts – Purdue University, West Lafayette, IN (2021)

Niayla Hairston

RECRUITMENT SPECIALIST Analyst

PROFILE

In August 2024, Niayla joined Raftelis as an analyst, having completed an internship with the firm's Executive Recruitment Team, where she supported numerous search activities.

Prior to Raftelis, Niayla worked as a Coordinator for Development and Mentor Relations, where she coordinated and facilitated team-building workshops and programs to enhance productivity and develop relationships between staff and over 165 incoming first-year students. Niayla also developed her interviewing and recruiting skills and gained experience creating and redesigning training manuals and developmental materials for various roles to enhance training processes for future hires.



Specialties

- Executive Search
- Recruiting
- Facilitation

Professional History

- Raftelis: Analyst (2024-present); Intern (2024)
- SAFE (UNC Charlotte): Coordinator for Development and Mentor Relations (2023-2024); Senior Mentor (2022-2023); Junior Mentor (2021-2022)

Education

- Bachelor of Science in Psychology - University of North Carolina at Charlotte (2024)
- Bachelor of Arts in Spanish - University of North Carolina at Charlotte (2024)

COST

Cost

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$45,400. This includes all professional fees and expenses for Raftelis.

We estimate the following additional costs to the City, which would be billed at cost.

Advertising	Approximately \$2,000-\$2,500
Background checks	Estimated at \$175-\$500/finalist
Finalists' interview travel	Borne and reimbursed directly to the finalists by the City

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

Activity 1 – \$15,590	After delivery of the recruitment documents • Recruitment plan • Recruitment brochure • First-year goals
Activity 2 – \$13,768	After the candidate review meeting and semi-finalist selection
Activity 3 – \$12,542	After the final interviews are completed

We can provide additional City employees and Kalamazoo community engagement, if desired. Optional services available to add to the scope of this proposed search include:

Additional Virtual Focus Groups	\$2,500 per Focus Group
Additional Virtual Meetings with Key Internal or External Stakeholders	\$400 per Meeting

Within six (6) months of the final interview process, should an additional candidate be hired by the City from the pool of candidates presented by Raftelis for this project, the additional fee shall be \$15,000.

Service Guarantee

If, within the first twenty-four (24) months after the hire date, the placed candidate leaves employment with the City for any reason other than death, disability, or separation initiated by the City without cause, Raftelis will conduct a replacement search for the position without charging a Professional Services Fee. The costs to the City will be limited to expenses related to the replacement search (e.g., advertising, background checks, recruiter travel). Within this guarantee period, Raftelis must be notified in writing of a separation within 10 days of its effective date. Additionally, in order for this guarantee to take effect, the City must provide documentation of regular onboarding meetings with the City Commission (or designee) and a one-year (12-month) evaluation for the placed candidate facilitated by Raftelis. The additional fee for this facilitated evaluation is \$10,000, and includes one-on-one input solicited from each member of the governing body, a self-evaluation by the placed candidate, and a facilitated evaluation session with the City Commission and placed candidate conducted by Raftelis. A final performance evaluation document will be provided to the City.

Additional Services

Coaching

Raftelis has trained coaches with practical experience as former local government leaders who provide one-on-one coaching to executives, department heads, and mid-level managers. The process includes setting goals, developing and executing a coaching plan, and individual coaching sessions. Local governments and utilities utilize this service to help new leaders acclimate to their roles and responsibilities and adjust to the complexities of the organization. We help leaders of varying tenures with navigating difficult conversations, improving their interactions with the governing body and/or the public, building strong teams, and preparing future leaders within their organization.

COST:

- Typical cost for this service is \$10,000
- Hourly rate for coaches is \$260/hour
- Work is done virtually

Facilitated Evaluations

Raftelis has seasoned former local government managers who deliver facilitated evaluations for governing-body appointed staff, including executive directors, general managers, etc. This process includes input from every governing body member through the facilitator, an employee self-assessment, a guided conversation in executive session, goal setting for the next year, and an evaluation document. This is an objective process that allows each member of the governing body's voice to be included and ensures the executive receives meaningful feedback. This process may also include a 360-review component, if desired.

COST:

- Typical cost for this service is \$13,000 to \$17,000 (depending on scope, such as the inclusion of a 360-review)
- Work is done virtually except for guided executive session

APPENDIX A: REQUIRED FORMS

Appendix A: Required Forms



CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 3
 Proposal Reference #: 91865-018.0

SECTION II
PROPOSAL AND AWARD

The undersigned having become thoroughly familiar with and understanding all the proposal/contract documents incorporated herein, agrees to provide executive search services as specified herein:

EXECUTIVE SEARCH SERVICES – CITY MANAGER

PROFESSIONAL SERVICES FEE:	\$	<u>41,900</u>
ESTIMATED EXPENSES:	\$	<u>3,500*</u>
TOTAL NOT TO EXCEED:	\$	<u>45,400</u>

**Dependent on number of job ads and candidate background checks*

The total combined not-to-exceed price quoted must include all costs associated with the performance of the services specified, including materials, supervision, labor, insurance, transportation, delivery, fuel or other surcharges, demurrage, and related costs. Charges not listed in the RFP response will not be allowed. All prices and fees must be in U.S. dollars.

Price stated shall be firm for the full term of this Contract.

Proposer/Contractor has examined and carefully studied the bidding documents and attachments, and acknowledges receipt of the following addenda:

Addendum No: No addendums were released during the preparation of this proposal.

Dated: _____

Proposer shall provide all the information as requested herein with their proposal. **Failure to do so and/or failure to provide post-proposal requested information may be cause for rejecting the proposal as non-responsive.**

By my signature below, I certify that the firm bidding on this contract, when making hiring decisions, does not use a past criminal conviction as a bar to or preclude a person with a criminal conviction from being considered for employment with the bidding firm unless otherwise precluded by federal or state law. I further certify that I have read and agree to be bound by the provisions of the City's Non-Discrimination Clause found in Appendix A and as updated by City Ordinance 1856.

Signed: Catherine Tuck Parrish Name: Catherine Tuck Parrish
 Title: Senior Vice President

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 4
 Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE

Please answer the following questions completely. You may submit answers on this form or as an attachment to this document, additional information (brochures, illustrations, etc.) will also be used in determining qualifications. If not using this form, please follow its format.

1. Firm name: Raftelis Financial Consultants, Inc.
2. Established: Year 1993 State NC
3. Type of organization:

a. Individual <u> </u>	b. Partnership <u> </u>
c. Corporation <u> X </u>	d. Other <u> </u>
4. Former firm name(s) if any, and year(s) in business:
32 years in business / Raftelis Environmental Consulting Group, Inc. & Raftelis Financial Consulting, PA
5. Home office business address and telephone number where work will be performed.
19 Garfield Place, Suite 500, Cincinnati, OH 45202 / 513.221.0500
6. Branch office(s) if work will be performed there:
Cincinnati, OH and Charlotte, NC (227 W. Trade Street, Suite 1400, Charlotte, NC 28202)
7. Personnel of firm who will be working on this project. Attach resumes of key personnel:

NAME AND TITLE	SPECIALTY	EXPERIENCE	EXPECTED ROLE
YRS			
<u>Resumes have been provided on pages 13-17.</u>			
<u>Catherine Tuck Parrish / Executive Search & Recruitment / 30+ years / Project Director/Lead Recruiter</u>			
<u>Pamela J. Wideman / Executive Search & Recruitment / 20+ years / Recruiter</u>			
<u>Anne Lewis / Executive Search & Recruitment / 20+ years / Recruiter</u>			
<u>Kelsey Batt / Executive Search & Recruitment / 4 years / Recruitment Specialist</u>			
<u>Niayla Hairston / Executive Search & Recruitment / 1 year / Recruitment Specialist</u>			

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 5
 Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE (cont.)

8. Total personnel of firm:
- a. Professional: 191 consultants b. Non-professional: 29 additional support staff

9. Attach a list of similar projects performed over the last five (5) years. Include: description of professional services provided, project size, contact person and phone number. Projects should demonstrate experience in the types of consulting services you wish to provide.

Please refer to pages 8-11.

10. Identify projects in Item 9 which most closely match the work required by the City.

City of Boulder, CO – City Manager (2020)

City of Grand Junction, CO – City Manager (2024)

City of Morgantown, WV – City Manager (2020, 2025)

City of Gaithersburg, MD – City Manager (2020)

11. Provide your understanding of the project and any special qualifications you bring to this project. Please refer to pages 3-6 for our understanding of the project. Refer to pages 8-17 for qualifications we bring to the project.

12. Identify any additional professional consulting service(s) you will utilize to work on this project and their expected role(s).

Because we possess the in-house qualifications and experience necessary for this

work, no subconsultants are proposed. All team members are Raftelis employees.

13. Provide the address for your website.

www.raftelis.com

14. Have any similar agreements held by Proposer for a similar project to the proposed project ever been canceled? Circle one: No Yes If yes, please explain: _____

15. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this RFP. Please attach certificate of competency and/or State registration.

State Identification/Registration Number: 801994975

Please refer to pages 25-26.

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 6
 Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE (cont.)

16. List the pertinent experience of the key individuals of your firm (continue on insert sheet if necessary):

Please refer to the resumes that have been provided on pages 13-17.

17. State the name, title, and contact information of the individual(s) who will have personal management of the day-to-day contract work:

Catherine Tuck Parrish, Senior Vice President

P: 240.832.1778 / E: ctuckparrish@raftelis.com

18. Litigation/Judgments/Settlements/Debarments/Suspensions – Submit information on any pending litigation and any judgments and settlements of court cases relative to providing the services requested herein that have occurred within the last three (3) years. Also indicate if your firm has been debarred or suspended from bidding or proposing on a procurement project by any government entity during the last five (5) years.

Raftelis has been joined as a third-party defendant in a lawsuit filed by local developers against the Town of Fuquay-Varina, North Carolina. The subject of this currently pending litigation is— development impact fees assessed by the town and developed by Raftelis. This is the only legal case in which Raftelis has been joined as a party in the history of our firm. Raftelis intends to vigorously defend the allegations and claim.

19. Disclosure of Conflict of Interest

VENDOR SHALL DISCLOSE BELOW, TO THE BEST OF HIS OR HER KNOWLEDGE, ANY CITY OF KALAMAZOO OFFICER OR EMPLOYEE, OR ANY RELATIVE OF ANY SUCH OFFICER OR EMPLOYEE, WHO IS AN OFFICER, PARTNER, DIRECTOR, OR PROPRIETOR OF, OR HAS A MATERIAL INTEREST IN THE VENDOR'S BUSINESS OR ITS PARENT COMPANY, ANY SUBSIDIARY, OR AFFILIATED COMPANY, WHETHER SUCH CITY OFFICIAL OR EMPLOYEE IS IN A POSITION TO INFLUENCE THIS PROCUREMENT OR NOT.

Name

Relationship

N/A

I hereby certify that all the information provided is true and answered to the best of my ability.

Signed: Catherine Tuck Parrish

Name: Catherine Tuck Parrish
 Type or Print

Title: Senior Vice President

Date: May 20, 2025

LARA Corporations Online Filing System

Department of Licensing and Regulatory Affairs

ID Number: 801994975

[Request certificate](#)[Return to Results](#)[New search](#)

Summary for: RAFTELIS FINANCIAL CONSULTANTS, INC.

The name of the FOREIGN PROFIT CORPORATION: RAFTELIS FINANCIAL CONSULTANTS, INC.

The name used to transact business in Michigan: RAFTELIS FINANCIAL CONSULTANTS, INC.

Entity type: FOREIGN PROFIT CORPORATION

Identification Number: 801994975 Old ID Number: 60789F

Date of Qualification in Michigan: 11/30/2016

Incorporated under the laws of: the state of North Carolina

Purpose:

Term: Perpetual

Most Recent Annual Report: 2025

Most Recent Annual Report with Officers & Directors: 2024

The name and address of the Resident Agent:

Resident Agent Name: CSC-LAWYERS INCORPORATING SERVICE (COMPANY)

Street Address: 3410 BELLE CHASE WAY, STE 600

Apt/Suite/Other:

City: LANSING State: MI Zip Code: 48911

Registered Office Mailing address:

P.O. Box or Street Address: 3410 BELLE CHASE WAY, STE 600

Apt/Suite/Other: SUITE 1400

City: LANSING State: NC Zip Code: 48911

The Officers and Directors of the Corporation:

Title	Name	Address
PRESIDENT	PEIFFER A. BRANDT	227 WEST TRADE STREET SUITE 1400 CHARLOTTE, NC 28202 USA
TREASURER	CHRISTINE MCINTYRE	227 WEST TRADE STREET SUITE 1400 CHARLOTTE, NC 28202 USA
SECRETARY	CHRISTINE MCINTYRE	227 WEST TRADE STREET SUITE 1400 CHARLOTTE, NC 28202 USA
DIRECTOR	THIERRY BOVERI	341 N. MATTLAND AVENUE SUITE 300 MATTLAND, NC 32751 USA
DIRECTOR	JOHN MASTRACCHIO	40 BRITISH AMERICAN BLVD FLOOR 2 LATHAM, NY 12110 USA
DIRECTOR	LAURA BOWLES	855 MUSEUM DRIVE CHARLOTTE, NC 28207 USA
DIRECTOR	MICHELLE FERGUSON	3752 SAINT MARKS ROAD DURHAM, NC 27707 USA

DIRECTOR	ANDRE POWELL	16219 MILLSFORD CT CHARLOTTE, NC 28277 USA
DIRECTOR	BERNARD BURNS	1605 MYERS PARK DR CHARLOTTE, NC 28207 USA
DIRECTOR	BART KREPS	227 W TRADE ST, SUITE 1400 CHARLOTTE, NC, NC 28202 USA
DIRECTOR	HENRIETTA LOCKLEAR	1009 BURCHWOOD AVE NASHVILLE, MI 37216 USA
DIRECTOR	ELAINE V CONTI	227 W TRADE ST, SUITE 1400 CHARLOTTE, NC, NC 28202 USA

Acts Subject To: 284-1972 Business Corporation Act

Total Authorized Shares	Shares Attributable to Michigan	Most Recent Apportionment %	Year Ending
10,000,000	60,000	0%	2023

View filings for this business entity:

ALL FILINGS

ANNUAL REPORT/ANNUAL STATEMENTS
 CERTIFICATE OF CORRECTION
 CERTIFICATE OF CHANGE OF REGISTERED OFFICE AND/OR RESIDENT AGENT
 RESIGNATION OF RESIDENT AGENT
 CERTIFICATE OF ASSUMED NAME

[View filings](#)

Comments or notes associated with this business entity:

[LARA FOIA Process](#) [Transparency](#) [State Web Sites](#)

[Michigan.gov Home](#) [ADA](#) [Michigan News](#) [Policies](#)

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NOT APPLICABLE**CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager**Page 7
Proposal Reference #: 91865-018.0**CITY OF KALAMAZOO
LOCAL PREFERENCE POLICY AND CERTIFICATION**

The lowest responsive Kalamazoo County bidder whose bid is not low but falls within 2% of the lowest responsive bid is afforded the opportunity to become the successful bidder if it agrees to reduce its bid to match the lowest responsive bid. The City of Kalamazoo is the sole determiner whether a bidder is responsible, qualifies as a Kalamazoo County bidder, and if its bid is responsive to the City's specifications, terms, and conditions.

If the lowest Kalamazoo County bidder chooses not to match the lowest bid, the next lowest responsive Kalamazoo County bidder whose bid falls within 2% of the lowest bid, is given the opportunity to match the lowest responsive bid.

To qualify as a Kalamazoo County bidder, the bidder must meet both the following criteria:

1. Have a physical presence in Kalamazoo County by maintaining a permanent office, factory, or other facility in Kalamazoo County with employees working in Kalamazoo County.
2. Have paid real or personal property taxes related to said business to the City of Kalamazoo, County of Kalamazoo, or other municipal corporation within Kalamazoo County in the previous tax year, except that a non-profit entity need not meet this requirement.

This local preference policy applies only to purchases for materials, supplies, capital outlay, and services for maintenance, repair or operation of City facilities that are over \$25,000. If more than 50% of the contract is sub-contracted to firms located outside of Kalamazoo County that bid does not qualify for the local preference policy outlined above. The local preference policy will not apply if prohibited by law. The Purchasing Agent has the authority to finally determine if the bidder qualifies as a Kalamazoo County bidder as set forth herein. The Purchasing Agent may take into account the permanency of the business in Kalamazoo, and whether the business appears to be claiming to be a Kalamazoo County business solely or primarily to qualify as a Kalamazoo County business under this Resolution, and any other material factors.

CERTIFICATION

If you qualify as a Kalamazoo County bidder and wish to be considered for the local preference provisions as provided above, please certify that fact by providing the information requested below and attesting to its accuracy.

Firm Name: _____

Street Address of Business: _____

City, State, and Zip Code: _____

Number of employees working in Kalamazoo County: _____

Name the city or township to which business real and/or personal property taxes are paid or provide non-profit status: _____

The above information is accurate: _____

Signature: _____ Date: _____

Title: _____

Revised April 2008

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 8
 Proposal Reference #: 91865-018.0

CITY OF KALAMAZOO EX-OFFENDER POLICY CHECKLIST

As part of the City’s commitment to reducing unacceptable poverty, encouraging rehabilitation, reducing recidivism, and strengthening families in Kalamazoo, the City has updated its Purchasing Policy to ensure that firms with whom the City does business share in this commitment by utilizing hiring practices that do not unfairly deny people with arrest and conviction records gainful employment. *(Important: This requirement also extends to any subcontractors the bidder intends to use to fulfill the contract for goods or services being sought from the City.)*

Part I: Proof that the bidder does not inquire about an individual’s past arrest or criminal history on the bidder’s employment application form

- ☒ Attach a copy of the current application for employment being used by the bidder

Part II: Certification that the bidder does not use an individual’s past arrest or criminal history to unlawfully discriminate against them by checking *one or more* of the following:

- ☐ That pursuant to federal or state law bidder is precluded from hiring persons with certain criminal records from holding particular positions or engaging in certain occupations by providing a cite to the applicable statute or regulation; if checking this box, provide a citation to the applicable statute or rule upon which the bidder is relying: _____
- ☒ That bidder conducts criminal history background checks only as necessary, and only after making a conditional offer of employment; that any withdrawal of an offer of employment to an individual because of a past criminal history is job-related and consistent with business necessity after the individual has been provided an individualized assessment opportunity to review and challenge or supplement the history of past criminal conduct being relied upon by the bidder;
- ☒ That the use by bidder of criminal history background checks complies with the U.S. Equal Employment Opportunity Commission’s Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions and that the bidder has not had a determination rendered against it in past 7 years that it discriminated against a person through the use of an individual’s arrest or criminal history

I CERTIFY THAT THE ABOVE STATEMENTS ARE TRUE.

May 20, 2025
 Date


 Signature

Catherine Tuck Parrish
 Printed Name

Senior Vice President
 Position

November 2017



Employment Application

Applicant Information

Full Name _____ Date _____
Last First M.I.

Address _____
Street Address Apartment/Unit #

_____ *City State Zip Code*

Phone _____ Email _____

Are you legally eligible for employment in the United States? Yes No
 (Proof of identity and eligibility will be required upon employment)

Position Information

Position Applying For: _____

How did you hear about this job? _____

When would you be able to start? _____

Desired Base Salary: \$ _____

References

Please list three professional references.

Full Name:		Relationship:	
Company:		Phone:	
Full Name:		Relationship:	
Company:		Phone:	
Full Name:		Relationship:	
Company:		Phone:	

Education

College: _____	Did you graduate?	Yes	No
Diploma: _____			
College: _____	Did you graduate?	Yes	No
Degree: _____			
Other: _____	Did you graduate?	Yes	No
Degree: _____			

Previous Employment, including U.S. Military Service

Company: _____

Supervisor: _____ Supervisor Phone: _____

Job Title: _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? Yes No

Company: _____

Supervisor: _____ Supervisor Phone: _____

Job Title: _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? Yes No

Company: _____

Supervisor: _____ Supervisor Phone: _____

Job Title: _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? Yes No

Have you signed or are you bound by an employment or other agreement that contains non-competition or non-solicitation provisions? Yes No

Is there any agreement to which you are a party that might limit your right to serve clients for Raftelis? Yes No

If you answered "Yes" to either question, please provide us with a copy of such agreement or agreements.

Equal Employment Opportunity Statement

Raftelis is an equal opportunity employer and complies with all federal, state, and local fair employment practices laws. Raftelis strictly prohibits and does not tolerate discrimination against employees, applicants, or any other covered persons because of race, color, religion, creed, national origin or ancestry, gender identity, sexual orientation, marital status, sex (including pregnancy), age, disability, past, current, or prospective service in the uniformed services, or any other characteristic protected under applicable federal, state, or local law. All Raftelis employees, other workers, and representatives are prohibited from engaging in unlawful discrimination. This policy applies to all terms and conditions of employment, including, but not limited to, hiring, training, promotion, discipline, compensation, benefits, and termination of employment.

Applicant's Certification and Agreement

I hereby certify that the facts set forth in the above employment application are true and complete to the best of my knowledge and authorize Raftelis Financial Consultants, Inc. to verify their accuracy and to obtain reference information on my work performance. I hereby release Raftelis Financial Consultants, Inc. from any/all liability of whatever kind and nature which, at any time, could result from obtaining and having an employment decision based on such information.

I understand that, if employed, falsified statements of any kind or omissions of facts called for on this application shall be considered sufficient basis for dismissal.

I understand that should an employment offer be extended to me and accepted that I will fully adhere to the policies, rules and regulations of employment of the Employer. However, I further understand that neither the policies, rules, regulations of employment or anything said during the interview process shall be deemed to constitute the terms of an implied employment contract. I understand that any employment offered is for an indefinite duration and at will and that either I or the Employer may terminate my employment at any time with or without notice or cause.

Signature: _____ Date: _____

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

Page 9

Proposal Reference #: 91865-018.0

I hereby state that all the information I have provided is true, accurate and complete. I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the City of Kalamazoo. I hereby state that I have not communicated with nor otherwise colluded with any other proposer, nor have I made any agreement with nor offered/accepted anything of value to/from an official or employee of the City of Kalamazoo that would tend to destroy or hinder free competition.

The firm's identification information provided will be used by the City for purchase orders, payment and other contractual purposes. If the contractual relationship is with, or the payment made to, another firm please provide a complete explanation on your letterhead and attach to your bid. Please provide for accounts payable purposes:

Tax Identification Number (Federal ID): 20-1054069

Remittance Address: PO Box 96261, Charlotte, NC 28296-6261

Financial Contact Name: Christine McIntyre Financial Contact Phone Number: 980.279.5699

Financial Contact Email Address: cmcintyre@raftelis.com

I hereby state that I have read, understand, and agree to be bound by all terms and conditions of this proposal document.

SIGNED: Catherine Tuck Parrish NAME: Catherine Tuck Parrish
(Type or Print)

TITLE: Senior Vice President DATE: May 20, 2025

FIRM NAME: Raftelis Financial Consultants, Inc.
(If any)

ADDRESS: 19 Garfield Place, Suite 500 Cincinnati OH 45202
(Street address) (City) (State) (Zip)

PHONE: 513.221.0500 FAX: 828.484.2442

EMAIL ADDRESS: ctuckparrish@raftelis.com

FOR CITY USE ONLY - DO NOT WRITE BELOW