

AGENDA

AGENDA OF THE WORK SESSION OF THE MAYOR AND COUNCIL OF THE CITY OF BISBEE, COUNTY OF COCHISE, AND STATE OF ARIZONA, TO BE HELD ON TUESDAY, JANUARY 6, 2025, AT 5:30 PM AT COUNCIL CHAMBERS LOCATED AT 118 ARIZONA STREET, BISBEE, ARIZONA.

THE MEETING WAS CALLED TO ORDER BY _____ AT _____ PM.

ROLL CALL

COUNCIL

Councilmember Trish Damon, Ward III
Councilmember Peter Skinner, Ward II
Councilmember Karen Schumacher, Ward I
Mayor Ken Budge
Vacant, Ward I
Councilmember Mel Sowid, Ward II
Councilmember Anna Cline, Ward III, Mayor Pro Tempore

STAFF

Ashlee Coronado, Interim City Manager/City Clerk
Keri Bagley, Finance Director
Joelle Landers, Personnel Director
Matthew Gurney, Public Works Director
Logan Dodd, Operations Manager
Tim Cox, Police Chief
Jim Richardson, Fire Chief
Melissa Hartman, City Planner

CITY ATTORNEY

Joseph Estes

THE FOLLOWING ITEM WILL BE DISCUSSED AT THIS MEETING:

1. Interviews for City Manager Recruitment Services.
The following will be interviewed during this meeting:
 - Bridge Group LLC
 - Duffy Group
 - Octagon Staffing LLC
 - KWR Associates
 - Netsynk Inc.
 - Bob Murry & Associates
 - MGT
 - Colin Baenziger & AssociatesKen Budge, Mayor

ADJOURNMENT

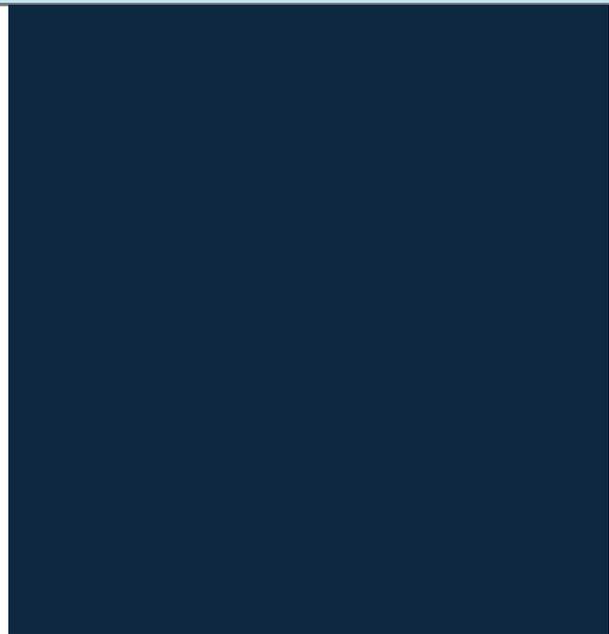
Pursuant to A.R.S. § 38-431.02(H), The public will have physical access to Council Chambers 20 minutes before the meeting is scheduled to begin.

Individuals with hearing disabilities can contact the City Clerk's Office (520) 432-6012 to request an Assisted Listening Device, at least 24 hours before the meeting.

Anyone needing special accommodation to attend this meeting should contact Ashlee Coronado at (520) 432-6012 at least twenty-four hours before the meeting.

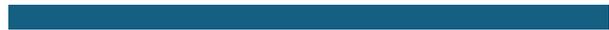
Public documents referred to herein may be viewed during regular business hours at the City Clerk's Office at 118 Arizona St., Bisbee, AZ.

Pursuant to A.R.S. § 38-431.03(A) (3), the Council may vote to enter executive session at any point during this meeting for discussion or consultation for legal advice with its attorney(s), who may appear telephonically.



City Manager Recruitment

Proposal



"Help is on the way"

BridgeGroup LLC

Management Consultants



"Help is on the way"
BridgeGroup LLC
Management Consultants

*10434 East Wayne Moody Lane
Tucson, Arizona 85747
(520) 891-1953 Phone
(520) 721-7101 Fax
bridgegroupllc@gmail.com*

December 27, 2025

Ms. Ashlee Coronado
Acting City Manager,
118 Arizona Street
Bisbee, Arizona 85603

Dear Ms. Coronado:

BridgeGroup, is pleased to submit this proposal to support the City of Bisbee in selecting a highly qualified and forward-thinking **City Manager**. Bisbee is a unique community with a rich heritage, a strong sense of place, and a creative economy. Selecting the right City Manager is critical to strengthening public services, preserving culture, and advancing the City's long-term vision.

This recruitment will be led by **Mike Letcher**, President/CEO of BridgeGroup and Senior Associate with the Mercer Group Associates. Our team specializes in recruitment processes that fit each community's personality. We do not "plug in candidates and hope they fit." Instead, we recruit based on the community's aspirations, values, and priorities.

We appreciate the opportunity to be considered by Bisbee. Please feel free to contact me at (520) 891-1953 with any questions. We look forward to collaborating with you on this important leadership hire.

Sincerely,

Mike Letcher

Mike Letcher
President & CEO, BridgeGroup LLC



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BridgeGroup LLC
Management Consultants

Why BridgeGroup?

BridgeGroup LLC, founded in 2005, is a certified MBE/DBE firm with offices in Tucson, Arizona, and San Diego, California. Our recruitment advantage is simple: **We have managed cities ourselves.** We do not just read résumés—we understand the real challenges small and mid-sized communities face, especially in historic and tourism-driven towns like Bisbee.

What We Bring to Bisbee

- **Direct Arizona municipal experience** in city management in a small tourism focused community.
- **Recruitment expertise tailored to community culture**, not just technical qualifications.
- **A national and local network**, including seasoned and emerging managers.
- **A commitment to diversity of experience**, ensuring strong of traditional and non-traditional candidates based on their potential and results in working well in Bisbee.



Many firms focus on process. We focus on **fit, leadership style, and long-term success.** Our approach identifies not only whether a candidate can do the job, but whether they are the right leader for Bisbee's staff, residents, neighborhoods, and tourism-driven economy. More about

us can be found at: <https://bridgegroupllc.net/> and at The Mercer Group Associates: <https://mercergroupassociates.com/>

Recruitment Team

The following consultants will be assigned to this recruitment.

Mike Letcher

Mike Letcher is President and CEO of BridgeGroup LLC. Mike is a recognized leader in executive recruitment, strategic planning, performance measurement systems, and developing innovative sustainable solutions to improve human resources, budget, finance, and internal operating processes for governments with positive bottom-line results. He is a dynamic speaker and trainer with national and state conference experience.



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He has extensive experience with executive recruitment as a former City Manager and Human Resources Director.

Mike has worked in municipal governments as a City Manager, Deputy City Manager, Budget Director, Finance Director and Human Resources Director for over 30 years, with cities ranging in size from 6,000 to 500,000 in population.

Mike is a certified quality improvement facilitator and the recipient of innovation awards for programs he has developed in Human Resources, Finance, and Customer Service.

The International City/County Management Association and the University of Arizona also recognize him as a Certified Public Manager. Mike has an Honorary Lifetime Membership with the International City/County Management Association (ICMA) and Arizona City and County Management Association (ACMA). He also serves as an ICMA Senior Advisor in Arizona.

Mike was an instructor in the Executive Leadership Program for 10 years at the National Fire Academy in Emmitsburg, Maryland.

He has worked in Graduate programs in Public Administration at the University of Kansas, the University of Vermont and is currently an Assistant Professor of Practice at the University of Arizona in the Master of Public Administration program.

Mike holds a Master of Arts Degree in Public Administration from the University of Kansas and has published national articles on strategic planning, improving customer service, and redefining the relationship between the Mayor, Board, and the City Manager.

Linda Pillo

Linda Pillo is a Consulting Associate with BridgeGroup. Linda has 35 years of municipal law enforcement experience **with seven of those serving as Chief of Police for the City of Bellevue, Washington.** While a member of the Leadership Team for the city, she played a significant role in developing and implementing a new citywide organizational and budgeting philosophy and leadership team building. Her career focus included: creating regional partnerships to improve community safety and work smarter, employee development, labor, and community relations, change management, process improvement, and strategic planning. She has extensive experience in hiring and promotional processes. Linda brings a well-rounded perspective on effective ways to lead and manage successful organizations.



In 2015, Linda facilitated the closure of an emergency communications agency and assisted the stakeholders in finding new resources for disaster related emergency services. Since 2015, Linda has assisted in successful executive level recruitment for governmental agency positions along with serving as the in-house law enforcement expert for BridgeGroup.

Linda's education includes a Bachelor of Arts degree in Criminal Justice, Master level courses in Counseling, a Graduate of the FBI National Academy, Executive Leadership Certification through Washington State, and National Incident Management Advanced Level Certification. She was selected and served as one of only 21 Commissioners internationally on The Commission on Accreditation for Law Enforcement Agencies (CALEA).

Recruitment Strategy & Process

Step 1: Learn Bisbee's Priorities and Culture

We will meet with City staff, Council Members, stakeholders, and invited community partners. We listen to:

- Expectations for the next City Manager
- Service priorities (infrastructure, water, planning, tourism, housing etc.)
- Leadership style needed in Bisbee's organizational culture

This helps develop a strong job profile and a recruitment brochure that represents Bisbee—not just a job description. **We also provide cost-saving options in which the City develops the brochure internally, with our guidance and recommendations (see page 8).**

Step 2: Active Recruitment

We advertise locally, regionally, and nationally. But our biggest value is **active recruitment**, not just advertising. We:

- Personally reach out to potential candidates
- Use LinkedIn, ICMA, ACMA, university networks, and professional groups
- Build interest among candidates who may not yet be "looking"



Candidates complete a confidential screening survey to supplement their résumés. Bisbee will see the candidates' real answers **in their own words**, not consultant summaries. **We also provide a cost-saving option in which the City can place the advertisements, with our guidance and recommendations (see page 8).**

Step 3: Candidate Screening & Interviews

We narrow the list using surveys, interviews, and leadership assessments. Semifinalists participate in:

- Structured Zoom interviews
- A second screening questionnaire
- Reference surveys (with written responses shared with the City)

We also conduct background checks (education, employment, social media, litigation records, etc.).

Step 4: Interviews, Negotiation & Start Date

We support the City through:

- Candidate interview design
- ARE-based questioning (Approach, Result, Experience)
- Salary negotiation and onboarding support

Our work continues until the right candidate accepts and begins employment.

What Makes Our Process Different?

The ARE Method (Approach, Results and Experience)

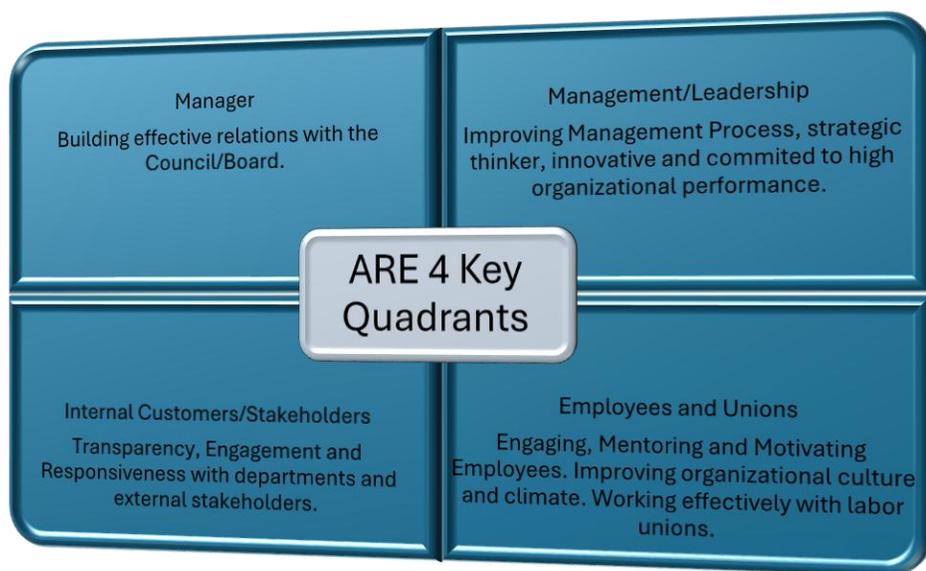
Traditional hiring focuses on résumé accomplishments. Our copyrighted ARE method digs deeper. We examine:

- How the candidate leads
- How they work with elected officials
- How they motivate staff
- How they treat the community



The ARE Approach:

We ARE truly creatures of habit. Leaders consistently rely on proven approaches and techniques to maneuver through the challenges of running complex organizations. Understanding the wiring diagram of the approaches that leaders use in managing their organizations is critical in deciding on whether they will lead your organization. Using the Approach, Result, and Experience (ARE) analysis allows you to determine how your prospective candidate for the position approaches issues in four key ARE Quadrants:



This approach answers the questions of how the candidate is:

- Interacts with the governing body, staff, and community.
- Manages, leads, and innovates in their organization.
- Engages and motivates employees.
- Provides transparency, engagement, and responsiveness to Internal Customers/ External Stakeholders.

The use of these components provides a lens to investigate how a candidate's approaches get results and if these results will create greater potential for them to be successful with the City. The specific components to be addressed in each quadrant can be tailored to your organization's needs and requirements.



The purpose of using the Approach, Result, and Experience (ARE) analysis of a candidate for recruitment is to assess whether the experience from the approaches they have used to get past results can be used to benefit your organization. ARE is used to develop candidate screening criteria, questions, and exercises to evaluate the following:

Approach- What approaches or techniques a candidate uses to get results?

Results- What actual results have they accomplished in the four quadrants?

Experience- Will their approaches and results be effective in your organization?

The ARE approach is different. Instead of focusing simply on a candidate's competencies, ARE provides a road map for assessing and determining the potential for the candidate to perform well in your organization based on the approaches and techniques that have been used to address issues in the four quadrants during their career. By using this approach, you have a higher potential for finding candidates that ARE the right fit for City of Bisbee.

ARE is designed to answer questions such as:

- *Can this City Manager work effectively with Bisbee's City Council, employees, and diverse stakeholders?*
- *Will they respect the arts, culture, and unique character of the community?*
- *Will they lead a transparent, accountable, and approachable organization?*

Candidate Care

We manage communications with candidates professionally, quickly, and respectfully. All applicants receive:

- Timely updates
- Clear expectations
- Professional support during the process

This ensures a positive experience and reflects well on the City of Bisbee.



Confidential Access for the City

All collected data—résumés, surveys, reference responses—is available in a secure digital portal accessible in real time. Bisbee will always see:

- Authentic candidate answers
- Complete screening notes and survey results
- Candidates 'cover letters and resumes

Fees, Timeline, and Guarantees

BridgeGroup is offering two discounted options for executive search costs of \$26,200 (**Option 1**) or \$21,200 (**Option 2**). The \$21,200 is excluding the development of a Recruitment Brochure and paying the time and placement of advertisements for the position. The cost of \$11,700 (**Option 3**) is for sourcing candidates and submitting a list of candidates for the City to consider.

Steps	Option 1	Option 2	Option 3
Step 1- Discuss Needs, Expectations, and Survey Approval	\$3,000	\$3,000	\$3,000
Step 2 -Actively Recruit Candidates	\$3,500	\$3,500	\$3,500
Step 3- Recommend the Pool of Candidates	\$4,000	\$4,000	\$4,000
Step 4- Interview Preparation for Semifinalist	\$3,500	\$3,500	
Consultant Updates and Candidate Care	\$3,500	\$3,500	
Online Google Check and Good Hire Background Check	\$2,500	\$2,500	
Brochure Development and Layout	\$2,000	0	
Advertising Cost	\$3,000	0	
Total Fee	\$25,000	\$20,000	\$10,500
Travel expenses	\$1,200	\$1,200	\$1,200
Total	\$26,200	\$21,200	\$11,700

We can adjust our service levels and fees if Bisbee selects fewer steps or opts for a partial recruitment model.



Estimated Timeline

The recruitment may be completed within **90–120 days**, depending on Council meeting calendars and candidate availability.

Sample Schedule

Phase	Duration
Profile & Listening Sessions	2–3 weeks
Advertising & Active Recruitment	4–6 weeks
Screening & Zoom Interviews	3–4 weeks
Final Interviews, Negotiation, Start Date	3–6 weeks

Guarantees *(This Does Not Apply to Option 3)*

1. We work until the position is filled.
2. If the placement leaves for cause within two years, we redo the search for expenses only.
3. Full transparency, full documentation, full partnership.

References

Mr. Nathan D. McCommon
Deputy City Manager
City Manager Office |
City of Bellevue
450 110th Ave. NE City of Bellevue, WA
P.O. Box 90012
Bellevue, WA 98009
NMccommon@bellevuewa.gov
(425) 452-7228



"Help is on the way"

BridgeGroup LLC
Management Consultants

Positions Recruited for the City of Bellevue

Deputy City Manager
Human Resources Director
ARCH Executive Director
Assistant Finance Director
Assistant Director of Human Resources Search
Assistant Director of Planning and Community Development Search
Fire Chief
Development Services Director
Finance Director
Director of Planning and Community Development

Mary Stevens

Human Resources Director
South King Fire & Rescue
Station 62 (Headquarters)
31617 1st Ave S.
Federal Way, WA 98003
Mary.Stevens@southkingfire.org
(253) 946-7255
Fire Chief Recruitment

Rec'd 12/27/25
@ 5:46 pm
via email

CM Recruitment

Bridge Group LLC



Duffy Group

RECRUITMENT REDEFINED.

Unearthing Hidden Talent

A Smarter Way to Find the Best Candidates

City of Bisbee, Arizona

Executive Recruitment Services

(602) 861-5840 | DuffyGroup.com

4727 E. Union Hills Drive, Suite 200 • Phoenix, AZ 85050

Proposal Summary

This proposal is presented to the City of Bisbee by Duffy Group, Inc. for consideration as an executive recruitment firm to assist the City Council with recruitment, evaluation and selection of a permanent City Manager. The team representing Duffy Group, Inc. for this proposal include Melissa Barker, VP Practice Development and Kathleen Duffy, CEO.

About Duffy Group, Inc.

Pioneers of Recruitment Research

In an industry dominated by contingent and retained search, Duffy Group pioneered a new model — informed search — built upon its proprietary Duffy Recruitment Research™ method. The insights-driven process enables organizations to uncover passive talent using a flexible hourly rate.

Kathleen Duffy founded Duffy Group in 1991 to help companies find the right talent, and to help people find joy in their work. From humble beginnings as a one-woman operation in Phoenix, Duffy Group has grown into one of the country's most respected and effective executive search firms. The team now assists organizations nationwide and internationally across more than a dozen specialized industries.

Duffy Group is an executive recruitment firm with special expertise in identifying “passive” talent. Duffy Group is a certified woman-owned business that has redefined traditional recruitment to offer our clients a customized approach to search for key roles, whether at the executive or middle management levels.

Our deep and long-lasting recruiting experience, spanning over 30 years, includes individual contributor roles to the C-Suite. Melissa Barker, VP Practice Development, would be the city's primary contact to recruit, interview, and negotiate with the final candidate(s).

The engine behind our VP Practice Development is a team of well-trained, passionate recruiters familiar with public sector recruiting who conduct research and initial candidate outreach. Our Recruiters know how to locate candidates in new, unusual, and non-traditional places. They provide the insulation and confidentiality needed to reduce the number of unqualified or unsolicited inquiries to our clients. Their expertise enables them to establish relationships with candidates quickly and extract accurate information, ensuring the focus of the search is on the most qualified candidates.

Duffy Group has demonstrated an ability to make successful hires. Our metrics-driven organization tracks retention rates with a follow-up to placed candidates and clients.

Discover Duffy Recruitment Research™

An Informed Search Model for the Best Talent

At Duffy Group, we are redefining how organizations build teams. Our national network of recruiters uncovers passive talent typically overlooked by standard search models. We gather vital insights to create high-quality, long-term talent pipelines that support organizations' hiring needs for today and tomorrow.

Our secret? Duffy Recruitment Research™.

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Let's Partner

Duffy Group, Inc.
4727 E. Union Hills Dr., Ste. 200
Phoenix, AZ 85050

Dear Ashley Coronado,

Thank you for the opportunity to introduce Duffy Group. We are leading an industry-wide shift in executive recruitment through our proprietary Duffy Recruitment Research™ model. It's a smarter and more cost-effective alternative to traditional recruitment models that lack our same depth of insights and matchmaking precision. Our clients can't imagine building their teams in any other way.

Here's a look at what you can expect from a strategic partnership:

- **Industry Expertise:** Our practice leaders and recruiters have extensive knowledge and experience in public sector recruiting. They understand industry requirements, trends and challenges that enable them to identify top performers, especially with hard-to-fill positions.
- **Creative Sourcing & Rigorous Research:** Strategic sourcing and in-depth research guarantee we exclusively present engaged candidates to our clients. We employ rigorous screening techniques, leading to over 80% of our candidates securing interviews with clients.
- **Access to Passive Talent:** We actively pursue passive candidates — those not actively seeking new opportunities — to uncover talent that traditional recruiting models might miss.
- **Proven Track Record** — We have a strong reputation for delivering successful recruitment outcomes, with 76% of our clients coming from referrals and recommendations.

A strategic partnership brings many advantages. I am confident we can yield positive results and long-term success.

Sincerely,



Melissa Barker
VP Practice Development - Proposal Contact
mbarker@duffygroup.com
623-652-8637



Kathleen Duffy
CEO
kduffy@duffygroup.com
623-848-2034

Qualifications and Experience

Experts at Finding the Needle

Duffy Group, Inc. is located in Phoenix, Arizona.

Our Government Sector practice group is led by Melissa Barker, a specialized leader with deep industry expertise, ensuring the right candidate-client match and high satisfaction levels. We meld into our clients' teams and become an integral part of the internal process. Candidates don't realize they are interacting with a third party, enabling us to match them not only on skills but also on alignment with company values and culture — the unique “sizzle” that defines each organization.

Melissa's team has a demonstrated ability to guide successful hires. Examples of three projects completed in the last five years, comparable to the Bisbee City Manager Recruitment, are listed below.

	City of Cottonwood, AZ	Town of Wickenburg, AZ	City of Page, AZ
Project Scope	City Manager	Town Manager	City Manager
Completion Date	5/2025	5/2025	11/2025
Population	12,000	8,000	7,500
Outcome	# candidates identified: 170 # of states: 18 # candidates in slate: 7 # candidates placed: 1	# candidates identified: 147 # of states: 26 # candidates in slate: 8 # candidates placed: 1	# candidates identified: 123 # of states: 23 # candidates in slate: 6 # candidates placed: 1
Project Team	Melissa Barker VP Practice Development Nicole Gruenhaupt Sr. Executive Government Recruiter	Melissa Barker VP Practice Development Wyatt Wagner Sr. Executive Government Recruiter	Melissa Barker VP Practice Development Nicole Gruenhaupt Sr. Executive Government Recruiter
Client Reference	Mayor Ann Shaw ashaw@cottonwoodaz.gov	Mayor BG Bratcher bbratcher@wickenburgaz.gov	Mayor Steven Kidman skidman@pageaz.gov

Other examples of relevant searches in the Government sector include (but are not limited to):

Company	Position
Arizona Corporation Commission	Securities Attorney
City of Boerne, TX	Utilities Director
City of Durango, CO	City Engineer
City of Flagstaff, AZ	City Engineer
City of Flagstaff, AZ	City Prosecutor
City of Flagstaff, AZ	City Manager
City of Flagstaff, AZ	Deputy City Manager
City of Flagstaff, AZ	Purchasing Manager
City of Fountain, CO	Senior Planner
City of Fountain, CO	Assistant City Attorney
City of Fountain, CO	City Attorney
City of Fountain, CO	Planning Technician
City of Fountain, CO	Technology Services Director
City of Gunnison, CO	Procurement, Contracts, & Grants Manager
City of Gunnison, CO	Utilities Manager
City of Gunnison, CO	Construction Project Manager
City of Gunnison, CO	Chief Building Officer
City of Littleton, CO	Public Works Director
City of Littleton, CO	Director of Community Development
City of Littleton, CO	Finance Director
City of Marina, CA	City Engineer
City of Ouray, CO	Director of Finance and Administration
City of Ouray, CO	Tourism & City Media Manager

City of Page, AZ	Assistant City Attorney
City of Page, AZ	Airport Director
City of Page, AZ	Planning & Zoning Director
City of Prescott, AZ	City Engineer
City of Prescott, AZ	Community Development Director
City of Prescott, AZ	Utilities Director
City of Prescott, AZ	Finance Director
City of Sedona, AZ	Chief Building Official
City of Sedona, AZ	City Manager
City of Sedona, AZ	Deputy City Manager
City of Sedona, AZ	Finance Director
City of Tempe, AZ	City Clerk
Contra Costa County, CA	Deputy Director Managed Care, Controller
Contra Costa County, CA	Deputy Director of Health Services, Controller
Contra Costa County, CA	Director of Facilities and Planning
Contra Costa County, CA	CEO, Health Plan
Maricopa County, AZ	Animal Care & Control Director
Port of Hood River, OR	CFO
Port of Hood River, OR	Development & Property Manager
Santa Clara County, CA	IT Manager
Santa Clara County, CA	Chief Compliance Officer
Santa Clara County, CA	CFO
Santa Clara County, CA	Chief Medical Officer
Santa Clara County, CA	Accounting Manager

Santa Clara County, CA	Medical Director
Santa Clara County, CA	Quality Improvement Manager
Town of Carefree, AZ	City Engineer
Town of Paradise Valley, AZ	City Engineer
Town of Paradise Valley, AZ	HR Director
Town of Paradise Valley, AZ	Town Manager
Town of Paradise Valley, AZ	Victim Advocate
Town of Payson, AZ	Chief Engineer
Town of Telluride, CO	Historic Preservation & Planning Director
Town of Telluride, CO	Senior Historic Preservation Planner
Town of Tusayan, AZ	Town Manager

Key Personnel



Kathleen Duffy | President & CEO

Kathleen Duffy is president and CEO of Duffy Group, Inc., one of the most respected recruiting firms in the country. Kathleen's passion for helping individuals find their path is matched by her deep knowledge of the recruitment industry. Her commitment to serving candidates and clients alike motivated Kathleen to develop Duffy Recruitment Research™, which enables Duffy Group to harness marketplace intelligence, work as a discrete (and transparent) partner, and deliver quality candidates at about half of the cost of traditional recruitment fees. This proven approach to recruitment inspired her to write a book, *Revolutionizing Recruitment: How Recruitment Research is Reshaping the Industry*.

In addition to leading her now-global company and building an engaged team of recruitment leaders, Kathleen gives back generously to the community. She lends her expertise to business and HR-related groups on smart hiring and retention practices; serves as a mentor for social entrepreneurs; and advocates for women through her role on 50/50 Women on Boards, a global initiative to increase the number of women in company leadership positions and by corporate boards to 50% by 2050. She also works tirelessly for myriad philanthropic causes. Kathleen is also the recipient of numerous local and national awards, including the prestigious ATHENA Award bestowed on women who exemplify leadership, community service and mentoring of other women.

As a proud graduate of Arizona State University, she is deeply committed to education, too, representing the President's Club, a philanthropic group of the school, along with the College of Liberal Arts and Science's Futures Center Advisory Board. She is a member of the board of trustees and also served as chair of the ASU Alumni Association national board of directors and council.



Melissa Barker | Vice President, Practice Development

Melissa Barker's extensive experience in multiple facets of organizational management makes her an invaluable asset to Duffy Group. With more than 20 years of experience managing teams, directing operations, and creating strategies for multiple organizations, she understands the value of finding just the right candidate.

Skilled at creative sourcing and attracting passive candidates, she places a wide range of candidates, from high-level executives to supervisors, across various industries. Since joining Duffy Group, Melissa has built a strong foundation within the government sector. She understands that connecting candidates with a passion for public service is as crucial as her clients' specified requirements. Her relationships with top-tier talent in government are the framework for her success.

Melissa previously worked for the State of New Mexico and was a founding member of the New Mexico Children's Foundation, a visionary, grassroots organization funding small, nonprofit children's organizations throughout the state.

She has since served on several professional, nonprofit and community boards. Currently, she is on the McDowell Sonoran Conservancy Board of Directors and serves as Chair of the Governance Committee. She holds a bachelor's degree in Political Science from the University of New Mexico.

Her heart for philanthropy and public service is part of her DNA. Raised in a family that believed in giving to others, Melissa learned that such generosity is expected from those who are able. That philosophy, and watching her parents and brother selflessly share their talents in public service careers, inspired her to give back in similar ways.

When she has a break in the whirlwind of activity, Melissa loves traveling and hiking, and has recently found a love of kayaking. As a mother of two boys, she is involved in numerous activities, and they all participate in Boy Scouts of America.

Relevant Publications, Podcasts, and Presentations

By Vice President Melissa Barker

[Sizing Up Public Sector Hiring Processes with Melissa Barker – PSHRA’s Public Eye Podcast](#)

[Staying Focused on Effective Recruitment and Hiring Practices - Public Eye Magazine](#)

[Why younger people entering the workforce lean into public sector jobs - Phoenix Business Journal](#)

[Companies Turn to Skills-Based Hiring to Find Qualified Candidates - WorldatWork](#)

[How Local Government Can Recruit and Retain the Gen Z Workforce - Governing.com](#)

[Skills-Based Hiring: How the Public Sector Can Use It to Their Advantage – Route Fifty](#)

[Flexible Work Options Keep the Public Sector Competitive In These Post-Pandemic Times – Route Fifty](#)

[Experts Call for More Skills-Based Hiring to Strengthen the Cyber Pipeline - PSHRA](#)

Panelist at the Colorado City & County Management Association Emerging Managers Summer Camp, July 2025

Enhancing Government Efficiency in Recruiting & Retention presentation, Colorado Municipal League, June 2025

Empowering New Managers with Effective Techniques to Attract, Build and Retain Strong Teams presentation, Colorado City & County Management Association Annual Conference, April 2025

Recruitment and Retention presentation, Arizona City/County Management Association, July 2023

Project Understanding and Schedule

The City of Bisbee (“City”) is seeking professional recruitment services. If awarded, Duffy Group will provide full-service executive recruitment support for the City Manager position for the City of Bisbee. We will work in partnership with the City Clerk’s office and Mayor and Council to conduct a comprehensive national search to identify and secure the most qualified candidate.

Duffy Group Methodology

Duffy Group will create a customized recruiting strategy to address the multiple steps associated with this critical search. We partner with our clients every step of the way. Our clients can choose among a set of services best for their organization. We customize the process and believe a more targeted approach will result in the strongest slate of candidates, save countless time and money, and offer the best results.

Our process will include:

- **Collaboration and Consultation**

- We will meet with the City Clerk’s office, Mayor and Council to learn their priorities in a new City Manager role. During the intake, we ask any questions that need clarification. We will gather the city’s selling points from them – uncovering why someone would want to work for and/or relocate to City of Bisbee. Generally, this intake is facilitated in-person; however, if there is a strong preference for this to be done remotely, this will be done via Zoom.
- We will provide expert consultation with the mayor and council regarding job brochure, compensation, recruiting strategy, offer extension and negotiation, and other topics as they arise throughout the recruitment process.

- **Recruitment Planning and Execution**

- We will develop and finalize a recruitment schedule as detailed in the table listed below.
- Draft Position Specification and Brochure: We will finalize the position specification and brochure on behalf of the city and send for final approval.
- Conduct a national search, prepare the job announcement, design recruitment materials, and advertise through appropriate channels.
- Implement a proactive outreach strategy, including direct and targeted engagement with potential candidates.

January 2026	March 2026	April 2026	April - May 2026
Contract Awarded	Sourcing & Recruitment Continues	Candidate Slate presented	Candidate selection & background checks conducted if requested
Intake Meeting	Development of Candidate Slate	Scheduling Interviews with Top Candidates	Offer negotiation
Search Strategy developed	Weekly reporting on candidates & hours	Search Committee Interviews Conducted	The candidate begins new role
Sourcing & recruitment begins	Regular contact with the search committee	Behavior Assessments conducted if requested	Onboarding

- Candidate Evaluation and Screening:** To find a diverse set of candidates best suited for the position, we will use various resources, drawing upon our internal research capabilities, online resources, and phone calls. We will source passive candidates through our research finding like-to-like communities. We will post the position in industry publications. We will vet all candidates the same, regardless of how they come to us.
 - Candidate Outreach:** Duffy Group will contact the candidates identified to tell your unique story. We personalize our calls by leveraging our expert recruiting team's ability to connect with people. As we connect with candidates, we will do the preliminary vetting necessary to scout those individuals who are best aligned with your culture. We will also be speaking with candidates to obtain market intelligence that you will own and can use for future searches.
 - Candidate Screening:** Duffy Group will use the criteria outlined during the Intake process to screen the candidates to ensure they meet the minimum qualifications. During this screen, Duffy Group will obtain their interest level for the role and ensure they clearly understand the position. These in-depth interviews will be conducted via video to determine the candidate's presence.
 - Introduction of Candidates:** Duffy Group will submit a slate of candidates, including detailed candidate profiles, resumes, and cover letters. As we progress, we will keep candidates informed and connected to ensure candidates do not lose interest in the opportunity. We will also present a candidate comparison matrix comparing key attributes of each candidate on the slate. This presentation will also be conducted in person.
 - Status Reporting:** Communication is critical to the success of any search. At Duffy Group, we are transparent about the work conducted. A weekly status report will be sent to the stakeholders to share the progress of the search. The objective is to stay in close contact with the HR Director and/or hiring manager to refine the process and take action as needed. These reports will include hours worked on the search to date, highlight each stage of the process, and provide details on the candidates.

- **Coordination and Logistics:** As part of the recruitment process for this important role, Duffy Group will be by your team's side as long as they would like us there. We can prepare interview questions for the interview process, sit in on the interviews, run background checks, conduct reference checks and social media scrubs, help present offers, negotiate offers, and offer best practice suggestions regarding the process itself. We act as an extension of your team and will provide all of these services, some of these services, or turn this part of the process over to your internal team as bandwidth allows. We will also:
 - Manage all communication, documentation, and recordkeeping throughout the recruitment process.
 - Coordinate travel arrangements for finalists and their spouses (if applicable).
 - Assist in preparing interview materials, including questions and evaluation tools.
 - Participate in and support the City's interview and selection process.
- **Compensation and Offer Support:** We will provide comparative compensation data and assist as needed in negotiating employment terms with selected candidate.

Potential Challenges and Concerns

We will submit weekly updates with proposed questions and concerns in real time. This prevents any issue from escalating. We will collaborate with the HR Director as needed to proactively create an action plan.

Assumptions

Searches can only be successful with a strong partnership and commitment to the process on both ends. Duffy Group will calibrate with your team regularly, resulting in an improved candidate pool. The hiring team should review the weekly status report and let Duffy Group know of any concerns as soon as possible to ensure adjustments get handled quickly.

Fee Schedule

Our pricing model is all-inclusive, with the exception of travel time and costs. Travel time and costs would be billed separately as pass-through costs compliant with IRS standard rates. We can also provide background checks and/or social media scrubs as pass-through costs. We do not expect to charge additional staff costs related to this search. We bill on an hourly basis at a rate of \$150. Our fee for City Manager searches is not to exceed \$30,000, which includes direct labor hours for any contributing team members.

Required Coverage

Duffy Group, Inc. complies with the insurance requirements listed in the RFP and will furnish the City with the Certificates of Insurance providing coverage as specified in the RFP prior to commencing work or services under the contract. Our insurance provider is The Hanover Insurance Group.

Accolades

True Connections Are in Our DNA

Revolutionizing professional recruitment, Duffy Group helps organizations realize their growth goals through a proprietary research-based model enabling us to uncover passive talent. We serve as an extension of your HR team to deliver the highest value, in all ways.

Founded in 1991, we are lauded for our approach, ingenuity, industry expertise and exceptional workplace – we walk the talk with an incredible team who are experts at finding the needle.



Appendix A

Sample Materials

The following sample materials are provided for reference purposes only. They are intended to illustrate style, format, and content examples and should not be considered final deliverables.



(Sample: Weekly Status Update)

(Client Name)

(Position Title)

November 21, 2025

Number of Hours Spent: 86.00

Summary of Work:

- 2 Candidates Submitted to the Town of *(Client Name)*
 - *(Candidate Name)*; *(Candidate Title)*; City of Tempe; [\(Candidate LinkedIn Profile\)](#)
 - *(Candidate Name)*; *(Candidate Title)*; Town of Cave Creek; [\(Candidate LinkedIn Profile\)](#)
- 1 Duffy Group Screening Call Scheduled
 - *(Candidate Name)*; *(Candidate Title)*; City of Tempe; [\(Candidate LinkedIn Profile\)](#)
 - Duffy Group is scheduled to speak with *(Candidate Name)* this week to determine if this would be the right fit and he would like to proceed in the process
- 3 Candidates Interested
 - *(Candidate Name)*; *(Candidate Title)*; *(Candidate Current Employer)*; [\(Candidate LinkedIn Profile\)](#)
 - *(Candidate Name)*; *(Candidate Title)*; *(Candidate Current Employer)*; [\(Candidate LinkedIn Profile\)](#)
 - *(Candidate Name)*; *(Candidate Title)*; *(Candidate Current Employer)*; [\(Candidate LinkedIn Profile\)](#)
- 2 Pending Candidates (candidates have connected, and we have shared the job description)
- 93 Recruit calls pending (calls and emails/outreach not yet returned)
- 37 Rejected by Candidate. Reasons include:
 - Candidate cannot relocate at this time
 - Candidate is happy in current role
 - Location is too far to commute
 - Salary is comparable, so candidate does not want to transition roles

- Candidate is above the compensation range
- 1 Candidate Rejected Internally
 - Candidate's background does not fit the role
- 4 Sources
 - Candidates would not move forward in the process (they are retired, relocated, etc.); however, they may be sources for referrals

Next Steps for Duffy Group:

- Conduct Screening Call with (*Client Name*) to determine if he should be moved to a full interview
- Continue to pitch (call, email, text, etc.) to all outstanding candidates to set up initial calls, collect resumes, and conduct interviews
- Source additional candidates within and beyond Arizona

TOWN MANAGER



Wickenburg

— A R I Z O N A —



TOWN MISSION

"To provide excellent customer service and a clean, safe, and vibrant Western community for the benefit of all residents, businesses, and visitors."



THE ORGANIZATION

The Town of Wickenburg operates under a Council-Manager form of government where the Town Council serves as the legislative body and the Town Manager administers policies. Wickenburg's voters elect six council members in biennial, nonpartisan elections, with staggered four-year terms. The mayor, directly elected since 1996, also serves a four-year term. The Council is responsible for adopting ordinances, establishing policies, approving the budget, and setting the town's tax rate. Additionally, the Council appoints key officials, including the Town Manager, Judge, attorney, and engineer.

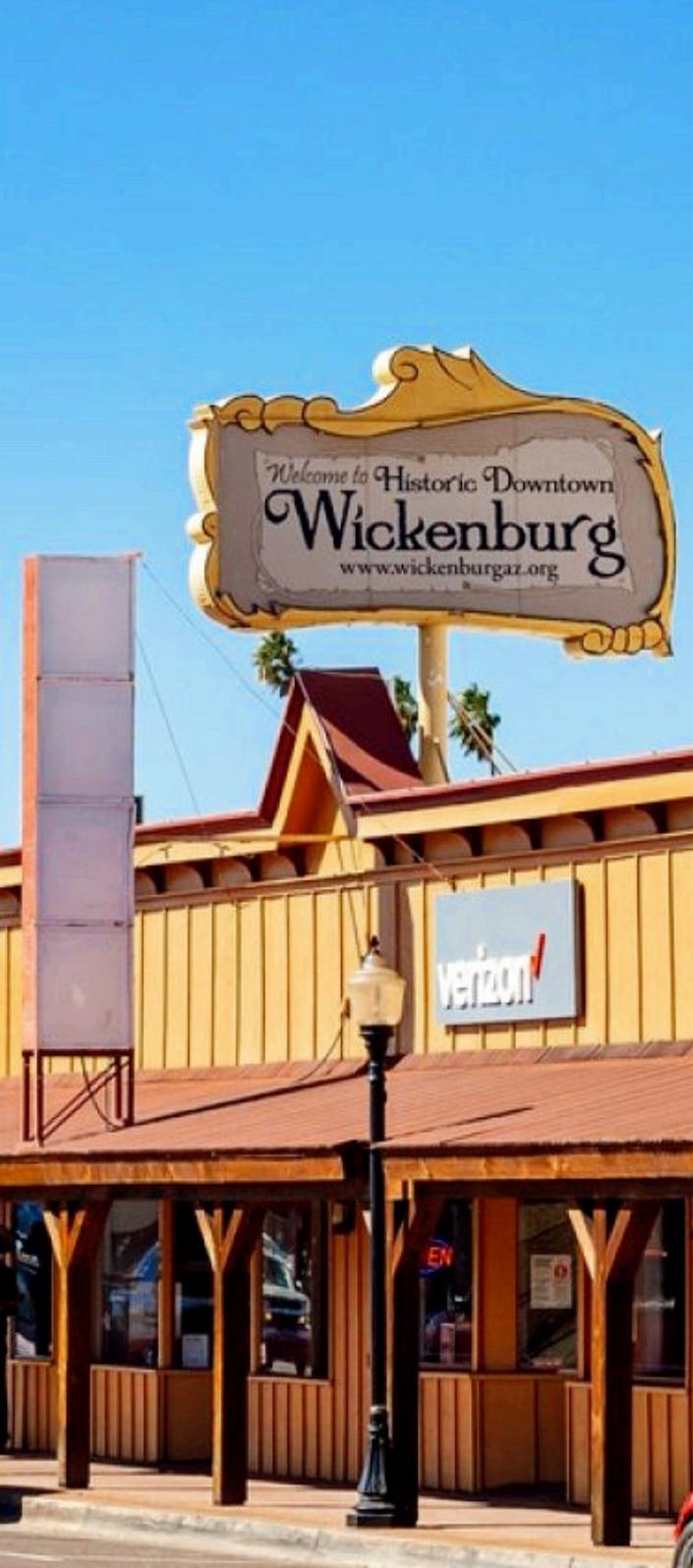
The Town of Wickenburg is a full-service community, dedicated to meeting the diverse needs of its residents through a wide array of essential services. With offerings that include police, fire, water, wastewater, electricity, solid waste, airport, and cemetery services, the town ensures that all aspects of daily life are efficiently managed and supported within the local community.

The Town employs approximately 130 full-time employees and the Town of Wickenburg is projecting \$76.06M of revenue in FY2025.

THE COMMUNITY



Wickenburg offers the perfect blend of small-town charm and Western spirit where the community values honesty and straightforwardness. Surrounded by wide-open landscapes, it's an outdoor enthusiast's dream, with endless opportunities to explore its rich history and natural beauty. The town embodies the warmth and simplicity of rural living, with friendly residents and a strong sense of tradition. While it maintains its peaceful, close-knit atmosphere, Wickenburg is also conveniently located near larger cities, providing easy access to urban amenities without sacrificing the tranquility of small-town life. It's truly the best of both worlds.





WICKENBURG QUICK FACTS



Population:

- 2024- 8,331 residents
- 2022- 7,920 residents
- 2020- 7,474 residents



Median Household Income:

\$63,301



Median Age: 64.4 years



Departments: Clerk, Community Development, Court, Economic Development (Grants, IT, Library, Recreation and Facility Rentals), Finance, Fire Department, Human Resources, Police Department, Public Works (Airport, Electric, Engineering, Sanitation, Streets, Water and Wastewater)



[CLICK HERE](#)

Town Council Strategic Plan (2024)

[CLICK HERE](#)

Police Department Strategic Plan (2023-2028)

[CLICK HERE](#)

Economic Development and Transportation Committee Strategic Plan

[CLICK HERE](#)

General Plan

THE POSITION

The Town Manager is the highest executive authority within the town government, responsible for overseeing the planning, design, and execution of policies and programs that drive the success of the community. This leadership role is essential in ensuring the smooth operation of all town departments, managing day-to-day activities, and providing strategic guidance to the Town Council. The Town Manager works closely with elected officials, staff, and the public to shape and implement policies that enhance the quality of life for residents while maintaining fiscal responsibility and organizational effectiveness.

In this role, the Town Manager empowers department leaders and staff with a focus on collaboration, innovation, and professional development. By fostering a positive organizational culture, they empower department leaders and staff to achieve shared goals and meet the evolving needs of the community. The Town Manager also serves as the town's key liaison with other government entities, the media, and the public, addressing concerns, promoting programs, and ensuring that the town's priorities are communicated clearly and effectively. This position requires a dynamic leader with advanced public administration expertise, exceptional communication skills, and a deep commitment to public service.



THE IDEAL CANDIDATE



The ideal candidate for the Town Manager position will be a dynamic and experienced leader who brings a strategic vision to municipal governance. The Town Manager will have a proven track record in executive-level leadership and operations. The candidate should possess exceptional communication and interpersonal skills, with the ability to effectively engage with elected officials, department leaders, and the community. The Town Manager will be a collaborative problem solver who thrives in a fast-paced environment and is adept at navigating complex issues, all while fostering a culture of accountability, transparency, and innovation within the organization. A commitment to professional development and mentoring others to grow within the organization will be crucial, as will a dedication to ensuring the town's continued success and long-term prosperity.

EDUCATION AND EXPERIENCE



Education and Experience: This position requires a bachelor's degree and 10 years of related experience; or an equivalent combination of directly related education and experience. Complex private sector experience will also be considered.

Required Certifications/Licenses:

- Valid Driver's License

Location:

- Residency in the Town of Wickenburg is required.



COMPENSATION AND BENEFITS

The hiring range for the Town Manager is **\$155,000 - \$225,000**. Salary for the chosen candidate will depend on experience and education.

The Town of Wickenburg offers an extensive [benefits package](#) that includes a variety of plans for Medical, Dental, Vision, and Life (including supplemental). The Town pays 100% of the premium for medical, dental, and basic life for the employee and 70% for medical and dental for dependents. Additional benefits include generous paid leave, employee assistance program, and a wellness program. Retirement is provided through the Arizona State Retirement System (ASRS) and an optional 457(b) defined contribution plan is also available.

[CLICK HERE](#)

Arizona State Retirement
System (ASRS)

[CLICK HERE](#)

Employee Assistance
Program (EAP)

[CLICK HERE](#)

Wellness Program

HOW TO APPLY

To be considered for this incredible opportunity, applicants should send their resumes and cover letters to wwagner@duffygroup.com.

Confidential inquiries are welcomed and should be directed to Wyatt Wagner, Senior Executive Recruiter, Duffy Group, at 602-362-4986 or wwagner@duffygroup.com.

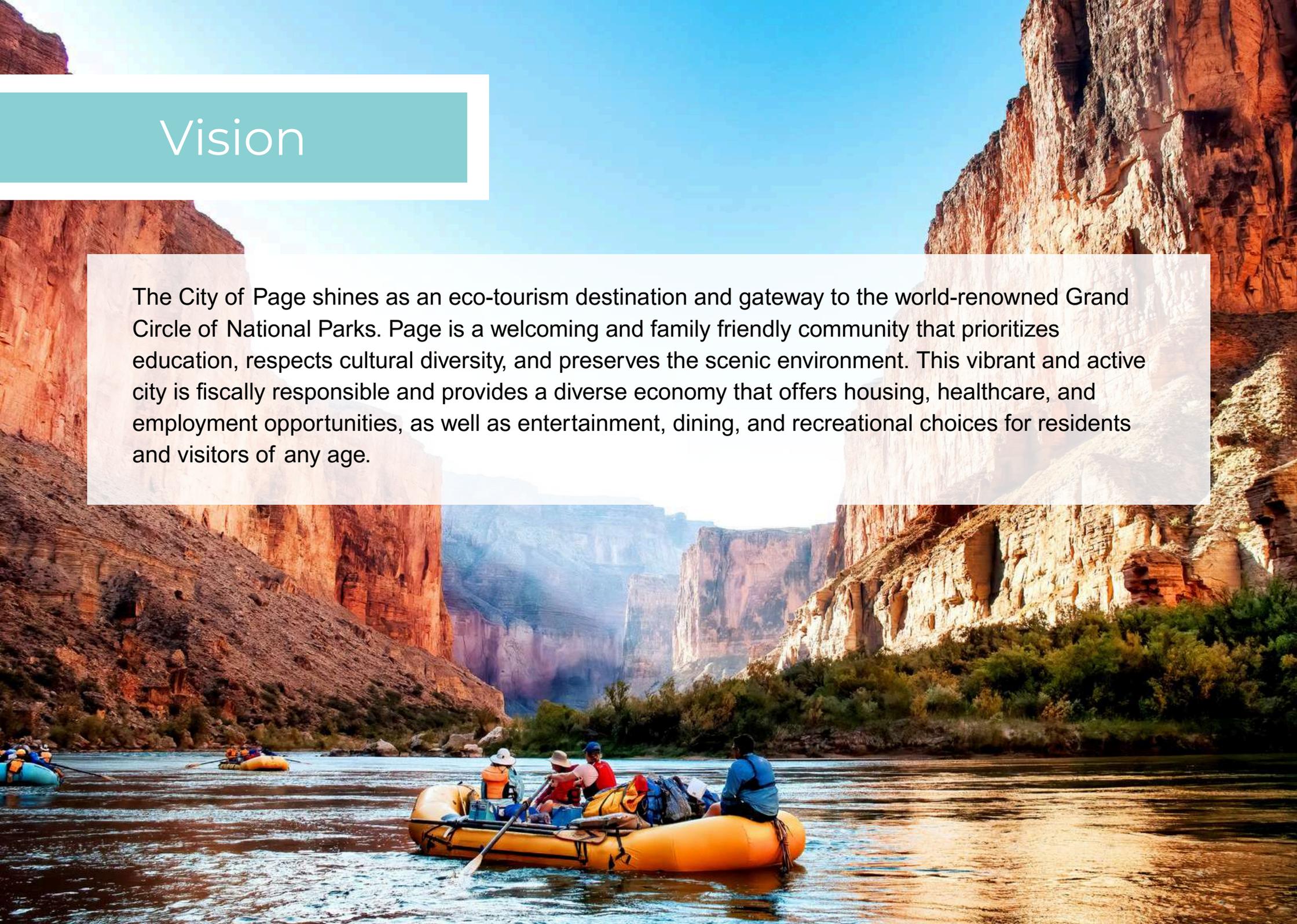
Application Deadline: This posting will remain open until finalists are identified or the position is filled. Applicants are encouraged to apply early.



City Manager

Vision

The City of Page shines as an eco-tourism destination and gateway to the world-renowned Grand Circle of National Parks. Page is a welcoming and family friendly community that prioritizes education, respects cultural diversity, and preserves the scenic environment. This vibrant and active city is fiscally responsible and provides a diverse economy that offers housing, healthcare, and employment opportunities, as well as entertainment, dining, and recreational choices for residents and visitors of any age.





About the City

With an elevation of 4,300 feet, Page, Arizona, is nestled on the edge of Lake Powell bordering the breathtaking Navajo Nation, offering a hidden gem for adventurers and nature lovers alike. This small town, home to approximately 7,500 residents, provides an authentic Southwestern experience marked by striking desert landscapes, unique geological formations, and a deep cultural heritage. As the gateway to some of the most iconic natural wonders of the American Southwest, Page is surrounded by awe-inspiring landmarks such as Antelope Canyon, Horseshoe Bend, and the expansive waters of Lake Powell attracting 5 million visitors annually. Page's city park serves as a focal point for community engagement and events. Local art galleries, Native American craft shops, and nearby Navajo landmarks honor the rich traditions and history of the indigenous peoples of the region. Whether boating on the crystal-clear waters of Lake Powell, hiking through mesmerizing slot canyons, or simply relaxing to the desert's golden sunsets, Page offers a peaceful yet adventurous escape where nature's beauty takes center stage.

Community



Nestled amid the breathtaking landscapes of the Southwest, Page, Arizona is a close-knit community where a laid-back lifestyle and a deep appreciation for nature bring people together. With small-town charm and genuine hospitality, residents greet one another with warmth, creating a welcoming atmosphere for newcomers and visitors alike.

Page's diverse population, including longtime locals, seasonal residents, and travelers from around the world, contributes to a dynamic and inclusive culture. Community events such as the annual Lake Powell Balloon Festival, Horseshoe Bend Stargazing, Summer Concert at the CAB, local farmers markets, and gatherings in city parks offer countless opportunities to celebrate the town's vibrant heritage and shared values. Recreational highlights like the City of Page's scenic golf course also provide a place for relaxation, friendly competition, and community connection.

Pride in Native American traditions is a vital part of life in Page. Many residents are deeply engaged in honoring and preserving the rich stories and customs of the Navajo Nation. This cultural connection enriches the community and adds to its distinctive character.

Life in Page moves at a more relaxed pace, allowing residents to fully enjoy the stunning surroundings and build lasting relationships. Here, nature and neighborliness go hand in hand, making Page not just a destination, but a place to call home.



The Organization

The City of Page is a vibrant, forward-looking municipality located in northern Arizona, serving a resident population of approximately 7,500 and welcoming over 5 million visitors annually as a key gateway to the Grand Circle of National Parks. The Grand Circle features some of the most spectacular national parks in the American West: Zion, Bryce Canyon, Capitol Reef, Canyonlands, Arches, Black Canyon of the Gunnison, Mesa Verde, Petrified Forest, Grand Canyon, and Great Basin National Park. With a total budget of \$92 million, including a \$26 million general fund and approximately \$20 million dedicated to capital improvements, the City is supported by a dedicated workforce of 215 full-time employees across 13 departments. Page operates under a Council-Manager form of government and is guided by a strong commitment to fiscal responsibility, community engagement, and strategic growth. Known for its breathtaking natural surroundings, including Lake Powell and Horseshoe Bend, Page balances its eco-tourism appeal with a strong sense of local pride and community connection. The organization promotes a supportive and flexible work environment, including a 4/10 work schedule, and is actively pursuing initiatives in economic development, infrastructure, housing, and quality of life enhancements.



Quick Facts



Incorporated: 1975

Population: 7,500 residents

Location: Northern Arizona, near the Utah border

County: Coconino County

Elevation: 4,300 feet

Region: Gateway to the Grand Circle of National Parks

Tourism: Hosts over 5 million visitors annually

Key Attractions: Lake Powell, Horseshoe Bend, Glen Canyon National Recreation Area, Antelope Canyon

The Position

The City Manager is the chief executive officer of the City of Page and is responsible for the overall administration and coordination of city government operations in alignment with the policy direction set by the City Council. This highly visible and hands-on leadership role oversees approximately 215 full-time employees across 13 departments, including Public Works, Police, Fire, Finance, Public Information, Community Development, and Planning & Zoning. With an annual budget of \$92 million, the City Manager is tasked with ensuring sound fiscal management while driving forward capital projects and community priorities. Current and upcoming initiatives include a \$10 million downtown revitalization effort, the development of a second water source, and improvements to major roadways. The City Manager also plays a critical role in managing tourism-related impacts, fostering economic diversification, addressing attainable housing challenges, and supporting high-quality public services for both residents and visitors. This position demands ongoing engagement with regional, tribal, and federal partners, as well as consistent collaboration with local businesses, nonprofits, and community groups. This position follows a 4/10 work schedule with Fridays off, providing a unique opportunity to lead a dynamic city located in the heart of one of the most iconic destinations in the American Southwest.

The Ideal Candidate

The ideal candidate for City Manager of Page, Arizona, is an experienced and collaborative municipal executive who thrives in dynamic, community-oriented environments. They possess a strong foundation in public administration, financial oversight, and strategic planning, with demonstrated success managing complex, multi-departmental organizations. This leader has a deep understanding of tourism-driven economies and excels in building public-private partnerships, navigating intergovernmental relationships, including with tribal, state, and federal agencies, and promoting sustainable economic development. They are approachable, communicative, and skilled at fostering trust with elected officials, staff, and residents, bringing a transparent and inclusive leadership style. The ideal candidate is passionate about Page's unique blend of small-town community and global tourism appeal, committed to enhancing quality of life, expanding attainable housing, supporting public safety, and stewarding infrastructure growth. With a thoughtful, visionary mindset and respect for local values and culture, they will guide Page through its next chapter of growth and revitalization.

Education

A Bachelor's degree in one of the following or a related field:

- Public Administration
- Political Science
- Business Management

Preferred Qualifications:

- A Master's degree (e.g., MPA, MBA) is highly desirable, especially for candidates without prior City Manager experience.
- Additional coursework or certifications in areas such as municipal finance, economic development, urban planning, or tribal relations are beneficial.

Experience Equivalency:

- A combination of education and relevant high-level municipal leadership experience may substitute for advanced degrees, provided the candidate demonstrates strong expertise in budgeting, governance, and community engagement.

Experience

- **Five (5) years** of related experience
- Previous knowledge and experience in Tribal relations; especially with border communities near tribal lands, preferred
- Previous knowledge and experience with:
 - Economic development, specifically with National Park destination cities, preferred.
 - STR (short-term rental), housing issues, preferred.
 - Working within a tourism-based economy and familiarity with annual events that drive economic activity within a municipality is preferred.
 - Or equivalent combination of education and experience.

Compensation and Benefits

Hiring Range: \$124,300- \$198,868 per year

- The hiring range is negotiable and will be determined commensurate with experience.

Work Model: 4/10 work model (offices closed on Fridays)

The City of Page has a competitive employment benefit package offering medical, dental, and vision insurance. In addition, the City of Page offers a retirement package for all full-time positions. The City of Page provides life insurance benefits for each full-time employee. Permanent employees accrue sick leave, vacation leave, and personal leave as governed by the City of Page Personnel Rules. There is also relocation assistance available.

If you have any questions regarding the City's employee benefits, please feel free to contact the Human Resources Department.

How to Apply

To be considered for this incredible opportunity, applicants should send their resumes and cover letters to Nicole Gruenhaupt, Senior Executive Recruiter, Duffy Group, at 602-899-9294 or ngruenhaupt@duffygroup.com.

Confidential inquiries are welcomed and should be directed to ngruenhaupt@duffygroup.com.

Application Deadline: This posting will remain open until finalists are identified or the position is filled. Applicants are encouraged to apply early.



COTTONWOOD ARIZONA

CITY MANAGER



RECRUITMENT REDEFINED.

Executive Recruitment

MISSION

The City of Cottonwood's [mission and vision](#) is to inspire a vibrant community by emphasizing teamwork and problem-solving. City staff are dedicated to ensuring that the needs of residents and visitors are met efficiently and thoughtfully. Whether it's working in public safety, urban planning, parks and recreation, or administrative services, those who work for Cottonwood are driven by a shared goal of creating a welcoming, safe, and vibrant environment for everyone who calls the city home.



— THE ORGANIZATION —

The City of Cottonwood was incorporated in 1960 and operates under the council-manager form of government. The Council is a seven-member body consisting of a Mayor, Vice Mayor, and five council members elected to serve staggered four-year terms. The Mayor is directly elected while the Vice Mayor is appointed by the City Council.

The City provides a variety of services for the community including law enforcement, fire and emergency medical services; road maintenance; parks and trails; a recreation center; a regional public transportation system; enforcement of building and zoning codes; animal control; a public library; a public water system that serves a customer base twice as large as the City's population; a sanitary sewer system; a public cemetery, and a general aviation airport.

The City employs approximately 245 full-time employees and the City's average annual expenditures run between \$70-\$80 million per fiscal year.





COMMUNITY

Cottonwood, Arizona blends its rich history, natural beauty, and welcoming atmosphere. The city's commitment to preserving its heritage while embracing modern growth creates a dynamic environment for residents and visitors alike. With an active arts scene, a fantastic [local recreation center](#), outdoor activities, and a strong sense of local pride, Cottonwood encourages connection and engagement among its diverse population. Community events, farmers' markets, and cultural celebrations bring people together, cultivating a spirit of inclusivity and support. The picturesque setting, nestled in the Verde Valley, offers not only stunning landscapes but also a strong sense of belonging, making Cottonwood a place where both individuals and families can thrive and feel truly at home.



Cottonwood, the “Heart of Arizona Wine Country,” serves as the retail and service center for the greater Verde Valley. It hosts a vibrant downtown area, known as *Old Town Cottonwood*, with a variety of dining options and wine tasting rooms, antique stores, art galleries and many other small businesses. Its history as a previous bootlegging community and proximity to nearby historic mining towns of Clarkdale and Jerome also make the area a popular tourist destination.

With its location within the heart of the Verde Valley, Cottonwood is surrounded by enticing attractions, historic sites, and extensive outdoor recreation opportunities. Cottonwood is in close proximity to two national forests, several state parks, and is near geographic center of Arizona, approximately 100 miles north of Phoenix and 50 miles south of Flagstaff with major access from 1-17 through State Route 260.



COTTONWOOD QUICK FACTS



Population: 12,658



Median Age (2023): 55.8



Median Household Income (2023): \$47,162



Ethnic Makeup: The ethnic make-up of the city is 67.5% White, 25.3% Hispanic or Latino, .82% Black, 1.16% American Indian, 1.16% Asian, .11% Pacific Islander, .43% other, and 3.52% identify as two or more races.

[Click here](#)

to review the 2024 City Atlas

[Click here](#)

to review the 2024 Cottonwood General Plan

[Click here](#)

to review the 2023-2025 Cottonwood Strategic Plan

THE POSITION



Appointed by the Mayor and City Council, the City Manager is responsible and held accountable for the City of Cottonwood's daily operations and is considered the City's chief administrative officer. The City Manager is responsible for providing organizational leadership and implementing policies set by City Council.

City Operations include the following departments: Administration, Airport, Community Development, Cottonwood Area Transit, Tourism & Economic Development, Finance, Fire, Housing, Human Resources, Information Technology, Library, Parks and Recreation, Police, Public Works, and Utilities.

Currently, the City Manager oversees twelve direct reports including the Deputy City Manager, the Executive Assistant to the City Manager, the City Clerk, the Police and Fire Chiefs, and the Directors of Community Development, Airport, Human Resources, Parks and Recreation, Public Works, Tourism and Economic Development, and Utilities.



—THE IDEAL CANDIDATE—

The ideal City Manager for Cottonwood will embrace the City's mission to inspire a vibrant community, with a strong passion for public service and extensive municipal experience. The candidate will possess excellent communication skills, be collaborative, and maintain positive relationships with stakeholders. They will foster trust, enhance productivity, and solve problems creatively while aligning decisions with the City's values.

The candidate will develop strong relationships with his or her peers throughout the Verde Valley. He or she will support and advise Council on issues of importance and assist Council in its efforts to balance the City's small-town identity with its desire for sustainable growth. The Candidate will be ready to actively participate in and give direction on upcoming large projects, such as the build-out of a new City Hall facility, the execution of the economic development and housing strategies, and various other capital improvement projects. The candidate will be highly motivated and invested in the success of both the organization and the community as a whole.

The ideal candidate will call Cottonwood home and be a contributing member to the community. The City Manager will appreciate the City's history while helping the organization move forward with its structured future growth.



EDUCATION AND EXPERIENCE

Requirements for this position are a bachelor's degree in public administration, human resources, business management, finance or a closely related field and at least five (5) years of progressively responsible experience in local government or an equivalent position in an organization of comparable complexity.

Preferred qualifications include a master's degree in public administration or related field, ICMA-Credentialed Manager designation, strong financial management and budgeting skills, and a track record of success in economic development, business and civic engagement, organizational leadership, and intergovernmental relations.

COMPENSATION AND BENEFITS

The salary range for the City Manager is \$146,766-\$220,149. Salary for the chosen candidate will depend on experience and education.

This position is exempt, benefit-eligible, and serves at the will of the City Council under contract.

This position is eligible for phone and vehicle allowance annually, paid bi-weekly. Any other proposed or desired benefits by the successful candidate can be negotiated directly.

The City of Cottonwood offers an extensive [benefit package](#) that includes:

- Enrollment in the Arizona State Retirement System with City match. The current rate is 12.27%.
- Medical and Dental coverage paid at 100% for the employee and a partial percentage for dependent coverage.
- Vision coverage (optional at your expense)
- Optional Health Savings Account (HSA) with employer contributions
- Group term life insurance amounting to the annual salary up to \$150,000 plus \$50,000
- Generous vacation and sick accrual rates
- 12 paid holidays
- Optional deferred compensation plans (457b)
- Employer-paid Cottonwood Recreation Center membership for employee and discounted memberships for household members.
- Qualifying employees who choose to purchase a home in the Verde Valley are eligible for [down-payment loans](#) up to \$40,000 after one year of employment.



HOW TO APPLY

To be considered for this incredible opportunity, applicants should send their resumes and cover letters to ngruenhaupt@duffygroup.com.

Confidential inquiries are welcomed and should be directed to Nicole Gruenhaupt, Senior Executive Recruiter, Duffy Group, at 602-899-9294 or ngruenhaupt@duffygroup.com.

Application Deadline: This posting will remain open until finalists are identified or the position is filled. Applicants are encouraged to apply early.

Rec'd

12/26/25
@ 4:10 pm

Via email

CM Recruitment

Duffy Group



Website: KRW-Associates.com

Managing Partners- Lorne Kramer, MPA - Lynn Johnson, BA

January 2, 2026

City Clerk, City of Bisbee
City Hall, 118 Arizona Street
Bisbee, AZ 85603

RE: Recruitment and Selection Process Proposal for Bisbee's City Manager

KRW Associates LLC appreciates the opportunity to convey our interest in assisting the City of Bisbee with the recruitment and successful placement of its next **City Manager**. Enclosed please find a proposal from KRW Associates LLC (KRW), that we believe meets the criteria to not only recruit highly qualified candidates, but to eventually succeed in the selection and placement of the very best candidate for your community.

Based on our professional experience as practitioners and executive search consultants, KRW has a reputation for delivering quality, reliable governmental executive recruitment services. In addition to being experienced executive search consultants for the past 18 years, we have professional backgrounds as city managers and law enforcement executives. KRW has contacts and professional friendships with highly qualified municipal and county executives in Colorado, the intermountain region and throughout the country that is beneficial in reaching prospective candidates.

KRW has earned a reputation of being "values-based" with a strong commitment to our client's interest and ensuring the search process results in a diverse pool of qualified applicants. Very few search firms have the combination of professional and consultant backgrounds of KRW.

The attached proposal provides detailed information regarding our firm, the proposed process, project fee, warranty, and references. If you or your staff have any questions, they can contact me directly at (719) 310-8960 or by sending an email to chiefcos@aol.com. Biographies of the KRW staff to be assigned to the project are included in Attachment A.

Sincerely,

Lorne Kramer

Lorne Kramer, Managing Partner
KRW Associates, LLC

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PROPOSAL

Executive Search Services

City of Bisbee, Arizona – City Manager

Summary

KRW Associates LLC (KRW) is a Limited Liability Corporation with a national clientele and is headquartered in Arvada, Colorado, with offices in Denver, and Goodyear, Arizona. (Mailing address: PO Box 2263, Littleton, CO 80161).

We are specialists in all aspects of Public Sector executive recruitment. KRW's Managing Partners are the principals of the firm with a long record of success working with government leaders in identifying, recruiting, and placing executives who possess outstanding credentials, proven histories of success, and the highest degree of professionalism and personal character.

Experience and Qualifications

KRW Associates has had decades of public sector executive experience as practitioners and a background of successful executive placements around the country for the past 18 years. This experience, combined with ***the highest level of graduate public administration education of any search firm in the country***, makes for energetic, enlightened, and reliable expertise that extends throughout the United States. We know how and who to recruit for an open position based upon the needs and desires of the hiring authority.

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

KRW's philosophy of customer service is founded on directly meeting the needs and desires of the client with a customized service package designed for the unique needs of each client. The candidate selection is made by City leadership with information and guidance about all applicants provided by KRW. This provides the City with the ability to select the candidate that is the best fit for your community.

The KRW team, comprised of the two managing partners and ten associates, has been operating since the LLC's establishment in 2007, with years of additional consulting experience. The principles of KRW Associates LLC have served a variety of cities, towns, and other entities with successful executive searches, including City/Town/County Managers, Police Chiefs, Public Works Directors, Park and Recreation Directors, Community Development Directors, and Fire Chiefs.

Successful City/Town Manager placements by KRW in the past five years:

- Silverton, Colorado – Town Manager, National Search, successful placement December 2025. Project Team: Lorne Kramer, Mark Collins, and Gina McGrail. Reference: Dayna Kranker, Mayor. dkranker@siverton.co.us. (970) 387-5522.
- Rangely, Colorado – Town Manager, National Search, successful placement in November 2025. Project Team: Lorne Kramer, Mark Collins, Gina McGrail, Stacey Hodges. Reference: Ron Granger, Mayor rgranger@rangelyco.gov. (970) 675-8476.

- Carbondale, Colorado – Town Manager, National Search, successful placement June 2025. Reference: Ben Bohmfalk, Mayor bbohmfalk@carbondaleco.net (970) 319-4332. Project Team: Mark Collins, Gina McGrail, Stacey Hodges, and Lorne Kramer.
- Basalt, Colorado – City Manager, National Search, successful placement in August 2025. Project Team: Lorne Kramer, Mark Collins, Gina McGrail. Reference: David Knight, Mayor david.knight@basalt.net (970) 924-0475 or Gloria Kaasch-Buerger, Town Manager, gloria.kb@basalt.net (970) 279-4396.
- Minturn, Colorado – Town Manager, National Search, successful placement in April 2025. Project Team: Lorne Kramer, Mark Collins, Gina McGrail, Stacey Hodges. Reference: Earle Bidez, Mayor. (970) 827-5645.
- Pitkin County, Colorado – Deputy County Manager, National Search, successful placement in April 2025. Project Team: Mark Collins, Gina McGrail, Lorne Kramer. Reference: Melissa Knight, Human Resources Director. Melissa.knight@pitkincounty.com. (970) 319-1452.
- Akron, Colorado – Town Manager, National Search, successful placement November 2024. Project Team: Mark Collins, Gina McGrail, Lorne Kramer. Reference: Brandon Hill, Mayor BHill@townofakron.com. ((970) 345-2624. Or Gillian Laycock, Town Administrator. galaycock@gmail.com (970) 554-0832.

Additional City/County/Town Managers

Oak Creek, CO Town Administrator; Glenwood Springs, CO - City Manager; Eagle, CO - Town Manager; Routt County CO - County Manager; Cripple Creek, CO - City Manager; Cody, WY - City Administrator and Ogallala, NE - City Manager.

Current Active Projects

Breckenridge, CO Chief of Police; Canon City Fire District, CO Fire Chief; Yuma, CO Chief of Police.

In addition to the above, KRW has successfully recruited and placed a variety of other government executives such as Public Works Directors, Planning Directors, Community Development Directors, Police Chiefs and Parks and Recreation Directors.

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

KRW Staff Assigned to the Project

Lorne Kramer is a Managing Partner and will be directing the project. Mr. Kramer is the former City Manager, Deputy City Manager and Police Chief for the City of Colorado Springs, Colorado and has been involved in executive search for over 18 years. KRW Senior Associate Mark Collins, a former Town/City/County Manager in Colorado, will be a co-director on the project. Gina McGrail, KRW Senior Associate, has 30+ years of experience working with public sector clients. She will assist with the development of the job posting brochure and applicant screening.

Detailed biographies of the project consultants and associates are attached. In addition, a list of KRW's references for similar projects and a sample list of our clients is listed below.

The cost of the **City Manager** project is **\$28,500**. This is an all-inclusive price which covers consultant fees and most direct consultant expenses. Our fee includes all phases of the project: consultation and preparation of the advertisement, the recruitment and selection process, the assessment and background checks of candidates, and the final recommendations and notifications. See breakdown on Project Cost Sheet below.

Scope of Work and Schedule

1. Mission Statement:

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

2. Recruitment Philosophy:

As outlined below, it is the recruitment protocol and professional philosophy of KRW to collaborate with elected officials and City staff to obtain input as to the qualities, abilities, education, and experience desired of an ideal candidate. Other stakeholders identified by the City may also be interviewed.

3. Recruitment Process

KRW is familiar with conducting both national and regional recruitment efforts and has an established recruitment protocol which has been very successful for many years. Working with the City Council and staff, KRW would follow this process:

- a. Conduct meetings with the Mayor/Council to compile input/information related to the skills, abilities, attributes desired in the City Manager and develop a profile for the position announcement and discussion with potential candidates.
- b. KRW also recommends interviews with department heads and staff members to obtain their insight into the ideal qualities of the new City Manager.
- c. Based on this information, KRW will draft the City Manager position announcement, submit it to the City for approval, and post the announcement (with emphasis in the Rocky Mountain Region) for a minimum of 30 days.
- d. Candidates will be directed to submit application materials to KRW Associates electronically. KRW will conduct an initial screening of applicants to ensure minimum qualifications are satisfied.
- e. During the open period KRW will evaluate applicant resumes as well as perform outreach to contacts and solicit potential suitable candidates.
- f. KRW will rank the resumes in four "tiers" (Tier A, Tier A/B, Tier B and Tier C), based on credentials and qualifications, for Council's review. KRW will confer with the City Council to select the top candidates as semi-finalists to move to the next phase of the process.
- g. KRW will conduct a due diligence process, including telephonic interviews and national media checks on the top candidates and provide a written report to the City Council to review and consider before selecting the finalists.
- h. KRW will meet with the Council to discuss candidates and offer input as they select finalists.
- i. KRW will perform reference checks, criminal background and social media checks on the final candidates and prepare a written report for City Council review.

- j. KRW will work with the City in designing the assessment/interview process and assisting the City Council in organizing candidate visits. The specific process will be fully discussed with City representatives but may include a community reception (with candidate presentations) and panel interviews.
- k. KRW will administer the assessment/interview process in Bisbee and assist with final candidate deliberations.

Potential candidates: Our firm has a database of both assistant town and city managers/administrators who have previously applied for open positions. In addition, we have contact with a vast network of municipal executives. They call our firm regularly, updating us on potential candidates, and checking for opportunities for themselves. Also, we are in constant contact with "sitting" managers/administrators, seeking their knowledge of the best professional candidates. The database is also used for targeted mailing. KRW uses a tiered ranking process to present all candidates to the appointing authority.

Schedule / Timeline

1. **January 2026** – Finalize Service Agreement
2. **January 2026** – Meet with the Mayor and City Council to develop a clear, detailed set of preferred qualifications which will include the special consideration given to experience and knowledge.

Design an advertising/communication/marketing campaign for the position to include:

- a. Developing a profile of the city, highlighting Bisbee's character, and outlining the job description, qualifications, and preferred experience and education of the ideal candidates.
 - b. Contacting professional associations.
 - c. Advertising in professional and industry journals, job boards, and publications with a focus on the Rocky Mountain region. If agreed upon by the City Council, the opportunity will also be posted in high visibility national sites (e.g., ICMA, CML, CCCMA, Government/Jobs) and other specific sites designed to attract a diverse candidate pool).
 - d. Posting on the KRW Associates website
 - e. Providing a brochure profile to the City for posting on the City of Bisbee's website and social media platforms.
 - f. Identifying and aggressively marketing the position to potential candidates in the field, using KRW's established database and professional contacts.
 - g. Additional methodologies may be included after the needs and desires of the City Council are more fully identified.
3. **February 2026** – Upon City Council approval, KRW will initially post the City Manager advertisement for a minimum of 30 days. All applications will be submitted to KRW electronically. Applications will consist of 1) a cover letter, 2) a current resume, and 3) six professional references. KRW will receive and initially screen applications and resumes for minimum requirements, using the City approved criteria. A periodic status of the search progress will be provided to the City. KRW will manage administrative details such as correspondence with candidates and inquiries about their candidacy.
 4. **March 2026** – Review and rank resumes and facilitate a process whereby the City Council can develop a group of semi-finalists. This will be a review of the KRW tiering of qualified applicants and narrowing the group down to a number manageable for the next step. KRW will conduct recorded virtual interviews of the semi-finalists. Those interviews will be provided to

the City Council for their review and consideration in selecting finalists. KRW will meet with the City Council during this phase and provide input on the candidates.

Note: To expedite the process and minimize costs, it is recommended that this conference with the City Council be either a conference call or a Zoom session.

5. **April 2026** – KRW will conduct further due diligence on finalists including reference checks, social media, and national criminal background inquiries. A detailed report on the findings will be prepared for the Council's review.
6. **April/May 2026**– Design interview and assessment materials including sample interview questions and/or assessment exercises, a “suitability” rating template, as well as note-taking sheets. Administer the interview process on-site in Bisbee for final candidates. The specific process will be discussed with the City Council. Suggested formats may include a community reception (Meet & Greet), two separate interview panels (City Council and a Professional/Staff panel). KRW will prepare materials, including appropriate questions for the panels, and facilitate the interviews.
7. **May 2026** – Assist the City with a job offer to the selected candidate.

Methods used to communicate and to work with the City:

As stated in this Proposal the KRW team will communicate frequently by email, phone calls, and conference calls throughout the project. If the need arises for us to meet in person, we will do so. KRW will make the project a priority and will be available to all contacts/liaisons of the City whenever the need arises to answer questions or concerns or to provide clarification. We value excellence in customer service and put our clients first and that is evident in all our dealings with our clients.

Major challenges to the search—anticipated potential recruitment issues.

1. Attracting qualified candidates - KRW strives to be good stewards of a client's requirements and instructions. KRW urges as broad a recruitment strategy as possible. We recommend to our clients a national exposure to attract a diverse, experienced candidate pool.
2. Ensuring continual, responsive communication between KRW and the City - Certain “decision points” are critical to the process of maintaining the proposed schedule. To ensure critical information is communicated in a timely, effective manner, the City Council will appoint a “primary contact,” and KRW will ensure that we have established excellent relationships with our contacts from the City so that the recruitment process is efficient and smooth. We are dedicated to delivering the highest levels of customer service and will be available to respond to the needs of the City throughout the entire selection process.
3. Ensuring an excellent candidate experience - KRW will ensure that all interactions involving direct contact with the candidates are confidential, objective, and timely. All contacts will be conducted with the utmost professionalism, ensuring a positive experience with both KRW and the City of Bisbee.

Project Cost Sheet- City Manager

Recruitment & Selection Process for the City of Bisbee, AZ – 2026

- 1. **Oversight and administration of executive search process \$22,750.00.**
Includes overall project administration; research and preparation of the ideal candidate profile for advertising; potential candidate outreach; reviewing and screening resumes; telephone and e-mail follow up; due diligence on semifinalists; development of candidate finalist lists; and criminal background and reference checks and recommendations to the Mayor/Council regarding both semi-finalists and finalist candidates.

- 2. **Assessment System\$3,000.00**
Includes use of all custom written materials, research support materials, training, and process administration/facilitation of exercises to City Manager candidates/finalists. Exercises may include structured interviews with the City Council, professional staff, and community members as well as presentation exercises.

- 3. **Assessor training, included in set fee No charge.**
- 4. **Final Candidate orientation, included in set fee No charge.**
- 5. **Travel\$2,000.00.**
- 6. **National Criminal Background/Social Media Investigation*..... \$750.00**
- 7. **Meals..... No charge**
- 8. **Development, copying and printing of Assessment Materials No charge.**

*** ESTIMATED CONSULTANT COSTS FOR PROJECT \$28,500.00**

There are no consultant per-diem costs. Initial costs of advertisements in professional publications or websites and a National Background/Social Media investigation will be paid by KRW Associates and invoiced for reimbursement to the City of Bisbee.

**National Criminal Background/Social Media Investigation costs shown are based on five finalists, this may be adjusted with the final project invoice. Other expenses related to candidates will be the responsibility of the City of Bisbee. In addition, the City of Bisbee would bear the cost of candidate travel, lodging and associated expenses.*

Process of Payment:

- 1. Upon execution of the service agreement, KRW will invoice the Town for 30% (\$8,550.00) of the all-inclusive project cost. This initial payment will cover certain costs incurred on behalf of the City, such as administration and advertising.

- 2. A second payment of 30% (\$8,550.00) will be invoiced following the due diligence process on semi-finalists.

- 3. Final payment of 40% (\$11,400.00) will be invoiced upon successful completion of the project.

WARRANTY KRW Associates has developed a very positive reputation with previous clients. Our placement record is particularly strong due to our professional contacts and commitment to excellence. It is our responsibility and commitment to recruit quality candidates for consideration by the hiring authority/client. The client has a responsibility to select the right person for their needs and to negotiate terms of employment in good faith. In the rare event a selected candidate does not complete a full year and is dismissed for performance-related issues, KRW Associates will confer with the client to discuss all alternatives, including conducting an additional search charging only for travel, related expenses, and advertising.

Required Commercial Liability KRW Associates LLC carries Commercial Liability insurance that meets the requirements in the RFP. Upon approval of the project a Certificate of Insurance will be provided.

Workers Compensation KRW Associates LLC has no employees and does not carry Workers Compensation Insurance. All KRW Associates are subject matter experts and Independent Contractors with Independent Contractor Agreements with KRW Associates.

Summary

KRW Associates have thoroughly reviewed Section 13 (Scope of Work) in the RFP and are confident we have the capacity and availability to ensure a successful executive search. The content of this proposal satisfies the expectations delineated in the RFP. Two large projects were successfully completed recently, and we are prepared to dedicate the time and effort required for your project.

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

Thank you for your consideration of our proposal and potential working agreement by use of this Letter of Agreement or Contract for Services from the City of Bisbee.

Sincerely,

Lorne Kramer

Lorne Kramer, Managing Partner
KRW Associates, LLC

Agreement

City Manager - Recruitment & Selection Process for the City of Bisbee, AZ – 2026

Signed:

Authorized Signature Date

Lorne C. Kramer Date
Managing Partner
KRW Associates, LLC

Attachment A

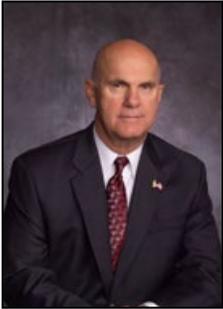
Consultant Biographies

Lorne C. Kramer, MPA

Managing Partner, KRW Associates, LLC
(Co-Founder)

Police Chief/City Manager (Retired)
Former President, Police Executive Research Forum (PERF)
and Colorado Association of Chiefs of Police

Lorne Kramer served as the City Manager of Colorado Springs, Colorado, from 2001 to 2007, a municipality of over 500,000 people. Prior to this appointment, he was the Deputy City Manager and the Police Chief for 11 years. During his years as City Manager, Mr. Kramer was successful in reorganizing municipal operations; addressing fiscal shortfalls; orchestrating the successful passage and implementation of the Public Safety Sales Tax initiative focused on increased public safety projects throughout the city; gaining citizen support for the Rural Transportation Authority; implementing the Storm-water Enterprise and enhancing the Development Review Process.



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

His academic accomplishments include a master's degree in public administration from the University of Southern California, and a bachelor's degree from the University of Redlands, California graduating with honors from both institutions. He is also a graduate of the University of Southern California's Management Policy Institute, California's Law Enforcement Command College, the National Executive Institute, and the Rocky Mountain Leadership Institute. Mr. Kramer is the former Executive Director of the Colorado Springs Leadership Institute.

Mark Collins, MPA
KRW Senior Associate

Mark Collins is a KRW Senior Associate and has over 25 years of experience as a City Manager, Town Manager and County Manager in Colorado and Wyoming. Mark most recently served as the County Manager in Routt County, CO. He was the first City Administrator in Sheridan and the City Manager in Laramie Wyoming. Previously he served as the City Manager in Gunnison Colorado for ten years and the Town Manager in Grand Lake Colorado for four years. Additionally, he served ten years as an Associate Vice President for Administration at the University of Wyoming. He holds an MPA in Public Administration, an MS in Geography and Parks/Recreation Administration and a BA in History. He is a Certified Public Manager and is an Adjunct Professor at the University of Wyoming and the University of Colorado-Denver. He currently teaches graduate classes in Human Resources and Strategic Management and facilitates numerous strategic planning retreats for local communities.



Gina McGrail, CEBS
KRW Senior Associate

Gina McGrail has over 32 years working with public sector clients, including 10+ years in executive management, serving as the Chief Benefits Officer at the Fire and Police Pension Association of Colorado. Through her experience working with the public pension plan and her years of service with KRW Associates, Gina has gained expertise in recruiting, strategic planning, meeting facilitation, benefit administration, and administrative oversight. Gina earned a bachelor's degree in speech communication, and associate's degrees in marketing and management. She also earned the Certified Employee Benefits Specialist (CEBS) designation from the International Foundation of Employee Benefit Specialists and the Wharton School, University of Pennsylvania.



Attachment B
References

Town of Oak Creek, CO

Executive Search: Town Administrator (Board Appointment in April 2025)
Melissa Dobbins, Mayor
(304) 445-5751
mayor@townfoakcreek.com

Town of Akron, CO

Executive Search: Town Administrator (Successful Appointment)
Gillian Laycock, Town Administrator
(970) 554-0832
galaycock@gmail.com

Pitkin County, CO

Executive Search: Deputy County Manager (Successful Appointment)
Jon Peacock, County Manager
(970) 920-5067
Jon.peacock@pitkincounty.com

City of Lamar, CO

Executive Search: Chief of Police (Successful Appointment)
Robert Evans, City Administrator
(719) 336-4376
robert.evans@ci.lamar.co.us

City of Sheridan, WY

Executive Search: Director of Public Works and City Planner (Successful Appointments)
Heather Doke, Human Resources Director
(307) 674-6483
hdoke@sheridanwy.gov

City of Yuma, CO

Executive Search: City Manager (Successful Appointment June 2025)
Tim McClung, Mayor
(720) 560-3205
t.mcclung@yumacolo.org

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Attachment C
Sample List of Previous Clients

EXECUTIVE SEARCH, ORGANIZATIONAL ASSESSMENTS, AND TRAINING LOCATIONS

ALAMO COLLEGES DISTRICT (TX)
CITY OF AMARILLO (TX)
CITY OF AVON (CO)
TOWN OF BAYFIELD (CO)
CITY OF BOULDER (CO)
CITY OF BRECKENRIDGE (CO)
CITY OF BRIGHTON (CO)
CITY AND COUNTY OF BROOMFIELD (CO)
CITY OF CASTLE ROCK (CO)
CITY OF CODY (WY)
CITY OF COMMERCE CITY (CO)
CITY OF CRAIG (CO)
CITY OF CRIPPLE CREEK (CO)
CITY OF DELTA (CO)
CITY OF DILLON (CO)
CITY OF DURANGO (CO)
TOWN OF EDGEWATER (CO)
EL PASO COUNTY, (CO)
CITY OF ENGLEWOOD (CO)
CITY OF EVANS (CO)
CITY OF FERNDALE (MI)
CITY OF FORT COLLINS (CO)
CITY OF FORT LUPTON (CO)
CITY OF FRISCO (CO)
CITY OF GEORGETOWN (CO)
CITY OF GLENWOOD SPRINGS (CO)
CITY OF GOLDEN (CO)
TOWN OF GRANBY (CO)
CITY OF GRAND JUNCTION (CO)
CITY OF GREENWOOD VILLAGE (CO)
CITY OF JACKSON (WY)
JEFFERSON COUNTY (CO)
CITY OF JOHNSTOWN (CO)
JOINT POWERS WATER BOARD (WY)
CITY OF LARAMIE (WY)
CITY OF LONE TREE (CO)
CITY OF MANITOU SPRINGS (CO)
CITY OF MILLIKEN (CO)
CITY OF MONTE VISTA (CO)
TOWN OF MONUMENT (CO)
TOWN OF MORRISON (CO)
CITY AND COUNTY OF MONTROSE (CO)
CITY OF MOUNTAIN VIEW (CA)
MESA COUNTY (CO)
CITY OF OURAY (CO)
PITKIN COUNTY (CO)
CITY OF POWELL (WY)
PUEBLO COUNTY (CO)
CITY OF SHERIDAN (WY)
CITY OF SILVERTHORNE (CO)
SOUTH METRO FIRE DISTRICT (CO)
CITY OF TELLURIDE (CO)
CITY OF TRINIDAD (CO)
TOWN OF WELLINGTON (CO)
CITY OF WHEAT RIDGE (CO)
TOWN OF WINDSOR (CO)

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OFFER

TO THE CITY OF BISBEE:

The undersigned hereby offers and agrees to furnish the services requested in compliance with all of the terms, conditions, specifications, and other descriptions of the work associated with this RFP. The Proposer certifies that he or she has read, understands and will fully and faithfully comply with this Contract, its attachments and any referenced documents.

L. C. Kramer
Authorized Signature

January 2, 2026
Date:

Printed Name and Title: Lorne C. Kramer, Managing Partner

Company Name: KRW Associates LLC

Address PO Box 2263

City, State and Zip Code: Littleton Colorado, 80161

Telephone Number(s): (719) 310-8960

Company's Fax Number

Email Address: chiefcos@aol.com

Rec'd 1/2/26 @ 8:41am
via email.

CM Recruitment

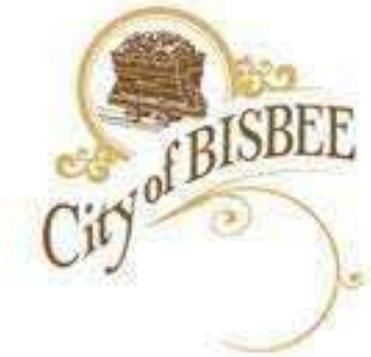
KRW associates LLC



OCTAGON STAFFING, LLC
BRIDGING THE GAP BETWEEN GROWTH AND PEOPLE

**Octagon Staffing, LLC
2327 Commerce St.
Suite 100B
Houston, TX 77002**

For



**City of Bisbee
RFP 26-02**

City Manager Recruitment Services

December 29, 2025

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Monday, December 29, 2025

City of Bisbee
City Hall 118 Arizona Street
Bisbee, AZ 85603

Attention: City Clerk

Octagon Staffing, LLC appreciates the opportunity to respond to the City of Bisbee (“the City”) Request for Proposal (RFP) to perform City Manager Recruitment Services.

Octagon Staffing, LLC
2327 Commerce St., Suite 100B
Houston, TX 77002
Phone and Fax Number:
www.octagonhr.com

Single Point of Contact:
Elizabeth Gutierrez
Chief Operating Officer
(281) 962-1025 / (832) 827-3900
elizabeth@octagonhr.com

We propose to become an extension of your organization, working together to meet your needs and expectations. Octagon Staffing, LLC (Octagon) will develop a comprehensive program that is customized to meet the City of Bisbee’s objectives.

As a recruitment and employment management company, we can utilize our expertise to recruit, manage timekeeping, report processes, and manage your contingent recruitment needs. Our technology and industry knowledge allow our customers ease of use and streamline efficiencies to reduce administration in the processes.

Octagon Staffing, LLC’s model highlights our commitment to customer service and our focus on employing cost controls, as well as extensive recruiting and screening processes. No matter the goal, Octagon is committed to providing the necessary resources to get the job done.

We would like to affirm that Octagon has not had any litigation dealings within the last five years nor do we have or have ever had any conflicts of interest with the City. We will also confirm to the best of our knowledge, information and belief, be cognizant of, comply with, and enforce, where applicable and to the extent required, all applicable federal or state statutes and local ordinances.

We are extremely interested in establishing a long-term business partnership with the City of Bisbee. Should you or any of your team members have questions, please feel free to contact me directly. This proposal will remain valid for ninety (90) days from the submittal date.

Sincerely,



Elizabeth Gutierrez

SECTION 1:
COMPANY OVERVIEW AND EXECUTIVE
SUMMARY

COMPANY BACKGROUND AND INTRODUCTION

Founded in 2018 by Andy Soles, Octagon is a nationwide full-service consulting and staffing firm that provides contract, temp-to-hire, direct hire, contingent workforce, peak period, and project staffing or recruitment process outsourcing services across several occupational categories to produce performance-driven employees. We are a certified M/SBE and HUB firm that is founded and operated in Texas. Octagon has placed associates in the areas of administration, clerical, professional, call center operations, healthcare, trade, technology, human resources, and general labor.

Octagon offers a unique set of services that encompasses the logistics of sourcing, recruiting, and onboarding a team of vetted and skilled talent to work at the City of Bisbee. Our solidified recruiting process will produce results that will not only meet your expectations outlined in this solicitation but exceed them. In addition to providing qualified talent under tight deadlines, we will also provide access for our clients to track the progress and performance of our resources.

Octagon Staffing, LLC is a business solutions firm specializing in recruiting, human resources solutions, and business consulting. The company was built by professionals specializing in these backgrounds to serve companies in need of tactical as well as strategic talent acquisition, employee life-cycle solutions, and outsourcing solutions.

Octagon Staffing, LLC Talent Acquisition and Management Solutions can assist companies by utilizing client-specific processes and leveraging technology to transform the HR landscape. Elevating HR above transactional tasks to a level where more strategic planning and programs can take place will facilitate success for organizations today and tomorrow.

More specifically, Octagon offers recruiting, executive search, human resources solutions, managed services and outsourcing programs, and workforce performance programs. Octagon is highly regarded and able to provide areas of expertise including administrative/clerical, technical/professional (including human resources, education, engineering, finance, and accounting), information technology, call center operations, healthcare, records, and information management, as well as general labor personnel.

Octagon offers all the services needed to find the right people for the best staffing solution.

Octagon Staffing, LLC has staffed the following positions and is currently conducting Executive Search Services for our clients:

<i>President/Chief Executive Officer</i>	<i>Business Development Manager</i>
<i>Human Resources Business Partner</i>	<i>Chief Financial Officer</i>
<i>Financial Controller</i>	<i>Director of IT</i>
<i>VP of Operations/COO</i>	<i>Site Director</i>
<i>Chief Operating Officer</i>	<i>Chief Strategy Officer</i>

Octagon truly understands the importance of supplying our clients with a diverse and qualified group of professionals from which to pick the best fit to help your organization continue to thrive.

EXECUTIVE SUMMARY

This proposal outlines a comprehensive recruitment process designed to optimize the selection, onboarding, and integration of new leadership team members. The proposed system will streamline operations, improve candidate quality, and ensure compliance with organizational standards.

Key Components:

1. Structured Recruitment Process:

- Development of a clear and efficient recruitment workflow, including job postings, candidate screening, and interview protocols.
- Implementation of standardized evaluation criteria to enhance decision-making and reduce bias.

2. Comprehensive Background Checks:

- Integration of robust background check procedures to verify candidates' qualifications, employment history, and criminal records.
- Utilization of third-party services to ensure thoroughness and compliance with legal requirements.

3. Candidate Experience Enhancement:

- Focus on improving candidate engagement throughout the recruitment process, ensuring timely communication and feedback.
- Development of a candidate portal for easy access to application status and resources.

This proposal aims to establish a best-in-class recruitment framework that supports organizational growth and a blueprint on how to win the war on “talent”.

DIRECT EXPERIENCE

A partnership with Octagon Staffing, LLC brings the following value:

- Reduced total cost of recruitment
- Improved scalability to adjust to hiring volume changes
- Access to industry expertise and database in excess of 100,000 local candidates

Clients see Octagon Staffing, LLC as more of a business partner than a vendor, partly because we use the most advanced technology possible for the delivery of our staffing services. In addition to utilizing the latest technological developments, we recruit, test, and train the highest caliber employees. It is the outstanding job performance of our employees that has helped to build our excellent reputation as a quality staffing company.

Octagon Staffing, LLC is proud to be a successful staffing partner and an extension of Third Coast Terminals, the City of Brownsville, Linebarger, Goggan, Blair & Sampson, Dallas ISD, San Antonio ISD, TollPlus and many more. Octagon was able to help recruit and manage prospects with a quick ramp up time by proposing a unique outsourcing model that provided them with the following advantages:

- Focus on unique core competencies
- Utilize the intellect and process of another organization
- Acquire leading-edge technology
- Reduce costs
- Improve performance accountability

Our recruiting expertise and quality focus drive every step of our talent acquisition process and strategy. Many recruitment companies can help bring new hires in the door. The real value is in finding a recruiting partner that can hire the right talent at the right time and help you keep your talent. We can create recruitment campaigns to hire the best talent for all skill levels, from entry level to executive, while helping you retain your employees.

We utilize "high touch" and "high-tech" recruitment strategies to foster key relationships in the recruitment lifecycle, as well as a highly skilled and experienced team that can efficiently support high volumes of recruitment administration. Our customizable solutions consist of world class processes, technologies optimized for business process outsourcing, and extensive industry expertise.

Octagon Staffing, LLC has established a proven record of success in delivering high-quality staffing and placement services across a wide range of industries. Our team consistently achieves a successful placement rate exceeding 90%, with client satisfaction measured through performance feedback, retention outcomes, and repeat engagements. We attribute this success to our targeted recruitment strategies, thorough vetting processes, and commitment to understanding both client culture and position-specific requirements. By aligning candidate qualifications with organizational needs, we ensure that each placement contributes to long-term success and workforce stability. Octagon's consistent performance reflects our ability to meet and often exceed client expectations in comparable staffing engagements.

SECTION 2:
REFERENCES AND EXPERIENCE

REFERENCES

Octagon submits the following client references as evidence of our experience in providing similar services to those requested by the City. This list is meant to be a sample of our experience, not an exhaustive list.

Cathexis	
Contact Name/Title:	Joey Rinando, Chief Financial Officer
Address:	1000 Louisiana St., Suite 7000, Houston, TX 77002
Phone:	713-400-3334
Email:	jrinando@cathexis.com
Dates of Service:	December 2020 - Current
Scope of Work:	Recruiting – Corporate Controller, Director of IT, Senior Treasury Analyst, and more



Third Coast	
Contact Name & Title:	Paul Glenn, Chief of Staff/Corporate Vice President
Address:	1871 Mykawa Road, Pearland, TX 77581
Phone:	281-997-5065
Email:	pglenn@thirdcoast.com
Dates of Service:	October 2018 - Current
Scope of Work:	Recruitment search services for Production Engineer, Chief Financial Officer, Financial Controller, and more!



Palletized Trucking Inc	
Contact Name & Title:	Jessica King, President
Address:	2001 Collingsworth Street, Houston, TX 77009
Phone:	713-225-3303
Email:	jessicak@palletized-trucking.com
Dates of Service:	November 2024 - Current
Scope of Work:	Recruiting - COO, HRBP, Sales Director, etc.



Regional Steele	
Contact Name & Title:	Sherry McShaffry
Address:	4853 US Highway 87 South, Victoria, TX 77905
Phone:	361-578-5277
Email:	sherrymcshaffry@regionalsteel.net
Dates of Service:	August 2021- Present
Scope of Work:	Executive Search Services for General Manager.



Midway Group	
Contact Name & Title:	Hartej Singh, Partner
Address:	9069 Tamina Rd., Conroe, TX 77385
Phone:	936-856-6700
Email:	hartej@midwayinvestments.com
Dates of Service:	June 2021 - Current
Scope of Work:	Executive Search Services for various positions including Memory Care Director, Resident Care Director, and more.



SECTION 3:
PROFESSIONAL QUALIFICATIONS

STAFF INFORMATION

At Octagon Staffing, we focus on one client at a time, thus allowing for faster, consistent scalability in shorter time frames. The team assigned to the City of Bisbee as well as the amount of time they will dedicate to this project will be determined upon contract award by Elizabeth Gutierrez, our Chief Operating Officer. Assigned to the City of Bisbee's team will also be Octagon's Managing Partner, Andy Soles.

Octagon will appoint a primary liaison with the City of Bisbee. We have found that having a primary point of contact is the most effective channel of communication. This liaison will personally be responsible for ensuring that the team meets all the City of Bisbee's deadlines and project requirements.



Andy Soles – Managing Partner

Andy has more than twenty years in human capital management with the last fourteen in executive leadership roles. Before founding Octagon Staffing, LLC, he was the President of ChaseSource, LP a national human capital consulting firm for seven years. During his tenure with ChaseSource, LP, the business grew from a small business enterprise to one of the top minority firms in the US, operating in more than twenty states. Andy manages overall strategic direction, sales and marketing efforts, business operations, and employee development for Octagon Staffing, LLC. His distinguished career in both business and general staffing will serve him well as he and his teams focus on the growth of their accounts.

Andy has a history of unparalleled passion for serving clients, driving excellence, and building opportunities. With over a decade and a half of success in human capital management, he is uniquely positioned to help businesses sustain productivity, retain profitability, and grow.

Significant to his executive-level experience in the talent industry is his proven ability to identify and develop leaders and teams that achieve consistently high levels of performance. His enthusiasm and instincts for eye-for-talent recruitment enable companies and partners to discover the right people solutions for small to medium businesses, global Fortune 100 companies, and organizations that operate in multiple locations.

Andy is a graduate of North Carolina A&T State University with a degree in Business.



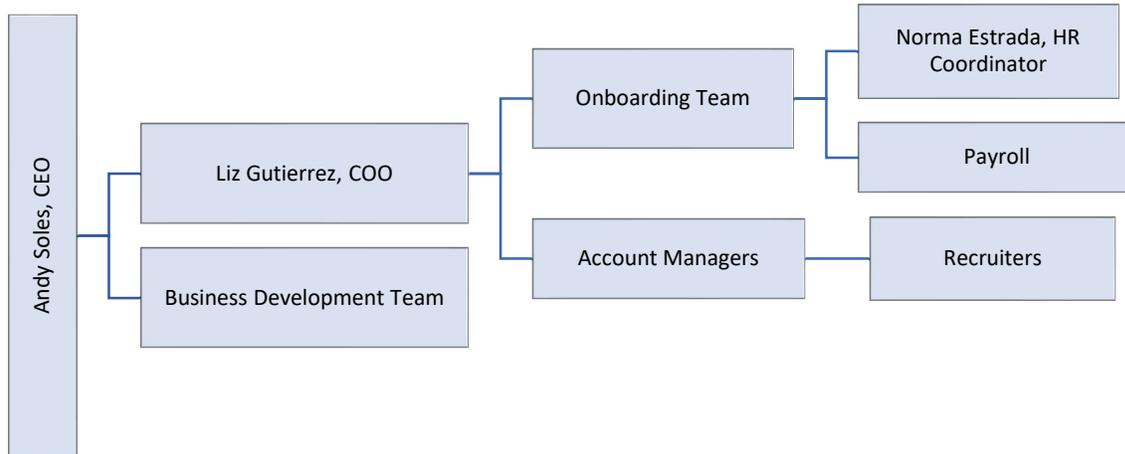
Elizabeth Gutierrez – Chief Operating Officer

Elizabeth has more than ten years as an experienced Human Resources and Client Relationship Manager, with a demonstrated history of working in multiple industries. Elizabeth joined Octagon Staffing in February 2019, after relocating to Dallas, TX, from McAllen, Texas. Adept at creating winning strategies for clients, Elizabeth is responsible for Octagon's top clients and leads a team of recruiters and consultants.

Elizabeth and her team are responsible for, but not limited to, recruitment and resourcing (full lifecycle), employee relations, and records management. Skilled in team building, staffing, recruiting, client management, and human capital, Elizabeth graduated Cum Laude with a

Bachelor of Arts focused in Psychology and a minor in Business Administration from The University of Texas-Pan American.

Elizabeth will be an integral consultant assigned to the City of Bisbee. Elizabeth's attention to detail and understanding of her client's needs continues to create long-term partnerships with numerous clients with a wide spectrum of requirements.



AVAILABILITY OF TEAM

Octagon Staffing, LLC understands the importance of strong communication between all levels of client management. We would like to affirm that we have no other contractual obligations that would impede this opportunity. Octagon will dedicate an Account Manager (“AM”) who will be the City of Bisbee’s single point of contact for consultation, customer support, and service. The AM is accountable for Octagon’s overall business relationship with the City of Bisbee. The AM will act as the primary client liaison, taking responsibility for all employee relations, and will have a team that consists of experienced Recruiters to ensure that no detail is missed. Including them in the process from day one helps us to truly deliver our services and eliminates the chance for an unfortunate sale to operations disconnect to occur.

The dedicated AM will be the City of Bisbee’s single point of contact for consultation, customer support, and customer service. Accountable for Octagon’s overall business relationship with the City of Bisbee, the AM will be responsible for:

- Delivering on Octagon Staffing, LLC’s commitment to Service Excellence across our partnership.
- Ensuring Octagon Staffing, LLC’s compliance with established service levels including establishing required communication frequency required by the City of Bisbee.
- Monitoring Octagon Staffing, LLC’s service consistency.
- Identifying and implementing appropriate solutions to align Octagon Staffing, LLC’s service with your evolving needs.
- Sharing the value of Octagon Staffing, LLC as a business partner to the City of Bisbee’s Executive Management.
- Resolving business or service issues as needed

Set up underneath leadership as support and available to the City of Bisbee is our qualified, talented, and trained, Houston Recruitment Team (HRT). The HRT is managed by Octagon’s Chief Operating Officer and composed of the key AM and their recruitment team assisted by Octagon’s HR Coordinator and back-office support.

The AM and their team will establish a benchmark for talent assessment that is fully customized to ensure recruitment direction is above standard. We recommend implementing a Service Level Agreement (“SLA”), which is an important component of our commitment to service excellence, with the City of Bisbee mutually identifying performance goals that are important to the success of the relationship. To provide the best possible value to the City of Bisbee, Octagon Staffing, LLC believes that the SLA should focus on quality and productivity, ensuring that the City of Bisbee’s users are provided with professional, effective, and efficient service.

The project will be assessed using tools and techniques prescribed by Octagon methodology including, but not limited to, strategy, impact analysis, phone, and face-to-face interviews, focus groups, job shadowing, communication, training plans/ materials, and job design.

Our reliable infrastructure provides the foundation for client-customized interfaces making product delivery faster and more precise. By executing an aggressive selection and onboarding

process, as well as maintaining continuous employee management communication, we have a proven track record in lowering attrition rates.

We understand that timely communication and responsiveness are critical to successful workforce management. We guarantee a 24-hour response time for all client inquiries, requests, and candidate submissions. Each client engagement is supported by a dedicated Account Manager who serves as the central point of contact and is readily available when needed.

Our account management team monitors incoming requests daily to ensure prompt follow-up, clear communication, and consistent service delivery. This structure ensures that no request goes unanswered and that all staffing needs, either routine or time-sensitive, are addressed with professionalism, efficiency, and accountability. Octagon's responsiveness allows clients to remain confident that workforce needs will be met swiftly and effectively.

SECTION 4:
RECRUITMENT SERVICES

DEVELOPING THE POSITION PROFILE

Octagon Staffing, LLC customizes every client's implementation process, which provides a full range of activities to ensure that all service delivery goals and objectives are exceeded. Most importantly, we will work very closely with the City of Bisbee hiring managers during the program rollout to ensure specific site and end-user needs are addressed, relations with incumbents are handled professionally, and all associates are well-informed and productive. Our formal project plan will be updated with scheduled task(s) and completion details frequently and distributed to joint members for both the City of Bisbee and Octagon Staffing, LLC to ensure overall goals and objectives are aligned and being met successfully. Octagon will guide the hiring managers through an in-depth needs analysis process that will include the following topics:

- Understand your history, story, vision, etc.
- Culture/alignment
- Background, experience, and credential requirements
- Candidate attribute ratings (See "Vetting" below)
- Search process
- High level of confidentiality
- Interview process
- Staying in contact with shortlisted candidates so they stay interested throughout the process
- Candidate offer and onboarding process

VETTING APPROACH

We will use the following vetting techniques to ensure that the Search Committee knows as much as possible about each candidate who makes the Committee's shortlist:

- 4 C's Assessment – Used to assess the candidate's character, contribution, culture, and commitment
- Detailed background information on specific career accomplishments, strengths, weaknesses, experiences, and challenges
- 360° reference checks; 2 direct reports, 2 peers, and 2 superiors, including ratings on about 45 attributes, which are compared to the candidate's self-ratings to ascertain self-awareness
- Employment and compensation verification
- Criminal background check
- Education and Certification Verification (optional)
- Drug screen (optional)

We will submit a full dossier on each shortlisted candidate.

OCTAGON DEDICATION

While our firm has not previously conducted searches within higher education, we bring a deep bench of experience in executive search across complex and highly technical industries. Our lead consultants, who would oversee this engagement, have successfully led numerous senior-level searches requiring a deep understanding of leadership, innovation, and organizational strategy, core qualities essential in every position. Their proven ability to translate institutional needs into top-tier leadership placements, combined with our firm's rigorous, research-driven approach, positions us to deliver a robust and diverse candidate pool. We are enthusiastic about the opportunity to bring our capabilities to the academic sector and are fully committed to tailoring our process to meet the unique needs of the City of Bisbee.

Commitment to service is the cornerstone of our business. Our goal is to provide every client with the highest quality of customer service. Octagon Staffing, LLC will deliver on this customer service promise through actively listening to the wants and needs of our clients and formulating a strategic plan to seamlessly carry out those wants and needs successfully. Octagon will consistently communicate with our clients with nothing less than honesty, integrity, and respect. We truly believe that this is why our percentage of repeat clients is so lucrative.

Octagon knows that an intelligent recruiting strategy goes well beyond filling job requisitions. We employ beginning-to-end solutions to recruit and hire staff with the requisite skills and attributes to meet our client's business needs.

TAILORING THE PROCESS

Octagon Staffing, LLC understands the importance of quality, so each recruiting effort is custom tailored to the job requirements, the job environment, and geographic location so we can maintain standards of excellence.

Octagon creates a client specific strategic plan to recruit candidates based around market location, skill set, and timelines. This requires a more detailed, action-oriented recruitment plan that includes implementation steps and evaluation criteria. Our recruitment plan will closely tie marketing techniques and branding activities. It also includes some activities found to be effective in recruiting in densely populated areas. Once the plan is active, regularly scheduled reviews will be performed to track progress and outcomes and adjust our approach, if necessary.

DIVERSIFYING OUR POOL

As a certified Minority/Small Business Enterprise, Octagon is deeply committed to fostering diversity, equity, and inclusion in every aspect of our recruitment process. We believe that a diverse workforce enhances innovation, perspective, and performance. Our sourcing strategy is intentionally designed to attract candidates from a broad range of backgrounds, experiences, and communities, including historically underrepresented groups.

We maintain partnerships with local organizations, minority-serving institutions, and community-based employment initiatives to expand our reach and connect with diverse talent pools. Additionally, all job postings and outreach materials reflect inclusive language and equitable

practices to remove barriers to access. Through these efforts, Octagon ensures that clients receive high-quality candidate pools that reflect the diversity of the communities they serve and contribute to a more inclusive workforce environment.

BUSINESS METHODS AND APPROACH TO IMPLEMENTATION

Pre-Implementation Phase

During the pre-implementation phase, the overall scope of the program is established, and the contract is negotiated. Octagon Staffing, LLC ensures that the team that will implement the program also has responsibility for contract review. Including them in this process helps us to truly deliver our services and eliminates the chance for unfortunate sales-to-operations disconnects to occur.

Implementation Plan Design Phase

The plan design is the most important and time-consuming portion of the implementation. This is the foundation of the implementation process, and when completed jointly with the client, ensures the smooth installation of Octagon's Program.

During the plan design, all the parties involved collectively customize the Octagon Program to meet the client's strategic contingent workforce needs, objectives, and goals.

The following are required plans that every Octagon Program must have customized and completed before the launch:

Technology Plan
Report Design Plan

Orientation Plan
Invoicing Plan

Operations Plan
Quality Plan

Program Transition Phase

Program Transition is simply implementing the plans, opening the service delivery channels, and ensuring that the transition does not adversely affect business. Our team's attention to specific plan completion will ensure a smooth and successful transition with minimal disruption to current work schedules and demands.

Communication Phase

The goal of this phase is to begin presenting candidates to the City of Bisbee's hiring managers. Based on the method and process established in the Implementation Plan Design Phase, Octagon's AM will initiate the presentation process and send over all viable candidates upon their completion of the Octagon Staffing's Candidate Screening Process.

Once candidates are presented, Octagon's AM will continue to manage communication between the City of Bisbee's hiring managers and candidates. The timeline will heavily depend on how specialized each assignment is. Typically, our searches are approximately 8-12 weeks from kick-off to placement.

Evaluation and Measurement Phase

The final phase of the implementation is an ongoing process that commences at the beginning of the program design and lasts through the implementation of the Octagon Staffing, LLC Program, as we continuously measure and evaluate successes and improvement opportunities.

IMPLEMENTATION TIMELINE

Because Octagon customizes performance metrics and benchmarking specific to the operational needs and program goals of each client, additional metrics can be identified during account implementation.

PRE-IMPLEMENTATION PHASE

The program scope is established. The contract is negotiated and executed.

Tasks to be performed

Notification to Octagon Staffing, LLC of Award.

Finalize Contract Agreement.

Determine the date of the initial Implementation Meeting with both Octagon and the City of Bisbee's Stakeholders.

WEEK 1 - Implementation Phase Design

This is the most detail-oriented phase of the implementation with the length of the plan design contingent upon the relevant groups that need to be brought together from Octagon Staffing, LLC, and the client, as well as the extensiveness of the contract requirements.

Tasks to be performed

Operations Plan

Octagon's Team will meet with the City of Bisbee's team to explain the onboarding structure by department(s) and identify dates and times for the initial "Meet and Greet" for the current staff.

Establish all operational procedures.

Establish the order/requisition process.

Establish Partnership Account status.

Establish pre-employment screening and testing requirements.

Report Design Plan

Ascertain the types of reports required by the client.

Determine the organizational hierarchy.

Identify information to be reported.

Select a method of reporting and identify the report format.

Select a method of distributing reports.

Identify recipients of each report and the desired frequency of reporting.

WEEK 2 – Identify Sources of Candidates

This is a vital part of the plan design. Our initial search will involve a vetting of internal candidates along with an outreach within our database and network to identify candidates.

Tasks to be performed

Our initial search will involve vetting of internal candidates along with an outreach within our database and network to identify candidates. For the positions requested, we have all the typical tools including our personalized programs - LinkedIn, Indeed, CareerBuilder and others - but the connections of our Executive Staff are more valuable for an ideal candidate. Additional advertising will be conducted, if required.

Recruiting internally saves time and money in the recruitment process; reduces training time as the candidate needs little orientation, improves productivity as the promoted staff member should be highly motivated to succeed, improves morale because other employees see a possible in-house career path for them and facilitates succession planning to those showing potential for advancement. Internal recruitment is only successful if all employees have equal opportunities to get information about available positions and are given the opportunity to apply.

WEEK 3 – Candidate Sourcing and Screening

During this time, the Account Managers will begin to review resumes and conduct phone and video interviews with each potential candidate. These phone interviews will include a detailed discussion with the candidate to gather background and job requirements. Our Recruiters will use the phone interview to assess candidates' qualifications and determine next steps.

Tasks to be performed

Once candidates have been identified, the candidate will be taken through the Octagon Executive Level process.

The Octagon Executive Level process begins with an initial phone screen and phone interview then moves into an extensive direct hire questionnaire that involves a deep dive into self-appraisal, leadership attributes, management, and interpersonal competencies. This is followed up with a face-to-face (or virtual) interview.

Then 3-5 reference checks are completed including colleague and subordinate. This gives us a well-rounded viewpoint of their management up and down the levels of an organization.

WEEK 4 – Interview Stage

If requested, Octagon Staffing, LLC will schedule an interview (phone or face-to-face) with the candidate and hiring manager.

Tasks to be performed

Throughout our process, the AM will continuously keep the City of Bisbee's hiring managers updated on the pipeline and candidate status. As strong, qualified candidates move through the Octagon Executive Level process, the AM will present each candidate separately. Upon review of the candidate, the City of Bisbee's hiring managers will decide if they would like to schedule an interview. The AM will work with the client to arrange interview times.

WEEK 5 – Debriefing Stage

Tasks to be performed

Following all scheduled interviews, the AM will not only follow up with the City of Bisbee's team to obtain feedback and determine next steps, but the AM will also follow-up with the candidate to gather his/her levels of interest and compatibility.

All candidates passed by the client will be notified and thanked for their time.

WEEK 6 – Offer Stage

Tasks to be performed

Once the client has selected the best candidate for their job and would like to move forward with an offer, Octagon Staffing, LLC will extend the offer and validate the start date.

ONBOARDING AND POST OFFER SERVICES

Octagon's Account Manager will continue to stay engaged and in contact with the candidate from the time of offer through the first six (6) months of employment. As a part of our process and quality control plan, the dedicated AM will reach out to the client to confirm the selected candidate's arrival and status.

To ensure client satisfaction and long-term success, our company offers a candidate replacement policy as part of our staffing services. If a placed candidate resigns or is terminated within an agreed-upon period (to be negotiated if awarded) we will conduct a replacement search at no additional cost. This policy reflects our commitment to delivering quality placements and maintaining strong, lasting partnerships with our municipal clients.

QUALITY CONTROL PLAN

Arrival Calls: The City of Bisbee's hiring manager will receive a phone call from Octagon Staffing, LLC within 15 minutes of the employee's scheduled start time to verify arrival.

Initial Quality Check: Within four to eight weeks following the employees' arrival, Octagon will communicate with The City of Bisbee's hiring managers to assess their satisfaction and ensure the employee is performing at/or above expectations.

Periodic Bi-Annual Performance Checks: Octagon will communicate with the City of Bisbee's hiring managers according to the user's preference to verify satisfaction with the employee's performance.

VERIFICATIONS

Octagon Staffing, LLC offers employment verification, education and certification verification and drug services.

- **Employment Verifications:** Octagon can provide three (3) employment verifications, upon request, to verify a candidate's experience, work history and tenure.
- **Education and Certification Verification:** Octagon can provide the City of Bisbee with a copy of a diploma and/or certification, upon request, and through our verification process, we will confirm its validity.
- **Drug Test:** Octagon can provide urine or hair follicle drug screens with a range of 5, 10 or 12 panel options. Octagon recognizes that neither of our clients are alike and offers each client the ability to create a customized drug test panel, at the request of the City of Bisbee, to best meet their background and requirements.

SECTION 5:
COST PROPOSAL

FEE STRUCTURE

Octagon Staffing, LLC — Direct Hire Pricing Proposal

RFP Title:	City Manager Recruitment Services	RFP No:	26-02
Client:	City of Bisbee, AZ	Date:	Tuesday, December 23, 2025

Placement Fees & Estimated Costs

Position	Salary Range	Placement Fee	Notes
City Manager	To be determined by Client.	20%	This fee will be based off candidate's first year salary.

This fee covers the full scope of search services, including candidate sourcing, screening, background checks, one trip to the client, and job advertising. No other earnings are included in this Agreement.

Guarantee & Payment Terms

Payment Terms	Fees are to be paid within fifteen (15) calendar days from the Candidate's start date
Replacement Policy	Octagon will conduct a replacement search at no additional cost if a candidate resigns or is terminated within an agreed-upon period (to be negotiated if awarded)
Expense Policy	Expenses pertaining to potential candidate(s) travel will be billed separately back to the client at cost.
Travel Policy	Travel will be billed at cost back to the client and will be subject to client approval.

Octagon Staffing, LLC acknowledges that the Client is not liable for multiple search firm fees for the same candidate. If duplicate resumes are received from competing search firms for the same candidate, the firm that has presented the candidate first to the Client will be entitled to the fee. Octagon Staffing, LLC follows the reimbursement guidelines set forth under the State's travel regulations for all billable travel expenses for potential candidate(s) travel (i.e., airfare, lodging, per diem, mileage, etc.).

Prepared By:	Octagon Staffing, LLC
Contact:	Elizabeth Gutierrez, Chief Operating Officer, rfp@octagonhr.com

**RESPONSE TO
CITY OF BISBEE
EXECUTIVE RECRUITMENT SERVICES
CITY MANAGER POSITION**

Prepared by:

Company Name: Netsynk Inc.

Primary Contact Name: Savio Pais, President

Address: 1895 Apple Valley Rd, Bolingbrook, IL 60490

Telephone Number: 848-248-5231

Email Address: info@netsynkinc.com

Date of Submission: 12-23-25

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12-23-25



Ashlee Coronado
Acting City Manager
City of Bisbee
City Hall 118 Arizona Street
Bisbee, AZ 85603

SUBJECT: RESPONDING TO THE REQUEST OF PROVIDING EXECUTIVE RECRUITMENT FOR THE CITY MANAGER POSITION.

Dear Ashlee,

Netsynk Inc. is pleased to submit our response to the RFP for Executive Recruitment Services – City Manager position by the City of Bisbee. Netsynk Inc. is confident in our ability to deliver the services outlined in the RFP, and we are excited about the opportunity to partner with your organization on this important initiative.

With 6 years of experience in the staffing and consulting industry, we bring a deep understanding of the requirements and challenges of this project. Our team comprises of qualified professionals with proven expertise in screening, interviewing, and recruiting individuals. We are committed to delivering high-quality solutions on time and within budget.

We have carefully reviewed the RFP and ensured that our submission meets the stated requirements, and we would like to participate in this opportunity. If any further information or clarification is needed, please feel free to contact us via email at info@netsynkinc.com.

Thank you for your time and consideration. We look forward to the possibility of working together and contributing to the success of your project.

Sincerely,

Savio Pais
(Signature)

Savio Pais
President
Netsynk Inc.

PROPOSAL SUMMARY

Netsynk Inc. is pleased to submit this proposal to provide full-service executive recruitment support for the City of Bisbee's (hereinafter, the "City") City Manager recruitment. With extensive experience supporting public-sector and mission-driven organizations, Netsynk Inc. specializes in delivering structured, transparent, and results-driven executive search solutions. Our team will partner closely with the City Clerk's Office, Mayor, and City Council to conduct a comprehensive national search that identifies, evaluates, and secures a highly qualified City Manager aligned with the City's values, governance model, and long-term strategic goals.

Recruiting a permanent City Manager is a critical leadership decision that directly impacts organizational stability, operational effectiveness, and community trust. The City requires a recruitment partner capable of navigating the complexities of municipal leadership hiring while attracting a diverse and highly qualified pool of candidates in a competitive national market.

Netsynk Inc. will deliver an end-to-end executive recruitment process that includes strategic consultation, national outreach, rigorous screening, structured evaluations, and selection support. Our proven methodology combines proactive sourcing, competency-based assessments, and collaborative stakeholder engagement to ensure the City Council is presented with well-vetted finalists who possess the leadership, technical expertise, and cultural alignment required for success in the City Manager role.

The City will benefit from Netsynk Inc.'s structured and results-driven executive recruitment approach, specifically designed to support public-sector leadership hiring. Our methodology emphasizes transparency, compliance, and accountability while delivering a comprehensive national search that attracts a diverse and highly qualified candidate pool. By combining proactive outreach, competency-based screening, and rigorous evaluation processes, Netsynk Inc. ensures that only well-vetted, mission-aligned candidates are presented for consideration. Our experienced recruitment team will manage all logistics, documentation, and stakeholder coordination, reducing administrative burden on City staff while maintaining strict confidentiality and ethical standards. The result shall be a defensible, efficient, and high-quality City Manager recruitment that supports long-term organizational stability and leadership success for the City.

Netsynk Inc. will assign a dedicated executive recruitment team led by a senior engagement manager and supported by experienced recruiters. The team will serve as the single point of contact for the City and will be responsible for all phases of the City Manager recruitment.

Netsynk Inc. confirms that this proposal includes all information and documentation requested by the City in the RFP. The submission provides comprehensive details addressing Proposer Qualifications and Experience, Project Understanding and Anticipated Schedule, Fee Schedule, and Required Insurance Coverage. In addition, the required form has been fully completed and

included. This proposal has been prepared in accordance with the City's instructions and is intended to facilitate a thorough and efficient evaluation by the City Council and selection committee.

Netsynk Inc. respectfully requests the opportunity to partner with the City to deliver a successful City Manager recruitment. We welcome the opportunity to proceed to the next phase of evaluation and to discuss our proposed approach, schedule, and fee structure in greater detail.

PROPOSER QUALIFICATIONS AND EXPERIENCE

A) Firm Overview

Netsynk Inc. is a professional recruitment and workforce solutions firm with demonstrated capability in delivering structured, compliant, and results-driven executive recruitment services for public-sector and mission-driven organizations. Our qualifications are grounded in a combination of experienced personnel, proven recruitment methodologies, and a strong understanding of the governance, accountability, and leadership requirements associated with municipal executive roles.

The firm brings substantial experience supporting executive and senior leadership recruitment initiatives that require national outreach, objective evaluation, and close collaboration with governing bodies and administrative leadership. Netsynk Inc. has successfully managed full-cycle recruitment engagements involving role definition, candidate sourcing, screening, assessment, stakeholder coordination, and offer support, ensuring that clients are presented with thoroughly vetted finalists who meet both technical and leadership expectations.

Netsynk Inc.'s recruitment approach reflects a clear understanding of City Manager-level responsibilities, including policy implementation, organizational leadership, fiscal oversight, and community engagement. Our team will evaluate candidates not only on qualifications and experience, but also on leadership style, decision-making ability, communication skills, and alignment with the community and organizational culture. This comprehensive assessment framework supports informed and defensible hiring decisions by elected officials and selection committees.

The firm is supported by a qualified and dedicated project team with defined roles and responsibilities. Each team member contributes relevant recruitment expertise and is accountable for maintaining quality standards, meeting schedules, and ensuring responsiveness throughout the engagement. Netsynk Inc. maintains internal quality control procedures to ensure consistency, accuracy, and professionalism across all recruitment deliverables.

In addition, Netsynk Inc. demonstrates a strong commitment to ethical practices, equal opportunity, and regulatory compliance. Our recruitment processes are designed to meet applicable state and federal requirements, with documented procedures for non-discrimination, confidentiality, recordkeeping, and conflict avoidance. We are experienced in working within formal public procurement environments and understand the importance of clear documentation, transparency, and adherence to RFP requirements.

B) Past Project Experience

While Netsynk Inc. has not previously conducted executive recruitments specifically for City Manager roles, the firm has successfully delivered multiple high-complexity leadership recruitment engagements that required the same core competencies expected in a City Manager search. These include national candidate sourcing, evaluation of senior leadership capability, assessment of cultural and organizational alignment, experience working within regulated and public-facing environments, and the ability to present well-vetted finalists to client decision-makers. The following projects demonstrate Netsynk Inc.'s qualifications and capacity to meet the City's recruitment objectives:

1. Senior Salesforce Project Manager – Public-Sector, Multi-Agency Environment

Contact Name: Devesh Bhargava

E-mail Address: devesh.bhargava@publicissaplent.com

Netsynk Inc. was engaged to recruit a Senior Project Manager to lead a large-scale Salesforce implementation involving multiple public-sector agencies. The role required executive-level leadership, change management expertise, and the ability to navigate government processes, compliance frameworks, and cross-functional stakeholder groups. Using a structured and time-sensitive recruitment process, Netsynk Inc. delivered a qualified candidate slate within 28 business days. Our methodology included competency-based assessments, technical evaluations, and structured interviews designed to assess leadership presence, decision-making ability, and experience working within regulated public-sector environments.

The selected candidate successfully led cross-agency teams, implemented Agile governance frameworks, and ensured compliance while maintaining project momentum. This engagement highlights Netsynk Inc.'s qualifications in evaluating executive leadership, managing complex stakeholder environments, and delivering senior professionals capable of operating within public governance structures.

2. Construction Project Manager – Public Infrastructure & Municipal-Facing Role

Contact Name: Najim Heidari

E-mail Address: Najim@cecompany.com

Netsynk Inc. partnered with a leading civil engineering firm to recruit a Construction Project Manager responsible for overseeing multi-million-dollar transportation and infrastructure initiatives. The role required extensive experience in municipal public works, regulatory compliance, capital project budgeting, interagency coordination, and stakeholder engagement.

Our team conducted in-depth stakeholder consultations to define leadership expectations, technical requirements, and organizational culture. Netsynk Inc. implemented a

comprehensive national recruitment strategy, utilizing targeted outreach, industry networks, and proactive sourcing to identify candidates with demonstrated public-sector experience and leadership capability. Candidates were screened through structured interviews and evaluated for project leadership, fiscal responsibility, regulatory knowledge, and communication skills.

The engagement resulted in the successful presentation of highly qualified candidates with proven experience delivering complex public infrastructure projects on time and within budget. This project demonstrates Netsynk Inc.'s ability to assess leadership readiness, manage complex recruitment requirements, and align candidate capabilities with organizational and community-facing responsibilities.

3. Principal Engineer – Executive-Level Leadership in a Regulated Environment

Contact Name: Chandra Bhople

E-mail Address: chandra@eltrropy.com

Netsynk Inc. supported the recruitment of a Principal Engineer responsible for overseeing high-value capital and technology initiatives within the Fintech sector. The role required advanced technical expertise, strategic leadership, regulatory compliance knowledge, and long-term infrastructure planning capability.

Netsynk Inc. executed a targeted, data-driven recruitment strategy leveraging industry networks, passive-candidate sourcing, and specialized screening methodologies. Candidates were evaluated through rigorous, structured interviews focused on leadership capability, regulatory alignment, stakeholder communication, and strategic oversight.

Within 30 days, Netsynk Inc. delivered a refined shortlist of three to four highly qualified finalists. The selected candidate demonstrated strong leadership, cross-functional coordination skills, and experience managing complex initiatives in regulated environments. This project underscores Netsynk Inc.'s ability to assess senior leadership qualifications, manage executive-level searches, and deliver defensible candidate recommendations.

C) Key Personnel

Netsynk Inc. will assign a dedicated and experienced project team to support the City's City Manager recruitment. The proposed personnel bring demonstrated expertise in executive-level oversight, recruitment execution, and operational coordination, ensuring a structured, accountable, and high-quality recruitment process:

1. Savio Pais, President

Role: Strategic Oversight & Executive Client Partner

Savio Pais provides executive-level leadership and strategic oversight for Netsynk Inc.'s recruitment engagements. In this capacity, he is responsible for ensuring that each recruitment initiative is aligned with client objectives, organizational priorities, and long-term leadership needs. For the past recruitment projects, Mr. Pais has led the structuring and approval of the statement of work, ensured adherence to Netsynk Inc.'s recruitment methodology, and maintained executive accountability for overall project performance.

Mr. Pais plays a direct role in relationship management with client leadership, ensuring consistent communication, responsiveness, and alignment throughout the engagement. His background in sales strategy, marketing, and IT strategy supports the positioning of Netsynk Inc. as a trusted, performance-driven recruitment partner capable of delivering measurable outcomes. For the City's engagement, Mr. Pais will provide ongoing executive oversight, serve as the primary day-to-day point of contact, issue escalation support, and quality assurance to ensure the recruitment process meets the City's expectations.

2. Chandni Singh, Delivery Team Lead

Role: Lead Recruiter & Operational Coordinator

Chandni Singh serves as the Lead Recruiter and primary operational coordinator for recruitment engagements. She directs the full recruitment lifecycle, including candidate sourcing, screening, interview coordination, and candidate management. Ms. Singh leads the multi-tier evaluation process, which includes recruiter-level assessments, delivery lead validation, and identity and authorization verification to ensure candidate quality and compliance.

Ms. Singh is responsible for maintaining recruitment timelines, managing stakeholder communications, and ensuring that screening standards are applied consistently across all candidates. Her strengths in communication, stakeholder management, and problem-solving support continuity and quality throughout complex recruitment projects. For the City's recruitment, Ms. Singh will oversee all operational aspects of the City Manager search.

3. Sukaina Fathima, Recruiter

Role: Recruiter

Sukaina Fathima supports recruitment engagements through focused candidate sourcing, preliminary screening, and talent pipeline management. She utilizes applicant tracking systems and structured screening tools to maintain an organized, compliant, and responsive recruitment process. Ms. Fathima coordinates interviews, manages candidate communications, and ensures that all documentation is completed accurately and in a timely manner.

In addition, Ms. Fathima conducts identity verification and work authorization checks to safeguard against misrepresentation and to support compliance requirements. Her attention to detail and process discipline contribute to the overall integrity and efficiency of Netsynk Inc.'s recruitment operations. She will support the City's engagement by ensuring consistent candidate communications and thorough documentation throughout the recruitment lifecycle.

B) Recruitment Phases, Tasks, and Deliverables

Netsynk Inc. proposes a structured, phased recruitment methodology designed to provide the City with a clear, organized, and defensible City Manager recruitment process. Each phase includes defined tasks, decision points, and tangible deliverables to support transparency, schedule control, and informed City Council decision-making. The proposed approach demonstrates our understanding of the City's need for efficiency, stakeholder coordination, confidentiality, and high-quality outcomes:

- **Phase 1 - Project Initiation and Strategic Alignment:** This phase establishes a shared understanding of the City's leadership needs, governance structure, and recruitment expectations. Netsynk Inc. will conduct a formal kickoff meeting with the City Clerk's Office, Mayor, and City Council representatives to confirm project objectives, communication protocols, and decision-making timelines. During this phase, we will work collaboratively with City stakeholders to refine the City Manager position profile, define required qualifications and leadership competencies, and establish objective evaluation criteria. Deliverables include a finalized recruitment work plan, an approved position profile, and a structured evaluation framework that will guide all subsequent recruitment activities.
- **Phase 2 - Recruitment Planning and National Outreach:** During this phase, Netsynk Inc. will implement a comprehensive national recruitment strategy designed to attract a diverse and highly qualified candidate pool. We will prepare and distribute professional recruitment materials, identify appropriate advertising and outreach channels, and conduct proactive sourcing, including direct engagement with passive candidates. All candidate inquiries and applications will be managed confidentially and systematically. The City will receive regular recruitment updates, ensuring visibility into outreach efforts and applicant activity throughout this phase.
- **Phase 3 - Candidate Screening and Preliminary Evaluation:** This phase focuses on rigorous, objective candidate assessment to ensure only qualified and well-aligned candidates advance. Netsynk Inc. will review all applications against the established criteria, conduct structured preliminary interviews, and verify credentials, employment history, and professional references. Candidates will be evaluated for leadership experience, communication skills, decision-making capability, and alignment with the City's organizational culture and community context. Deliverables include a shortlist of qualified candidates and written summaries highlighting each candidate's background, strengths, and accomplishments.

- Phase 4 - Finalist Identification and Interview Coordination:** In collaboration with the City, Netsynk Inc. will identify top finalists and support the City Council’s interview and selection process. This includes coordinating interview schedules, managing travel and logistics as required, and preparing structured interview materials and evaluation tools. Netsynk Inc. will also conduct in-depth background and professional reference checks for finalists. Deliverables for this phase include comprehensive finalist briefing packets and completed background and reference summaries to support informed decision-making.
- Phase 5 - Selection and Offer Support:** The final phase supports the City through candidate selection and appointment. Netsynk Inc. will provide comparative compensation and market data for City Manager positions and assist with offer development and negotiation as requested. We will manage communications with finalists to ensure a professional and positive candidate experience through offer acceptance. Deliverables include compensation benchmarking information and selection support documentation.

Recruitment Timeline

Phases	Activities	Estimated Duration
Project Initiation and Strategic Alignment	Project kickoff, role definition, evaluation criteria	Weeks 1–2
Recruitment Planning and National Outreach	Job announcement, national outreach, sourcing	Weeks 3–6
Candidate Screening and Preliminary Evaluation	Application review, interviews, screening	Weeks 7–9
Finalist Identification and Interview Coordination	Finalist interviews, background checks	Weeks 10–12
Selection and Offer Support	Offer support and selection	Weeks 13–14

C) Assumptions Supporting the Level of Effort

Netsynk Inc.’s proposed level of effort, project schedule, and resource allocation are based on a clear understanding of the City’s recruitment objectives, decision-making structure, and anticipated timeline for appointing a permanent City Manager. The following assumptions have been developed to ensure transparency, manage expectations, and support a realistic and achievable project schedule:

- Stakeholder Availability:** Timely and consistent access to the City Clerk’s Office, Mayor, and City Council members is assumed for project kickoff, approval of key deliverables,

interviews, and finalist selection. Prompt participation is critical to maintaining the proposed project schedule.

2. **Single Position Scope:** The proposed level of effort is based on conducting one comprehensive national recruitment for a single City Manager position. Any expansion of scope or additional recruitment requests may require schedule or effort adjustments.
3. **Timely City Review and Decisions:** The project schedule assumes that the City will provide feedback and approvals on recruitment materials, candidate shortlists, and finalist recommendations within agreed-upon timeframes. Extended review periods may impact phase transitions.
4. **Background and Screening Requirements:** Standard background checks, reference verification, and credential validation are assumed. Additional or specialized screening services will be performed as requested and may affect the timeline or effort levels.
5. **Interview Format Flexibility:** Finalist interviews may be conducted in person, remotely, or through a hybrid format, depending on City preference and candidate availability. The schedule allows flexibility to accommodate City Council calendars and travel considerations.
6. **Market Conditions:** The level of effort assumes normal market conditions for executive recruitment. Candidate availability, compensation competitiveness, and relocation considerations may influence recruitment duration despite proactive sourcing efforts.
7. **Scope Stability:** The proposed schedule and effort assume no significant changes to position requirements, evaluation criteria, or leadership expectations once the recruitment process has commenced.

D) In-Person and Remote Service Delivery

Netsynk Inc. understands that an effective City Manager recruitment requires a flexible service delivery model that accommodates City preferences, stakeholder availability, and scheduling constraints while maintaining engagement quality and confidentiality. Our approach integrates both in-person and remote service delivery to support efficiency, accessibility, and timely decision-making throughout the recruitment process:

- **In-Person Services:** Netsynk Inc. will conduct in-person activities when they provide clear value to the recruitment process or are specifically requested by the City. These activities may include finalist interviews, key stakeholder meetings, and critical decision-making sessions involving the City Council. In-person engagement supports deeper discussion, relationship-building, and nuanced evaluation of executive candidates, particularly during the finalist selection phase. Our team will coordinate logistics, schedules, and materials to

ensure in-person meetings are efficient, well-organized, and aligned with the overall project timeline.

- **Remote Service Delivery Experience:** Netsynk Inc. has extensive experience delivering executive recruitment services remotely for public sector and geographically distributed clients. Remote engagement enables timely collaboration during early and mid-phases of the recruitment process, including kickoff meetings, stakeholder consultations, candidate interviews, and progress updates. Our remote delivery model will reduce scheduling constraints, accelerate phase transitions, and minimize administrative burden on City staff while maintaining professionalism and confidentiality.
- **Recommended Tools and Technology:** To maximize the effectiveness of remote meetings and collaboration, Netsynk Inc. utilizes secure, reliable, and widely adopted platforms such as Microsoft Teams or Zoom for virtual meetings and interviews. Candidate materials, evaluation documents, and project updates are shared through secure document management systems with controlled access. An Applicant Tracking System (ATS) is used to manage candidate data, track recruitment progress, and support accurate reporting and recordkeeping.
- **Alignment with Project Schedule:** The integration of in-person and remote service delivery supports the proposed project schedule by allowing tasks to proceed without unnecessary delays caused by travel or calendar limitations. Early recruitment phases are primarily conducted remotely to maintain momentum, while later phases incorporate in-person engagement as appropriate for finalist evaluation and selection. This balanced approach ensures continuity, schedule control, and responsiveness throughout the recruitment lifecycle.
- **Risk Management and Continuity:** Netsynk Inc.'s flexible delivery model also mitigates potential scheduling challenges, such as limited City Council availability or candidate travel constraints. If in-person meetings are delayed or impractical, remote alternatives can be deployed without compromising evaluation quality or project integrity. This adaptability ensures the recruitment process remains on track and aligned with City expectations.

E) Potential Challenges and Mitigation Strategies

Netsynk Inc. recognizes that executive recruitment within a municipal environment presents unique challenges related to governance, scheduling, confidentiality, and market conditions. Our proposed approach proactively identifies potential risks that could affect the recruitment timeline or quality of outcomes and incorporates mitigation strategies to ensure continuity, transparency, and adherence to the City's project schedule:

1. **Challenge:** City Manager recruitment often occurs in a competitive national market, where highly qualified candidates may be actively or passively engaged in other opportunities. This can impact candidate availability and response timelines.

Mitigation Strategy: Netsynk Inc. employs proactive national sourcing and targeted outreach to engage passive candidates early in the process. Our recruitment materials shall clearly communicate the City's leadership opportunity and community value, helping attract candidates who are motivated by mission and public service. Early pipeline development reduces risk to the schedule and improves candidate quality.
2. **Challenge:** Scheduling interviews and decision points around City Council calendars can delay phase transitions if not managed carefully.

Mitigation Strategy: Netsynk Inc. shall establish key decision milestones during Phase 1 and confirm availability early. We will provide structured interview materials and offer flexible interview formats (remote or hybrid) to maintain progress while respecting City schedules. This approach supports adherence to the proposed timeline.
3. **Challenge:** Executive searches require strict confidentiality, particularly during early recruitment and screening phases. Breaches can deter candidates and compromise the process.

Mitigation Strategy: Netsynk Inc. uses controlled access to candidate information, secure document sharing platforms, and clearly defined communication protocols. Candidate identities will be protected until disclosure is authorized by the City, ensuring trust and process integrity.
4. **Challenge:** Misalignment among stakeholders regarding desired leadership traits or qualifications can result in delays or candidate dissatisfaction.

Mitigation Strategy: Netsynk Inc. prioritizes early and collaborative role definition during Phase 1, including facilitated discussions to clarify leadership competencies, priorities, and evaluation criteria. This alignment reduces downstream rework and supports efficient candidate evaluation.
5. **Challenge:** In-depth background and reference checks can extend timelines if initiated late or if issues arise.

Mitigation Strategy: Background and reference processes are planned in advance and initiated promptly once finalists are identified. Netsynk Inc. communicates expected timelines clearly and escalates issues early to avoid last-minute delays.

6. **Challenge:** Final negotiations, relocation considerations, or compensation discussions may affect offer acceptance timelines.

Mitigation Strategy: Netsynk Inc. provides early compensation benchmarking and maintains transparent communication with finalists throughout the process. This proactive approach supports realistic expectations and reduces the risk of delayed acceptance.

FEE SCHEDULE

Netsynk Inc. proposes a total fixed fee of **\$20,000** for the full scope of City Manager recruitment services. This fee encompasses all direct labor, travel, administrative, and overhead costs required to successfully complete the project across all phases, including project initiation, recruitment planning, candidate screening, finalist evaluation, and offer support.

Proposed Fee Breakdown

Tasks	Team Members	Cost
Project Initiation & Strategic Alignment	Savio Pais (Exec Oversight), Chandni Singh (Lead Recruiter)	\$3,000
Recruitment Planning & National Outreach	Chandni Singh, Sukaina Fathima (Recruiter)	\$7,500
Candidate Screening & Evaluation	Chandni Singh, Sukaina Fathima	\$6,250
Finalist Selection & Interview Coordination	Savio Pais, Chandni Singh	\$2,250
Selection & Offer Support	Savio Pais, Chandni Singh	\$1,000
Travel and Miscellaneous Expenses	-	(included in fee)
Total Fixed Fee	-	\$20,000

Project Schedule and Budget Management

Netsynk Inc. employs structured project management and monitoring practices to ensure that both schedule and budget are maintained throughout all recruitment phases. Key practices include:

- **Phase-Based Budget Allocation:** Each phase is assigned a defined allocation of labor hours and costs, allowing for monitoring of effort and expenditure against the fixed fee.
- **Regular Status Reporting:** Progress updates are provided to the City at each milestone, including labor utilization, task completion, and schedule adherence.
- **Resource Flexibility:** Team members are cross trained to ensure that workload adjustments or unexpected scheduling changes do not compromise the timeline or quality.
- **Scope and Schedule Control:** Any proposed changes to project scope or schedule are communicated in advance with documented impact assessment on resources and timelines, maintaining transparency and control.

- **Cost Containment:** All travel, administrative, and overhead expenses are incorporated into the fixed fee. No additional costs will be billed without prior written approval from the City.

REQUIRED COVERAGE

Netsynk Inc. shall maintain comprehensive insurance coverage that meets or exceeds the requirements specified by the City. Our coverage will provide both protection for the City and assurance that Netsynk Inc. is a responsible, fully insured service provider capable of fulfilling the obligations of the City Manager recruitment engagement.

Netsynk Inc. will carry general commercial liability insurance with limits of not less than \$1,000,000 per occurrence, including \$1,000,000 products/completed operations aggregate and \$1,000,000 general aggregate limit. This coverage shall protect the City against claims arising from bodily injury, property damage, or personal and advertising injury that could occur in the course of providing professional recruitment services. It ensures the City is protected against potential third-party liabilities resulting from project-related activities.

Netsynk Inc. shall also maintain Workers' Compensation coverage in accordance with statutory requirements, and Employer's Liability insurance with limits of at least \$100,000 per accident, \$100,000 per employee, and \$500,000 disease policy limit. This coverage will ensure that all employees assigned to the City Manager recruitment project are protected in the event of work-related injury or illness, safeguarding both Netsynk Inc. and the City from potential liabilities.

Upon contract award, Netsynk Inc. will provide certificates of insurance demonstrating compliance with all City-required coverage limits. Policies will be maintained continuously and will remain active for the duration of the project, ensuring uninterrupted protection for all project activities. Coverage includes standard endorsements as required for professional services engagements with public-sector clients.

Maintaining the specified insurance coverage reflects Netsynk Inc.'s commitment to professional responsibility, risk management, and safeguarding the City. It provides assurance that both the City and Netsynk Inc. will be protected against potential risks associated with personnel, operations, or third-party claims throughout the recruitment process.

OFFER

TO THE CITY OF BISBEE:

The undersigned hereby offers and agrees to furnish the services requested in compliance with all of the terms, conditions, specifications, and other descriptions of the work associated with this RFP. The Proposer certifies that he or she has read, understands and will fully and faithfully comply with this Contract, its attachments and any referenced documents.

Savio Pais

12/23/25

Authorized Signature

Date

Printed Name and Title Savio Pais, President

Company Name Netsynk Inc.

Address 1895 Apple Valley Rd

City, State and Zip Code Bolingbrook, IL, 60490

Telephone Number(s) 848-248-5231

Company's Fax Number (877)539-1922

Email Address info@netsynkinc.com

Don:

Nerisynk Inc.
1895 Apple Valley Rd
Rollingbrook, IL 60490.

Retail



85803

U.S. POSTAGE PAID
FCM LG ENV
NAPERVILLE, IL 60584
DEC 23, 2025

\$3.28

RDC 99

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To:

City Clerk,
City of Bisbee,
City Hall,
118 Arizona Street,
Bisbee, AZ 85603

RECEIVED

DEC 26 2025

City Clerk's Office
City of Bisbee

10AM DERKIN

(A) Name of Solicitation : City Manager, Recruitment Services

(B) Proposer Name : Netsynk Inc.

(C) Address : 1895 Apple Valley Rd.
Bolingbrook, IL 60490

(D) Phone Number : 848 2485 231.



**BOB MURRAY
& ASSOCIATES**

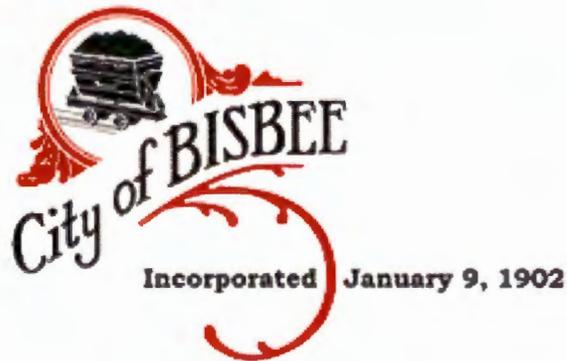
Experts In Executive Search

A Proposal to Conduct an Executive Recruitment

for the Position of

CITY MANAGER

on behalf of the



1544 Eureka Road, Suite 180
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

December 30, 2025

Mr. Ken Budge, Mayor and
Members of the City Council
City of Bizbee
118 Arizona St.
Bizbee, AZ 85603

Dear Mr. Budge:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of Bizbee. The following details our unique qualifications and describes our systematic–yet flexible–method of identifying, recruiting, and screening outstanding candidates on your behalf. Bob Murray & Associates is proud to offer straightforward, ***all-in pricing***, eliminating surprises and making the experience simple and stress-free. This proposal includes information on our proven process, a timeline, and a guarantee.

As the premier public sector executive search firm specializing in positions that report directly to elected boards/Councils, we understand the unique dynamics, high expectations, and political acumen required of leaders in these critical roles. We don't just fill positions—we ensure the candidates we present to City of Bizbee are well-aligned with your organization's goals, values, and culture. Our team is composed of experienced executive recruiters and former public-sector executives—professionals who are passionate about public service and attuned to current trends in government leadership. With over 34 years of experience and a network of more than 40,000 professionals and organizations, we've built a strong reputation for delivering exceptional candidates and achieving repeat success with our clients.

Bob Murray & Associates recognizes that we work at the pleasure of the City Council and our job is to facilitate the Council in finding the City's next City Manager. Our best practice is to establish a strong partnership with the Council, to ensure the placement of a City Manager who is ideally suited to its needs. In developing this collaborative approach, we will seek the opportunity to meet with the Council members individually to discuss their expectations for the City's new City

Manager. The feedback received from the Council members will be essential in providing guidance when recruiting and screening candidates for the position.

Current and recent recruitments we have completed similar in scope to your upcoming search include the following:

2025

Concord, CA (City Manager) - *current*
Monterey, CA (City Manager) - *current*
Eugene, OR (City Manager) - *current*
Davis, CA (City Manager) - *current*
Cathedral City, CA (City Manager) - *current*
Hanford, CA (City Manager) - *current*
Live Oak, CA (City Manager)
Oakdale, CA (City Manager)
Dallas County, TX (Assistant County Administrator)
Fowler, CA (City Manager)
Louisville, CO (City Manager)

2024

Vernon, CA (City Administrator)
Folsom, CA (City Manager)
Murrieta, CA (City Manager)
Aliso Viejo, CA (City Manager)
Hayward, CA (City Manager)
Manhattan Beach, CA (City Manager)
Emeryville, CA (City Manager)
Reno, NV (City Manager)
Clovis, CA (City Manager)
Clayton, CA (City Manager)
Vancouver, WA (City Manager)
Orinda, CA (City Manager)
Pinole, CA (City Manager)
Novato, CA (City Manager)
Saratoga, CA (City Manager)
Sparks, NV (City Manager)
Salinas, CA (City Manager)
Pacific Grove, CA (City Manager)

2023

Auburn, CA (City Manager)
Desert Hot Springs, CA (City Manager)
Downey, CA (City Manager)

Merced, CA (City Manager)
Moraga, CA (Town Manager)
Piedmont, CA (City Administrator)
Rio Vista, CA (City Manager)
San Bruno, CA (City Manager)
San Marino, CA (City Manager)
San Rafael, CA (City Manager)
San Ramon, CA (City Manager)
Santa Clara, CA (City Manager)
South Gate, CA (City Manager)
Ventura, CA (City Manager)
Winters, CA (City Manager)
Yountville, CA (Town Manager)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Adele Frese, Jon Lewis, or Jeff Mori who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 16 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding positive placements and providing security and fairness to candidates and clients while ensuring the integrity of the search process. Outlined below are the steps in our proven recruitment process, refined through our **34+ years** of experience in executive recruiting.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City of Bizbee's needs will be key to a successful search. Ms. Frese, Mr. Lewis, or Mr. Mori, Mr. Lewis, or Mr. Mori will meet virtually with the City of Bizbee and key stakeholders to learn as much as possible about the ideal candidate for the City Manager position. Key stakeholders often include:

- Council/Board Members - **up to seven** virtual one-on-one meetings with the Recruiter
- Internal Stakeholders (e.g. Department Heads) - **up to two** virtual group meetings with the Recruiter
- External Stakeholders (e.g. Chamber of Commerce, Community Groups) - **one** virtual one-on-one or group meeting with the Recruiter

Internal and External Stakeholders

We find that many of our clients value a recruitment process that opens the opportunity for employees, community members, business leaders, and organization representatives to provide input regarding the ideal candidate. Our recruiters are skilled in virtually facilitating group staff meetings, forums for the business community, and/or town hall meetings that provide for equitable involvement from a variety of constituencies.

If the City of Bizbee desires, we will work with the City of Bizbee to create a customized virtual community and/or staff input process. *Please note: Virtual facilitation of stakeholder meetings is included in the professional fee. On-site Recruiter facilitation is available for an additional fee - please refer to "Costs and Guarantee" on page 7 for pricing information.*

Online Stakeholder Surveys

Sometimes clients are seeking input from a wider range of stakeholders—such as community members, business leaders, and organization representatives—online surveys are ideal to solicit input regarding qualities of the ideal candidate. Our experienced recruiters excel at crafting targeted, thoughtful, open-ended questions

and can design a customized survey, providing a link for easy sharing on your website. After closing, your dedicated Recruitment Coordinator will send you the survey response data for your review and analysis. This proposal includes **one** (1) Online Survey. Additional Online Surveys are available under Optional Services (please refer to page 7).

We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the City of Bizbee.

Ms. Frese, Mr. Lewis, or Mr. Mori will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The City of Bizbee and Ms. Frese, Mr. Lewis, or Mr. Mori will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Ms. Frese, Mr. Lewis, or Mr. Mori and your dedicated Recruitment Coordinator will use the candidate profile developed with the City of Bizbee to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the City of Bizbee that you feel best represent your organization and your community.

Upon your approval, Ms. Frese, Mr. Lewis, or Mr. Mori will send the brochure by email (and postal mail if desired) to a targeted audience, personally inviting potential candidates to apply for the City Manager position. We will also place the recruitment brochure on our [website](#), which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Ms. Frese, Mr. Lewis, or Mr. Mori will also design an effective advertising campaign appropriate for the City Manager recruitment. Our broadest outreach comes through our active social media involvement on LinkedIn as well as our monthly newsletter where upcoming and current positions are featured. Sources such as *Western City Magazine*, PublicCEO, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific

postings will be chosen to attract candidates who have built their careers in and are committed to the City Management field.

Suggested City Management-specific advertising sources for the City of Bizbee's search include:

- ◆ International City County Management Association
- ◆ National League of Cities
- ◆ League of Arizona Cities and Towns
- ◆ League of Women in Government

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is **proud of its commitment to attracting and placing diverse candidates**. Nearly 50% of our last 100 placements were women; Hispanic placements 25%; African American placements 13%; Asian placements 21%; and Native American placements at 1%. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Your recruiter will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Bizbee, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the City Manager position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through **over 2,100 successful placements**, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource

that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the City Manager recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Ms. Frese, Mr. Lewis, or Mr. Mori will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and your recruiter will discuss with the City how the City of Bizbee wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Ms. Frese, Mr. Lewis, or Mr. Mori will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Zoom, Teams, or other convenient videoconferencing applications.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Ms. Frese, Mr. Lewis, or Mr. Mori, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert your recruiter to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Ms. Frese, Mr. Lewis, or Mr. Mori will meet with the City of Bizbee virtually or on site to share the complete applicant list and recommend a limited number of candidates for your further consideration. Your recruiter will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of interviewees will be up to you.

We typically recommend 6-8 candidates that we feel best match your expectations and prepare a detailed report on each candidate. This virtual "Recommended Finalist" eBook is provided to each member of the decision-making body and includes:

- ◆ Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- ◆ Summary of experience and education for each Recommended Finalist candidate
- ◆ Complete cover letter and resume for each Recommended Finalist candidate
- ◆ List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE PANEL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the City of Bizbee to craft and implement an interview approach that fits your needs. This may include panel and/or individual interviews by the City of Bizbee; key stakeholders, community/employee interview panels; writing and presentation samples; meet-and-greets; or other specialized process elements Ms. Frese, Mr. Lewis, or Mr. Mori helps the City of Bizbee to design.

Ms. Frese, Mr. Lewis, or Mr. Mori will be present on-site during the panel interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided for each interview panel member containing:

- ◆ Recruitment brochure with candidate profile
- ◆ Interview schedule
- ◆ Suggested interview questions
- ◆ Experience summary, cover letter, resume, and rating form for each candidate
- ◆ Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews. Our goal is to ensure that each candidate has a positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Ms. Frese, Mr. Lewis, or Mr. Mori and your Recruitment Coordinator will conduct detailed reference checks for up to two (2) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with the two (2) final candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Ms. Frese, Mr. Lewis, or Mr. Mori know what other organizations have done to put deals together with great candidates and what the current market is like for City Manager positions in organizations like the City of Bizbee's. Your recruiter will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the City of

Bizbee, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from your recruiter on behalf of the City of Bizbee.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Your recruiter will be available to the City of Bizbee by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the City Manager recruitment on behalf of the City of Bizbee is **\$28,000**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and two (2) days of on-site meetings. This proposal is valid for 90 days from the date of the proposal.

*Optional Services are listed below and are in addition to the professional services fee. Expense reimbursement for **Consultant travel** related to additional on-site meeting days is billed at the actual rate (airfare/mileage, lodging) and is the responsibility of the City of Bizbee.*

The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the City of Bizbee. Therefore, Ms. Frese, Mr. Lewis, or Mr. Mori will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

Optional Services

- ✦ **Additional virtual stakeholder meetings:** \$250/meeting
- ✦ **Additional on-site meeting days:** \$1,500/day/Consultant, plus travel expenses
- ✦ **Online Surveys:** \$500/each (includes preparing recommended questions, preparing and sharing the survey link, closing the survey, and sending the survey response data for your review and analysis)
- ✦ **Additional background checks:** \$300/candidate
- ✦ **Additional reference checks:** \$500/candidate
- ✦ **Additional hires:** \$9,000/candidate

GUARANTEE

In the event a candidate recommended by our firm resigns or is terminated within the first 12 months of employment, Bob Murray & Associates will provide the City of Bizbee with professional services to secure a replacement. Services will be provided at no cost, aside from the following *reimbursable* expenses incurred on the City of Bizbee's behalf during the new search:

- ◆ Brochure design and distribution (\$695 reprint only, \$1,275 edit/reflow/reprint)(*if needed*)
- ◆ Advertising actual costs (estimated at \$2,975)
- ◆ Public records search for all new candidates (\$500)
- ◆ Background Checks (\$300/candidate)
- ◆ Reference Checks (\$500/candidate)
- ◆ Consultant travel reimbursement (if travel is needed)
- ◆ *Plus any applicable Optional Services, if desired*

In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the City of Bizbee will be responsible for the *reimbursable* expenses as noted above.

We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

SCHEDULE

Month 1	Month 2	Month 3	Month 4
Weeks 1-2 Stakeholder Meetings	Week 5 Brochure Distribution	Week 9 Recruiter Resume Review	Week 13 Client Initial Interviews
Weeks 2-4 Development of Marketing Materials	Weeks 5-6 Social Media Campaign launch	Week 10 Recruiter Interviews Top Candidates	Weeks 13-14 Background and References
Week 4 Placing Ads	Weeks 5-8 Targeted Outreach (via email, phone)	Weeks 11 Public Records Search	Weeks 15 Client Final Interviews
		Weeks 12 Candidate Presentation and Recommendations	Weeks 16 Negotiations and Appointment

FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of seventeen (17):

- Bob Murray, *Founder*
- Valerie Gaeta Phillips, *President*
- Gary Phillips, *Executive Vice President*
- Joel Bryden, *Vice President*
- Yasmin Beers, *Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Stacy Stevenson, *Senior Executive Recruiter*
- Jon Lewis, *Executive Recruiter*
- Stephanie Dietz, *Executive Recruiter*
- Melanie Richardson, *Executive Recruiter*
- Jeff Mori, *Executive Recruiter*
- Michael Ishii, *Executive Recruiter*
- Ian Schmutzler, *Executive Recruiter*
- Alexandria Kopack, *Recruitment and Operations Manager*
- Kathy Lolas, *Senior Recruitment Coordinator*
- Grace Marshall, *Senior Recruitment Coordinator*
- Steph Souza, *Recruitment Coordinator*

Please see your lead recruiter's biography below

ADELE FRESÉ, SENIOR EXECUTIVE RECRUITER



Adele Fresé brings 27 years of local government experience to Bob Murray & Associates, having retired as Chief of Police in Salinas, CA prior to joining the firm in 2021. Adele began her public service career in 1985 as an active-duty member of the United States Marine Corps before serving the City of Corpus Christi for 20 years.

Adele has extensive experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

During her 7 years as a Chief of Police, Adele exercised strong leadership and implemented monumental changes leading to the diversification of her agency's sworn staff. Adele's commitment to collaboration with the public and law enforcement

agencies earned her the Partner of the Year Award from Homeland Security Investigations, and her Department the Community Policing Award from the Community Policing Institute of California.

Adele received her Bachelor of Science degree in Criminal Justice Administration from California State University at Hayward, and a minor degree in Sociology. She earned a Master of Science in Public Safety, completed the Senior Executives in State and Local Government program at the Harvard Kennedy School, and PERF's Senior Management Institute for Police. She is a Texas Certified Public Manager.

JON LEWIS, EXECUTIVE RECRUITER



Jon Lewis brings over 30 years of municipal government experience to Bob Murray and Associates. Jon began his career in public service in 1991 with the City of Newport Beach, an iconic coastal community of 53 square miles in Southern California. After successfully working his way through the ranks of the Police Department, he honorably retired in December of 2022 after serving as the Chief of Police for nearly seven years. Jon is known for his commitment to selfless service, ethical leadership and maintaining longstanding community partnerships. During his tenure as Chief of Police, the Newport Beach Police Department achieved reduction in crime to historic lows through effective, data-driven community policing strategies as well as excellence in emergency response and 911 call answer times.

Jon graduated with honors from California State University Long Beach with a Bachelor of Science degree in Criminal Justice and Speech Communication and holds a Master of Arts degree in Criminal Justice from Chapman University. He is a graduate of several advanced law enforcement training courses including the California Commission on Peace Officer Standards and Training Command College. Jon has authored two university-level textbooks in criminal justice and is an instructor with the Center for Criminal Justice Research and Training at California State University Long Beach.

He and his wife, Darcy, have two children and reside in Orange County.

JEFF MORI, EXECUTIVE RECRUITER



Jeff Mori has 31 years of local government experience he brings to Bob Murray and Associates, having retired as the Vancouver, WA Chief of Police in October 2024.

Jeff started his career at the Washington County Sheriff's Office in Hillsboro, OR, finishing his tenure as the Undersheriff. He joined the Vancouver Police Department in 2019.

He has significant experience working and collaborating with a variety of government and public stakeholders. Jeff develops strong relationships and assists others in reaching their full potential and goals.

Whether working as a government executive, volunteer sports coach, or professional instructor, Jeff quickly recognizes talent. He understands the importance of providing meaningful feedback and helping people navigate complex processes.

Jeff is a graduate of the FBI National Academy, Harvard Kennedy School's Senior State and Local Executives program, and PERF's Senior Management Institute for Police. He obtained his Bachelor of Science Degree from Oregon State University. He and his wife reside in southwest Washington State, and have three adult children.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 180
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City of Terrell:

- California Special Districts Association
- California City Management Foundation (CCMF)
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)
- International Network of Asian Public Administrators (I-NAPA)
- League of California Cities
- League of Women in Government
- Municipal Management Association of Northern California (MMANC)
- Municipal Management Association of Southern California (MMASC)
- National Forum for Black Public Administrators (NFBPA)

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues.

Recent and upcoming speaking engagements and trainings provided by our staff include:

- ◆ "Role of the Chief" class, annually presented by Jon Lewis on behalf of the California Police Chiefs Association;
- ◆ MMANC and MMASC annual mock interviews;
- ◆ Annual League of California Cities City Manager's Conference (City Manager hosted event).

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has conducted or is currently conducting searches are listed below:

CLIENT: City of Ventura, CA
POSITION: City Manager
POSITION: Assistant City Manager
REFERENCE: Mayor Joe Schroeder
(805) 654-7800

CLIENT: City of Folsom, CA
POSITION: City Manager
REFERENCE: Mayor Mike Kozlowski
(916) 458-2512

CLIENT: City of Salinas, CA
POSITION: City Manager
REFERENCE: Ms. Marina Horta-Gallegos, Human
Resources Director
(831) 758-7417

We appreciate the City of Bizbee's consideration of our proposal and look forward to working with you.





BOB MURRAY & ASSOCIATES

Experts In Executive Search

We identify and deliver great leaders.

Bob Murray & Associates, a Latina-owned business, provides a personal approach to executive recruiting. We pride ourselves on identifying and delivering outstanding and diverse leaders for local governments, non-profit agencies, and private firms. With over 20 years of experience, we have an unmatched record of success and have placed over 1,400 executives and professionals. Please do not hesitate to contact us to learn how our firm can help your organization.

www.bobmurrayassoc.com

*Offices in Sacramento, Bay Area, Los Angeles,
and now central Texas*

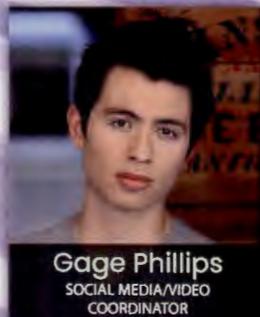


#TeamBMA #LatinaOwned





Our Dedicated Team



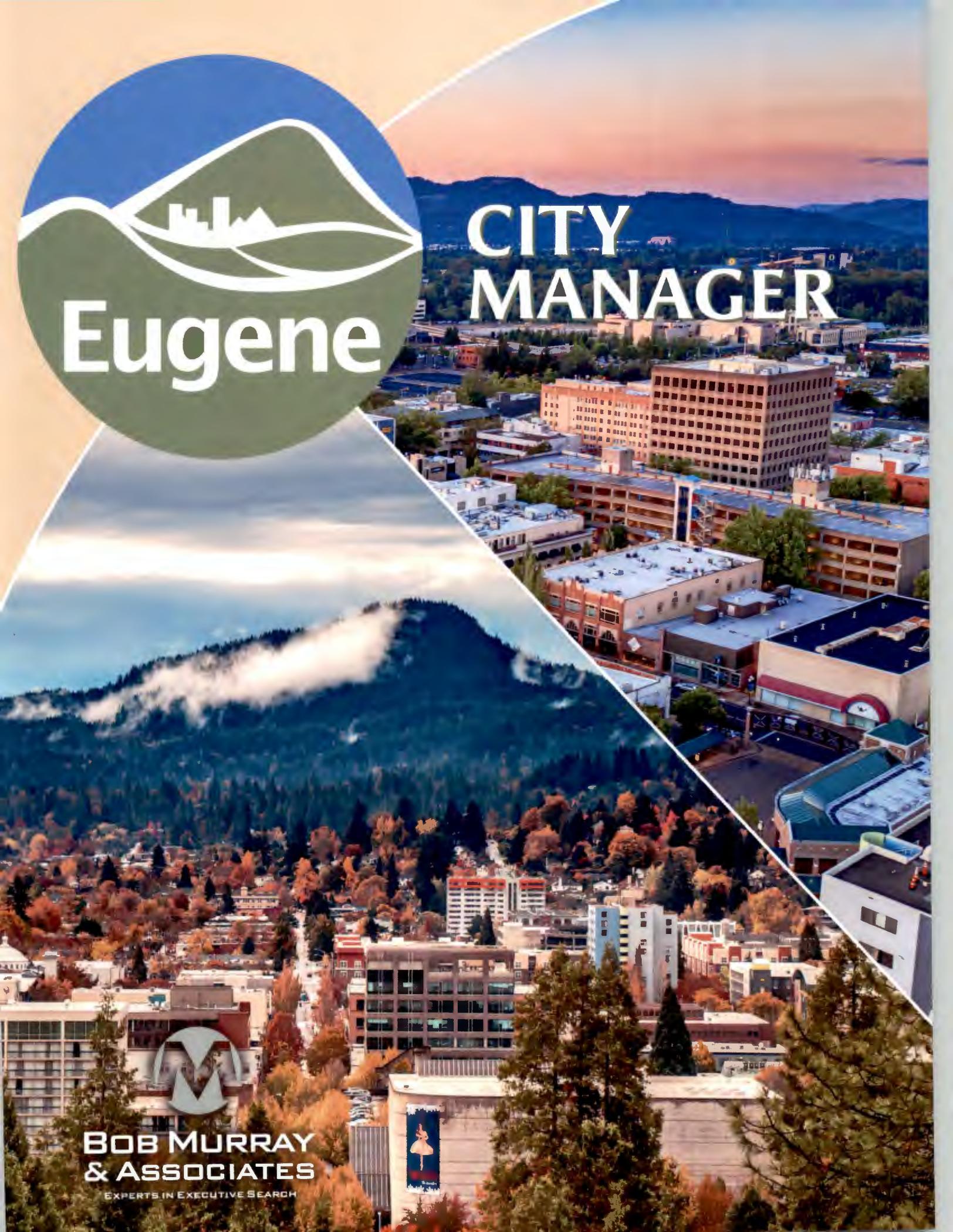
www.bobmurrayassoc.com

apply@bobmurrayassoc.com | 916.784.9080



Eugene

CITY MANAGER



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

Home to over 175,000 people, the city of Eugene sits in the southern portion of the beautiful Willamette Valley and is known for its majestic trees, fantastic parks and a multitude of arts and recreational activities. Situated in Lane County, 110 miles south of Portland, Eugene is within an hour of the Cascade Range to the east and Oregon's breathtaking coast to the west. Living in Eugene provides opportunities to find activities that speak to you. Some activities include floating the Willamette River, walking, bicycling, using miles of interconnected trails, dining and tastings at top notch local craft breweries and wineries, attending the resident symphony, ballet company performances, or traveling acts at the Hult Center for Performing Arts.

The city is also home to the University of Oregon, founded in 1876, bringing the benefits of a major educational and research institution and highly competitive college athletics programs. Affectionately known as Track Town USA, the City regularly hosts national and international track and field events at the University's Hayward Field.

Eugene has a mild, typical Pacific Northwest climate with wet winters and dry summers. Known for its picturesque landscapes, rivers, and outdoor recreational opportunities, along with cultural attractions, it's no wonder Eugene attracts many residents and visitors alike to live, work, and play.

CITY GOVERNMENT

The City of Eugene has a council-manager style form of government. The Mayor serves as the City's political head and chair of the eight-member Council, and the City Manager oversees City personnel and operations. The City Manager is also responsible for the budget and implements the City Council's goals and



priorities. The City's Executive Team, which includes all department directors, runs the business of the City through policy making, providing direction on organizational initiatives, identifying opportunities for cross-departmental collaboration, and planning for the future of the organization.

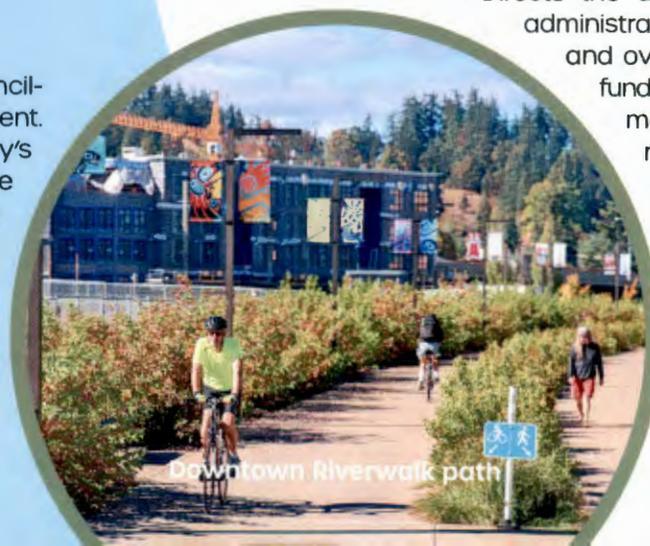
The City has 1,595 full-time employees across six departments:

- Central Services
- Fire and Emergency Medical Services
- Library, Recreation and Cultural Services
- Planning and Development
- Police
- Public Works

THE POSITION

The City Manager serves as the Chief Executive Officer of the City of Eugene, playing a pivotal role in shaping and realizing the City's vision for the future. Reporting to the City Council, the City Manager ensures efficient and effective delivery of public services while upholding the principles of accountability and transparency. The City Manager fosters an environment that embraces integrity, service, inclusion, and collaboration while building and maintaining positive working relationships with co-workers, other City employees and the public. The City Manager:

- Develops, plans, and implements, with Council participation, goals and objectives for the City; recommends and administers policies and procedures necessary to provide municipal services; approves new or modified programs, systems, administrative and personnel policies and procedures; and implements City Council policies and goals.
- Provides highly responsible administrative staff assistance to the City Council; directs specific and comprehensive analyses of a wide range of municipal policies; prepares and submits to City Council annual reports of financial and administrative activities.
- Directs, oversees, and participates in the development of the City Manager's Office work plan; assigns work activities, projects, and programs; monitors work flow; reviews and evaluates work products, methods, and procedures.
- Directs the development, presentation, and administration of the City budget; prepares and oversees the financial forecast of funding needed for staffing, equipment, materials, and supplies; monitors revenues and expenditures; implements midyear adjustments.
- Assists with hiring, appointing, training, motivating, evaluating and disciplining City employees in the administrative service either directly or



through delegation; establishes performance objectives; and prepares and presents employee performance reviews.

- Directs and confers with executive staff concerning administrative and operational problems; makes appropriate decisions or recommendations for City Council adoption.
- Oversees the enforcement of all City ordinances; monitors all contractual agreements with franchises and contractors.
- Represents the City in the community and at professional meetings; participates on a variety of boards and commissions; attends all City Council meetings.
- Negotiates contracts and solutions on a variety of administrative, fiscal, and special projects; participates in the preparation of program or special project budgets; analyzes and prepares recommendations on budget requests; monitors appropriate budget accounts.
- Administers specific program activities by planning, organizing, and supervising activities; establishes and implements, with approval, operating policies and procedures.
- Confers with residents, businesses, and other individuals, groups, and outside agencies having an interest or potential interest in affairs of City concern; interprets, analyzes, and explains policies, procedures, and programs.
- Coordinates City activities with other governmental agencies and outside organizations; appoints administrative committees for coordination of services and activities.
- Responds to and resolves difficult and sensitive citizen inquiries and complaints.
- Models respectful working relationships and creates a workplace that supports all employees; leads City efforts in successfully responding to the changing needs of a diverse organization and the commitment to equity, diversity, inclusion and belonging (DEIB). Facilitates staff development on such issues as diversity and creating a respectful working environment.
- Performs all duties as may be prescribed by City Council action.



THE IDEAL CANDIDATE

The City of Eugene seeks a dynamic, creative, and forward-thinking City Manager who embodies the principles of equity, inclusion, and transparency. The ideal candidate will be an approachable team player who values collaboration and consensus-building as key elements of effective leadership. They must also be highly adaptable and approachable with the ability to facilitate dynamic situations. With a proven track record of establishing strong working relationships and maintaining open lines of communication across all organizational levels, this individual will work closely with the City Council and Executive Team to align city initiatives with community values and goals.

As an authentic, results-driven, and engaged leader, the City Manager will understand the importance of mentorship and will serve as a model for integrity, responsiveness, and loyalty. A strong foundation in municipal administration is essential, including knowledge of public financing, budgeting, and legislative processes at both local and state levels. Experience with the challenges faced by homelessness is required for success. The ideal candidate will be a supportive and politically astute professional who brings experience working with diverse communities and navigating complex social, economic, and political landscapes. This individual will possess the ability to assess municipal operations critically, think creatively in problem-solving, and project the impact of various decisions. They will approach challenges with a solution-oriented mindset and will bring an understanding



of the relationships with many of the surrounding agencies.

This public facing role requires a candidate who is comfortable with heavy public engagement. The incoming City Manager will be a proven executive with public safety, finance, and labor unions who can navigate complex intergovernmental relations and energize external partnerships while sustaining the collaborative, authentic culture within the City. They will also have the ability to set direction and implement action, leading with empathy and accountability. With a balance of decisiveness and approachability, the City Manager will foster a cohesive, forward-thinking organization that is well-positioned to serve the City of Eugene today and into the future.

QUALIFICATIONS, COMPENSATION & BENEFITS

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Experience: Nine (9) years of increasingly responsible administrative and managerial experience in a municipal government or public agency involving responsibility for planning, organization, implementation, and supervision of varied work programs.

Training/Education: Equivalent to a Bachelor's Degree from an accredited college or university with major coursework in business administration, public administration, or a related field. A Master's Degree in public administration is highly desirable.

The salary range for the City Manager is \$238,076.80 to \$319,217.60 annually. Placement within this range is dependent on experience and qualifications.

The City also offers an excellent benefits package including:

- Health, Dental, and Vision Insurance
- Retirement
- Holidays
- Vacation and Sick Leave

For more information about benefits visit:

Benefits-at-a-Glance-Guide (eugene-or.gov)

OREGON EQUAL PAY ACT - CITY OF EUGENE PAY ANALYSIS

The City of Eugene determines starting pay within the range based on relevant education and experience as provided by the applicant in their application materials. This process is consistent with the Oregon Equal Pay Act (OEPA).

You can learn more about the process on the **City's How to Apply** page.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

**Filing Deadline:
November 3, 2025**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Eugene. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Ms. Valerie Phillips or Mr. Jeff Mori at:

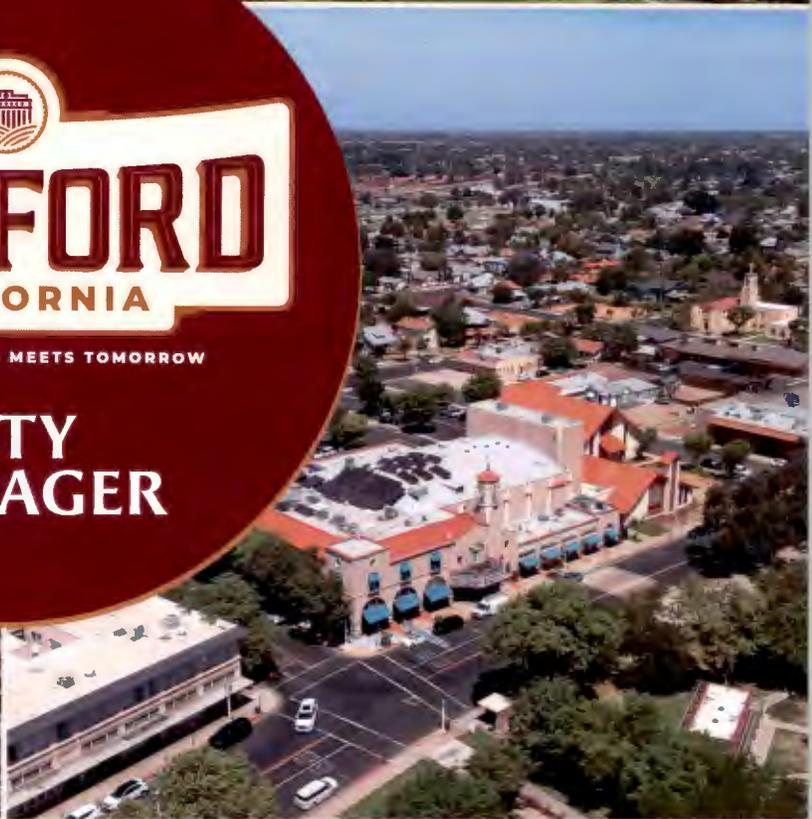
(916) 784-9080



**Eugene Springfield Fire
Tower Drill**




HANFORD
CALIFORNIA
WHERE TRADITION MEETS TOMORROW
**CITY
MANAGER**



**BOB MURRAY
& ASSOCIATES**
Experts in Executive Search

THE COMMUNITY

The City of Hanford, founded in 1891 and now home to 61,000 residents, is located in the heart of California's Central Valley. This year, the City saw its population increase by more than 2%, landing it on the list of California's fastest growing cities. Nearly 6,000 housing units are either planned or under construction, and the City expects several exciting large-scale mixed-use and retail developments to move forward within the next year.

Hanford is the residential, agricultural, industrial, and commercial center of Kings County, serving a larger trade area of at least 130,000 people. Located 30 miles southwest of Fresno, approximately 200 miles from San Francisco and Los Angeles, Hanford's central location provides access to many cultural and recreational activities, including three national parks (Yosemite, Kings Canyon and Sequoia). Hanford's industrial park is expanding in size and has excellent access to a network of interconnecting highways as well as rail and air service.

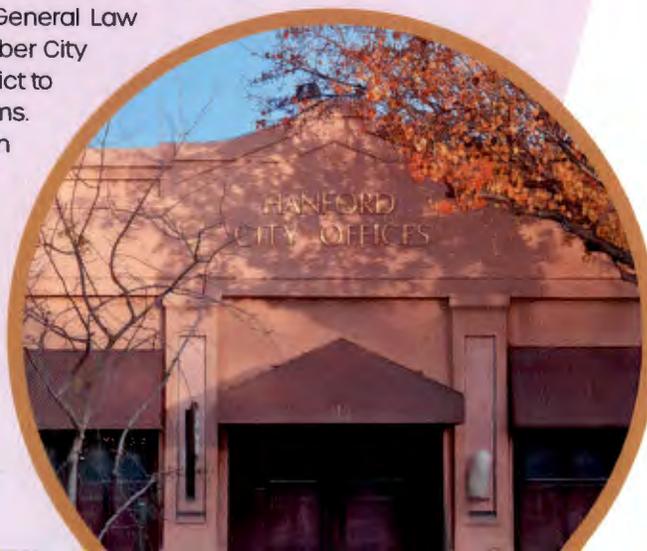
Downtown Hanford represents the heart of this vibrant City and is home to historic buildings featuring stunning architecture, such as the Civic Auditorium, the old Kings County Courthouse and the old County jail, called the Bastille. Visitors are drawn to an eclectic mix of restaurants and shops who receive support from a strong and active downtown business organization. Earlier this year, ice cream lovers from around the world were relieved to hear that the beloved Superior Dairy would stay in business. The core of downtown is Civic Park, which hosts countless community events, including the enormously popular Hanford Winter Wonderland and Thursday Night Market Place. Additionally, the City looks forward to using \$15 million in recently awarded federal grant funding to modernize downtown infrastructure and enhance walkability and safety.

Recognizing the need to maintain and enhance the quality of life, Hanford voters overwhelmingly approved a sales tax measure that will fund essential City services, such as police, fire, streets and parks for years to come. The City has an excellent educational system that includes a community college campus, vocational education including fire and police academies, and more than a dozen elementary, middle and high schools serving City residents.

Recently named one of the most affordable places to live in the state of California, the City offers a safe and family-oriented environment. Hanford, home to charming history, a diverse and growing population and an increasing number of public and private amenities, is where tradition meets tomorrow.

CITY GOVERNMENT

Hanford serves as the Seat of Kings County and was incorporated as a General Law City in 1891. The five-member City Council is elected by district to four-year overlapping terms. There are no term limits in effect. The City Council annually appoints the Mayor and the Vice-Mayor. Hanford operates with a Council-Manager form of government with the City Council



appointing the City Manager and the City Attorney. The City Manager appoints all department heads.

The Council and staff of the City of Hanford are committed to providing thoughtful, consumer-driven municipal services to a culturally rich and diverse community and to that end seek to ensure a well-balanced and viable economy. The community provides a wide range of affordable housing (new home prices begin at \$265,000), beautiful parks and excellent schools.

Hanford is a full-service city and employs approximately 330 full-time staff within the departments of Public Works, Police, Fire, Utilities and Engineering, Community Development, Finance, Parks and Recreation and Administration. The FY 2025/2026 All Funds Budget is approximately \$150 million which includes a General Fund Budget of \$50.8 million and a Capital Budget of nearly \$37.6 million.

KEY CHALLENGES & OPPORTUNITIES

An essential aspect of this position relates to the importance of balancing quality of life concerns with the priority of greater economic vibrancy. As a city in transition, Hanford must ensure a solid financial future through effective economic efforts without losing the warmth and charm that have become hallmarks for Hanford. This will require emphasis on infrastructure, strong relationships with the County, school districts and other service providers. Economic development within the Industrial Park and within the downtown core area will continue to be top priorities. Vision and resourceful solutions will also be critical to the daily challenges of managing a city in today's fluid political and ever-changing economic environment.

THE POSITION

The City Manager serves as chief executive and administrative officer for the City and assists the City Council in carrying out their role as representatives of the City of Hanford. The City Manager is appointed by, receives instruction from, presents recommendations to,

and is directly responsible to report to the City Council for all matters pertaining to the administration and operation of the City government. Within the policies established by the City Council, the City Manager plans, organizes, and directs operations of the City of Hanford and appoints and supervises the executive team.

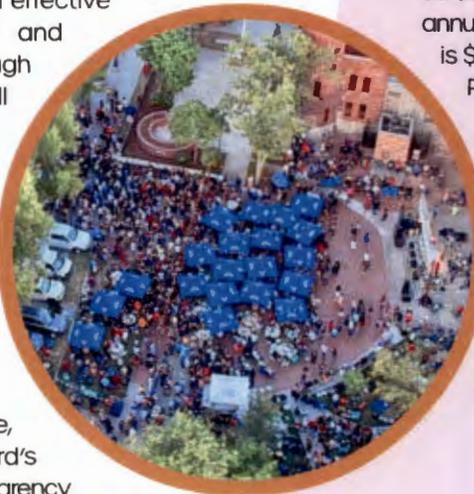
The City Manager strengthens and maintains relationships with county, state, legislative leaders, and local governments and is continually proactive, not reactive by looking ahead and planning for tomorrow. Additional duties and responsibilities of the City Manager include but are not limited to the following:

- Developing, planning and implementing City-wide goals and objectives, policies and procedures.
- Enforcing and administering the provisions, laws, and ordinances governing the City.
- Preparing and proposing the annual budget; exercising the highest-level oversight of department budgets; participating in assessing, planning and implementing capital projects.
- Overseeing recommendations for the selection of staff. Investigating complaints regarding the management of City departments.
- Building and maintaining positive working relationships with Council members, City staff and the public using principles of good customer service.
- Fostering an environment that embraces diversity, integrity, trust, and respect.
- Being an integral team player, which involves flexibility, cooperation, and communication.

THE IDEAL CANDIDATE

The City Council is seeking a City Manager who is a natural leader, ready to embrace both the challenges and rewards of serving this beautiful and thriving community. The ideal candidate will be an effective communicator at all levels, earning the trust and respect of the City Council, staff, and community through knowledge, ethics, and integrity. The incumbent will value collaboration, teamwork, and staff empowerment while demonstrating creativity, versatility, and strong problem-solving skills in navigating diverse personalities and complex negotiations.

The City Manager will uphold the City Council's priorities by maintaining an efficient and responsive government, ensuring fiscal sustainability, and fostering collaborative relationships with residents, businesses, and regional partners. This leader will guide strategic economic development, infrastructure, and planning initiatives while protecting Hanford's exceptional quality of life. With a commitment to transparency and engagement, the City Manager will keep the community informed and connected, ensuring Hanford remains a



safe, welcoming, and vibrant place to live, work, and grow. To succeed in this role, the City Manager must be a thoughtful listener who values stakeholder input and embraces technology and social media to strengthen community engagement. They will foster an open, transparent environment while respecting diverse perspectives and facilitating meaningful discussions to address complex issues. The ideal candidate will bring a strong background in strategic planning, extensive knowledge of local, State, and Federal laws, and a broad executive foundation that includes progressively responsible government experience and a keen understanding of the area's trends and demographics.

Qualified candidates possess a Bachelor's degree from an accredited college or university with major coursework in Public Administration, Business Administration or a related field; accompanied by eight years of increasingly responsible experience in the planning, organization, coordination and financing of varied municipal activities; including four years of administrative and management responsibility. A Master's degree is highly desirable. Possession of, or ability to obtain, an appropriate, valid California driver's license is required. ICMA Credentialed Manager Designation (ICMA-CM) is preferred.

COMPENSATION

The City of Hanford offers a competitive salary and benefits. The expected annual salary range for the City Manager is \$188,856 to \$229,560 (negotiable).

Placement within the range is dependent on qualifications and experience. The City also offers an excellent benefits package, including but not limited to:

Retirement – Public Employees' Retirement System (PERS) The City provides the PERS retirement program:

- 3% at 60 for Classic Members –
 - 3% Annual Cost-of-Living Allowance Increase
 - 12-month final compensation period.
 - Sick Leave Credit

2% at 62 for New Members –

- 3% Annual Cost-of-Living Allowance Increase
- Sick Leave Credit

The City participates in Medicare, but not Social Security.

Management Leave – 80 hours of Management Leave, which may be taken as time off. An employee may also cash out 64 hours of Management Leave or convert their payout to deferred compensation.

Car Allowance – Monthly car allowance of \$500.

Holidays – Twelve specific holidays, plus two floating holidays.

Paid Holiday Closure – City offices (where possible) will be closed Christmas Eve through New Year's Day.

Vacation – Vacation leave starts at 11 days annually, increasing to 21 days based on time in service. Upon appointment City Council shall have the discretion to provide vacation accrual based on years of service in a management-level position at another public entity (State, County, or City municipality). The City of Hanford also allows a vacation buyback option for its employees.

Sick Leave – Sick leave accrual of 12 days per year with unlimited accumulation. At retirement, unused sick leave may be applied toward retirement.

Medical, Dental, and Vision Insurance – The City of Hanford offers various health plans (medical, dental and vision) to meet an employee's financial or personal needs.

Hanford Employee Care Connection (City-sponsored clinic) – free and available to all insured full-time employees and covered dependents. Medical care offers same-day appointments, little to no copays, and comprehensive healthcare.

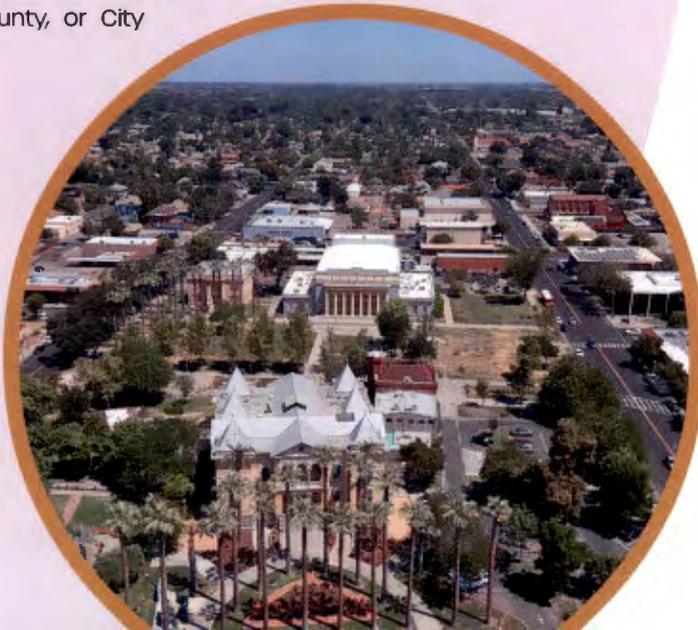
Life Insurance – \$200,000 City paid policy.

Tuition Reimbursement – A tuition reimbursement plan is available for work-related study for up to \$5,000 per fiscal year.

Longevity – A stipend is awarded upon completion of the following consecutive years of active service with the City of Hanford:

- Five (5) years of service: 2.5%
- Ten (10) years of service: an additional 2.5%,
- Fifteen (15) years of service: an additional 2.5%
- Twenty (20) years of service, an additional 2.5%

Maximum allowance of 10%. City Council shall have the discretion to provide longevity pay based on years of service in a technical/management-level position at another public entity (State, County, or City municipality).



Deferred Compensation / Employer Match – matched employer contributions for deferred compensation up to \$75.00 per pay period.

Cell phone and Mobile Device Reimbursement – \$50 cell phone reimbursement per month; \$50 mobile device reimbursement; \$100/max.

Employee Assistance Program – Confidential program provided at no cost to employees and their applicable family members.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

**Filing Deadline:
October 26, 2025**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Hanford. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Ms. Stephanie Dietz at:

(916) 784-9080





**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

GVP Ventures Inc.
Bob Murray & Associates
1544 Eureka Rd. Suite 180
Roseville, CA 95661
(916) 784-9080

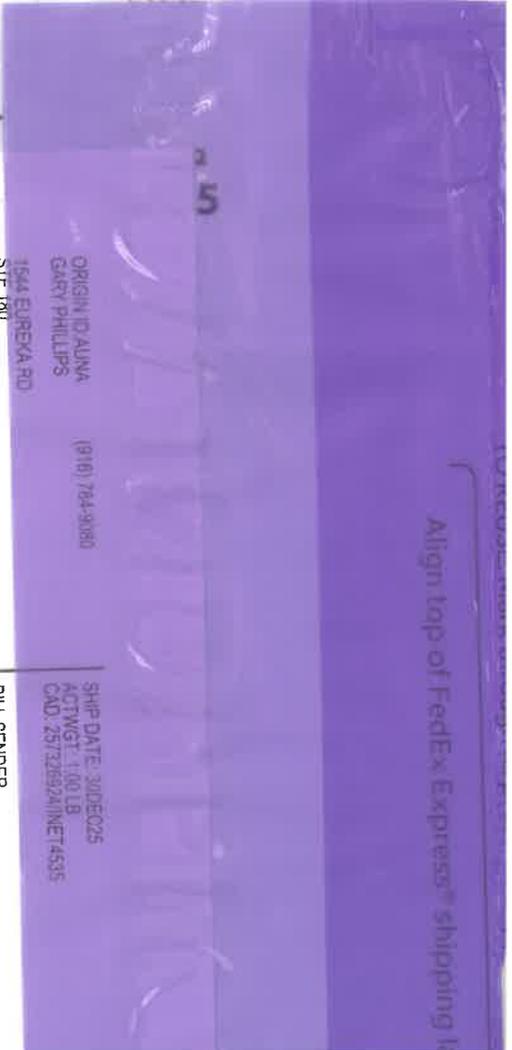
City of Bizbee, AZ
City Manager Recruitment
Bid Number: 26-02
Bid Title: City Manager Recruitment Service
Category: City Clerk



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 1544 EUREKA RD
 STE 180
 ROSEVILLE CA 95661
 UNITED STATES US

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BILL SENDER

TO
CITY CLERK
CITY OF BIZBEE
118 ARIZONA ST

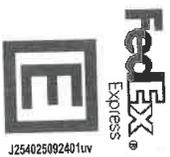
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Proposal

JANUARY 2, 2026

RFP #26-02

**City Manager Recruitment
Services**

City of Bisbee, Arizona

Submitted by:

MICHELE MORAWSKI
CLIENT SERVICES MANAGER

790 FRONTAGE ROAD
SUITE 213

NORTHFIELD, IL 60093

224.415.3791

MMORAWSKI@MGT.US

Cover Letter

January 2, 2026

Ashlee Coronado, Acting City Manager
City of Bisbee
City Hall 118 Arizona St
Bisbee, AZ 85603



Dear Ms. Coronado:

As the nation's leading provider of executive recruitment and selection solutions, MGT Impact Solutions, LLC (MGT) is uniquely well qualified to partner with the City of Bisbee (the "City") to exceed all your expectations on this City Manager Recruitment Services project. We provide full-service recruitment support, working closely with the City Clerk, Mayor, and Council to ensure a transparent, legally compliant, and inclusive search process. Our approach combines structured stakeholder consultation, targeted national outreach, comprehensive candidate evaluation, and detailed compensation analysis to secure the most qualified candidates for your organization.

With extensive experience conducting executive searches across Arizona—including successful placements in Buckeye, Kingman, and Yuma County, our team brings both a deep understanding of the state's municipal landscape and a proven ability to identify leaders who align with local culture, governance, and strategic priorities. Nationally, we have completed over 1,500 executive recruitment engagements in 45 states and a diverse range of communities, with more than 40% of our clients returning for additional searches and 94% rating our performance as **Outstanding**.

Our team includes former local government leaders, human resources experts, and industry veterans, ensuring a thorough understanding of the specific challenges and opportunities in government, education, and nonprofit sectors. By leveraging this experience, we identify top-tier candidates who align with both organizational and community goals.

MGT's experience, resources, and local knowledge provide a strategic advantage in attracting exceptional candidates for the City of Bisbee. We are ready to deliver a search that identifies a City Manager capable of effectively leading the organization, engaging stakeholders, and advancing the community's goals. We appreciate the opportunity to present our qualifications and look forward to partnering with the City. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or **mmorawski@mgt.us**.

Regards,

A handwritten signature in blue ink, appearing to read 'Lawrence Cowan', is written over a light blue horizontal line.

Lawrence Cowan, Chief Operations Officer for Revenue Operations
Authorized to bind the firm

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Proposal Summary (6.1)

MGT Impact Solutions LLC (MGT) brings extensive expertise in municipal and nonprofit executive recruitment, providing cities and counties with proven strategies to identify, attract, and secure highly qualified leaders. Our approach emphasizes transparency, legal compliance, and collaboration with city leadership to ensure alignment with organizational goals, culture, and strategic priorities.

This recruitment will be led by Sarah McKee, who has extensive experience as a local government manager and in non-profit management. She has conducted recruitment for positions including City Manager/Administrator, Public Works Director, Fire Chief, Human Resource Director, Director of Development Services, Building Director, and non-profit Executive Director in various states. Charlene Stevens, Vice President of Human Capital Solutions focused on Executive Recruitment Services, provides strategic oversight, with over 20 years in municipal management across Minnesota, Kansas, and Pennsylvania. Ms. Stevens has diverse experience in county, city, urban, suburban, and rural settings. She excels at building partnerships with varied stakeholders to create consensus and actionable plans. An esteemed leader, she's served as ICMA's Regional Vice President and held simultaneous positions on the boards of the League of Minnesota Cities and the Coalition of Greater Minnesota Cities.

MGT's extensive experience conducting executive recruitment and leadership assessments across Arizona provides a significant geographic advantage in serving the City of Bisbee. Our team has successfully completed searches for City Manager and County Administrator positions in municipalities such as Buckeye, Kingman, and Yuma County, as well as leadership assessments in Peoria. In addition, we have conducted executive searches for nonprofit and community development organizations, including the Downtown Chandler Community Partnership and the Central Arizona Regional Economic Development Foundation. This experience gives us a deep understanding of Arizona's municipal landscape, labor market, and candidate pool, allowing us to efficiently identify and attract highly qualified candidates who are well-suited to the cultural, geographic, and operational context of the City of Bisbee. Our proven track record in the region demonstrates our ability to deliver tailored, effective executive recruitment services with insight into both local and statewide considerations.

Key Strengths of MGT for the City of Bisbee Search

- Proven ability to conduct full-service, national searches while tailoring recruitment strategies to the unique context of small to mid-sized municipalities.
- Experience engaging diverse candidate pools to identify leaders who align with community values and organizational priorities.
- Strong record of delivering results in Arizona, including executive placements in municipalities of comparable size and governance.
- Comprehensive project management, including recruitment planning, candidate evaluation, interview coordination, and offer negotiation.



Proposers Qualifications and Experience (6.2)

a. Firm Profile & Key Qualifications

Impacting communities for good.

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **1,200 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world’s most-pressing problems, and so do we. Their “why” is our why.

What sets us apart is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the “immediate” needs while changing systems to plan for future resilience and success.

MGT | FIRST LOOK

Name: MGT Impact Solutions, LLC (MGT)

Locations: Headquarters in Tampa, FL; branch offices nationwide.

Cooperative Contracts:

ASC 20-7359, 24-7484

OMNIA LS4612

Sourcewell 060624MGT

TIPS 220601, 220802, 230105

TXShare 2024-019

Structure: Privately held, employee-owned, client-driven Limited Liability Company.

Lines of Business: Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.

Markets we serve:

- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

 **50**
years

 **1,200**
consultants

 **30,000**
projects

Specialized technology and advisory solutions for society’s most mission-critical challenges.



Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **we are impacting communities for good.**

DEFINED BY IMPACT

MGT strengthens local government by identifying and securing highly qualified leaders who drive organizational effectiveness, foster collaboration, and advance community priorities. Our recruitment services support sustainable, high-performing public institutions that benefit residents and stakeholders alike.

People



We believe in the power of connecting people and ideas to solve mission-critical, complex challenges to foster trusted partnerships with clients, for life.

Purpose



We are led by a singular purpose—to offer partnerships and design solutions that provide enduring opportunities for individual prosperity and community well-being.

Performance



We partner with our clients to advance learning outcomes, manage technology networks, reduce operational costs, improve workflows, and engineer resilient IT infrastructure.

Education State & Local Government Enterprise & Critical Industries

Technology Solutions

We provide engineering expertise to modernize and manage IT infrastructure and ensure technology implementation is properly designed, integrated, optimized, and maintained. MGT delivers end-to-end solutions tailored to your unique needs, spanning managed services, cybersecurity, physical security, network infrastructure, cloud and data, SaaS offerings, and communications.

As your trusted advisors, we partner with you to develop strategic technology architectures and/or assist you in quickly procuring and installing equipment for immediate needs or to resolve an IT issue.

Advisory Solutions

We empower organizations to make data-informed decisions by unlocking and organizing critical information—financial and operational—to support strategic, evidence-based planning.

With that insight, we partner with clients to develop tailored strategies and actionable road maps that drive meaningful outcomes.

Our expertise spans data, talent, processes, and technology—optimizing each to achieve measurable impact with efficiency. From PMO support to workforce placement and development, we work alongside our clients to implement solutions and deliver results that matter.

Beyond the Project:

Comprehensive People Solutions

We support clients in addressing their most mission-critical human capital needs, with specialized expertise in executive recruitment, staffing solutions, and human resources consulting. With over 1,250 clients, 3,100 completed projects, and a 93% client satisfaction rate, MGT delivers tailored solutions to help organizations attract top talent, meet urgent short- or long-term staffing demands, support critical IT project staffing needs, and strengthen their workforce strategies.

To schedule a complimentary consultation, contact: Senior Vice President Joellen Cademartori, MGT's head of Human Capital, at jcademartori@mgt.us.

Specialized Experience in Municipal Executive Recruitment

We have successfully placed City, Town, and County Managers in various regions throughout the country from Virginia Beach, VA and Mecklenburg, NC to Troy, MI and Oshkosh, WI. Repeat engagements reflect the strength of our partnerships and long-term impact as demonstrated by multiple placements for clients such as Lake County, IL, Miami Beach, FL and Dallas, TX.



MGT’s expertise in government sector talent acquisition is recognized as best in class. Our team of experts have been conducting recruitments of all types and complexities for more than 14 years. Our clients trust us again and again to help them find the right candidates for the job.

We understand the critical role a City Manager plays in shaping operational excellence, fiscal stewardship, and community trust. Our Human Capital team, led by seasoned former public executives and search consultants, applies a proven, relationship-driven approach tailored to the unique needs of each community we serve.

MGT brings unmatched experience, insight, and a deep commitment to helping communities identify transformational leaders.

A list of the clients we have had the pleasure of partnering with that complements the City’s recruitment request is provided below.

City-County Management Executive Recruitment Client List 2020 to Present				
State	Client	Position Title	Population	Year
Alaska	Bethel	City Manager	6,500	2024
	Homer	City Manager (Professional Outreach)	5,300	2024
Arizona	Buckeye	City Manager	69,744	2021
	Buckeye	City Manager	69,744	2025
	Kingman	City Manager	34,669	2023
California	Antioch	City Manager	115,264	2024
Colorado	Adams County	County Manager	519,572	2022
	Adams County	Deputy County Manager	519,572	2024
	Larimer County	County Manager	359,066	2022
	Longmont	Assistant City Manager - External Services	100,758	2025
Connecticut	Loveland	City Manager	82,460	2024
	Bloomfield	Town Manager	21,301	2024
	Enfield	Town Manager	45,246	2022
	Granby	Town Manager	11,375	2023
	Manchester	General Manager	59,710	2021
	Simsbury	Town Manager	25,517	2023
Delaware	Milford	City Manager	12,272	2024
Florida	Apopka	City Administrator	55,496	2024
	Clearwater	Assistant City Manager	116,850	2024
	Deerfield Beach	Assistant City Manager	80,000	2022
	Deerfield Beach	City Manager	80,000	2024
	Fort Lauderdale	City Manager	184,255	2024
	Gainesville	Assistant City Manager	133,997	2021
	Lakeland	City Manager	110,000	2020
	Melbourne Beach	Town Manager	3,281	2025
	Miami Beach	City Manager	88,000	2024
	Pinellas County	Assistant County Administrator	970,600	2020
Pinellas County	Assistant County Administrator	970,600	2024	

PROPOSERS QUALIFICATIONS AND EXPERIENCE (6.2)

	Ponce Inlet	Town Manager	3,411	2022
	St. Johns County	County Administrator	292,466	2023
	Walton County	County Administrator	75,305	2023
Georgia	Albany	City Manager	77,434	2021
	Augusta	Deputy Administrator	200000	2025
	Chatham County	Assistant County Manager	296,329	2025
Illinois	Cary	Assistant City Administrator	17,840	2024
	Centralia	City Manager	13,000	2020
	Crest Hill	City Administrator	21,169	2021
	Crest Hill	City Administrator	21,169	2025
	Evanston	Deputy City Manager (2)	75000	2024
	Farmer City	City Manager	1,828	2024
	Forsyth	Village Administrator	3,490	2021
	Fox Lake	Village Administrator	10,550	2021
	Galesburg	City Manager	33706	2022
	Galesburg	City Manager	33706	2023
	Greenville	City Manager	7,000	2021
	Hampshire	Village Manager	6347	2025
	Hanover Park	Deputy Village Manager	38,510	2024
	Hanover Park	Village Manager	38510	2025
	Homewood	Assistant Village Manager (Virtual)	19,464	2021
	Kenilworth	Village Manager	2,562	2024
	La Grange	Village Manager	15610	2022
	La Grange Park	Assistant Village Manager	13,579	2020
	Lake Barrington	Village Administrator	4,879	2022
	Lake Bluff	Assistant to the Village Administrator	5,698	2023
	Lake Forest	Assistant City Manager (Professional Outreach)	19,375	2022
	Lake Villa	Assistant to the Village Administrator	8,774	2023
	Lincolnshire	Assistant Village Manager/Community & Economic Development Director	7,500	2025
	Lisle Township	Township Administrator (Virtual)	119,040	2024
	Long Grove	Village Manager	8,153	2023
	Maryville	Village Administrator	8,316	2024
	McHenry	City Administrator	27,135	2023
	Morton Grove	Village Administrator	23500	2024
	Mundelein	Village Administrator	31,385	2020
	Niles	Village Manager	30001	2021
	North Chicago	Chief of Staff	30,020	2021
	Northbrook	Village Manager	35000	2021
	Northfield	Village Manager	5,400	2023
	Oak Brook	Village Manager	8,058	2021
	Oak Park	Village Manager	52000	2021
	Oak Park Township	Township Manager	51,774	2023
	Palos Heights	City Administrator (Virtual)	12,480	2021
	Park Forest	Village Manager	21,975	2025
	Peoria	Assistant City Manager	115,234	2021
	Pingree Grove	Village Manager	10,000	2020
	Pingree Grove	Village Manager	10,000	2023
	Plainfield	Village Administrator	41734	2021
	River Forest	Village Administrator	11635	2021
	Rock Island	City Manager	39,684	2021

PROPOSERS QUALIFICATIONS AND EXPERIENCE (6.2)

	Rockton	Village Administrator	7,863	2025
	Savoy	Village Administrator (Virtual)	8,607	2020
	Schaumburg Township	Township Administrator (Virtual)	140,000	2021
	Sycamore	City Manager (Professional Outreach)	18,557	2021
	Tazewell County	County Administrator	135,394	2022
	Vernon Hills	Assistant Village Manager (Limited)	25,911	2025
	Vernon Hills	Village Manager	25911	2021
	Villa Park	Assistant Village Manager (Virtual)	22,038	2021
	Villa Park	Village Manager	22038	2022
	Washington	City Administrator	15,700	2021
	Wauconda	Village Administrator	14125	2021
	West Chicago	Assistant City Administrator	27,221	2022
	West Chicago	City Administrator	27221	2025
	West Dundee	Assistant Village Manager/Administrative Services Director (Virtual)	8,000	2024
	Winfield	Village Manager	9,418	2025
	Winnetka	Deputy Village Manager	12417	2025
Indiana	St. John	Town Manager (Professional Outreach)	18,047	2020
Iowa	Ames	Assistant City Manager (Limited)	66,498	2023
	Indianola	City Manager	15,833	2022
	Indianola	City Manager	15,833	2025
	Knoxville	City Manager	7,300	2021
	Marion	Deputy City Manager	30000	2022
	Marshalltown	City Administrator	27,338	2024
	Muscatine	City Administrator	23,819	2020
	Sioux City	City Manager	83,000	2025
	Urbandale	City Manager	45,580	2024
	Windsor Heights	City Administrator	4,860	2023
Kansas	Wyandotte County	County Administrator	169,245	2022
Kentucky	Paducah	City Manager	24850	2021
	Paris	City Manager	9,846	2021
Maine	Bangor	City Manager	33,039	2021
Maryland	Takoma Park	City Manager	17,629	2023
	Westminster	City Administrator	18,522	2021
Massachusetts	Brookline	Assistant Town Administrator - Finance (Virtual)	58,732	2022
	Wayland	Town Manager	13,882	2022
	Williamstown	Town Manager	8,400	2021
Michigan	Adrian	City Administrator	20,676	2020
	Barry County	County Administrator	60,540	2024
	Berkley	City Manager	14,970	2024
	Charlotte	City Manager	9100	2020
	Clawson	City Manager	11,946	2021
	Kalamazoo County	County Administrator	265,066	2022
	Laketown	Township Manager	6,192	2025
	Ottawa County	County Administrator	296,200	2021
	Rochester	City Manager	13,017	2022
	Royal Oak	City Manager	59112	2020
	St. Clair Shores	Assistant City Manager (Professional Outreach)	59,984	2021
	Troy	City Manager	83,181	2024
Minnesota	Becker	City Administrator	4,874	2021

PROPOSERS QUALIFICATIONS AND EXPERIENCE (6.2)

	Blaine	Director of Administrative Services	67939	2024
	Breezy Point	City Administrator/Clerk/Treasurer	2,396	2025
	Buffalo	Assistant City Administrator	15,855	2021
	Edina	Assistant City Manager (Limited)	53,318	2023
	Fairmont	City Administrator	10,477	2025
	Golden Valley	City Manager	22,715	2024
	Hibbing	City Administrator	15,855	2021
	Lindström	City Administrator	4,888	2023
	Minnetonka	City Manager	53953	2022
	Ramsey County	County Manager	536,000	2024
	Scandia	City Administrator	4,149	2023
	St. Joseph	City Administrator	7,342	2022
	St. Louis Park	City Manager	48,662	2021
	Waconia	City Administrator	13,500	2021
Missouri	Ballwin	City Administrator	30,181	2020
	Cape Girardeau	City Manager	38,000	2020
	Creve Coeur	City Administrator	18,538	2025
	Frontenac	City Administrator	3,640	2025
	Jackson	City Administrator	15,702	2024
	Ozark	City Administrator	21,284	2024
	University City	Assistant City Manager	35,172	2020
	University City	Assistant to the City Manager/Director of Human Resources	35172	2020
	University City	Deputy City Manager - Support Services	35172	2024
	Warrensburg	City Manager	20,200	2021
	Webster Groves	City Manager	22,800	2020
Nebraska	La Vista	City Administrator	16,746	2025
	Nebraska City	City Administrator	7,200	2022
Nevada	Boulder City	City Manager	16207	2021
New Mexico	Los Alamos County	County Manager	19,330	2023
New York	Long Beach	Deputy City Manager (Virtual)	33275	2022
	Mamaroneck (Town)	Town Administrator	29,156	2021
	New Rochelle	City Manager	79,067	2022
	Scarsdale	Village Manager	17,837	2021
North Carolina	Albemarle	City Manager	16,404	2024
	Ayden	Town Manager	5,000	2023
	Cumberland County	Assistant County Manager	336,000	2025
	Cumberland County	County Manager	336000	2022
	Fayetteville	Assistant City Manager	210,000	2022
	Mecklenburg County	County Manager	1,100,000	2025
North Dakota	Minot	Assistant City Manager	45,700	2023
	Minot	City Manager	45700	2020
Pennsylvania	Allegheny County	County Manager (Professional Outreach)	1,230,000	2024
	Centre County	County Administrator	158172	2022
	Ferguson Township	Township Manager	18300	2022
	Patton Township	Township Manager	15,801	2022
Tennessee	Franklin	Assistant City Administrator	88,558	2025

PROPOSERS QUALIFICATIONS AND EXPERIENCE (6.2)

	Oak Ridge	City Manager	31,402	2023
Texas	Austin	Assistant City Manager	885,000	2021
	Missouri City	City Manager	74,139	2022
Vermont	Winooski	City Manager	7,997	2022
Virginia	Alleghany County	County Administrator	14,500	2025
	Fairfax County	Deputy County Executive	1,150,309	2024
	Hampton	Assistant City Manager	137,436	2024
	Newport News	City Manager	181,958	2023
	Pittsylvania County	County Administrator	59,571	2025
	Portsmouth	City Manager	96,000	2020
Washington	Burien	City Manager	52,066	2022
	Duvall	City Administrator (Professional Outreach)	8,090	2021
	Yakima	Assistant City Manager	97,000	2021
West Virginia	Bridgeport	City Manager	8,582	2021
Wisconsin	Adams County	County Manager/Administrative Coordinator	20,220	2021
	Beaver Dam	City Administrator	16,291	2021
	Beloit (Town)	Town Administrator	7,083	2020
	Harrison	Village Manager	13,185	2021
	Lake Geneva	City Administrator	7,710	2025
	Monroe	City Administrator	10,827	2020
	Oak Creek	Assistant City Administrator/Comptroller	35,243	2020
	Oshkosh	City Manager	66,700	2024
	Plymouth	City Administrator/Utilities Manager	8,540	2020
	Port Washington	Assistant City Administrator/Human Resources Director	11,250	2022
	Sheboygan	City Administrator	48,327	2023
	Sheboygan County	County Administrator	118,034	2022
	Waukesha	City Administrator	71,158	2023
	West Bend	City Administrator	31,540	2025
	Whitewater	City Manager	14,300	2022

Success Stories

“Your support not only ensured that our HR operations continued smoothly, but it brought a sense of stability and optimism to the workplace (and to me!). Your proactive approach and dedication to excellence sets a great example for everyone. Thank you once again for being such a great and positive help and influence. I appreciate you!”



b. Relevant Project References

A leader in local government recruitment and selection.

More than one-third of the organizations served by MGT have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

BUCKEYE, AZ

Mayor Eric Orsborn, Mayor
530 E. Monroe | Buckeye, AZ 85326
623-349-6952 | eorsborn@buckeyeaz.gov

MGT provided recruitment and selection services for the following position:

- City Manager, 2025 – Sarah McKee
- City Manager, 2022 - Sarah McKee

KINGMAN, AZ

Krista Toschlog, Human Resources/Risk Management Director
310 North Fourth Street | Kingman, AZ 86401
928-753-8119 | ktoschlog@cityofkingman.gov

MGT provided recruitment and selection services for the following position:

- City Manager, 2024 - Mary Jacobs & Sarah McKee

LOS ALAMOS COUNTY, NM

Mary Tapia, Human Resources Manager
1000 Central Avenue, Ste 350 | Los Alamos, NM 87544
505-662-8089 | mary.tapia@lacnm.us

MGT provided recruitment and selection services for the following positions:

- Public Information Officer, 2025 (Virtual) - Sarah McKee
- Fire Chief, 2025 (Virtual) - Sarah McKee & Dan Anderson
- Human Resources Manager, 2025 (Virtual) - Sarah McKee
- County Manager, 2023 - Sarah McKee

c. Key Personnel

The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the City's staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultant Sarah McKee. She will act as your Recruitment Lead and the primary point of contact for this project. All Recruitment Leads are supported by the Vice President of Human Capital Solutions, a Recruitment Coordinator, and Reference Specialist. Depending on availability at the time a contract is awarded, MGT reserves the right to assign another Recruitment Lead to ensure the recruitment is completed within an appropriate time frame. Staff biographies are included on pages 11 and 12.

Recruitment Lead & Main Point of Contact

SARAH MCKEE

Senior Consultant
847-867-5151
SMcKee@mgt.us

MGT's Recruitment Lead will be responsible for the day-to-day management of all recruitment activities. Their responsibilities will include refining recruitment procedures and assigning and monitoring all implementation activities throughout the lifecycle of the search.

They are responsible for the day-to-day management of the recruitment project and directing the work of the recruitment team. Some responsibilities include developing recruitment procedures, making assignments to team members, preparing candidate materials, coordinating interviews, and maintaining frequent contact with the City Clerk and other key stakeholders.

MGT Executive-in-Charge

CHARLENE STEVENS

Vice President – Human Capital Solutions
847.380.3240 x124
CStevens@mgt.us

This is the primary person responsible for ensuring the resources to conduct the recruitment are available from start to finish and that the team fulfills all contractual requirements, produces a quality report, and meets all project deadlines. They are the main point of quality control, have final authority for the project and deliverables, and help resolve conflicts over any project issues.

In addition, they will be responsible for the day-to-day management of all project activities to include refining procedures, assigning, and monitoring all activities, and maintaining frequent contact with the City Project Officer throughout the lifecycle of the project.



Sarah McKee, M.P.A.
Senior Consultant



Sarah McKee is a seasoned professional with over 25 years of experience in local government and non-profit management. As a Senior Consultant at MGT, she has led recruitment efforts and performed organizational analyses studies across 26 states, specializing in departmental organizational analysis, performance evaluations and classification and compensation studies. Her tenure in city management roles in Johnstown, OH, and Rolling Meadows, IL highlights her strategic leadership, including successful community growth initiatives, comprehensive planning, and fiscal management during economic downturns.

Prior to her city management experience, Ms. McKee's extensive public works experience included innovative cost-saving measures, such as the establishment of Kentucky's first biosolids waste composting facility. Her international expertise through ICMA and APWA programs includes developing Bulgaria's solid waste management program and contributing to Lebanon's economic development plan. She also served as the Executive Director of the Issaquah Highlands Community Association, leading and managing a large-scale master-planned urban village and enhancing community services and infrastructure.

Areas of Expertise

- Local Government Management
- Non-Profit Management
- Recruitment and Organizational Analysis
- Performance Evaluations
- Classification and Compensation Studies
- Community and Economic Development
- Public Works Administration
- Strategic Planning and Fiscal Management
- Solid Waste Management
- Community Association Governance

Education

- M.P.A., Organizational Communications, Murray State University
- B.S., Business Administration, Management, Murray State University

Professional Development & Speaking Engagements

- ICMA, Coach
- ICMA – International Committee
- LGHN – Annual Conference
- ILGFOA – Annual Meeting
- ICMA – Women’s Luncheon

Memberships & Affiliations

- International City/County Managers Association’s (ICMA), Coach
- Illinois Government Finance Officers Association
- Indiana Municipal Managers Association
- Illinois City/County Management Association
- American Public Works Association

Professional Experience

- MGT Impact Solutions, LLC, Senior Consultant, 2015-Present
- Issaquah Highlands Community Association, WA, Executive Director, 2011-2014
- City of Rolling Meadows, IL, City Manager, 2008-2011
- Village of Johnstown, OH, Village Manager, 2003-2008
- City of Paducah, KY, Public Works Director – Public Works Department 1999-2003; Solid Waste Superintendent/Fleet Superintendent – Public Works Department, 1994-1999; Intake Coordinator – Community Development & Planning Department, 1992-1994; Administrative Assistant – Parks & Recreation Department, 1991-1992



Charlene Stevens
Vice President



Charlene Stevens brings over 20 years of municipal management expertise to her role as Vice President at MGT. With a distinguished career that spans rural, suburban, and urban settings across Minnesota, Kansas, and Pennsylvania, Charlene has led more than 80 executive recruitments nationwide. Her experience includes significant roles in civic engagement, community visioning, workforce development, and downtown revitalization. Charlene is known for her professionalism and commitment to public service. She has held numerous leadership positions throughout her career and across the country. A dedicated mentor and advocate for inclusive environments, she excels in stakeholder engagement and has successfully managed projects involving park expansions, greenspace preservation, and workforce training initiatives.

Charlene leads MGT’s Recruitment Services and directly conducts recruitments and general consulting services. She is a frequent speaker at state and national conferences.

Areas of Expertise

- Executive Recruitment
- Strategic Planning
- Civic Engagement
- Community Visioning
- Community Engagement
- Staff Mentoring Programs
- Stakeholder Engagement
- Park Expansions and Greenspace Preservation
- Workforce Training Initiatives
- Municipal Management

Education

- M.P.A., University of Kansas
- B.A., International Relations, Pomona College

Training & Instruction

- Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program and Mid-Career Institute
- Presenter and Speaker for ICMA, MCMA, and State Association and Affiliate Groups

Memberships & Affiliations

International City/County Manager Association (ICMA), Current Member, Past Regional Vice President, Past Committee and Task Force Chair

Minnesota City/County Managers Association (MCMA), Current Member

League of Minnesota Cities, Past Board Member

Coalition of Greater Minnesota Cities, Past Board Member

Women in Public Service Wichita/Sedgwick County, Kansas, Founding Member

Professional Experience

MGT Impact Solutions, LLC, Vice President, 2019-Present

City of Cottage Grove, MN, City Administrator, 2015-2018

City of Willmar, MN, City Administrator, 2011-2015

Sedgwick County, KS, Assistant County Manager, 2006-2011

Township of Lower Gwynedd, PA, Assistant Township Manager, 1999-2006

Township of Buckingham, PA, Assistant Township Manager, 1997-1999

City of Wichita, KS, Neighborhood Assistant, 1995-1996

Why Choose MGT?

- ✓ **Unparalleled Expertise and Level of Service.** With 1,500 completed executive recruitment engagements in 45 states and a diverse range of communities, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the City. We will provide important information to potential candidates by developing a high quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ **A Partner from Start to Finish.** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you to find the candidate that is the best fit for your position.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.

Success Stories

"We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.

I would highly recommend MGT and hope to do business with them again for our next study."





Project Understanding and Schedule (6.3)

A detailed plan specifically designed for you.

a. Project Understanding

MGT understands that the City of Bisbee seeks a permanent City Manager capable of leading a full-service municipal organization within a Council-Manager form of government. The City values a transparent, legally compliant, and inclusive recruitment process that engages elected officials, staff, and the community.

Our approach ensures alignment between candidate qualifications, organizational culture, and the City's strategic priorities. We emphasize confidentiality, broad outreach, and effective stakeholder engagement. Additionally, we recognize the importance of promoting diversity and representation in municipal leadership, ensuring the City can access a broad and highly qualified candidate pool that reflects the community.

b. Project Phases, Tasks, & Deliverables

A typical recruitment and selection process requires a significant investment of time and effort. A substantial portion of this involves administrative tasks such as advertisement placement, reference checks, and candidate due diligence.

We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

PHASE 1

POSITION ASSESSMENT, POSITION ANNOUNCEMENT, & BROCHURE

Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one on one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

INFORMATION GATHERING

- One-on-one or group interviews with stakeholders identified by the City.
- Community forums (in-person or via video) can be used to gather input and feedback.

PROJECT UNDERSTANDING AND SCHEDULE (6.3)

- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$225/hour plus actual expenses if incurred). One organizational survey is included. A separate Community Survey with detailed analytics can be conducted for \$3,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for City review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

PHASE 2 ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

Activities

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- MGT consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the City, focusing on:
 - Leadership and management skills.
 - Size of organization.
 - Experience in addressing challenges and opportunities also outlined in Phase 1.
 - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- Placement of the Position Announcement:
 - Public sector online Career Centers.
 - **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
 - MGT will provide the City with a list of advertising options for approval.
- MGT will provide a weekly recruitment status email to the City.

PHASE 3 CANDIDATE EVALUATION & SCREENING

Activities

Phase 3 will include the following steps:

- Review and evaluation of candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- Candidates will be narrowed down to those that meet the qualification criteria.
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience.
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
 - References provided by the candidate are contacted.
 - Internet/Social Media search conducted on each finalist candidate.

All resumes will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring the City's process is professional and well regarded by all who participate.

PHASE 4 PRESENTATION OF RECOMMENDED CANDIDATES

Activities

Phase 4 will include the following steps:

- MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- MGT will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" resume for each candidate so that credentials are presented in a uniform way.
- The City will receive a log of all applicants and may review resumes if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the City to review the recruitment report and provide additional information on the candidates.

PHASE 5 INTERVIEWING PROCESS & BACKGROUND SCREENING

Activities

Phase 5 will include MGT completing the following steps:

- Develop the first and second round interview questions for City review and comment.
- Coordinate candidate travel and accommodations.

PROJECT UNDERSTANDING AND SCHEDULE (6.3)

- Provide the City with an electronic file that includes:
 - Candidates' credentials.
 - Set of questions with room for interviewers to make notes.
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

Background screening will be conducted along with additional references contacted:

MGT BACKGROUND SCREENING

- | | |
|--|---|
| ✓ Social Security Trace & Verification | ✓ County/Statewide Criminal Search |
| ✓ US Federal Criminal Search | ✓ Civil Search |
| ✓ Verified Enhanced National Criminal Search | ✓ Bankruptcy, Liens, and Judgements |
| – National Sex Offender Registry | ✓ Motor Vehicle Record |
| – Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol | ✓ Education Verification – All Degrees Earned |
| – Office of Foreign Assets Control (OFAC) Terrorist Database Search | Optional: Credit Report – Transunion with score (based on position and state laws) |
| – Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA) | Optional: |
| – All felonies and misdemeanors reported to the National Database | – Professional License Verification |
| | – Drug Screen |
| | – Employment Verification |

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first round of interviews will include four to five candidates. The second round of interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of City facilities.
- Interviews with senior staff.

PHASE 6 APPOINTMENT OF CANDIDATE

Activities

- MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.

PROJECT UNDERSTANDING AND SCHEDULE (6.3)

- MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in **Exhibit 1**.

Exhibit 1. Proposed Schedule

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Position Assessment, Position Announcement, & Brochure	█	█												
Phase 2: Advertising, Candidate Recruitment, & Outreach			█	█	█	█								
Phase 3: Candidate Evaluation & Screening							█	█	█					
Phase 4: Presentation of Recommended Candidates										█				
Phase 5: Interviewing Process & Background Screening											█	█		
Phase 6: Appointment of Candidate													█	█

Commitment to Diverse and Highly Qualified Applicant Pool in Recruitments

MGT is a recognized leader in consulting services, strategic planning, and organizational transformation that supports the development of inclusive and representative workplaces. We are committed to providing a diverse and highly qualified pool of candidates for our recruitments. Our experience working with a wide range of communities across the United States, as well as with organizations aiming to shift their internal cultures, plays a crucial role in the success of our projects. We have a track record for generating impactful ideas, delivering actionable insights, and turning innovative practices into effective operational strategies, helping clients lead meaningful change.

MGT is one of the nation's pioneering firms in conducting disparity research. These studies were among the first efforts to promote fairness and accountability within the public sector, especially in procurement. Since 1990, **MGT has completed more than 230 disparity studies for public agencies**. These efforts are designed to strengthen procurement operations, improve outcomes for historically underrepresented groups, and enhance participation of minority- and women-owned businesses. By analyzing policies, practices, and programs, clients are better positioned to improve access to economic opportunities and create stronger business and employment pipelines in communities that have faced systemic barriers.

Since its founding, MGT has consistently supported organizations that advocate for broader representation in local government through both volunteer engagement and financial contributions. These partnerships include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government, and CivicPride. Our team members have facilitated and presented on inclusive leadership topics at the International City and County Management Association conference and state conferences. Our

employees and consultants have participated in training such as Implicit Bias Workshops. We also offer a curated list of related learning resources on our website at mgt.us.

MGT has partnered with the consulting arm of the National Forum for Black Public Administrators, i4x, to assist in recruitment and selection efforts in several cities, including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; Atlanta, GA; Arlington, TX; and Dallas, TX. This collaboration underscores our shared commitment to broadening representation and ensuring that leadership in local government reflects the communities being served.

c. Assumptions Underlying Level of Effort

Providing clear assumptions helps both the City of Bisbee and MGT fully understand expectations and responsibilities throughout the City Manager recruitment project. The following outlines our work plan assumptions:

- **Project Officer Assignment:** The City will designate a Project Officer, typically the City Clerk, Personnel Director, or a designee, at or before project kickoff. This individual will serve as the primary point of contact, coordinating communication between the City, stakeholders, and MGT.
- **Stakeholder Engagement:** All project phases will incorporate input from the Project Officer and key City stakeholders, including the Mayor, Council, and department heads, as desired. MGT views recruitment as a partnership, and stakeholder insights are essential to ensure candidates align with the City's culture, governance, and strategic priorities.
- **Staff Cooperation and Access to Information:** Timely cooperation from City staff and access to relevant information is critical for maintaining the project schedule. Delays in receiving requested information, stakeholder feedback, or candidate-related data may result in adjustments to the project timeline.
- **Candidate and Position Data:** MGT will request information necessary for recruitment, such as organizational charts, position descriptions, and relevant departmental data. The City is expected to provide accurate and complete information within a reasonable timeframe to facilitate the initial phases of the search.
- **Scope Adjustments:** Any requests to expand the recruitment scope—such as additional community forums, surveys, or outreach to additional candidate groups beyond the original scope—will be coordinated with MGT and may require approval and adjustment of the project plan.
- **Review and Feedback:** MGT will provide drafts of recruitment materials, including the Position Announcement and Recruitment Brochure, for City review and approval prior to distribution. The City is expected to provide timely feedback to maintain the schedule.
- **Transparency and Documentation:** The recruitment process will be fully transparent. MGT will document all candidate outreach, evaluation methods, and final recommendations. All files, reports, and materials will be provided electronically for the City's reference and use.
- **Presentations and Communication:** MGT will present the Recruitment Report and candidate recommendations to the City. Additional presentations or stakeholder briefings may be arranged upon request.

- **Project Timeline:** Based on MGT’s experience with similar municipal executive searches, the project is anticipated to take approximately 14 weeks from project initiation to the appointment of the selected candidate. A detailed timeline is included in Exhibit 1 of this proposal.

d. In-Person vs. Remote Tasks and Tools

MGT conducts the majority of executive recruitment services remotely, leveraging secure video conferencing, digital collaboration platforms, and virtual assessment tools to ensure efficiency, accessibility, and cost-effectiveness. Remote methods are used for candidate sourcing, preliminary interviews, stakeholder meetings, and internal project coordination, allowing the process to proceed smoothly without requiring frequent travel.

The City may elect to conduct certain activities in person to maximize engagement and facilitate meaningful interaction such as during the recruitment brochure interview process and presentation of recommended candidates to the City; however, conducting these activities remotely is also effective. The final interview process with finalists should be in person. Any additional in-person meetings requested by the City beyond these core activities can be accommodated and will be scheduled in consultation with City staff.

e. Potential Challenges and Mitigation Strategies

Geographic and Candidate Pool Limitations: Given Bisbee’s location in southeastern Arizona, there may be limitations in the local candidate pool for a City Manager who meets the City’s leadership and experience requirements. MGT mitigates this challenge by leveraging a combination of national outreach, targeted Arizona-specific networks, and our extensive database of qualified municipal executives. This approach ensures that we can attract highly qualified candidates who possess the skills and experience necessary to succeed in a community of Bisbee’s size and context.

Scheduling Conflicts: Coordinating the availability of multiple stakeholders, including the City Clerk, Mayor, Council, and finalist candidates, can be challenging and may impact the recruitment timeline. MGT addresses this by establishing a detailed project schedule from the outset, providing regular status updates, and offering flexible options for meetings and interviews, including both in-person and virtual participation. Our proactive planning reduces the risk of delays and ensures the process proceeds efficiently.

Promoting Diversity and Inclusion: Attracting a candidate pool that reflects the diversity of the community is a critical component of successful executive recruitment. MGT mitigates the risk of underrepresentation by applying proven strategies from prior executive searches, leveraging partnerships with organizations, and implementing targeted outreach. This ensures that the City has access to a broad, highly qualified, and diverse set of candidates who are capable of advancing both organizational and community goals.

Maintaining Confidentiality: Executive searches require strict confidentiality to protect both candidates and the integrity of the process. MGT maintains the highest standards of security through encrypted communications, controlled access to candidate materials, and strict adherence to compliance protocols. All team members and consultants are trained in confidentiality practices to safeguard sensitive information throughout the recruitment.



Fee Schedule (6.4)

*Defined by Impact. Driven by People.
Dedicated to the Community.*

We take pride in customizing our client’s needs – and we will work with you to ensure our fees are aligned with your expectations and budget.

a. Full Scope Recruitment Fee Overview

Summary of Costs	Price
Recruitment Fee	\$22,000
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts on presented candidates and background screenings for up to four finalists.	\$2,000
Advertising <i>*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, client is only billed for actual cost.</i>	\$2,000*
TOTAL:	\$26,000**

***Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the City for reimbursement.*

Possible in-person meetings could include:

- Recruitment brochure interview process
- Presentation of recommended candidates
- Interview Process

Any additional consultant visits requested by the City (beyond the three visits listed above) will be billed at \$225/hour. The additional visits may also result in an increase in the travel expenses billed.

*This fee does not include travel and accommodation for candidates interviewed.

RECOMMENDED OPTIONAL SERVICE:

Our Classification and Compensation team can conduct a review and analysis of the job description, qualifications, and classification, and provide comparable insights using reliable compensation and job data sources. This analysis helps ensure the position’s skill requirements and salary range are aligned with the broader market. **Cost: \$900**

Payment for Fees & Services

- **1st Invoice:** Contract Award (40% of the Recruitment Fee).
- **2nd Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Proposal pricing is valid for 90 days. Payment of invoices is due within 30 days of receipt.

Our Guarantee – Full Scope Recruitment

MGT is committed to assisting our clients in the selection and appointment of a suitable candidate. In today's competitive hiring market, it is critical to move expeditiously to interview candidates and make key hiring decisions; failure to do so may result in the loss of desirable candidates. If the client has not responded to multiple requests for decisions and/or guidance within six weeks of candidates being presented for interview or following finalist interviews, MGT may choose to cancel the contract and bill the client for work completed to date.

It is MGT's goal to provide the client with well-qualified candidates for their hiring needs. If the client rejects the list of qualified candidates and/or fails to negotiate in good faith and come to terms with hiring a candidate and instead chooses to readvertise the opportunity, MGT reserves the right to charge additional consulting fees commensurate with the additional work requested.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements. Reimbursable expenses may be incurred should the recruitment process require the consultant to travel to the City. To engage in this guarantee, the request must be made within thirty days of the employee's departure. Additionally, for this guarantee to take effect, the City must provide documentation of regular onboarding meetings with the governing body (or designee) and a six month and one year facilitated evaluation of the candidate by the governing body that includes a self-evaluation of the candidate, input from the Mayor and Council and a written summary of the evaluation provided to the candidate.

HIRING OF ADDITIONAL CANDIDATES

If the City hires more than one candidate introduced by MGT as a result of this recruitment process during the subsequent twelve-month period, an additional placement fee equivalent to 50% of the recruitment fee will apply for each additional hire. The guarantee stated above will only apply to the initial candidate hired by the City.

b. Project Schedule and Budget Management

MGT employs a structured project management approach to ensure the recruitment process remains on schedule and within budget. We provide a detailed work plan where each phase of the recruitment is scheduled with clear deliverables, milestones, and timelines. This ensures all stakeholders are informed and engaged throughout the process.

MGT's project management process is based on a leadership philosophy that encourages teamwork and accountability, promotes frequent inspection and adaptation, and implements best practices that allow for high-quality deliverables. Our business approach is to ensure our work is aligned with customer needs based on a clear understanding of the target at the beginning of the project and adequate, ongoing communication. We will meet your goals.

COMMUNICATION PLAN

The project goals posed by the City require a close working relationship that will foster the development of clear deliverables. MGT's philosophy for effective project management includes provisions for ongoing collaboration among all the stakeholders. Our senior professionals make every attempt to facilitate and maintain a collaborative relationship with stakeholders throughout the life of the project. This will ensure the project provides information and results in a format that is user-friendly.

MGT believes that frequent, ongoing communication with the City's Project Officer and other stakeholders is a critical component in implementing a successful project. In keeping with this premise, our approach to project management encourages ongoing communication with clients, regular assessment of our progress, and subsequent adjustments to the work plan to enhance the quality and usefulness of our deliverables.

To ensure the successful operation of the project, MGT will establish management meetings, conference calls, or video conferences with City staff and other stakeholders, as needed. The purpose of these meetings will be to coordinate project activities, review timelines, and address any issues that may arise.

QUALITY CONTROL

Quality control is a primary concern in all our work. MGT's project standards meet or surpass those of others in our profession to guarantee uncompromising quality. To enhance quality and promote effective communication, we have intentionally kept our project team at an efficient size while ensuring we have the full range of knowledge and skills required for this significant project. Over the years, we have found that a small group of dedicated team members produces a better product than does a large group of professionals who perform small segments of the work. Accordingly, we make clear assignments to experts who understand the full range of issues involved.

CHANGE CONTROL

MGT realizes that, even with the best developed work plans, some change will be required as obstacles are encountered, or new information is gathered. We have always collaborated with clients to meet their needs and the goals of the project, while making sure the process flows smoothly. We will work with the City to ensure the end goals are met, while understanding the project has a specific purpose and objectives. We are open to reasonable suggestions, if they can be developed without significantly impacting timelines and budget.

MGT will work with the City to determine if such changes are necessary, estimate the cost in resources and personnel to implement the changes, and create a plan and timeline regarding the proposed change indicating the major steps, major milestones, deliverables, estimated time frames, and resources to implement the change efficiently.

COST AND SCHEDULE CONTROLS

Cost and schedule controls allow for projects to be conducted with reasonable projection of resources and time necessary to complete the tasks involved. To support our management plan, MGT routinely uses an internal control system to meet management objectives and monitor a project's progress, quality, and budget. Hours expended by project team members are closely monitored by the Project Director to ensure the project remains on schedule and within budget. If additional staff resources or other resources are needed to adhere to the timeline, MGT has the corporate capacity and flexibility to make these additions.

Our entire team is involved in this process under the direction of the Project Director. Every effort will be made to control costs throughout the project, using methods that include, but are not limited to:

- Avoiding wasteful practices, such as unnecessary travel, duplicative printing, and postage fees where electronic communication will suffice.
- Using electronic communication to the most practical extent possible.
- Running concurrent workstreams where possible and avoiding duplication of efforts.
- Allocating only highly qualified staff to complete this project.
- Confirming a logical and realistic agenda for onsite visits prior to arrival.
- Utilizing shared collaboration tools.
- Beginning a project immediately and working continuously through completion.

Optional Services

The Nation's Recruitment Leader.

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

GOVTEMPSUSA

Need an Interim? GovTempsUSA, a division of MGT, specializes in the temporary placement of positions in local government. The firm offers short-term assignments in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their careers.

RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at an additional cost.

LEADERSHIP/PERSONALITY TESTING

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the City is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees will vary.

360° EVALUATION

As a service to the City, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the City believes would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.

Insurance Coverage (6.5)

MGT Impact Solutions LLC maintains the insurance coverages required by this solicitation. A copy of our current Certificate of Insurance is attached on the following page for the City's review.



Appendix A. Required Forms

Signed and completed forms are provided on the following pages.

OFFER

TO THE CITY OF BISBEE:

The undersigned hereby offers and agrees to furnish the services requested in compliance with all of the terms, conditions, specifications, and other descriptions of the work associated with this RFP. The Proposer certifies that he or she has read, understands and will fully and faithfully comply with this Contract, its attachments and any referenced documents.



Authorized Signature

12/30/2025

Date

Printed Name and Title Lawrence Cowan, Chief Operations Officer for Revenue Operations

Company Name MGT Impact Solutions, LLC

Address 4320 West Kennedy Boulevard, Ste 200

City, State and Zip Code Tampa, Florida 33609

Telephone Number(s) 888.302.0899

Company's Fax Number N/A

Email Address proposals@mgt.us

ACCEPTANCE OF OFFER NOTICE OF AWARD

The Offer is hereby accepted by the City of Bisbee. This document shall also constitute notice of award of this Contract to the Proposer.

The Proposer is now bound to provide the services identified in this RFP, subject to all terms, conditions, specifications, amendments, and other associated documents and the Offer.

This Proposer shall henceforth be referred to as Contract for Recruitment Services. The Proposer has been cautioned not to commence any billable work or to provide any materials or services under this Contract until the Proposer receives a formal notice to proceed from the City of Bisbee.

City of Bisbee

By _____

Date: _____

Title _____



Appendix B. Work Samples

The following pages contain the required samples:

- Three examples of City Manager recruitment brochures
- A sample City Manager search report



BUCKEYE, ARIZONA CITY MANAGER



BUCKEYE, ARIZONA CITY MANAGER

COMMUNITY INFORMATION

BUCKEYE, AZ (Pop: 125,000 est.) - Buckeye is located in Maricopa County and is the westernmost suburb in the Phoenix metropolitan area. For several years, it has been one of the fastest growing cities in the United States. At 640 square miles, Buckeye is the largest city by land mass in Arizona and with about 16% of area currently built out, there are many decades of expected growth. By 2040, population estimates indicate the population will be just under 300,000.

Founded in 1880 as a 440-acre agricultural community, Buckeye embraces their history while providing a great quality of life for their residents. In January of 2014, Buckeye changed from a town designation to a city, to better reflect the growth and vision of the future, while maintaining a neighborly atmosphere for residents and high ethical standards for employees.

Buckeye takes great pride in balancing their western and agricultural heritage with their rapid growth to ensure residents experience a great quality of life, where they are proud to raise their families. Their focus is to continue to attract new employers and retail and services to the community. There are currently more than 9.2 million square feet of development either under construction or in the development stage with more on the horizon.

Buckeye is located on a robust transportation corridor that provides direct access to Interstate 10, State Route 85 and future Interstate 11 and AZ State 30 with interconnections to Interstate 8, Loop 303 and other major highways. Combined with direct access to the Union Pacific Railroad and the growing Buckeye Airport, this transportation system, combined with significant available land, a growing workforce, and a lower cost

environment has resulted in significant new employment growth in the community, primarily in advanced manufacturing, distribution/logistics, health care and energy related industries. Overall, Buckeye has been attracting several thousand new jobs every year.

As the "Western Gateway to the Valley of the Sun," Buckeye is just a short drive to downtown Phoenix. Because of this location, Buckeye serves as a key gateway between Arizona, California, and the broader western United States. Buckeye has poised itself to become a premier hub for growth and opportunity in the region.

Through its continued mission to be "The Community of Limitless Possibilities.", the city exists to serve this fast-growing community. Their commitment is to provide a safe and sustainable quality of life to all who live and work there, to foster economic growth and stability, and plan, implement and maintain reliable infrastructure.

They are committed to working as a team to nurture a culture that enables our shared success as an innovative, fiscally responsible, high-performing organization. Together, we honor our past while embracing new ideas that will lead us into the next phase of our journey, balancing what is needed now with planning for a future filled with limitless possibilities. We put the community first and are relentless in delivering outstanding outcomes for Buckeye's residents, businesses and visitors. We recognize the value of teamwork while appreciating the different ways each of us contributes to the whole. We are passionate about what we do and making the city of Buckeye a great place to work, one where everyone is welcomed, respected and valued.



BUCKEYE CITY GOVERNMENT

Buckeye operates under a council-manager form of government. The seven-member City Council consists of six members elected by district who serve staggered four-year terms. The Mayor is elected at-large for a four-year term and serves as a voting member of council. All city elections are non-partisan. The City Council is responsible for passing ordinances, adopting the budget, appointing members of commissions, and hiring the City Manager. The City Manager carries out the policies and ordinances of the City Council, oversees the day-to-day operations of the city and appoints the various department directors.

The City provides traditional municipal services such as public safety (police, fire, and city court), general aviation airport for business and recreational flying, road construction and maintenance, parks, recreation and culture, planning and zoning and general administrative and support services. Water and wastewater utility services are provided to many of the residents through the city's enterprise funds.

Sanitation, refuse collection and recycling services are provided through a separate enterprise fund. The City provides or will provide street lighting and maintenance for developing areas through legally formed street lighting and maintenance improvement districts. The City provides and accounts for several community facilities districts and improvement districts designed to provide funding for the construction and acquisition of public infrastructure improvements.

Buckeye is a fiscally-conservative driven community placing value on keeping the financial stability of the community at the forefront of their capital planning and growth; this excellent financial management resulted in the City receiving a AAA bond rating in May 2025. They are a value-driven organization dedicated to responsive, respectful and courteous customer service. The total budget for 2025 -2026 including all funds is approximately \$819.7M with a general fund budget of \$206M. When fully staffed, the city has approximately 860 full-time equivalent employees.



CITY OF BUCKEYE'S CULTURE – MISSION, VISION AND VALUES

"We are Buckeye, an exceptional city government that exists to serve one of the fastest growing cities in the country. Our commitment, which is supported by our Strategic Plan, is to provide a safe and sustainable quality of life to all who live and work here, to foster economic growth and stability, and plan, implement and maintain reliable infrastructure. Doing this takes all of us. That is why we work as a team to nurture a culture that enables our shared success as an innovative, fiscally responsible, high-performing organization. Together, we honor our past while embracing new ideas that will lead us into the next phase of our journey, balancing what is needed now with planning for a future filled with limitless possibilities. We put the community first and are relentless in delivering outstanding outcomes for Buckeye's residents, businesses and visitors. We recognize the value of teamwork while appreciating the different ways each of us contributes to the whole. We are passionate about what we do and making the city of Buckeye a great place to work, one where everyone is welcomed, respected and valued. Collectively, this is what makes us "US" - Team Buckeye."

BUCKEYE, AZ

**WE ASPIRE TO...
BE THE
COMMUNITY
OF LIMITLESS
POSSIBILITIES.**

VISION

This banner features a background image of a desert landscape with mountains and greenery. At the top is the Buckeye, AZ logo. The text is centered and reads: "WE ASPIRE TO... BE THE COMMUNITY OF LIMITLESS POSSIBILITIES." At the bottom, the word "VISION" is written in large, bold, white letters.

BUCKEYE, AZ

**OUR MISSION IS TO...
PROVIDE
EXCEPTIONAL
SERVICES FOR A
SAFE, THRIVING
COMMUNITY,
WHILE HONORING
OUR HISTORY AND
INNOVATING FOR
THE FUTURE.**

MISSION

This banner features a background image of a desert landscape with mountains and greenery. At the top is the Buckeye, AZ logo. The text is centered and reads: "OUR MISSION IS TO... PROVIDE EXCEPTIONAL SERVICES FOR A SAFE, THRIVING COMMUNITY, WHILE HONORING OUR HISTORY AND INNOVATING FOR THE FUTURE." At the bottom, the word "MISSION" is written in large, bold, white letters.

BUCKEYE, AZ

EMBRACE THE NEW **DO RIGHT**

LEND A HAND **FIND A WAY**

ENJOY OUR WORK **CELEBRATE UNIQUENESS**

VALUES

This banner features a background image of a desert landscape with mountains and greenery. At the top is the Buckeye, AZ logo. Below the logo are six circular icons arranged in a 3x2 grid. Each icon has a corresponding label below it: "EMBRACE THE NEW" (lightbulb), "DO RIGHT" (hands holding a heart), "LEND A HAND" (handshake), "FIND A WAY" (mountain with path), "ENJOY OUR WORK" (trophy), and "CELEBRATE UNIQUENESS" (stars). At the bottom, the word "VALUES" is written in large, bold, white letters.

CHALLENGES/OPPORTUNITIES FOR THE CITY MANAGER

Buckeye is expected to remain one of the nation's fastest-growing communities for years to come, facing ongoing challenges in infrastructure, resource management, revenue generation, and public services. Strategic planning and investment will be essential to support sustainable growth and maintain quality of life.

Buckeye places a high value on quality of life through its commitment to tourism, open space, and medical, educational and recreational activities in the community, and providing exceptional venues for them. This will be a continued focus as the community grows.

Buckeye will need to keep a pulse on the services being offered and how to make them as efficient and effective as possible. The ability to fully understand organizational development and streamlining processes as growth continues will be imperative for the City Manager. The City has recently begun a "Continuous Improvement" program designed to find ways to become more efficient in everything it does.

Buckeye continues to seek ways to provide water to the growing community. The City Manager will need to fully understand how water is distributed to Buckeye and the requirements of Buckeye to continue to have enough water to serve the fast-growing community.

The development community is a major partner with the City as well as a contributor to the growth of Buckeye. Providing excellent customer service to the development community as well as residents of the community is vital. The next City Manager will need to champion and

drive existing processes for continuous improvement. Enhance how services are delivered and regularly evaluate the effectiveness of those processes. Ensure how service delivery continues to support and foster quality growth of the community.

With the recent passage of two significant general obligation bonds for public safety improvements and street transportation improvements, the City Manager will be responsible for ensuring the scope and construction of these improvements will remain on time and on budget.

The City Council is seeking candidates who are strong leaders and are experienced in city management with a proven record of providing effective leadership in a complex organization. Ideal candidates will be innovative and creative, willing to look outside the traditional government structure to solve problems, as well as the ability to move agendas forward in a multi-stakeholder environment. The successful candidate will demonstrate excellent communication skills and significant career success and have demonstrated experience in building and maintaining collaborative and effective relationships. Additional experience in strategic planning, budgeting and project management and complex problem solving with the ability to work effectively in a wide variety of governmental disciplines is critical.

The following factors of education, experience, and leadership and management skills have been identified as ideal attributes for the City Manager to possess to function effectively in the position.





EDUCATION AND EXPERIENCE

- A bachelor's degree in public or business administration or related field. A master's degree is strongly preferred. An International City/County Manager Association (ICMA) designation as a Credentialed Manager (CM) is also preferred.
- Ten years or more of progressively responsible experience as a city manager or an assistant/deputy city manager, including considerable experience at a senior level interacting with elected officials and other stakeholder groups. Significant and relevant experience leading a municipality, similar in scale and complexity as the City of Buckeye, as a city manager, assistant/deputy city manager or a related administrative/managerial capacity is essential. In lieu of public sector experience, candidates should possess comparable executive level experience including direct Board of Director interface.
- Strong understanding of governmental finances and budgetary preparations. Demonstrated ability to formulate a budget including capital improvement plans in a collaborative manner. Once drafted, present the proposed budget to City Council and the community in an easily understood and transparent manner that provides the most accurate information.
- Possess strong analytical skills with the ability to examine programs, budgets and proposed policies for efficiency and effectiveness; Effectively use data collected through organizational assessments demonstrating how City services may adapt to the needs of a growing community.
- Experience in delivering clear and concise written and oral presentations to all levels of the organization including elected officials and community organizations.
- Consensus-builder with a collaborative approach to working with senior staff while maintaining accountability for all city departments.

LEADERSHIP AND MANAGEMENT SUCCESS FACTORS

- Buckeye is well positioned, with no immediate need for major or sweeping changes. As the new leader, the next city manager will focus on building relationships, understanding the existing structure and identifying areas for incremental improvements to enhance the City's success.
- Proven leader with a strong business acumen; experience in city management preferred. A solid track record of providing effective leadership in a complex organization.
- Knowledge and experience with Arizona specific water issues is highly preferred.
- A collaborative, open, friendly personality and management style and be one who can establish trust quickly with others. Be willing to go out into the public and listen to their concerns and provide timely follow up when requested or required.
- Superior listening skills and a willingness to work through challenges in a collegial, respectful manner with the ability to offer alternative ideas for problem-solving.
- Provide administrative insight and advice to the City Council and staff; be transparent when providing information to the Council to assist with their decision-making.
- Exhibit a style characterized by candor, directness, tactfulness, and diplomacy, with the ability to admit when mistakes were made, and when corrective action needs to be taken.
- Be flexible and open to change with a willingness to learn and ask questions. Be assertive, when necessary, yet empathetic.
- Genuine passion for public service from both an internal standpoint and for service to the community. Have a high energy level and enthusiasm for meeting the challenges and responsibilities of the City Manager's position.
- Ability to change courses when needed to keep the City moving forward as it continues to grow through residential, commercial, and industrial developments and fostering business-community relationships within the City.
- Ability to work collaboratively with the City Attorney and legal team to ensure City Council directives are implemented consistently with Arizona law, City Code and City Policies.

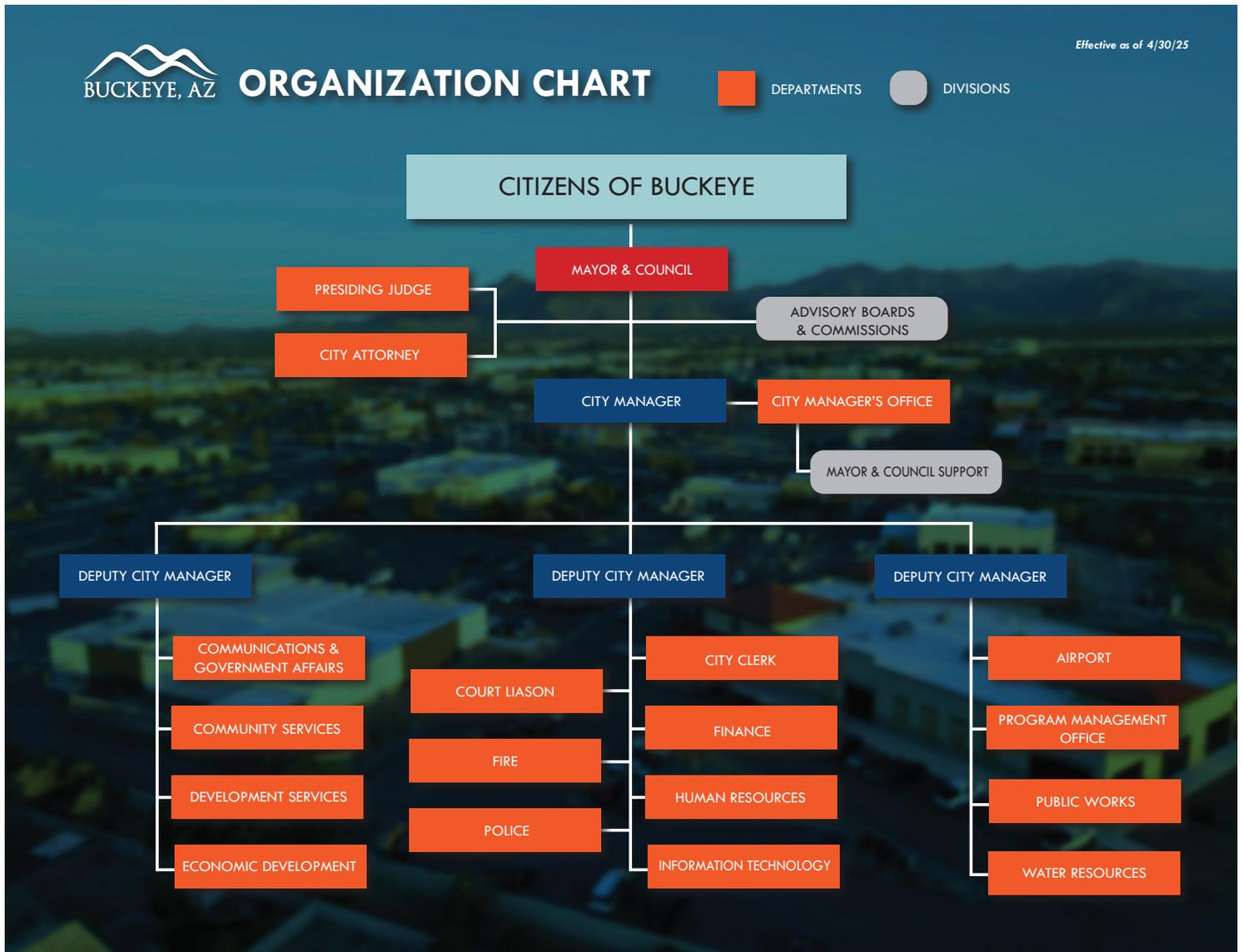


COMPENSATION AND BENEFITS:

Expected hiring range is \$295,000 - \$315,000 with a comprehensive benefits package. Link to benefits summary: [City of Buckeye Benefits Summary](#)

Interested candidates should apply online at [GovHRjobs.com](#) with a cover letter, resume, and contact information for at least five professional references by June 13, 2025. For further information, contact MGT Senior Consultant Sarah McKee at 847-380-3240 ext. 120.

The City of Buckeye is committed to compliance with the American Disabilities Act and is an Equal Opportunity Employer. Diversity and inclusion are critical to their success. They seek to recruit the most talented people from a diverse candidate pool and strongly encourage all qualified candidates to apply.



POPULATION

Current: 125,000 (City Est. May 2025)

Projections:

- 2030 – 193,600
- 2040 – 295,400
- 2050 – 397,000
- Full Build-out: 1 million +

DEMOGRAPHICS

- 62.1% Educational Attainment (Some College/ College Degree)
- Average Age: 35.8
- Median Household Income: \$99,178

RESIDENTIAL GROWTH

- 2024: Issued 3,100+ Single and Multi-Family Permits
- 2025 Permit Projection: 2,900 (City Est.)
- Five-Year Annual Average: 2,700 Permits

HOUSING

- Avg Home Value: \$493,713
- Executive Housing Options: up to \$4M+
- Entry Level Housing Options: \$300,000
- Senior Living

EDUCATION

- 27 Public Schools
- 2 Private Schools
- 10 Charter Schools
- 8 School Districts

FAVORITE ACTIVITIES

Buckeye is known for its family-friendly annual events!

Here are some of our residents' favorites:

- Buckeye Marathon (January)
- Buckeye Days (January)
- Buckeye Air Fair (February)
- Independence Day Celebration (July)
- Halloween Carnival (October)
- Glow on Monroe Light Parade (December)

#6 Best place to live in the U.S

(elite personal finance)

Parkland - most parkland per capita of any city in Metro phoenix (AZ republic)

Housing - One of the best places for home ownership (nerd wallet)

#1 city in AZ

for income equality (homearea.com)





LOVELAND, COLORADO CITY MANAGER



LOVELAND, COLORADO CITY MANAGER



LOVELAND, CO (82,460 est.) Nestled in a lush valley at the entrance to the Big Thompson Canyon, Loveland is hailed as the Gateway to Rocky Mountain National Park and Estes Park, where visitors can experience the picturesque fall colors, and enjoy northern Colorado adventures. As the second most populous city in Larimer County and the 14th most populous in Colorado, Loveland is a Home Rule Municipality offering the convenience of a small town with all the amenities of a larger city. Located off I-25 and U.S. Highway 34 just 45 minutes north of Denver and just 35 minutes east of Rocky Mountain National Park, Loveland can be the basecamp of northern Colorado.

Loveland is a city where art and science meet and where innovation manifests itself in both the technology and the creative sectors. It is situated in the center of northern Colorado, the heart of Colorado's growing innovation cluster and one of the top regions for high-tech startup density. Loveland is proud of its entrepreneurial spirit and is committed to the success of existing and new businesses.

Northern Colorado drives innovation with nine federal research labs. Two major public research universities – Colorado State University and the University of Northern Colorado – are idea incubators and produce a robust, highly educated workforce. Local community colleges are actively engaged with the region's primary employers and entrepreneurs. Supporting the innovation and technology transfer are regional organizations like Powerhouse Energy Institute, the Colorado Seed Lab, the Centers for Disease Control, Innosphere a science and technology incubator and The Warehouse focused on second stage assistance for technology and manufacturing companies.

LOVELAND COLORADO QUICK FACTS:

Incorporated: 1881

Government Type: Home Rule Municipality

County: Larimer

Population: 82,460

Land Area: 36.65 Square Miles

Housing Units: 35,632

Education and Schools:

Thompson R2J School District

Aims Community College

Nearby colleges include:

Colorado State University (Fort Collins)

University of Northern Colorado (Greeley)

University of Colorado at Boulder

Median Home Sale Price (2022): \$510,000

Median Home Income: \$73,907

Average Annual Wages: \$60,933

TRANSPORTATION:

Northern Colorado Regional Airport

Denver International Airport, DIA (70 miles)

City of Loveland Transit (COLT)

FLEX Bus Route

I-25, Hwy 34, Hwy 287



The northern Colorado region prides itself on its resilient, multifaceted economy and is home to primary industries in the following clusters: Advanced Manufacturing, Aviation, Bioscience, Energy & Natural Resources, Information Technology, Health and Wellness, and Food and Agriculture. Loveland is anchored by northern Colorado's largest retail shopping center, natural outdoor areas, nationally recognized art and sculpture parks, a growing craft beer and distillery market, small and unique shopping districts, a charming downtown and world-class recreation.

One of two incorporated cities within Larimer County, Loveland enjoys over 300 days of sunshine with warm summers and snowy winters, making the area an outdoor paradise with an abundance of both indoor and outdoor activities. Residents and visitors are surrounded with over 5,000 acres of open space and natural areas, available for scenic views, camping, mountain biking, hiking, horseback riding, motorized off roading, and winter snow-based activities. The area has a multitude of scenic lakes, rivers, and streams available for swimming, water skiing and boarding, rafting, boating, and fishing.

Loveland's quality of life can be found throughout the city. The city boasts over 30 parks with picnic tables and BBQ pavilions, playgrounds, and numerous sporting fields from soccer fields and basketball courts to skate parks. Loveland has been a mecca for artists and the city's affection for art is scattered around the community. Benson Sculpture Garden is where over 150 eclectic sculptures can be found. With more sculptures around the city and various art shows, it is clear that art is appreciated around every corner.

Loveland hosts several signature events annually that bring the community together, such as Sculpture in the Park, the largest outdoor sculpture shows in the U.S., The Corn Roast Festival, Winter Wonderlights, and the Sweetheart Festival, which pays homage to Loveland's nickname, "The Sweetheart City" due to its' world-famous 73-year Valentine Remailing Program. Also, the

MAJOR EMPLOYERS IN LOVELAND BY EMPLOYEE

Thompson School District.....	2,400 - 2,600
Medical Center of the Rockies	1,600 - 1,950
City of Loveland	1,000 - 1,250
Wal-Mart Distribution Center	800 - 1,050
McKee Medical Center.....	800 - 1050
Hach.....	750 - 1,000
University of Northern CO Hospital.....	500 - 800
Mears Group	300 - 550
Wal-Mart (Denver Avenue).....	300 - 500
Wal-Mart (65th St).....	300 - 500
Nutrien	250 - 500

Ranch Event Complex has become an entertainment hub in the northern Colorado area for a variety of local and international traveling events.

The City of Loveland provides quality resources and services to existing and new businesses. Loveland features abundant resources and amenities including:

- A highly trained and educated workforce
- Within a 30-minute drive of two major universities and two large community college systems
- Owns its utility, so the services are reliable and affordable, some of the lowest in the state
- Easy access to the community from I-25 and state highways 34 and 287
- 45-minute drive from Denver International Airport
- Region produces 89% of Colorado's oil and 70% of Colorado's craft beer
- Gateway to Rocky Mountain National Park



POPULATION GROWTH AND AGE DISTRIBUTION

Loveland continues to grow robustly, having added over 15,601 residents since the 2010 Census. Although the city has grown significantly in the way of population, the age distribution has changed for each cohort (see charts for additional details). Children between the ages of 0-19 dropped by 2.8%, as well as young adults by 1.6%, which could suggest net migration patterns or people moving out of Loveland. This is also supported by the fact that the 35–44-year-old cohort narrowly shifted in the last decade. What changed by a moderate amount compared to other cohorts is the 65–84-year-old cohort, suggesting that approximately 3.78% of this cohort moved from the 45–64-year-old cohort, with a small portion being new residents bringing that percentage to 15.7%. This endogenous structure of the population, owing to aging and births, not so much migration, has proven to be the same from 2010 to 2020. Moreover, more interestingly, the population age distribution even with the population growth, has remained relatively the same which could be contributory to the services Loveland provides.

The City's population is projected to grow 0.98% from 2022 to 2023 and is expected to experience an average population growth rate of 1.69% per year from 2023-2031.

PARKS & RECREATION:

- Multi-use Chilson Recreation Center
- 590.5 acres of park land (developed and undeveloped)
- 45 natural areas/open spaces
- 35 city parks and sports complex
- 10,051.5 acres of preserved open lands.
- 59.75 miles of recreational trails
- 3 golf courses and a mini course
- Lake Loveland Swim Beach
- Senior center
- Outdoor swimming pool
- Over 180 restaurants
- 4 lakes
- Over 150 retail stores
- 8 breweries & 2 distilleries
- 18 miles of hiking and biking trails
- More than 31 recreational parks
- Over 380 public works of art and home to one of the top international outdoor sculpture shows

INFRASTRUCTURE AND UTILITIES

Loveland Water and Power is a not-for-profit utility delivering safe, reliable, environmentally responsible, and competitively priced electricity and water to the Loveland community. The city's portfolio includes more than 35% renewable energy including thermal, hydro, wind and solar resources.

The Foothills Solar Array and Substation outputs 3.5 MW from 10,332 solar panels. The Foothills project is the first electric-generating facility in the United States to go through the Federal Emergency Management Agency (FEMA) Alternative Project process.



Loveland has adopted the following as their Vision, Mission and Values:

VISION

A vibrant community, surrounded by natural beauty, where you belong!

MISSION

Achieving Loveland's Community vision through innovation, dedication and excellent service.

VALUES

Accountability & Integrity, transparency & honoring the public trust, collaboration, innovation, safety with excellent service with courtesy.

ABOUT THE ORGANIZATION:

Loveland operates as a home rule city according to their city charter and ordinances and under a council-manager form of government. Voters select members of the City Council in elections on the first Tuesday in November of odd-numbered years. The Council has a total of nine members. Each of the four city wards elects two councilors to serve staggered four-year terms. The mayor is elected at large to serve a two-year term. The mayor pro-tem is chosen by the Council from its membership.

The City's 2024 Budget authorizes a total of 904.78 regular, benefitted Full-time Equivalent Positions (FTEs) within the Total City Budget. In addition to this, there are 133.4 FTEs that the City contributes funding toward for Other Entities (Loveland Fire Rescue Authority (121.4 FTEs), Loveland/Larimer Building Authority (1.0 FTEs), the Northern Regional Colorado Airport (9.00 FTEs) and the Northern Colorado Law Enforcement Training Center (NCLETC) (2 FTEs). In addition, a varying number of non-benefitted positions are employed on a temporary and seasonal basis as needed. Loveland neither recognizes nor bargains with any employee union.

The City determines employee compensation using a market-based pay plan established through independent surveys. City employees are eligible to receive a merit increase based on their annual performance evaluation.

Benefits include medical, dental, disability and life insurance, and a retirement plan for all regular benefitted (full-time and part-time) employees. Employees in temporary positions are not eligible for benefits, but in accordance with Health Care Reform requirements may be eligible for medical insurance for those in a 30 or more hours per week position or if the employee averages 30 or more hours per week in the designated period (12 months).

Loveland is a full-service municipality. The City Manager is the chief administrative officer for the city, overseeing the Economic Development, Finance, Utilities, Public Works, Police, Airport, Information Technology, City Clerk, Development Services, Community Partnership, Parks and Recreation, Library, Cultural Services, and Communications Departments. The major services provided to the community include:

- Building and Permitting
- Cemetery
- Community Partnership and Affordable Housing Services
- Community Planning
- Engineering
- Loveland Fire Rescue Authority
- Loveland Museum & Gallery
- Loveland Public Library
- Mosquito Control
- Municipal Court
- Municipal Fiber (PULSE)
- Northern Colorado Regional Airport
- Parks & Recreation
- Police
- Power Utility
- Public Transportation
- Rialto Theater
- Solid Waste & Recycled Materials Collection
- Stormwater Utility
- Streets Maintenance
- Transit (COLT)
- Wastewater Utility
- Water Utility

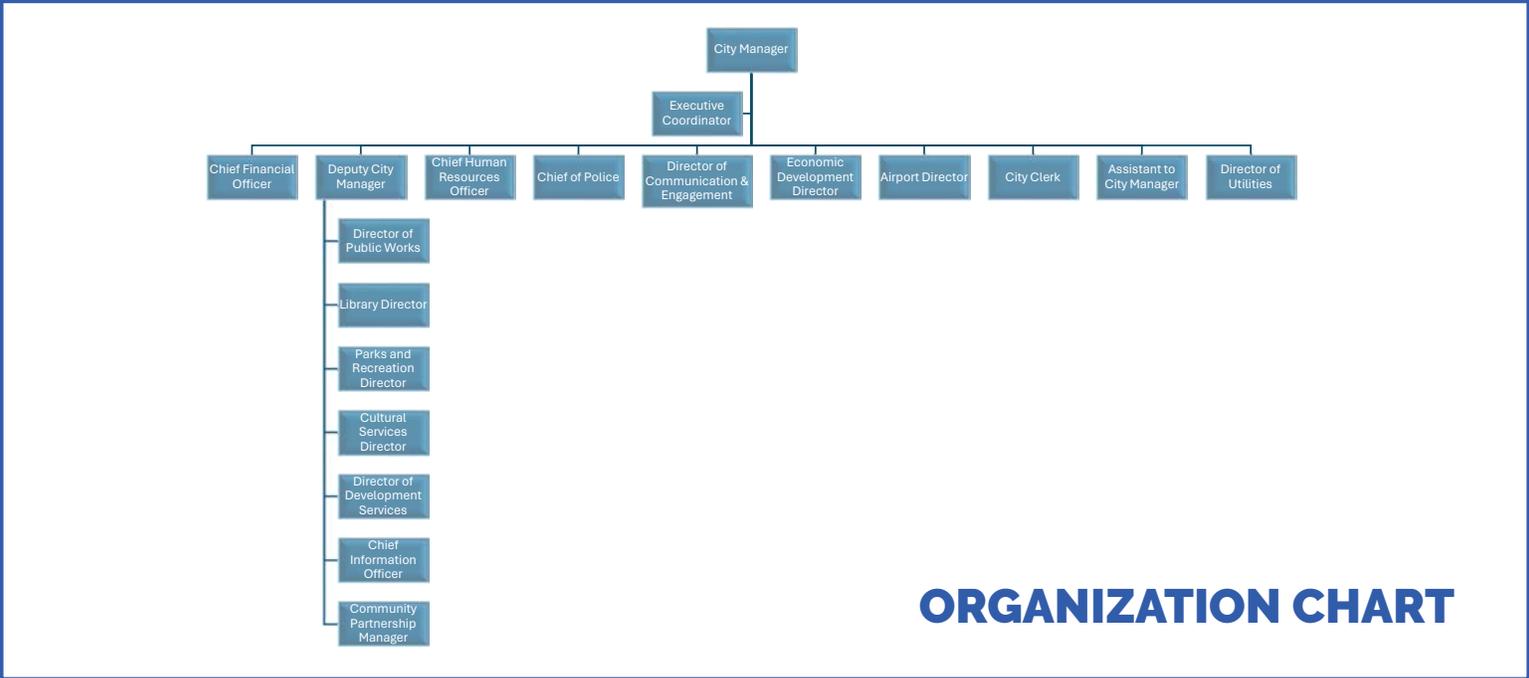
POSITION PRIORITIES

Loveland's new City Manager will collaborate with the Mayor and City Council, City Board and Commissions, Executive Leadership Team, Staff and Community Partners to prioritize:

- **Financial Transparency and Long-Term Financial Planning** - By a substantial margin, Loveland voters approved ballot measure 300, a proposal to eliminate food for home consumption from the City's sales tax collections. This exemption started January 1, 2024. Therefore, understanding the budget, the City's reliance on sales tax and alternative revenue streams, financial trends and projections will be a top priority. Leadership focuses on increasing and diversifying revenue streams, driving expense reductions through efficiencies and telling the City's story from a budgetary perspective is a high priority.
- **Intergovernmental Relationships and Leadership** – Loveland's new City Manager will continue to build on established relationships and leverage combined resources via public, private, and non-profit partnerships to find innovative and sustainable solutions to address complex community issues such as economic development, responsible growth management, workforce development/housing, and business vitality. Each of these will require the city to continue to build upon the working relationship with Larimer County and be seen as strong partners when approaching and developing economic initiatives that involve commitments from both entities.
- **Fostering a Culture of Trust and Open Communication** – Over the past few years there have been events and circumstances that created a lack of trust among staff, council, residents, and the general public. The division amongst Council, into two competing factions, is palpable at times, and

can be challenging to navigate. The lack of trust and transparency with residents is something that can be rebuilt but will take time. It will require the new City Manager to begin to build trust by creating an atmosphere of accountability and where residents are kept informed, information on upcoming issues is readily available for residents to read on-line and residents can ask questions and have a response from staff members within a specified period. Also, employees must feel supported and protected by the City Manager, free to express their opinions without fear of retaliation. It will also require a clear path from the City Manager's Office for the City Council, establishing how the lines of communication will be conducted in the future. There will be defined methods of communication for both internal and external communications and how information pertinent to City policy is shared in a timely manner.

- **Strengthening Community Engagement** – implement systems and protocols to actively engage with the community through a variety of methods and platforms which provide information regarding proposed city policies or action items being considered by city council; seek feedback from varied community members, follow up and prioritize both transparency and frequency in communication regarding fiscal sustainability and strategic initiatives within the context of meeting the affirmed needs of the community. Actively engage with residents through a variety of methods including but not limited to social media platforms, on-line publications and print when appropriate and warranted.



ORGANIZATION CHART



IDEAL CANDIDATE:

The City of Loveland seeks an open-minded, progressive thinker with exceptional leadership skills to serve as its next City Manager. The ideal candidate will be a trustworthy, purposeful, politically astute, engaging, and ethical municipal government professional with integrity who wants to serve and live in a growing community. The ideal candidate is a highly creative analytical person, with a cheerful outlook and a strong work ethic. They must be a model of professionalism for staff, be transparent in all areas and create opportunities for multiple communication channels with boards, commissions, and the City Council. The ideal candidate for this position is a motivational leader who can inspire their team, engage the community, and lead with purpose, passion, and effectiveness towards building a consensus among council with the City's best interest in mind and inspire a more resilient community.

The ideal candidate will lead easily, earn respect, exude honesty, and be able to articulate the short- and long-term vision for organization and the community. The ideal candidate will assist the City Council, leadership team, and future staff in returning to their customary policy and administrative roles through the transition of several executive leadership roles within the City.

The ideal candidate should demonstrate authenticity and flexibility when collaborating closely with staff and elected officials with a vision and on a community-wide perspective that considers past and future challenges to policy discussions; develops and sustains organizational excellence; and promotes innovation.

The perfect candidate is going to be charismatic and can build consensus with a council that is currently divided on various issues facing the community. They must be able to recognize and set aside politics, be calm and comfortable when issues arise among a divided council and should seek to provide information to all council members which can be used to make decisions that are in the best interest of the residents of the City of Loveland. It is imperative that they begin to rebuild trust with the employees of the city, the city council as well as with the residents of Loveland. They should be initiative-taking, strong, transparent, and independent, yet be a collaborative/constructive thinker that will do right for the city and not just for an individual or individuals.

KEY SKILLSETS INCLUDE:

- **Municipal Finance** - a strong understanding of municipal finance, including budgeting, revenue streams, effective resource allocation, familiarity with financial tools available to local governments, and short and long-term planning for expenditures when there is potential for residential growth that can impact service delivery.
- **Economic Growth and Development** – demonstrated success in collaborating and strategizing with policy makers, regional partners, community stakeholders, and staff to ensure sustainable, equitable and balanced development within a community; someone who brings a fresh perspective, new energy, and best practices in economic growth. Experience working in communities that are experiencing growth and the potential for additional growth in the future.
- **An Innovator** – a visionary who can articulate the path forward, lead with purpose and inspire others, foster a culture of innovation, continuous improvement, best management practices, and customer service focus to drive positive change within local government.
- **Team Builder** – a leader who encourages creativity, teamwork, and open dialogue to harness the diverse skills and perspectives of their team; someone who recognizes the efforts and contributions of their team, provides support, mentorship, and opportunities for growth and development.
- **Interagency Collaborator** - a partnership-oriented leader with a focus on building coalitions, spurring innovative ideas, coordinating efforts across different agencies and following through for the benefit of the broader community. Also, supporting and sustaining existing partnerships and programs including the Police Department's co-responder program and the Loveland Homelessness Task Force.

COMPENSATION, BENEFITS, EDUCATION AND EXPERIENCE

Salary: \$270,000-\$320,000, DOQ/E with a comprehensive benefits package available through this Link: [Loveland Benefits Guide](#) The position requires a bachelor's degree in public administration, business, or a related field, plus ten (10) years of local government experience with progressively increasing responsibilities. A master's degree in a related field is preferred. Per the City Charter, Section 8 – 1(c) (c) The City Manager shall become a resident of the City or the Community Influence Area as defined in the Comprehensive Plan adopted by the City Council on May 2, 2000, as amended from time to time, within six ((6) months of appointment, and shall remain a resident of such area throughout the Manager' appointment.

Interested candidates should apply online at [GovHRjobs.com](#) with a cover letter, resume, and contact information for at least five professional references by July 10, 2024. For further information, contact Senior Vice President Sarah McKee at 847-380-3240 ext. 120 or Senior Vice President, John Prejzner at 224-326-1360.

The City of Loveland is committed to compliance with the American Disabilities Act and is an Equal Opportunity Employer. Diversity and inclusion are critical to their success. They seek to recruit the most talented people from a diverse candidate pool and strongly encourage all qualified candidates to apply.





CITY MANAGER

FORT LAUDERDALE, FLORIDA



CITY MANAGER FORT LAUDERDALE, FLORIDA



THE POSITION IN BRIEF

Fort Lauderdale, Florida seeks a sophisticated and highly skilled municipal executive to serve as its next City Manager. This high profile position is appointed by and serves at the pleasure of the City Commission and manages a total budget of over \$1 billion. The City Manager also leads a workforce of almost 3,000 employees, 87% of whom belong to collective bargaining units.

THE CITY

Fort Lauderdale is a community of 184,255 on 35 square miles situated along the New River and the Atlantic Ocean. Located 42 miles south of Palm Beach and 28 miles north of Miami, Fort Lauderdale is the county seat of Broward County. It is part of the Miami-Ft. Lauderdale-West Palm Beach Metropolitan Statistical Area, a region with a population of approximately 6.18 million, and was recognized as an [All-America City Hall of Fame](#) inductee in 2023.

Known as the “Venice of America” and the “Yachting Capital of the World” for its 300 miles of canals and inland waterways, marinas, and yacht clubs, Fort Lauderdale is the perfect host for the annual [International Boat Show](#). The city is also home to the [Florida Panthers](#), the 2024 NHL Stanley Cup winners, and [Inter Miami CF](#). Offering beauty, leisure, and major league sports in a temperate climate, it’s no wonder Fort Lauderdale is also known as “the city you never want to leave”!

The Fort Lauderdale-Hollywood International Airport (FLL) and Port Everglades are just a short drive from the city center. The airport offers direct flights to nearly 140 cities in the U.S., Canada, the Caribbean, and Central and South America, while Port Everglades is the third busiest cruise port in the country. Additionally, Miami International Airport and the Port of Miami are less than an hour’s drive from the city, making Fort Lauderdale an ideal location for business, leisure, and international travelers.

The city is accessible via Interstates 95 and 75, U.S. Highway 1, and the Florida Turnpike. However, there are multiple alternatives to driving, including the [Brightline](#) high-speed passenger rail line which runs north and south between the downtowns of Miami, Fort Lauderdale, West Palm Beach, and Orlando multiple times each day. The city is also served by Broward County Transit, the [Tri-Rail](#) commuter line, and long-distance passenger rail service through Amtrak.

The thriving business community is anchored by the downtown business district and the tourism industry. Fort Lauderdale is home to nine of the county's largest employers, including Broward Health, AutoNation, Citrix, Kaplan, Broward College, and Kemet Corporation; however, hundreds of smaller employers in hospitality, boating, arts and culture, and other industries buoy the city's economy.

Fort Lauderdale offers a vibrant life for residents and visitors, including a host of arts, culture, entertainment, and recreational amenities. In addition to pristine Fort Lauderdale Beach, fans of the outdoors can enjoy hiking, canoeing, and camping at Hugh Taylor Birch State Park. The Riverwalk Arts & Entertainment District runs east to west along the popular Las Olas Boulevard with access to the Broward Center for the Performing Arts and a range of shopping, dining, and nightlife offerings. The city is also home to the Stranahan House, the Bonnet House Museum & Gardens, the African American Research Library & Cultural Center, the Stonewall National Museum & Archives, and many other unique historical and cultural amenities.

Fort Lauderdale has 63 recognized [neighborhood associations](#) along with many active boards, committees, and civic organizations. Caribbean, Latino, and LGBTQ communities contribute to the diversity of the city and a welcoming atmosphere that makes it easy for residents of all backgrounds to get connected and get involved.

Broward County Public Schools serves nearly a quarter million students through more than 300 schools and technical centers, including some of the top-ranked high schools in the country. Barry University, Nova Southeastern University, Keiser University, and Broward and City Colleges call Fort Lauderdale home along with a satellite campus for Florida Atlantic University.

DEMOGRAPHICS & RELATED DATA

(Source: [U.S. Census Bureau](#))

Median Age **43.2** years

Median Household Income **\$75,376**

Median Home Value **\$417,600**

Race/Ethnicity

White only, **54.7%**; Black only, **29.3%**; Two or more races, **11.3%**; Hispanic/Latino ethnicity, **19.8%**; All other races, **1.9 %**

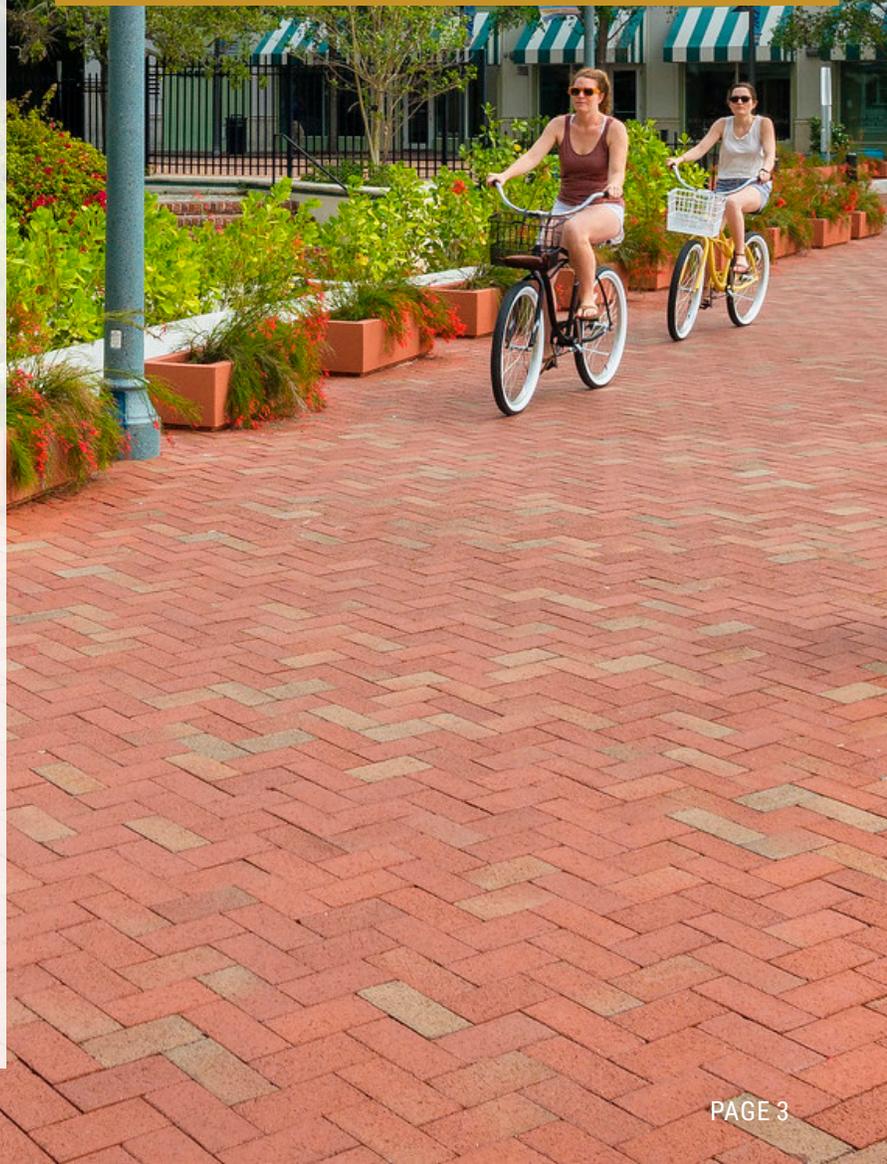
Educational Attainment

High school diploma or higher, **89.6%**

Bachelor's degree or higher, **40.3%**

Advanced degree, **15.5%**

Average Travel Time to Work **26.3** minutes



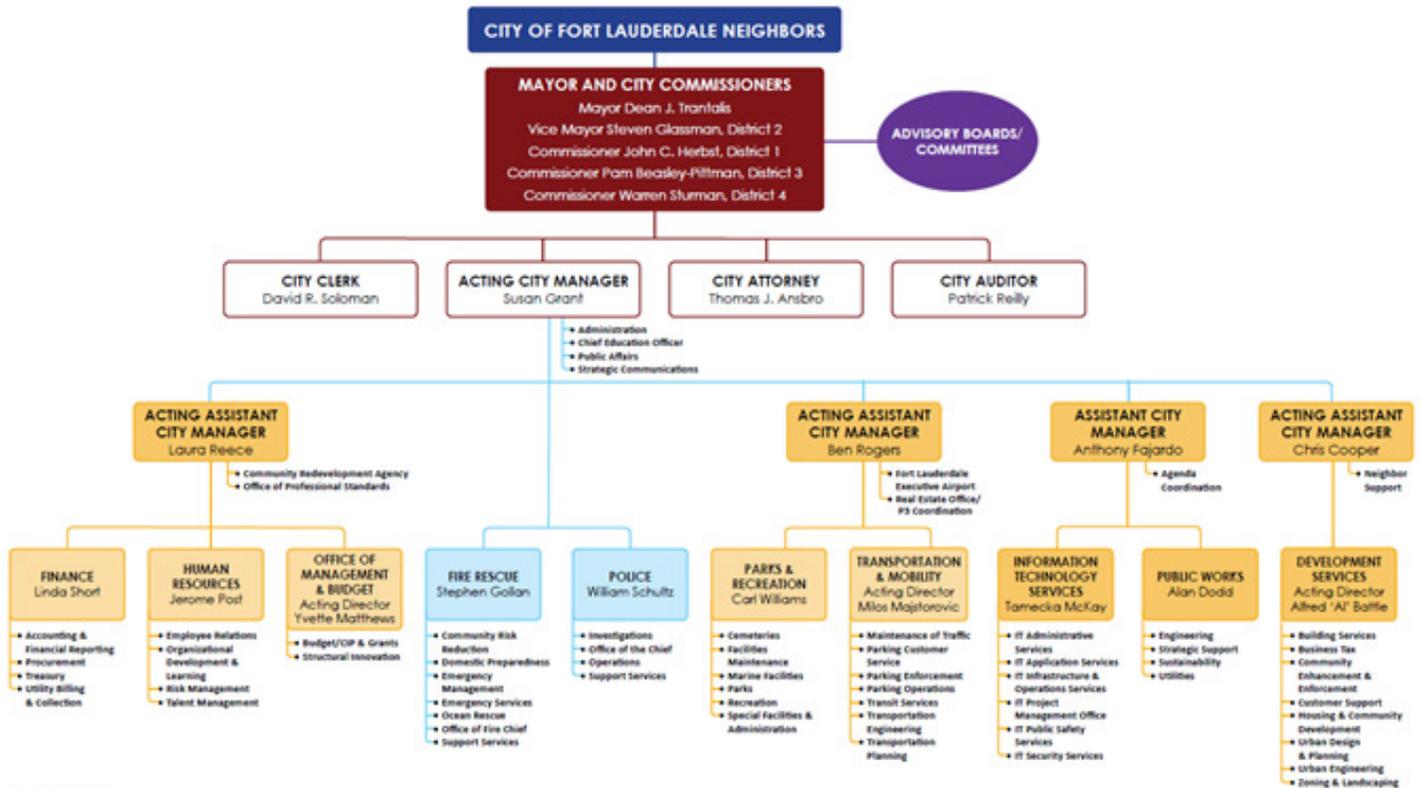
THE CITY GOVERNMENT

The City of Fort Lauderdale operates under the commission-manager form of government. Four City Commissioners are elected by districts while the Mayor is elected at-large. Mayor and Commission races are non-partisan, and members are limited to three consecutive four-year terms. The City Manager is appointed by and serves at the pleasure of the City Commission and has administrative oversight responsibility for all city operations and staff.

Fort Lauderdale has a FY2025 proposed budget of \$1.19B and 2,860 full-time equivalent (FTE) employees across all funds. This represents an 11.3% increase over FY2024 and maintains a stable millage for the 18th consecutive year. Because the millage has remained constant, the budget is driven by the city's steady growth, which averages 0.8% per year.

Under the organization's current configuration, the City Manager oversees 10 departments with the support of four Assistant City Managers; the Police and Fire Chiefs report directly to the City Manager. The leadership team is a healthy mix of longer-tenured and newer department heads who possess deep subject-matter expertise in their respective areas and share a strong sense of interdependence and camaraderie.

CITY OF FORT LAUDERDALE ORGANIZATIONAL CHART



The City's "Press Play Fort Lauderdale 2029" strategic plan sets out the following direction:

MISSION

We Build Community

VISION

The City you never want to leave

VALUES

Integrity
Compassion
Accountability
Respect
Excellence (ICARE)

FOCUS AREAS

Public Safety
Housing
Infrastructure and Resilience
Public Places
Business Growth and Support

KEY PROJECTS AND PRIORITIES

The incoming City Manager should be prepared to address a number of ongoing and imminent priorities, projects, and challenges:

- **Facilities & Capital Projects** – Construction of a new police headquarters is ongoing, and a new water treatment facility is scheduled to come online in two years. The City Manager must also address inflationary impacts on the 2019 Parks Bond initiative and constructing a new City Hall after severe flooding damaged the old building.
- **Infrastructure Needs** – The “[FORTify Lauderdale](#)” program is a set of initiatives in the Stormwater Master Plan designed to improve resilience and mitigate the effects of climate change on vulnerable neighborhoods. The City is also subject to two current and two pending consent orders that will require infrastructure investment and improvements.
- **Homelessness & Housing Affordability** – The passage of HB 1365 outlawing public camping and sleeping necessitates short- and long-term strategies to mitigate homelessness and address housing affordability.
- **Collective Bargaining** – All collective bargaining agreements are currently settled. Negotiations with Teamsters and the Federation of Public Employees (FOPE) may begin in the spring of 2025, while the International Association of Firefighters (IAFF) and Fraternal Order of Police (FOP) contracts expire September 30, 2026.
- **Organizational & Financial Management** – The next City Manager will need to formalize internal processes and implementation of the strategic plan in order to facilitate collaboration, operationalize the values, and enable the city to operate effectively within existing budget constraints.



CANDIDATE PROFILE

Because the City Manager is a highly visible role, the incumbent must be poised, professionally mature, and able to earn credibility with elected officials, employees, and the public. The ideal candidate will demonstrate the ability to navigate conflict with confidence and tact and build consensus around shared priorities. They will be an engaged, active leader who empowers their managers to make decisions while maintaining accountability for results. They will demonstrate a strategic, data-informed management approach and the ability to cultivate a productive team with positive morale.

Given the makeup of the community and workforce, the incumbent must demonstrate a track record of valuing individuals with diverse backgrounds and identities. There is a high level of engagement from the public and business community, and the City Manager must therefore be adept at understanding and balancing the interests of various stakeholders.

PREFERRED KNOWLEDGE, SKILLS, AND EXPERIENCE

- Experience in a full-service municipality of comparable size, complexity, and diversity
- Experience negotiating collective bargaining agreements and leading in a unionized environment
- Experience managing complex emergency response events
- Broad grasp of the functions and dynamics associated with a growing city
- Strong grasp of municipal budgeting and finance

QUALIFICATIONS

Bachelor's degree in public administration, business administration, finance, or other related area. Fifteen years of progressively responsible experience, of which five years must include senior management/senior administrative local government experience. Master's degree preferred. **Residency within the city of Fort Lauderdale is required.**

COMPENSATION & BENEFITS

Salary negotiations for highly qualified candidates are expected to start in the \$300,000 range. The City of Fort Lauderdale provides a range of benefits to its employees. Details can be found on the [Employee Benefits website](#).

HOW TO APPLY

Apply at www.GovHRjobs.com with a cover letter, resume, and contact information for five professional references by **November 15, 2024**. Confidential inquiries may be directed to Dele Lowman, MGT Senior Consultant, at (847) 380-3240 x141.

The State of Florida has strong public records laws. Candidates are advised to be aware that all aspects of this recruitment are open to public records requests throughout the process.



MGT



CITY OF ANYTOWN, USA
CITY MANAGER



RECRUITMENT PORTFOLIO





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

Dear Mr. Schmidt,

This report contains the application materials for the five candidates selected for an interview on Wednesday, May 18th.

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

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

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

A handwritten signature in black ink that reads "Heidi Voorhees". The signature is written in a cursive, flowing style.

Heidi J. Voorhees President
MGT Impact Solutions, LLC



**City of Anytown
City Manager Candidates**

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

- | | |
|-------------------|---|
| Candidate 1 | Joe W. Carter
City Administrator
City of Mary, Georgia |
| Candidate 2 | Sally P. Jerome
Interim City Manager
City of Maclin, Illinois |
| Candidate 3 | Walter L. Miller
City Administrator
City of Mytowne, Illinois |



City of Anytown
City Manager Interview Schedule

Wednesday, May 18th

10:00 a.m. – 11:00 a.m.	Joe W. Carter
11:00 a.m. – 12:00 p.m.	Sally P. Jerome
12:00 a.m. – 1:00 p.m.	Lunch Break
1:00 p.m. – 2:00 p.m.	Walter L. Miller
2:15 p.m.	Deliberations

Thursday, May 19th

9:00 a.m.	Candidate A
10:00 a.m.	Candidate B

Candidate 1

Joe W. Carter

Contact Information

Address: 6444 Mary Street
Mary, Maryland 23502

Cell: 240-555-7777

Email: jcarter@xxx.com

Education

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

Work History

1993 to Present

City of Mary, Maryland (population 21,000)

City Administrator

1988 to 1993

Town of Jackson, Maryland (population 3,551)

Town Manager

1986 to 1988

Village of Cherry, Ohio (population 4,800)

Village Manager

1985 to 1986

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

Assistant to the City Manager

Data Summary:

Candidate:	Joe W. Carter
Organization:	City of Mary, Maryland
Position:	Former City Administrator
Organization Budget:	\$36 million
Total Number of Employees in Organization:	260
Salary:	\$96,000
Expected Salary:	\$120,000-\$130,000
Reporting Relationship:	Reported to the Mayor & City Council
Years of Experience:	34

Professional Affiliations:

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

August 1, 20xx

Heidi Voorhees
GovHR USA
630 Dundee Road, Suite 130
Northbrook, IL 60062

Dear Ms. Voorhees,

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

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

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

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

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

Respectfully,

Joe W. Carter

Joe W. Carter
6444 Mary Street
Mary, Maryland 31502
240-555-7777
jcarter@xxx.com

OBJECTIVE:

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

EDUCATION:

Master of Public Administration, University of South Dakota, Vermillion, South Dakota. Minor area of study in Public Finance, Graduated May 1986.

Bachelor of Science in History, University of South Dakota, Vermillion, South Dakota., Minors in Political Science and Computer Science. Graduated May 1984.

PRESENT WORK EXPERIENCE:

City Administrator City of Mary, Maryland
(September 1993-Present)

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

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

Management accomplishments during my tenure are:

Reorganization of the City government from 16 different divisions into 8 specific departments (1995) and then 8 departments into 4 (2002) with day-to-day management of the departments by appointed Directors appointed by the City Administrator.

Implementation of a pay classification and compensation plan for all full-time employees that resulted in four separate unions and management coming under one pay table and adoption of new job descriptions for all employees.

Served as lead negotiator in contract negotiations with two AFSCME/Public Works unions, IAFF/Fire and UFCW/Police on behalf of the City.

Initiated a “reengineering” process with the Department of Utilities/Public Works and the AFSCME union to make the department more competitive and attempt to avoid “contract operations” by the private sector of the City utilities.

Used technology throughout the City government that includes all relevant data processing functions but also e-mail communications, electronic storage of current city records and documents, electronic imaging of past city records and documents, SCADA for utilities, in-car police computers, VOIP telephone protocol and automated meter reading of utility accounts.

Initiated the reorganization of the Department of Community Development and oversaw the adoption of a new comprehensive plan, development of the City’s first strategic plan, adoption of a revised zoning code consistent with both plans and the City’s first economic development plan.

Oversaw the redevelopment of historic Downtown through adoption of local tax incentives and acquisition of several state grants leading to upper story revitalization and renovation of several major buildings. This led to over \$ 50 million dollars in public/private investment and over 200 new jobs. Participated in the implementation of Maryland’s first Heritage Area, and the efforts in revitalizing the historic Downtown area. I also served for four years on the authority board as a voting member.

Restructured the City’s several million in long-term debt and have overseen the issuance of \$50 million in new long-term debt to cover the cost of a variety of public works projects involving bridge replacements, upgrade to the Water Filtration and Wastewater Treatment Plants, Combined Sewer Overflow improvements, road projects and improvement to public facilities.

Implemented the City’s first Tax Increment Financing District and second Special Taxing District for a medical park.

Implemented a city “Wi-Fi” system.

PAST WORK EXPERIENCE:

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

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

Management accomplishments during my tenure were:

Application and receipt of over \$ 1.25 million in grant funds for a variety of public improvement and works projects.

Construction of a nature trail and redevelopment of two town parks.

Construction of a multi-purpose community pavilion and renovation and expansion of a community/senior center

Administration of a \$ 2.5 million renovation of the town wastewater treatment facility.

Installation and management of a \$ 50,000 computer system.

Development and establishment of a successful town-wide recycling program.

Responsibility for total revision of the Town Zoning Code and Code of Ordinances.

Establishment of employee merit pay system and revision of Town’s personnel policy.

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

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

Management accomplishments during my tenure were:

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

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

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

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

PROFESSIONAL ORGANIZATIONS:

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



**CITY OF ANYTOWN
SELECTION PROCESS**

Interview and Candidate Evaluation Guide

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

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

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

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

Suggested "Library" of Questions

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

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



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

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

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

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

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

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



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

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

16. Open Questions.

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

Thank you.



**Candidate Evaluation Form
City of Anytown - City Manager**

Applicant Name:	Position:
-----------------	-----------

Please use this form as a guide to evaluate the applicant’s qualifications for employment. Check the appropriate numeric value corresponding to the applicant’s level of qualification and provide appropriate comments in the space below.

Rating Scale:

<p>5. Outstanding</p> <p>4. Excellent-exceeds requirements</p> <p>3. Competent—acceptable proficiency</p>	<p>2. Below Average—Does not meet requirements</p> <p>1. Unable to determine or not applicable to this candidate</p>
--	--

	Rating				
	5	4	3	2	1

INTERVIEW PRESENTATION – COMMUNICATION SKILLS					
General Impression-Professional Demeanor					
Leadership/Management Abilities -- Overall Confidence					
Relevant Background/Special Skill Set: Explore the candidate’s knowledge and past working experiences					
Professional Impression: Consider self-confidence, maturity, and presence to assess the candidate’s level of professionalism, inspiring personality					
Motivation/Initiative: Analyze applicant’s ability to think and act independently, and goal orientation. Why do they want to be the City Manager?					
Interpersonal/Communication Skills: Assess ability to express ideas and thoughts clearly					
Understanding of the community, region, organization and position					
Flexibility: Assess candidate’s responsiveness to change, tolerance for ambiguity.					
EXPERIENCE IN:					
Oversight of relevant departments					
Communication/collaboration with City team					
Challenges facing growing communities					
Local government budget development					
Economic development and innovation in economic development					

Candidate 2

Sally P. Jerome

Contact Information

Address: 980 Saginaw Lane
Hinsport, Illinois 60000

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

Email: sjerome@xxx.net

Education

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

Work History

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

Data Summary:

Candidate:	Sally P. Jerome
Organization:	City of Maclin, Illinois
Position:	Interim City Manager
Organization Budget:	\$ 5.4 million
Total Number of Employees:	47
Current Salary:	\$ 92,500
Expected Salary:	As advertised
Reporting Relationship:	Reports to the City Council
Years of Experience:	29

Professional Affiliations:

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

August 8, 20xx

Ms. Heidi Voorhees
President
GovHR USA
630 Dundee Road, Suite 130
Northbrook, IL 60062

Dear Ms. Voorhees,

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

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

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

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

Sincerely,

Sally P. Jerome

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

PROFESSIONAL EXPERIENCE

CITY OF MACLIN, ILLINOIS	2004 – present
<i>Interim City Manager</i>	August 2012 – present
<i>Assistant City Manager</i>	May 2008 – August 2012
<i>Assistant to the City Administrator</i>	2004 – May 2008
<i>Acting Building & Zoning Administrator</i>	December 2006

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

VILLAGE OF WAVELAND, ILLINOIS	1998 - 2004
<i>Assistant to the Public Works Director</i>	

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

YMCA OF METROPOLITAN CHICAGO	1994 – 1998
<i>Resident Services Director</i>	

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

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

1990-1994
1992-1994
1990-1992

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

EDUCATION

MASTERS OF ARTS (MPA)	Public Administration University of Illinois at Chicago Graduated in 1989
BACHELOR OF ARTS (BA)	Communication University of Illinois at Chicago Graduated in 1984

PROFESSIONAL MEMBERSHIPS

International City/County Management Association (ICMA)
Illinois City/County Management Association (ILCMA)
Illinois Association of Municipal Managers Assistants (IAMMA)
Illinois Public Employer Labor Relations Association (IPELRA)
National Public Employer Labor Relations Association (NPELRA)



**CITY OF ANYTOWN
SELECTION PROCESS**

Interview and Candidate Evaluation Guide

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

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

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

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

Suggested "Library" of Questions

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

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



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

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

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

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

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

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



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

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

16. Open Questions.

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

Thank you.



Candidate Evaluation Form City of Anytown - City Manager

Applicant Name:	Position:
-----------------	-----------

Please use this form as a guide to evaluate the applicant’s qualifications for employment. Check the appropriate numeric value corresponding to the applicant’s level of qualification and provide appropriate comments in the space below.

Rating Scale:

<p>5. Outstanding</p> <p>4. Excellent-exceeds requirements</p> <p>3. Competent—acceptable proficiency</p>	<p>2. Below Average—Does not meet requirements</p> <p>1. Unable to determine or not applicable to this candidate</p>
--	--

	Rating				
	5	4	3	2	1

INTERVIEW PRESENTATION – COMMUNICATION SKILLS					
General Impression-Professional Demeanor					
Leadership/Management Abilities -- Overall Confidence					
Relevant Background/Special Skill Set: Explore the candidate’s knowledge and past working experiences					
Professional Impression: Consider self-confidence, maturity, and presence to assess the candidate’s level of professionalism, inspiring personality					
Motivation/Initiative: Analyze applicant’s ability to think and act independently, and goal orientation. Why do they want to be the City Manager?					
Interpersonal/Communication Skills: Assess ability to express ideas and thoughts clearly					
Understanding of the community, region, organization and position					
Flexibility: Assess candidate’s responsiveness to change, tolerance for ambiguity.					
EXPERIENCE IN:					
Oversight of relevant departments					
Communication/collaboration with City team					
Challenges facing growing communities					
Local government budget development					
Economic development and innovation in economic development					

Candidate 3

Walter L. Miller

Contact Information

Address: 5498 Tazewell Drive
Libertyville, Illinois 60048

Home: 847-622-1234

Cell: 847-999-9876

Work: 847-450-5000

Email: wmiller@xxx.org

Education

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

Work History

2002 to Present

City of Mytowne, Illinois (population 30,000)

City Administrator

1996 to 2003

City of Smith, Missouri (population 36,500)

Assistant City Manager

1994 to 1996

ABC Crime Commission, Wichita, Kansas

State Coordinator, Community Development Division

1993 to 1994

City of Rock, Kansas (population 310,000)

Management Intern

Data Summary:

Candidate:	Walter L. Miller
Organization:	City of Mytowne, Illinois
Position:	City Administrator
Organization Budget:	\$55.2 million
Total Number of Employees in Organization:	150 full-time
Current Salary:	\$107,630
Expected Salary:	\$170,000
Reporting Relationship:	Reports to the Mayor & City Council
Years of Experience:	26 years

Professional Affiliations:

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

Walter L. Miller
5498 Tazewell Drive
Libertyville, Illinois 60048

August 5, 2019

Heidi J. Voorhees
Co-Owner
GovHR USA
630 Dundee Road, Suite 130
Northbrook, IL 60062

Dear Ms. Voorhees:

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

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

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

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

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

Best regards,

Walter L. Miller

Walter L. Miller

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

Home: 847.622.1234
Cell: 847.999.9876

Job Objective City Manager

Work Experience

2002-Present

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

Relevant Experience:

Finance and Management

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

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

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

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

Growth Management

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

Comprehensive Plan: Conducted complete update to long range plan.

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

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

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

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

Economic Development

Tax Increment Financing District: Created two new TIF districts.

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

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

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

New Facility Construction

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

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

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

1996-2003

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

1994-1996

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

1993-1994

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

Education

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

Computer Skills

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

Activities and Affiliations

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



**CITY OF ANYTOWN
SELECTION PROCESS**

Interview and Candidate Evaluation Guide

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**Candidate Evaluation Form
City of Anytown - City Manager**

Applicant Name:	Position:
-----------------	-----------

Please use this form as a guide to evaluate the applicant’s qualifications for employment. Check the appropriate numeric value corresponding to the applicant’s level of qualification and provide appropriate comments in the space below.

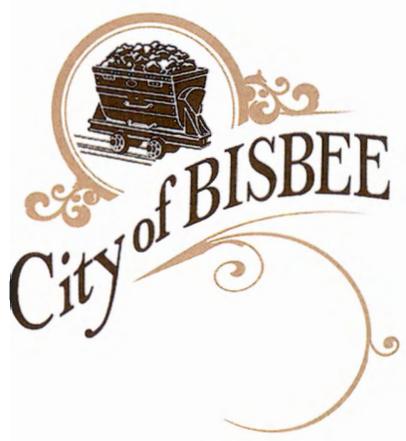
Rating Scale:

<p>5. Outstanding</p> <p>4. Excellent-exceeds requirements</p> <p>3. Competent—acceptable proficiency</p>	<p>2. Below Average—Does not meet requirements</p> <p>1. Unable to determine or not applicable to this candidate</p>
--	--

	Rating				
	5	4	3	2	1

INTERVIEW PRESENTATION – COMMUNICATION SKILLS					
General Impression-Professional Demeanor					
Leadership/Management Abilities -- Overall Confidence					
Relevant Background/Special Skill Set: Explore the candidate’s knowledge and past working experiences					
Professional Impression: Consider self-confidence, maturity, and presence to assess the candidate’s level of professionalism, inspiring personality					
Motivation/Initiative: Analyze applicant’s ability to think and act independently, and goal orientation. Why do they want to be the City Manager?					
Interpersonal/Communication Skills: Assess ability to express ideas and thoughts clearly					
Understanding of the community, region, organization and position					
Flexibility: Assess candidate’s responsiveness to change, tolerance for ambiguity.					
EXPERIENCE IN:					
Oversight of relevant departments					
Communication/collaboration with City team					
Challenges facing growing communities					
Local government budget development					
Economic development and innovation in economic development					

MGT



**PROPOSAL TO PROVIDE EXECUTIVE RECRUITMENT SERVICES FOR
THE CITY OF BISBEE ARIZONA**

Volume I: Proposal

Submitted on: January 2, 2026

Colin Baenziger & Associates

Contact Person:

G. Scott Krim, Managing Partner
Colin Baenziger & Associates
Phone: (801) 628-8364
e-mail: ***Scott@cb-asso.com***
Fax: (561) 621-5965

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

PROPOSAL TO PROVIDE EXECUTIVE SEARCH FIRM SERVICES

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January 2, 2026

The Honorable Mayor Ken Budge and Council Members Anna Cline, Trish Damon, Leslie Johns, Karen Schumacher, Mel Sowid, and Pete Skinner
Attn: Ashlee Coronado, Acting City Manager
City of Bisbee
118 Arizona Street
Bisbee, AZ 85603

Mayor Budge and Council Members Cline, Damon, Johns, Schumacher, Sowid, and Skinner:

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

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

Nationally we have found City Managers for Ankeny, IA; Bellevue, WA; Brighton, CO; Buckeye, AZ; Chandler, AZ; Connell, WA; Cottonwood Heights, UT; Doraville, GA; Eagle Mountain City, UT; Fayetteville, NC; Fircrest, WA; Normandy Park, WA; Portland, ME; Roanoke, VA; Scottsdale, AZ; Seaside, CA; Sequim, WA; Tacoma, WA; Thornton, CO; and Winchester, VA. We have also

COLIN BAENZIGER & ASSOCIATES

EXECUTIVE RECRUITING

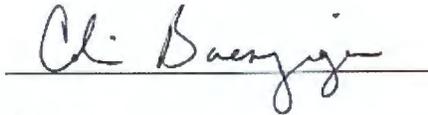
found the Borough Manager for Matanuska-Susitna Borough, Alaska (a county the size of West Virginia) as well as County Managers for Brevard County, FL; Clackamas County, OR; Clay County, FL; El Paso County, TX; James City County, VA; Polk County, IA; St. Lucie County, FL; St. Johns County, FL; and Union County, NC.

Some of our current searches include City Managers/Administrators for Cedar Falls, IA; Davenport, IA, and Hopewell, VA.

Those authorized to bind the company are partners Colin Baenziger and Scott Krim, as well as Lynelle Klein, Senior Vice President for Operations.

We look forward to formally presenting our credentials and working with you in the near future. If you have any questions, please feel free to contact us at (801) 628-8364.

Sincerely,



Colin Baenziger
Senior Partner



G. Scott Krim
Managing Partner

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

II. Proposer Qualifications and Experience

The Firm, Its Philosophy, & Its Experience

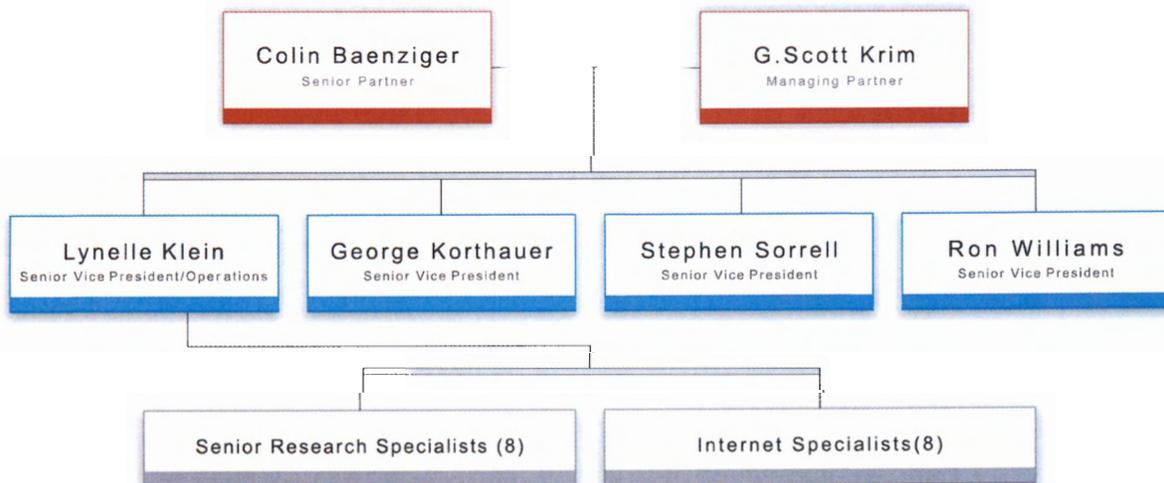
Colin Baenziger & Associates (CB&A) is a nationally recognized firm which began executive recruiting in 1998. The firm has offices in Daytona Beach Shores, FL, Grand Junction, CO, Pensacola, FL, and Weber County, UT.

Colin Baenziger & Associates' outstanding reputation is derived from our commitment to the quality of our product and the timeliness of the delivery. Further, our work is not done until you are fully satisfied. That means we go the extra mile and, at times, expend more effort and energy than originally anticipated in our action plan. When we do so, we do not ask for more than the originally quoted price. We feel you are hiring us as your experts, and once a contract is signed, we have an obligation to fulfill its requirements with excellence, on time, and within budget. We operate on the principle that all contingencies can and should be anticipated.

Since beginning our executive search practice, we have worked for clients in thirty-five states. Overall, we have conducted more than 420 searches overall, with over 230 of them being for CEOs for cities, counties, and special districts. More importantly, the basic approach outlined herein has been refined to the point where it is problem-free.

Technical Capabilities and Organizational Structure

Colin Baenziger & Associates has developed its business model over the past 27 years, and its effectiveness has led to our success and national reputation. Our work has focused on Executive Search, and our staff is extremely capable and experienced. See Section III for more details. The structure of our firm is outlined below.



II. Proposer Qualifications and Experience *(continued)*

What Makes us Unique

What sets us apart is more than just experience, it's our unwavering commitment to prioritize clear communication and mutual trust, while tailoring our approach to meet your specific needs. Our work focuses on recruiting top-level roles in local government, and we do not implement a one-size-fits-all process.

A cornerstone of our process is the rigor we apply to candidate screening. We dedicate the necessary time and resources to conduct comprehensive background checks and produce **detailed candidate reports before you select your finalists**. This ensures that when the elected body moves forward with interviews, they do so with full confidence—knowing each recommended candidate has already been thoroughly and professionally vetted.

Completion of Projects within Budget

Colin Baenziger & Associates is proud of its record of completing searches within budget. Once we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what circumstances may develop. **We have never requested anything beyond the originally quoted price, even in cases where we were probably entitled to do so.** That guarantee remains in place today.

Completion of Projects on Schedule

Colin Baenziger & Associates delivers results—fast. Most assignments are completed within 90 days, and since launching its recruitment services, **the firm has never missed a major milestone.** That kind of reliability means you can count on CB&A to keep your project on track and on time.

Women and Minorities

CB&A has extensive contacts with individuals and organizations representing women and minorities. We are thus able to identify and bring a diverse group of finalists to the City. The proof is that since 2012, 40% of the candidates hired in our recruitments have been females and/or minorities. Some years that number has been as high as 65%.

Prior Names and Litigation

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

II. Proposer Qualifications and Experience (continued)

Insurance

To protect our clients, Colin Baenziger & Associates maintains the following insurance coverages: (1) general liability insurance of \$2 million per occurrence, (2) automobile liability insurance of \$1 million per occurrence, (3) professional liability insurance of \$1 million per occurrence and (4) Cyber and Data Risk insurance of \$250,000 per claim. Further, we carry the required workers compensation insurance for our employees.

Clientele

Our clients are almost exclusively local governments, and they make the hiring decision. We do not accept payment for any services from candidates; we feel that would be a conflict of interest.

Geographic Reach

Since initiating its search function in 1998, CB&A has become a nationwide recruiting firm. We have conducted assignments in 35 states, see Figure I below. A complete list of our searches can be found in Appendix A.



II. Proposer Qualifications and Experience (continued)

Town Manager, Bay Harbor Islands, FL (population 5,938)

Contact: Former Mayor and current Councilmember Stephanie Bruder at (305) 866-6241, or sbruder@bayharborislands-fl.gov

CB&A began its work in May of 2020 to find Bay Harbor Islands' next **Town Manager**. Our work included searching the nation to find the right person for the job, interviewing the candidates, conducting thorough background checks, and recommending finalists for the Town to interview. Through our targeted marketing and outreach efforts, we were able to bring an excellent pool of candidates to the Town. After careful deliberation, the Town selected *Maria Lasday, formerly the Village Manager for Bannockburn Village, IL* in August 2020. Ms. Lasday resigned in September 2024 and retired from the profession.



City Manager, Fircrest, WA (population 7,215)

Contact: Former Mayor and Current Councilmember Brett L. Wittner at (253) 312-8556 or Brett.Wittner@gmail.com

Brimming with Pacific Northwest charm, the City of Fircrest is known for its welcoming parks, popular festivals and recreation programs, peaceful neighborhoods, engaging Police Department, and charming small businesses. CB&A was hired right before Christmas 2022 to find their next **City Manager**. We began work on January 11, 2023. We created the recruitment profile, sought outstanding candidates, screened and shortlisted the best individuals, conducted thorough background checks, and recommended finalists. The interviews were held on April 21, 2023. The Council had never been through an interview process quite like ours and were very complimentary of it. The City selected *Dawn Masko, former Finance Director for Pacific, WA*, and the City is well pleased with her performance. She remains with the City.



City Manager, Fruitland Park, FL (population 4,000)

Contact: Former Commissioner Chris Bell at (352) 326-4291

CB&A was first hired in mid-July 2013 to find Fruitland Park's next **City Manager**. Rick Conner, CB&A's Senior Vice President assumed the Interim City Manager role to assist the City, stabilize the situation, and coordinate the recruitment. The process was challenging, but through extensive outreach efforts, CB&A fielded an excellent group of high-quality candidates for the position, performed background checks, coordinated the interview process, and assisted the City in selecting *Gary LaVenia, former City Manager of Maple Shade, NJ*. Mr. LaVenia retired in 2024, and we were hired to find his replacement. The Council did not come to terms with their selected candidate in the first search, so we readvertised the position and vetted more candidates at no additional cost to the City. *Karen Manila, former Assistant City Manager for North Richland Hills, TX and Interim City Manager for Fruitland Park*, was hired in January 2025. She remains with the City.



II. Proposer Qualifications and Experience (continued)

City Manager, Mill Creek, WA (population: 20,930)

Contact: Mayor Brian Holtzclaw at 425-478-7453 or
bholtzclaw@cityofmillcreek.com

CB&A was selected in March 2022 to assist the City in finding its next **City Manager**. As part of our work, we interviewed the City Council to determine what they were looking for in a City Manager, conducted extensive outreach networking to local and regional governments, thoroughly researched the backgrounds of the top applicants, provided the materials to the City, and then coordinated the interview process. *Martin Yamamoto, former Deputy City Manager for Mill Creek, Washington, was selected on June 28, 2022.* He remains with the City.



City Manager, Sanibel, FL (population 7,319)

Contact: Vice Mayor Holly Smith at 239-270-1725, 239-707-9800, or
Holly.Smith@mysanibel.com

CB&A was hired in July 2021 to find Sanibel's next **City Manager**. Sanibel Island is unique because it was incorporated in 1974 to protect the natural aspects of the area and the community's small-town feel. Sanibel was looking for a manager who would protect Sanibel for the long term and continue the goals in their vision statement. Our efforts involved searching the country for strong candidates, conducting extensive background checks, recommending a strong field of candidates, overseeing the interviews, and providing assistance with the contract negotiations. *Dana Souza, formerly the Interim City Manager of Naples, FL, was selected in late September.* Mr. Souza remains with the City. In 2025 he received a near perfect score of 4.88 out of 5.0 on his performance evaluation.



City Manager, Sequim, WA (population 6,670)

Contact: Former Councilmember William Armacost at
(360) 461-1197, or soundcutters@hotmail.com
Former Councilmember Keith Larkin at (206) 715.9495
or Klarkinpnw13@gmail.com

CB&A was selected in early March 2015 to perform the search for Sequim's **City Manager**. Our effort involved searching the country to locate the best people for the job, interviewing them, conducting thorough background checks, and recommending finalists for the city to interview. Interviews were held on June 19th and 20th. *Charlie Bush, Development Services Director for Issaquah, WA, was selected on June 20, 2015.* Mr. Bush resigned in 2021, and we were hired to find his replacement. *Matt Huish (pictured), formerly the City Administrator for Sandy, Utah, was selected and he remains with the City.*



II. Proposer Qualifications and Experience (continued)

Candidate References

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

Placement	Recruited To Be	Contact at
Dale Martin <i>Former City Manager for Winchester, CT</i>	City Manager, Fernandina Beach, FL <i>Appointed September 2015. He left in February 2023 and is currently the City Manager of Flagler Beach, FL.</i>	(904) 557-5047 dallmartin@yahoo.com
Eden Freeman <i>Former Assistant City Manager for Sandy Springs, GA</i>	City Manager, Winchester, VA <i>Appointed June 2014, she left in March 2020. She returned to Sandy Springs as the City Manager in January 2022.</i>	(404) 683-4816
Bryan Hill <i>Former Deputy Administrator for Beaufort County, SC</i>	Administrator, James City County, VA <i>Appointed July 2014. Hired as the Fairfax County, VA, CEO in January 2018.</i>	(843) 368-7458
Chris Morrill <i>Former Assistant City Manager for Savannah, GA</i>	City Manager, Roanoke, VA <i>Appointed December 2009. Hired as the Executive Director of the Government Finance Officers Association in 2017.</i>	(843) 368-7458
Raymond "Boz" Bossert, Jr. <i>Former Village Administrator for Port Edwards, WI</i>	General Manager, Sun 'N Lake of Sebring Improvement District, FL <i>Appointed July of 2023 and remains with the District.</i>	(706) 215-4567

II. Proposer Qualifications and Experience (continued)

Project Team and Involvement

Colin Baenziger & Associates has assembled an outstanding project team to serve your needs.

Colin Baenziger, our Senior Partner, has spent ten years in local government as a senior manager and over 30 years as a consultant. In addition to his 28 years in executive search, he specialized in operational reviews of governmental agencies and private sector clients such as the Recording Industry Association of America, and the Marriott Corporation. Mr. Baenziger has a master's degree with distinction in public administration from Cornell University's Graduate School of Management, and a Bachelor of Arts degree from Carleton College. He has also been active in the International City Management Association and the Florida City and County Management Association.



G. Scott Krim, Managing Partner, has 20 years' experience in the public and private sectors and offers an abundance of managerial and analytical experience. He is a versatile leader with proven expertise in executive search, operations optimization, personnel retention, and internal / external stakeholder relationships. Prior to joining our firm, Scott worked for five years in Utah's District Courts. He is a member of the International City / County Management Association, the Association for Public Policy Analysis & Management, the Society of Human Resource Management, and the American Communication Association. Scott has a Master of Public Administration (emphasis in state and local government) from Southern Utah University, and a Bachelor of Science in Organizational Communication from Weber State University in Ogden, Utah. Scott is a certified Professional and Technical Writer.



Lynelle Klein, Senior Vice President for Operations, is a skilled professional with extensive expertise in executive search. Starting as a research assistant with CB&A 12 years ago, she has now firmly established herself as the number three person at CB&A. Prior to joining the firm, she worked primarily in the private sector providing financial and administrative services. Ms. Klein has an associate degree from Brigham Young University in Rexburg, Idaho. She currently resides in Mesa County, CO.



II. Proposer Qualifications and Experience (continued)

Stephen Sorrell, Senior Vice President, brings over 35 years of management and technical experience in municipal, county, state, and special district agencies in addition to his work with Colin Baenziger & Associates (CB&A). Some of the leadership positions Steve has held include serving as Executive Director, Emerald Coast Utilities Authority in Pensacola, Florida, and as City Manager, Director of Public Safety, Assistant City Manager, and Director of Finance, all for Hamilton, Ohio. He is a P.E. and earned a Bachelor of Science in Civil Engineering Degree from the University of Dayton, Ohio, and Master of Public Administration Degree from the University of Cincinnati, Ohio. He is or has been a member of the International City/County Management Association, Florida City/County Management Association, Florida Finance Officers Association, American Water Wastewater Association, President of the Exchange Club, President of the Safety Council, Chairman of the Neighborhood Watch Program, and served on the Board of Directors for Senior Services and the Chamber of Commerce. One day, he hopes to slow down – just not yet.



Ron Williams, Senior Vice President. While Mr. Williams has had a long relationship with CB&A. In fact, he worked with the firm in its infancy and helped develop the operating methodology that has led to our growth and success. His public sector career began as a budget analyst for the City of Miami and culminated as the City Manager for Palmetto Bay (an affluent suburb of Miami, FL with 24,000 residents) and then for Live Oak (a rural city of 7,000 about 100 miles west of Jacksonville, FL). Along the way, he served in high level positions in juvenile justice, public works, and general services. What excites him now is finding the people you need to fill your key positions, and he is exceptionally good at it. Ron has a Bachelor of Science in Management and a Master's Degree in Public Administration from the University of West Florida. He has also taught at Miami Dade College and in the County's public school system.



III. Project Understanding and Schedule

The following search methodology has been refined over the past twenty-seven years and is virtually foolproof. That said, we will integrate any ideas you have into the process to the extent possible. Our goal is to ensure you have the right people to interview as well as all the information you need to make the right decision.

Phase I: Information Gathering / Needs Assessment / Brochure Preparation

Task One: Needs Assessment

An important part of the recruiter's work is promoting the community to the very best candidates (including those who are not actively looking for their next job) while providing an honest portrayal of the community and the opportunity. As such, CB&A must first determine the needs of the client and the characteristics of the ideal candidate. Our approach is as follows:

- Gather information from the jurisdiction, its website and other sources;
- Interview the elected body and other key parties (such as City staff). Our goal is to develop a strong sense of your organization, its leadership, its short- and long-term expectations, and its challenges;
- Determine the characteristics of the ideal candidate. These will include experience, longevity, education, personality, demeanor, skills, and achievements as well as other items you and the community consider important;
- Determine a reasonable compensation package; and
- Finalize the timeline with the City so both the elected body and the candidates will know when the interviews will be held and when they need to be available.

If the City wishes, we will gladly incorporate meetings with other stakeholders (such as the business community, non-profit organizations, the religious community, and so on) to gather their insights. We can also solicit the input of your residents through an on-line survey.

Task Two: Develop Position Description and Recruitment Materials

Based on the information we gather, CB&A will develop a comprehensive recruitment profile for your review. We will incorporate any suggestions you have, before we finalize the document. As part of this effort, we will conduct a salary study, comparing similar municipalities, and recommend a market-based range for use in recruiting candidates. A sample profile is included as Appendix B. Other examples can be found on our firm's website under the "Executive Recruitments" / "Active Recruitments" tabs.

Phase II: Recruitment

Task Three: Recruit Candidates

CB&A uses a number of approaches to identify the right people for your position. We say people (and not person) because our goal is to provide you with six to twelve outstanding semi-finalists. You then select the top five people to interview and ultimately choose the candidate who is the best fit with you and your community. The approaches we use are:

III. Project Understanding and Schedule (continued)

- **Networking:** The best approach is diligent outreach. We will network with potential candidates and consult our database of government professionals. As we identify outstanding candidates (many of whom are not in the market), we will approach them and request that they apply. Often excellent candidates are reluctant to respond to advertisements because doing so may alienate their current employers.
- **Advertising:** In addition to networking, we incorporate professional associations and the trade press into our sourcing strategy to ensure no strong candidate is missed. These might include the International City/County Management Association, Arizona City/County Management Association, LinkedIn, the National Association of Cities, and sites aimed at female and minority candidates.
- **CB&A Website:** We will also post the recruitment on our website, www.cb-asso.com, which many candidates consult regularly.
- **Email:** We will e-mail the recruitment profile to our database of approximately fourteen thousand managers and professionals who are interested in local government management positions. One of the advantages of e-mail is that if the recipient is not interested, he/she can easily forward our information to someone else who may be interested.

We generally do not use local newspapers, national newspapers, or generic employment websites because, while they produce large numbers of applications, they generally do not produce the caliber of candidates we are seeking. Consequently, if the City would like to place ads in these venues, the City will facilitate the job placement, and bear the cost.

Phase III: Screening and Finalist Selection

Task Four: Evaluate the Candidates

Based on our most recent recruiting efforts, we anticipate receiving resumes from forty to sixty applicants. We will use the information we developed in Phase I to narrow the field. Selecting strong candidates is, in reality, more of an art than a science and a mixture of in-depth research and subjective evaluation. While we consider standard ranking factors, our recommendations to you will be those candidates whom we feel will be an outstanding City Manager and a great fit with your community.

Specifically, our efforts will involve:

Step One. Resume Review. CB&A will conduct a detailed screening of each resume to determine the six to twelve, highest-quality candidates.

Step Two. Screening Interview. Our lead recruiters will interview each of the top candidates. Using what we learned in Phase I, and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whom to consider further.

Step Three. Evaluate the Best Candidates. We will conduct thorough research into the backgrounds of the best candidates. Specifically, CB&A will:

- **Ask the Candidates to Prepare a Written Introduction:** We ask the candidates to answer a series of questions about themselves as an adjunct to their resumes and cover letters. By so doing, (1) the candidates can tell their story *in their own*

III. Project Understanding and Schedule *(continued)*

words, and balance the negativity that is so often characteristic of the press, and (2) the City can evaluate the candidates' written communication skills.

- **Interviews of References:** We provide the candidate with a list of references with whom we wish to speak. These will include current and former elected officials, the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, the Human Resources Director they work with, and others who know the candidate. All told, the list will include approximately 20 individuals. We will also attempt to contact some individuals who are not on the candidate's list. Typically, we reach eight to twelve people per candidate and prepare a written summary of each conversation that is approximately one page long.
- **Legal Checks:** Through our third-party vendor, American DataBank, we will conduct the following checks: criminal records at the county, state, and national level; civil records for litigation at the county and federal level; motor vehicle records; and bankruptcy and credit. As an aside, while only police departments have access to the NCIC database (the gold standard for criminal records), our vendor has developed a very reliable substitute.
- **Search the Internet, Newspaper Archives, and Social Media:** Virtually every community has some form of print and/or electronic media with an archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. These articles can also provide valuable insights into the candidate's relationship with the public and the governing body. Of course, not all news sources are unbiased, and we consider that in our evaluation. Further, we will review the candidate's social media accounts.
- **Verification of Education and Work History:** We will verify all stated educational credentials, as well as the candidate's work history for the past 15 years to ensure the candidate has been completely forthright.
- **Candidate Disclosure Statement:** We ask candidates to disclose anything controversial in their background that we need to be aware of. While it is unlikely that they will disclose anything we are not already aware of at this point, we believe redundant checks are beneficial.

As part of our efforts, we will crosscheck sources, search for discrepancies, and resolve them. When sensitive or potentially embarrassing items are discovered, they will be thoroughly researched. Depending on what we discover, we may remove the candidate from consideration, or present them with an explanation.

Note: We firmly believe that all background work and checks should be completed prior to recommending any candidates to you. That way you know the individuals you select to interview are all top performers and do not have anything embarrassing in their work history and / or backgrounds that might come to light later. It also means that once you have made a selection, you can move promptly, negotiate a contract and announce your selection.

III. Project Understanding and Schedule *(continued)*

Task Five: Preparation and Presentation of Candidate Materials

CB&A will select six to twelve candidates and present them for your consideration as finalists. We will provide you with a complete electronic report for each recommended candidate which will include: the candidate's cover letter, resume, introduction, references, background checks and internet / newspaper archive search results. A sample candidate report is included as Appendix C. We will also provide advice on interviewing, a series of questions the elected officials may wish to ask (as well as outlining questions that are not appropriate to ask), and some logistical information.

Task Six: Finalist Selection

Approximately a week after the City has received the candidate materials, CB&A will meet with the elected officials to discuss our findings and to select finalists (ideally five with an alternate) to be invited to interview.

Task Seven: Notify All Candidates of Their Status

We will notify the finalists by telephone and give them the opportunity to ask additional questions. Additionally, we will provide them with information concerning the interviews and travel arrangements.

Further, we will contact those not selected to be interviewed. Part of the notification will include advice concerning their application materials. Thus, even though they were not advanced, they will have gained something valuable for their next employment search.

Phase IV: Coordinate the Interview Process and City Manager Selection

Task Eight: Coordinate the Candidate Assessment Process

Prior to the interviews, we will recommend an evaluation process including mechanisms to assess the candidates' communication skills, interpersonal skills, and decision-making skills. Typically, we suggest the governing body observe the finalists in three settings: a social setting (since the selected candidate will frequently represent the City at community functions), one-on-one interviews with the elected officials, and a formal interview with the governing body as a whole. Our process is outlined below.

Day #1: The finalists are given a tour of the community by a knowledgeable staff member or resident. Municipalities often also include a reception with the City's senior staff at this point.

Later that day, the City can host a reception for the candidates. Its purpose is to allow the elected officials to observe how the finalists respond to a social situation. As noted, your next City Manager will represent your local government in a variety of venues. It is thus important to know how the individual will respond to your citizenry. The reception also serves as an icebreaker whereby the elected officials and the candidates get to know one another informally.

III. Project Understanding and Schedule *(continued)*

Day #2: The next morning, the finalists will interview individually with each Council Member for approximately 40 minutes. These meetings will provide you with an opportunity to assess how the candidates are likely to interact with you on an individual basis. Ultimately, Managers succeed or fail based on their interaction with the Council and its individual members. One-on-one interviews are an excellent way to test that interaction.

After lunch, the Council, as a group, will interview each finalist one at a time for approximately 30 minutes. Part of the interviews might include a PowerPoint presentation, so the Council can observe the candidates' presentational skills.

We recommend you invite the finalists' spouses to the interviews, so they can become familiar with the community.

Finally, if it would make you feel more comfortable, we can recommend several third-party management and personality assessment tools that the City can use to provide additional input. They are generally not costly and are not included in our fee.

Task Nine: Debriefing and Selection

After the interviews are completed, we have developed a simple methodology that moves the elected body quickly and rationally to the selection of your next Manager.

Phase V: Negotiation and Continuing Assistance

Task Ten: Notification, Contract Negotiations and Warranty

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

Task Eleven: Continuing Assistance

Our work is not done when the contract is executed. We will stay in touch with you and your new City Manager. Our goal is to be there to assist in resolving any issues that arise before they become intractable. We simply feel it is part of our job to ensure a successful relationship.

Communication: Once the process begins, we will provide weekly emails reporting on the status of the search. At significant milestones we will discuss the process and results with each of you personally. We are also available at any time, day or night, to address any questions you have along the way. To do so, we will provide you with our cellphone numbers, and you should feel comfortable contacting us whenever you have a question whether it is directly related to the search or, for that matter, anything else related to local government. We are, in addition to being exceptional recruiters, students of local government, and can often offer insights as well as names of parties who are familiar with a wide variety of issues, often with innovative solutions. We strive to be responsive and to assist in any way we can.

III. Project Understanding and Schedule (continued)

The City's Obligations

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

III. Project Understanding and Schedule *(continued)*

Proposed Project Schedule

The following is the schedule we would suggest and assumes CB&A is selected to complete the search by January 6, 2026. It can be adjusted based on the availability of the Mayor and Council.

Phase I: Needs Assessment / Information Gathering

- January 14th: CB&A begins meeting with the Council Members and other stakeholders to understand the job and its challenges.
- January 27th: CB&A submits the draft of the full recruitment profile to the City for its review.
- February 3rd: The City provides comments on the recruitment profile.

Phase II: Recruiting

- February 6th: CB&A posts the full recruitment profile on its website and submits it to the appropriate publications. It is also e-mailed to approximately 14,000 local government professionals.
- February 27th: Closing date for submission of applications.
- March 4th: CB&A reports on the results of the recruitment.

Phase III: Screening, Reference Checks and Credential Verification

- April 7th: CB&A forwards its reports and materials to the City for the recommended candidates. These will include the candidates' cover letters, resumes and introduction as well as the results of our reference, background, and Internet/newspaper archives/social media checks.
- April 14th: The City selects approximately five finalists and an alternate to interview.

Phase IV: Interview Process Coordination and City Manager Selection

- April 23rd: The City holds reception for the finalists.
- April 24th: One-on-one and full Council interviews and selection of City Manager.

Phase V: Negotiation, Warranty & Continuing Assistance

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

IV. Fee and Warranty

Fee

CB&A offers a firm, fixed price of \$30,500, which includes all the expenses we will incur. The only other expenses the City will incur are those associated with bringing the finalists (and spouses, if invited) to interview with the City (travel, meals, hotel etc.). Bills will be rendered as the search progresses and due at the end of each Phase as indicated below:

Requested Services	
Phase I: Needs Analysis / Information Gathering	\$ 4,000
Phase II: Recruiting	12,000
Phase III: Screening	12,000
Phase IV: Interview Process Coordination and Selection	1,500
Phase V: Negotiation and Warranty	1,000
Firm, Fixed Fee Total	\$30,500

Please note, as previously stated, we have never billed nor requested additional funds beyond our originally quoted fee – even when circumstances suggested we were entitled to them.

Warranty

We proudly stand behind our work with one of the more notable warranties in the industry, underscoring our commitment to quality and integrity. Our warranty includes the following:

1. Once the City employs our recommended candidate, we will not approach the selected City Manager for any other recruitment as long as the individual is employed by the City.
2. Should the selected individual leave for any reason other than an Act of God within the first year, CB&A will repeat the search for the reimbursement of our costs only. (Act of God defined as: unexpected health conditions occurring to themselves or close family members, total incapacitation, or death).
3. If, after the final events and interviews, the City determines that the candidates presented do not meet the desired standards or are not an outstanding fit, CB&A will repeat the search process at no additional cost.
4. All services outlined in our proposal are covered under a guaranteed, all-inclusive fee. This fee will not be exceeded, except under the conditions listed.

This warranty is effective provided the City adheres to the following guidelines:

- The City follows our recommendations and the agreed upon 90-day project schedule, including all components of each phase (Phase I - V inclusive); and
- The City selects from the recommended candidates officially presented by CB&A.

We recognize that unique circumstances may arise. In such cases, CB&A is willing to engage in good faith discussions with the City to explore potential solutions, or alternative options, even if they fall outside the formal bounds of this warranty.

V. Required Coverage



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
05/05/2025

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 Hiscox Inc. 5 Concourse Parkway Suite 2150 Atlanta GA, 30328	CONTACT NAME: PHONE (A/C No. Ext): (888) 202-3007 FAX (A/C No): E-MAIL ADDRESS: contact@hiscox.com	
	INSURER(S) AFFORDING COVERAGE	
INSURED Baenziger Krim & Associates LLC DBA Colin Baenziger & Associates 5251 S 575 W Suite 1 Ogden, UT 84405	INSURER A: Hiscox Insurance Company Inc	NAIC # 10200
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			P104.853.810.1	05/05/2025	05/05/2028	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 0 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ S/T Gen. Agg. \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			P104.853.810.1	05/05/2025	05/05/2028	COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ CGL HNOA Limit (per occurrence) \$ 1,000,000
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y/M	N/A			PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Cyber and Data Risk			P104.853.809.1	05/05/2025	05/05/2028	Each Claim: \$ 250,000 Aggregate: \$ 250,000
A	Professional Liability			P104.853.808.1	05/05/2025	05/05/2028	Each Claim: \$ 1,000,000 Aggregate: \$ 1,000,000

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

CERTIFICATE HOLDER	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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ACORD 25 (2016/03)

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V. Required Coverage (continued)



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/21/2025

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

PRODUCER AP INTEGO INSURANCE GROUP, LLC 375 Woodcliff Dr. Suite 103 Fairport NY 14450		CONTACT NAME: AP Intego Insurance Group, LLC PHONE (A/C, No. Ext): 888-289-2939 FAX (A/C, No.): E-MAIL ADDRESS: certs@apintego.com															
INSURED Baenziger Krim & Associates LLC DBA Coin Baenziger & Associates 6251 S 575 W Riverdale UT 84405		<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Sequoia Insurance Company</td> <td>22985</td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Sequoia Insurance Company	22985	INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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INSURER C:																	
INSURER D:																	
INSURER E:																	
INSURER F:																	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJ-JECT <input type="checkbox"/> LOC						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICEMEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS BELOW	Y/N	N/A	QWC1475125	06/20/2025	06/20/2026	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

CERTIFICATE HOLDER Proof of Coverage	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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ACORD 25 (2010/05)

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VI. Required Form

OFFER

TO THE CITY OF BISBEE:

The undersigned hereby offers and agrees to furnish the services requested in compliance with all of the terms, conditions, specifications, and other descriptions of the work associated with this RFP. The Proposer certifies that he or she has read, understands and will fully and faithfully comply with this Contract, its attachments and any referenced documents.

Lynelle Klein
Authorized Signature

December 30, 2025
Date

Printed Name and Title Lynelle Klein, Senior VP for Operations

Company Name Colin Baenziger & Associates

Address 5251 South 575 West

City, State and Zip Code Riverdale, UT 84405

Telephone Number(s) 561-578-2096

Company's Fax Number (561) 621-5965

Email Address lynelle@cb-asso.com



RECEIVED 11/15/11
DEC 31 2025
City Clerk's Office
City of Bisbee

Smart
I'm re

COLIN BAENZIGER & ASSOCIATES
EXECUTIVE RECRUITING

Response to:
Bisbee, AZ

**City Manager
Recruitment Services Proposal**

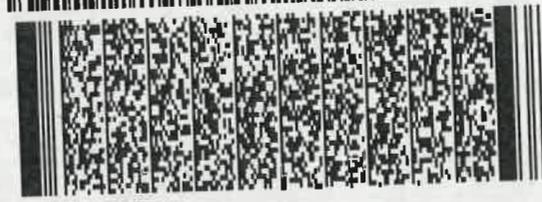
ORIGIN ID:GJTA (970) 433-7189
LYNELLE KLEIN
COLIN BAENZIGER & ASSOCIATES
105 3/4 GLADE PARK ROAD
GRAND JUNCTION, CO 81507
UNITED STATES US

SHIP DATE: 30DEC25
ACTWGT: 1.00 LB
CAD: 110078623/INET4535
BILL SENDER

TO CITY CLERK
CITY OF BISBEE
118 ARIZONA STREET

BISBEE AZ 85603

(520) 432-6012 REF: DEPT:



FedEx WED - 31 DEC 5:00P
TRK# 8875 2357 0844 PRIORITY OVERNIGHT
0201

XX SVSTG

AVWA 85603
AZ-US TUS



58HJ6077E59F2

Part # 156297-435 RRDB EXP 10/26

0856 WED 12/31 10:03
CITY OF BISBEE
118 ARIZONA ST
BISBEE AZ
PRIORITY OVERNIGHT
134-2500 *WF
ETP: 2 WF-PD 100:Y
1196264034510008660300887523570841

Align bottom of peel-and-stick airbill or pouch here.